Success in ACOs depends on collaboration

Acoordinating care for a defined group of patients with accountability for managing and delivering health care and health care economics to that group, ACOs are an opportunity to be part of something big. But before jumping into such an arrangement, experts agree, physicians should examine three key areas of the relationship: the ACO's culture and priorities, the level of autonomy they can retain and the specialist to understand that the procedure had in fact successfully reduced his pain.

When Dr. Kaye's mother couldn't use her walker, Dr. Kaye accompanied her to the hospital. She was asked to rate her pain from zero to ten. She said two. Dr. Kaye told the specialist that the procedure had in fact successfully reduced his pain. For physicians who recognize that they are not good at it. They're not good at it.
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 numbers over 137,000 and includes internists, internal medicine subspecialists, medical students, residents, and fellows. Internists complete a three-year internal medicine training program after medical school that focuses on how to prevent, diagnose, and treat diseases that primarily affect adults. Subspecialty internists complete one to three years of additional training in such fields as cardiology, endocrinology, geriatrics, nephrology, gastroenterology, and infectious diseases.

Structure
ACP is governed by an elected Board of Regents. The Board is advised by a network of ACP committees and by the ACP Board of Governors, which is composed of 82 elected Governors who represent chapters and regions of the United States, Canada, Mexico, Central and South America, Saudi Arabia, and Japan. ACP sponsors the Council of Subspecialty Societies, which represents 25 medical subspecialty societies and internal medicine organizations. ACP is represented in the American Medical Association, the Federated Council for Internal Medicine, the Council of Medical Specialty Societies, and other organizations.

Membership
Medical Student Member
The College offers a free membership to medical students enrolled in either an allopathic or osteopathic accredited medical school.

Resident/Fellow
Membership is available to physicians who are in an accredited postgraduate program of internal medicine, medicine pediatrics, or a fellowship program in a subspecialty of internal medicine. Those who are serving obligatory military or public health service before completing postgraduate training in internal medicine or medicine pediatrics are also eligible.

Member
Physicians who have been certified in internal medicine, a combined internal medicine specialty, or neurology are eligible for ACP Membership. Physicians who have not been certified but have successfully completed training in an approved program are also eligible for ACP Membership.

Fellow
Fellowship is an honor achieved by those physicians recognized by their peers for personal integrity, superior competence in internal medicine, professional accomplishment, and demonstrated scholarship. It may be achieved by either advancement from Membership or by direct election. Candidates for Fellowship are proposed from their local jurisdictions and require submission of several documents as well as letters from two sponsors. Fellows are authorized to use the letters FACP® (Fellow of the American College of Physicians) in connection with their professional activities for as long as their membership remains current.
Honorary Fellow
Honorary Fellowships are granted to presidents or their equivalents of medical societies abroad who participate upon invitation in ACP’s Convocation ceremony at ACP’s annual scientific meeting. Honorary Fellows are authorized to use the letters FACP®(Hon) in connection with their professional activities for as long as their membership remains current.

Master
Masters comprise a small group of highly distinguished physicians, selected from among Fellows, who have achieved recognition in medicine by exhibiting preeminence in practice or medical research, holding positions of high honor, or making significant contributions to medical science or the art of medicine. They are recommended by the Awards Committee for election to Mastership. Masters are authorized to use the letters MACP® (Master of the American College of Physicians) in connection with their professional activities for as long as their membership remains current.

Affiliate
Non-Physician Affiliate membership is available to licensed non-physician health care professionals working on a patient-care team led by an MD, DO, or a physician holding an internationally equivalent degree and who maintain their professional credentials to practice. Eligible professionals include physician assistants, nurse practitioners and other advanced practice nurses, registered nurses, pharmacists and doctors of pharmacy, and clinical psychologists.

ACPOnline.org
ACPOnline.org is the gateway for the 137,000 members of the American College of Physicians. The site highlights the benefits afforded to members and provides links to all of the resources available to them, including clinical information, education and recertification materials, and practice management tools. In addition, the site informs members about upcoming ACP meetings and courses and the latest ACP news.
In 1915, Heinrich Stern, a German-born American internist, founded the American College of Physicians. Stern believed that America should have an organization devoted to promoting the science of medicine through regular scientific meetings and recognition of prominent internists. The early ACP held one large educational meeting and several smaller regional meetings each year and published a journal of scientific papers. Both of these traditions thrived as the years went by, and the College grew.

In the early 1940s, a few companies located in California began to offer health insurance, mostly for hospital care costs. To ensure that internists were being fairly compensated by these early insurers, the California Society of Internal Medicine was established. By the 1950s, similar societies of internal medicine had cropped up in many states across the country—the issue of health insurance had gone national. In response, the California Society of Internal Medicine pushed other state societies of internal medicine to organize into a national American Society of Internal Medicine (ASIM) in 1956.

As the environment of medical practice evolved to become more complicated, ACP and ASIM recognized that the scientific and socioeconomic were becoming intertwined in practice. Physicians wanted to know how best to diagnose and treat their patients, but they also needed to know how to demonstrate to a managed-care organization that their treatments were effective and efficient.

This changing insurance environment made the science of medicine and the socioeconomic facet of medical practice so hard to separate that ACP and ASIM found themselves covering much of the same ground. Although their perspectives were sometimes quite different, the two organizations realized that internal medicine would be better served if they could at least work together and perhaps become one.

In July of 1998, the American College of Physicians and the American Society of Internal Medicine became ACP–ASIM, now referred to as ACP, a unified voice for internal medicine. Today, ACP has grown to include 137,000 members and is the largest and most respected medical specialty society in the world. ACP is organized into 82 chapters and regions in the United States, Canada, Central and South America, Japan, and Saudi Arabia, each represented by a locally elected Governor. ACP is governed by its Board of Regents, which is responsible for establishing policies and overseeing operations. The major areas of policy development are education, health and public policy, ethics, membership, and publications.
Mission
To enhance the quality and effectiveness of health care by fostering excellence and professionalism in the practice of medicine.

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.
Established in 1927 by the American College of Physicians,

Annals of Internal Medicine
does not focus on internal medicine and its subspecialties. Physicians rely on Annals for knowledge of the latest advances and for practical guidance that improves patient care. Its major review articles, incisive original research, and thought-provoking editorials make Annals the most widely cited medical specialty journal in the world.

In the first issue of the month, Annals of Internal Medicine features In the Clinic, a section that focuses on the practical management of patients with common clinical conditions. In the Clinic offers evidence-based answers to frequently asked questions about screening, prevention, diagnosis, therapy, and patient education.

In the second issue of the month, ACP Journal Club provides a superb way to stay current with all the latest evidence-based clinical information relevant to your patients. ACP Journal Club reviews new clinical studies from more than 120 leading medical journals and digests them into easy-to-read abstracts that include expert commentary.

Annals online (annals.org) offers the full text of every issue dating back to 1993 as well as e-mail alerts; podcasts; CME quizzes; and downloadable images, algorithms, and tables. Annals print and online is a free benefit of membership.

Annals’ First Look (Electronic Table of Contents) provides subscribers with an early notification of the table of contents for the upcoming issue of Annals of Internal Medicine. This electronic notification is e-mailed twice monthly to subscribers and members who have asked to receive it.

For more information about advertising in ACP print and online journals, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.
ACP offers digital sponsorship opportunities including Annals.org homepage roadblocks and interstitial advertising. Roadblocks allow the advertiser to own 100% of the digital advertising space on the Annals.org homepage. Each homepage roadblock lasts for two weeks and corresponds with the release of each new issue of Annals of Internal Medicine.

Interstitial advertising provides a high performance, sponsorship opportunity in an exclusive placement on ACP sites, including Annals.org. Interstitial ads are inserted before the visitor views the actual web page content. Each Interstitial sponsorship lasts for a two-week period to coincide with the release of each print issue.

Annals of Internal Medicine iPad Edition

The Annals of Internal Medicine iPad Edition re-imagines the medical journal by presenting the latest research, guidelines, reviews, commentaries, educational material, and clinical news from Annals of Internal Medicine and the American College of Physicians in a uniquely rich and engaging user experience. The app is free, and selected articles are free to all users. Members of ACP and individual subscribers to Annals of Internal Medicine can access all content as part of their membership or subscription.

Users of the Annals iPad edition can:

- Read current Annals issues and articles.
- Access twelve months of Annals issues offline, including In the Clinic and ACP Journal Club.
- Browse specialty and topic collections.
- Save and share articles in a personal library.
- Watch videos and listen to audio summaries and readings.
- View CME quizzes and link to MKSAP® questions with each issue.
- Add notes and highlight text within an article.
- Search Annals archives.

For more information about advertising in ACP print and online journals, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.
ACP Internist

Published 10 times per year, the award-winning ACP Internist presents news about clinical medicine, practice trends, the business of medicine, and national advocacy efforts for internists. Each issue features in-depth information on the latest medical research, disease management strategies, clinical controversies, and practice management. Readers can also get tips on coding and billing and news on the latest developments in advocacy from our Washington, DC, office.

ACP Internist has a strong Web presence with AcpInternist.org, which provides news and information for internists about the practice of medicine and the policies, products, and activities of ACP. In addition to displaying the content of the month’s print issue, AcpInternist.org features a blog that is updated daily, an active Twitter stream, and other interactive features.

ACP Hospitalist

This monthly publication provides articles of interest to hospitalists as well as information on related products and services, continuing medical education, and career opportunities. ACP Hospitalist is sent to physicians specializing in inpatient care, third-year internal medicine residents, and residency program directors.

Members can also stay up-to-date with the e-newsletter, ACP InternistWeekly. This weekly electronic publication highlights important breaking news for internists, as well as the latest in ACP products, services, and initiatives. ACP InternistWeekly is sent to all members for whom the College has an e-mail address.

For more information about advertising in ACP print and online journals, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.
Readers can also stay up-to-date with *ACP Hospitalist Weekly*, a hospital medicine update published every Wednesday by the American College of Physicians.

*ACP JournalWise®*

*ACP JournalWise*, a free member benefit, reviews over 120 of the world’s top medical journals alerting physicians to the highest quality, most clinically relevant, new articles based on their preferred areas of specialty. Online and mobile optimized, *JournalWise* allows physicians to quickly access the information that matters—anywhere, anytime.

Acphospitalist.org covers the latest trends in hospital medicine, including advances in health technology, clinical controversies, staffing and scheduling, salary trends, reimbursement trends affecting hospitalists, patient safety and quality of care, evidence-based medicine, new drug approvals, practice opportunities, CME opportunities, and physician products and services. The Acphospitalist.org blog is updated regularly with news and commentary on hospital medicine.

Among the available features, physicians can read abstracts of articles from their customized medical journal database, browse tables of contents from top medical journals, scan the most popular articles across all specialties, and share alerts with their peers and follow what they are reading.

Updated daily and reviewed by a panel of experts in each specialty, *JournalWise* alerts physicians online or via e-mail when the most important medical journal articles in their selected preferred areas of specialty are available. Physicians determine the frequency of their alerts and what they see based on specialty, methodological quality ratings, and clinical relevance ratings.
**ACP Advocate**

Edited by the ACP’s Washington, DC Governmental Affairs Division, the *ACP Advocate* is a bi-weekly, e-newsletter created to provide ACP members with news about public policy issues affecting internal medicine and patient care. Recent topics have included: health care and the debate on immigration policy; impact of the delay in one of the Affordable Care Act provisions; and patient protection in a dispute between hospitals and Medicare.

**ACP Press**

ACP Press, the books publishing program of the American College of Physicians, focuses on various topics in clinical medicine, medical humanities, medical education, professionalism and ethics, practice management, and related subjects. It specializes in publishing titles for internists, internal medicine subspecialists, medical students, residents, and other health care professionals.
ACP offers a wide variety of specialty publishing opportunities to aid in brand building and product awareness.

**Sponsored Subscriptions**

ACP will deliver a subscription of *Annals of Internal Medicine* with a sponsor's 4- to 8-page, 4-color cover wrapped around the journal to a targeted list of physicians.* The sponsor's creative will be transferred to the 4-color cover wrap, resulting in the look and feel of a premium cover position, as well as cover 2, cover 3, and cover 4 premium positions. As a result, the sponsor’s message is always seen by the readers.

Programs are available in 3- and 6-month subscriptions. Physicians are given a choice of journals to which they do not already subscribe, helping the vehicle cut through desk clutter.

*Annals of Internal Medicine, ACP Hospitalist, and ACP Internist* are eligible for this program.

*Sponsorship of CME and Promotional Special Advertising Inserts*

ACP will enclose a promotional advertisement, educational monograph, or educational CD-ROM as a ride-along with our printed journals.** Materials that are polybagged with our journals grab the attention of the recipient physician. *Annals of Internal Medicine, ACP Hospitalist, and ACP Internist* are eligible for this program.

*Members of the American College of Physicians and subscribers to *Annals of Internal Medicine* are excluded from this offering.

**All ride-alongs are subject to the publisher’s approval.

For more information about custom publishing opportunities, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.
Belly Band and Cover Tip Programs

Belly bands allow the placement of an advertising message on a 4”-wide strip across the front and back of our publication. The belly band must be removed by the reader to gain full access to the publication’s content. Belly bands can be secured on an issue-by-issue basis and placed on ACP member subscriptions or a targeted list.

Cover tips offer an outstanding opportunity to appear on the cover of the magazine, increasing your products’ exposure and recognition.

ACP Hospitalist and ACP Internist are eligible for this program.

Annals of Internal Medicine International and Canadian Edition

Reach ACP members and Annals of Internal Medicine subscribers who reside in other countries by sponsoring the international edition of Annals of Internal Medicine.

Journal Reprints

Annals of Internal Medicine reprints provide pharmaceutical companies with the edge needed to get a physician’s attention. A drug featured favorably in an Annals of Internal Medicine article is a powerful tool for increasing sales. Annals articles can be translated into Spanish or other languages to distribute to non-English-speaking physicians.

Reprints are also available for In the Clinic, the monthly section of Annals that focuses on the practical management of patients with common clinical conditions. This feature offers evidence-based answers to frequently asked questions about screening, prevention, diagnosis, therapy, and patient education and provides physicians with tools to improve quality of patient care.

For more information about custom publishing opportunities, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.
ACP Career Guide for Residents

Filled with advice for residents completing their training, the ACP Career Guide for Residents is available for sponsorship. ACP distributes this publication to our third-year internal medicine residents, but other physicians also benefit from the information contained in this publication. Articles range from “Planning a Career Strategy” to “Owning a Practice” and “Coding Basics.” Our ACP Career Guide for Residents also lists current job opportunities in internal medicine, subspecialties of internal medicine, hospital medicine, and family practice, reprinted from select issues of Annals of Internal Medicine, ACP Internist, and ACP Hospitalist.

ACP Career Connection®

ACP Career Connection® assists our members in making career choices. Online resources include up-to-date job openings, volunteer opportunities, CME opportunities, a residency database, and career counseling for residents. Members may also register to be notified when new job postings are added to the database, search for positions by category and location, create and store their profiles online, and upload their curriculum vitae to our Web site. Our Navigating the Maze of a Job Search video provides helpful tips in preparing CVs, cover letters, and interview strategies. For more information, visit www.acponline.org/careers.

Internal Medicine 2014
April 10–12, 2014 • Orlando, FL
ACP Job Placement Center

Located in the Internal Medicine 2014 Exhibit Hall of the convention center in Orlando, the ACP Job Placement Center will offer eligible exhibitors and attending physicians the opportunity to advertise their practices’ physician job openings to Internal Medicine 2014 attendees. Advertised positions will be posted on the walls of the ACP Job Placement Center for prospective job seekers to view. Additional copies of the ads will be available for interested physicians to take with them. Eligible exhibitors will also receive profiles of potential candidates who register for this service in advance and throughout the meeting, and they may use the ACP Job Placement Center’s interview booths to meet with potential candidates in accordance with our guidelines.

For more information about ACP career management opportunities, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.
Internal Medicine 2014, the annual scientific meeting of the American College of Physicians, will be held April 10–12, 2014 in San Francisco, CA. Internal Medicine 2014 is the largest continuing education meeting for internists and internal medicine subspecialists. It comprises more than 200 workshops, lectures, panels, and demonstrations for doctors of internal medicine who are major providers of primary care to adults. Thousands of internal medicine physicians (internists), medical students, and other health professionals attend the accredited meeting each year to gather practical information for improving patient care. Physicians attending Internal Medicine 2014 can earn up to 31.5 AMA PRA Category 1 Credits™ to fulfill state CME relicensure requirements.

Internists attend the meeting to learn about recent developments and how they may impact practice. For example, they may discuss interesting cases in small-group sessions, work on techniques for aspirating a knee joint, consider different points of view presented in panel discussions, get inspired with new ways to motivate their patients, and practice new computer programs, among other learning opportunities. Scientific sessions include comprehensive coverage of internal medicine and its subspecialties and issues in practice management and health care policy, including:

- Cardiology
- Endocrinology
- Gastroenterology/hepatology
- Health issues related to age and gender
- Hematology/oncology
- Hospital medicine
- Infectious disease
- Nephrology and hypertension
- Pulmonary diseases and critical care
- Rheumatology and allergy and immunology
- Career and professionalism
- Complementary and alternative medicine
- Ethics and health policy
- Medical practice management
- Neurology
- Ophthalmology and otolaryngology
- Substance abuse
- Clinical pharmacology
- Dermatology
- Genetics
- Nutrition
- Preventive medicine
- Psychiatry
- Hospice and palliative care

For more information about sponsorships at Internal Medicine 2014, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.
Many sponsorship opportunities exist at Internal Medicine 2014. These include:

- Educational Activities (Scientific Session support, Clinical Skills Center, Normal Lab Value Card, Doctor's Dilemma™, Audience-Response System)
- Internal Medicine 2014 Events (Receptions, Luncheons, Breakfasts)
- Exhibit Hall activities (Lunch and Refreshment Breaks, Lounges, Innovation Theater, Promotional Banners, Entrance Carpet)
- Attendee services (Job Placement Center, Cyber Center, Physician Registration Areas, Internal Medicine 2014 Meeting App)

Consult the Web site at www.acponline.org/sponsorship for availability.

In addition, ACP publishes Internal Medicine 2014 News, which will be distributed three times during the course of Internal Medicine 2014. Internal Medicine 2014 News provides timely information to attendees about leadership meetings, last-minute schedule changes, summaries of highlighted sessions, maps and listings for the exhibit hall, and other news from and about the ongoing meeting. It is written to help maximize the busy attendees’ experience at the meeting. Internal Medicine 2014 News is distributed daily on the buses that attendees ride to the convention center, handed out to attendees in the convention center lobby, and placed in strategically located bins throughout the convention center.

The Internal Medicine 2014 Meeting App will provide comprehensive meeting information to attendees’ smart phones. Attendees can build and store a personalized schedule; search courses by day and topic; learn about ACP events and industry educational events; obtain daily news from the meeting; and find exhibitor listings, maps, and other useful information about the meeting. The Internal Medicine 2014 Meeting App will be updated frequently and will be a valuable resource for attendees.

For more information about advertising in Internal Medicine 2014 News or the Internal Medicine 2014 Meeting App, contact Kevin Bolum at 215-351-2440 or kbolum@acponline.org.