



VISION

The Arthroscopy Association of North America is the global leader in arthroscopy dedicated to advancing minimally invasive surgical education, advocacy and skills assessment to improve patient care.

MISSION

The mission of the Arthroscopy Association of North America is to advance the art and science of arthroscopy and minimally invasive surgery through education, skills assessment and advocacy.

Key Priority: ADVOCACY

GOAL: To be the leading advocate for the field of arthroscopy among regulatory agencies and payers.

Objective 1: Expand relationships with the Department of Defense, the Veteran’s Administration and the Society of Military Orthopaedic Surgeons for the expansion of surgical education programs.

Strategies:

- 1.1 Develop a Public Policy Plan.
- 1.2 Develop a Strategic Relationship Plan.

Milestones:

- Complete an organizational prioritization process - Q2 2017.
- Develop and implement relationship building strategies program based on prioritization – Q3 2017.
- Public Policy Plan developed – Q1 2018.
- By the end of 2019:**
 - *SOMOS/DOD program has been implemented.*
 - *An analysis of the quality of our DOD and VA relationships will be completed.*
 - *A sustainable MOU with the leadership of SOMOS will be in place.*

Objective 2: Reduce obstacles to reimbursement.

Strategies:

- 1.1 Identify public and private payer reimbursement obstacles.
- 1.2 Develop a comprehensive approach to addressing reimbursement obstacles.

Milestones:

- Develop and distribute a survey to better understand reimbursement obstacles among AANA members - Q1 2018.
- Identify key stakeholders in the public and private payer space and develop engagement plans for each.
- By the end of 2019:**
 - *Reimbursement obstacles will be identified and individual strategies to address will be in place.*

	<ul style="list-style-type: none"> - <i>Analysis of the progress that has been made relative to reimbursement obstacles completed.</i> - <i>We will have engaged with key stakeholders in the public and private payer space to advocate for improved reimbursement for arthroscopy.</i>
<p>Objective 3: Interface with government agencies and payers to effect changes that will allow members to deliver high quality care.</p>	
<p>Strategies:</p> <p>1.1 Identify the innovative arthroscopic procedures that have shown indications for potential improvements to patient care.</p> <p>1.2 Classify the body of research in support of the procedures.</p> <p>1.3 Advocate for the increased usage of these innovative procedures.</p>	<p>Milestones:</p> <p>Convene a task force to explore vehicles for collecting data on “innovative” procedures and their corresponding outcomes – Q3 2017</p> <p>Convene a task force to conduct a systematic review of the literature to validate “innovative” procedures and their outcomes – Q1 2018</p> <p>Create an advocacy plan to engage government agencies and payers and advocate for reimbursement of “innovative” procedures.</p> <p>By the end of 2019:</p> <ul style="list-style-type: none"> - <i>There will be a common understanding amongst AANA leadership of the innovative procedures and their outcomes.</i> - <i>Systematic review of the literature will be completed.</i> - <i>Analysis of the effectiveness of the engagement with government agencies and payers relative to reimbursement of new procedures will be complete.</i>

Key Priority: EDUCATION

GOAL: To be the recognized provider of and resource for surgical education in the field of arthroscopy.

Objective 1: Develop a comprehensive business plan for the education portfolio.

Strategies:

- 1.1 Identify a business plan template for medical education.
- 1.2 Develop a plan based on the template.
- 1.3 Implement a comprehensive delivery vehicle plan for the education portfolio.

Milestones:

- Create a baseline satisfaction score for AANA educational programming – Q1 2017.
- Conduct and assessment of educational programming to identify curriculum gaps – Q2 2017.
- Create a comprehensive 5 year business plan for AANA educational programs – Q3 2018.
- Explore ways to leverage use of the OLC for educational programs beyond its current use – Q4 2018.

By the end of 2019:

- *Comprehensive business plan will be in place and we will have education programs covering the full spectrum of arthroscopy.*
- *The average satisfaction score from course attendees will have increased 2 percentage points from the baseline score.*
- *Attendance and satisfaction numbers will have increased beyond baseline measures.*

Objective 2: Establish a methodology for incorporating continuous quality improvement (CQI) into all educational programming.	
<p>Strategies:</p> <p>1.1 Assess the current feedback mechanisms to ensure they capture information to affect change.</p> <p>1.2 Identify best practices in quality improvement specific to medical education.</p> <p>1.3 Create a model for continuous quality improvement (CQI).</p>	<p>Milestones:</p> <p>Complete review of the existing evaluation tools – Q1 2017.</p> <p>Create a core group of accepted best practices to guide AANA – Q1 2017.</p> <p>Create a baseline member satisfaction score – Q1 2017.</p> <p>Create criteria for a net promoter score – Q2 2017.</p> <p>Implement committee evaluation process – Q2 2017.</p> <p>Implement a continuous quality improvement program – Q1 2018.</p> <p>By the end of 2019:</p> <ul style="list-style-type: none"> - Member satisfaction scores will increase 2 points from the baseline. - Association will have engaged with an external entity to determine appropriate CQI measurements and corresponding benchmarks.

Key Priority: SKILLS ASSESSMENT

GOAL: To be the recognized certifier of proficiency skills in arthroscopy.

Objective 1: Validate the metrics for proficiency based training (PBT).	
<p>Strategies:</p> <p>1.1 Review of metric data.</p> <p>1.2 Develop metric data sheet.</p>	<p>Milestones:</p> <p>Metric data reviewed and randomized for RCR, ACL, and Hip Labral Repair. Q1 2017</p> <p>Metric data scoring sheets developed and validated. Q1 2017</p> <p>By the end of 2019:</p> <ul style="list-style-type: none"> - <i>Validated metric scoring for PBP for shoulder, knee and hip will be fully integrated into AANA content development and delivery.</i>
Objective 2: Communicate with and lobby the American Board of Orthopedic Surgery to recognize PBT as a measure of competency.	
<p>Strategies:</p> <p>1.1 Identify and forge relationships with ABOS stakeholders who affect change relative to alternative certification pathways.</p> <p>1.2 Develop an advocacy campaign to achieve goals.</p>	<p>Milestones:</p> <p>Key ABOS stakeholders are identified and an engagement plan is created – Q3 2017.</p> <p>White paper to address obstacles to the alternative certification pathways written – Q1 2018.</p> <p>Advocacy plan to support alternative certification pathway created.</p> <p>By the end of 2019:</p> <ul style="list-style-type: none"> - <i>AANA will have a solid relationship with key ABOS decision makers.</i>

	<ul style="list-style-type: none"> - <i>ABOS leaders will be in support of the alternative certification pathway.</i>
Objective 3: Integrate PBT into the AANA education portfolio.	
Strategies: 1.1 Include in the development of the comprehensive business plan an AANA education.	Milestones: Develop the business case for incorporating PBT into the AANA education portfolio – Q1 2018. Develop a mechanism for incorporating instruction, assessment, grading and reporting into AANA programming – Q3 2018. By the end of 2019: <ul style="list-style-type: none"> - <i>The components (instruction, assessment, grading and reporting) of proficiency based training will be fully integrated into the AANA education delivery model.</i>

Key Priority: FINANCE	
GOAL: To be operating under a business model that supports consistent financial and organizational growth.	
Objective 1: Grow the balance of the corpus of the AANA Education Foundation.	
<p>Strategies:</p> <p>1.1 Implement a comprehensive fundraising and development plan for the Foundation.</p>	<p>Milestones:</p> <p>Annual Fundraising campaign is launched – Q1 2017.</p> <p>10 Year Anniversary campaign is launched – Q1 2017.</p> <p>Corporate Development Plan is launched – Q1 2017.</p> <p>By the end of 2019:</p> <ul style="list-style-type: none"> - <i>The number of individual donors has increased 15%.</i> - <i>The corpus of the Foundation has grown 25%.</i>
Objective 2: Diversify the revenue streams to reduce the reliance on one source of funds.	
<p>Strategies:</p> <p>1.1 Broaden and improve the financial performance of the education portfolio.</p> <p>1.2 Review current programs, services and initiatives in order to identify items that could or should be sunset based on inadequate financial performance.</p> <p>1.3 Examine opportunities for new sources of revenue (ie. members, nonmembers and outside the profession).</p>	<p>Milestones:</p> <p>Create metrics for evaluating education portfolio – Q2 2017.</p> <p>Complete program and service review – Q3 2017.</p> <p>Create a development pipeline for new programs and services – Q3 2017.</p> <p>By the end of 2019:</p> <ul style="list-style-type: none"> - <i>All new educational offerings will be operating at a profit margin of 25%.</i> - <i>A methodology has been established for evaluating products and services.</i>

	<ul style="list-style-type: none"> - <i>A minimum of four new revenue sources will have been added to the association's portfolio.</i>
Objective 3: Increase membership recruitment and retention.	
Strategies: 1.1 Assess value of current member package. 1.2 Develop comprehensive membership recruitment and retention plan.	Milestones: Assess current member benefits package – Q1 2017. Conduct a member needs survey – Q1 2017. Implement membership recruitment campaign – Q2 2017. Implement membership retention campaign – Q2 2017. By the end of 2019: <ul style="list-style-type: none"> - <i>Member satisfaction has increased 5%.</i> - <i>Membership has increased 7%.</i> - <i>Membership retention has increased 5%.</i>

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