Speakers’ Letter

2016 Annual Meeting of the AMA House of Delegates
June 11–15, 2016
Hyatt Regency Chicago

Ladies and Gentlemen:

The following information is provided to aid your planning for the upcoming Annual Meeting in Chicago. We are very pleased to note that Andy Slavitt, Acting Administrator for the Centers for Medicare and Medicaid Services, will address the House of Delegates at the start of Monday’s business session. More information is found on page 16.

Please call (312) 464-4463, send an email to hod@ama-assn.org or visit ama-assn.org/go/annual2016 if you have questions regarding any of the following items or questions on American Medical Association (AMA) policy. Watch the Annual Meeting website for updates to this Speakers’ Letter.

Susan R Bailey, MD, Speaker
Bruce A Scott, MD, Vice Speaker

House of Delegates schedule

The 2016 Annual Meeting of the AMA House of Delegates (HOD) will meet June 11–15 at the Hyatt Regency Chicago. The AMA-HOD will convene at 2 p.m. Saturday, June 11 in the Grand Ballroom, and your speakers ask that delegates be seated by 1:50 p.m. The opening session will start promptly at 2 p.m. and recess by 6 p.m.

On Sunday, June 12, the “Second Opening” of the AMA-HOD will be in session 8–8:30 a.m. to receive items of business, consider acceptance of late resolutions, and extract informational reports and items from the reaffirmation consent calendar. Reference committee hearings will follow and will include a separate hearing for CEJA’s Code modernization report.

The five following reference committees will convene their open hearings from 8:30 a.m. to noon Sunday:

- Reference Committee on Amendments to Constitution & Bylaws (Regency Ballroom C)
- Reference Committee A (Regency Ballroom A)
- Reference Committee B (Regency Ballroom B)
- Reference Committee D (Regency Ballroom D)
- Reference Committee F (Grand Ballroom)

The remaining reference committees will hold hearings from 1:30 to 5 p.m.

- Reference Committee on Code Modernization (Regency Ballroom B)
- Reference Committee C (Regency Ballroom C)
- Reference Committee E (Regency Ballroom D)
- Reference Committee G (Regency Ballroom A)

Additional business sessions of the AMA-HOD will convene at 2 p.m. Monday, June 13, and 9 a.m. Tuesday and Wednesday, June 14 and 15. The AMA-HOD will adjourn by noon on Wednesday. Your speakers ask delegates to schedule departures for the afternoon of Wednesday so that they can give full consideration to the business debated that day.

Delegates and alternate delegates may request special accommodations (eg, an assistive listening device) by contacting the Office of House of Delegates Affairs by email at hod@ama-assn.org or phone 312 464-4344.

Note: All events are at the Hyatt Regency Chicago unless otherwise indicated. Items preceded by an asterisk (*) are designated for AMA PRA Category 1 Credit™.
Meeting details and reminders

Handbook distribution
The initial Handbook will be posted on the Annual Meeting website by May 13 as a single large document as well as in a series of smaller documents, collated by reference committee. The Addendum will be posted about May 20, and when it is posted, the original Handbook and Addendum will be available separately along with a combined document that interleaves the Addendum with the Handbook. Like all other meeting materials, the Handbook will be posted on the meeting website. An abridged Handbook containing only the recommendations from reports and the resolve clauses from resolutions will also be available as a Word document.

Hardcopy Handbooks will be mailed by May 20 to delegates and alternate delegates who have previously received paper copies, with the Addendum scheduled to go out on or about May 25. Primary distribution of the Handbook and Addendum will be by download from the Annual Meeting website.

Registration
Registration for the AMA-HOD will be located in the Grand Foyer, which adjoins the Grand Ballroom. For security purposes, all attendees will be required to provide photo identification at the AMA Registration Desk in order to receive their credentials and other materials. Registration will open daily at 7 a.m. and run from Friday, June 10 through Wednesday, June 15.

Delegates and alternate delegates should check with their sponsoring society to ensure that their names have been submitted to the Office of House of Delegates Affairs prior to this meeting. Under AMA bylaws all delegates and alternate delegates must be properly credentialed. Individuals whose credentials have not been confirmed prior to the Annual Meeting will have to be accompanied to the AMA Registration Desk by an officer of their society in order to register.

Recording of AMA-HOD meetings
Proceedings of AMA meetings may be recorded by audiotape, videotape or otherwise, for use by the AMA. Participation in/attendance at a meeting shall be deemed to confirm the participant’s consent to recording and to the AMA’s use of such recording.

Airline and airport transportation discounts
An airline discount is available on United Airlines, valid for 3 days prior to and 3 days after the official meeting dates of June 11–15. To obtain the discount online, visit united.com, click on “All search options” and enter your origin, destination and travel dates; then enter ZWSQ537819 in the Promotions and Certificates offer code box. Available flights will be displayed. Once you’ve selected an available flight the discounted fare will automatically be calculated.

To obtain the discount over the phone, call United Airlines Meetings at (800) 426-1122 and mention Z code ZWSQ and agreement code 537819. A service fee will apply.

GO Airport Express offers airport shuttle services between O’Hare and Midway Airports and downtown Chicago hotels, with fares of $21 each way from O’Hare and $17 each way from Midway. These fares are only available through the link on the meeting website.

Future travel concerns
You may recall that in Atlanta your speakers advised that residents of some states might be required to provide identification other than a driver’s license to board aircraft in the not so distant future. According to information on the Transportation Security Administration website, residents of any state will be able to use a driver’s license to board a commercial flight until January 2018. Your speakers will try to monitor the situation but would encourage you to keep an eye on the TSA’s website. Visit dhs.gov/real-id-and-you-rumor-control for a helpful chart detailing the situation for each state. The 2018 Annual Meeting is scheduled for June 9–13 at the Hyatt Regency Chicago.
Meeting attire
Your speakers have determined that business casual dress is appropriate for the Annual Meeting, although business attire is requested for those seated on the dais during HOD business sessions. Business attire is also proper for the inaugural and dinner-dance, with formal attire (black tie) optional.

Distribution of nonbusiness items
The “not-for-official-business” bag contains campaign literature, small gifts and other informational material approved by your speakers. It is distributed at the Opening Session. Material for distribution to the AMA-HOD in the not-for-official-business bag should be delivered to the production area of the AMA Headquarters Office at the Hyatt Regency Chicago by 5 p.m. Thursday, June 9. As a general rule, 1300 copies of items are required for distribution throughout the AMA-HOD. For campaign gifts, at least 700 items are required for distribution in the delegates’ seating area; distribution throughout the ballroom requires 1300 items. The decision as to the number of gifts is up to the candidate, but the $2,770 cap on expenditures for campaign memorabilia applies regardless.

Opening session and open forum on MACRA
The opening session will get underway at 2 p.m. Saturday, June 11 in the Grand Ballroom. Following presentations from AMA President Steven J Stack, MD, and Executive Vice President James Madara, MD, nominations will be open for various officer and council seats. At the end of the session, your speakers will moderate a debate between David O Barbe, MD, and Mary Anne McCaffree, MD, candidates for president-elect. Question cards will be available at the registration desk and will be collected before the debate.

At the close of the House of Delegates opening session, our AMA will host an open forum on the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA). AMA President Steven J Stack, MD, will moderate the session, AMA Senior Vice President Richard A Deem will provide an update on implementation of the law that repealed the SGR, and AMA Group Vice President Michael A Tutty, PhD, will discuss AMA tools and resources that are being developed to assist physicians with MACRA implementation at the practice level. The forum will also include time for attendees to ask questions and discuss issues related to MACRA.

Nominations and elections
Candidates appearing in the Election Manual will have their names placed in nomination by our usual procedures. Nominations from the floor are also possible, but AMA-HOD policy requires that such nominees complete a conflict of interest/disclosure of affiliations form prior to election. Your speakers have interpreted this requirement to mean that the nominee must agree to complete the form and submit it to the Speakers’ Office no later than 9 a.m. Monday morning so that it can be posted on our AMA website and ballots can be prepared for the elections. Individuals who anticipate the possibility of a nomination from the floor should contact Roger Brown (roger.brown@ama-assn.org) in the Speakers’ Office. Inquiries will be maintained in confidence.

Elections for officer and council positions will be held 7:30–8:45 a.m. Tuesday, June 14 in Columbus K–L and are conducted under the supervision of the chief teller, the assistant election tellers and the Committee on Rules and Credentials. The polls will close 15 minutes before the AMA-HOD reconvenes, and eligible delegates must be in line by 8:45 a.m. in order to vote.

Only duly credentialed delegates are permitted to cast a ballot. An alternate delegate who is seated for a delegate must first be properly re-credentialed as a delegate at the AMA Registration Desk in order to vote in an election. The change from alternate delegate to delegate must be approved by a duly authorized officer of the society in question; see bylaws 2.10.4 and 2.10.4.1.

In the event that a new vacancy arises or a runoff election is required, paper ballots will be distributed to credentialed delegates seated in the House at the time ballots are distributed. Anyone considering a possible run for a newly created vacancy is again reminded of the need to have completed a conflict of interest disclosure.

This year, for the first time, the Election Manual is available only online. In addition to complete candidate information, the online manual links to candidates’ conflict-of-interest information. It can be accessed through
the Annual Meeting website or directly at ama-assn.org/go/candidates. The Election Manual is accompanied by a summary listing of candidates, and both may be downloaded for printing if desired.

CEJA nomination
President-elect Andrew W Gurman, MD, will nominate an individual for a full term on the Council on Ethical and Judicial Affairs during the Opening Session on Saturday, June 11. The nominee’s conflict of interest disclosure will be posted on the AMA website by Friday, June 10 in compliance with House policy, which will allow the election to proceed following the formal nomination by Dr Gurman. Please watch the meeting website in the days leading up to the AMA-HOD meeting.

Announcements of future candidacy
Individuals who intend to seek election at the 2017 Annual Meeting are reminded that printed announcements may no longer be distributed in the meeting venue. Announcements provided to us by noon, Monday, June 13 will be projected on the last day of the meeting. An electronic announcement should be submitted to Roger Brown (roger.brown@ama-assn.org) in the Speakers’ Office; the preferred format is JPG, but a PDF or PowerPoint slide are also acceptable. Submissions will be maintained in confidence until posted. Announcements will be posted online at ama-assn.org/go/candidates after the meeting.

Inauguration of Andrew W Gurman, MD
The inaugural ceremony for incoming President Andrew W Gurman, MD, will begin at 5 p.m. Tuesday, June 14 in the Crystal Ballroom. A reception will follow the ceremony, starting about 6:30 p.m. outside the Grand Ballroom, with a dinner-dance in the Grand Ballroom starting at approximately 7 p.m. Tickets are required for the dinner-dance and can be purchased by visiting ama-assn.org/go/inaugural and completing the registration form, or contact Registration Services in the AMA’s Department of Meeting Services at (312) 464-4582. Individuals should coordinate reservations, payment and seating with their sponsoring organizations to avoid duplicate reservations. Business or formal wear are appropriate for the inaugural dinner.

New AMA meeting app to launch prior to A-16
Our AMA will soon launch a new mobile app to enhance the Annual Meeting experience and help attendees connect and network with peers. The new app will allow users to integrate the meeting schedule with their mobile device calendar and create session notes and appointments. It will also be a vital resource center, containing reports, resolutions, speaker bios and interactive maps of the conference hall. The AMA will provide notifications through the app for important meeting updates. The previous app is being discontinued, and you will receive an email when the new app is available for download.

Online member forums
As mentioned in the meeting information memo, each reference committee includes an online member forum. The forums can be accessed directly at ama-assn.org/go/hodforum or via the meeting website. The site will be up no later than when the Handbook is posted, and items from the Addendum will be added as they become available. Instructions are found on the site. All members of the House with email addresses will have been sent an announcement when the online forum is launched. If you do not receive such a notice, please send an email to that effect to roger.brown@ama-assn.org.

The forums will remain open for commenting up to the opening of the House, but comments posted after Sunday, June 5 are unlikely to be captured in the summary reports that are prepared and posted on the meeting website.

CEJA has submitted another revision of the modernized Code of Medical Ethics, and comments can be submitted via the online member forum or CEJA’s open forum at ama-assn.org/go/cejaforum.
PolicyFinder
If you have not used PolicyFinder since November’s Interim Meeting, you will be surprised, as the program has been completely rewritten. It is still available at ama-assn.org/go/policyfinder on the AMA website, but the new program is more intuitive, uses a more robust search engine, includes tools to download, print or email policies, and provides several filters to narrow your search. PolicyFinder is updated after each meeting of the AMA-HOD, so the current version is complete through the 2015 Interim Meeting.

Proceedings of the 2015 Interim Meeting
The draft of the Proceedings of the House of Delegates for the 2015 Interim Meeting (I-15) has been posted in downloadable format on the AMA website. Approval of the minutes from I-15 is an action item at the Second Opening of the AMA-HOD on Sunday morning.

Reports from CEJA and CSAPH
By AMA-HOD action, reports from the Council on Ethical and Judicial Affairs (CEJA) and the Council on Science and Public Health (CSAPH) that are intended for publication are not posted on the AMA website, because reports will not be considered for publication in peer-reviewed journals if they are widely distributed prior to submission. For this meeting, CEJA Report 1-A-16, Ethical Practice in Telemedicine, is not posted. Although not online, it can be accessed in the members-only portion of the website. The executive summary and recommendations for this report can be accessed online by all interested parties.

Conflict-of-interest policy
Sponsors of resolutions are reminded that the AMA-HOD has established policy (G-600.060) calling on delegates introducing an item of business to declare any commercial or financial conflict of interest at the time the resolution is submitted and that any such conflict of interest be included with the resolution.

Your speakers have determined that this policy also applies to resolutions introduced by delegations. The sponsoring delegation must disclose the identity of any delegate or alternate delegate who has a commercial or financial interest with respect to matters addressed in the resolution. If a conflict is disclosed, the notation on the resolution will not contain an individual delegate’s name, but will state in substance that, “In accordance with House policy regarding disclosure of conflicts of interest, the delegation has notified the speaker that one or more delegates has a commercial or financial conflict of interest with respect to the matters addressed in this resolution.” For resolutions already submitted, please notify the AMA Office of House of Delegates Affairs. A revised resolution containing the conflict-of-interest statement will be distributed.

AMA parliamentary authority and HOD Reference Manual
At last year’s Annual Meeting the House of Delegates adopted a new parliamentary authority to guide the deliberations of all general meetings of the AMA, including meetings of the House of Delegates. That new parliamentary authority is the American Institute of Parliamentarians Standard Code of Parliamentary Procedure, which may be purchased in both print and electronic formats. This new parliamentary authority is codified as part of the AMA Bylaws.

The House of Delegates Reference Manual: Procedures, Policies and Practices provides comprehensive information about the AMA’s policy development process. It describes AMA-HOD procedures and may be especially helpful to new delegates, but it is a good reference for all meeting participants. Visit ama-assn.org/resources/doc/hod/x-pub/hodrefmanual.pdf to access the manual (AMA login required).

Section-sponsored events during the 2016 Annual Meeting
All Annual Meeting participants are welcome to attend section and special group meetings and events, most of which take place before the House of Delegates meeting commences. For information beyond the activities featured here, visit ama-assn.org/go/sections. Section-sponsored education sessions are listed below (starting on page 7).
Child care options
Your speakers continue to receive inquiries about options for child care during House of Delegates meetings. While the requests are few, for those who are interested the Hyatt Regency maintains a list of qualified providers. Among the options are

- American ChildCare, americanchildcare.com, (312) 644-7300
- Sitters Studio, sittersstudio.com, (312) 890-8194
- American Registry, american-registry.com, (877) 602-2229
- College Nannies+Tutors, collegenanniesandtutors.com, (773) 697-9386

The Hyatt Regency Chicago can provide cribs and playpens, but other equipment such as strollers, car seats and toys are available from the following sources:

- Baby’s Away, babysaway.com, (800) 491-9794 or (773) 853-0512
- Chicago Baby Rentals, chicagobabyrentals.com, (847) 707-0590

Additional information, including rates, is on the meeting website or from the vendors.

If you are anticipating the need for child care in Orlando, know that the Walt Disney World Swan and Dolphin Resort has an evening option (swandolphin.com/kids/campdolphin.html) and works with a company called Kid’s Nite Out (kidsniteout.com) for care at other times.

2016 Interim Meeting planning
The 2016 Interim Meeting will be held at the Walt Disney World Swan and Dolphin Resort in Orlando, Nov. 12–15. Delegates and alternate delegates who are willing to serve on a reference committee at the Interim Meeting are asked to please contact the Office of House of Delegates Affairs by stopping in the Headquarters Office or emailing hod@ama-assn.org to let us know about your preferences for a reference committee assignment. Five reference committees will convene at the Interim Meeting:

- Reference Committee on Amendments to Constitution and Bylaws: Ethics, bylaws
- Reference Committee B: Legislative advocacy
- Reference Committee F: AMA governance and finance
- Reference Committee J: Advocacy related to medical service, medical practice, insurance and related topics
- Reference Committee K: Advocacy related to medical education, science and public health

Insofar as possible, we rely on volunteers to serve on the reference committees, and we strive to place volunteers on reference committees of their choosing. New appointments to Reference Committee F will be made just a few weeks after the Annual Meeting adjourns.

In addition, as is our custom, we will be holding a speaker-to-speaker session, which is open to anyone interested in discussing our meeting processes. Suggestions for the agenda are always welcome and can be sent to hod@ama-assn.org.

Meetings and caucuses

Meetings listing to be online
Most meeting attendees are familiar with the multipage listing of meetings, caucuses and other events that take place during the AMA-HOD. The list will be available at the AMA Registration Desk again in June, but it will also be posted on the meeting website about a week before the meeting commences and then updated on the day prior to the Opening Session. The meeting app will also be a valuable addition to your arsenal in staying abreast of last minute changes to the schedule, as it can be updated in real time.
OSMAP
The Organization of State Medical Association Presidents (OSMAP) will hold its general membership meeting from 2 to 5 p.m. Friday, June 10 in Grand Ballroom A. All state medical association presidents, past presidents, presidents-elect and executive directors are welcome to attend and participate as OSMAP members; guests are also welcome. No preregistration is required. Following the general membership meeting, OSMAP will host a reception at 5 p.m. in Grand Ballroom B. All OSMAP members, their spouses and invited guests are welcome.

State medical societies interested in providing topics for discussion at the general session are encouraged to contact Brian O Foy, Executive Director, at bfoy11@yahoo.com. OSMAP meeting updates and the final agenda for the meeting will be posted at osmapandtheforum.org.

Council on Medical Education stakeholder forum
The Council on Medical Education will host a Stakeholders’ Forum from 3 to 5:30 p.m. Friday, June 10 in the Toronto Room. The focus of this year’s forum is “Beyond the USMLE Score: Assessing Competence for Entering Residency.” Seating is limited. For additional information or to RSVP, please contact Karen Heins at karen.heins@ama-assn.org.

Surgical Caucus Handbook review
The Surgical Caucus of the AMA will be meeting 7–9:30 a.m. Saturday, June 11 (breakfast available at 6:30 a.m.) in the Comiskey Room for a combined Business Meeting and Handbook Review Session. Specialties participating in the Caucus are encouraged to send at least one representative to this meeting. Candidates in AMA elections are welcome to visit from 8 to 8:30 a.m.

Academic Medicine Caucus
All AMA delegates and alternates with an academic appointment are invited to attend the AMA Academic Medicine Caucus, 9:30–11 a.m. Monday, June 13 in Columbus Room H. Attendees will discuss issues of mutual concern and interest pertaining to academic medicine and review the report of Reference Committee C. Network with your colleagues and share your ideas on how the AMA can continue to provide leadership in medical education.

Visit ama-assn.org/go/sms to learn more about the AMA Academic Physicians Section, which serves as the voice of academic physicians to the AMA House of Delegates.

Private Practice Physicians Congress
The Private Practice Physician Congress will meet from 11:30 a.m. to 1:30 p.m. Monday, June 13 Columbus I–J. The group includes primary care and specialty care physicians who share their insights into the pleasures and perils of modern independent medical practice and network and support each other as healers and in influencing our AMA policies and politics. All AMA members are invited. For questions or comments please contact Zuhdi Jasser, MD, chair at zuhdi@jasserim.com or (602) 721-7186; Tim McAvoy, MD, vice-chair at timothy mcavoy@yahoo.com or (414) 573-0751; or Barb Hummel, MD, secretary at hummelb@ameritech.net or (414) 690-6352.

Education sessions and forums
Several education sessions have been arranged for the 2016 Annual Meeting. All members are welcome to attend any of the education sessions listed below, many of which are sponsored by the sections and special groups. These sessions will be offered between Thursday, June 9 and Monday, June 13. For information on section-sponsored activities, visit ama-assn.org/go/sections.

Sessions that offer CME credit are indicated by an asterisk (*).

The American Medical Association is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.
The American Medical Association designates each live activity for the maximum number of AMA PRA Category 1 Credits™ reflected with each session. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

To complete the CME activity evaluation forms and save your certificates on the AMA Education Center, you will be required to use your AMA username and password, so bring that information with you to the meeting. If you have questions regarding your existing username and password or to create a username and password before attending the meeting, please contact the AMA Unified Service Center at (800) 621-8335. Paper evaluation forms will not be available on site. Participants can claim AMA PRA Category 1 Credit™ until July 31, 2016.

*Linking EHR connectivity with data analytics: Providing value for physicians and patients in the transforming system (0.75 AMA PRA Category 1 Credit™)
7:45-8:30 a.m. Friday, June 10, Crystal Ballroom B
Hosted by the AMA Organized Medical Staff Section (AMA-OMSS)

The Kansas Health Information Network (KHIN) seeks to improve health care quality, coordination, and efficiency through the exchange of health information at the point of care utilizing a secure electronic network provided by a collaboration of health care organizations. This program will provide a high-level overview of the rationale for and process used by KHIN and the Kansas Medical Society in developing technical infrastructure that supports physicians preparing their practices for the coming alternative payment models and associated demands to demonstrate value.

Jerry Slaughter, executive director of Kansas Medical Society, and Laura McCrary EdD, executive director of Kansas Health Information Network and senior vice president of KaMMCO Health Solutions, will discuss the importance of physician leadership in the development and governance of the infrastructure, the types of products and services available, and the opportunity for physician-led organizations such as medical societies to work together to build and share existing resources. The presenters will also provide a model for building the necessary provider network and connectivity infrastructure, and the data analytics tools that will be critical for physicians to succeed financially under alternative payment models.

*Refining health IT: Improving EHR usability and interoperability (0.5 AMA PRA Category 1 Credit™)
8:30–9 a.m. Friday, June 10, Crystal Ballroom B
Hosted by the AMA Organized Medical Staff Section (AMA-OMSS)

The AMA is working to identify key challenges physicians face with health IT and focusing on improved usability and interoperability. For example, advancements in health IT, like EHRs, are supposed to make clinical work flow more fluid and practical. Yet, the EHR products evaluated fail at the most basic levels of usability and have added frustration to the delivery of effective, quality patient care. To resolve these significant usability challenges when it comes to EHR implementation and the delivery of quality care, the AMA is recommending eight EHR usability priorities to be addressed.

The AMA plans to utilize the eight EHR usability priorities to: work with vendors to develop usable EHRs and evaluate their usability; advocate federal and state policymakers to develop effective health IT policy; collaborate with institutions and health care systems to develop effective institutional health IT policies; partner with researchers to advance health IT research and educate physicians about these priorities so they can lead in the development and use of future EHRs that can improve patient care.

The featured speakers include Jesse M Ehrenfeld, MD, MPH, member, AMA Board of Trustees, and Michael Hodgkins, MD, MPH, chief medical information officer, AMA.
The non-hospital of the future
8:45–11:30 a.m. Friday, June 10, Crystal Ballroom A
Hosted by the AMA Integrated Physician Practice Section (AMA-IPPS)

The Affordable Care Act (ACA) of 2010 and the Medicare Access and CHIP Reauthorization Act (MACRA) of 2015 have been catalysts of health care system transformation since enactment. With the ACA’s focus on population health, there is increased emphasis on keeping people healthy and out of the hospital. Many physician-led integrated systems have long been rethinking ambulatory care and preparing for the future with delivery innovations that meet patients where they are, whether it is in person or via a hand held device, telemedicine, home-based care, etc. Expert faculty will illuminate how select physician-led integrated organizations have shifted the focus of care from hospitals while satisfying the nation’s quest for better care.

*Tackling quality improvement through targeted solutions (1.0 AMA PRA Category 1 Credit™)
9:15–10:15 a.m. Friday, June 10, Crystal Ballroom B
Hosted by the AMA Organized Medical Staff Section (AMA-OMSS)

Traditional, one-size fits-all solutions to healthcare quality problems—such as checklists—often are unsuccessful because they fail to address the specific challenges faced by individual facilities. Even when successful, these types of solutions often are inefficient because they require the expenditure of time and effort addressing challenges that may not exist.

Recognizing that specific problems in healthcare quality require targeted solutions, The Joint Commission Center for Transforming Healthcare has developed a systematic, data-driven approach to quality improvement that helps organizations accurately measure performance, identify their specific barriers to excellent performance, and implement proven, customized solutions to address these particular barriers.

Using examples from hospitals that have successfully tackled quality problems, this program will introduce the concept of Robust Process Improvement as a driver of targeted solutions. This session will encourage physicians to become champions within their organization in quality improvement activities, contributing to a culture of safety.

The featured speaker is Erin DuPree, MD, FACOG, chief medical information officer and vice president, The Joint Commission Center for Transforming Healthcare.

*Preparing for the Medicare Access and CHIP Reauthorization Act (0.5 AMA PRA Category 1 Credit™)
2:15–2:45 p.m., Friday, June 10, Crystal Ballroom B
Hosted by the AMA Organized Medical Staff Section (AMA-OMSS)

In 2015, Congress repealed the sustainable growth rate (SGR) formula following years of advocacy by the AMA. The Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) allows physicians to choose between adopting new payment models or retaining Medicare’s fee-for-service model. Cynthia Brown, vice president, AMA Government Affairs will provide an overview of the progress-to-date in implementing the new MACRA payment systems. The session will also examine AMA’s efforts to influence the development of new rules to develop resources and tools that will enable physicians to succeed under the new payment systems.

MACRA and the future of value based care
2:30–3:30 p.m. Friday, June 10, Crystal Ballroom A
Hosted by the AMA Integrated Physician Practice Section (AMA-IPPS)

At the most recent AMA-IPPS meeting in November 2015, physician members unanimously agreed that the IPPS’s top priority is to learn about and influence evolving value-based care and payment models under the
Medicare Access and CHIP Reauthorization Act (MACRA). This session will include a refresher on MACRA, an update on new payment models, and an exploration of challenges and concerns about value based care.

*Integrated leadership for physicians, healthcare executives, hospitals and health systems
(1.5 AMA PRA Category 1 Credits™)
7:45–9:15 a.m. Saturday, June 11, Crystal Ballroom B
Co-hosted by the American Association for Physician Leadership (AAPL), the American College of Healthcare Executives (ACHE), the American Hospital Association (AHA), the American Organization of Nurse Executives (AONE), and the AMA Integrated Physician Practice Section (AMA-IPPS)

This interactive session will feature an informative panel discussion about the expectations of future multidisciplinary leadership models based on principles of integrated leadership developed by the AHA and the AMA. The panel discussion will be followed by audience dialogue to encourage idea sharing and thought-provoking, productive conversation.

The featured speakers include Peter Angood, MD, president and chief executive officer, AAPL; Deborah J Bowen, FACHE, CAE, president and chief executive officer, ACHE; Liz Summy, CAE, executive vice president and chief operating officer, ACHE; John Combes, MD, senior vice president, AHA; Pam Thompson, MS, RN, CENP, FAAN, chief executive officer, AONE; and J James Rohack, MD, senior advisor, AMA Professional Satisfaction and Practice Sustainability.

*Physician wellness and resiliency throughout the medical education and practice continuum: An overview (1.25 AMA PRA Category 1 Credits™)
9–10:15 a.m. Saturday, June 11, Crystal Ballroom A
Co-hosted by the AMA Academic Physicians Section (AMA-APS), the AMA Senior Physicians Section (AMA-SPS), and the AMA Women Physicians Section (AMA-WPS)

Distress is common among physicians and can have substantial personal and professional implications. An extensive body of research has demonstrated a strong link between physicians’ personal well-being and the quality of care they provide patients. Several decades of research have identified many of the factors that contribute to physicians’ distress. More recently, studies have begun to define the personal and professional characteristics that contribute to physician well-being and satisfaction.

Tait Shanafelt, MD, director, Mayo Clinic Department of Medicine Program on Physician Well-being will review the literature on physician satisfaction and burnout and discuss the personal and professional repercussions of physician distress. Finally, he will review the individual and organizational approaches to promoting physician well-being.

Upon completion of this session, participants will be able to:
• Discuss what is known regarding professional satisfaction and personal burnout among physicians
• List the personal and professional consequences of burnout
• Identify personal and organizational approaches to promote physician well-being

Developing medical staff leaders
9:30-10 a.m. Saturday, June 11, Crystal Ballroom B
Hosted by the AMA Organized Medical Staff Section (AMA-OMSS)

This program will lead a dialogue on identifying and developing medical staff leaders within your organization. The facilitators will provide examples of developing medical staff leaders within their respective organizations.
The facilitators are Peter Angood, MD, president and chief executive officer, American Association for Physician Leadership and J James Rohack, MD, Senior Advisor, AMA Professional Satisfaction and Practice Sustainability.

*Peer review the right way: Amending medical staff bylaws *(1.0 AMA PRA Category 1 Credit™)*
10:15–11:15 a.m., Saturday, June 11, Crystal Ballroom B
Hosted by the AMA Organized Medical Staff Section (AMA-OMSS)

Peer review should be conducted by and for peers, but medical staff bylaws commonly scrimp on protections for medical staff leaders and members. Bad bylaws focusing on punishment rather than improvement are unfair and encourage litigation. Failure to meet the technicalities of federal law, or disregarding state law requirements, exposes medical staff leaders to liability. Medical staff leaders must control the process to protect patients and their physicians. Learn how to check your bylaws for misconceived peer review procedures.

The featured speaker is Elizabeth Snelson, Esq., legal counsel for Medical Staff, LLC.

**Connect and be heard: Make a difference in health care with social media**
10:30–11:30 a.m. Saturday, June 11, Regency Ballroom A-C:
Hosted by the AMA Medical Student Section (AMA-MSS)

Kevin Pho, MD will take you through his decade-long social media journey, and show how social media can make a profound difference in three important ways:
- Facilitating the connection between health professionals and patients
- Proactively defining and protecting an online reputation
- Sharing the stories of those who intersect with our health care system, but whose voices are rarely heard

*Masks, comics, and the “art of darkness”: Improving physician wellness throughout medical education and practice *(1.25 AMA PRA Category 1 Credits™)*
10:30–11:45 a.m. Saturday, June 11, Crystal Ballroom A
Co-hosted by the AMA Academic Physicians Section (AMA-APS) and the AMA Senior Physicians Section (AMA-SPS)

The “hidden curriculum” of medical education can expose medical students and resident/fellow physicians to an unhealthy emotional environment and can lead to burnout. This hands-on session will offer two creative methods for promoting personal reflection about professional roles and responsibilities, broadly addressing the issues of wellness and burnout. These two methods are (1) creating and designing a mask and (2) drawing a comic.

Mark Stephens, MD, AMA-APS at-large governing council member; Michael Green, MD, Department of Humanities, Penn State College of Medicine will present.

Upon completion of this session, participants will be able to:
- Implement creative means to encourage critical reflection in the context of professional roles and responsibilities
- Share techniques that help learners explore professional identity formation and the hidden curriculum in undergraduate and graduate medical education
*Burning up, burning out or burning brightly (1.5 AMA PRA Category 1 Credits™)
Noon–1:30 p.m. Saturday, June 11, Columbus K–L
Co-hosted by the AMA Academic Physicians Section (AMA-APS), the AMA Organized Medical Staff Section (AMA-OMSS), and the AMA Senior Physicians Section (AMA-SPS)

Many physicians are experiencing increasingly high levels of dissatisfaction with their profession due to more intense work environments, more time spent on less meaningful activities, and the introduction of new quality standards and electronic health records, among other stressors. While aging can bring declines in some areas of performance, senior physicians are also particularly well-equipped to contribute in ways that enhance work experience. What should senior physicians—and physicians at all stages of development—focus on in order to reconnect with their calling, find professional fulfillment and offer their patients high-quality care? This educational session will explore how senior physicians who are confronted by challenges can thrive and continue to make a difference.

The featured speaker is Richard B Gunderman, MD, PhD, chancellor’s professor, Indiana University
The moderator is Barbara A Hummel, MD, chair, AMA-SPS Governing Council.

Upon completion of this session, participants will be able to:
• Describe the risk factors for professional burnout
• Identify approaches that promote professional fulfillment
• Develop strategies to reduce burnout and promote fulfillment for self and colleagues

Changing the face of medicine: Women physicians in the media
6:30–7:30 p.m. Saturday, June 11, Columbus E-F
Hosted by the AMA Women Physicians Section (AMA-WPS)

This WPS session will demonstrate the impact of women physicians in the media and provide a dialogue about the influence of a diversified medical workforce to address race-based health disparities. The program is part of a larger campaign and a film whose main objective is to educate and inspire generations of future doctors of color and provide them with the motivation and role models they need to navigate the rigors of a medical education.

*Litigation Center open meeting (1.5 AMA PRA Category 1 Credits™)
7–8:59 a.m. Monday, June 13, Regency Ballroom C
Hosted by the Litigation Center of the American Medical Association and State Medical Societies

The meeting will discuss a lawsuit pending in Tulare, California, in which a medical staff sued its hospital. A panel will discuss the collaboration between the AMA and the state medical societies to oppose the Anthem/Cigna and Aetna/Humana health insurance company mergers. An update will be provided on the surprising status of the case challenging the Florida law that limits physician communications with their patients regarding possession of firearms. This session qualifies for.

Preventing Type 2 diabetes through physician engagement
8–8:59 a.m. Monday, June 13, Regency Ballroom D
Hosted by AMA’s Improving Health Outcomes unit

Hear first-hand how a diabetes prevention program changed the life of former AMA president Nancy Nielsen, MD. You will also hear from a state medical society about collaborating with the AMA to increase physician engagement in diabetes prevention and learn about AMA products that state medical societies can use to help physicians screen, test and refer patients with prediabetes to local diabetes prevention programs.

One-third of US adults have prediabetes, and 90% of them are unaware of it. Without any intervention, up to 30 percent of these individuals could progress to type 2 diabetes over the next five years. By taking three simple steps, America’s primary care physicians can dramatically reverse this alarming trend. Failing to act
now could result in a 50% increase in the number of patients with diabetes being cared for by primary care physicians over the next half decade.

The good news is that our AMA is collaborating with the CDC, leading health care organizations and members of the Federation to help physicians screen, test and refer high-risk patients to evidence-based lifestyle change programs that can significantly delay or prevent the onset of type 2 diabetes. For additional information, please contact Stephanie Johnson at stephanie.johnson@ama-assn.org or (312) 464-5921.

CLRPD forum on diversity
8–8:59 a.m. Monday, June 13, Crystal Ballroom A
Hosted by the Council on Long Range Planning and Development (CLRPD)

The council will host a forum on diversity among AMA-HOD delegations. The forum provides an informal town hall format that will allow all attendees to contribute their thoughts, ideas, and concerns on diversity among state and specialty delegations. While CLRPD Report 1-I-15, “Best Practices and Successful Efforts to Increase Diversity, by Age, of AMA Delegates and Alternate Delegates,” focused on age diversity, the council recognizes that diversity is a broader topic and welcomes all input regarding the issue, including, but not limited to, age.

Further, the forum is an occasion for members of medical specialty and state societies to share best practices and successful outcomes of their work on diversity, which others might discover as viable solutions with which to promote diversity. Guest speakers at the Forum, Rebecca Parker, MD, president-elect, American College of Emergency Physicians; Sylvia Salazar, director, membership development, Texas Medical Association; and Loralie Ma, MD, member of the American College of Radiology’s Commission for Women and General Diversity. Each will present their society’s best practices and successful initiatives on diversity. The forum will include an open microphone segment for attendees to contribute to the event.

Additionally, CLRPD developed a virtual forum (ama-assn.org/ama/pub/community/forums/annual-2016/clrpdp-reference-committee.page) to solicit input on diversity from stakeholders leading up to and following the A-16 meeting. Questions may be directed to Susan Close, Secretary, CLRPD, at susan.close@ama-assn.org or (312) 464-4836.

*Ending the nation’s opioid epidemic (1.5 AMA PRA Category 1 Credits™)
8–9:30 a.m. Monday, June 13, Grand Ballroom
Hosted by the AMA Task Force to Reduce Opioid Abuse and AMA Advocacy Resource Center

This session will focus on key issues impacting current patterns of prescription opioid misuse and opioid-related morbidity and mortality in the United States. This educational event is organized as an open forum around four question prompts addressing physician prescribing behavior, practical clinical tools for pain management, reports from prescription drug monitoring programs, and naloxone co-prescribing to reduce unintentional opioid overdoses and deaths. The question prompts will be introduced by an expert panelist who will provide sufficient background to orient the audience on the issue. The session will be conducted as an open discussion informed by the moderator, attendees, and panelists. Patrice A Harris, MD, MA, Chair of the AMA Task Force and Chair-elect of the AMA Board of Trustees will serve as moderator.

Building collaborations to improve imaging utilization
9–9:59 a.m. Monday, June 13, Regency Ballroom C
Hosted by the American College of Radiology

Are you tired of ordering or doing the wrong test, for the wrong reason, and at the wrong time? Would you like to gain control of inappropriate imaging studies and ensure that you are reducing dose, cost, and anxiety for your patients? This American College of Radiology-sponsored session will demonstrate the improvement in imaging utilization that ordering clinicians and radiologists have achieved through their participation in the Radiology Support Communication and Alignment Network (R-SCAN). R-SCAN is a
Strategic Alignment Network supporting CMS’s Transforming Clinical Practice Initiative. In a 60-minute session, meeting attendees will learn about the benefits of R-SCAN participation, how R-SCAN results in imaging utilization improvement and provides associated quantitative data, and the experiences of ordering clinicians and radiologists who have participated in R-SCAN.

Attendees will be able to indicate their interest in R-SCAN and receive free access to ACR Select, a web-based point-of-care imaging clinical decision support tool. R-SCAN registrants will also be entered into a drawing for a $100 Lettuce Entertain You gift card redeemable at several downtown restaurant locations during the AMA meeting.

*Intersectionality of medicine, social determinants of health, and criminal justice reform (1.0 AMA PRA Category 1 Credits™)  
9–9:59 a.m. Monday, June 13, Regency Ballroom D  
Hosted by the AMA Minority Affairs Section (AMA-MAS)

Nzinga Harrison, MD, co-founder of Physicians for Criminal Justice Reform, as well as other panelists will define health justice and its role in improving health outcomes, explore health consequences of negative interactions with the criminal justice system, and identify strategies that physicians can implement for reforms.

*Preparing for a future with alternative payment models (1.5 AMA PRA Category 1 Credits™)  
9:30–11 a.m. Monday, June 13, Regency A  
Hosted by AMA Government Affairs and the AMA Integrated Physician Practice Section (AMA-IPPS)

The AMA has engaged national specialty societies in discussions on how to develop new physician-focused payment models to be implemented as qualified alternative payment models (APMs) under MACRA. Additionally, many physician-led integrated systems are anticipating the change to payment models that reward coordinated care and high-value physician services. During this session, faculty will share their experience developing specialty-specific APMs and discuss how to prepare for alternative payment models to deliver high-value care.

*Council on Ethical and Judicial Affairs Open Forum (1.5 AMA PRA Category 1 Credits™)  
9:30–11 a.m. Monday, June 8, Regency Ballroom B  
Hosted by the Council on Ethical and Judicial Affairs

The Open Forum is open to all AMA members, interested non-members, other guests, and the press, and attendees are invited to introduce emerging ethical issues that may warrant attention from CEJA and inclusion in the AMA Code of Medical Ethics. Planned topics include:

- Dual Loyalties
- Issues in Medical Tourism

The full agenda for the Open Forum is available online at ama-assn.org/go/ceja. It provides additional information on the above topics, as well as instructions on how to submit testimony electronically. Written testimony will be given the same consideration as oral commentary.

At the conclusion of the session, participants will be able to:
- Identify several professions where physicians may face ethical issues with dual loyalties
- Describe typical ethical challenges when dealing with dual loyalties
- Describe why medical tourism is a potential concern to be aware of, regardless of specialty
- Identify the various ethical challenges with medical tourism
*Surgical Caucus Education Session (1.0 AMA PRA Category 1 Credits™)
10 to 11 a.m. Monday, June 13 in Regency Ballroom C
Hosted by the Surgical Caucus of the AMA

Titled “Navigating Health Care Policy in a Presidential Year,” the program will: describe the health policy positions of the US presidential candidates and the impact those positions could have on the future of healthcare in medicine and surgery; discuss the election dynamics of the US presidential race; and identify the grassroots advocacy efforts of organized medicine and how surgeons and other specialists can participate in these programs.

The American College of Surgeons is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The American College of Surgeons designates this live activity for a maximum of 1 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

*Adding HIV PrEP to your practice (1.0 AMA PRA Category 1 Credits™)
10–11 a.m. Monday, June 13, Regency Ballroom D
Hosted by the AMA Advisory Committee on LGBT Issues (AMA-LGBT)

This session will discuss how HIV PrEP can be added to primary care practices. Panelists will share their expertise on how to talk with your patients about HIV PrEP, as well as PrEP’s efficacy, contraindications, and clinical guidelines.

Busharat Ahmad, MD leadership development program
10:30–11:30 a.m. Monday, June 13, San Francisco
Hosted by the AMA International Medical Graduates Section (AMA-IMGS)

Come and hear Why physician leaders fail and how to ensure success by invited guest speaker, Sunil J Wimalawansa, MD, PhD.

Exhibits

AMA exhibits
The Annual Meeting will feature multiple exhibits outside the Grand Ballroom. Stop by to provide your feedback on how the AMA can support your practice or pick up a free copy of JAMA. You will also have the opportunity to take advantage of AMA discounts on products and services that assist physicians both personally and professionally. Visit the exhibits to see what’s new and to learn more.

AMA Foundation booth
Visit the AMA Foundation booth to learn how its physician-directed charitable programs are helping people live healthier lives. Last year, thanks to its generous and loyal donors, the AMAF disbursed nearly $1 million in medical scholarships, research grants, assistance to free clinics and health education programs. Help improve the health of Americans by making a gift to support high-impact public health and medical education initiatives. All individuals making a gift will be entered into a drawing with the winner announced prior to the meeting’s close. For additional information, please call (312) 464-4200.

Special Events

Help boost the blood supply in the wake of Zika Virus
Due to the challenges of supplying blood with the new Zika Virus donor deferrals, the Pathology Section Council has organized a blood drive and would like to invite everyone to donate. They have joined with Chicago’s local blood center, Lifesource, who will be conducting the drive. The blood drive will be from noon to 6 p.m. Friday, June 10 in the exhibit hall, which is adjacent to the Speakers’ Office at the Hyatt Regency Chicago. The Pathology Section Council will be giving away a great prize to one lucky donor. To schedule your
appointment in advance please contact LifeSource at (877) 543-3768 or online at lifesource.org and use group code 923A. Appointments are recommended.

AMA Foundation donor reception to celebrate and honor donors
Join the AMA Foundation 6–7 p.m. Friday, June 10 in Crystal Ballroom A for the annual donor reception, which recognizes and thanks the generous supporters who made a new gift or pledge in 2015 or 2016. Last year, you made it possible for the AMA Foundation to disburse nearly $1 million in grants and scholarships, including 48 public health awards, 34 scholarships, and 32 research seed grants. And for the third-consecutive year, the Foundation secured $100,000 in corporate funding, enabling co-sponsorship of the Change MedEd Conference. Another highlight of the year was the collaboration with the American Health Lawyers Association to create and publish a legal and operational guide for free medical clinics, a valuable toolkit that is being offered to users at no charge.

If you’ve not already done so, please renew your annual support today and join your friends and colleagues at this special reception.

If you received an invitation by mail, RSVP by June 1. If you did not receive an invitation but wish to attend the event, email amafoundation@ama-assn.org or call (312) 464-4200 to make a donation and RSVP for the reception.

Ron Davis Memorial 5K run/walk
The 6th Annual Ron Davis Memorial 5K run/walk will take place at 6 a.m. Saturday, June 11. Interested parties should meet near the motor entrance on the Gold Level in the East Tower of the Hyatt Regency Chicago. This is a self-guided event along the lake shore.

Catholic Mass
Father Dan Costello will celebrate Catholic Mass at 6:30 p.m. Saturday, June 11 in Columbus C–D.

CMS Administrator to address House of Delegates
Andy Slavitt, Acting Administrator for the Centers for Medicare & Medicaid Services, will address the House of Delegates at 2 p.m. Monday, June 13 to start the afternoon’s business session. Mr Slavitt has served as Acting Administrator since February. He oversees the CMS's efforts to transform the way health care is paid for, and he will address the House of Delegates on the proposed regulations for MACRA implementation, which will make sweeping changes in physician delivery and payment. Importantly, he forged a partnership with physicians on ICD-10 implementation that has carried over to a constructive dialogue to address concerns with Meaningful Use. He has committed to working with our AMA and other physician groups to work through challenging implementation issues, and he has publicly expressed a desire to win back the physician community after years of regulatory excess.

NOTES:
The following list is provided for your convenience. All items mentioned in the *Speakers’ Letter* are included along with other items that might be of interest. (Items listed in bold are official AMA-HOD sessions, reference committees or programs.)

All events are at the Hyatt Regency Chicago unless indicated by italics.

Activities offering continuing medical education credit are preceded by an asterisk (*).

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<th>Time</th>
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<tr>
<td>Thursday, June 9</td>
<td>Deadline for receipt of not-for-official-business items</td>
<td>AMA staff area</td>
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<tr>
<td>7 a.m.–6 p.m.</td>
<td>AMA-HOD registration</td>
<td>Grand Foyer</td>
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<tr>
<td>7:45–8:30 a.m.</td>
<td>*Linking EHR connectivity with data analytics: Providing value for physicians and patients in the transforming system</td>
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<tr>
<td>8:30–9 a.m.</td>
<td>*Refining health IT: Improving EHR usability and interoperability</td>
<td>Crystal Ballroom B</td>
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<tr>
<td>8:45–11:30 a.m.</td>
<td>The non-hospital of the future</td>
<td>Crystal Ballroom A</td>
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<tr>
<td>9:15–10:15 a.m.</td>
<td>*Tackling quality improvement through targeted solutions</td>
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<tr>
<td>Noon–6 p.m.</td>
<td>Blood drive, sponsored by the Pathology Section Council</td>
<td>Exhibit Hall (near AMA staff offices)</td>
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<td>2–5 p.m.</td>
<td>OSMAP membership meeting</td>
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<td>2:15–2:45 p.m.</td>
<td>*Preparing for the Medicare Access and CHIP Reauthorization Act</td>
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<tr>
<td>2:30–3:30 p.m.</td>
<td>MACRA and the future of value based care</td>
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<tr>
<td>3–5:30 p.m.</td>
<td>Council on Medical Education stakeholder forum</td>
<td>Toronto</td>
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<td>5 p.m.</td>
<td>OSMAP reception</td>
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<td>6–7 p.m.</td>
<td>AMA Foundation donor reception</td>
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<tr>
<td>Saturday, June 11</td>
<td>Ron Davis Memorial run/walk</td>
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<td>Surgical Caucus Handbook review</td>
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<td>Comiskey Room</td>
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<td>7:45–9:15 a.m.</td>
<td>*Integrated leadership for physicians, healthcare executives, hospitals and health systems</td>
<td>Crystal Ballroom B</td>
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<tr>
<td>9–10:15 a.m.</td>
<td>*Physician wellness and resiliency throughout the medical education and practice continuum: An overview</td>
<td>Crystal Ballroom A</td>
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<tr>
<td>9:30–10 a.m.</td>
<td>Developing medical staff leaders</td>
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<tr>
<td>10:15–11:15 a.m.</td>
<td>*Peer review the right way: Amending medical staff bylaws</td>
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<td>Connect and be heard: Make a difference in health care with social media</td>
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<td>Noon–1:30 p.m.</td>
<td>*Burning up, burning out or burning brightly</td>
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<td>2–6 p.m.</td>
<td><strong>HOD opening session, president-elect debate and open forum</strong></td>
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<td>6:30 p.m.</td>
<td>Catholic Mass</td>
<td>Columbus C–D</td>
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<tr>
<td>6:30–7:30 p.m.</td>
<td>Changing the face of medicine: Women physicians in the media</td>
<td>Columbus E–F</td>
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<td>Reference Committee on Amendments to Constitution and Bylaws</td>
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<td>1:30–5 p.m.</td>
<td>Reference Committee on Code Modernization</td>
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<td>American College of Radiology: Building collaborations to improve imaging utilization</td>
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<td>Elections</td>
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<td>Inaugural, Andrew W Gurman, MD</td>
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<td>Inaugural reception</td>
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