2015 Business Meeting
& Town Hall
January 16, 2015
Agenda

- President Report – Destry Sulkes
  - Alliance Board & Staff Introductions
  - Status of Executive Director Search
  - Challenges Faced & Milestones Achieved in 2014

- Treasurer’s Report – Steven Kawczak
  - 2014 Financials with Context of Past Years
  - 2015 Budget & Controls

- Foundation Report – Jack Kues

- Advocacy Report – Scott Weber

- Town Hall Q&A

- Approvals of Past Minutes, Reports, and By-Law Changes

- Passing of the Gavel – Destry Sulkes to Ed Dellert

- 2015 Vision – Ed Dellert
President’s Report

Destry Sulkes, MD, MBA

Alliance President
New Alliance Staff

- David Schmahl – SB Healthcare Practice Lead, connecting us with other SB groups and leadership
- Megan Cohen – hiring manager for the Full-time Executive Director, and direct supervisor to Interim & Full-time Executive Directors
- Mike Copps – new Interim Exec. Dir., starting on Jan 1, 2015, and being on-boarded by Mike Saxton thru the end of 2014
- Existing Staff: Jessica Romano, Iris Rice, Sarah Ngueyem
- New Staff:
  - Angela Cangemi: Operations Manager
  - Teddy Kruekowksi: Operations Associate
  - Joanna Truitt: Senior Education Manager
  - Jennifer Kasowicz, MarComm Sr. Manager
  - Cameron Curtis, Event Services Sr. Manager
  - Laura Johnson, Event Services Sr. Associate
  - Sarah Alcock, Accountant
  - Peter Smithson, IT Services
  - Jessica Eustice, Foundation Grant Manager
2014 Executive Committee Officers

- Destry Sulkes, MD, MBA, President
- Ed Dellert, RN, MBA, CCMEP, Vice President
- Gayla Bruner, RN, Secretary
- Steven Kawczak, PhD, Treasurer
- Bina George-Figueroa, MS, CCMEP, Secretary-Elect
- Chitra Subramanian, MS, PhD, Treasurer-Elect
- Jack Kues, PhD, CCMEP, FACEHP, Past President
- Mike Saxton, MEd, CCMEP, FACEHP, Ex Officio, Interim Executive Director
Alliance Board Introductions

2014 Board Directors

- Robert Addleton, EdD, CCMEP, FACEHP
- Debra Curran, MA, RN
- Debra Gist, MPH, FACEHP
- Beverly P. Wood, MD, MSEd, PhD
Alliance Board Introductions

2014 Retiring Board Member
- Jack Kues, PhD, CCMEP, FACEHP, Past President

2015 Renewal of Public Board Member Status
- Joan Straumanis, PhD
- Kathy Chappell, RN, PhD

New 2015 Board Directors
- Nancy Paynter
- Phil Dombrowski
- Diana Durham
- Rebecca DeVivo
- Mike Copps, Ex Officio, Interim Executive Director
Foundation Directors

2015 Foundation Directors

- Destry Sulkes, MD, MBA – President
- Ed Dellert, RN, MBA, CCMEP, Vice President
- Gayla Bruner, RN, Secretary
- Steven Kawczak, PhD, Treasurer
- Mazi Abdolrasulnia, PhD
- Robert J. Birnbaum, MD, PhD
- Maureen Doyle-Scharff, MBA
- John Ruggiero, PhD, MBA
2014: Context of the past year

Jan: True Detective airs, Li Na Australia Open, Lourde wins Grammy for “Royals”

Feb: Seahawks win, Jimmy Fallon takes over Tonight Show, Dalai Lama to CA

Mar: Malaysia Airlines #370 disappears (239 missing), Phil Jackson to NY Knicks
2014: Context of the past year

Apr: Cat Stevens and Nirvana inducted to Rock n Roll Hall of Fame

May: Santa Maria (not) discovered off coast of Haiti, Adam Scott overtakes Tiger

June: Gangnam Style 1st video w/2B views on YouTube, Nadal wins 9th French
July: Germany def. Brazil 7-1 in semis, Malaysia Airlines #17 shot down (298 killed)

Aug: WHO categorizes West Africa Ebola outbreak an “international concern”

Oct: Joe Torre and Tony La Russa into MLB Hall of Fame
(fun fact: both played for Atlanta Braves – ’68 vs ’71)

& Lourde banned from SF radio
2014: Context of the past year

Nov: World Trade Center re-opens, E.U. spacecraft Philae lands on a comet
2014: Healthcare context & controversy

• ACA generating more ACOs, then less?
• HCV is now curable, at what cost?
• Immense advances in immunizations – flu, pneumonia, shingles, HPV – why low usage?
• Ebola Rx & vaccine efforts – why only now?
Happy 40th Birthday to the Alliance

Date of Birth…

- December 12, 1974 at the Princeton Club at an event supported by the publishers of “Patient Care”, with 36 attendees to “identify and promote the implementation of a rational, pluralistic and coordinated system of CME, to enable practicing physicians to be optimally effective in the delivery of patient care”

Happy 40\textsuperscript{th} Birthday to the Alliance

Parents…

- Steering Committee included leaders from 6 sectors:
  - Hospitals
  - Medical Schools
  - Medical Societies
  - U.S. Dept of HHS
  - Medical Publishing
  - Industry

\textit{Continuing Medical Education: Looking Back, Planning Ahead. Dennis Wentz, Editor, 2011, Dartmouth College Press.}
<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Title</th>
<th>Affiliation</th>
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<tr>
<td>1976-1978*</td>
<td>William Felch</td>
<td>MD</td>
<td>United Hospital of Rye</td>
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<td>1979-1980*</td>
<td>Malcolm Watts</td>
<td>MD</td>
<td>UC San Francisco</td>
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<td>1981-1982*</td>
<td>Robert Richards</td>
<td>PhD</td>
<td>Michigan State University School of Med</td>
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<td>1983-1984*</td>
<td>Patrick Storey</td>
<td>MD</td>
<td>University of Pennsylvania</td>
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<td>1985-1986</td>
<td>David Fink, Jr.</td>
<td>PhD</td>
<td>York Hospital</td>
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<td>1989-1990</td>
<td>Kevin Bunnell</td>
<td>EdD, PhD</td>
<td>Colorado Alliance for CME</td>
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<td>1991-1992</td>
<td>David Davis</td>
<td>MD, FCFP</td>
<td>American Association of Medical Colleges</td>
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<td>1993-1994</td>
<td>Martyn Hotvedt</td>
<td>PhD</td>
<td>Aria Health</td>
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<td>1995-1996</td>
<td>James Leist</td>
<td>EdD, PhD</td>
<td>Alliance for CEhp</td>
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<td>1999-2000</td>
<td>Melvin Freeman</td>
<td>MD</td>
<td>Washington State Medical Association</td>
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<td>2001-2002</td>
<td>Donald Moore, Jr.</td>
<td>PhD</td>
<td>Vanderbilt University School of Medicine</td>
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<td>2003-2004</td>
<td>Marcia Jean Jackson</td>
<td>PhD</td>
<td>CME By Design</td>
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<td>2005-2006</td>
<td>Harry Gallis</td>
<td>MD</td>
<td>Alliance for CEhp</td>
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<td>2007-2008</td>
<td>Sue Ann Capizzi</td>
<td>MBA</td>
<td>American Medical Association</td>
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<td>2009-2010</td>
<td>Jann Torrance Balmer</td>
<td>PhD, RN</td>
<td>University of Virginia, School of Medicine</td>
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<tr>
<td>2011</td>
<td>George Mejicano</td>
<td>MD, MS</td>
<td>Oregon Health &amp; Science University</td>
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<td>2012</td>
<td>Damon Marquis</td>
<td>MA, MS</td>
<td>The Society of Thoracic Surgeons</td>
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<tr>
<td>2013</td>
<td>Jack Kues</td>
<td>PhD</td>
<td>University of Cincinnati</td>
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<tr>
<td>2014</td>
<td>Destry Sulkes</td>
<td>MD, MBA</td>
<td>Medivo, Inc.</td>
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Growth & Collaboration

Some milestones along the way…

- 1976 – 1\textsuperscript{st} Annual Conference in Atlanta, GA – 100 attendees
- 1976 – SACME forms (AHME had formed back in 1956!)
- 1981 – ACCME forms (AMA PRA award created in 1968!)
  – JCEHP launched (originally named Mobius)
- 1988 – 1\textsuperscript{st} CME Congress by Tri-Group
- 1992 – Initial Standards for Commercial Support
- 2004 – Updated SCS
- 2007 – Senate Finance Committee Letter to ACCME
- 2009 – Joint accreditation launched by ACCME, ACPE, ANCC

Status of Full-time Exec. Dir. Search

- Updated Alliance Executive Director Job Description (Sept 2014)
- SmithBucklin selected, included in final interview process (Nov 2014)
- Finalist of interest took another career opportunity (December 2014)
- Re-launching search with SmithBucklin recruiter (January 2015)
- Finalists to be presented and interviewed (February 2015)
- Anticipated new Alliance Executive Director secured (April 2015)
Current Challenges: Post-2007 Membership Decline

Alliance Members from 1974-2014

- 1970s-2007 Alliance & ACCME growth trends
- Senate Finance Committee letter in 2007
- Alliance/ACCME parallel membership reduction
- 2011 Alliance Actions to expand membership
- Membership has not grown
Current Challenges: Post-2011 Decrease in Reserves

- **2011 Strategic Commitments** developed to address the changing healthcare ecosystem & ensure our members are provided the best benefits to be successful

- The past 4 years had a series of aggressive investments in:
  1. **Member-focused programs**
     - National Faculty Education Initiative (“NFEI”)
     - Competency Assessment and Lifelong Learning Series (“CALLS”)
  2. **Advocacy efforts**
     - Re-naming, branding to include all healthcare professionals
     - Move to Washington DC area for more national awareness
     - Efforts towards creation of the Coalition 501c(6) & a Foundation
Current Challenges → Course Correction

- The post-2011 investments were made based on corresponding revenue increases, to maintain our Reserves.
- The forecast revenue increases did not materialize.
- Therefore we’ve taken steps to:
  1. ensure consistent delivery of member benefits
  2. reduce overhead
  3. use our resources more efficiently
Course Corrections I

• Hired the leading Healthcare Assoc. Mgmt. Co.
  ...to allow us to ramp up resources around live
  meetings and reduce overhead → annual savings of $400k
Course Corrections I

- Hired the leading Healthcare Assoc Mgmt Co
  ...to allow us to ramp up resources around live meetings and reduce overhead

- Hired a new Interim Executive Director
  ...to maintain focus on members and our core value
Course Corrections I

- Hired the leading Healthcare Assoc Mgmt Co...to allow us to ramp up resources around live meetings and reduce overhead
- Hired a new Interim Executive Director...to maintain focus on members and our core
- Established new financial controls...to safeguard our Reserve Fund
Course Corrections I

• Hired the leading Healthcare Association Management Company
  \(\ldots\text{to allow us to ramp up resources around live meetings and reduce overhead}\)

• Hired a new Interim Executive Director
  \(\ldots\text{to maintain focus on members and our core}\)

• Established new financial controls
  \(\ldots\text{to safeguard our Reserve Fund}\)

• Expanded BASICS to “Fundamentals 101 & 201”
  \(\ldots\text{to address members’ requests for both NEW staff and MID-LEVEL staff content}\)
• Coalition rolled back in to Advocacy Committee
...to reduce costs and empower members
Course Corrections II

- Coalition rolled back in to Advocacy Committee
  ...to reduce costs and empower members

- Succeeded in advocating with CMS – huge win!
  ...to leverage member energies to drive public awareness and policy
Course Corrections II

• Coalition rolled back in to Advocacy Committee
  ...to reduce costs and empower members

• Succeeded in advocating with CMS – huge win!
  ...to leverage member energies to drive public
  awareness and policy

• QIE Roadmap developed with new grant monies
  ...to increase public awareness of our value as
  educators, with external funding
Course Corrections III

• Committee re-organization
  ...to improve transparency and collaboration, while reducing support costs
Course Corrections III

- Committee re-organization
  ...to improve transparency and collaboration, while reducing support costs

- Formal presidential membership focus established
  ...to ensure open communication with members and deliver highest value benefits
Course Corrections III

• Committee re-organization
  ...to improve transparency and collaboration, while reducing support costs

• Formal presidential membership focus established
  ...to ensure open communication with members and deliver highest value benefits

• Quarterly President video blogs
  ...to maximize transparency
Washington D.C. HQ @ 2025 M St NW
Chicago Offices Available: 330 N Wabash St
Treasurer’s Report

Steven Kawczak, PhD

Alliance Treasurer
Alliance Finance Report

2014 Finance Committee Actions

- 2013 Audited Financials & IRS Form 990
- 2014 Operating Budget, Aggressive Foundation Goal of $1M
- New 2015 Budget based on 2014 Actuals and Realistic Market Trends; Significant Expense Reduction
- New Policies to Reduce Risks on Revenue Forecasts and Maintain Accountability
## 2014 Financial Operations

<table>
<thead>
<tr>
<th>Program</th>
<th>Revenue Actual</th>
<th>Revenue Budget</th>
<th>Revenue Variance</th>
<th>Expense Actual</th>
<th>Expense Budget</th>
<th>Expense Variance</th>
<th>Margin Actual</th>
<th>Margin Budget</th>
<th>Margin Variance</th>
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<tr>
<td>Conferences &amp; Programs</td>
<td>$1,472,071</td>
<td>$1,707,317</td>
<td>($235,246)</td>
<td>$973,846</td>
<td>$1,104,374</td>
<td>$130,528</td>
<td>$498,225</td>
<td>$602,943</td>
<td>($104,718)</td>
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<td>Membership</td>
<td>$617,611</td>
<td>$626,805</td>
<td>($9,194)</td>
<td>$0</td>
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<td>$617,611</td>
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<td>Foundation</td>
<td>$535,998</td>
<td>$1,008,527</td>
<td>($472,529)</td>
<td>$319,842</td>
<td>$568,397</td>
<td>$248,555</td>
<td>$216,156</td>
<td>$440,130</td>
<td>($223,974)</td>
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<td>Administration</td>
<td>$950</td>
<td>$7,000</td>
<td>($6,050)</td>
<td>$1,598,490</td>
<td>$1,551,784</td>
<td>($46,706)</td>
<td>($1,597,540)</td>
<td>($1,544,784)</td>
<td>($52,756)</td>
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<td><strong>Total</strong></td>
<td>$2,626,630</td>
<td>$3,349,649</td>
<td>($723,019)</td>
<td>$2,892,178</td>
<td>$3,224,555</td>
<td>$332,377</td>
<td>($265,548)</td>
<td>$125,094</td>
<td>($390,642)</td>
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</table>
4 years of negative operating margins, turning around in 2015.

- 2010: $166,871
- 2011: $(323,109)
- 2012: $(446,377)
- 2013: $(698,245)
- 2014 Projected: $(265,548)
- 2015 Budget: $153,055

+6% Operating Margin in '15
Includes ~$400k in Expense Reductions by hiring Assn Mgmt Co
Reserve Balance Decreased, Now Trending Back Up

[Annual Cash Flow Timing Provides Cushion of $600k]
Investment Balance Remains Healthy

- 2010: $1,200,000
- 2011: $1,000,000
- 2012: $1,200,000
- 2013: $600,000
- 2014: $600,000
- 2015 Budget: $600,000

Projected
How We’ll Deliver on Budget in 2015

- Revenues from 2014 Actuals, conservative assumption
- Expenses reduced from 2014 Actuals, due to AMC savings
- Foundation revenues forecast at $300k, more conservative than 2014 Actuals of $500k
- QIE Phase II programs not to be initiated until grant monies are contracted
- Bethesda Office Lease assumed at full rate thru Sept 2015, conservatively based on long time to find new tenant
Foundation Focus 2014

Quality Improvement Education Phase I

- $500,000 in new revenues to create the QIE Roadmap
- Successful delivery of Roadmap, on budget

Initial Work on Establishing Priorities

- New Committee Chairs
- Initial Dialogue on Priorities
- Need Member Input
Purpose

Foundation Focus 2015

Quality Improvement Education Phase II

- Goal of Raising $300,000 in 2015 Grants
- Program Development dependent on new grant monies

Prioritize and Execute on Top QIE Priorities

- Engage with short list of healthcare QI organizations
- Provide members with QI tools and techniques
Scott Weber

Alliance Advocacy Committee Chair
Our goal is to provide a member-centric, shared-responsibility approach to advocacy

- What have we accomplished to date
  - New committee members
  - Name change
  - Town Hall with members who funded Coalition
  - Town Hall on Sunshine (over 200 members participated)
  - Survey of members to establish advocacy priorities
  - Data compiled – presenting to Advocacy SIG for feedback and Advocacy Committee to finalize plan and get started!
  - Plan incorporates tools and resources for members to advocate on their own behalf; representation on national issues impacting profession; partnering with internal and external groups to evangelize value of certified CE
Member Q & A

Request for motion to approve:

- Minutes from 2013 and 2014 Annual Business Meeting
- Reports from President, Treasurer, and Foundation President
- Changes to the By Laws per December 17th, 2014 Public Posting
Dessert Interlude

Past Presidents Salute
Passing of the Gavel

Destry to Ed
Balancing the Best of Today…
To Advance Our Profession Tomorrow

Ed Dellert, RN, MBA, CCMEP
ACEhp 2015 President
The Vision & Future Priorities

A Changing World

Volunteer Leaders & Members

Collaborations & Partnerships

Measuring Progress & Success
1974-1984 Idea & Initial Growth

1985-1995 Continued Growth

1996-2004 Maturity & Refocus

2005-2013 Growth, Maturity & Refocus

2014 – 2015 Refocus

2016-2018 Projected Growth

ACEhp Future

The Alliance for Continuing Education in the Health Professions
ACEhp Board

Leadership & Mentorship
Professional Competencies
Communications & Annual Report
Fundamental & Advanced Healthcare Educator
Regional & National Resources
Strategic Review & Planning

ACEhp Members
In 2015, we envision:

1) Maintenance of operational controls;
2) Enhance core educational resources;
3) Align and build member relations & strategic partnerships
4) Advance our profession and competencies
5) Assess our strategic plan and make recommendations for the next three years

<table>
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<tr>
<th>Vision</th>
<th>Resources</th>
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| In 2015, we envision: | 1) SmithBucklin partnership and new Executive Director
2) Critical controls and dashboard
3) Prioritization of resources and budgeting processes
4) Implementation of committees and support of Board
5) Communication tools with members
6) Leader assignments in present yet realistic view of future |

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<thead>
<tr>
<th>1st Quarter 2015</th>
<th>2nd Quarter 2015</th>
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</table>
| - SmithBucklin implementation & board development
- New Executive Director
- President’ member focus & organizational partnerships
- Review strategic plan |
| - Foundation efforts
- Membership model recommendations
- Recommendations for professional ACEhp competencies (formerly “learning”)-
  Strategic partnership meetings |

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| - “Fundamentals” (Basics & Intermediate Content)
- M.S.S. Meetings
- Fall QI Meeting
- Strategic plan review & recommendations
- 2016 budgeting & prioritization |

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| - Final preparations for 2016 Annual Meeting
- 2016 Budget & priorities finalized
- 2016-2018 ACEHP Strategic Plan, membership model, professional competencies & organizational partnerships |
I cannot say whether things will get better if we change; what I can say is they must change if they are to get better. -George C. Lichtenberg
Call for motion to adjourn