

2010 STRATEGIC PLAN OF WORK

In 2005, the MAG House of Delegates adopted a five-year strategic plan known as *Healthy Vision 2010*. Each year, physician leaders and senior management develop a more focused plan of work for the current year which is based on the five-year strategic plan and includes the most significant issues raised by the House of Delegates and Board of Directors. The 2010 Strategic Plan of Work is the work plan for the association this year.

As we focus our work, it is important to keep our “Mission” and “Core Strategy” in front of us at all times. That is why this document begins with our Mission and Core Strategy. It is also important to identify how our yearly Strategic Plan of Work ties to our five-year Strategic Plan. That is why we have identified the elements of *Healthy Vision 2010* that relate to each of our goals for 2010 in brackets following the statement of our goal.

MISSION & CORE STRATEGY

MISSION

Since its founding in 1849, the Medical Association of Georgia has been dedicated to **promoting the science and art of medicine and the betterment of public health.**

CORE STRATEGY

In 2005, the MAG House of Delegates adopted the following Core Strategy (Vision Statement) to further MAG’s mission in today’s world: **As the preeminent voice of Georgia physicians, MAG will courageously lead physicians and the public to a better state of health by promoting quality patient care and preserving medicine as a profession for future generations.**

RATIONALE FOR THE 2010 STRATEGIC PLAN OF WORK

As a professional association, MAG provides the means by which physicians can pursue mutual interests with their colleagues. It is through this association that members receive personal benefits as well as promote the “good of the profession.” Without members, we cease to exist as an association.

Our members expect that we work on things that matter to them individually and to the profession, in a way that demonstrates a positive difference and in a way that provides an enjoyable volunteer experience.

Our ability to pursue our mission and achieve real results for our members and the profession depends on our ability to secure the financial resources needed to sustain the association. Without the funds to do the work of the association, there is little hope that we will further our mission. Simply put, both membership and money sustain us as an association.

Our members entrust us with their dues, contributions, time, efforts and talents. It is our duty to earn that trust through sound management of the association's assets and by conducting our business efficiently, effectively and in accordance with governance practices expected of today's boards.

Our 2010 Strategic Plan of Work embodies these principles and provides a specific focus for the work of the association in the year to come. 2009 was a difficult year in many respects. Membership declined and our ability to finance the association was impaired. We restructured the organization to meet economic realities. We did this in a way that preserved our strategic goals and objectives. The 2010 Strategic Plan of Work continues to focus on increasing membership and revenues continue to be critically important goals. With these resources we continue to represent physicians and the profession through strong advocacy, expanding our educational offerings and enhanced communications. Finally, the Plan calls for the physician leadership to engage in a robust strategic planning process that will produce a 5-year strategic plan intended to position MAG favorably in a new and dramatically changing practice environment. Special attention will be given to refining our governance processes to assure we remain nimble, efficient and effective.

2010 STRATEGIC GOALS

1. **Membership:** Achieve 4206 active dues paying members in 2010 which maintains current active dues paying membership. [*Relates to Healthy Vision 2010 Strategic Goal 4 (a): Build financial resources by increasing membership and Dues Revenue.*]
 - A. **Membership & Marketing Plan:** Develop and implement an aggressive marketing campaign built on MAG's advocacy and educational services and products.
 - B. **Peer to Peer & Staff Recruitment:**
 - i. Each member of the BOD 10 contacts
 - ii. Executive Director 100 contacts
 - iii. Senior Staff 25 contacts
 - C. **Statewide Listening Tour:** Develop & implement a statewide MAG listening/speaking tour in the fall of 2010.

D. Georgia Medical Group Managers:

- i. Place at least four articles in with GMGMA to solicit MAG membership through practice managers with ability to track results.
- ii. Solicit 10 practices for membership through GMGMA contacts.

E. Enhance MAG's Website:

- i. Enhance internal and secondary website pages (Key Issues/Departments).
- ii. Attract 37,902 visitors and 166,880 page views which represent a 10% increase over 2009.

2. **Enhance Our Financial Security:** *[Relates to Healthy Vision 2010 Strategic Goal 2: Provide Substantial Member Benefits; Strategic Goal 4 (b): Build financial resources by increasing Non-Dues Revenue; Goal 4 (c) Maintain high caliber staff; link compensation to achieving strategic goals.]*

A. Produce a \$200,000 Operating Surplus.

B. Dues Revenue: Raise \$1.9 million in Dues Revenue

C. Non-Dues Revenue: Raise \$1.8 Million in Non Dues Revenue in fiscal year 2010. This represents a \$50,000 (3%) increase in non-dues revenue over 2009.

- i. Obtain a grant from the MAG Foundation in the amount of \$50,000 to support MAG's educational activities.
- ii. Raise \$60,000 in sponsorships for the 2009 HOD.
- iii. Deliver \$25,000 in advertising revenue from the JMAG, News From MAG and MAG Website.
- iv. Raise \$75,000 in Endorsement Revenues through our business development program.

D. JMAG: Enhance JMAG by successfully transitioning JMAG production and advertising to PMI.

- E. **Performance Incentives:** MAG’s current Management Accountability Program (MAP) ties financial incentives to performance. The program will be funded by:
 - i. Allocating to the program 100% of the first \$20,000 in dues raised over \$1.9 million and 50% of the dues raised over 1.92 million and up to \$2.08 million.
 - ii. Allocating 25% of any operating surplus that exceeds \$200,000 up to 280,000.

- 3. **Continued Strong Advocacy for Physicians and Patients:** [*Relates to Healthy Vision 2010 Strategic Goal 1 (a): develop and execute a comprehensive, priority driven strategy to address obstacles and challenges to the delivery high quality care and to the profession.*]
 - A. **Achieve State Legislative Priorities:**
 - i. **Protect Tort Reform:** Retain existing elements of the tort reform bill passed in 2005 including the cap on non-economic damages.
 - ii. **Medicaid:** Support reforms that ensure the adequacy of payment to physician, reduce administrative burdens, benefit the patient-physician relationship and promote the practice of quality medicine.
 - iii. **Prompt Pay Reform:** Pass the prompt pay law that expands Georgia’s prompt pay statute to third party administrators.
 - iv. **Insurance Reform:** Pass a law that requires disclosure of “rental networks” that are often inappropriately used by health insurance plans.
 - v. **Trauma Funding:** Secure passage of legislation that provides a continuous source of dedicated funding for a trauma network and assure that the physician payment portion of such funding remains independent of hospital control

 - B. **Legal Advocacy Initiative:**
 - i. **Update Model Medical Staff Bylaws:** Produce an updated Model Medical Staff Bylaws. This product is viewed as attractive to all physicians who have medical staff privileges and particularly important to physicians that are employed by hospitals.

C. Third Party Payer Advocacy:

- i. Assist Member Practices: Assist at least 150 physician practices with third party payer issues.
- ii. Advocate for Accurate Payments: Save Georgia physicians \$30 million through strong Third Party Payer Advocacy.
- iii. Ease Administrative Burdens: Achieve 6 positive changes to health plans' polices and/or procedures through streamlining, standardization or elimination of cumbersome policies and procedures.

D. Actively Engage National Health Care Reform:

- i. Coalition: Continue to promote the work of the Coalition of State Medical and National Specialty Societies consistent with the MAG's policies.
- ii. Educational Materials: Provide detailed summary and provide analysis of final legislation if passed.

4. **Advancement of Educational Offerings.** [*Relates to Healthy Vision 2010 Strategic Goal 2: Provide substantial member benefit; Strategic Goal 4 (a): Build financial resources by increasing membership and Dues Revenue.*]

- A. Produce \$90,000 in gross revenue from MAG's accreditation services.
- B. Produce four educational seminars in 2010 that focus on cutting edge issues such as health HIT. These seminars will produce a net profit of \$20,000.
- C. Provide an analysis of physician educational gaps and address priority issues.

5. **Develop Five-Year Strategic Plan:** [*Fulfills Policy Requirement..*]

- A. Develop a five-year strategic plan to submit to the 2010 HOD. The plan should focus on ways that MAG can remain relevant to the physician community and the profession in times of drastic change and makes any necessary changes in MAG' governance structure to assure nimble, efficient and effective operations.
- B. Develop and present to the Membership Committee and Executive Committee, as part of its strategic planning process, information, analysis and recommendations on the membership needs of employed physicians and special group physicians produced from the related President's Task Forces.

- C. As part of the strategic planning process, evaluate the role and effectiveness of MAG's Committees and present a report of findings to the Executive Committee.