

2019-20 CMS Operational Plan

Approved by CMS board of directors: 9/14/2019



Overriding theme

Physician professional satisfaction – Maintain a focus on professional satisfaction to improve the practice of medicine and ensure that members know that they are supported

SECTION 1: Public policy

SECTION 2: Communications

SECTION 3: Organizational excellence

SECTION 1: Public policy: State-of-the-art advocacy will focus on member priorities to positively impact rewarding physician careers.

Overview: The need for and importance of physician advocacy on critical public policies are clear given an activist legislature and governor; a public anxious about the impacts of rising costs on affordability of coverage; numerous other stakeholders with concerns about access, safety and public health; and a profession burdened by administrative complexity and burnout. The following issues shall be a high priority.

1. **Cost of care:** Increasing alarm over rising health care costs – in the form of negative impacts on the health and finances of individuals/families and the crowding out of other priorities in state and national budgets – has put a glaring spotlight on elected officials, businesses, physicians and other health care providers to take meaningful action immediately to bend the cost curve, maintain and increase rates of coverage, and enhance the quality of care. The demand for change is expected to intensify.

Goal: Reduce the total cost of care in Colorado, while ensuring quality for our patients

Objective:

1. Position CMS as resource to legislature, attorney general and governor’s office as subject matter expert representing the needs of physicians and our patients to address pharmaceutical costs, insurance coverage and cost, and health care financing. This will include at least two face to face meetings in the coming year with each of these groups and selected CMS physician representatives.
2. Develop a collaboration plan with business associations and groups for BOD approval at the January meeting to enable collaboration around reduction in their overall health care expenditures that can be implemented while assuring that both quality of care and access for their employees is maintained or improved.
3. Create educational approach for physicians about [HB19-1174](#)- Surprise Medical Bills and the factors affecting their practice related to cost of care efforts.
4. Continue to build trusting alliances with stakeholders such as businesses and consumers, to improve cost effectiveness initiatives.

Strategy:

1. Utilize the Work Group on Health Care Costs and Quality to develop and recommend new CMS policies and/or initiatives on cost containment and quality improvement
2. Actively partner with the Colorado Business Group on Health, local communities and others to foster a medicine-business coalition to drive cost containment and quality improvement efforts through direct contracting and other value-based care initiatives

3. Collaborate with specialty societies and other stakeholders to educate physicians about and monitor impacts of [HB19-1174](#) – Surprise Medical Bills
4. Explore collaboration opportunities with CO attorney general and the Polis administration on pharmaceutical drug costs
 - Roll out of Department of Health Care Policy and Financing’s 2019 RX prescriber tool and prescription drug value report
5. Seek opportunities to collaborate with the Polis Administration and the Office of Saving People Money in Health Care, providing physician participation, input and recommendations regarding proposed policies and initiatives
6. Actively participate in the state’s public stakeholder process related to the development of a public option for Colorado ([HB19-1004](#)), the implementation of the state reinsurance plan pending federal approval ([HB19-1168](#)), and the development of the primary care investment fund ([HB19-1233](#))
7. Monitor the work of the Health Care Cost Savings Task Force ([HB19-1176](#)) and related reports and recommendations regarding health care financing systems for Colorado. Advocate for physician priorities as reflected in current CMS policy and other membership data.
8. Serve as source for legislative testimony, media interviews and stakeholder engagements

2. Liability climate: The failed attempt in 2019 by lawyers that sue physicians to pierce professional review protections reinforced the threatened nature of the current, stable liability climate. That sunset review loss may ramp up other aggressive attempts in 2020 to alter non-economic damage caps or otherwise destabilize the liability climate.

Goal: Maintain and promote Colorado’s stable liability climate and related patient safety systems

Objective: Thoughtfully inform and aggressively advocate in the 74th (2020) General Assembly, the executive branch and courts as needed

Strategy:

1. Work with the Colorado Medical Board and other stakeholders to implement related regulations regarding the successful re-enactment of the [2019 Sunset Review of the Professional Review Statute](#)
2. Partner with CAFP, COPIC, CHA and other stakeholders to educate and promote the provisions, protections and opportunities of the [Candor Act](#)
3. Resist efforts to destabilize the liability climate by deploying all aspects of public affairs program as needed

3. Opioid crisis: The opioid epidemic continues to be a front-page crisis. Important voluntary, legislative and regulatory approaches have positively impacted the trajectory of opioid misuse and abuse in Colorado, but work remains. Various government agencies and public policy leaders continue to struggle with this tragic, complex issue that experts predict to persist for years. Physicians therefore will continue to be a focal point for attention related to opioid misuse and appropriate treatment of pain in patients.

Goal: Assure access to compassionate, evidence-based care for patients who suffer from acute and chronic pain, while reducing the potential for medically inappropriate use and diversion of prescribed medications

Objective:

1. Promote efforts to increase patient access to care, physician education, ensuring insurance works for patients and families experiencing substance use disorder, and continue to limit the dispensing and use of opioids as much as possible.
2. Through physician education and outreach programs led and/or facilitated by CMS reduce prescriptions for narcotic and opioid medications by 5% in Colorado by July 1, 2020.
3. Position CMS as subject matter expert and convener in efforts to reduce substance abuse disorder evidence by CMS being present at stakeholder group meetings and taskforce, education offered by CMS and meetings of CMS representatives with legislators, consumer groups and the governor's office.

Strategy: Through the Committee on Prescription Drug Abuse and the Council on Legislation:

1. Demonstrate physician leadership on this issue by continuing to communicate what individual physicians and the profession as a whole are doing to help reverse this crisis
2. Educate members about new continuing education requirements related to substance use disorder training from [SB19-228](#)
3. Carefully monitor and make recommendations as appropriate to the 2019 Opioid and Other Substance Abuse Disorders Interim Legislative Study Committee
4. Continue to collaborate with and work through the Colorado Consortium for Prescription Drug Abuse Prevention, specifically focusing on recommendations from the 2018-2019 CMS multi-specialty convening
5. Collaborate on the [CO-CURE initiative](#)
6. Build off of the outcomes of the [AMA/CMS/Manatt Health Strategies 2019](#) report to eliminate barriers and expand access to care
7. Collaborate with the Consortium and others as necessary to track the impact of [SB18-022](#) on the decrease in the amount of opioid prescriptions

4. Reducing administrative burden: Surveys of CMS members consistently show dissatisfaction with the complexity and volume of payer administrative requirements.

Goal: Help enhance professional satisfaction by eliminating unnecessary administrative burdens in physician practices

Objective: Drive state-based changes that have a meaningful impact on member-identified priority areas to reduce administrative burdens

Strategy: Educate members about 2019 prior authorization legislation ([HB19-1211](#)), monitor health plan implementation, actively outreach to plans to encourage voluntary adoption of “gold card” program, and assess need for future public policy changes

5. Physician empowerment: As the rate of employment by hospital systems and others continues to increase, physicians in these practice settings often face unique challenges to providing care to patients and achieving professional satisfaction.

Goal: Ensure the clinical autonomy and professional viability of physicians in all practice settings so that patients have access to quality, safe and cost-effective care

Objective: Focus on the physician right to provide the best care to patients without interference

Strategy: Provide staff analysis of options for potential statutory changes to non-compete clauses in physician employment contracts to the Council on Legislation for their review and potential recommendation for action to the board.

6. Scope of practice: Each year, in nearly every state including Colorado, non-physician health care professionals lobby state legislatures and regulatory boards to expand their scope of practice (SOP). While some scope expansions may be appropriate, others definitely are not.

Goal: Protect public health, prevent misrepresentation and empower patient decision-making regarding care by non-physician providers

Objective: Assess non-physician health care practitioners SOP legislation on a case-by-case basis

Strategy: Utilize the Scope of Practice Subcommittee of the Council on Legislation and collaborate with interested specialty societies

SECTION 2: Communications: Dynamic exchange of information with members will ensure timely action on their priorities.

1. **Central Line:** [Central Line](#) continues to be an important tool to enable communication, engagement and direct involvement in CMS governance by membership.

Goal: Empower members to meaningfully engage in policy decision-making virtually on issues that are important to them and on issues being addressed by the board of directors

Objective: Increase member participation with [Central Line](#)

Strategy:

1. Monitor and assess [Central Line](#) participation and satisfaction
2. Continue to market the awareness and usefulness of [Central Line](#) to individual members and groups
3. Continue to explore technological upgrades to enable ease of use, impact and professional-community nature of the product

2. **Know Your Legal Rights:** Members consistently rank payer issues as a priority. There are a number of current statutory and regulatory protections afforded to physicians that members are unaware of and do not utilize.

Goal: Help physician practices to take full advantage of statutory and regulatory protections related to public and private payers

Objective: Provide members with [meaningful information and actionable tools](#) about current legislative and regulatory protections

Strategy:

1. Expand use of [Know Your Legal Rights \(KYLR\)](#) through intensified marketing efforts using multiple mediums
2. Enhance the value of member benefit of [KYLR](#) by including a direct email communication with relevant CMS staff regarding systemic issues practices are facing
3. Update content to align with latest statutory changes and upgrade functionality of [KYLR](#)
4. Continue to refine evaluation capabilities to inform future performance reviews

3. **Colorado Medicine:** The official magazine of the Colorado Medical Society, [Colorado Medicine](#), is an award-winning publication of medical socio-economic news that has the largest subscription base of any publication in Colorado to physicians, legislators and other health care industry stakeholders. The magazine serves as a foundational piece of the CMS communications platform.

Goal: Keep members, legislators and other stakeholders informed on CMS priorities and provide helpful information and future trends

Objective: Produce a *Colorado Medicine* production and editorial calendar utilizing member survey data, future trends and relevant public policy and market-based developments.

Strategy: Timely publish six issues of *Colorado Medicine* in fiscal year 2019-2020 and include sections on top public policy issues in the operational plan

4. **ASAP:** Designed to communicate breaking news, CMS priorities and issues relevant to CMS members and other health care industry stakeholders in between issues of *Colorado Medicine*, *ASAP* is the official electronic newsletter of the Colorado Medical Society.

Goal: Keep CMS members and other health care industry stakeholders informed on breaking news, CMS priorities and provide helpful information in between the publication *Colorado Medicine*

Objective: Create a publication that stays relevant to its subscribers by attaining open and click-through rates above industry averages

Strategy: Timely publication of at least 18 issues of *ASAP* per year at the rate of no less than one issue per month

5. **Livewire:** *Livewire* is an electronic publication exclusively written and distributed to practice managers of CMS member offices to inform, educate and advocate to improve the business side of CMS member practices.

Goal: Provide members and their staff with current information relevant to the business side of their practice

Objective: In addition to providing timely and relevant business information, demonstrate for physicians' staff the value of CMS membership; in many instances the physician's practice administrator can be a valuable CMS ally

Strategy:

1. On a monthly basis provide physicians and their staff with one newsletter that addresses current billing issues for all payers, government and commercial
2. Provide information on state and federal regulatory and legislative changes that impact the practice
3. As appropriate, inform physicians' staff of state legislative issues that may impact the practice
4. As appropriate, advise practice staff of CMS policies, issues and relevant member benefits.

6. Presidential communications: Direct member communication from the CMS president is an important touchstone for delivering value for CMS membership by establishing a direct line of communication with CMS physician leadership.

Goal: Provide members with a direct, two-way communication link to CMS physician leadership

Objective: Keep CMS members informed on important CMS policy, advocacy and member volunteer and engagement opportunities and encourage the development of a personal relationship between members and the CMS President through email and direct mail communication

Strategy:

1. Coordinate with other CMS communication vehicles, electronic and/or direct mail to all CMS members from the CMS President with relevant information on CMS policy, advocacy on their behalf, post board of directors meeting reports, and/or membership engagement and volunteer opportunities
2. Advertise the President's email address in all CMS publications and encourage all members to reach out to the President with questions and issues important to their practice
3. Commit to personally answer all email or direct mail inquiries to the president within 72 hours of receipt

7. CMS website: As Colorado physicians continue to expand the different practice environments and time schedules in which they work, the need for 24/7 access to first-class information and services through the CMS website is greater than ever.

Goal: Provide members with a modern, easy-to-navigate website with access to relevant and helpful information, and valuable member services

Objective: Enhance member use and perceived value of the website

Strategy:

1. Update the website with new information or services relevant to CMS members on no less than weekly basis
2. Design and execute an all-member marketing campaign to build traffic to the website, encourage members to regularly update their personal information online and drive new member recruitment; use web traffic analytics to measure the success of the campaign
3. Utilize appropriate social media platforms to drive traffic to the website and raise awareness of various tools

8. In-person member meetings: In 2019 CMS conducted a performance review of in-person member meetings to assess whether the suspended annual membership meeting should be resumed and other ways to engage members.

Goal: Members will be informed, empowered and connected to CMS through in-person meetings and CMS will be a more responsive, representative organization because of stronger, value-driven member engagement

Objective:

1. The BOD to discuss and evaluate the 2019 inaugural dinner at their November meetings
2. Implement with BOD approval a plan for CMS participation and co-hosting in-person meetings with component or specialty societies, or with other regional community events.
3. Evaluate preliminary results of 2019 in person meeting strategy and approve 2020-2021 plan at the July BOD meeting.

Strategy:

1. Partner with willing component societies to co-host or have a presence at local membership meetings.
2. Engage with rural physician leaders to host listening sessions regarding legislative and policy-making topics of importance.
3. Collaborate with specialty societies and other stakeholders on physician events that align with our operational plan and mission statement.

SECTION 3: Organizational excellence: Continued innovation of CMS will increase membership value and make CMS meaningful and relevant to a diverse physician population.

1. Membership retention and recruitment: Maintaining and expanding our membership base by consistently providing tangible value is critical. Hyper-focused efforts to continually improve the membership experience for all Colorado physicians are necessary.

Goal: Maximize the number of physician members in CMS to ensure the long-term viability of the organization

Objective: Meet or exceed targeted budget dues revenue as approved by the CMS Board of Directors.

Strategy:

1. Engage members regularly through partnership with component societies following a retention calendar and membership protocol.
2. Develop co-branded marketing materials with component societies that clearly communicate the tangible value of membership.
3. Continually capture updated and refreshed physician demographic information.
4. Implemented a recruitment campaign with messaging targeting the segmented physician population.
5. Conduct regular on-site visits with physician group leaders for the purpose of retention and recruitment.
6. Initiate a Physician-Ambassador Program for membership recruiting efforts.
7. Develop a New Physician Guide to share with physicians moving to the state, residents and medical students for the purposes of recruitment.

2. Enhancing physician professional satisfaction: In 2019 the Committee on Physician Wellbeing conducted a thorough grassroots process to identify physician leaders, processes and systems to enhance physician wellbeing in organizational settings. Findings emphasized the need to focus on professional satisfaction.

Goal: Highlight, emphasize and promote solutions to enhance physician professional satisfaction

Objective: Implement and evaluate the new CMS learning collaborative focused on physician professional satisfaction

Strategies:

1. Pursue necessary funding to execute this initiative from grants and other sponsors
2. Hold a wellbeing/professional satisfaction convening

- 3. Implement a sustained, virtual learning collaborative
- 4. Evaluate outcomes

3. Board governance best practices: In 2019 CMS contracted with Charney & Associates to conduct an audit and make recommendations to enhance and implement best practices in board governance.

Goal: Ensure that the board utilizes best practices to govern the organization

Objective: Implement recommendations from 2019 board best practices evaluation as approved by the board of directors

Strategy: Carefully monitor implementation assessing for lessons and potential areas for further action

4. Advocacy program: The CMS advocacy program, including candidate interviews, political action committees, grassroots training, policy development, professional lobbying and grassroots messaging, is a tested model that has provided meaningful results for physicians statewide. Continuing that advocacy prowess is mission-critical to CMS business.

Goal: Ensure that CMS advocacy focuses on member priorities to positively impact rewarding physician careers

Objective: Identify program gaps, focus on best practices and drive state of the art innovations

Strategy: Conduct a performance review of the advocacy program to identify strengths, weaknesses and opportunities for improvement

5. Member surveys and other engagement data analytics: For years CMS has utilized professionally supervised and methodologically sound polling as a way to identify member priorities, inform decision-making and engage with members. CMS captures other membership data that can also be used to glean insights on the CMS membership experience and value proposition to physicians.

Goal: Inform creation and execution of the 2019-2020 Operational Plan, board decisions, innovation initiatives and stakeholder input with valid member data

Objective: Conduct a minimum of two all member surveys to gain member insights and perspectives on priority operational plan projects

Strategy:

- 1. Utilize one-time physician focus groups as needed to develop surveys on issue-specific projects

2. Utilize the board's Committee on Operational Planning to analyze CMS value proposition with members across three domains – organizational image, organizational value rating and levels of engagement – to identify areas for improvement and track progress over time

6. Recruit, train and deploy leaders: The complex and adaptive nature of many public policy issues facing Colorado health care, the profession, and medical societies require trained, capable physician leaders. In 2019 CMS completed a multi-year grant in support of the CMS Physician Leadership Skills Series. Lessons learned emphasized the need to utilize engaging, informative and exclusive leadership training programming for physicians, as well as plugging trained physicians into organized medicine opportunities so that they can use these new skills.

Goal: Enhance and grow physician leadership capacity in Colorado to ensure organizational and individual integrity in CMS and component society operations

Objective:

1. Seek at least one opportunity to provide leadership training to current and emerging CMS physician leaders
2. Recruit at least five physicians who graduated from prior CMS leadership programs to serve in a participatory or leadership role in 2019-2020 operational plan projects

Strategy: Recruit up to three candidates for the Regional Institute for Health and Environmental Leadership Advanced Leadership Training Program in 2020-2021

7. CMS-Component Collaboration: Since 2017, CMS and component medical societies have intentionally worked together to identify and promote a joint value proposition.

Goal: Bring greater value to joint members through cohesive coordination of projects

Objective: Jointly identify priority initiatives for collaboration that will drive unified membership recruitment, retention and engagement

Strategy: Execute joint value programming, constantly assessing for new areas for innovation and carefully evaluating for effectiveness.

8. Medical Student Component: The Colorado Medical Society Medical Student Component (MSC) comprises the students of medicine of the University of Colorado Health Sciences Center and Rocky Vista University. The energy, enthusiasm and organization of the MSC is unprecedented given the robust participation of students, a highly effective physician board of directors liaison and professional staffing.

Goal: Develop medical society leaders of the future through active, robust participation in the MSC and further MSC involvement in CMS and the AMA

Objective: Conduct two convenings to provide education and social interaction opportunities for MSC members

Strategy:

1. Work closely with the MSC Governing Council to measure the effectiveness of recent MSC bylaws and governance changes
2. Help MSC plan, market and increase student participation in 2020 Student Day at the Capitol
3. Utilize lessons learned from 2019 White Coat Wisdom program to design and execute a similar meeting

9. CMS delegation to AMA: CMS has an active and engaged Delegation to the American Medical Association. CMS Delegates and Alternate Delegates to the American Medical Association attend the annual and interim conventions and special conventions of the House of Delegates of the American Medical Association.

Goal: Advocate for CMS policies in the AMA House of Delegates

Objective: Champion one or more CMS policies or initiatives consistent with the 2019-2020 CMS operational plan at the AMA House of Delegates

Strategy: Utilize strong representation on the CMS AMA Delegation and seek ways to better communicate the work of the delegation with the CMS board and membership at large.

10. Recognized Accreditor Program: CMS is an ACCME recognized Accreditor that strives to support physicians in improving healthcare for the citizens of Colorado and the surrounding region.

Goal: Ensure physician access to high quality continuing medical education (CME) that promotes lifelong learning.

Objective:

1. Maintain recognition status by adhering to the Recognition Requirements of the Accreditation Council for Continuing Medical Education (ACCME)
2. Accredite eligible providers who will conduct CME programs that comply with the accreditation requirements and promote physician performance improvement

Strategy:

1. Provide ongoing education to the Committee on Professional Education and Accreditation (CPEA) which supports and directs the Colorado Medical Society CME recognized accreditor program.

2. Administer the CME recognized accreditor program according to ACCME recognition requirements including the Markers of Equivalency and all accreditation requirements.
3. Develop adjunct policies and procedures as needed and within the purview of the Markers of Equivalency to accommodate the needs of our local CME community.
4. Develop and conduct a thoughtful, fair, efficient and equitable accreditation survey and decision-making process within the ACCME Markers of Equivalency.
5. Provide accredited providers the necessary education, instruction and tools to assist them in a successful implementation and maintenance of their CME programs.

11. Accredited Provider CME Program: CMS is an ACCME Accredited Provider that strives to support physicians in improving health care for the citizens of Colorado and the surrounding region through certified accredited CME activities.

Goal: Increase physician access to and utilization of high-quality CME that promotes lifelong learning.

Objective:

1. Broaden awareness of certified accredited CME educational opportunities
2. Expand utilization of certified accredited CME educational activities

Strategy:

1. Promote the value of accredited CME through membership and stakeholder communications.
2. Grow the CME program through relationship building and collaboration with public and private organizations (joint providers).
3. Leverage the CMS CME program to increase CMS membership value
4. Maintain ACCME accreditation for CMS CME Program.
5. Plan and implement certified CME activities that address identified practice gaps of physicians in Colorado and the surrounding region.
6. Complete implementation of CME program management software to realize improved CME program management efficiency.

12. CMS foundations: Colorado Medical Society has two 501(c) charitable foundations it staffs and supports. The Colorado Medical Society Foundation seeks to administer and fund programs to improve access to health care with the potential to improve the health of Coloradans. The Colorado Medical Society Education Foundation raises money to award scholarships to Colorado medical students.

Goal: Manage both foundations to keep them fiscally sound and able to continue to accomplish their mission

Objective: By May 2020 review and update the bylaws and charters of both foundations if necessary, to ensure best practice performance and compliance with current Colorado law

Strategy:

1. Design and implement the necessary legal and organizational plans required to fund and award the first Alfred D. Gilchrist Memorial Scholarship to a medical student who demonstrates extraordinary service to organized medicine in fiscal year 2020.

13. Non-dues revenue: Model 21st century state medical societies must have significant non-dues revenue that supplement dues income to fund operations and execute their operational plans.

Goal: Maintain existing and seek new non-dues revenue opportunities for the benefit of the organization and its members

Objective: Grow total non-dues revenue in the next fiscal year

Strategy: Set semi-monthly non-dues revenue sales targets and measure performance against these sales targets prior to every finance committee meeting