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ANNUAL REPORT

EMPOWERING

PHYSICIANS

IMPROVING

HEALTHCARE

A B O U T

US

The Physicians Foundation is a nonprofit 501(c)(3) organization founded in 2003 that seeks to empower physicians to lead in the delivery of high-quality, cost-efficient healthcare.

As the U.S. healthcare system continues to evolve, the Physicians Foundation is steadfast in its determination to strengthen the physician-patient relationship, support physicians in sustaining their medical practices and help practicing physicians navigate the changing healthcare system.

A LETTER FROM OUR
PRESIDENT & CHIEF EXECUTIVE OFFICER

2017 was a year of disruption and change in healthcare as tax and healthcare reform were hotly debated, mergers and acquisitions occurred between retailers, payers and health systems made headlines and the opioid epidemic was declared a public health emergency. The Physicians Foundation found itself communicating and navigating through the many changes.

It is evident that physicians' time continues to be stretched thin and burdens are worsening under growing pressures to keep up with data reporting and regulatory mandates. In 2017, the Foundation contributed resources to support physician wellness and raised awareness of this issue

by sponsoring and participating in forums including the American Conference on Physician Health and the Direct Primary Care Conference. We understand how critical it is to communicate with physicians to provide resources and support regarding the mounting challenges that directly impact them.

To represent the patient perspective, we proudly issued our second biennial patient survey, hearing from more than 1,700 adults in the U.S. to better understand how they feel when they step out of the doctor's office. Several questions corresponded with those from the Foundation's biennial 2016 Physician Survey to compare patients' and

physicians' outlooks on issues that impact them both. Notably, an overwhelming majority of patients were satisfied with their primary care physician. However, few felt they had all the time they needed together.

But as we have all learned, care after a doctor's visit isn't the same for everyone. Thus, we remain unwavering in our mission to address social determinants of health. Specifically, the Foundation responded to the Centers for Medicare & Medicaid Services' (CMS) request to provide recommendations on its Innovation Center's "new direction." We applaud CMS and its continued commitment to advance patient-centered care. With a focus on a



broader notion of health that includes the impact of poverty, CMS can achieve its goal of enabling quality care at reduced costs with improved outcomes.

Finally, our grants program has continued to foster several vital initiatives. In 2017, we invested more than \$3 million to support physician leadership and more than \$1 million to support physician wellness. In addition, the Foundation provided over \$1 million to help rebuild physician practices impacted by the record-breaking hurricane season in Florida, Texas and Puerto Rico. We also continued our ongoing support of organizations we firmly believe will help practicing physicians.

We understand there is much more work to be done to equip practicing physicians with the tools, resources and insights necessary to navigate today's changing landscape – as well as to serve as key influencers in the evolution of our healthcare system. The Foundation will continue to provide a voice for practicing physicians by focusing on strengthening the physician-patient relationship, speaking out against unnecessary burdens that interfere with clinical care and improving the way quality healthcare is delivered to America's patients.

We encourage you to visit our website, www.physiciansfoundation.org, and our

Twitter and LinkedIn pages for the latest news and resources. We have many exciting endeavors on the horizon that we look forward to sharing with you in the near future.

Thank you for your ongoing support and commitment.

SINCERELY,

GARY PRICE, MD
President, The Physicians Foundation

TIM NORBECK
Chief Executive Officer, The Physicians Foundation

S T R A T E G I C G O A L S



Our strategic plan addresses both the current healthcare environment as well as how The Physicians Foundation can best support practicing physicians within its organizational principles.

The plan provides the framework for the Foundation to pursue a multi-year approach to achieve its core mission.

Four strategic goals that guide our work are:

01

Fully harness the Foundation's potential for furthering physician leadership and physician-led innovation throughout the country

02

Embrace a focused, intentional approach to funding research projects and studies that are timely, actionable and have measurable outcomes

03

Significantly increase the visibility of the Foundation and its ability to influence national healthcare policy

04

Build greater organizational capacity for mission success



01

FULLY HARNESS THE FOUNDATION'S POTENTIAL FOR FURTHERING PHYSICIAN LEADERSHIP AND PHYSICIAN-LED INNOVATION THROUGHOUT THE COUNTRY



“ THE PHYSICIANS FOUNDATION CONTINUED ITS COMMITMENT TO SUPPORTING INNOVATIVE AND EFFECTIVE PHYSICIAN LEADERSHIP PROGRAMS ACROSS THE U.S. ”

In 2017, The Physicians Foundation proudly supported 18 physician leadership programs. The Foundation’s renewed grant to Health Leads, a social enterprise that envisions a healthcare system that addresses all patients’ basic resource needs as a standard part of quality care, was used to continue efforts to address poverty and social determinants of health. The focus was on three physician-oriented projects to elevate physician voices, enable physician-led research and equip physicians with needed tools. The program will enable physicians to lead within the healthcare sector and will inform better practice standards and care for patients.

An additional example of the Foundation supporting programs for physician leadership was its grant to the New Jersey

Healthcare Executive Leadership Academy to help the program invest in the individual development of healthcare organization leaders and physicians in New Jersey. Developed by the Medical Society of New Jersey, the New Jersey Hospital Association and the New Jersey Association of Health Plans, the program has brought together the three pillars of healthcare in New Jersey to develop cross disciplinary, collaborative leadership within each sector to resolve the most pressing healthcare issues in the state and serve as a model for the rest of the nation.

As the discussion around physician distribution and shortages continues, resources like the University of North Carolina at Chapel Hill’s FutureDocs

Forecasting Tool are more important than ever. In 2017, the Foundation supported the further evolution of this unique tool. FutureDocs is a critical resource for health systems, hospitals, physician offices, specialty societies and policymakers to find up-to-date, evidence-based forecasts about which types of health services will face shortages in particular geographies. Armed with this information, stakeholders use the model to determine which service lines to expand and what types of physicians to recruit to meet forecasted shortages. The Foundation’s continued support of this tool enabled the FutureDocs research team to publish an issue brief assessing whether the supply and distribution of physicians in the United States will be sufficient to meet the future demand for healthcare services.

02

EMBRACE A FOCUSED, INTENTIONAL APPROACH TO FUNDING RESEARCH PROJECTS AND STUDIES THAT ARE TIMELY, ACTIONABLE AND HAVE MEASURABLE OUTCOMES



Physicians are committed to providing their patients with the best possible care. Yet, just as physicians are under stress from the challenges of our healthcare system, so are patients. Our second biennial patient survey revealed that 89% of patients are fearful that the rising cost of healthcare will impact

them in the future. Nine out of ten consumers say as leaders of patient care, the physician's voice must be front and center in discussions around healthcare access, cost and quality.

In addition, the Foundation supported the Mayo Clinic randomized controlled trial titled "Effect of Coaching on Mid-Career Physician Well-Being, Job Satisfaction and Fulfillment" to help uncover whether individual professional coaching improves physicians' wellness and job satisfaction. Led by Liselotte Dyrbye, MD, MHPE, Professor of Medicine and Medical Education, Mayo Clinic, this study aims to assist physicians in finding professional fulfillment and

" JUST AS PHYSICIANS ARE UNDER STRESS FROM THE CHALLENGES OF OUR HEALTHCARE SYSTEM, SO ARE PATIENTS. "

improve physician wellness. While existing Mayo Clinic research shows mid-career physicians have lower job satisfaction and higher rates of burnout than early and late career physicians, little experimental research has focused on mentoring or the efficacy of a coaching intervention for physicians. The Mayo Clinic trial aims to fill this research gap; findings are expected to be released in 2018.



03

SIGNIFICANTLY INCREASE THE VISIBILITY OF THE FOUNDATION AND ITS ABILITY TO INFLUENCE NATIONAL HEALTHCARE POLICY



Representatives from the Foundation are routinely quoted in the media, providing the physician perspective on critical healthcare and medical practice issues, as well as speaking to the specific findings of Foundation surveys. We are proud that Foundation research and reports are regularly cited by policymakers, media, state and county medical societies, and the medical community.

As a testament to the relevance of its work, the Foundation was cited as a resource in nearly 900 articles and broadcast segments throughout the year. These articles include healthcare trade and regional media coverage, as well as articles in general business media

outlets such as The Associated Press, The Wall Street Journal and USA Today. The Foundation continues to develop timely content for its own Forbes contributor channel, publishing monthly articles in 2017 focused on key physician issues such as the social determinants of health, physician reimbursement policies and the importance of physician leadership.

The Foundation distributes e-newsletters to share regular updates on the organization's initiatives. It distributed two e-newsletters in 2017 featuring information on physician and patient trends as well as insights on its grantmaking program and new grant recipients.

The Foundation also continues to expand its social media presence through ongoing engagement with key healthcare influencers such as physician media contributors, healthcare reporters and like-minded medical organizations.

“ AS A TESTAMENT TO THE RELEVANCE OF ITS WORK, THE FOUNDATION WAS CITED AS A RESOURCE IN NEARLY 900 ARTICLES AND BROADCAST SEGMENTS THROUGHOUT THE YEAR. ”



04

BUILD GREATER ORGANIZATIONAL CAPACITY FOR MISSION SUCCESS

“ THE FOUNDATION REGULARLY UPDATES AN ESTABLISHED SCORECARD OF METRICS ASSESSING PROGRESS TOWARD ORGANIZATIONAL GOALS. ”

The Foundation is committed to focusing its work on the specific goals outlined in the strategic plan and tracking progress accordingly. This includes regularly updating an established scorecard of the Foundation’s key drivers, metrics and programs that ladder up to the organization’s overarching goals.

This stewardship also includes key committees and task forces providing updates to ensure projects progress in a timely fashion and tracking results against quantitative and qualitative metrics. The Foundation Board meets at quarterly board meetings, interspersed with smaller committee and task force meetings throughout the year to advance all initiatives.



FOUNDATION GRANTS



The Physicians Foundation is dedicated to supporting nonprofit organizations, medical society foundations and other groups through healthcare grants that seek to advance the work of practicing physicians and improve the delivery of healthcare in America. The Foundation has awarded nearly \$50 million in grants since 2005. More information on the Foundation's grant program is available at www.physiciansfoundation.org/grants.

Many of the grants awarded by the Foundation in 2017 focused on physician leadership and physician wellness. The Foundation is proud to invest in these vital areas, as well as explore and evolve grant opportunities in other areas of need, to empower practicing physicians to lead and deliver the best possible care to patients.

2017 GENERAL INITIATIVE GRANTS

\$100,000

Americares
Puerto Rico Hurricane Relief
Stamford, Connecticut

\$500,000

Foundation for Healthy Floridians
Support for Hurricane Irma Relief Efforts
Tallahassee, Florida

\$340,000

Health Leads, Inc.
Elevating Physician Leaders to Address Poverty
and Social Determinants of Health
Boston, Massachusetts

\$76,446

American Medical Association Foundation
Joy in Medicine Multi-Stakeholder Meeting
Chicago, Illinois



\$75,000

Stanford University
2017 American Conference on Physician
Health (ACPH)
Palo Alto, California

\$262,488

Docs4PatientCare
Direct Primary Care Conference 3.0
Ann Arbor, Michigan

\$500,000

**TMA Physicians Benevolent Fund Disaster
Relief Program**
Hurricane Harvey Relief Efforts
Austin, Texas

PHYSICIAN LEADERSHIP - RENEWED SUPPORT

\$40,000

Benjamin Rush Institute
Medical Student Conference Scholarships
DFW Airport, Texas

\$150,000

Center for a Healthy Maryland
The Maryland Physician Leadership Institute -
Certificate Program in Physician Leadership
Baltimore, Maryland

\$150,000

Foundation for Healthy Floridians
Karl M. Altenburger, M.D. Physician
Leadership Academy
Tallahassee, Florida



**\$40,000-
\$150,000**

\$150,000

**Institute of Medicine and Public Health of
New Jersey**
New Jersey Healthcare Executive
Leadership Academy
Lawrenceville, New Jersey

\$146,000

LSMS Educational and Research Foundation
LSMS Physician Leadership Academy
Baton Rouge, Louisiana

\$150,000

Medical Association of Georgia Foundation
Georgia Physicians Leadership Academy
Atlanta, Georgia

\$150,000

Medical Society of Virginia Foundation
Physician Leadership Development Program
Richmond, Virginia

\$150,000

Michigan State Medical Society Foundation
Physician Executive Development Education
East Lansing, Michigan

\$150,000

Tennessee Medical Education Fund, Inc
John Ingram Institute for Physician Leadership
Nashville, Tennessee



**\$40,000-
\$150,000**

\$150,000

**Texas Medical Association Special Funds
Foundation**
TMA Leadership and Professional
Development Center
Austin, Texas

\$150,000

VMS Education and Research Foundation
Vermont Medical Society Education and Research
Foundation Leadership Initiative
Montpelier, Vermont

\$150,000

Wisconsin Medical Society Foundation
Leading Healthy Work Systems
Madison, Wisconsin

PHYSICIAN LEADERSHIP - NEW PROJECTS

\$150,000

Bowler-Bartlett Foundation

New Hampshire Physician Leadership Institute
Concord, New Hampshire

\$149,996

Maine Quality Counts

Leadership on the Front Lines: Training
Physicians for Immediate Impact
Manchester, Maine

\$150,000

**Medical Educational & Scientific Foundation
of New York, Inc.**

Essential Leadership: A Seminar on Practical
Leadership Tools for the Working Physician
Westbury, New York



\$150,000

Nebraska Medical Foundation

Physician Leadership Academy
Lincoln, Nebraska

\$80,000

Ohio Medical Education Foundation

The Health System Physician Policy and
Advocacy Institute
Dublin, Ohio

\$150,000

Wyoming Medical Society Scholarship Fund

The Wyoming Medical Society's Wyoming
Physician Leadership Program
Cheyenne, Wyoming

PHYSICIAN WELLNESS

\$150,000

**Board of Trustees of the Leland Stanford
Junior University**

Development and Evaluation of an Opinion Leader
Based Intervention to Create a Culture of Wellness
Stanford, California

\$134,171

**Community Service, Education and Research
Fund (of SSVMS)**

Joy of Medicine
Sacramento, California

\$150,000

Family Health Center of Worcester

An Innovative Model for a Comprehensive
Physician Wellness Program
Worcester, Massachusetts

\$100,000

Mayo Clinic

RCT: Effect of Coaching on Mid-Career Physician
Well-Being, Job Satisfaction & Fulfillment
Rochester, Minnesota

\$100,000

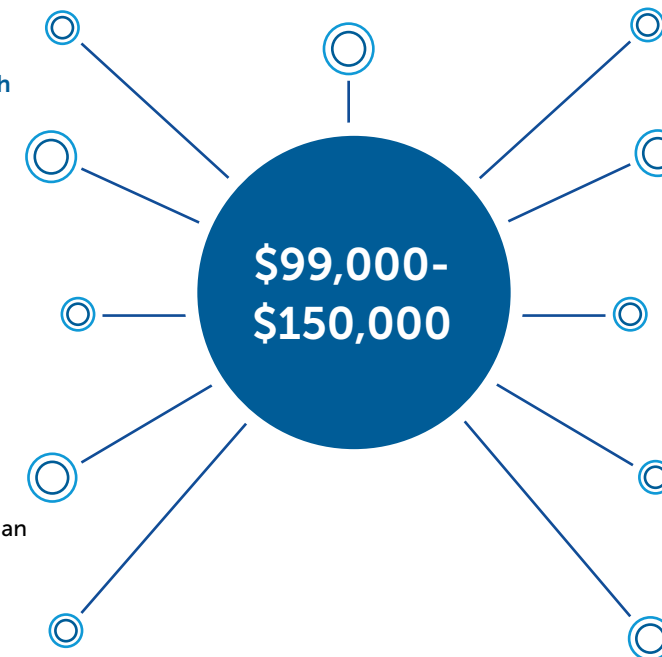
Massachusetts General Hospital

Reaching Their Personal Best: Coaching for
Professional Development and Well-Being
Boston, Massachusetts

\$149,620

Metro Omaha Medical Society Foundation

Metro Omaha Medical Society Provider
Wellness Initiative
Omaha, Nebraska



\$99,922

Minneapolis Medical Research Foundation

Mentoring To Promote Professional Fulfillment And
Reduce Burnout
Minneapolis, Minnesota

\$148,397

Mount Sinai Medical Center

Innovations in Physician Wellness: Transforming
Culture, Redesigning Systems, Promoting
Well-Being
New York, New York

\$150,000

**Regents of the University of California
San Francisco**

Mindful Mental Training in Physicians: Stress
Resilience and Well-Being
San Francisco, California

\$150,000

Travis County Medical Society Foundation

Physician Wellness Program Development Initiative
Austin, Texas

\$127,938

**Western Carolina Medical Society
Foundation Inc.**

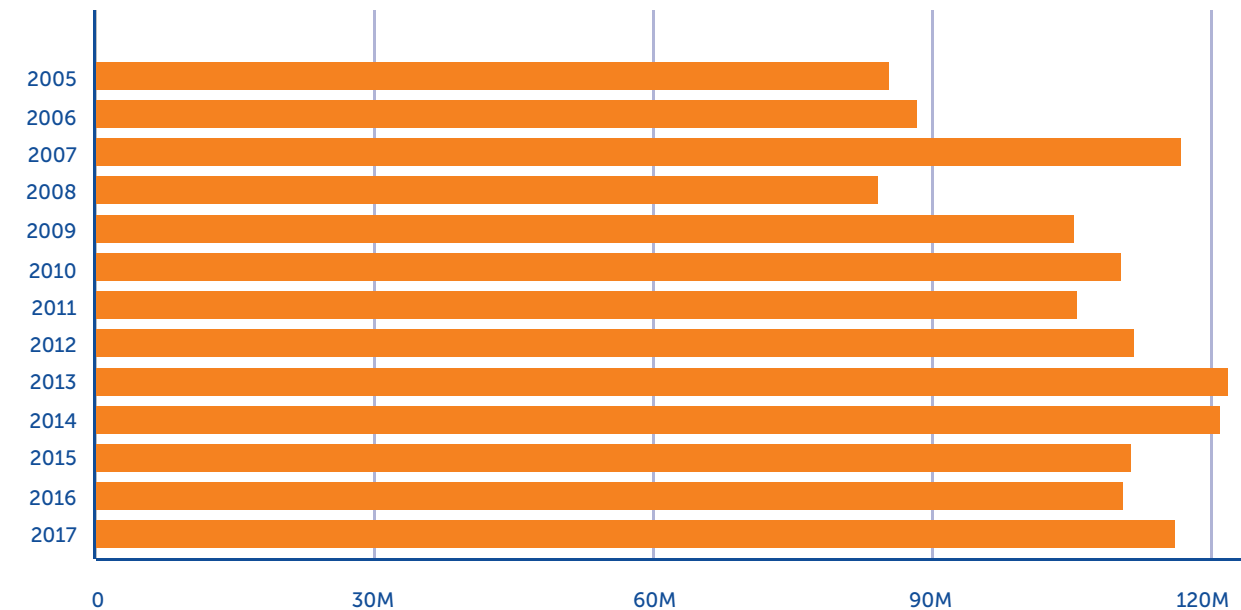
WCMS Healthy Healer Program: Using the Medical
Society as a Vehicle to Address Physician Burnout
Asheville, North Carolina

F O U N D A T I O N F I N A N C I A L S



In order to accomplish its goals, the Foundation takes immense care in the financial stewardship of its base endowment. The Finance Committee of the Foundation meets on a bi-monthly basis by phone and / or in person to ensure the financial solvency and future strength of the organization. For over a decade, the base endowment has remained steady, while annually supporting a robust grantmaking and research program.

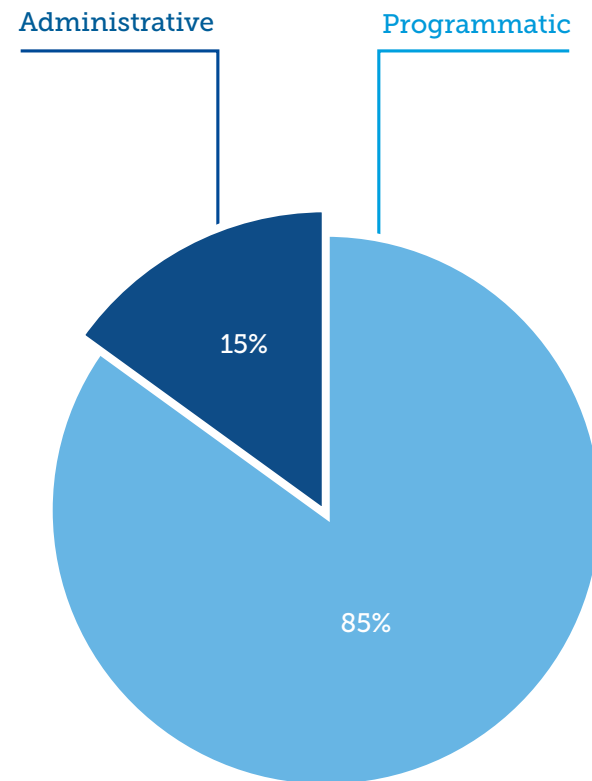
Physicians Foundation Reserves (in millions)



ORGANIZATIONAL EXPENDITURES

In 2017, the Foundation's grant and programmatic expenses amounted to **85% of total expenses** compared to **15% for administrative expenses**. The Foundation invested approximately \$7.9 million to achieve the following:

- Develop physician leadership skills and tackle vital challenges such as physician shortage
- Raise awareness and improve physician wellness
- Support disaster relief efforts
- Conduct patient survey to better understand the current state of the medical profession and the physician-patient relationship
- Create resources to help physicians address current challenges and prepare for the future



“ THE FOUNDATION SUPPORTS ITS MISSION THROUGH FUNDING GRANTS AND DEVELOPING TOOLS AND RESOURCES THAT HELP PRACTICING PHYSICIANS NAVIGATE THE CHANGING HEALTHCARE LANDSCAPE. ”

The Physicians Foundation employs a rigorous process when determining which projects and resources it will fund. Specifically, the grantmaking process is conducted with the guidance and support of GMA Foundations, a professional foundation management and grantmaking firm. Currently, the primary focuses for grantmaking are physician leadership and physician wellness, but the Foundation is always considering new grantmaking areas that fit within its strategic goals.

The Foundation issues a number of RFPs throughout the year and invites 501(c)3 charitable organizations

to submit applications to be reviewed thoroughly by GMA program staff. A grant officer evaluates each proposal and prepares written reviews and recommendations. A review team of at least two board members (a physician and a non-physician) from the Foundation's Grants Committee is selected to review each proposal. Once these reviews are complete, members of the Grants Committee rate each proposal based upon a standard scale. A recommendation is then made by the Grants Committee to the board on whether or not to fund the proposal. The board makes the final determination for each grant proposal by vote.

B O A R D

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