



Strategic Plan 2020-2023

Ohio State Medical Association

Strategic Plan 2020-2023

Background:

The OSMA Council and senior staff met on August 10, 2019 to develop the strategic plan to guide the organization through 2023.

The Council reviewed the 2016-2019 Strategic Plan final report and studied future cost and resource projections facing the association. For 2016-2019 the OSMA focused on the following issue areas: Sustainability, Physician Well-being, Enhancing Professionalism, OSMA Governance and Operations, and Advocacy.

For 2020-2023, the OSMA will focus on the following issue areas:

- Sustainability
- Advocacy
- Healthier Ohio: Physician Well-Being, Professionalism and Public and Population Health
- Governance and Operations
- Brand Awareness: Communication/Public Relations/Marketing

Ohio State Medical Association

Strategic Plan 2020 - 2023

Issue Area: Sustainability

Goal: OSMA will increase physician engagement over the next 3 years to enhance membership and partnerships in order to maintain financial stability

| Objective | Action Steps | Success indicator | Accomplishments |
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| 1. Continue marketing and member recruitment/retention strategies | <ul style="list-style-type: none">• Create standing subcommittee on membership• Connect and learn from other state medical societies who have increased membership in the past several years. Assess whether Ohio can replicate any of their membership models or activities.• Create short term and long term strategic marketing/communications plan | <ul style="list-style-type: none">• Reinstitute membership committee• Committee develops report of recommendations• Approval and implementation of recommendations• Report findings of other successful state society membership strategies• Strategic marketing/communication plan developed <p>**These activities linked to Objective #4</p> | |

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| 2. Continue leadership development programs | <ul style="list-style-type: none"> • Investigate creating mentorship program for new members • Develop strategies to connect new members to activities within the OSMA in a targeted way • Identify current leaders in medicine in Ohio in other health care settings-CMOs, Medical Directors, etc, to promote OSMA activities • Investigate creation of “Advocate of the Month” program | <ul style="list-style-type: none"> • Creation of formal mentorship program • New members engaging in different OSMA activities • Creation of mechanism to identify current physician leaders in Ohio and programs to reach out to them • Creation of “Advocate of the Month” program | |
| 3. Continue to seek alternate revenue streams | <ul style="list-style-type: none"> • Review other states’ non-dues revenue streams • Continue to seek association management and grant opportunities • Review opportunities for corporate support | <ul style="list-style-type: none"> • Report on other states’ successes • Add at least two new association/grant opportunities • Create a corporate sponsorship/membership program | |
| 4. Evaluate new and different membership models/ options | <ul style="list-style-type: none"> • Create standing subcommittee on membership • **Same as activities in #1 | <ul style="list-style-type: none"> • **Same as indicators in #1 | |
| 5. Resurrect OSMA foundation for special projects | <ul style="list-style-type: none"> • Add physicians to the Foundation board • Create strategic plan for the Foundation | <ul style="list-style-type: none"> • Formation of a new board • Development of new fundraising activities and associated programming | |

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| 6. Address efficiency in management of business services | <ul style="list-style-type: none"> • Review current process for managing business service activities • Modify and develop new processes to manage the activities | <ul style="list-style-type: none"> • Report on revised process and projection of cost efficiency | |
| 7. Increase personal contact with individual physicians | <ul style="list-style-type: none"> • OSMA leaders will participate actively at the local level – demonstrate boots on the ground leadership | <ul style="list-style-type: none"> • Report on level of local activities and potential associated impact | |

Ohio State Medical Association Strategic Plan 2020 - 2023

Issue Area: **Advocacy**

Goal: OSMA will be the voice for physicians advocating the role of professionals in the changing health care landscape and working collaboratively with like-minded health care organizations

| Objective | Action Steps | Success indicator | Accomplishments |
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| <p>1. Continue to improve grassroots involvement on specific issues</p> | <ul style="list-style-type: none"> Enhance current advocacy communications strategy, in coordination with marketing department, to ensure promotion of OSMA victories to both members and nonmembers, including increased utilization of social media. <ul style="list-style-type: none"> Create more organized strategy for texting campaigns. Continue grassroots efforts with the OSMAPAC and efforts to increase PAC donors. Develop strategy for increasing PAC contributions of nonmembers & use nonmember grassroots advocacy strategy to identify additional physicians interested in specific issues and potentially in OSMA membership. Continue one-on-one OSMA member outreach to | <ul style="list-style-type: none"> Develop advocacy communications strategy (including Text to Advocate and Text to Give strategy) by January 1, 2020. Conduct monthly PAC check-in meetings to review donor status from previous year – (Ongoing). Incorporate select nonmember outreach on specific issues into 2020 PAC strategy with the goal of potentially identifying nonmembers who may be interested in OSMA advocacy efforts and OSMA membership. Conduct one-on-one meetings with OSMA members and specific | |
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| <p>2. Continue to enhance collaboration with state and national medical and specialty societies</p> | <ul style="list-style-type: none"> • Build upon coordination with House of Medicine with regular communication throughout the year on specific issues, and 2 meetings per year. • Allow specialty groups that do not have an Ohio presence to have a national partner as a part of the House of Medicine • Continue to include and leverage the impact of national partners on regulatory and legislative issues. | <ul style="list-style-type: none"> • Regular communication and 2 meetings per year accomplished in 2020 (Ongoing). • Ascertain interest at next House of Medicine meeting concerning national partner inclusion/involvement. Also encourage specialty participation at the OSMA HOD • Coordinate and communicate with national partners as issues arise (Ongoing). | |
| <p>3. Continue work with the AMA on federal advocacy issues</p> | <ul style="list-style-type: none"> • Create standing process for communicating AMA-specific legislative issues to the Ohio delegation. | <ul style="list-style-type: none"> • Initial structure in place for communications process (January 1, 2020). | |

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| <p>4. Continue regulatory review processes including ad hoc/topical work groups as needed</p> | <ul style="list-style-type: none"> • Utilize existing physician workgroups on prior authorization, medical marijuana, opioids, and obesity. • Identify and recruit physicians and health care organizations interested in serving on additional time-limited, topic-specific workgroups. | <ul style="list-style-type: none"> • Identify at least 3-4 physicians and any potential health care organizations for each workgroup (January 1, 2020). | |
| <p>5. Enhance relationships with other interested healthcare organizations such as the American Cancer Society</p> | <ul style="list-style-type: none"> • Establish more coordinated efforts and relationships with patient advocacy groups, including the coalition formed around the prior authorization reform bill and the Power to the Patient coalition. | <ul style="list-style-type: none"> • Review established contact lists and combine into coalition, identify contacts for other patient advocacy groups (April 2020). | |

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| <p>6. Increase advocacy on issues specific to employed physicians</p> | <ul style="list-style-type: none"> • Conduct weekly touchbases with hospital systems and coordinate with hospital government relations staff on specific issues during legislative session in order to identify potential partnerships, and streamline advocacy efforts. • Identify mutual issues of interest between health systems and coordinate advocacy efforts. | <ul style="list-style-type: none"> • Enhanced participation from health systems on advocacy efforts (Ongoing). | |
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Ohio State Medical Association Strategic Plan 2020 - 2023

Issue Area: Healthier Ohio: Physician Well-Being, Professionalism, Public and Population Health

Goal: OSMA will support the healthy personal and professional development of physicians as well as lead and support physicians as they address population health improvement and public health needs.

| Objective | Action Steps | Success indicator | Accomplishments |
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| 1. Continue OSMA physician well-being programming | <ul style="list-style-type: none">• Seek and evaluate additional partnerships: metro parks, health clubs, gyms, Kroger for OSMA members• Develop, promote, and schedule regional educational events that educate physicians about current well-being efforts and give them an opportunity to discuss work/life stressors and what needs to be done to improve physician well-being. | <ul style="list-style-type: none">• Partnership opportunities implemented• Educational events scheduled | |

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| <p>2. Continue focus on physician life cycle personal and professional development (includes young physicians, residents and students)</p> | <ul style="list-style-type: none"> • Increase physician advocacy leaders • Work with Young Physicians Section (YPS) to increase OSMA awareness • Pursue ways to facilitate seasoned physicians mentoring young physicians | <ul style="list-style-type: none"> • Increased physician participation in legislative and regulatory issues • Identify additional physicians who are interested in being involved in advocacy issues • Greater participation in YPS • An increase in young physician attendance and engagement • Identify physician mentors and mentees • OSMA physician leaders reach out to medical schools and residency | |
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| <p>3. NEW: Implement the Healthier Ohio initiative</p> | <ul style="list-style-type: none"> • Increase awareness and physician participation in the public health issues identified in the Healthier Ohio Initiative through OSMA publications and events. • Identify legislative and/or regulatory changes that would assist in the implementation of identified initiatives | <ul style="list-style-type: none"> • Healthier Ohio initiative included in publications and events • Working with legislative and regulatory bodies to implement Healthier Ohio initiatives. • Provide links that hospitals can use to link to OSMA materials | |
| <p>4. Continue SmartRx initiative</p> | <ul style="list-style-type: none"> • Continue updating and revising the SmartRx program • Continue to promote the SmartRx program to the health care community including health systems | <ul style="list-style-type: none"> • Updates and revisions completed in a timely manner • New participants are completing the SmartRx training program | |

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| 5. Increase collaboration with local public health related initiatives like Walk with a Doc and social determinants of health | <ul style="list-style-type: none"> Identify local health department contacts to determine local public health issues. See additional action steps in #3, Healthier Ohio, Physician Well-Being | <ul style="list-style-type: none"> Assemble a list of local health department contacts and identify their local initiatives. Meet with local health department officials to discuss collaboration and participation in local events. | |
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Ohio State Medical Association Strategic Plan 2020 - 2023

Issue Area: Governance and Operations

Goal: OSMA will evaluate its governance structure and relationships with other medical societies and organizations to insure we are providing adequate input for all physicians and becoming a more nimble and responsive organization

| Objective | Action Steps | Success indicator | Accomplishments |
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| <p>1. New: Study alternatives to current membership model (assessing membership models relates to both sustainability and governance)</p> | <ul style="list-style-type: none"> • Task force to study membership and dues <ul style="list-style-type: none"> ○ Create new categories e.g. corporate membership? ○ Eliminate some categories? ○ Assess which categories should pay dues/what level of dues ○ Assess which categories have the right to vote and/or hold office | <ul style="list-style-type: none"> • Task force recommends changes to membership categories and dues structure | |
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| <p>2. Continue to study additional pathways for developing organizational policy and identify gaps between AMA and OSMA policy</p> | <ul style="list-style-type: none"> • Create a task force to research and recommend changes to policy development process <ul style="list-style-type: none"> ○ review prior proposal to develop a policy forum ○ study and report on CO and other states' policy development processes ○ review how Sections bring policy to the HOD and consider alternative methods of advancing Section interests • Create an AMA delegation subgroup to review AMA/ OSMA policy to identify any differences that need to be addressed <ul style="list-style-type: none"> ○ Note: OSMA default is to follow AMA policy unless we have OSMA policy that differs ○ Note: OSMA must follow AMA ethical opinions as physicians in Ohio can be disciplined by the Medical Board for violations of AMA and OOA ethical | <ul style="list-style-type: none"> • Council or task forces submit reports with recommendations by July 31 of each year (would allow for Council discussion and recommendation of any bylaws changes that would be needed) • AMA delegation updates their policies and procedures prior to AMA Annual meeting | |
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| <p>3. Address Governance spending</p> | <ul style="list-style-type: none"> • Task the AMA delegation to assess its spending and recommend spending reductions • Increase AMA delegation accountability to report on its activities and how they relate to the OSMA and OSMA policy • Council task force to assess value of out of state meeting attendance by officers. Increase accountability to report on lessons learned from other state governance meetings. Assess whether there are alternative ways to gather governance and policy information from other states and other medical society meetings • Council reviews annual report of task force (above) re how state societies and other medical societies conduct their annual meetings and make recommendations for how OSMA might change how we conduct the meeting and cover the cost of the meeting • Update the Council compensation comparison | <ul style="list-style-type: none"> • AMA delegation updates their policies and procedures prior to AMA Annual meeting and reports changes to Council • Council task force to recommend possible changes to out of state travel or interaction with other states • Council task force to recommend possible changes to officer travel and officer and councilor information gathering duties • Council proposes resolutions if needed to change how OSMA conducts the Annual Meeting • Comparison reports submitted to OSMA Council | |
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| <p>4. Enhance engagement with local medical organizations/county societies</p> | <ul style="list-style-type: none"> • Hold 2019 fall policy forums and assess the results • Update/simplify model local society constitution and bylaws and create organizing FAQs to share with physicians in inactive counties who wish to create a local presence • Create a messaging strategy to regularly “touch” local physician leaders and members • Continue outreach to medical students at medical colleges • Create communications strategy for students and residents | <ul style="list-style-type: none"> • Report to Council on 2019 fall forums • Local governance documents created and made available to local groups • Communications and messaging strategy for local physicians and members created by January 1 and updated each year • Hold meetings as requested at each medical school • Student/resident communications strategy created by January 1 and updated each year | |
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Ohio State Medical Association Strategic Plan 2020 - 2023

Issue Area: Brand Awareness: Communications/Public Relations/Marketing

Goal: The OSMA will redesign its member and public facing communications to create a widely known brand and to clearly communicate OSMA strategic priorities and advocacy successes using physician leaders and multiple communication channels.

| Objective | Action Steps | Success indicator | Accomplishments |
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| 1. Develop strategy for marketing specific issues and victories | <ul style="list-style-type: none">• Conduct brand awareness and communications audit/survey as a baseline• Study and replicate applicable aspects of other association programs, such as the AMA ambassador program (every leader communicates the message)• Develop a coordinated marketing/communications campaign• Develop additional communications/touchpoints for OSMA leaders to reach out to members | <ul style="list-style-type: none">• Develop understanding of how the OSMA is viewed in the physician community -Create new/revise current communication strategies• Every OSMA leader communicates the messaging | |

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| <p>2. Continue all member forums for networking and information sharing</p> | <ul style="list-style-type: none"> • Assess the frequency and format for forums (in-person and virtual) | <ul style="list-style-type: none"> • Collection of information for future programming in policy • Member participation in forums <p>Create follow up communication for attendees asking for feedback</p> | |
| <p>3. Improve clarity of communications</p> | <ul style="list-style-type: none"> • Focus to concise communications • Address how to communicate “we avoided the negatives” • Address confusion between OSMA and OSU • Refer to Action Steps listed under #1 | <ul style="list-style-type: none"> • Refer to Successes under #1 | |
| <p>4. Develop branding to the public</p> | <ul style="list-style-type: none"> • Refer to steps in #1, but direct to the public rather than physicians | <ul style="list-style-type: none"> • Refer to steps in #1, but direct to public rather than physicians | |