



The WSMA story

We unite our members to make a difference, whether that’s by improving the practice environment, their professional status, or the care they provide to patients and communities. **Our vision is to make Washington state the best place to practice medicine and to receive care.** We know a robust and healthy professional and practice environment is necessary to ensure that patients and communities have access to high-quality care when they need it. **We achieve this through our mission of advancing strong physician leadership and advocacy to shape the future of medicine and advance quality care for all Washingtonians.** Working together, we are building a vibrant medical profession and a healthy population.

At the start of 2020, our strategic plan focused on advocacy through strong, thoughtful policy, physician-directed quality improvement, physician education and development, and organizational stewardship. Then our community faced a COVID-19 pandemic that rocked our state and our members’ ability to practice. As Albert Einstein wrote, “You can’t use an old map to explore a new world.”

COVID-19 and recent events highlighting structural racism and health inequities have necessitated that we change our priorities and focus for the remainder of 2020 and beyond. Our four strategic pillars will remain; however, activities and KPIs will be adjusted for the remainder of 2020 as follows:

WSMA 2020 Strategic Plan Dashboard

ADVOCACY: Powered by our membership we will continue to be the lead physician voice on medical and health matters to legislators, regulators, and policymakers. Our advocacy work will focus on building a strong medical community and a healthy population, ensuring that all Washingtonians have access to a physician when they need one. 		
Strategies	Team	Key Performance Indicators -2020
Advance the voice of physicians and their patients via WSMA’s legislative and regulatory priorities.	Government Affairs (Sean) and Policy (Jeb)	<p>WSMA leaders to testify at least 5 times before state legislative committee.</p> <p>Defeat 1-2 burdensome administrative legislation and/or advance policy change to alleviate practice burdens.</p>

<p>Tell medicine's stories to members of the legislature, policy makers, congressional delegation, media and the public.</p>	<p>Communications (Milana), Government Affairs (Sean), Policy (Jeb)</p>	<p>Publish at least one Seattle Times oped.</p>
<p>Advocate for state and national policies that advance the physician voice, providing for quality patient care, and healthier communities, including advocating for health equity and the elimination of racial/ethnic inequities in Washington</p>	<p>Policy (Jeb) Government Affairs (Sean)</p>	<p>Increase WSMA's earned media exposure by 10% over 2019 experience.</p> <p>Increase WSMA's social media engagement by 10% over 2019 experience.</p>
<p>In light of COVID 19, advocate telehealth payment parity and economic support for physician practices.</p>	<p>Policy (Jeb), Government Affairs (Sean)</p>	<p>Telehealth services will be paid at parity as in-person visits for 2020.</p> <p>Secure economic relief for physicians impacted by COVID-19.</p>



QUALITY IMPROVEMENT: The WSMA will demonstrate leadership on medical and health matters, powered by our membership and others equally committed to advancing quality care for all Washingtonians. We advance key quality initiatives, education, and tools to implement quality improvements. We support value-based medicine while assisting physicians in providing the best care for their patients. Through it all, our efforts promote a healthy population.

Strategies	Team	Key Performance Indicators 2020
Drive population health improvement through physician-led quality patient care initiatives including data variance report programs on priority issues.	Continuing Professional Development (Jessica)	Implement 360 opioid program and conduct gap analysis to complete next physician-led quality improvement effort. Successfully advocate that both routine care and COVID-19 can be delivered in our state uninterrupted, while protecting both the health of health care workers and patients.
Utilize WSMA member expertise and experience to provide input into state's plans on COVID-19, particularly in the areas of PPE, testing, and contact tracing.	Policy (Jeb), Continuing Professional Development (Jessica)	
Create policy and advocate for a value-based payment system embraced by all physicians.	Policy (Jeb), Government Affairs (Sean)	

EDUCATION: The WSMA is committed to helping physicians develop the skills they need to thrive professionally in today's health care environment. We invest/create/offer leadership training and education for tomorrow's physician leaders and help current physician leaders to advance their skills. We provide top-notch educational opportunities for physicians and their teams.

Strategies	Team	Key Performance Indicators 2020
Offer leadership development and skills building courses for physicians that meet their professional needs.	Administration (Jennifer), Continuing Professional development (Jessica)	Move leadership courses and CME services online while still netting a profit. Create and deliver webinars and resources for physicians on improve physician/PA wellbeing.
Working with our Foundation, continue to prioritize physician wellness, particularly in light of the impacts of COVID-19 on the mental health and wellbeing of our members.	Continuing Professional development (Jessica)	Create and deliver webinars and resources on critical race theory in medicine and health inequity and diversity. Create and deliver monthly CPD webinar series with a focus on COVID-19 related topics that reaches at least 100 people per session.
Working with our Foundation, support a professional education program for its members on critical race theory in medicine with special attention to four key areas: 1. learning, understanding, and accepting America's racist roots; 2. understanding how racism shapes the disparities narrative; 3. defining and naming racism; and 4. recognition of racism, and not just race.	Continuing Professional development (Jessica)	
Keep members informed on latest professional news and COVID-19 developments via WSMA's multiple communications channels.	Communications (Milana), IT (Troy)	
Educate the public on relevant COVID-19 related topics via our PSA campaign.	Communications (Milana)	

OPERATIONAL EXCELLENCE: WSMA will be a trusted, respected, strong, and effective voice for physicians, their patients, and the communities they care for, regardless of practice setting, specialty, or career choice.

Strategies	Team	Key Performance Indicators 2020
Continue to improve and evolve WSMA's governance structure to ensure all members have a voice in the association's policy making process.	Administration (Jennifer & Shannon)	<p>Implement a subscription model for WSMA dues and PAC donations.</p> <p>Reach 11,250 members with a 91% retention rate and 550 new members.</p>
Evaluate WSMA's membership structure in light of WA state market.	Administration (Jennifer), Membership (Milana), Finance (Amy)	<p>Hire consultant to help with membership structure and governance work.</p>
Improve WSMA's data analytics to better understand our members' experience at WSMA.	Membership (Milana), IT (Troy), Finance (Amy)	<p>Build COVID-19 resources web page, including information on state COVID testing site locations and PPE suppliers</p> <p>Finish 2020 with \$2 million in non-dues revenue.</p>
Use technology to improve engagement with members and grow membership.	Membership (Milana), IT (Troy)	
Secure sustainable future at WSMA re: dues and non-dues revenue.	Administration (Jennifer)	
Position WSMA as the physician community's first stop for relevant COVID-19 information.	Communications (Milana)	
Work on issues outlined in yearly HOD Official Actions (see separate attachment)	See staff assignments	