



Pennsylvania
MEDICAL SOCIETY®

1

**Continually grow
and broaden the
membership base**



2

**Recruit and
retain the best and
the brightest**



3

**Remain nimble
and relevant in
the market place**



4

**Implement a
sustainable
business model**



MISSION

*As the voice of Pennsylvania's
physicians, the Pennsylvania
Medical Society advances physician
leadership and advocates for the
ethical practice of medicine,
quality patient care,
and the public's health.*



Education Integrity Good Stewardship
Inclusion Advocacy Evolution Innovation Experience

PAMED'S STRATEGIC PLAN

Questions? Contact execoffice@pamedsoc.org.

Strategic Plan

2022–2025

July 28, 2022



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Introduction

The Pennsylvania Medical Society was founded on April 11, 1848, at the First Methodist Episcopal Church. Its purpose was to foster the advancement of medical knowledge, relieve suffering, and promote the health of the community. Samuel Humes, MD, of Lancaster, was PAMED's first president.

Today, with over 17,000 members, the Pennsylvania Medical Society (PAMED) is a physician-led, member-driven organization representing all physicians and medical students throughout the state. Areas of focus include advocating for physicians and their patients, educating physicians through continuing medical education, and providing expert resources and guidance to help physicians and their organizations navigate the challenges of today's ever-evolving health care system. The PAMED Board of Directors oversees the operations and the House of Delegates meets annually to set policy.

In 2022 the Board of Directors and senior leadership decided to enter a strategic planning process. CTY Consulting Group was engaged to facilitate and lead the process. The plan included in this document is the result of these efforts.



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Overview of the Planning Process

The strategic planning process began with interviews of stakeholders. Those individuals interviewed are listed below:

Joan Bradbury, Senate GOP Health & Human SvcsComm	Andy Carter, CEO, Hospital an Healthsystem Association of PA	Lois Cornell, CEO, Medical Society of Massachuetts
Michael Darrouzet, TX Medical Association	Melina Davis, VA Medical Society	Dave Hickernell, Chair House Licensure Comm
Donald Palmisano, CEO, American Society for Gastrointestinal Endoscopy	Cheri Rinehart, CEO, PA Association of Community Health Centers	Curt Schroder, ED, PA Coali- tion for Civil Justice Reform
Zach Shamberg, CEO, PA Health Care Association	Nicole Sidle, ED House Prof Licensure Comm	Jake Smeltz, Chief of Staff, Speaker of the PA House

Eleven Focus Groups were conducted with a variety of PAMED stakeholders and included over 60 participants in total. The following groups were convened:

- Six Employee Focus Groups
- Health Diversity Task Force
- Innovations Grant Recipients
- Young Physicians Group
- Residents/Fellows
- Medical Students

A stakeholder survey was circulated to a variety of stakeholder groups. A total of 206 responses were received.

The input from the interviews, focus groups, and stakeholder surveys were analyzed and strategic topics were developed. The Strategic Planning Committee convened for a retreat in March and covered a variety of topics including exercises around the mission statement, vision statement, values statement, and value proposition. The strategic topics included services offered for members and diversity, equity and inclusion. The Board also met for a retreat in March and covered similar topics.

The Oversight Committee and the Strategic Planning Committee met multiple times throughout the process to discuss draft versions of the plan. The Board also received updates as to the progress of the plan and had multiple opportunities for input.

Mission Statement

As the voice of Pennsylvania's physicians, the Pennsylvania Medical Society advances physician leadership and advocates for the ethical practice of medicine, quality patient care, and the public's health.

Vision Statement

To be an engaged, inclusive, knowledge-driven medical society that advocates for the interests of all Pennsylvania physicians and their patients.



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Values Statement

Education: we value continuous learning and personal growth of our members and our staff.

Integrity: we value transparency and doing what is right, every time.

Good Stewardship: we value the resources entrusted to us and do our best to maximize the return on investment.

Inclusion: we value and seek a variety of opinions that a diverse perspective offers.

Advocacy: we value representing our members and ensuring their voice is heard.

Evolution: we value understanding and adapting to the constantly changing health care environment.

Innovation: we value new approaches and ideas.

Experience: we value the wisdom that comes from years of supporting Pennsylvania physicians.

Value Proposition

Because of our:

- Representation of all physicians in Pennsylvania;
- Position as the trusted collective physician voice;
- Ability to provide support to physicians throughout their careers;
- Convenient service delivery model for members;
- Staff subject matter expertise;
- Unwavering focus on member service; and
- Understanding of a continually evolving health care landscape.

We are able to provide value to our stakeholders by:

- Educating and informing the policymaking process;
- Providing timely, relevant updates to our members;
- Sharing resources and leveraging networks to assist members and partners;
- Providing relevant education to our members;
- Providing a voice for physicians and their patients; and
- Being a public health advocate.

Strategic Imperatives, Goals, and Objectives

Strategic Imperative #1: Continually Grow and Broaden the Membership Base

Goal #1: Enhance and Grow Physician Support Services

Objective #1

Carefully define the ideal PAMED member experience, develop and implement systems and protocols to ensure a consistent experience for all members.

Objective #2

Annually evaluate products and services for effectiveness and modify, eliminate, or add resources as necessary.

Objective #3

Continue to strengthen and enhance wellness and mental health offerings for members.

Goal #2: Partner with Medical Schools, Residency and Fellowship Programs

Objective #4

Grow membership of physicians in training 5% per year over three years.

Objective #5

Develop and implement networking opportunities for physicians in training.

Objective #6

Ensure the voice of physicians in training are part of policy and other critical discussions.

Goal #3: Partner with Hospitals, Health Care Delivery Networks & Private Practices

Objective #7

Identify and pursue opportunities to support employed physicians.

Objective #8

Identify and pursue opportunities to support physicians in private practice.

Objective #9

Identify and pursue opportunities to partner with health care delivery networks.

Objective #10

Identify and pursue opportunities to partner with trade associations that rely on physicians.

Strategic Imperatives, Goals, and Objectives

Strategic Imperative #2: Recruit and Retain the Best and the Brightest

Goal #4: Recruit and Retain the Best and Brightest Staff

Objective #11

Annually assess the competitiveness of the compensation and benefit package, adjust as necessary.

Objective #12

Annually assess staff satisfaction, identify at least one initiative per year to address an opportunity for improved satisfaction.

Objective #13

Develop and implement a robust, organized onboarding process for new staff members that includes exposure to all departments.

Objective #14

Develop and implement a staff succession plan for all positions.

Goal #5: Recruit and Retain the Best and the Brightest Volunteers

Objective #15

Develop and publish member volunteer job descriptions for key positions.

Objective #16

Develop and implement a member volunteer succession plan for key positions.

Objective #17

Actively engage and solicit input from non-physician subject matter experts as needed.

Strategic Imperatives, Goals, and Objectives

Strategic Imperative #3: Remain Nimble and Relevant in the Marketplace

Goal #6: Develop and Implement a Culture of Diversity, Equity & Inclusion

Objective #18

Develop and implement a process that enables the diverse voices of the physician community to be heard.

Objective #19

Continue to focus on increasing the diversity of Board committees, the Board of Trustees, and the House of Delegates.

Objective #20

Continue to focus on increasing the diversity of PAMED staff.

Objective #21

Develop and implement educational offerings concerning diversity in physician practices.

Goal #7: Develop and Implement a Robust Environmental Scanning Process

Objective #22

Regularly survey PAMED membership to understand barriers and concerns.

Objective #23

Regularly solicit input from partners to understand market forces and related implications.

Objective #24

Annually develop and publish a prioritized advocacy agenda.

Strategic Imperative #4: Implement a Sustainable Business Model

Goal #8: Develop and Implement Diverse Revenue Streams

Objective #25

Develop and implement non-dues revenue opportunities.

Strategic Imperatives, Goals, and Objectives

Goal #9: Examine All Governance Protocols

Objective #26

Explore the feasibility of streamlining procedures and protocols of the Board of Trustees.

Objective #27

Evaluate the make up of the Board of Trustees to determine the optimal composition of the Board.

Objective #28

Explore the feasibility of streamlining procedures and protocols of the House of Delegates.



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