

American College of Physician Advisors
Meeting Name: Board of Directors Operations Retreat
Date: September 28-29, 2024

Insert names of all committee members. Use an "x" for attendees and leave the box blank for members not at the meeting

Mark X	Members	Mark X	Members	Mark X	
x	1. Clarissa Barnes– Chair	x	8. Anuja Mohla	x	Adriane Martin
x	2. Ahmed Abuabdou	Excused	9. Emeric Palmer		
x	3. Denise Goodman	x	10. Ritu Prasad		
Excused	4. Alvin (Al) Gore	Excused	11. Elizabeth (Liz) Quinn		
x	5. Juliet Ugarte Hopkins	Excused	12. Erica Remer		
x	6. Mary McLaughlin-Davis	x	13. Scott Ceule	x	Parthavi Das, FLCO, NBM
x	7. Benjamin (Ben) Kartchner		14.	x	Tracy Ptacek, FLCO, NBM

Topic	Discussion	Conclusions/ Recommendations	Responsible	Date
Welcome/Introductions <ul style="list-style-type: none"> President Update ACPA Structure/Frontline 	Clarissa welcomed everyone to the meeting. She shared some people could not be at the meeting. There will be more discussion in these meetings to focus on the direction of the college. Need to adapt with the growth of the industry so that we also stay competitive. Members introduced themselves			
Strategic Plan Review Financial Update	Ahmed reviewed ACPA’s vision and mission. He then reviewed the scorecard. Scorecard: -Education review, on track for 2025, launch certification by November 2023 and it launched Feb. 21, 2024, goal is to have 12.5% of membership certified by Dec 2024 and 25% of membership certified by Dec 2025, currently at 8%.	<ul style="list-style-type: none"> Need to organize Resources tab on website Make sure published articles are available on the websites and cross referenced 		

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	<p>-NPAC, goal is to increase attendance by 5% and increase sponsorship.</p> <p>-GAC, need a plain language summary of CMS, how can we track satisfaction with information, discussed how CMS is distributed through email and Town Halls, discussed how to make it more user friendly, can click/open rates be reported for GAC emails sent in Constant Contact?</p> <p>-CDI, Adriane proposed submitting important bullet points from coding clinic in update from quarterly publication and then having a subcommittee to produce a yearly summary of the coding clinic.</p> <ul style="list-style-type: none"> o Coding Clinic Guidelines – There was hesitation that there may not be people on the committee to do this. Need this first and then 2027. Someone will need to look at Coding Clinic and pull a few bullets for the website. Maybe this is subcommittee - YE do a summary of the year. Could use Communities to share opinions. Could use the template like GAC. Could capture each segment of each Town Hall presentation video along with the slide presentation – add the timer for each segment. <p>- Relationships with CMSA and ACDIS. Have a good one with CMSA and have done one whitepaper with ACDIS. Do not see the relationship with ACDIS going further. Committee members can do what they want to do be more careful with leadership roles since their articles are behind their paywall. AHIMA acquired them.</p> <p>-Need clarity as to what is public and what is membership only information for the website</p> <p>-Is there a way to track the readers’ comments, possibly using CommUnity for this.</p> <p>-Have a yearly survey – what is impactful and what do members want more of?</p>	<ul style="list-style-type: none"> • Articles that are in the Update should also be in the different committee pages, Denise suggested using search tags in the articles. • Need a webmaster to review what should be on the website and how it should be formatted. • Clarissa said that 2025 will be a time to gather information of membership through surveys. • Want to analyze website usage. • Is it possible to do live video on Instagram? • A new strategic 5-year plan will be done at the beginning of year 5. • What are best practices for associations of ACPA’s size? • How does the college maintain income from certification when the majority of people who want to become certified are certified. • Should there be a fellowship membership level? 		

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	<p>-CPAL will evaluate success at the end of year and Art of Mentoring process. Currently expected to continue for another year. Looking to improve and continue the program in hopes of developing new leaders for the college. By December 2025 – have 20 pairs – so a year ahead on this goal. Will evaluate at the end of the first year. May need to make some additional tweaks. It is a way to get new leaders.</p> <p>-Membership is meeting growth goals.</p> <p>-Social Media goal is not 5 days a week but being very successful. The posts are now planned with graphics. Could we do live posts at NPAC which are preplanned.</p> <p>-Financial & Resource Management - 90-day emergency fund has been established.</p> <p>-Leadership – Current leadership has been raised from membership, achieved nomination process.</p> <p>The scorecard has lots of greens so we may need to put some new goals. Will do a strategic plan at the beginning of year five.</p> <p>Financial Highlights -</p> <p>-Balance Sheet shows we are moving in the right direction.</p> <p>-Income Statement – formal budget was first approved 2023, goal is for operation costs to be covered by membership, since operation costs are going up membership income needs to go up either with more members and/or membership cost needs to go up. Membership revenue covers operations expenses. 5% increase with FLCO and 5% increase with membership each year.</p>			

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	<p>- What other ideas for ACPA-C maintenance – do we increase the membership and a participant pays a fee?</p> <p>-Investment – looked at investment numbers, Charles Schwab – This was Charles Locke’s idea. Two goals – continue to grow money that is not enough. This money can be used if there is an emergency.</p> <p>-Question asked what is the operational cost of the year, Ahmed said monthly expenses are around \$35K a month</p>	<p>Next strategic plan – should have a goal on risk assessment.</p>		
<p>NPAC Member Awards in 2026</p>	<p>2024 - Scott shared overview of 2024. NPAC 2024 had the 10-year reception was 100K, total registration with vendors 500+ in person and 140 virtual, met targets of financials. The highest cost is the F&B. 2024 – hotel was one where we took over the hotel and has 10-year anniversary party.</p> <p>As we grow, the locations we can go to are more limited.</p> <p>2025 He shared the 2025 NPAC budget -Chicago will be different than being in San Diego. E&F will be part of NPAC this year. Three and half days and E & F will be on Monday and the board meeting will be on Sunday night. There will be a poster session this year as pilot. If people do not get selected asked to give poster session. It might be 10 to 15 people. These people could be future NPAC speakers. Chicago is an expensive F&B place. It will cost \$800 a person. Increased registration in 2024. Looking at sponsorship levels and the sponsorship benefits. The theme was developed last year. The deadline for abstracts is September 30. Have the review panel ready to go so that each person has about ten people. Month ahead on timeline. Goal to have the agenda sooner than in the past. E&F filled quickly. This year we can have about 100. The day of E&F try to have NPAC will have the evolving roles.</p>	<ul style="list-style-type: none"> • Social media ramp up before <ul style="list-style-type: none"> ○ Maybe a little Chicago History • Can social media be posted live during the event building excitement • The original concept of E&F was for very new people and small group to get good conversation. Is it a good idea to go up to a large group? Could it go to a twice a year event? Possible to go every two years worth exploring. • Could do two rooms where speakers speak to each room but participants could have smaller groups • 2025 could make a separate lunch for E&F to socialize with speakers • Could add to a longer time in 2025 or earlier start 		

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	<p>- Stephanie stayed on and Chris Boyles and Sumana Narasimhan are the new vice-chairs. 20 applications – interviewed 10 people.</p> <p>-expecting same growth, but have to be careful of getting too big for variety of space</p> <p>-At Marriot, estimated 525 participants and 125 virtual. Estimating \$30K as the margin.</p> <p>-Abstract review team ready to go, each should have about 10 to review, new presenters will be vetted</p> <p>-E&F, could house 180 people, discussion of increasing cost of E&F</p> <p>-Speaker discounts discussion, other conferences give 50% or X\$ off or discount based on the day you speak, many large organizations don't give any discounts</p> <p>-How do you discount for panels?</p> <p>-Discussion about what the Board would like as a subject for Keynote, AI or Value Based Care. Clarissa emphasized the need for a good speaker.</p> <p>-Dine with Docs, always gets great feedback but is difficult to orchestrate. Proposing each group leader will lead a group based on an app. Not going to have a cost to ACPA. ACPA needs to assign leaders. Group thinks maybe to just leave people to network on their own. The bar area could be used as a way to socialize and network.</p> <p>-For 2025 have E&F people have lunch with the faculty. Be transparent on the number of people who can attend. Cap at 100. We should do E&F evaluations separately. Change the pricing for E&F with the discount. Add \$100 with the discount for NPAC. \$695 and those with the discount will be \$595. Discount given to speakers and track hosts. Many organizations are not giving comp registrations anymore. Need a speaker discount. \$200 speaker discount.</p> <p>2026</p> <p>-Charolett NC -going to be 2.5 days with E&F done separately</p> <p>2027</p> <p>-ideas for 2027 – Denver, Seattle, Las Vegas</p>	<ul style="list-style-type: none"> • Need to cap for 2025 at 100 and promote it as such. Will be in one room with dedicated lunch. Assign Board members to be present for E&F lunch • Implement E&F survey for feedback • Increase everything having to do with E&F by \$100 • \$200 off for speakers up to 2 speakers per session 		

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Certification Update	<p>Ben shared the certification committee started meeting again, looking for additional members with 5 years experience and ACPA-C.</p> <ul style="list-style-type: none"> -CHCQM as pathway expires August 1, 2025 -Set deadlines to complete modules and tests, E&F attendees will have 3 months to purchase and take exam <ul style="list-style-type: none"> -Two pathways – there is no timeline before and now have incorporated one. E&F has three months to complete and purchase models have six months. Get testimonial for someone who failed and who took the modules and then took the test. -Maintenance and recertification, maintenance is in 3-year cycles. At the end of 3 years need to submit X hours or CME and pay \$25 or \$50 fee. Everyone retakes test at year 6 with 3-year fee as a discount. <ul style="list-style-type: none"> -It will occur in three-year cycles. If you want to maintain, pay \$25 to \$50 and the money would be applied when have to retake it in six years. The exam will be updated annually. We will look at another platform for the future. Made it every three years so it was not cumbersome with time and money. It could be participating in one NPAC every three years. Being on a committee, attending a Town Hall. Create point system for time on committee. Have questions about newsletter articles. -May need to start collecting questions now for recert test. Exam would be updated yearly. Test can't be updated question by question. Maybe look at new system for first round of 6-year retake/recert people. Redo current test Feb 2025. -CME to renew. Wants it to be natural to achieve. NPAC within the 3 years would give enough to renew. Committee participation would award CME. Attending Town Halls, reading Newsletter and answer questions online 	<p>Difference between MOC and Fellowship (citizenship).</p> <p>Get testimonial for someone who failed and who took the modules and then took the test.</p>		

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	<p>-Discussion that NPAC may be the only way to achieve recertification. Discussion about what should count as CME, should it only be awarded for ACPA events? -If awarding MOC needs some sort of automated system -TLC Modules Updates -E&F is augmenting the TLC modules</p>			
<p>Vision/Mission/Values Philosophy of Board Governance Bylaws NDA</p>	<p>-Reiterated Vision/Mission/Values from Strategic Plan -Clarissa explained the reason for the NDA being that ACPA now has intellectual property. The example passed out doesn't include consequences, but it must be added. A final version will be forthcoming. She encouraged members to ask questions if they come up now or in the future.</p> <p>Bylaws -Need a definition of what a member is. Discussion is physician and non-physician levels and what makes them a difference. -Need it by 2026 for the awards. If we need to remove them, there need to be rules as to why. Think all the ways there could be potential problems -Board roles were made functional because ACPA was small and needed to grow. Typically, the board is more strategy and advisory. Executive function and operations are tied together, how does that stay separate and have the board have oversight on EC. -Seeing their roles that are more technical positions. Need it to be long-term role due to BOD term limits. -Need to separate Board Member from someone who is in charge of a committee or group. The board's responsibility should be overseeing the viability of the college, and every role should have to report to someone else. There should be a board and executive committee. -Need a way to remove a Board member. -Some roles are technical and need to be able to stay in the job and not have to move on. -By splitting jobs it will increase the number of leadership roles. Committee Chair serves on the board becomes one Board Member and one person is a</p>	<ul style="list-style-type: none"> • Need to add the definition of membership to bylaws and match level with benefits/what roles they can hold and when/how they can be removed • Differentiated Board members from Operations • Goal is to have a blended BOD by NPAC 2025 • Goal is to have full transition of separate Board and Operations in 2 years 		

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	<p>Committee chair. Board members have term limits but committee chairs to not.</p> <ul style="list-style-type: none"> -Board Members (odd number 7-9 people) their job would be to advise, oversee, strategize, innovate for the college. Should consist of physician members, non-physician members, and industry related people. -Operations/Staff Members consists of committee chairs, CEO (serves on the board as a nonvoting member) -Board: Chair of the board is the immediate past president. President would have a seat of the board. What elevated function will this board do? What skillset moving forward? -Need succession planning. -What are the types of people we want on the Board: Advocacy – health-based government affairs person, past CMS employee, payor side, legal, academic/education professional, IT/Tech (cyber security/AI/EMR/data analysis), quality (leap frog/visia), Revenue Cycle, post-acute, case management, cdi/ur nurses, coding - Expertise: Advocacy -CMS policy, CMS connections, hospital/government policy, academic – CME/GME, Tech/AI/data analytics, Payer, Quality, Rev Cycle, Hospital President -Operations/Staff: President VP of Ops VP of Finance VP, Education (NPAC Chair) VP, Member Engagement Committee Chairs -Operational head/CEO, can approve operational modifications but should go to board for large purchases and/or changes -Operations (what jobs need to be filled, not necessarily a physician): President (ACPA member and physician), VP of Operations (ACPA member and physician, would be next up for President), VP of Finance, Committee Chairs report to VP of Operations, NPAC Chair reports to President, , VP of Education, NPAC/E&E/TLC/Certification report to VP of Education, Editor (reports to President), Member Engagement (CommUnity) -Where does the editor go. -Website 			

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<p>Committee updates</p> <ul style="list-style-type: none"> • Government Affairs • Pediatric • CDI • Observation • Advisory Board 	<p>Ritu- Update on Cleveland Clinic Foundation</p> <ul style="list-style-type: none"> - Cleveland Clinic Symposium – Ritu shared the work she’s been doing with them for their event. <p>GAC-</p> <ul style="list-style-type: none"> -membership - up to 10 – capped at 25 members, just updated membership, will follow up with those who have not been active -bringing on new Vice Chair, Joanne Kipnis from Duke, she is active in CMS -updates on 2 Midnight Rule increased interest – how to prepare the hospital teams -No new stuff for IPSS for this winter -Doing Town Hall with Obs in November, how to contact CMS, IMPF no real updates, committee has done a lot of articles, update on CMS Complaint Process email went out -CMS went out in September <p>Peds</p> <ul style="list-style-type: none"> -Physician Advisors are understaffed in pediatric departments -committee open to anyone who wants to participate in things that need done, two vice chairs, Denise has served 6 years and will be stepping down after NPAC and Sumana will step into Chair, will do vote for vice chair in or after December and announce new vice chair at NPAC -Did Town Hall June 2024 - Children hospital asking how to be set up the UM. <p>CDI</p> <ul style="list-style-type: none"> -Erica is stepping down and Adriane is taking over as Chair, committee will be electing a new vice chair and the chair position will be held for 3 years - Three levels for the committee: Emeritus, active, associate. 25 people. - Town Halls – Joey has taken over - Working with Pediatrics to have CDI tips - CDI pairing senior person paired with junior person. -submitting an abstract for NPAC based on Sepsis Town Hall -Looking at a CDI Forum <p>Obs</p>	<ul style="list-style-type: none"> • Update new GAC Vice-Chair • Discuss if it would create a cycle for all committee chairs every 3 years with the contingency of if someone else doesn’t want it or if no one is qualified to take over then they could serve another term. • Research clicks on cases that are in the newsletter • Give CMSA about AB Town Hall • Possible to do a once-a-year press release with committee members and their contributions. • Make committee member email badges? • Roll a slide between NPAC sessions acknowledging committee members and their contributions • Make President Thank you letter for being NPAC Speaker • Take committee members off the website and leave chairs and vice chairs only some time after NPAC • Press release for active members • Chair has to be a physician but vice chair can be non physician as long as there is at least one who is willing to move up • Make a single committee member policy to stand for all committees. • Give CMSA heads up about AB Town Hall. Invite Jessica, Mary and Ron to the new board. 		

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	<p>-13 members, not everyone is equally active, this year set the expectations that members needed to do at least two cases, -looking to restructure, -TownHallss one this year and two joint, committed to do a TH early 202 -working on white paper for ACPA -newsletter cases starting to taper off, want ideas to make things fresh, looking for recommendations from the board to have new case one month and then responses the next, or new case each quarter. What should the cadence of the cases be? Could send the case out as a separate email? Check on the clicks for the observation cases. Created resource page about six modules -may use social media to get feedback from polls, can clicks be tracked on the newsletter, have been adding to the resource page</p> <p>Advisory Board</p> <p>-Mary as chair for past two years, there are 5 other members. The members are not very active. -Doing Town Hall October 28. -Mary is an activist for Case Managers and their place in ACPA, Juliet asked who from the current people involved would be a good candidate for the Board</p>			
Committee Governance	<p>Discuss the three layers:</p> <ul style="list-style-type: none"> • Emeritus: Been on the committee certain period of time • Active: If they are active, they can continue • Associate: should not put this on the resume <p>Create press release on what each committee did and who did what – member recognition. Create a badge for the difference committees. Feed into awards. Professional development and how to cite it – different for those who are in academics and in hospital system</p> <p>Send letter from the President to NPAC speakers and they can use it however they want to. Only have chair and vice chair on the website. Put this into</p>	<ul style="list-style-type: none"> • Asked committee chairs to update Committee Charters 		

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	<p>action after NPAC 2025. Vice chair can track who is doing what on the committee. Create template for the letter and tracking the data. Committee to produce YE report so can be captured in December newsletter.</p> <p>Committee roles & responsibilities</p>			
	<p>MOTION: To elect Ahmed Abuabdou as the NPAC President starting October 2025 as presented. There was a motion and a second, and the motion was passed.</p>			
Budget	<p>Ahmed reviewed the 2025 and shared the budget process in 2023 and 2024.</p> <p>Revenue Revenue resources: Membership NPAC E&F TLC Certification Other Revenue – used to receive money from ABQAURP.</p> <p>Ahmed proposed to increase physician membership by 5% to \$350 for physicians and \$150 for non-physicians.</p> <p>Discussion was about a two-year renewal/membership. Ahmed said that the discount has to be accounted for as an expense. Discussion that membership revenue should, in theory, cover operational costs of the college. Membership has not increased since 2020.</p>	<ul style="list-style-type: none"> • Increase membership cost: physician members go up to \$350 and non-physician members up to \$150. • NPAC and EC is only board members will be the only paid in 2025. 4th quarter 2024 would continue as earlier 2024. • motion stipends continue as is for 2024. Starting 2025 only EC and NPAC team will receive stipends. • Discussion is when this should happen based on the fact new bylaws are on the horizon and could they happen together. • Until then stay with bylaws as written but make adjustments for those who are continuing to do those double jobs until they can be split for next bylaws. • Denise motion to keep president stipend same with plan to gather information about similar organizations and what their pay structure is. • Julia gave history of how the payment came about 		

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	<p>Discussion on Corporate Level membership. Members may resent not having access to things that a corporate membership would have. This would include 1 membership. Discussion on number of members.</p> <p>NPAC does not include the increase that was discussed for E&F.</p> <p>TLC surpassed its revenue goal in 2024.</p> <p>Discussion about participation of the TLC modules. Decided to keep old videos up for new members. Denise suggested doing a marketing campaign of “What is a Physician Advisor”.</p> <p>Discussion about membership campaign that is targeted at CEOs. In the marketing, should be used to promote the ROI of having physician advisors</p> <p>ACPA-C needs to get 25% of membership certified by 2025. Share testimonials</p> <p>Expenses: Discussion of Frontline Expense. Frontline Marketing was explained by Clarissa who explained that it includes man hours and creation. Building recognition. Denise spoke to marketing needing a professional. Parthavi explained some of the campaigns that Ronni is working on and what the marketing department includes. Adriane suggested that it be emphasized how physician advisors provide a ROI. Can the marketing department prove an ROI?</p> <p>Board expenses –Board expenses, President Expenses, Officer/BOD Stipend. Proposed that there be no more Board Stipends except for EC/President and NPAC (because it is already budgeted). Adriane asked if you could bring in professionals to advise the board and pay them. President’s discretionary fund/President’s Fund could cover advisory cost. \$30k is the president’s stipend and \$5K is for discretionary expending.</p>	<ul style="list-style-type: none"> • Discussion to keep pay same for now and research amounts of other organizations based on restructuring. • Need to look up what others are comping. Do due diligence by fall of 2026 retreat. 		

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	<p>Mentoring Project – dinner with participants, new contract was discussed.</p> <p>ACPA Platform – database, communities, LMS. Budget reflects refund for undelivered material/services.</p> <p>Web Design – stayed same.</p> <p>Other expenses – legal fees, audit, taxes, and anything labeled Misc</p> <p>College is projected to lose \$111K – should break even with the changes discussed</p>			
	<p>Motion: To approve the office and board stipends as presented. There was a motion and a second, and the motion was passed.</p> <ul style="list-style-type: none"> • The President and NPAC Chair stipends should stay the same based on bylaws. • VP of Operation and VP of member engagement stipends should stay the same for 2025 as a one-time exception to the bylaws for short term operational needs. • Remove stipends for all other board positions based on the bylaws. 			
Next steps- Succession planning	<p>What is the best place to start finding vice chairs of the committee? Open call for VP of Operations and VP of Finance. New President typically starts at Board Retreat May have an Operational Retreat Day before NPAC</p>	<ul style="list-style-type: none"> • Post openings for VP of Operations and VP of Finance 		
Next steps- Bylaws	<p>Best Practices in the industry and see what the industry standards. Need to create a timeline. Board indemnification. Do we have it? Discussion on the potential new structure.</p>			
Communities	<p>Etiquette disclaimer on home page and ability to have posts be deleted Start with GAC/OBS Town Hall for organization and structure</p>			

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	Communities – Pin that comes up with the rules of engagements. Look at the need to clean up some of the information in between the website and communities.			
	Meeting adjourned at 12:40 PM CT			