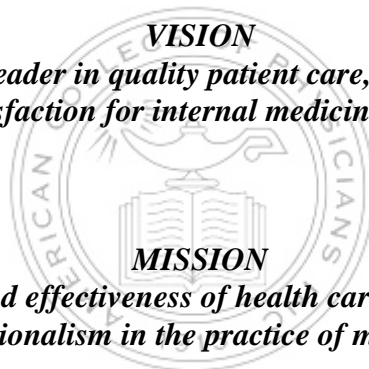


American College of Physicians

Strategic Plan - Board of Regents Approved July 11, 2009



“To be the recognized leader in quality patient care, advocacy, education and enhancing career satisfaction for internal medicine and its subspecialties.”

“To enhance the quality and effectiveness of health care by fostering excellence and professionalism in the practice of medicine.”

COLLEGE GOALS

- I. To establish and promote the highest clinical standards and ethical ideals;
- II. To be the foremost comprehensive education and information resource for all internists;
- III. To advocate responsible positions on individual health and on public policy relating to health care for the benefit of the public, our patients, the medical profession, and our members;
- IV. To serve the professional needs of the membership, support healthy lives for physicians, and advance internal medicine as a career;
- V. To promote and conduct research to enhance the quality of practice, the education and continuing education of internists, and the attractiveness of internal medicine to physicians and the public;
- VI. To recognize excellence and distinguished contributions to internal medicine; and
- VII. To unify the many voices of internal medicine and its subspecialties for the benefit of our patients, our members, and our profession.

BACKGROUND

The American College of Physicians (ACP) is a national organization of internists — physicians who specialize in the prevention, detection and treatment of illnesses in adults. ACP is the largest medical-specialty organization and second-largest physician group in the United States. Its membership of 128,000 includes internists, internal medicine subspecialists, and medical students, residents, and fellows.

ACP is dedicated to the advancement of internal medicine so that its members can provide the best quality care for their patients. A nonprofit organization founded in 1915 and based in Philadelphia, its mission is to enhance the quality and effectiveness of health care by fostering excellence and professionalism in the practice of medicine. ACP’s core values— leadership, excellence, respect, compassion, professionalism, and responsibility—are consistent with its mission and inspire its planning.

The College implements an annual strategic planning process to determine the short term strategies that will support its Mission and long-term Vision. Using this process, the Strategic Planning Committee (SPC) integrates input from the major policy committees, councils and Board of Governors (BOG) to develop the Strategic Plan that is presented annually to the Board of Regents (BOR) for approval. ACP’s Strategic Plan outlines the themes and objectives that are the short term (1-3 years) focus of the College’s efforts. Each year the current themes and objectives are systematically reviewed to refocus or reaffirm the College’s strategic direction.

STRATEGIC THEMES AND OBJECTIVES

A. Assure that the number of specialists in all fields of internal medicine effectively meets the healthcare needs in the US.

A-01 Enable internists to receive fair, appropriately valued payment for their services.

A-02 Streamline regulations and processes to reduce the administrative burden of healthcare delivery.

A-03 Develop policy on financing medical education that begins with undergraduate medical education and includes international comparisons of tuition costs, medical student debt, and service obligation.

A-04 Promote ACP policies on the internal medicine workforce.

A-05 Increase the recruitment of medical students going into internal medicine residencies and residents choosing general internal medicine.

B. Improve access to care and eliminate disparities, with a focus on expanding health insurance coverage.

B-01 Increase student, Associate and young physician members' participation in advocacy.

B-02 Promote ACP policies on health care reform.

C. Promote the development and implementation of effective models of health care delivery and financing, such as the Patient-Centered Medical Home (PCMH).

C-01 Promote the importance of the patient-physician relationship, and of sustaining trust in this relationship, as a core part of new policy on the ethical aspects of the Patient-Centered Medical Home.

C-02 Increase collegiality and teamwork among physicians and other health professionals.

C-03 Test the attributes of the Patient-Centered Medical Home (PCMH) in practices of varying size and promote the model among the full range of health care stakeholders, advocate expansion consistent with ACP's vision, based on test results, and emphasize importance of the patient-physician relationship.

C-04 Ensure that models for comprehensive delivery and payment reform that promote quality and efficiency—as they relate to the PCMH, comparative effectiveness, and performance-based compensation—are viable for internists.

C-05 Assure that ACP policies explicitly consider the feasibility of recommendations for practices of varying characteristics (e.g., small/large, urban/rural and single/multiple specialty practices).

C-06 Inform members, their patients and the public about health care reform efforts, emphasizing how they will lead to better health care for patients.

C-07 Increase adoption of electronic health records (EHRs).

C-08 Determine the appropriate terminology for referring to internal medicine physicians (including subspecialists) in ACP's policies and communications.

C-09 Increase physician readiness to practice medicine in changing political and educational environments.

C-10 Educate physicians and the public about cost-effective care.

D. Increase the number of new members and improve retention among current members.

D-01 Enhance exposure to and interest in careers in internal medicine.

D-02 Create and communicate membership value, especially among Hospitalists.

D-03 Expand generationally-focused social and professional networking opportunities.

D-04 Increase members' understanding of ACP's leadership role as an advocate for physicians and patients.

D-05 Develop a strategy to strengthen communication with members, non-members and the general public, focusing on integrated utilization of new media.

D-06 Engage more members in effective peer-to-peer membership recruitment efforts.

D-07 Implement and support a leadership development program to cultivate new ACP leaders at national and chapter levels with emphasis on diversity.

D-08 Increase the value of and revenue from the College's affinity programs.

E. Enhance and assess the effectiveness and vitality of ACP Chapters.

E-01 Promote programs and provide resources to chapters to increase young physician, Associate and student member participation at the local level.

E-02 Determine the necessary level of financial support for chapters to enable them to carry out the mission and goals of the College at the local level.

E-03 Determine methods and resources to increase professionalism and effectiveness of local chapter staff.

E-04 Enhance internal communications, considering new technology and improved processes, between the BOR, BOG and committees, subcommittees and councils.

F. Develop and deliver innovative education and information resources that are essential for specialists in all fields of internal medicine.

F-01 Develop and disseminate policy and educational materials to increase public and professional awareness of the challenges to professionalism posed by changes in health care delivery and payment and innovations such as the increasing use of electronic media.

F-02 Enhance the value of ACP's practice support resources.

F-03 Provide resources and mentoring opportunities to support members' participation in MOC.

F-04 Streamline, enhance, and assess the value of electronic resources for members.

F-05 Explore opportunities for education to an expanding market that ACP has not yet reached.

F-06 Provide education that assists physicians with the practice of medicine and with career transitions (e.g., re-entering the workforce, moving to new types of practice, acquiring new types of skills).

F-07 Develop policy for financing the College over the long term that specifies markets and revenue sources.

G. Increase international collaborations that foster learning from other perspectives and expansion of educational resources, health care delivery innovations, and membership beyond the US.

G-01 Develop innovative methods to retain and strengthen relationships between ACP and other international societies of internal medicine.

G-02 Increase international membership in ACP, focusing on international chapters with less than 100 Members and Fellows.

G-03 Expand ACP Chapters in creative ways by looking at alternate structures (e.g., multi-region zones, virtual chapters).

G-04 Develop a strategy for expanding ACP's international activities that includes a business plan for specific countries, programs and products (with particular consideration of Spanish translations), and international membership revenue.

H. Continue to promote the highest professional and ethical standards for our members and organization.

H-01 Update and develop ethics, professionalism and human rights policy, especially the ACP Ethics Manual and the Physician Charter on Professionalism, assuring that it is user-friendly, available for rapid response, and visible.