

PRESIDENT REPORT

Officer: 01.20

SUBJECT: Annual Report – Strategic Plan

SUBMITTED BY: Andrew Reisman, M.D., President

REFERRED TO: Not Referred

1 The Executive Committee is charged with developing and implementing the strategic direction of the
2 association on an annual basis and submitting an annual report to the House of Delegates. I am pleased to
3 provide this report on the implementation of the strategic plan of work.
4

5 Since 2007, the House of Delegates assigned the association's strategic planning functions to the
6 Executive Committee. This was done in recognition of the fact that successful organizations engage in an
7 ongoing process of thinking strategically, which requires constant review of strategic goals and strategies.
8 As a result, the Executive Committee and Board of Directors provide, on a continuous basis, a clear
9 direction for the association, guide the allocation of resources and continuously focus and align our
10 activities in light of a rapidly changing environment. In addition, it has been our practice to conduct a
11 comprehensive review of core components of our strategic plan every five years since 2005. In 2016, the
12 Executive Committee presented to the House of Delegates the Strategic Plan 2020. This year completes
13 the third year of our Strategic Plan 2020.
14

15 The Executive Committee provides the strategic direction of the association and the executive director is
16 responsible for implementation. Prior to the beginning of the calendar year, the Executive Committee
17 reviews the actions of the House of Delegates, surveys the health care environment on pressing issues and
18 seeks the input of the senior staff. The Executive Committee then votes on that year's strategic priorities
19 and presents the plan to the Board of Directors.
20

21 The executive director provides frequent updates as to the status of the implementation of the strategic
22 plan. To review any of the updates, please go to www.mag.org/executivedirector.
23

24 We would like to draw your attention to the following key parts of the strategic plan that can be found at
25 www.mag.org/sites/default/files/downloads/2020-strategic-plan.pdf:
26

27 Overarching Goals. We have four strategic goals related to: Advocacy, MAG's Value
28 Proposition/Communication, Membership and Finances. They are as follows:
29

30 Goal A. The Medical Association of Georgia (MAG) will be Georgia's premier physician advocacy
31 organization in advancing a health care system that improves health outcomes and health care
32 delivery at the patient, community and state levels while protecting the patient-physician
33 relationship and ensuring physicians are free and able to exercise their independent medical
34 judgment. (Advocacy)
35

36 Goal B. MAG will be an indispensable, value-added resource for its members in a number of key
37 areas, including education, networking, information and services. (Value
38 Proposition/Communication)

1 Goal C. MAG will build a membership that is committed to the profession, is representative of the
2 diversity of physicians in Georgia, and reflects high ethical and professional standards.
3 (Membership)
4

5 Goal D. MAG will secure sufficient financial and other resources that are needed to achieve and
6 sustain its vision and strategic goals. (Finances)
7

8 Strategies: As part of the planning process, we developed strategies for achieving our four goals. We will
9 continuously review these strategies as part of our ongoing process of thinking strategically. These
10 strategies will change over time as we complete tasks and as circumstances change. The strategies are set
11 forth under the goals to which they relate.
12

13 Executive Director Report: I have attached the report from our executive director as to the
14 implementation of the Strategic Plan 2020.
15

16 Thank You: I want to thank you for your review of the strategic plan and for your continued feedback.
17 Keeping the association on course at a time of such rapid and fundamental change requires ongoing
18 assessment, review and adjustment. Your input is a vital component to this process and to our future
19 success.

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The 2020 Strategic Plan of Work was approved at the January Board of Directors meeting. Please allow this to be an update on the 2020 SPOW. Please see my MAG BOD Update that is ongoing and complements this report. My MAG BOD Update can be found at www.mag.org/executivedirector.

Please note that COVID-19 has delayed several of our initiatives at this time. However, you will see we have accomplished nearly all of the goals of the Strategic Plan of Work.

COVID-19

COVID-19 pandemic is one that no one has ever experienced. While COVID-19 has impacted MAG operations, we adapted and evolved to the circumstances that arose. I am proud to report MAG was extremely active throughout COVID-19 passing legislation and positively impacting regulatory changes to benefit physicians and patients. In addition, MAG's Medical Reserve Corps accepted the mission to provide physician and other professionals in areas where the Department of Public Health noted surges and needed emergency staffing.

Here are a few items of noted MAG accomplishments:

- Meetings with the membership and practice managers on the needs of the small/solo practices
- Weekly meetings with the chief medical officers of the hospitals on the impact of COVID-19 in their hospitals and health systems
- Passed COVID-19 increased medical liability protections for physicians and hospitals
- Top Docs Shows on COVID-19 and frontline physicians
- MAG MRC deployment to surge areas across Georgia
- Regulatory changes with the Commissioner of Insurance on telemedicine
- Administrative changes with the Georgia Composite Medical Board to ease continuing medical education requirements
- Work closely with the American Board of Medical Specialties on COVID-19 frontline physicians

Please see the other reports from our subsidiaries, committees and others on the work MAG has done to support physicians during COVID-19.

Advocacy (Goal A)

MAG will be Georgia's premier physician advocacy organization in advancing a health care system that improves health outcomes and health care delivery at the patient, community and state levels while protecting the patient-physician relationship and ensuring physicians are free and able to exercise their independent medical judgment.

To achieve this goal, MAG will be an advocate for:

- **Limiting and reducing government regulations that undermine the patient-physician relationship**
 - Medicare Advantage Record Requests (Resolution 106A.19)
 - This resolution will be filed at the AMA Annual Meeting in June. **(This action was delayed due to COVID-19 and will be filed at the AMA Interim Meeting in November).**
 - Retention of Medical Records (Resolution 309C.19)
 - This resolution was discussed with the Council on Legislation in the summer as a 2021 General Assembly priority. All Council on Legislation recommendations will be brought back to the MAG Board of Directors for decision.
 - Continue MAG's Work on the ABMS Stakeholder Council

- MAG continues to participate in the ABMS Stakeholder Council and various ABMS Task Forces, most recently the AMA/ABMS collaborative that occurred March. MAG has also participated in a number of Zoom meetings that have been held over the summer.
- Ensuring that physicians are free and able to provide high quality, effective and efficient models of medical care in the setting that they believe is the most appropriate for their individual patients
 - Resolving Non-Compete Clauses (Resolution 103A.19)
 - The Board of Directors will review this issue in May. **(This action was delayed due to COVID-19). We will be sending this resolution to the Board of Directors for discussion over email this month. The Board of Directors will make a decision at the October meeting.**
- Supporting models of care that are physician-led, advance the physician-patient relationship and result in improved health outcomes
 - Premature Refill Requests (Resolution 310C.19)
 - MAG has reached out to the Georgia Pharmacy Association to begin these discussions. However, COVID-19 has delayed some initiatives. MAG did work on a few bills addressing early refills during an emergency – SB 391.
- Promoting physicians as the primary resource in guidance in local and statewide quality, patient safety, performance improvement initiatives and population health
 - Medication Production Transparency (Resolution 111A.19)
 - The AMA Delegation brought this issue to the AMA Interim Meeting. Please see the outcome as reported in the AMA Report.
 - Follow Up on Abnormal Radiology Findings (Resolution 105A.19)
 - The AMA Delegation brought this issue to the AMA Interim Meeting. The AMA is studying this issue.
- Resolving public and private payer issues (commercial, Medicare, Medicaid, workers' compensation) to ensure patients receive the care that they need
 - Prior Authorizations (Resolution 101A.19)
 - SB 195 failed to pass the General Assembly.
 - Consultation Codes for Medicare (Resolution 102A.19)
 - The AMA Delegation will introduce a resolution on this issue at the AMA Annual Meeting. **(This action was delayed due to COVID-19 and will be introduced at the AMA Interim Meeting in November).**
 - Definition of New Patient (Resolution 108A.19)
 - The AMA Delegation brought this issue to the AMA Interim Meeting and the policy was reaffirmed with current policies.
 - Timely Filing by Insurance Companies (Resolution 112A.19)
 - The Council on Legislation studied this issue in the summer.
 - Peer Review and PBM (Resolution 305C.19)
 - HB 946/SB 313 passed the General Assembly and includes the language consistent with this resolution. The bill was signed by the Governor.

- The AMA Delegation will introduce the issue at the AMA Annual Meeting. **(This action was delayed due to COVID-19 and will be introduced at the AMA Interim Meeting in November).**
 - Increase Regulation of PBM (Resolution 306C.19)
 - In addition to HB 946/SB 313, MAG supported HB 918 which further increases the regulation of PBMs. Language on these passed the General Assembly and was signed by the Governor.
 - Ensure patients can keep their physicians and providers on the insurance plan for the calendar year (Continuity of Care)
 - MAG introduced SB 352 which failed to pass the General Assembly.
- **Supporting the adoption of physician-led and MAG-approved information technology, e-health and health information exchanges**
 - *HealtheParadigm* and GHIN connection
 - MAG is now connected through e-Health Exchange with GHIN and other large health systems.
- **Limiting inappropriate scope of practice beyond that safely permitted by non-physician practitioner's education, training and skills**
 - NP/PA Scope of Practice (Resolution 316A.19)
 - MAG testified before the House Special Committee on Access to Quality Healthcare presenting solutions to address the APRN and PA scope of practice. In MAG's testimony, MAG advocated that APRN's be placed under the regulatory authority of the Georgia Composite Medical Board. MAG also advocated against the APRN's position for independent practice. The Committee filed a report that reduced the APRN's request for increased scope of practice. MAG is opposed the remaining items – ability of APRN's to order radiographic imaging and the ability to order Schedule IIs.
 - MAG also met with the APRNs and the Georgia Nurses Association to discuss ways to increase access to healthcare. MAG and GNA/APRN's will follow up with ongoing meetings.
 - MAG is also requesting the AMA provide financing for a social media campaign. However, there is a more pressing issue in California where a bill would give APRN's the ability to practice independently. MAG is working with organized medicine on a national social media campaign to have the Governor veto this bill.
 - MAG has opposed HB 1092/SB 321 that increases the ratio that a physician can have a collaborative agreement with APRN and allows APRNs to order radiographic imaging. However, the bill passed and was signed by the Governor.
 - MAG has also opposed HB 910 that allows the licensing of lay nurse midwives. The bill failed to pass the General Assembly.
- **Protecting and promoting a fair civil justice system to ensure patients have access to the physicians they need**
 - Work closely with MagMutual on civil justice reform
 - MAG has traveled the state promoting the need for civil justice reform and updated MagMutual on a monthly basis. MAG/MagMutual legislative teams are working closely together on an omnibus bill that will be filed in 2020.

- MAG is supporting SB 415, which is the comprehensive bill by MAG/MagMutual. This failed to pass the Senate. We were prepared to have the language placed on other bills until COVID-19 delayed the General Assembly. **(This action was delayed due to COVID-19).**
 - MAG was successful in having the Governor issue an Executive Order limiting physician liability for COVID-19 cases.
 - MAG passed legislation to protect physicians and health systems with an increased standard of liability (gross negligence) for COVID-19 cases – SB 359.

- Ensuring that there is an adequate physician workforce, including in rural and other underserved areas
 - Safely Expand the Current Telemedicine Law
 - MAG worked closely with the Georgia Composite Medical Board to address this issue. The new rule passed at the March meeting.

- Promoting good health habits that result in a healthier workforce and that saves Georgia tax dollars
 - Certification of Youth Sports Coaches (Resolution 304C.19)
 - SB 101/HB 1007 did not pass the General Assembly.
 - Resolution 302C.19 (Increase GA Tobacco Excise Tax)
 - MAG supported bills that would raise the tobacco tax in Georgia. However, these bills failed to pass the General Assembly.
 - Resolution 303C.19 (Vaping Ban)
 - MAG testified at a 2020 General Assembly hearing on this issue. SB 298/HB 864 passed the General Assembly and was signed by the Governor.
 - MAG has also supported vaping ban efforts that are before the US Congress.
 - The AMA Delegation submitted the resolution, which was reaffirmed with other policies.
 - To bring awareness to this issue, MAG has done a Top Docs Show on the issue.

- Ensuring that physicians receive fair and adequate payment for the services they provide
 - Work within the House of Medicine on finding a solution to the surprise billing issue at either the federal or state level.
 - After five long years, the General Assembly passed HB 888 which is considered a strong bill for physicians and one of the best in the country. HB 888 was signed by the Governor.
 - Congress is still attempting to address this issue through the COVID-19 packages.

- Increasing the number of physicians elected to the General Assembly
 - Recruit physicians for Congress or the General Assembly
 - MAG has recruited two physicians that are/were currently running for Congress – Richard McCormick MD and John Cowan, MD. Dr. McCormick is in the general selection. Dr. Cowan lost in the primary runoff.
 - MAG/GPLA physician, Michelle Au, MD, is running for the State Senate in the General Assembly.

- MAG COL Chair and past president, Scott Bohlke, MD was running for the State Senate in the General Assembly. Unfortunately, Dr. Bohlke lost in the primary runoff.

Value Proposition/Communication (Goal B)

MAG will be an indispensable, value-added resource for its members in several key areas, including education, networking, information and services.

To achieve this goal, MAG will:

- **Help and train physicians to obtain leadership positions in the legislature and in health care systems (hospitals, payers, health care teams)**
 - Increase Fundraising to Ensure the Viability of GPLA (MAG Foundation)
 - MAG Foundation has approved a three (3) fundraising plan to raise funds for GPLA.
 - MAG Foundation has applied for a grant from the Physicians Foundation. The Physicians Foundation has asked the grant be resubmitted in December due to the delay in the GPLA program related to COVID-19.
- **Enhance MAG/physicians' brand and reputation with patients and other stakeholders**
 - Think About It Campaign (MAG Foundation)
 - MAG is currently applying for a grant to continue the TAI.
 - Increased Points for Distracted Driving (Resolution 307C.19)
 - MAG supported HB 113 which failed to pass the General Assembly.
 - Top Docs Radio Show
 - MAG received the grant from Alliant Health to fund the radio show.
 - MAG also received a grant from PhRMA for a series of shows.
- **Be a trusted resource for practice information (e.g., EHR, ICD-10, Affordable Care Act)**
 - Medicare Finder/Patients Right to Know (Resolution 315C.19)
 - Notification was provided to the hospitals, physicians and patients through social media and an alert.
 - The AMA Delegation presented a resolution at the AMA Interim Meeting. The AMA adopted the resolutions with changes from the AMA House of Delegates.
 - LDCT Lung Cancer Screening (Resolution 115A.19)
 - MAG endorses this policy and did a Top Docs Radio Show on this issue in February.
 - MAG submitted a letter to Georgia medical specialty societies.
 - Medical Cannabis Education (MAG Institute for Excellence in Medicine)
 - The MAG Institute for Excellence in Medicine has approved a committee to address cannabis education. MIEM is also currently drafting a business plan to secure grants. MIEM is close to obtaining its first grant to fund research on cannabis and its conditions.
- **Expand value-added services for physicians (e.g., health information exchange)**
 - Growth in the MAG MEP 401K
 - The MAG MEP 401K has more than \$80,000,000 in assets.

- Growth in the MAG MRC (MAG Institute for Excellence in Medicine)
 - MIEM was awarded the Georgia Trauma Commission for its grant to continue the MRC.
- Growth in *HealthParadigm*
 - MAG is awaiting notification on whether a number of IPAs plan to join HeP.
- Launch an Association Health Plan for MAG members
 - MAG launched a multiple employer association plan that went into effect in April. MAG has secured its first two practices and anticipates a few more practices to join.
- Enhance the working relationship between MAG and the American Medical Association, specialty medical societies and county medical societies on issues affecting all physicians
 - Work within the House of Medicine on finding a solution to the Surprise Billing issue at either the federal or state level
 - MAG led the specialty societies in finding a solution to this issue.
 - HB 888 passed the General Assembly and was signed by the Governor.
 - Surveillance Management Systems for Organized Medicine Policies/Reports (Resolution 116A.19)
 - This resolution will be filed at the AMA Annual Meeting in June. Due to COVID-19, this matter was delayed and will be filed at the AMA Interim Meeting in November.

Membership (Goal C)

MAG will build a membership that is committed to the profession, is representative of the diversity of physicians in Georgia, and reflects high ethical and professional standards.

To achieve this goal, MAG will:

- Develop a value proposition that will resonate with the next generation of physicians and physician organizations
 - Promoting public health issues that resonate with the next generation of physicians.
 - MAG has taken leadership roles in the COVID-19 pandemic and passing public health legislation, such as limitations on vaping.
 - MAG launched a rewards program that is exclusive for MAG Members with hotel discounts, etc.
- Meet the needs of an increasingly diverse membership base
 - Have a diversity speaker present at a MAG Board of Directors meeting.
 - A diversity speaker was scheduled to present to the Board of Directors in May. **(This action was delayed due to COVID-19).** Since that time, MAG has held a Town Hall on diversity and racial injustice. MAG also has a task force to address diversity internal/external to MAG.
 - OMSS Creation and Integration
 - MAG has sent two (2) alerts to the membership asking for anyone interested in the OMSS to express their interest. Names were received and all physicians interested were invited to attend the January Board of Director's meeting.
 - The OMSS had its first meeting in February.

- In April, the OMSS approved their Bylaws and the representatives to the Board of Directors.
- MAG Sponsorship of Free AMA Membership for Medical Students (Resolution 401F.19)
 - This resolution will be discussed at the October Board of Director's meeting.
(This action was delayed due to COVID-19).

Financial (Goal D)

MAG will secure sufficient financial and other resources that are needed to achieve and sustain its vision and strategic goals.

To achieve this goal, MAG will:

- Achieve at least a \$200,000 surplus per year to protect the MAG brand (Please note the Board is expected to approve a balanced budget)
 - Ensure financial stability with the tenant lease and MagMutual Endorsement Agreement
 - Hooters has agreed to extend their lease until May 2021.
 - MAG/MagMutual failed to come to an agreement on the endorsement agreement. However, we are confident that a resolution will occur that is best for the long term viability of MAG.