




ADMINISTRATORS IN MEDICINE

A National Organization for State Medical & Osteopathic Board Executives

ADMINISTRATORS



2010 - 2012 Strategic Plan

ADMINISTRATORS
IN MEDICINE

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Contents

Introduction	1
Mission Statement	2
Statement of Values	2
2009 Major Accomplishments	3
Strategic Goals, Objectives, and Tasks 2010-2012	8



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**Administrators in
Medicine
Board of Directors
2010 – 2012**

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*Executive Director
Washington Board of
Osteopathic Medicine and
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Vice-President:

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*Executive Director
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South Dakota Board of
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Treasurer:

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*Executive Director
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Past President:

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*Chief, Bureau of Management
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Florida Dept. of Health,
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Central Region:

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*Executive Director
South Dakota Board of
Medical and Osteopathic
Examiners*

Eastern Region:

Joan Wehrle
*Executive Staff Coordinator
State Medical Board of Ohio*

Southern Region:

Robert Knittle
*Executive Director
West Virginia Board of
Medicine*

Western Region:

Kevin Bohnenblust
*Executive Director
Wyoming Board of Medicine*

AIM Executive Director

Barbara Neuman



Introduction

Thank you for your interest in Administrators in Medicine, or AIM. Created in 1984, AIM has served executive directors and senior staff of medical and osteopathic boards in the US, Canada, and internationally for over a quarter-century. Providing a variety of services and opportunities for learning, sharing, and networking, AIM fills a vital role for professionals engaged in the practice of licensing and regulating the practice of medicine.

The purpose of this document is threefold:

1. To capture the ethos of Administrators in Medicine and to serve as a constant reminder, to its board of directors and to its membership, of the expectations to which we collectively hold ourselves, both in conduct and in performance.
2. To serve as compass and roadmap for the organization's board of directors as they carry out the administrative and policy work of Administrators in Medicine, on behalf of its membership
3. To convey to our partners, our stakeholders and the public the importance of the work we do, and the importance of how we as an organization intend to comport ourselves in accomplishing it.

The AIM Board of Directors believes that ACTIVE management of the organization, according to the principles contained in this document, and focusing on the themes in this plan, is vital to the long term prosperity of the organization. The board will augment this strategic plan with a separate operational plan, with specific tasks supporting its objectives, goals, and strategies. It is the intent of the board to make the ongoing review of this plan a priority in order to ensure we are adhering to the organization's stated direction.

In so doing, the board also commits to presenting these guiding statements and the organization's strategic plan to the membership at regular intervals. The board welcomes feedback and direction from AIM's membership; an ongoing dialogue on the contents and philosophy of this document serves as a conduit to continuously refine and improve the organization as a whole. This is the ultimate goal of all of us affiliated with AIM, and it is the responsibility of the Board of Directors to the membership.

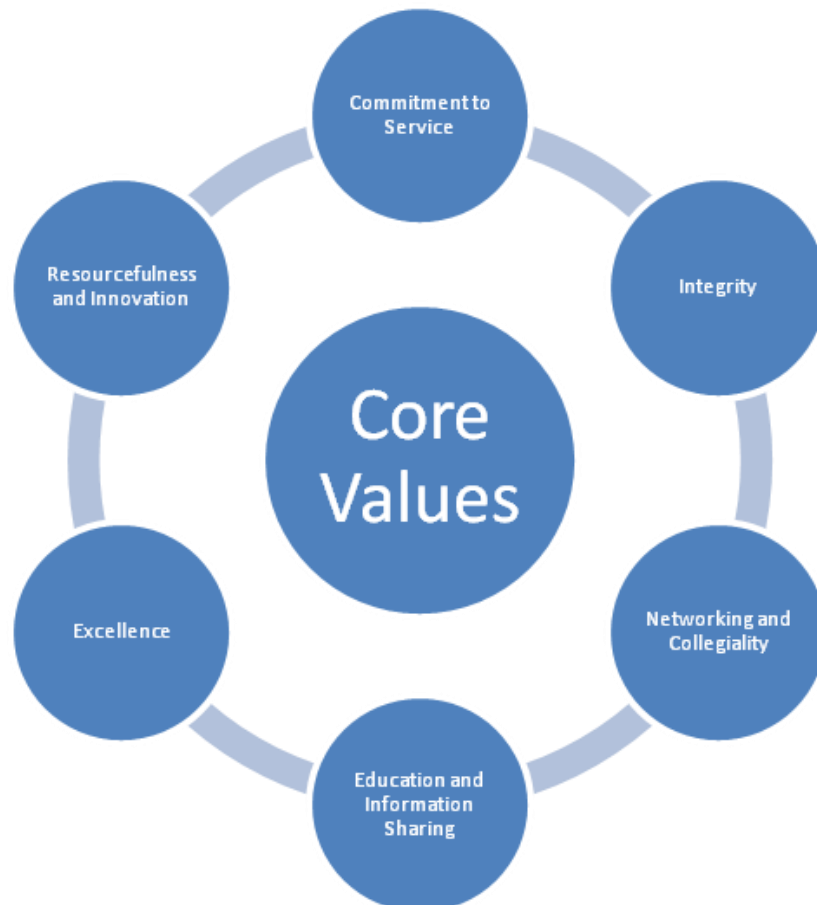
AIM – Guiding Statements

AIM's Mission

The mission of Administrators in Medicine (AIM) is to support administrators of medical licensure and regulatory authorities in achieving administrative excellence.

AIM's Values

The following six core values capture the “code of conduct” for everything that AIM does as an organization. Each of these values is intended to complement and reinforce the others. For example, our commitment to service is only meaningful if done with the highest integrity. In addition, we require excellence in our efforts at innovation. Finally, it is through our networking and collegiality that we can best educate and inform one another.



AIM – 2009 Major Accomplishments

Over the past year, AIM has taken several significant steps forward to improve the administration of the organization and to expand the education, services, and initiatives it provides to its members:

Administrative Activities

- DocFinder Contract – Since 1996, DocFinder has provided individuals and organizations the ability to search for physician and other health care practitioner information from multiple states’ databases. AIM’s contract with the Hayer Group, the firm that developed and administers DocFinder, had not been updated in a number of years and did not completely represent the business relationship between the two organizations. The new agreement accurately captures the totality of our business activities, provides for a long-term relationship between DocFinder and AIM, and creates greater accountability for the service the Hayer Group provides to AIM.
- Code of Ethics – During the 2009 annual business meeting, a member asked the question of whether there was a code of ethics or conflict of interest statement required of those who serve on the AIM Board of Directors. In keeping with AIM’s core value of “Integrity”, the Board has created a statement and all members will be required to sign the statement as a condition of service as a representative or officer of the organization.
- By-laws Changes – In the 2009 annual business meeting, the Board of Directors proposed several changes to the AIM bylaws, intended to 1) help the organization work more efficiently and 2) clarify some of the processes that may not have been entirely clear. Revisions include:
 - Changed “Chapters” to “Articles”.
 - Added Articles 1-4 to better describe the organization:
 - Added frequently-used definitions in new Article 5.
 - Changed Article 10 to make corporate seal permissive, rather than mandatory.
 - Clarified language on international entities and clarified title to “Voting Eligibility” from “Voting Agent” to remove redundant language and sharpen focus of article on eligibility to vote.

- Staggered election cycles of AIM regional representatives to avoid confusion on election cycles, as well as to avoid concurrent turnover.
 - Refined language about terms of office when a new rep/officer has not yet been selected in order to clarify bylaws to allow Board of Directors (BOD) work to continue.
 - Clarified BOD's authority to enact administrative policies for AIM's operation to explicitly give BOD policy tools to better manage AIM.
 - Stipulated that BOD members may serve subsequent terms if appointed to fill an unexpired term.
 - Set out process for BOD member removal from office by the board. This is to protect the organization by providing, in extreme cases, a method for expedited removal.
 - Set out a process for the membership to vote by mail or e-mail on business matters in lieu of incurring the costs of pulling the membership together more often than the annual meeting
- Five-year Revenue and Expense Projection Report – As part of its overall stewardship of the organization, the AIM Board of Directors engaged the Treasurer to develop a method to model anticipated costs and income over the next five years. It is anticipated that, by continuing to update and refine this report, the Board will be better able to avert adverse financial impacts that could harm the organization, gauge its ability to take on new work, and demonstrate appropriate financial oversight to the membership.

Education, Services, and Initiatives

- Annual Meeting in Washington DC – In April 2009, AIM celebrated a quarter-century as an organization in the nation's capital. As a “milestone” meeting, the agenda featured a number of informative speakers, but it also served as a time to honor past AIM presidents and to reflect on the growth of the organization, as well as its future. Featured events included a keynote address by outgoing President Pam King on the history of medical regulation and a retrospective panel discussion on AIM with founders Larry Dixon, Gary Clark, and Annette Van Veen Gippe. Texas Board Executive Director Mari Robinson shared her state's innovative fast-track approach for minor violations, prompting many audience questions. Tom Hannah, a member of the Certified Medical Board Investigator (CMBI) planning committee, gave an overview of the CMBI program and presented on recent and probable future changes in how board investigations are conducted. In addition, Maine Executive Director and AIM Treasurer Randal Manning discussed a disciplinary

review process for his board that he organized in response to legislative inquiries. The review became the basis for the Administrators in Medicine Assessment Program, or AIMAP, that was formalized and launched later in the year.

- FSMB Foundation Project –Under an extremely tight timeframe and with the support and direction of Board Member and team leader Margaret Hansen, AIM assembled a team to provide consultation to the FSMB Foundation with The Medical Professionalism Project. The effort, in the spring of 2009, was the first project to be funded by the newly restructured FSMB Research and Education Foundation. The project was rolled out by Foundation President Nancy Achin Audesse at the AIM and FSMB Annual Meetings in Arlington, Virginia – and AIM was “center stage” in the Foundation President’s presentation. AIM developed and wrote the User Guide for the professionalism project. Each Board Executive received a project package and memory stick of slides.
- AIMAP – AIM launched this important new program in 2009, which provides an impartial third party to assist medical boards or credentialing organizations in assessing their licensure and/or disciplinary processes. It also includes the development of workable action plans for process improvement. The assessment is designed to provide direct feedback from medical regulatory experts outside of the organization. The basis for the assessment is typically the Federation of State medical board documents *The Elements of a Modern State Medical Board* and *The Essentials of a Modern Medical Practice Act*.
- DragNet Launched – Based on the format of the popular “ExecNet” created by AIM for use by its member executives, AIM launched a similar “DragNet” utility in April, 2009. As with Execnet, the purpose of Dragnet is to provide member board investigators a means to ask questions and share information.
- Improved AIM Website – In response to membership requests, AIM undertook a redesign of the organization’s website and launched a new and improved website in April 2009. The initiative consolidated the AIM public page, members page and DocFinder into one integrated web presence. In addition, the website was reformatted and reorganized to better serve the membership. The website also has separate domains for the public, AIM associate members, and full members.
- FCVS Review for FSMB - As part of its new AIMAP program, AIM sent five team members to the Federation of State Medical Boards headquarters in Texas to do an in-depth review of the Federation Credentials Verification Service, or FCVS. The purpose of the review was

to provide the Federation with more detailed information about how FCVS is used by state medical boards, the problems that state medical boards encounter when using FCVS documents, and what improvements to FCVS will help to position it well for future work in the area of license portability.

- Central/Western Regional in Omaha, NE – Held in October 2009, the high points of the meeting were the “how to” presentations from the FSMB on license portability, the UA, and the future model of FCVS. An expert on the topic of disruptive physicians also presented. A NE board member took time to visit with attendees about what administrative staff might like to know from a board member prospective; it was an inspirational talk that received many great comments. The update of AIM activities, the “State of the States” Roundtable, and the planning ahead portions gave everyone the chance to give their suggestions and tips as to what is working (or not) in each state. Oklahoma Medical Board Executive Director Lyle Kelsey demonstrated how PR is done in OK, which set the stage for the interactive media panel session.
- Eastern/Southern Regional in Charleston, WV – The meeting, held on September 24 -25, kicked off with a session on licensure portability and the results of the AIM team review of FCVS. Updates regarding the uniform application (UA), formerly known as the Common License Application Form (CLAF), completed this segment of the agenda. Afternoon sessions included tips on how physicians can provide services and supplies on medical mission trips and building relationships between medical boards and physician health programs. “State of the States” Roundtable sessions focused on complaint processing, media relations, the “domino” effect of board disciplinary actions and ways to measure agency productivity. The first day ended with the regional dinner which was well attended and very well received.

The brainstorming groups in the final morning session generated a great deal of interaction and genuine discussion as well as learning opportunities for everyone. Finally, the meeting was a time to recognize the pending retirement of Cheryl Schreiber, of the co-hosting West Virginia Board of Osteopathy, and to welcome Diana Shepard, who succeeds Cheryl as Executive Director.

- JAFEI in Chicago, IL – Another new program, the Joint AIM/FSMB Executive Institute, or JAFEI, held its inaugural meeting in Chicago in November 2009. The inspiration behind JAFEI was to rejuvenate and invigorate the Certified Medical Board Executive program originally established by the FSMB in 1999. Ten senior board management candidates spent three days in this comprehensive executive-level

management and leadership institute, enhancing their knowledge of the tools needed by every medical board executive through discussion and hands-on skills application. Important topics included different management strategies and techniques, quality investigations, legislative relations, fiscal management, licensing strategies, and strategic planning. Professional trainers led discussions about communications and leadership strategy. At the end of three days attendees called this one of the best focused training sessions ever attended. Graduates will be JAFEI certified and will receive recognition at the 2010 Annual Meeting. All execs who are FSMB Certified will renew as JAFEI Fellows every 5 years after attending one of these biennial institutes.

- AIM Institute in Boston, MA – In its 10th year, the AIM Institute for Licensing, Physician Profiles, and Technology took place in November 2009. The Institute focused heavily on improvements to the Federation Credentials Verification Service, or FCVS, the Federation's Uniform Application, and the expansion of the FSMB License Portability project. Several presenters explained their states' work in marketing special subscription arrangements for provider lookup information for hospitals, health plans, and insurers. In addition, the agenda included updates on maintenance of licensure and a license portability report crafted by the National Governor's Association/State Alliance for e-Health.

AIM – 2010 – 2012 Strategic Plan

***OBJECTIVE
1: Promote
the
organization's
mission
through
ongoing
sponsorship of
educational
programs,
services and
initiatives.***

Goal 1.1: Hold meaningful and timely educational programs that advance and support the vital work of our membership

Strategy 1.1.1: Provide a variety of educational programs for membership and their staff

Strategy 1.1.2: Offer national certification programs for a variety of medical regulatory functions.

Strategy 1.1.3: Use educational programs to recognize and proliferate innovative excellence in medical regulation.

***OBJECTIVE
2: Ensure that
the
information
we
communicate
to AIM
members,
partners, and
consumers is
timely,
accurate, and
value added.***

- Goal 2.1: Improve timeliness and accuracy of information provided to membership and health care consumers
- Goal 2.2: Membership and health care consumers are informed of, have confidence in, and value AIM services
- Strategy 2.2.1: Increase knowledge of member and consumer expectations regarding quality, cost, effectiveness, and timeliness of products and services
- Goal 2.3: Ensure that AIM understands the informational needs of its membership.
- Strategy 2.3.1: Gather feedback and input from the membership and use it to inform BOD activities.

***OBJECTIVE
3: Grow and
develop the
organization
as appropriate
to meet
current and
future needs.***

Goal 3.1: Ensure AIM continues to be a fiscally sound organization

Strategy 3.1.1: The organization will maintain a positive cash balance

Goal 3.2: Ensure a Board of Directors and Executive Director that are committed to Excellence

Strategy 3.2.1: Encourage active participation of skilled and motivated individuals willing to serve the AIM membership on the BOD or other AIM committees

Goal 3.3: Optimize resources through focused and ongoing strategic planning

Strategy 3.3.1: Develop a strategic planning process that allows for continual improvement.

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