



AMERICAN OSTEOPATHIC ASSOCIATION

TREATING OUR FAMILY AND YOURS

Advancing Global Osteopathic Unity: Through Strategy & Leadership”

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Executive Director and Chief Executive Officer

American Osteopathic Association



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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.





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Governance Structure

Board of Trustees

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





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Governance & Operations Structure

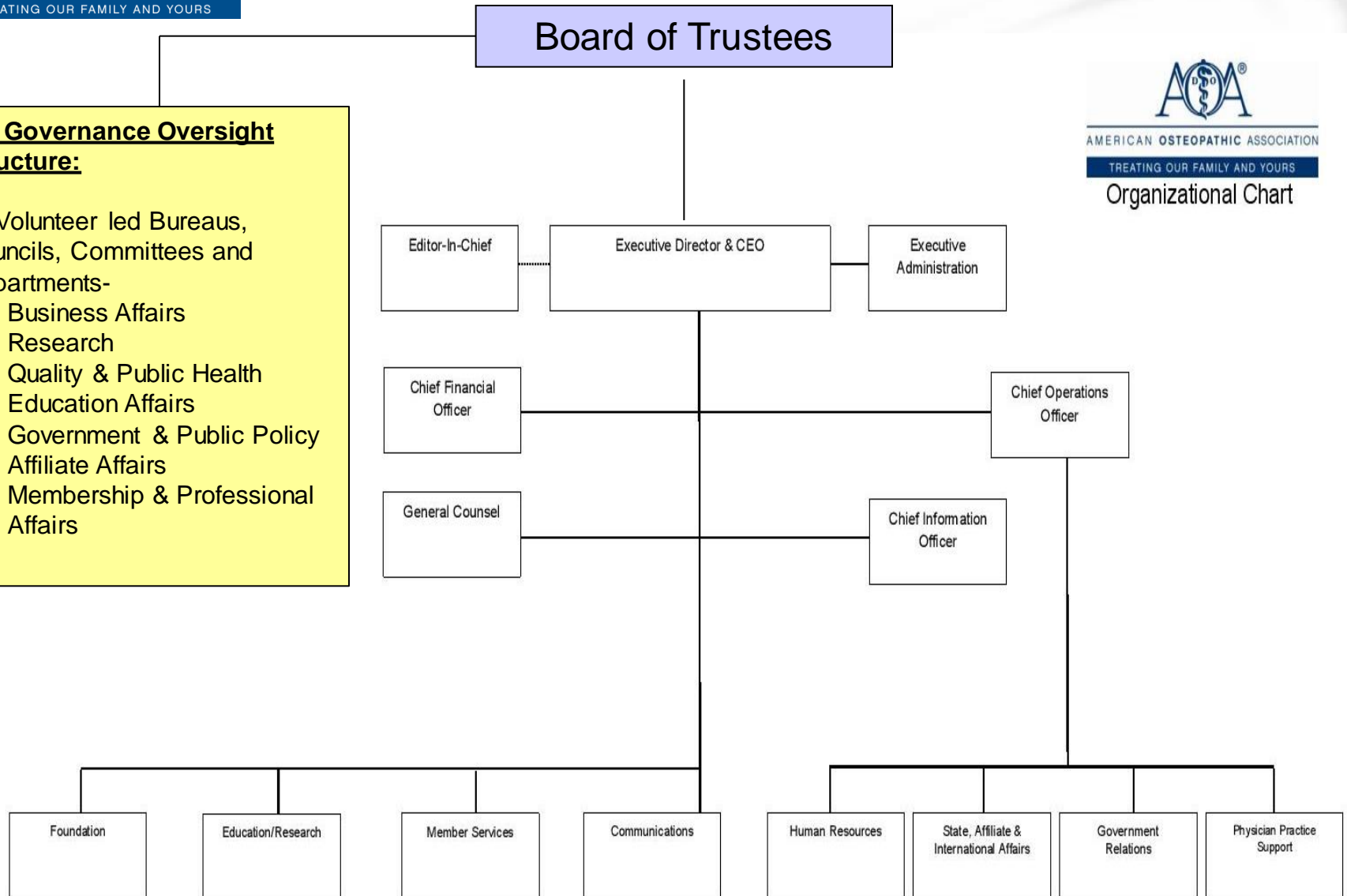


Organizational Chart

DO Governance Oversight Structure:

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190 employees in US



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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



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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

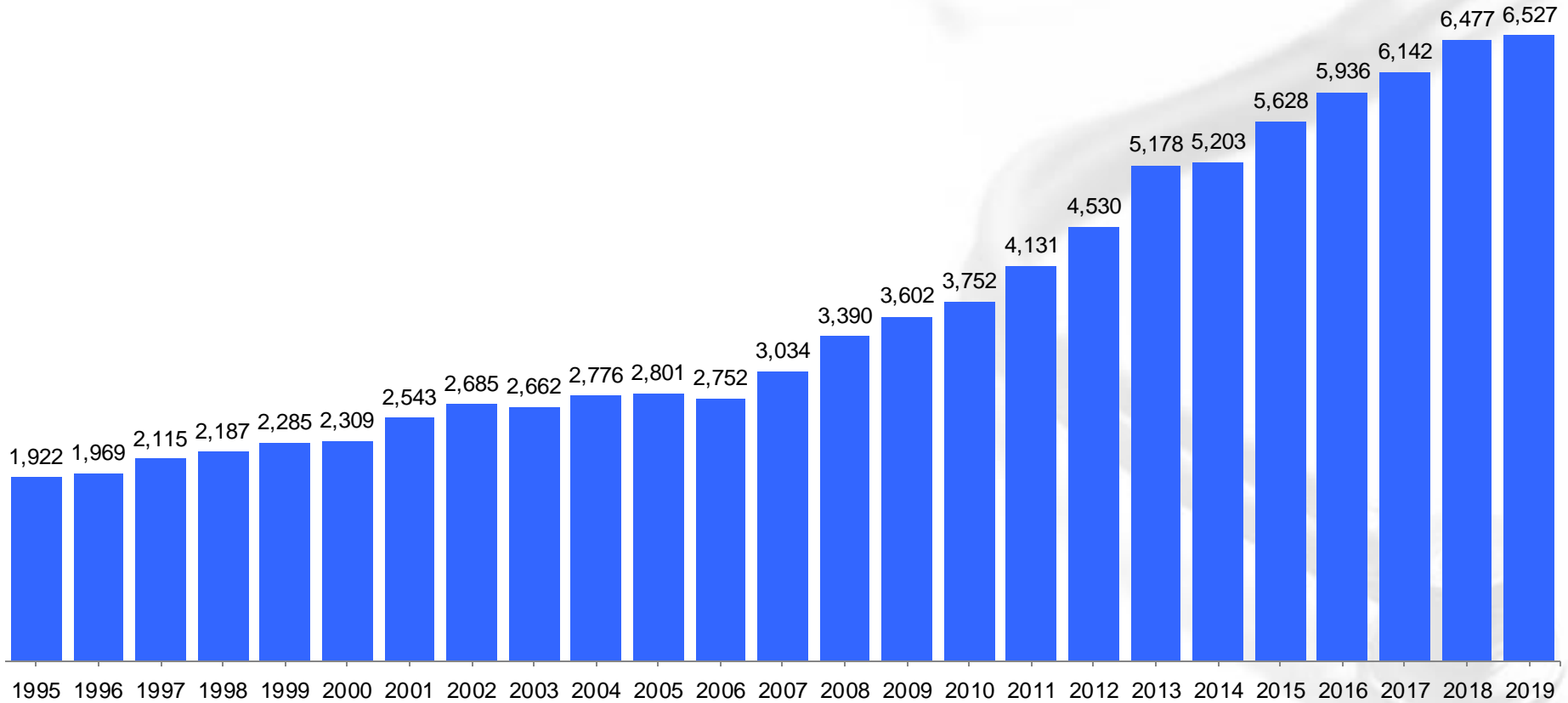


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Changing Demographics

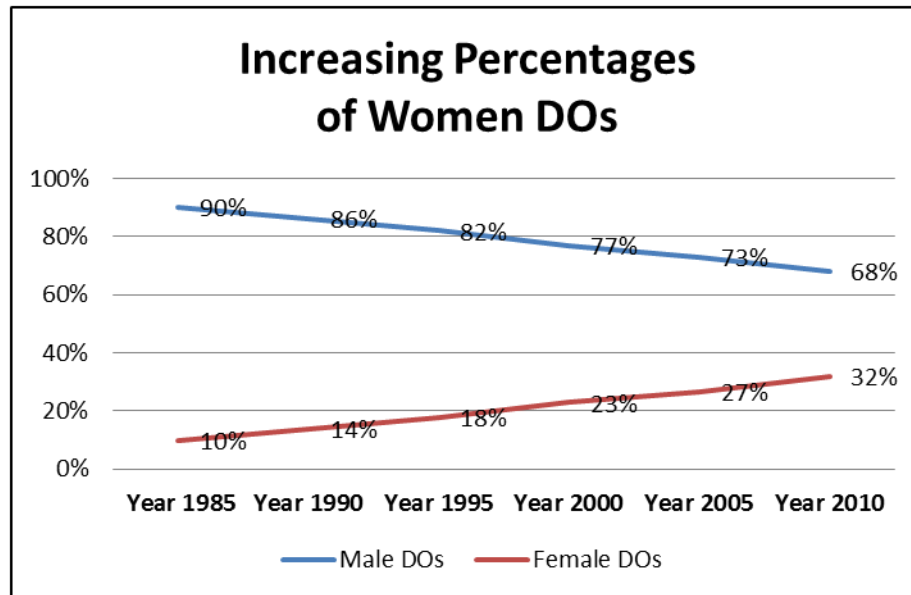
Student Population by Year (1995-2019)





Changing Demographics

- 46% of the 2012-2013 student body is female





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Medical Practice Environment

Pressure Points Impacting Physician Practices

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





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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!





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How do you move an Organization Forward?

Whether

- **building from the start,...**
- **or revitalizing existing,...**
- **or expanding capacity....:**

Strategy and Leadership are Key!

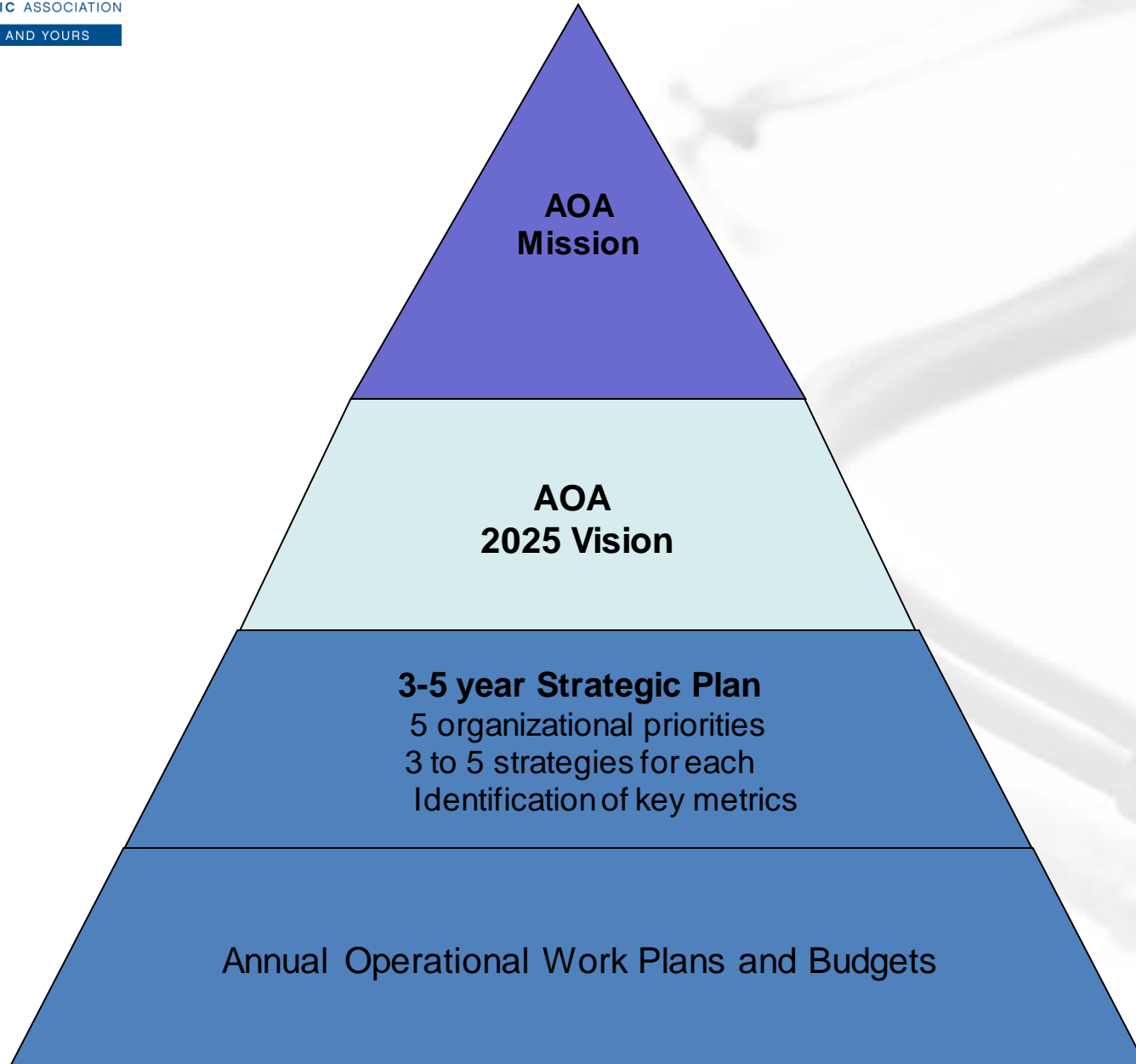




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Strategic Planning Process





Roof Top 2020 Goals:

Essential to Set Priorities!

- % increase in market share (via membership? Engagement? Other)
- % increase in public recognition of Osteopathic Medicine
- ?

Potential “Windows” for Strategic House

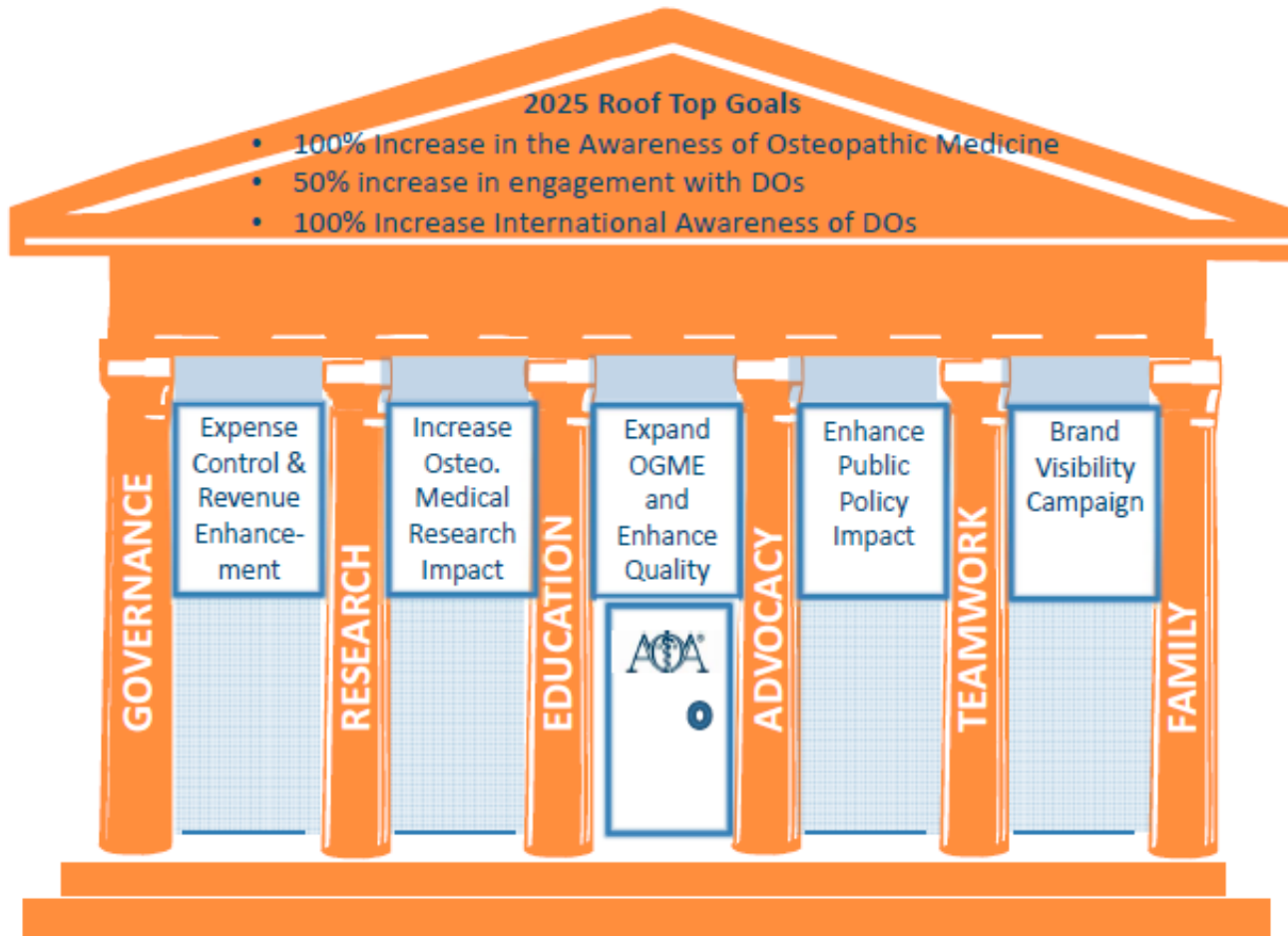
<p>Increase Impact of OM Research...</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	<p>Expand/Increase GME Residency Programs & Enhance Quality</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	<p>Rebrand Visibility Campaign</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • Market campaign • Visibility of DOs • Image of OMED • Communication tools & PR <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • • 	<p>Expand Physician Practice Product Lines</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • •
<p>Association Management & Affiliation Partnership</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	<p>Expansion of International Recognition of OM</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	<p>Governance Structure</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	<p>Enhance Impact of Public Policy</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> •
<p>Enhance & Expand CME Offerings</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	<p>Revenue Enhancement & Expense Control</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • • • <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	<p>Engagement of Dos</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • Adopt a Campus • Heros & Guardians • Ambassador program • Mentorship program <p>2014-16 Metrics:</p> <ul style="list-style-type: none"> • 	

SUPPORT OPERATIONS

IT • Communications • Finance • HR • Indirect Administrative • AOF • Etc.



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Achieving Strategy through Leadership

❖ 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.



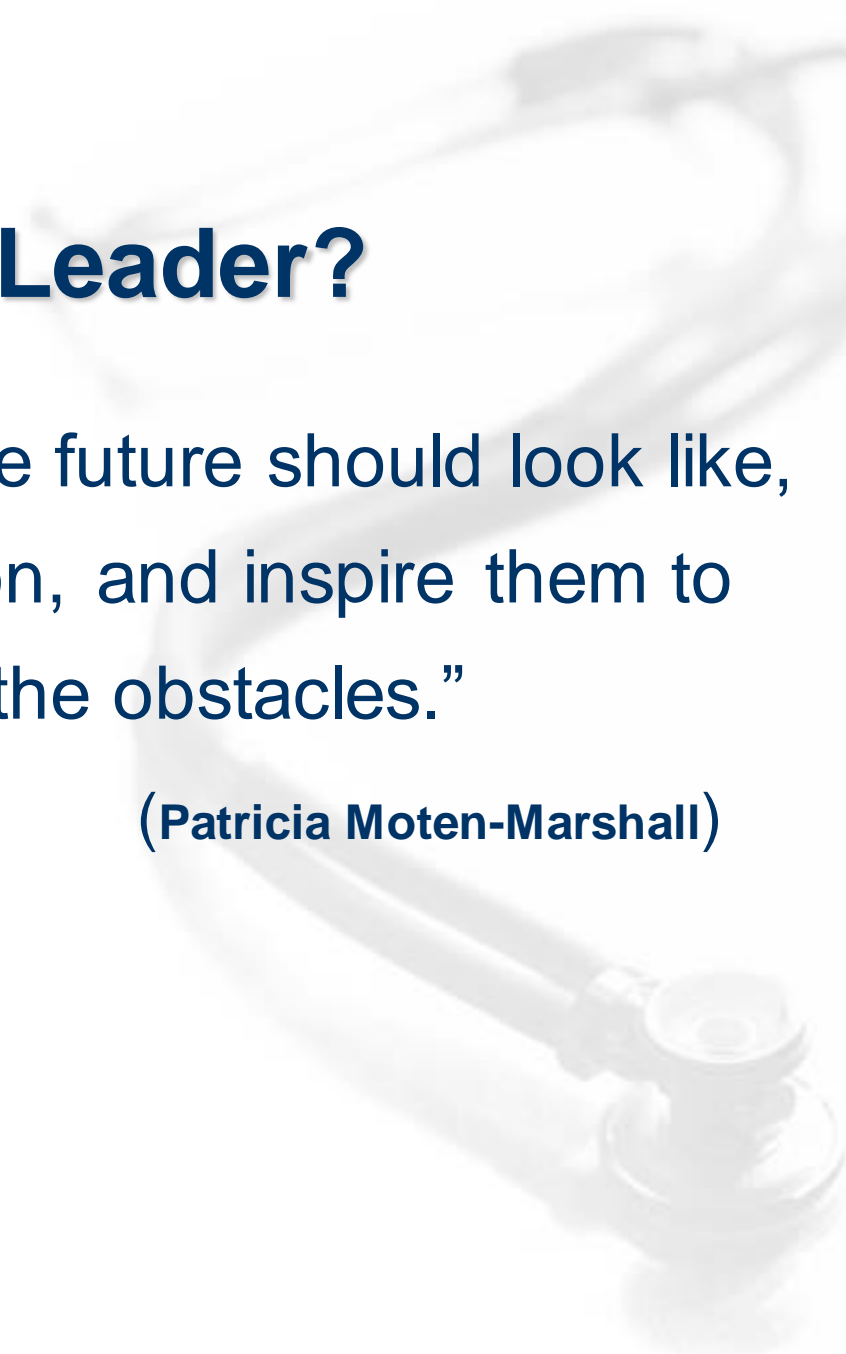
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What is a Leader?

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

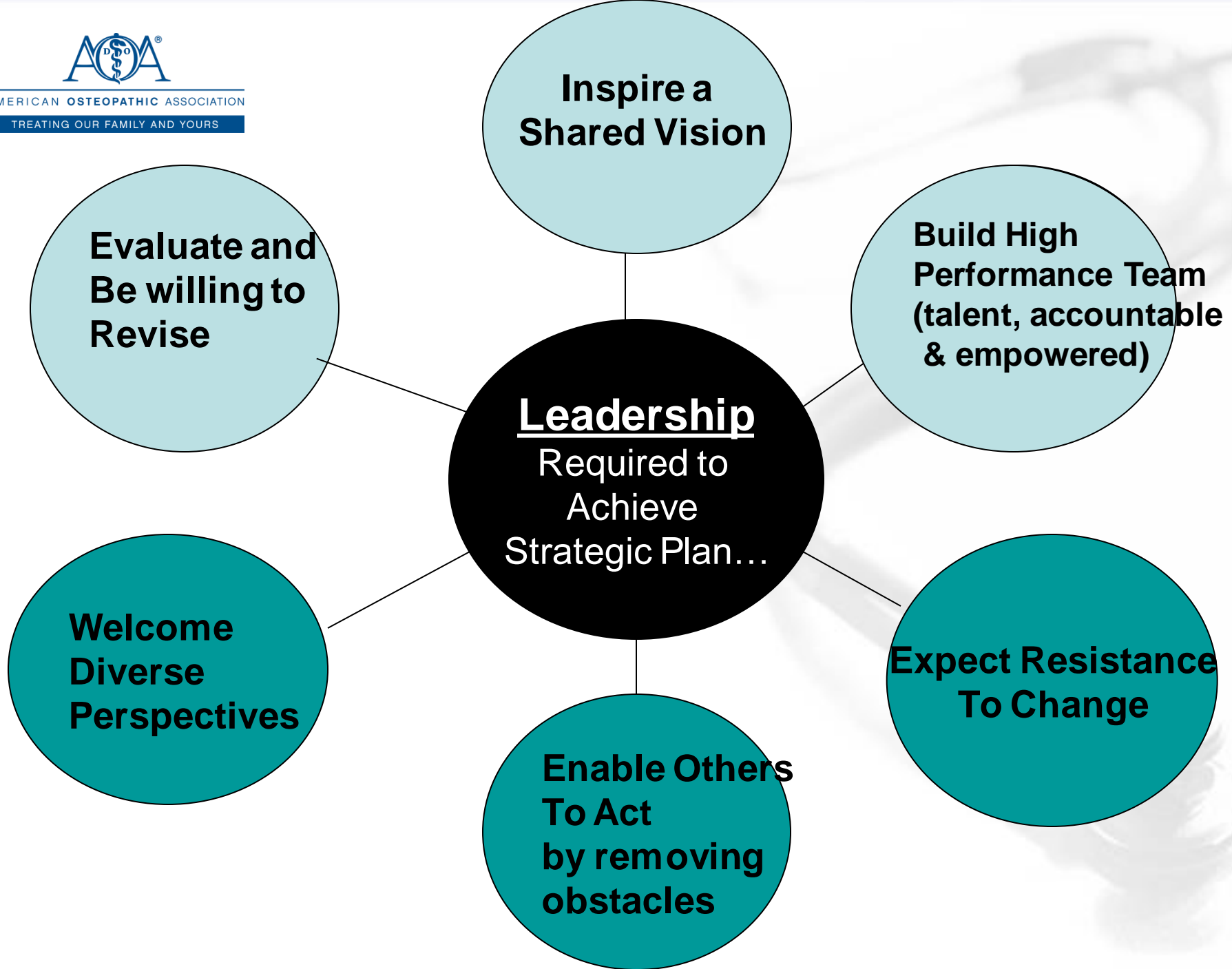
(Patricia Moten-Marshall)





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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!

