

# POMA 2021-2023 Strategic Plan



## Background

Three years ago, POMA started the process to affirm itself as an influential organization within the Pennsylvania healthcare sector following the adoption of its 2018-2020 strategic plan. With 2020 coming to a close, POMA engaged the same research group to survey Pennsylvania's osteopathic physicians, adding residents and students, to frame the strategic direction of the next three years. The survey included questions tied to the 2017 survey and some were added to gauge the impact of the COVID-19 pandemic.

POMA leadership collaboratively developed the pillar structure. Each pillar — Communication, Community, Education and Influence — denotes an area critical to POMA achieving its mission. Using this pillar structure, the POMA Strategic Plan Phase 2 was developed and adopted by the board at its November meeting. Each presidential leader accepted responsibility to discuss and develop the Phase 2 goals and objectives in collaboration with a representative workgroup of volunteers to review the comparative data from the prior and current strategic planning survey; review the goals and objectives of Phase 1; then develop the overall goals and objectives for Phase 2 based on the 2020 data. Where there continues to be alignment, current goals and objectives were updated or augmented. Where there was dissonance, recommendations were made to alter,

eliminate or discontinue programs, products or services. Where new insights were offered, the workgroups discussed creating new programs, products and service opportunities that align. The workgroups developed consensus on the desired strategic goals, as well as prioritizing the goals and establishing a timeline for completion.

Our strategic priorities remain Communication, Community, Education and Influence with the distinctiveness of the osteopathic profession serving as the common thread that unites us all. Together, the strategies and initiatives support POMA's mission: To promote the distinctive philosophy and practice of osteopathic medicine in Pennsylvania, for our members and their patients.

Respectfully,  
Diana M. Ewert, MPA, CAE  
POMA Chief Staff Officer

## Pillar: Communication

POMA will provide accessible and affordable education and maintain a base for effective advocacy. Digital competencies are an essential component of modern business strategy and POMA's to successfully achieve its goals. POMA will continue expanding capacity and capabilities surrounding digital and online content, creation, distribution and communication.



**Goal:** *POMA will maintain a robust digital infrastructure to provide CME, advocacy and communications activities that provide member value and improve patient care.*

**Objective 1:** Create digital and online offerings to provide educational and advocacy materials targeting physicians, non-physician clinicians, patients and their families, and policy makers.

- Strategies:** Identify online and digital infrastructure needs.  
 Ensure infrastructure supports delivery of educational content in smaller increments for constituent convenience.  
 Develop a POMA-branded podcast series.
- Objective 2:** Assess existing content and communication creation and production processes.
- Strategies:** Continue to survey the membership about content and preferred delivery methods.  
 Assess the POMA Journal.
- Objective 3:** Develop assessment of digital infrastructure necessary for sustaining and communicating a substantial online presence.
- Strategies:** Distribution of information by text.  
 Continue to update the POMA mobile app with content and features that are relevant and timely.

## Pillar: Community

POMA members are increasingly challenged to find time away from their practice and families. To improve member value, POMA will need to make advocacy and education more locally accessible and, to combat the stress and resulting burn-out, develop compelling and supportive communities of peers.



- Goal 1:** *Support district, other geographic, subject matter and/or other types of peer teams to act as locally led mechanisms for education, practice management, and career and personal support.*
- Objective 1:** Evaluate the relative strength of existing formal and informal communities, such as districts, to determine methods to improve local engagement.
- Strategies:** Appoint a workgroup/task force to assess the current district structure and make recommendations to the POMA Board of Trustees for consideration.  
 District leadership meetings will be held every two months for purposes of information sharing and leadership development.  
 Develop events and meetings that are meaningful to encourage greater participation.
- Goal 2:** *Identify and support peer-based teams within districts to organize education, social and other activities designed to improve the value and cohesion of the local DO community.*
- Objective 1:** Hold local events to bring membership value directly to members through districts in person (when possible) and virtually.
- Strategies:** Districts Go Digital Series — Continue with digital programming through the remainder of 2020/21 fiscal year, encouraging districts/regions to collaborate on programs that offer both continuing medical education and social interactive opportunities.  
 When feasible, return to in-person district programs that appeal to all membership types with minimal (if any) product theater offerings.  
 When feasible, support and promote social/family activities within the districts.
- Objective 2:** Implement an onboarding campaign to welcome new members to POMA and their respective districts.
- Objective 3:** Establish mentor programs.
- Strategies:** The Mentor Task Force has been established to develop relationships with physicians, residents and students through multiple pathways.  
 Test and operationalize the work of the task force as decisions are made, engaging the appropriate communities.
- Objective 4:** Improve member recognition.
- Strategies:** Appoint a task force to review all of POMA's recognition programs and provide a report with recommendations to the Board of Trustees/House of Delegates for consideration in 2021.  
 Implement the approved recommendations of the task force in fiscal year 2021/22.

**Goal 3:** *Identify opportunities to impact the greater local community and our patients; promote osteopathic philosophy to patients and support community-based projects aligned with philosophy.*

**Objective 1:** Seek opportunities to impact health in local communities.

**Strategies:** In conjunction with the POMA Foundation, develop mechanisms to identify community needs and collaborate with established organizations/projects to impact the health of the community.

**Objective 2:** Seek opportunities to support members outside interests impacting local communities.

**Strategies:** In conjunction with the POMA Foundation, develop mechanisms to assist POMA members in requesting funding and recognition support to extra-occupational interests that align with the osteopathic philosophy.

**Goal 4:** *Promote the osteopathic legacy to osteopathic physicians in Pennsylvania.*

**Objective 1:** Advocate for the DO degree.

**Strategies:** Provide pro-active education regarding the uniqueness and importance of the SBOM for licensure of osteopathic physicians in Pennsylvania.  
In conjunction with Influence activities, promote DO involvement in public health and as thought-leaders for healthcare in Pennsylvania.  
Provide materials (obtain from AOA) to support conversations/remove confusion regarding the DO degree.

**Objective 2:** Promote Osteopathic history and heritage in Pennsylvania.

**Strategies:** Past: Provide a forum for seasoned osteopathic physicians to share their experiences; possible use of Mentor platform.  
Present: Provide examples of current practice of osteopathic medicine in Pennsylvania and promote leaders in their fields — primary care, subspecialists; consider Podcast forum.  
Future: Develop a thought-leaders forum to envision the future practice of osteopathic medicine in Pennsylvania; incorporate the continuum of practice from student to retiree.

**Objective 3:** Use of affinity (community) groups.

**Strategies:** Provide a forum for members to connect with others with similar interests; use of Mentor platform.

## Pillar: Education

A key aspect of POMA's role is to be a leader in providing educational opportunities that incorporate clinical and non-clinical resources for students, residents and practicing physicians. This includes strong CME offerings, both online and in person, supportive resources for career tracks (solo, small/group practice, employed) and locations (urban, suburban, rural) and personal career support for physician stress, residency programs and student debt. An osteopathic workforce that has solutions and resources to be better prepared to address these challenges will enhance POMA's strategic value proposition.



**Goal 1:** *Patient Care — Continuing Medical Education.*

**Objective 1:** Provide accessible, affordable, quality continuing medical education to improve patient care and provide member value.

**Strategies:** Create online CME offerings designed to provide more accessible, osteopathic specific education.  
Provide state-mandated courses  
Develop a POMA-branded podcast series that offers CME.



Expand district or institutional level CME programming to provide more accessible education and improve the local physician community.

Provide education on procedural topics for online, district/regional and state programs.

Develop specialty track CME for online, district/regional and state programs.

Develop a robust video library.

Implement online question series with CME credit.

## **Goal 2:** *Practice Viability*

**Objective 1:** Provide resources and education to improve the viability of osteopathic led practices and health institutions.

**Strategies:** Create online practice management education and service offerings that provides practice leaders with critical business and leadership resources.  
Review resources readily available and partner.

**Objective 2:** Retain partnerships designed to provide POMA members with vetted, trusted and useful practice management and leadership assistance.

## **Goal 3:** *Post-graduate Education*

**Objective 1:** Collaborate with program directors to educate residents on distinct value of osteopathic principles and careers in osteopathic medicine.

**Strategies:** Create orientation program designed to educate residents on the value and desirability of a career in osteopathic medicine.  
Develop programming to increase resident value for future employment.  
Maintain a list of activities that qualify for CME credit and scholarly activity.

**Objective 2:** Work with residency programs to pursue and maintain osteopathic recognition.

**Strategies:** Share scholarly activity opportunities offered through POMA with residency programs.  
Create resources for program directors to easily incorporate osteopathic components into residency training programs.

**Objective 3:** Bring residency program directors together to share information, resources and network.

**Strategies:** Invite all residency program directors to regular meetings.

## **Pillar: Influence**

POMA's role is to be a leader in supporting osteopathic principles and practices at the state and federal level for physicians, patients, health care systems and policy makers. Increasing resources in this area is critical to POMA's success as an organization and supports the vision that patients are healthy and highly satisfied with their osteopathic medical care.



**Goal:** *Critical stakeholders (insurers, health systems, policy makers and the public) understand, support and advocate for osteopathic principles and practices.*

**Objective 1:** Inform policy makers about osteopathic principles and practices and encourage support of policies/legislation which improves care and patient access.

**Strategies:** Advocacy activities designed to educate and encourage support of POMA public policy and legislative priorities.  
Look to the Committee on Legislation and Public Policy (or successor committee name) to determine advocacy direction and priorities.  
Develop a public-facing POMA government affairs agenda/platform that coincides with the 2021-22 legislative session.  
Establish a Public Policy Committee to develop overarching public policy positions for the organization to guide its legislative and regulatory positions.  
Develop and enhance training for POMA leaders and members to engage public officials regarding POMA's policy and legislative priorities, including the district-level.

Conduct a DO Day on the Hill in Harrisburg at least one every two years.  
Accelerate POMA's Key Physician Influencer grassroots advocacy program by establishing key legislative district DO contacts and enrolling POMPAC donors.

Continue and enhance efforts to improve donations to the political action committee targeting Pennsylvania state policy makers.

Engage with contracted lobbying services and use objective metrics to measure value.

Expand local coordination and outreach of members to improve relationships with public officials and public and private organizations.

Coordinate meet and greet functions within POMA districts.

Build relationships with colleges, health systems, residency training programs and other organizations by finding areas of agreement to raise the visibility of POMA.

Coordinate community events for increased visibility and awareness.

Materials should reflect the value of POMA and POMPAC memberships.

**Objective 2:** In conjunction with Communications activities, create educational resources on the unique aspects of osteopathic principles and their value to patients and families.

**Strategies:** Develop educational materials for the public and public officials.  
Support physician-led dialogue with health institutions on application of osteopathic principles and practices.

**Objective 3:** In conjunction with Community activities, develop mentor programs to engage future leaders.

**Strategies:** Implement a formal mentor program for new board members and future leaders at all levels of training and practice, especially regarding advocacy training and POMPAC development.

**Objective 4:** Educate patients and their families on the distinct value of osteopathic principles.

**Strategies:** Create educational resources designed to educate patients and their families on the unique value of osteopathic medical care.