Advancing Global Osteopathic Unity: Through Strategy & Leadership”

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Adrienne White-Faines
Executive Director and Chief Executive Officer
American Osteopathic Association
Represents more than **104,000 osteopathic physicians (DOs)** and **18,000 osteopathic medical students** in the US

**Association focus:**
- Advocate on behalf of the profession;
- Promote public health;
- Encourage scientific research;
- Serve as the primary certifying body for DOs;
- Serve as the accrediting agency for osteopathic medical schools (30 colleges in 40 locations, and 28 states);
- and has federal authority to accredit hospitals and other health care facilities
US Growth in Osteopathic Physicians

- the number of DOs has grown more than 200% over the past 25 years.
- DOs are one of the fastest growing segments of health care professionals in the United States.
- Today, 20% of all medical students in the US are in Osteopathic Medicine colleges.
DO Governance Oversight Structure:

64 Volunteer led Bureaus, Councils, Committees and Departments -
- Business Affairs
- Research
- Quality & Public Health
- Education Affairs
- Government & Public Policy
- Affiliate Affairs
- Membership & Professional Affairs
Board of Trustees

DO Governance Oversight Structure:
64 Volunteer-led Bureaus, Councils, Committees, and Departments:
- Business Affairs
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Governance & Operations Structure

190 employees in US
Effective Organizations are Resilient!

“It’s not the strongest of the species who survives, or the most intelligent that survives. It is the one that is most adaptable to change.”

Charles Darwin
Association Model has “Imperative for Change”
(“Race to Relevance”)

- Decreased relevancy of traditions;
- New Generation of Professionals;
- Loss of Market Share (membership);
- Technological Revolution;
- Increased competition for time (work, family, other organizations…);
- Shrinking revenue sources
Changing Demographics
Student Population by Year (1995-2019)
Changing Demographics

- 46% of the 2012-2013 student body is female
Medical Practice Environment

Pressure Points Impacting Physician Practices

- Cash Flow
- Shift in Practice Focus
- Workflow
- Affordable Care Act
- Physician Pipeline
- Practice Demographics
Visibility Challenges

- Inability to succinctly articulate Osteopathic Medicine and DOs (even within profession…)
- Significantly variable public awareness (by geography and experience)
- Humble nature of professionals
- Competing Forces and Voices in healthcare
- Passive approach… and we speak to Internal audience
- Constant changes in delivery system and profession
- Evolution of Communication techniques
- Expense!
How do you move an Organization Forward?

Whether
• building from the start,…
• or revitalizing existing,…
• or expanding capacity…:

Strategy and Leadership are Key!
AOA Mission

AOA 2025 Vision

3-5 year Strategic Plan
- 5 organizational priorities
- 3 to 5 strategies for each
- Identification of key metrics

Annual Operational Work Plans and Budgets
Essential to Set Priorities!

### Roof Top 2020 Goals:
- % increase in market share (via membership? Engagement? Other)
- % increase in public recognition of Osteopathic Medicine
- ?

#### Potential “Windows” for Strategic House

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<tr>
<th>Increase Impact of OM Research...</th>
<th>Expand/Increase GME Residency Programs &amp; Enhance Quality</th>
<th>Rebrand Visibility Campaign</th>
<th>Expand Physician Practice Product Lines</th>
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**SUPPORT OPERATIONS**
- IT
- Communications
- Finance
- HR
- Indirect Administrative
- AOF
- Etc.
2025 Roof Top Goals

- 100% Increase in the Awareness of Osteopathic Medicine
- 50% increase in engagement with DOs
- 100% Increase International Awareness of DOs

Governance
- Expense Control & Revenue Enhancement

Research
- Increase Osteo. Medical Research Impact

Education
- Expand OGME and Enhance Quality

Advocacy
- Enhance Public Policy Impact

Teamwork
- Brand Visibility Campaign

Family
Leadership and Management are NOT the same:

“Management is doing things right; while Leadership is doing the right things” (Warren Bennis).

- Management is a set of processes to keep complicated systems running smoothly.
- Leadership is a set of processes that creates or adapts systems to changing circumstances.
What is a Leader?

- “Leaders envision what the future should look like, align people with that vision, and inspire them to make it happen…despite the obstacles.”

(Patricia Moten-Marshall)
Leadership Required to Achieve Strategic Plan...

- Inspire a Shared Vision
- Build High Performance Team (talent, accountable & empowered)
- Expect Resistance To Change
- Enable Others To Act by removing obstacles
- Welcome Diverse Perspectives
- Evaluate and Be willing to Revise
The Strategic Plan Provides-

- **Clarity** on direction / Cohesive articulate message
- **Prioritization** for more efficient use of resources
- Integrated approach to common goals
- Leverage between **needs** and **opportunities**
- **Innovation and creativity** directed toward a focus
- Achievable, time-bound goals, to recognize success
Expanding Osteopathic Unity…

Together, with Strategy & Leadership…
our strength is GLOBAL!