

Focus Forward CMS: Strategic Planning Outcomes: **For Action**
January 19, 2018

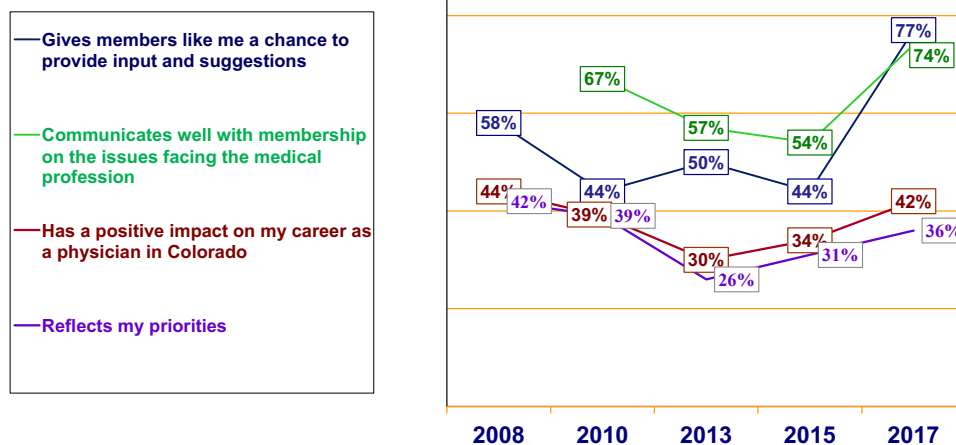
Why “Focus Forward CMS” is an action item: The board of directors conducted a major strategic planning exercise in November 2017. This exercise was informed by multiple inputs, such as an environmental scan outlining the major drivers of change in Colorado health care and an all-member survey, and was professionally facilitated to surface and explore the ways and means to continue the successful transition of The New CMS into a high performing 21st century medical society.

What the board will be discussing and-or voting on: (1) 2019 goals for tracking the CMS brand with members; (2) A revised strategic plan “Purpose, Vision, and Values”; (3) A new set of strategic plan “Goals”; and (4) Member engagement (discussion)

Discussion and vote 1: Tracking the CMS brand with members: In 2008, the board of directors formally started tracking the relevance of CMS to our members. The decision to track and address the relevance of CMS to members was and is fundamental to our fiduciary duty as a board of directors. Unlike the annual evaluation of the operational plan, membership, and financials, the board never set a “goal” for improvement on the individual brand characteristics from one biennial survey to the next. This action item will result in a “goal” for each brand characteristic to be measured in the fourth quarter of 2019.

Step A: Review the CMS “brand characteristics” (2008-2017) in the graph below.

Tracking shows clear improvement in ‘input’ and ‘communication,’ while other ratings have improved back to their 2008 levels since hitting low marks in the 2013 survey



Step B: Thinking ahead to the November 2019 board of directors meeting where the board is reviewing a new set of member data on the brand characteristics, what would you consider acceptable progress for:

1. Communicates well with membership on the issues facing the medical profession?
2. Gives members like me a chance to provide my input and suggestions?
3. Has a positive impact on my career as a physician in Colorado?
4. Is having a positive impact on the health care system in Colorado?
5. Reflects my priorities?

Step C: Be prepared to make a motion relating to a “goal” on each of the brand characteristics or to speak to your point of view when a motion is made.

Discussion and votes 2-4: Purpose, Values, Vision:

Step A: Background. The board reviewed and discussed the current language used to describe the CMS purpose, values and vision in November. Major points from the discussion included the need for new language to recognize and reflect health, patients and terms from the all-member survey that resonated strongly. Following the November board of directors meeting, leadership and Sr. Directors discussed new language for these important statements at three separate meetings and submit the following for consideration and action.

Step B. For each statement, review and consider the proposed new language in comparison to the current language reflecting CMS “purpose, values, and vision.” Be prepared with amendments or a motion to adopt as submitted.

Vote 2: Proposed new strategic plan statement 1:

Mission: To champion health care issues that improve patient care, promote physician professional satisfaction and create healthier communities in Colorado.

Current strategic plan statement:

Purpose: To champion the health care issues of critical importance to Colorado physicians and the patients and communities they serve.

Vote 3: Proposed new strategic plan statement 2

Values

- Leadership – We serve with integrity, using an open and credible process to build consensus among our diverse membership.

- Collaborative and physician driven – We work with others to find common ground and solve problems. We also fearlessly fight for physician priorities.
- Evidence-based – We make decisions that are data-driven, grassroots responsive and centered on patients.
- Innovation – We embrace and drive change for better health and health care.
- Professionalism – We demonstrate ethical and technical excellence in the service of physicians and their patients.

Current strategic plan “Values”

1. Leadership – Our approach to a diverse population of physicians focused on delivery of accessible, safe, high quality, patient-centered care.
2. Collaboration – Our philosophy for addressing health care challenges and issues facing our members and their patients.
3. Professionalism and Transparency – Our commitment in our operations, demonstrating both individual and organizational integrity and credibility.
4. Innovation – Our approach is data-driven, knowledge-based, and grass-roots responsive.

Approved strategic plan “Values”

1. **Leadership** – We serve with integrity, using an open and credible process that is grassroots responsive to build consensus among our diverse membership.
2. **Collaborative and physician driven** – We work with others to find common ground and solve problems. We also fearlessly fight for collective physician priorities.
3. **Evidence-based** – We make decisions that are data-driven, membership responsive and patient centered.
4. **Innovation** – We embrace and drive change for better health and health care.
5. **Professionalism** – We demonstrate ethical and technical excellence in the service of physicians and their patients.

Vote 4: Proposed new strategic plan statement 3: Maintain current “Vision”:

Vision: CMS will be the leader in making Colorado the best state in which to provide and receive the safest, highest quality and most cost effective medical care.

Discussion and votes 5-7: Goals.

Step A: Background: There was a consensus at the November board strategic planning retreat that leadership and staff would draft new strategic plan “goals” for consideration at the January 19, 2018 board meeting. Based on discussion between leadership and Sr. Directors, 3 new “goals” are offered for consideration and votes to replace the current 5 goals.

Step B: What was considered by leadership and staff during their discussions to create the proposed three new goals:

- a. An evolutionary perspective by reviewing CMS strategic plan goals adopted in 2006 and 2011 (scroll to page 4-5 to review 2006 and 2011(current) goals;
- b. The evidence resulting from the all-member survey of CMS members demonstrating their strong preference that CMS provide advocacy, helpful information and communications, and collaborate and fight for the profession;
- c. Recent Harvard Business review literature on strategic planning;
- d. Flexibility for the board to be nimble based on a rapidly changing health care environment and member needs as an imperative;
- e. Language that will demonstrate to members “how” CMS will achieve its new “mission” and “vision” rather than being locked into “issue-based” goals; and,
- f. Continuation of a board of director’s annual operational plan

Step C: Read each of the 3 proposed new goals; note the difference between the proposed new goals and the 5 current goals; and be prepared with amendments to the 3 new goals or a motion to adopt as submitted.

Vote 5 Proposed New Goal 1: Professional Satisfaction: State-of-the-art advocacy will focus on member priorities to positively impact rewarding physician careers.

Vote 6 Proposed New Goal 2: Efficient and Effective Communication: Dynamic exchange of information with members will ensure timely action on their priorities.

Vote 7 Proposed Goal 3: Organizational Excellence: Continued transformation of CMS will increase membership value and make CMS meaningful and relevant to a diverse physician population.

2017-2018 Operational Plan Priorities (for information)

Major emphasis 1: Continue transitioning CMS to a model 21st century state medical society by growing member awareness and promoting features, participation and achievements.

Major emphasis 2: Payer issues and patient safety (Sunset of the Medical Practices Act and Professional review).

Major emphasis 3: Substance use disorders – Opioid crisis.

Overriding Theme: Physician wellness – Maintain a focus on wellness to ensure members know that they are supported.

Discussion (no votes): Communications and Advocacy

Background: Advocacy and Information/Communications continue to be the top reasons members reply on CMS; physicians in large facilities are more likely to say 'social/networking'. Under this part of the agenda, the board will participate in a surfacing exercise relating to member communications in relationship to the new strategic plan.

CMS Strategic Plan Goals established 2006

- a. Health Care Environment and Access to Care: To achieve comprehensive health care reform for Colorado such that all Colorado residents have coverage for basic health care services
- b. Evidenced-based Medicine: To assure EBM in all manifestations is clinically driven, peer reviewed, transparent, and subject to change on science and expert consensus
- c. Practice Viability: To restore and preserve economic viability of medical practices across all specialties and practice settings and explore new practice models
- d. Community Health: Improve Colorado's health through active involvement in public and private initiatives
- e. Patient Safety and Professional Liability: First, advance systems that continue to improve safety. Second, remove liability as an underlying cause adversely affecting access to care by pursuing reforms that assure a more just and efficient process for patients and physicians. Third, remove liability as an underlying cause adversely effecting efforts to promote safety.
- f. A More Unified CMS Made Stronger Through Effective Collaboration: Rally and lead Colorado physicians by establishing a unified front through unprecedented collaboration and cooperation among individual physicians and strategic partners

CMS strategic plan goals established 2011

- a. Physician Well Being and Success**
Ensure physicians thrive personally and professionally throughout their careers in an evolving health care system.
- b. Patient Safety and Professional Accountability**
Comprehensive system changes will enhance safety, learning, accountability and patient restoration.
- c. Health Care System Evolution**
Health care system innovation will result in access to high quality, cost effective care for patients and their communities.
- d. Turning Data Into Intelligence**
By owning, using and sharing data, physicians will both improve care and demonstrate their ability to provide high quality and cost-effective care.

e. Organizational Excellence

CMS will be a well governed, effectively managed, fiscally sound organization well positioned to meet the needs of a diverse membership in a rapidly changing environment.