



ASMAC EXECUTIVE SUMMARY

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Introduction

On June 22-23rd, 2021 the American Society of Medical Association Counsel (ASMAC) gathered leaders to engage in a two day-long, facilitated retreat with its board members to identify key challenges, opportunities, and priorities for the future direction of the organization. The outputs of the sessions are summarized in this document and provided as a resource to guide the work of the Board.

Key Areas

The participants began the session by describing the opportunities and challenges facing ASMAC members and the organization. They then crafted individual visions of the future, which can be found in Appendix A. A state of the union on the current moment for ASMAC was presented which led to the prioritization of key strategic and operational priority areas.

Opportunities:

ASMAC is in a valuable position to provide medical associations and attorneys working with them with timely information given the consistent, fast-paced changes occurring in healthcare law.

Physicians' needs are often not fully known to physicians themselves and those needs are not often provided by other organizations; other organizations which provide information to healthcare attorneys very often do not cover many of the topics covered by ASMAC programs, which puts ASMAC in a unique position to fill that gap in services and information; ASMAC consists of attorney members with a diverse scope of subject matter expertise bring their collective practices and experience to bear on not only future challenges to physicians and medical associations, but also present day challenges and problems.

The Board members believe that ASMAC's reputation as trusted resource means it can create additional opportunities to provide solid knowledge, information and clarity to complex healthcare legal issues. In addition, the ability of ASMAC members to work collaboratively at various ASMAC program meetings develops a high level of trust and comradery.

Challenges

Membership recruitment and retention is a trending concern across all associations and shared by ASMAC leadership. Challenges in the ways many physicians are employed create constant pressures on organized medicine to show their relevance in markets where physicians can rely on other organizations for legislative initiatives, practice management, managed care relationships and a host of other issues. The employment market may make membership with professional organizations more challenging in the future. In addition, many constituent members of ASMAC's base – state medical societies and specialty societies – are slowly eliminating the

position of a staff counsel, naturally limiting the membership base. Lastly, the question of how and where ASMAC will maintain relevancy given the fast-paced evolution of healthcare shifts in practice and form remains top of mind.

Strategic Priority Areas

Next, the participants discussed and identified three strategic priority areas of focus for the organization in the coming years. These areas should provide a framework under which all the programmatic efforts of the organization should be aligned. Additionally, the leaders drafted two examples of what a more practical approach to advancing a strategic priority area may look like:

Strategic Priority Areas	Approaches for Consideration
Meetings to provide cutting edge legal programming meeting the needs of membership, inc. expanded use of Virtual meetings	
Create a robust, diverse community of attorneys that advocates for America's physicians	Networking opportunities - including in-person activities and professional resources - creating an invaluable community that enables meaningful professional relationships and develop the potential to add additional membership categories that would enrich our communities.
Being a trusted resource for Health law developments and changes in medicine (with a physician orientation).	Sharing expertise and resources (including webinars and including legislative and advocacy trends and sharing information others with experience on a particular topic.

Priority Operational Areas of Focus

The gathered leaders also identified two priority operational areas of focus that are necessary to ensure organizational growth and success in the coming years:

- ASMAC must be in the financial position to afford resources (including full-time staff) necessary to support programing that members find relevant and valuable. Such investment in resources will help solidify ASMAC’s sustainability, reputation and member value.
- Explore the expansion of ASMAC’s membership base to include members with a common interest and leverage its full reach to individuals currently eligible for membership that could broaden ASMAC’s geographical representation. Increased

membership could expand networks (both at the membership and organizational levels) and ensure a wide range of issues can be presented and considered for attorneys representing physicians and medical associations.

Conclusion

ASMAC has established a reputation and brand built upon its ability to provide CLE programming specific to its members' needs. As a trusted source of information that physicians and medical associations should be aware of for current and future practice, ASMAC can increase member value and interest if it creates content targeted to specific member cohorts and offered in a variety of formats including online. ASMAC's member composition is such that providing more networking opportunities for members to connect around mutual interests and needs will undoubtedly reinforce its ability to create a powerful community in which meaningful relationships can support life-long, professional development.

Key remaining questions to explore include:

- Where should ASMAC invest resources in **membership growth** that allows the organization to thrive without losing the intimacy of a close network of peers?
 - There is untapped potential in the current membership definition that needs further attention to be realized.
 - Including students in membership is a low risk, long term investment possibility
 - Potential of other lawyers who provide legal services to medical (physician) associations
 - Expanding its membership composition could broaden its members' subject matter expertise and partnership opportunities when done intentionally – focusing on quality of additional engagements versus quantity of members.
- The organization already recognizes the significant lift of the current CEO/Executive Director and volunteers. If ASMAC wants to continue with its existing programming and build member value, engagement and expand its reputation, foresight and reach it is prudent to identify **additional staffing needs** necessary to maintain stability especially during its innovation and growth period.
- For each strategic priority area, the leadership should define **what success would look like in three years**, so that a corresponding operational plan can be built towards those success points.
- At the end of the session, the leaders identified a desire to refresh the **vision and mission statements** of the organization.

Appendix A – Visions of Success

As a kickoff to the session, the assembled leaders crafted elements of what a successful future for ASMAC would look like, the list of which can be found here.

- Not possible to know the state of medicine
- In the event that there are still physicians practicing that have organizations that represent them, ASMAC is a trusted resource for information and sharing of expertise for those lawyers
- If this organization can evolve in that direction - the perfect evolution would include some additional members that may not do exactly what we do but do some of the same things we do
- Organization is still an intimate community that gathers together
- Breakout session for those issues that are speaking to greatest needs - up to 6 sessions a year
- Vision for the future is what we have had
- Webinars and remote engagement - continue that effort
- In person meetings continue
- Continue rotation of leaders
 - The officers rotate through all the positions - we try to keep a mix of officers that represent the members - and we need to continue to involve a variety of people
- Advocacy - perhaps with non-attorneys - if we include them, they would need to be represented in leadership as well
- CLE is essential to the continued value of the organization
- Close coordination with the AMA - the attorneys at the AMA are a great resource
- More session and learning opportunities -
- First place where attorneys representing medical associations and physicians come to for learning and engagement
- Increased attendance at CLE meetings
- We shouldn't have more in person meetings, but we should have more webinars
- State of the art technology - we don't have
- Staff - full time -
- Cutting edge programming - like what we have done this June - real-time subject sessions
- Representative leadership
- 350-500 members
- Full time ED w admin support
- Ability to pay for travel/ accommodations for in person speakers
- 2 in person CLE events
- Virtual meetings - sophisticated, timely, meetings
- Engaged advocacy community
- Engaged dynamic membership base - highlighting representation, capable of managing multiple membership issues
- Having more dynamic groups that are engaged
- Helping focus membership on how to move the needle on physician issues
- High membership engagement

- Webinars are critical - that is where people will feel connected and network
- A stronger network
- Growth of membership - but in a similar group that does what they do -
- Other resources - the workgroup idea and having a way to engage on more issues that are of interest
- Full time executive director
- Able to engage on more discreet issues for those who want to drill down more