Background

The citizens of Pennsylvania have just completed an election process. The candidates were chosen based on the will of the people. We wish all the candidates success as they try and make our Commonwealth a better place to live and we will offer to them medical council as they wrestle with Public Health issues. We at POMA also want to make our Commonwealth a better place to live and we are about to initiate a Strategic Plan. Give me a few minutes to tell you about it as you read this article. Alice Walker wrote “keep in mind the “present” you are constructing, it should be the “future” you want.” (author of The Color Purple). In that spirit let me begin.

Some organizations are divided into different divisions based on the good of the whole. Each part is integral to the other. Today I want to tell you about our Strategic Plan that is being molded by the hands and voices of our members. About a year and a half ago POMA asked a research group to survey our members regarding what should be the future goals of our organization and strategies to achieve them. Then a small group of our Board members met in 2018 to review the findings and organize the information into a format that would allow POMA to develop a Strategic Plan. The key components identified were arranged into four main pillars, but keeping in mind that Osteopathic Distinctiveness was a uniting thread. The four pillars identified were: Education, Influence/Advocacy, Communication and Community. We then had four POMA leaders participate in conference calls on the individual pillars. The goal was to ask what components should be addressed under each pillar. Those findings were then presented to the full Board this past November for review and additional comment. The big plan targets improving POMA’s footprint across the state at many different levels. It will bring our state society to the forefront with our members, our citizens and our legislators. Our members, students and residents will be addressed first but by starting there we naturally send offshoots that affect our citizens and communicate policy to our legislators. You will start to see subtle changes in the next few months and bigger changes over the next year.

I will now try and give you a thumb nail sketch of some of our plans based on your original input. Plans to increase our online CME options are high on the list. We realize that everyone cannot always get to a convention or a meeting. By providing improved online CME, including state required CME, we hope to improve the value we bring to our members. We are planning on creating a user-friendly app that will allow you to navigate easily to your CME and other topics of interest without a lot of extra clicks. Videos will be available covering Osteopathic techniques. We also hope to have a louder voice in Harrisburg adding to an increase in developing public policy and advocating for our profession by educating members on how to converse knowledgeably with government officials. Improvement of district meetings are also planned by varying what can be offered at the meeting and even expanding geographic boundaries to include other districts. Addressing our resident and student needs was a recurrent theme and outreach will be done. Many other items are on the agenda and will be described as we move forward. We are not at the implementation phase but some of our target times are in the near term and some will take a few short years. The state of POMA is healthy and we feel constantly rejuvenated by member response and input and the great work of our staff.

Warren Buffet said, "someone is sitting in the shade today because someone planted a tree a long time ago." We at POMA are planting our trees today, tending to the ones already growing and buying seeds for the next crop. That is how I envision our strategic plan. See you at the harvest!

Respectfully,
Joan Grzybowski, DO
POMA President
Outline of POMA's Strategic Plan

The Pennsylvania Osteopathic Medical Association is focused on delivering programs, products and services that address the four strategic pillars: Communication, Community, Education, Influence.

Pillar: Communication

POMA will expand capacity and capabilities surrounding digital and online content, creation, distribution and communication. Digital competencies are an essential component of modern business strategy and, without a sufficiently robust platform, the ability of POMA to successfully achieve its goals is limited.

**Goal:** POMA will develop robust advocacy, CME and practice support, and communication digital infrastructure.

**Objective 1:** Create digital and online offerings to provide a platform for CME and advocacy efforts targeting 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.
- Integrate online advocacy program.

**Objective 2:** Assess existing content and communication creation and production processes.

**Strategies:**
- Conduct a communications audit.
- Review and incorporate audit recommendations.

**Objective 3:** Develop assessment of digital infrastructure necessary for sustaining and communicating a substantial online presence.

**Strategies:**
- Distribution of information by text.
- Develop POMA App.

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 burnout, develop compelling and supportive communities of peers.

**Goal:** POMA members are engaged and advocate for osteopathic principles.

**Goal:** POMA supports districts (other geographic), subject matter and/or other types of peer groups 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:**
- Assess the current district structure to determine if it is meeting member needs.
- Continue to hold district leadership meetings.
- Develop events and meetings that are meaningful to encourage greater participation.

**Objective 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.

**Strategies:**
- Create local/regional CME programs.
- Support new DOs in the communities.

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Develop and ombudsman program in collaboration with APOMA to reach out to DOs in need on a local level. Establish mentor programs. Develop a generational communications strategy. Develop a member recognition program for member achievement, community contributions, and long-term members.

**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:** Osteopathic physicians will provide high quality care and own viable, successful practices.

**Area:** Continuing Medical Education (CME)

**Objective:** Provide accessible, affordable continuing medical education (CME).

**Strategies:**
- Create robust online CME designed to provide more accessible, osteopathic-specific education including state mandated education.
- Expand district or institutional level CME programming to provide more accessible education and improve the local community of DOs.
- Investigate and implement online question series with CME credit.
- Explore offering online journal club/problem-based learning programs.
- Develop or partner with organizations providing instructional video on various topics such as osteopathic techniques, joint injections, etc.
- Obtain the newest list of activities that qualify for CME credit.

**Area:** Practice Viability

**Objective:** 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 provide practice leaders with critical business and leadership resources.
- Investigate developing a portfolio of direct practice services (billing, EHR, legal) designed to provide POMA members with vetted, trusted and useful practice management and leadership assistance.
- Develop materials/programs on practice opportunities for physicians.
- Develop leadership skills courses.

**Area:** Residents/Career

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

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

**Strategies:**
- Create orientation program designed to educate residents on the value and desire ability of a career in osteopathic medicine.
- Create a Practice 101 program designed to help residents make the transition to practice more smoothly and become productive members of a clinical team more quickly.

**Area:** Influence

**Objective:** Create education resources on the unique aspects of osteopathic principles and the value to patients and families.

**Strategies:**
- Develop educational materials for the public and public officials.
- Determine target audiences for materials based on priority, then develop accordingly.
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. Insufficient reimbursement levels and competition from non-physician clinicians are the top policy issues facing POMA members. Increasing resources in these areas 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, residents, patients and the public understand, support and advocate for osteopathic principles and practices.

Area: Advocate

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

Strategies:
- Engage contact services and add staff to develop an advocacy program dedicated to POMA.
- Look to the Committee on Legislation and Public Policy to determine advocacy direction and priorities.
- Consider developing legislation and public policy initiatives that support POMA public policy priorities.
- Develop training for POMA leaders and members to engage public officials regarding POMA’s public policy and legislative priorities.
- Consider hiring/engaging staff to conduct research that supports POMA policy positions.
- Conduct research to define metrics of Triple Aim, cost effective care, and other issues supporting POMA priorities.
- Develop infrastructure and resources to support research and data.

Objective 2: Continue efforts to improve giving to the political action committee to fund educational and other activities targeting Pennsylvania state policy makers.

Strategies:
- Add staff and/or other resources to develop, recruit and engage donors.
- Engage districts to recruit and engage donors.

Objective 3: Expand local coordination and outreach of members to improve relationships with public officials and public and private organizations.

Strategies:
- Coordinate meet and greet functions within POMA districts.
- Build relationships with COMS, health systems and other organizations to sponsor town hall functions and discussions with public officials.
- Coordinate community events for increased visibility and awareness.
- Materials developed should reflect the value of POMA/POMA membership.

Area: Leadership

Objective 1: Support physician led dialogue with health institutions on application of osteopathic principles and practices.

Objective 2: Organize members at the local/institutional level to improve education of health system management regarding clinical challenges and the application of osteopathic principles to address these challenges.

Strategies:
- Build relationships with COMS/Residency Program to provide in-person education on POMA, what it does and how to become involved.
- Education politically engaged groups on matters of effective governance.
- Develop mentor programs to engage future leaders.
- Develop a formal mentor program for new board members/district leaders.