



STRATEGIC PLAN

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PHYSICIAN EDUCATION

Position Statement

Physician education is a fundamental obligation of the AAN that shall be reflected clearly and unambiguously in the Academy's organizational structure and resource allocation.

Operational Strategies

- 1) Review and revise – as necessary – committee structure, charges, and relationships to support this strategic goal.
- 2) Establish appropriate outcome measures to assess the success of each education activity.
- 3) Develop and evaluate education programs and activities by regularly assessing member needs, changes in the healthcare environment that affect neurologists, and developments in clinical and basic neuroscience. Develop programs proactively.
- 4) Integrate staff functions related to education by reorganizing departments as necessary and clarifying interdepartmental relationships including AAN, AEI, and the Foundation to assure program diversity, improve coordination, and maintain continuity and quality.
- 5) Ensure that the budgeting process identifies income and expenses related to education activities.
- 6) Effectively market education programs and products to neurologists and neurological professionals worldwide.
- 7) Strengthen ties to other organizations that impact development of education priorities, materials, and programs (e.g., ABPN, ACGME, ACCME, NRRC, UCNS).
- 8) Assure balance between accessing the support of pharmaceutical and device companies and, at the same time, maintaining appropriate ethical safeguards against undue influence by them.



MEDICAL ECONOMICS

Position Statement

The AAN shall advocate for healthcare policies at state and national levels that offer neurologists fair reimbursement and a reasonable regulatory environment. The AAN will assist neurologists in obtaining the information and resources required to manage their practices effectively.

Operational Strategies

- 1) Advocate for an improved regulatory and reimbursement environment for neurologists to:
 - a) Develop a comprehensive advocacy campaign to inform legislators and other policy makers about economic disincentives facing physicians and the potential consequences for patient access and quality of care.
 - b) Ensure that neurologists are consistently and effectively represented on key coding and reimbursement committees of the AMA and CMS so that issues of concern to neurologists are reflected in policy decisions and recommendations. Build effective coalitions with other specialty societies, as appropriate.
 - c) Expand advocacy efforts at local, state, and national levels that identify key economic issues, use strategies tailored to these, and target the appropriate policy-making bodies.
- 2) Educate AAN members about methods to improve practice efficiency and productivity.
- 3) Support increased involvement of neurologists' office staff (from practice managers to billing staff) in AAN activities.
- 4) Assure balance between accessing the support of pharmaceutical and device companies and, at the same time, maintaining appropriate ethical safeguards against undue influence by them.



SCIENCE

Position Statement:

The AAN shall support research in clinical and translational neuroscience, health services, disease prevention, and other relevant areas of investigation.

Operational Strategies

- 1) Ensure presentation of the latest and most important research results at the Annual Meeting and other appropriate venues.
- 2) Facilitate interdisciplinary activities and the role of subspecialty societies at the Annual Meeting.
- 3) Determine, maintain, and monitor the AAN's relationships with the research community.
- 4) Advocate actively for the humane use of animals in scientific research.
- 5) Support development of physician-investigators and research by young neurologists through a research grants program.
- 6) Recognize high-quality research through special awards and programs (e.g., plenary sessions at the Annual Meeting).
- 7) Assure integration of staff functions related to science by an organizational structure that facilitates coordination, collaboration, and continuity.
- 8) Maintain the quality, impact, and financial viability of *Neurology*, the official journal of the AAN.
- 9) Assure balance between accessing the support of pharmaceutical and device companies and, at the same time, maintaining appropriate ethical safeguards against undue influence by them.



ADVOCACY

Position Statement

The AAN shall advocate for the practice of neurology to preserve patient access to high-quality neurological care and ensure the economic viability of the specialty.

Operational Strategies

- 1) Develop a comprehensive communications and advocacy campaign that targets state and federal legislators, regulatory bodies, and health plans to emphasize the economic pressures facing neurologists and the effect of these pressures on patients with neurological disorders.
- 2) Fund activities that support legislation and regulatory policies that are favorable to reimbursement, regulation, payment, and other identified practice-related priorities for neurologists.
- 3) Seek opportunities to include AAN positions in specific legislation.
- 4) Educate members about the importance of advocating for neurology and identify members and groups to serve as regional advocates for the Academy's State and Federal initiatives.
- 5) Develop materials, tools, and strategies to assist neurologists in maintaining and protecting their scope of practice in the regulatory, payer, and legislative arenas.
- 6) Develop a continuous, visible, and effective AAN presence in Washington, DC.
- 7) Advocate for increased federal support of research that will improve treatment of neurological conditions.
- 8) Advocate for support of teaching hospitals so that they continue to receive sufficient federal funding for graduate medical education.
- 9) Assure balance between accessing the support of pharmaceutical and device companies and, at the same time, maintaining appropriate ethical safeguards against undue influence by them.



LEADERSHIP

Position Statement

The AAN shall design, budget for, and implement a formal program for leadership development aimed at identifying, fostering, and assisting future leaders.

Operational Strategies

- 1) Develop and implement a plan for leadership development that addresses the following:
 - a) Board and Committee effectiveness
 - b) Identification of future leaders
 - c) Leadership training and mentoring
- 2) In addition to developing physician leaders, the Board of Directors shall work with the Executive Director to identify staff needs and facilitate staff development.



PRACTICE AND PATIENT CARE

Position Statement

The Academy shall support members in providing high-quality, state-of-the-art care to patients with neurological disorders.

Operational Strategies

- 1) Communicate scientific and clinical advances to members on a regular basis using AAN materials, including the AAN Website, *Neurology*, and *Neurology Today*.
- 2) Continue to develop and disseminate practice guidelines on selected topics. Regularly review and update published guidelines to maintain currency.
- 3) Develop tools, products, and initiatives to assist members and other healthcare professionals to implement practice guidelines and overcome barriers to their implementation.
- 4) Develop, validate, and disseminate performance measures that allow members to demonstrate the quality of the care they provide to patients, employers, regulators, and payers.
- 5) Investigate and report on strategies to improve patient safety and minimize medical errors, ensure HIPAA compliance, and ensure professionalism.
- 6) Be a leading resource for the integration of information technology with neurology practice needs.
- 7) Assure balance between accessing the support of pharmaceutical and device companies and, at the same time, maintaining appropriate ethical safeguards against undue influence by them.



MEMBERSHIP

Position Statement

The AAN shall continually demonstrate value to its members in order to maintain its position as a leading neurological organization.

Operational Strategies

- 1) Assess members' needs on a regular basis and communicate findings directly to the Board.
- 2) Improve the ability to communicate the AAN's positions, activities, and successes to our members.
- 3) Analyze why many US neurologists are not members of the AAN, and consider strategies to reach these practitioners, including a cost/benefit analysis for doing so.
- 4) Commit to increasing the number of international members and enhancing opportunities for them to participate in Academy activities. Consider a modified dues structure for neurologists in developing countries.
- 5) Conduct an economic analysis to understand the "value equation" for members when they weigh AAN dues versus received benefits.
- 6) Investigate shared or joint membership with other professional neurological organizations.
- 7) Seek new ways to increase member involvement in the Academy.
- 8) Make a major effort to increase neurology resident and medical student membership and involvement.
- 9) Develop an effective outreach program for new members and members whose dues are in arrears.
- 10) Assess and create new services of interest to members, such as malpractice insurance, financial services, and practice management programs. Assess opportunities for discounted products and services.
- 11) Assure balance between accessing the support of pharmaceutical and device companies and, at the same time, maintaining appropriate ethical safeguards against undue influence by them.



PUBLIC AWARENESS

Position Statement

Increasing public awareness of neurological disorders and the role of neurologists in treating these disorders must be a critical strategic priority for the AAN. The main focus shall be those who suffer from neurological disorders, their families, and caregivers.

Operational Strategies

- 1) Support a two-pronged approach to improving public awareness:
 - a) Provide accurate, credible, and meaningful information to people seeking information about neurological disorders, including neurologists, patients, families, caregivers, and others.
 - b) Study the costs and benefits of a national outreach campaign to raise public awareness about neurological disorders. This study should include the following elements:
 - Assess public perceptions about neurology and neurologists.
 - Develop a plan for public outreach that defines short- and long-term goals, strategies, and measures for a national campaign. This planning process should involve stakeholders from professional, advocacy, education, and industry partners in the community.
 - Discuss the possibilities of raising funds and recruiting professional partners (such as a public relations agency) to implement a national campaign.
- 2) Create a marketing plan for the Academy that will develop plans to improve public awareness of the neurology profession.
- 3) Avoid duplication of effort within and across the neurology community.
- 4) Assure balance between accessing the support of pharmaceutical and device companies and, at the same time, maintaining appropriate ethical safeguards against undue influence by them.



SUBSPECIALTY CERTIFICATION AND PROGRAM ACCREDITATION

Position Statement

The AAN shall develop and deploy accreditation and credentialing options for neurological subspecialties while maintaining the value of the generalist.

Operational Strategies

- 1) Analyze the concerns of members who oppose subspecialty certification.
- 2) Commission an education and outreach campaign to engage and reassure neurologists who are generalists. Collaborate with other organizations (ANA, CNS, PCN, AUPN) to develop and implement a targeted communication plan to address the concerns of both subspecialists and generalists.
- 3) In collaboration with other major neurology organizations, develop and implement a structure to credential subspecialists and accredit training programs.
- 4) Advise AAN sections and neurology subspecialty societies about credentialing and accreditation possibilities.
- 5) Support neurology subspecialties interested in pursuing credentialing and accreditation.