

REPORTS OF THE COUNCIL ON LONG RANGE PLANNING AND DEVELOPMENT

The following reports were presented by Michelle Berger, MD, Chair:

1. ACADEMIC PHYSICIANS SECTION FIVE-YEAR REVIEW

Reference committee hearing: see report of Reference Committee F.

HOUSE ACTION: **RECOMMENDATIONS ADOPTED** **REMAINDER OF REPORT FILED**

See Policy G-615.003

American Medical Association (AMA) Bylaw 7.0.9 states, “A delineated section must reconfirm its qualifications for continued delineated section status and associated representation in the House of Delegates by demonstrating at least every 5 years that it continues to meet the criteria adopted by the House of Delegates.” AMA Bylaw 6.6.1.5 states that one function of the Council on Long Range Planning and Development (CLRPD) is “to evaluate and make recommendations to the House of Delegates, through the Board of Trustees, with respect to the formation and/or change in status of any section. The Council will apply criteria adopted by the House of Delegates.”

APPLICATION OF CRITERIA

The Council analyzed information from a letter of application submitted in November 2023 from the Academic Physicians Section (APS) for renewal of delineated section status and continued representation in the AMA House of Delegates (HOD). APS leadership also responded to a follow-up query from the Council, providing further details on several points. This portion of the report presents each criterion and related information provided by the Section. The information in this report focuses on activities beginning in June 2019.

Criterion 1: Issue of Concern - Focus will relate to concerns that are distinctive to the subset within the broader, general issues that face medicine. A demonstrated need exists to deal with these matters, as they are not currently being addressed through an existing AMA group.

The APS remains the only AMA constituent group focused specifically on the perspectives of academic physicians. Following an administrative move from Medical Education to Governance/Marketing and Member Experience, the APS began an annual strategic planning process along with all other AMA sections. This process includes APS Governing Council (GC) attendance at the annual Sections Leadership Retreat, leading to greater awareness of the work of the APS and increased opportunities for strategic alliances with other sections.

The APS identified the following issues/concerns on which the Section is currently prioritizing and on which the Section has focused over the last five years:

1. Payment and reimbursement issues specific to academic physicians graduate medical education funding and sustainability
2. Workforce and the “physician supply chain”
3. Diversity, equity, inclusion, and belonging (DEIB)
4. Physician wellness
5. Scope of practice

The APS, often in collaboration with other AMA constituent groups, hosts many educational programs to address their prioritized issues of concern.

At the 2019 Annual Meeting of the HOD, the APS collaborated with the Medical Student Section (MSS) to host an educational session, “Connecting the dots: Unprofessional behavior, mistreatment, impairment, and their impact on burnout in education and practice.” At its I-19 meeting, the APS held an educational session, “Recruiting, Retaining, ‘Retraining,’ and Rewarding Community Physicians.” At the November 2020 and 2021 meetings, respectively, the APS convened the educational sessions, “Impacts on the medical education ‘supply chain’ in the residency program application and selection process” and “Racial diversity in the academic physician ‘supply chain’.” In May 2021, the

APS developed a webinar, “Scope of practice issues that will impact current trainees' practice environment,” in collaboration with the Medical Student Section and Resident and Fellow Section. At the June 2021 meeting, the APS partnered with the AMA Minority Affairs Section (MAS) on the educational session “African, Black, and Caribbean Voices: Patient narratives as a means to counter racism and unconscious bias in medicine.” In April 2022, the APS presented a webinar on wellness specific to academic physicians, featuring lead AMA staff from Professional Satisfaction and Practice Sustainability and the Center for Health Equity, and the June 2022 APS meeting featured a talk on AMA medical education support for equity, diversity, and belonging by lead medical education staff involved in DEIB. Two APS education sessions were held at the Section’s 2023 Annual and Interim meetings: “Career Threats in an RVU-Driven World” and “Show Them What You’re Worth: Educational Value Units (EVUs) in Academic Medical Practice.” In addition, the APS presented a webinar in October 2023, “How to recruit, orient, and retain community preceptors.”

Attendee evaluations have shown these sessions to be consistently well received. The sessions have helped provide strategies to aid academic physicians and their respective institutions. The Section intends to use both educational and policy development tactics to enhance the focus on their prioritized issues. The APS stated its intention to apply a DEIB perspective to all its educational programming and will work to ensure that any resolutions that come from the Section reflect the principles of DEIB where appropriate and applicable. The APS has collaborated with other sections (e.g., the MAS and MSS as exemplified above) as well as AMA business units, including Improving Health Outcomes, the Center for Health Equity, and Professional Satisfaction and Practice Sustainability to convene internal AMA experts on relevant subjects and provide the highest quality of continuing medical education (CME) content.

The issues listed above reflect many of the overarching concerns expressed by physicians and verified through member and nonmember surveys and feedback. Through attention to and awareness of the AMA’s strategic priorities and objectives, the APS acts on issues most relevant to medical education and academic physician practice. Such work helps extend awareness of the AMA’s mission to a larger audience and leads to increased participation in the APS (and the AMA) among academic physicians.

Criterion 2: Consistency - Objectives and activities of the group are consistent with those of the AMA. Activities make good use of available resources and are not duplicative.

The APS has been intentional in its efforts to reflect AMA strategic objectives throughout its educational and policy development processes. Addressing large-scale AMA issues such as scope of practice, physician wellness, and health equity to its academic physician members helps expand the AMA message and its Recovery Plan for America’s Physicians to core APS members. Specifically, the Section has been involved with the ChangeMedEd initiative, the activities of which are promoted directly to core APS members. In September 2023, the APS partnered with the Medical Education unit to feature APS as part of the AMA exhibit at ChangeMedEd 2023, a national conference bringing together leaders and innovators in medical education and related health care fields to accelerate change in medical education across the continuum and transform the way future physicians and residents are trained.

Section leadership and staff are in discussion with AMA membership staff (Health System Partners program) to determine how APS and its engagement and policymaking opportunities might be presented as part of the value proposition for group membership for academic institutions.

Criterion 3: Appropriateness - The structure of the group will be consistent with its objectives and activities.

The primary opportunity for APS members to participate in APS activities occurs during the Section’s twice-annual meetings in June and November. The institution of twice-annual webinars has helped to extend awareness of and engagement with the APS in the interim between the two face-to-face meetings. These sessions also create additional opportunities for sharing topics and information outside the June and November meetings. Participation in the nine-member GC of APS provides a pathway for professional development and leadership, and the structure of the Section provides for a bridge of information, awareness, and knowledge to and from the AMA to leadership and faculty at academic medical centers. The Section’s recently developed the Resolutions/Policy Committee and Medical Education Committee that have created additional opportunities for engagement of APS members and have helped reduce the workload on the GC, allowing a more strategic approach to the Section’s goals.

Email communications to the APS listserv provide news and updates on key APS and AMA activities. The academic physician segment of AMA MedEd Update is the de facto newsletter for the Section, unlike other sections that have their own dedicated communications. The APS noted this as a possible area of improvement, to ensure more standardized and predictable email communications to APS members, versus the ad hoc emails to the APS listserv.

Other opportunities for participation include:

- Engaging in the APS Resolutions/Policy Committee and CME Committee
- Informing Section policies, products, and services through participation in surveys and focus groups
- Participating as a student in educational programming tailored to develop the knowledge, skills, and attitudes that faculty physicians need to effectively prepare the next generation of physicians
- Networking and interacting with peers who have similar interests at other institutions, multiplying the prospects for success beyond what any one individual or institution could achieve on its own
- Involvement and engagement with the ChangeMedEd initiative, through participation in its webinars and other meetings

Criterion 4: Representation Threshold - Members of the formal group would be based on identifiable segments of the physician population and AMA membership. The formal group would be a clearly identifiable segment of AMA membership and the general physician population. A substantial number of members would be represented by this formal group. At minimum, this group would be able to represent 1,000 AMA members. It is important to note this threshold will not be used to determine representation as each new group will be allocated only one delegate and one alternate delegate.

AMA Bylaws specify three avenues for APS membership among active physician members of the AMA: appointment by the dean of any United States medical school with an educational program; elective membership of those with a faculty appointment at a United States medical school with an educational program; elective membership of those who have an active role in undergraduate, graduate or CME or who serve in a clinical/research capacity with an academic medical center, community hospital, or other health care setting. Previous attempts to quantify academic physicians using available AMA data concluded that there were approximately 20,000 physicians engaged in “medical teaching” and/or employed by a medical school, with approximately 2,500 AMA members among them. Given the more expansive definition of potential APS membership as defined by AMA Bylaws, it is estimated that there may be as many as 80,000 academic physicians in the United States, and as many as 10,000 AMA members among them.

Criterion 5: Stability - The group has a demonstrated history of continuity. This segment can demonstrate an ongoing and viable group of physicians will be represented by this section and both the segment and the AMA will benefit from an increased voice within the policymaking body.

APS membership has grown from 513 to 573 since the Section’s 2019 renewal of delineated section status, an increase of 11.7 percent. Between 35 and 263 APS members have attended each of the Section’s meetings since A-19, with a median attendance of 52.5 members per meeting. The APS webinars implemented in 2022 have seen an average of 35 participants per session.

The APS has instituted a periodic new member orientation and networking session at recent meetings to ensure that new meeting attendees and new members feel welcome and gain an understanding of the Section’s role within the AMA. The Section has developed an updated member application to help make membership operations more efficient and effective. The APS has also engaged in numerous discussions and collaborative activities with other sections, such as the Young Physicians Section (YPS), Organized Medical Staff Section, and Senior Physicians Section, to raise awareness of the opportunities for cross-memberships across different sections. In a positive sign of change, a growing number of YPS members are seeking to “graduate” from the YPS to the APS as they transition out of eligibility for YPS membership.

The Section has seen strong interest in GC positions and has been mindful of situations in which GC members are elected to new positions in lieu of new GC members. Collaboration with other sections has helped increase opportunities for joint work on, when appropriate, policy issues and educational topics. An additional venue for

leadership opportunities for GC members is through serving as an APS liaison to the Council on Medical Education. One individual on the GC is elected as APS liaison to the Council and three other GC members are appointed to serve as ex officio liaisons to the undergraduate, graduate, and CME committees of the Council. These individuals report back to the APS as to the activities of the Council and work to ensure that the APS perspective is reflected in Council on Medical Education reports as they are being drafted.

Criterion 6: Accessibility - Provides opportunity for members of the constituency who are otherwise under-represented to introduce issues of concern and to be able to participate in the policymaking process within the AMA House of Delegates (HOD).

As the only AMA component group that represents the perspectives of academic physicians, the APS ensures that the AMA carries on its historic role in medical education standards and excellence, which was a catalyst for the AMA's founding in 1847. The AMA Section on Medical Schools (now APS) was established in 1976 to "allow more direct participation in the AMA by physician members who are active in medical school administration." (AMA Board of Trustees Report P C-76). A 1979 AMA brochure noted that "The purpose of the Section is to provide a formal structure for medical educators to participate directly in the deliberation of the AMA House of Delegates; and to provide a forum for review, discussion, and development of recommendations and policies on national medical education and health care issues."

The APS, through the genesis of its Resolutions/Policy Committee, has taken a more active role in policy development in the HOD, and has sent six resolutions to the HOD since the 2020 Interim Meeting of the HOD. The APS also contributes to HOD reports—reports of the Council on Medical Education in particular—through the work of the APS liaison to the Council on Medical Education and GC members who are appointed to serve as ex officio liaisons to the undergraduate, graduate, and CME committees of the Council. The APS has worked to focus on issues affecting medical education and academic physicians. The GC carefully reviews potential policy and curates what is sent forward to the HOD. During the Section's twice-annual meetings members are invited to take part in the review of medical education reports/resolutions, voice opinions during debate and vote on the recommended APS action. At its meeting on the Friday prior to HOD meetings, the APS GC reviews all relevant HOD business items and develops a consent calendar for consideration by the entire APS membership. These recommendations are shared with APS members during the APS business meeting, with sufficient time for review, deliberation, dialogue, and voting. Members are also invited to join the Resolutions/Policy Committee. In addition, the APS reviews and assesses testimony on a wide variety of reports and resolutions that are considered by the HOD at its annual and interim meetings.

The Section previously formed the Academic Medicine Caucus, which from 2011 to 2019 helped reach a broader swath of current and potential members (i.e., those who attend the AMA HOD meeting on behalf of their state or specialty delegation but may not be involved in AMA sections) and reviewed proposed AMA policy (including the positions of the APS on the various HOD items). The integrated relationship between the two bodies helped ensure a more encompassing and holistic front for all academic physicians in the HOD and AMA policymaking processes. The Section noted that it was considering the possible reintroduction of this caucus.

DISCUSSION

The APS is the only section that represents the perspectives of academic physicians and focuses on issues that are significant and not currently being addressed through another existing AMA group. Since its previous five-year review, the Section has enhanced its strategic planning process in collaboration with the other AMA sections. This has facilitated collaboration and the selection of areas of focus and initiatives that align with the AMA's strategic direction. The Section's participation in the ChangeMedEd initiative, among other collaborations with other AMA groups and business units, demonstrates the APS's desire to contribute to and work towards the broader goals of the Association.

The structure of the APS allows members to participate in the deliberations and pursue the objectives of the Section, and the APS Listserv provides news and updates on key APS and AMA activities and provides networking and leadership opportunities for Section members. The Section has made strides to expand its membership through thoughtful collaborations with other AMA sections, in particular the MSS and YPS. The APS maintains regular communication with medical student leadership by including the chair of the MSS GC in monthly APS GC

meetings. This relationship has increased awareness of and participation in APS events among medical students. The APS has worked with MSS leadership to change the perception of AMA among medical school leadership and faculty, thereby increasing the likelihood of these leaders supporting their students' participation in AMA activities. For example, with support from APS, MSS and student membership staff now host a quarterly "faculty advisor training" to provide information about AMA initiatives and discuss how faculty advisors can best support MSS members/chapters at their institutions. The APS and MSS have discussed how the sections might work together to provide mentorship opportunities for medical students. These efforts demonstrate not only a desire to expand the scope of APS, but also to provide support to medical students and amplify the work of the AMA to the overall health care community.

The Section has demonstrated a desire to self-assess and has thoughtfully considered possible improvements that could be made to its current communications and governance strategies including the possible implementation of section-specific communications and the reorganization of the Academic Medicine Caucus.

The APS has a history of more than 40 years at the AMA and has introduced or significantly contributed to resolutions and reports that resulted in new policies that have benefitted both the AMA HOD, academic physicians and the entire health care community. The Section provides numerous ways for its constituents to speak on issues and business items relevant to the work of the Section, and allows more direct participation in the AMA by physician members.

The Council appreciates the thorough work of APS leadership and staff in completing this letter of application and follow up communications, as well as the deliberation of the Section as it looks to improve upon its already commendable work in the future.

CONCLUSION

The CLRPD has determined that the APS meets all required criteria, and it is therefore appropriate to renew the delineated section status of the APS.

RECOMMENDATIONS

The Council on Long Range Planning and Development recommends that our American Medical Association renew delineated section status for the Academic Physicians Section through 2029 with the next review no later than the 2029 Interim Meeting.