

Interim Meeting 2025
Address to the AMA House of Delegates

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The Future of the AMA

Madam Speaker, members of the Board, esteemed delegates, colleagues, and friends-

It is an honor to stand before you tonight as the new CEO of the American Medical Association. I am humbled and energized by the work we do together.

We often talk about the AMA as one big family ... and on nights like this we see why.

Thank you for welcoming me into your family.

And thank you for your calls ... your texts ... and all the notes of encouragement. It means so much to me and my family.

We gather tonight at one of the most consequential times for health care in America.

You — the House of Delegates — play a pivotal role in this seminal period. You are the voice of our profession. In every motion passed, in every policy debated, you carry forward not just the concerns of today, but the legacy of medicine itself.

Tonight, I want to talk about something we all care deeply about:

The Future of the AMA.

The AMA has never been static. Since 1847, we've evolved with the science, with society, and with the profession. From establishing the first code of medical ethics, to our unrelenting fight for access to care, we have always stood on the front lines of change.

But history isn't enough. Legacy alone doesn't protect patients, or support physicians, or address burnout. That takes vision. That takes action.

So let me be clear:

The future of the AMA is not something we **wait for**. It's something we shape — with urgency and unity.

At the heart of our work is **you** — the physician.

Our surveys show it. Your testimonies affirm it. The practice of medicine today is tougher than ever. Administrative burdens continue to climb. Burnout remains dangerously high. And new challenges — from workforce shortages to the explosion of generative AI — are reshaping how we practice care.

But here's the good news:

We are not bystanders. We are **architects**.

That's why I'm strengthening our advocacy strategies to cut red tape and restore autonomy. We are pushing back on excessive prior authorization ... fighting for fair Medicare reimbursement ... and investing in physician well-being — not as an afterthought, but as a moral and strategic **priority**.

Because the future of the AMA must put physicians first — not just in rhetoric, but in **real results**.

In a time when misinformation spreads faster than truth, and science is often politicized, the AMA must remain a beacon of evidence, integrity, and trust.

We are elevating science-based policy. We are supporting public health messaging. I'm sure you have all seen numerous statements we have issued and an ambitious social media strategy — all backed by action. And we are **fiercely** defending the patient-physician relationship from interference — whether it comes from **politics, algorithms, or bureaucracy**.

This is not just about facts. It's about **trust**. And in the noise of a fractured information landscape, our voice — **your voice** — must be clearer than ever.

I've always been a lover of history — so it's great to work at a place that's over 170 years old. To put that into context-- when you come to the Chicago office, you can visit our archives. And on the 47th floor is a display showing how the AMA fought medical quackery in the early 20th Century — the numerous potions and concoctions that promised to cure disease and prolong life.

We led by focusing on science and encouraging people to talk to their doctor. Well — what's old is new again. Cause that's what we are doing now!

The future of the AMA depends on our credibility. And credibility is earned — every day, in every word, in every stand we take.

That's why I was delighted to announce just yesterday the AMA's new [Community Health Impact Lab grants](#). Our goal is simple but ambitious: invest in physician-led, community-centered projects that improve health outcomes among populations, particularly those that are marginalized or disadvantaged. This program is about innovative solutions led by those who know their communities best — doctors on the frontlines.

You want to solve the problems of health care — **let physicians do their job** ... unencumbered by excessive regulation and administrative burden!

We can solve the problems of health care because we are the ones who know it the best.

Our vision is a health system that is **inclusive, just, and grounded in our oath to serve all**.

Technology is changing our world. AI diagnostics. Wearables. Virtual care. These are not science fiction — they are here. They are powerful. But they are not without risk.

The AMA believes technology should extend the human touch, not replace it. We believe in guardrails, not blind adoption. And we are leading national efforts to shape ethical standards for AI in healthcare.

Innovation without humanity is not progress — it's peril.

That's why I was proud to announce the creation of the [AMA Center for Digital Health and AI](#) — putting physicians at the center of shaping, guiding and implementing transformative technologies.

Physicians must be leaders in AI because we understand the needs of patients better than anyone. We know what works — and what **doesn't**.

We must lead conversations about AI policy and regulation ... workflow integration ... education and training. And we must do this as one medical community — **one family** — so that we unlock the extraordinary potential of this technology.

The future of the AMA must be both visionary and vigilant.

Across medical schools and residency programs, I see a new generation of physicians — smart, passionate, diverse, and deeply driven by mission.

But many of them are asking hard questions:

“Does the AMA speak for me?”

“Does organized medicine reflect my values?”

“Is this a place where I belong?”

Let me say unequivocally: Yes. The answer is Yes, it must be.

If we are to remain the unified voice of medicine, we must listen deeply, adapt courageously, and welcome broadly. We must work together — because truly together we have more power.

The future of the AMA must belong to the next generation — not just as members, but as **leaders**.

We won't always agree. We come from different specialties, practice settings, ideologies. And yet, in this House — this unique, powerful House — we come together for something bigger

than ourselves.

We are not just protecting a profession. We are protecting the sacred bond between doctor and patient. We are guarding the **soul of medicine**.

And we do that better together.

Because the future of the AMA — and medicine itself — depends on our unity of purpose.

So where do we go from here?

We keep fighting.

We keep evolving.

We keep leading.

We strive for **impact** in our relentless pursuit of a healthier America.

We speak with moral clarity. We act with strategic strength. We honor our past by building our future.

And we do it — together. Each step of the way.

Because this is our calling. This is our charge.

This is the future of our AMA.

Thank you.

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