



ARIZONA ACADEMY OF
FAMILY PHYSICIANS
STRONG MEDICINE FOR ARIZONA

Strategic Planning Summary

Introduction

Founded in 1949, the Arizona Academy of Family Physicians (AzAFP) is a nonprofit professional membership association representing about 1,500 physicians, family medicine residents, and medical students statewide. The AzAFP is the state component of the American Academy of Family Physicians (AAFP), the largest medical specialty association in the country, with over 120,000 members.

The AzAFP mission is to enhance the health of the people in Arizona by promoting the specialty of Family Medicine and by supporting their members' professional development and scope of service.

The AzAFP is dedicated to promoting the health of Arizonans by representing and promoting the specialty of family medicine and supporting AzAFP members in their professional development

and service to their patients and communities.

AzAFP serves Arizona Family Physicians by providing them with quality, evidence-based continuing medical education. AzAFP represents Family Physicians and their interests before the AZ legislature, AZ Boards and Commissions, and the AZ executive branch.

In June 2016, AzAFP engaged the ASU Lodestar Center for Philanthropy and Nonprofit Innovation to facilitate strategic planning process. This report summarizes that strategic planning and outlines the next steps for developing and implementing the AzAFP 2017 strategic plan.

SWOTT Analysis

Prior to the strategic planning retreat, the AzAFP Board of Directors (see Appendix xx for their brief bios) completed an anonymous SWOTT survey (Strengths, Weaknesses, Opportunities, Threats, Trends) . The responses informed the strategic planning retreat and identified four strategic areas for setting goals.

<p>Strengths</p> <ul style="list-style-type: none"> • Passion • Longevity • Institutional knowledge • Local advocacy • CME development • Communication with members • Responsive • Strategic planning • Lobbyist • Good mix of practice types • Good mix of urban/rural • Younger members • Student and resident members • Camaraderie • Active members 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Trouble recruiting • Apathy in the specialty • Not enough active involvement • Not enough networking for members • Small staff/could be stronger • Not enough rotation in offices • Need new faces with new ideas • Perceived conflict of interest • No central office • Hierarchical • Communication issues • Outreach to rural communities • Too much energy into running candidates for national office
<p>Opportunities</p> <ul style="list-style-type: none"> • Payment model advocacy/education • Changes to ACA • Residency programs (MD/DO) • Increased role of family medicine • Concierge/direct practice • Medicaid GME • Teaching health centers • Rural health professions program • Engaging younger leadership 	<p>Threats</p> <ul style="list-style-type: none"> • Possible failure of Obamacare • Election cycle changes • Perception of NP/PA (legislature) • Over regulation of MACRA • Death of private practice • Lack of physicians for rural AZ • Maintaining Membership
<p>Trends</p> <p>Payment models State advocacy Younger physicians and what's important to them Transparency Direct primary care Healthcare for the underserved</p>	

AzAFP Goals

The SWOTT feedback was reviewed and validated by the Board at the retreat. The four goals were discussed, refined, and agreed upon at the strategic planning session. The AzAFP Goals are to:

1. Advocate for Arizona Family Physicians by:

Ensuring that AzAFP's legislative agenda is focused on members' concerns, provides benefit for members, and gives members opportunities to be involved.

2. Help AzAFP Members Navigate Changing Payment Models by:

Ensuring that the AzAFP Board proactively helps Arizona family physicians receive compensation commensurate to their value to the health care system.

3. Enhance AzAFP Organizational Development by:

Ensuring that the AzAFP Board provides leadership and allocates resources to strengthen AzAFP operations, encourages millennial involvement, and provides value to its members.

4. Assure Family Physician Education and Workforce Development by:

Providing adequate and appropriate education and professional development at all levels of experience, and expand the family physician workforce.

Goals > Objectives > Tactics

Each goal has focused objectives. Each objective includes tactics to successfully carry out the objective.

Goal 1: Advocate for Arizona Family Physicians

Increase the impact of advocacy by engaging our members in relevant efforts

Objective 1: Increase AzAFP legislative impact

1. Testify in legislative committees
2. Clarify and promote AzAFP legislative priorities
3. List AzAFP member experts by:
 - i. Subject
 - ii. District
4. Leverage State Investments including Medicaid GME, AHEC, Loan Repayment, Scholarships by:
 - i. Drafting legislation
 - ii. Engaging in state and federal agency rulemaking
5. Draft tax credit legislation to provide incentives for rural family physician medical student and resident preceptors (primary care preceptors)—rural preceptors/local repayment: convene a forum for AzAFP members to brainstorm on family physician recruitment, retention, and other primary care workforce enhancement proposals
6. Move from reactive to proactive legislation: legislation 101 for members
7. Prioritize a proactive legislation agenda next 3-5 years by:
 - i. Creating, administering, analyzing and sharing a legislator score card, dashboard
 - ii. Surveying member needs and interests
 - iii. Increasing communication with key legislators (phone, letter, meeting, testifying)
7. Assure accountability for the \$285 million spent on Medicaid GME for 20 Arizona residency programs in 2016, and increase of almost \$115 million over 2015. AzAFP can help assure that Arizona has a well-trained and distributed primary care workforce.

Objective 2: Assure advocacy impact for its members

1. Reducing the Uninsured, Uncompensated Care – Medicaid expansion/protection
2. MDC (what does this acronym stand for?)
3. Helping members understand new payment models (e.g. MACRA)
4. Informing and recruiting members
5. Assuring a well-trained and distributed primary care workforce (Medicaid and Medicare GME, loan repayment, scholarships, preceptor tax incentives)
6. Incorporating community allies
7. Supporting ArMA legislative issues that are consistent with AzAFP legislative priorities
8. Educating/informing legislators using AzAFP members
9. Developing relationships with legislators
10. Donating time and money for legislator campaigns
11. Supporting, addressing the needs of employed family physician AzAFP members (legislative issues of interest/value)

- i. MACRA education/information
- ii. Webinars on MARSA MIPS etc.
- iii. Better communication

Objective 3: Enhance AzAFP member impact on advocacy

1. Disseminating information on hot topics — weekly/monthly president's hot topics/action items
2. Hosting house parties for candidates
3. Logging issues/members to speak
 - i. Advocate
4. Giving focused legislative updates — emphasizing specific opportunities for AzAFP member action
5. Lobbying training/increasing family physician, AzAFP presence at legislature
6. Speaking out: form letters, phone calls, speaking points, legislative testimony to legislature
7. Publishing letters to editor on timely legislative issues
8. Increasing legislative communication - phone calls—candidate training
9. Encouraging attendance at state legislative conference to spark interest in AzAFP policy issues
10. Increasing the use of social media communication—health policy issue orienting (twitter, blog)
11. Responding to relevant state and federal proposed rulemaking (e.g., state loan repayment program)
12. Actively participating, collaborating with ARMA

Goal 2: Help AzAFP Members Navigate Changing Payment Models

Assure Arizona family physicians are receiving the maximum payment for their value in their chosen practice setting.

Top five ways the board can help members navigate payment models:

1. Distill with relevance to practice
2. Disseminate nationally produced resources
3. Identify funds/experts
4. Mentor (peer to peer)/networks
5. Educate board

Goal 3: Enhance AzAFP Organizational Development In three years, AzAFP will model a culture of transparency, inclusion, and engagement.

Objective 1: Strengthen AzAFP internal operations

1. Provide accessible networking
2. Encourage more board involvement in analyzing money performance

4. Develop, use membership metrics for evaluation
5. Analyze staffing needs
6. Provide robust EVP evaluation and feedback
7. Recruit AzAFP board candidates (new board leaders)
8. Provide Board professional development
9. Physical space not needed, get virtual office (make what they have more robust)
10. Distribute more frequent financial reports to board (monthly to executive board, quarterly to board, annually to all)
11. Provide mentorship/partnership for new board members
12. Develop a more robust foundation—money/activity
13. Analyze membership metrics

Objective 2: Increase value for AzAFP members

1. Continue excellence in the ACE—COD@ACE—online livestream twice yearly—48% membership—better advertising
2. Communicate what we do (pushed out) — accomplishment-driven communication
3. Select communication focused to my interests
4. Develop, conduct, analyze and act on AzAFP member needs survey— incentives?
5. Assist with MOC & MOL navigation
6. Have mentoring roundtable at events
7. Have events outside phoenix area — CME
8. Enhance online CME/engagement
9. Let members know specifically how they can participate
10. Summarize and communicate tangible benefits
11. Improve website graphics, navigation, use by members, relevance and timely information

Objective 3: Create a culture that encourages millennial engagement

1. Opportunities for advocacy/change—goals that are relevant
2. Social media—what platforms? A hub
3. 2-way mentorship
 - i. Social media for non-millennials
4. Hub for involvement
5. Younger board members (new physician board member)
6. Needs assessment (of all members)
7. Is the board representative of our membership? — How do you know? Board matrix
8. Student/RES on all committees
9. Resident consortium/happy hours

Goal 4: Assure Family Physician Education and Workforce Development

Recruit students to the specialty, engage residents in the organization, and provide superior continuing education to family

physicians

Objective 1: Increase/Improve education/exposure to undergraduate and medical students

1. Recruit students to FM
 - i. Money, removing barriers
 - ii. Remove stigma of FM especially
2. Advocate for loan repayment
 - i. State tax credits for preceptors
3. Provide mentorship
4. Increase involvement with FMIG's
5. Invest in events that attract students
6. Establish positive rotation sites (happy in practice)—encourage central location/website? For interested preceptors to volunteer (college, med students, high school, pre-school)
7. Engage students in AZAFP
8. Change culture about being “too smart” to do family medicine — uses your whole brain
9. Find family doctors for students to shadow

Objective 2: Graduate Medical Education

1. Increase state loan repayment, scholarships for family physicians, FM students and residents
2. Involve student in rural residency options
3. Allocate more state Medicaid GME money to family medicine education and training sites
4. Advocate for grant funding and loan repayment for family medicine physicians, students & residents
5. Expand FM rural residency / teaching health center slots in Arizona by 24
6. Centralize job search in the state — free advertising to in-state employers (money, where from)
7. Encourage rural / medically underserved family medicine training tracts—charge for out of state in residency
8. Support accreditation requirements
9. Schedule family medicine social events
10. More residents on board

Objective 3: Continuing Medical Education

1. Understand the return on investment (ROI) for allowing residents to attend events at decrease price (ACE) (already exists?)
2. Educate members on APM's, blended payment models, contract negotiating MOC
3. Advocate to get rid of MOC and replace with state-run CME

4. Advocate for unity in CME credits between MD and DO
5. Advocate for CME provided by FM's for FM's
6. Enhance peer consultation
7. Engage AzAFP members at meetings (ACE)
8. Provide more accessible online CME (links on website)

Next Steps

The strategic goals were drafted, discussed, edited and agreed upon by the AzAFP Board of Directors. The objectives, tactics and strategies are the product of the board members participating in facilitated team exercises at the planning retreat. AzAFP staff, lobbyist, and Board members will review the goals, objectives, tactics and strategies to:

1. Determine which strategies are achievable (even if they are a stretch) over the next three years; and
2. Develop specific, measurable, attainable, relevant, and time-driven action plans to support those strategies which are determined to be achievable.

Notes
