



**THE  
PHYSICIANS  
FOUNDATION**

Empowering Physicians  
Improving Healthcare

**2015** ANNUAL REPORT

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ABOUT 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.

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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 AND CHIEF EXECUTIVE OFFICER

The U.S. healthcare system is in a state of extraordinary transition and uncertainty. Practicing physicians and their patients face many challenges. Mega mergers and rapid consolidation among hospitals and health systems, in addition to near monopolistic conditions in the insurance market, have led to challenges around patient access to care and unsustainable growth in healthcare costs. Moreover, regulatory mandates – ranging from numerous and fragmented quality reporting requirements to the tens of thousands of new diagnostic codes unleashed via ICD-10 – are distracting physicians from the core purpose of medicine: to provide the utmost care to our patients.

Given this environment, it is more important than ever for the Physicians Foundation to continue to amplify the voices of practicing physicians while supporting their ability to provide the best possible care. Our work takes many forms, including grants, our Physician Leadership Academy, comprehensive research studies and a wide range of policy papers examining critical issues facing medical practices today.

Across all Foundation activities, we recognize the need to provide strong resources that address the profound changes affecting practicing physicians. Consequently, we developed and instituted a new strategic plan in 2015 to ensure that the Foundation maximizes its impact over the next several years.

At the heart of our strategic plan is the guiding principle that the professionalism of medicine and the integrity of the physician-patient relationship are the essential elements of high-quality healthcare. We are heartened by the fact that 80 percent of practicing physicians cite the physician-patient relationship as the most satisfying aspect of practicing medicine, according to Foundation research. The preservation of this relationship, as well as our steadfast desire to ensure that quality patient care remains the cornerstone of the U.S. healthcare system, motivates the work of the Physicians Foundation.

The following pages will outline many of the key initiatives that occurred in 2015. Main focus areas included:

- Ongoing grantmaking in the areas of physician leadership and workforce planning, as well as to support resources addressing the social and economic challenges that profoundly affect healthcare outcomes and costs
- Comprehensive research initiatives, including policy papers centered on the effects of MACRA (Medicare Access and CHIP Reauthorization Act of 2015) legislation and changing payment models

- Support for a groundbreaking book (forthcoming in 2016) examining the role of poverty in healthcare

We approach our collective work with the same level of passion and determination our nation's physicians demonstrate day in and day out for their patients. We invite you to review the Foundation's new strategic plan, and hope you continue to visit our website, Twitter feed and LinkedIn pages for the latest news, insights and resources.

On behalf of the entire Foundation, we thank you for your time and continued support.

SINCERELY,

**Walker Ray, MD** *President*

**Tim Norbeck** *Chief Executive Officer*



# STRATEGIC GOALS



In light of continued regulatory and marketplace changes, the Board of the Physicians Foundation convened a special session in 2014 to develop a comprehensive strategic plan to guide its mission and focus areas over the next several years. The new plan, which was activated in early 2015, addresses both the current healthcare environment as well as how the Foundation can best support practicing physicians within its organizational principles.

The strategic plan provides the framework for the Foundation to pursue a multi-year approach to achieving its core mission: To empower physicians to lead in the delivery of high-quality, cost-efficient healthcare.

Four strategic goals were established to guide its work:

- 1 Fully harness the Foundation's potential for furthering physician leadership and physician-led innovation throughout the country
- 2 Embrace a focused, intentional approach to funding research projects and studies that are timely, actionable and have measurable outcomes
- 3 Significantly increase the visibility of the Foundation and its ability to influence national healthcare policy
- 4 Build greater organizational capacity for mission success





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



In 2015, the Foundation awarded 18 grants focused on physician leadership totaling \$3 million. This included awarding a grant to the Louisiana State Medical Society Educational & Research Foundation for its Young Physician Leadership Academy and the California Medical Association Foundation for its Western Health Care Leadership Academy.

To further support these initiatives and communicate the impactful work which emanated from these grants, the Foundation established a “Grantee Perspectives” page on its website. This new page is designed to collect and share insights from organizations across the country that have been awarded grants from the Foundation. It provides grantees with a platform for sharing their work, and promoting best practices and insights from their programs. Grantees featured on the website include the Foundation of the Pennsylvania Medical Society, Vermont Medical Society Education and Research Foundation, and the Medical Society of Virginia Foundation.

The Foundation also continued the valuable work of its Physician Leadership Academy (now coming into its sixth year), hosting the 2015 event in collaboration with Duke University in June. The Academy provides a three-day intensive certificate program for physicians currently in

leadership roles within their state medical society organizations. The Physicians Foundation Leadership Academy uses both seminar and small group formats to help physicians learn how to deploy a variety of leadership and management skills for effective organizational transformation. Over 35 physicians and medical society executives attended the Academy in 2015. This year the Physicians Foundation was proud to unveil a new name for the Academy – the Karl M. Altenburger, M.D. Physician Leadership Academy – in honor of Karl Altenburger, MD, former Foundation Board member, former President of the Florida Medical Association and tireless advocate for practicing physicians.

In August 2015, the Foundation, in partnership with Brandeis University, facilitated a conference focused on building a physician leadership curriculum to help empower physicians to better navigate today’s complex and ever-changing healthcare system. The conference brought together 14 organizations represented by a host of academics, practicing physicians and members of an array of state and county medical societies. The event focused on advancing the work of physician leaders in the most comprehensive, pragmatic and efficient manner possible.

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



At such a pivotal time in healthcare, the Physicians Foundation remains committed to supporting research projects that empower physicians to lead and deliver the highest quality of care.

The Physicians Foundation began planning its first annual patient survey in 2015. Understanding the perspectives, concerns and insights of patients is vital to the work of the Foundation – as well as the more than 900,000 practicing physicians across the U.S. In 2015, the Foundation held patient focus groups in New York, Chicago and Los Angeles to shed light on the concerns of patients, and uncover the most important areas to study now and in the future. The full patient survey was fielded in early 2016 with results announced mid-year.

The Foundation also moved forward with planning the 2016 edition of its flagship research project – the Biennial Physician Survey, one of the largest and most widely referenced physician surveys in the U.S. The fourth biennial survey, scheduled for distribution in the fall of 2016, will provide a “state of the union” of the medical profession. Previous physician surveys from 2012 and 2014 continue to serve as a vital resource for physicians, other providers, media, policy makers, and healthcare influencers.

Payment reform is an issue that is deeply impacting physicians across the country. In 2015, the Foundation funded, released and promoted a Medicare Watch List report. This report examined the implementation of the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA), enacted after the elimination of the sustainable growth rate (SGR) formula. It analyzed how physicians may be impacted, including an assessment of the future of Medicare payment models for physicians.

Another significant research initiative funded by the Foundation in 2015 is the forthcoming book titled “Poverty and the Myths of Healthcare Reform,” authored by respected academic and physician, the late Richard “Buz” Cooper, MD. The book is a comprehensive and highly compelling examination of the pervasive, debilitating effects of poverty on healthcare costs, resource utilization and overall patient outcomes. It will be published by Johns Hopkins University Press in the latter half of 2016.

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



Representatives from the Foundation are routinely quoted in media stories providing the physician perspective on critical healthcare and medical practice issues – as well as speaking to the specific findings of Foundation surveys and white papers. Foundation research and reports are cited by policy makers, media, state and county medical societies, and the medical community on a regular basis.

As a testament to the relevance of its work, in 2015 the Physicians Foundation was included as a resource in over 200 articles. These articles include healthcare trade and regional media coverage, as well as articles in “top tier” media outlets such as Bloomberg and USA Today. The Foundation continues to develop timely content for its own Forbes.com contributor channel, publishing eight articles in 2015 focused on key physician issues such as the impact of insurance mergers, the countdown to ICD-10 and a call for physicians to be included in the health reform conversation.

In 2015, the Foundation launched an e-newsletter channel to share regular updates on the Foundation’s initiatives with the Federation of Medicine. It distributed two e-newsletter editions in 2015 featuring information on physician trends, new grantee information and perspective pieces on evidence-based regulation.

The Foundation also continued to expand its social media presence by increasing weekly engagement with key healthcare influencers such as physician media contributors, healthcare reporters and medical organizations on Twitter. In 2015, the Foundation gained over 250 new followers on Twitter. The organization further expanded its social media footprint with the launch of the Physicians Foundation LinkedIn page in mid-2016.



BUILD GREATER ORGANIZATIONAL  
CAPACITY FOR MISSION SUCCESS



The Foundation is committed to focusing its work on the specific goals outlined in the new 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 encompassed a reorganization of the Foundation's committees and task forces to ensure projects progress in a timely fashion and deliver results against quantitative and qualitative metrics. The Foundation Board meets regularly at quarterly Board meetings, with smaller committee and task force meetings throughout the year, to advance all initiatives.



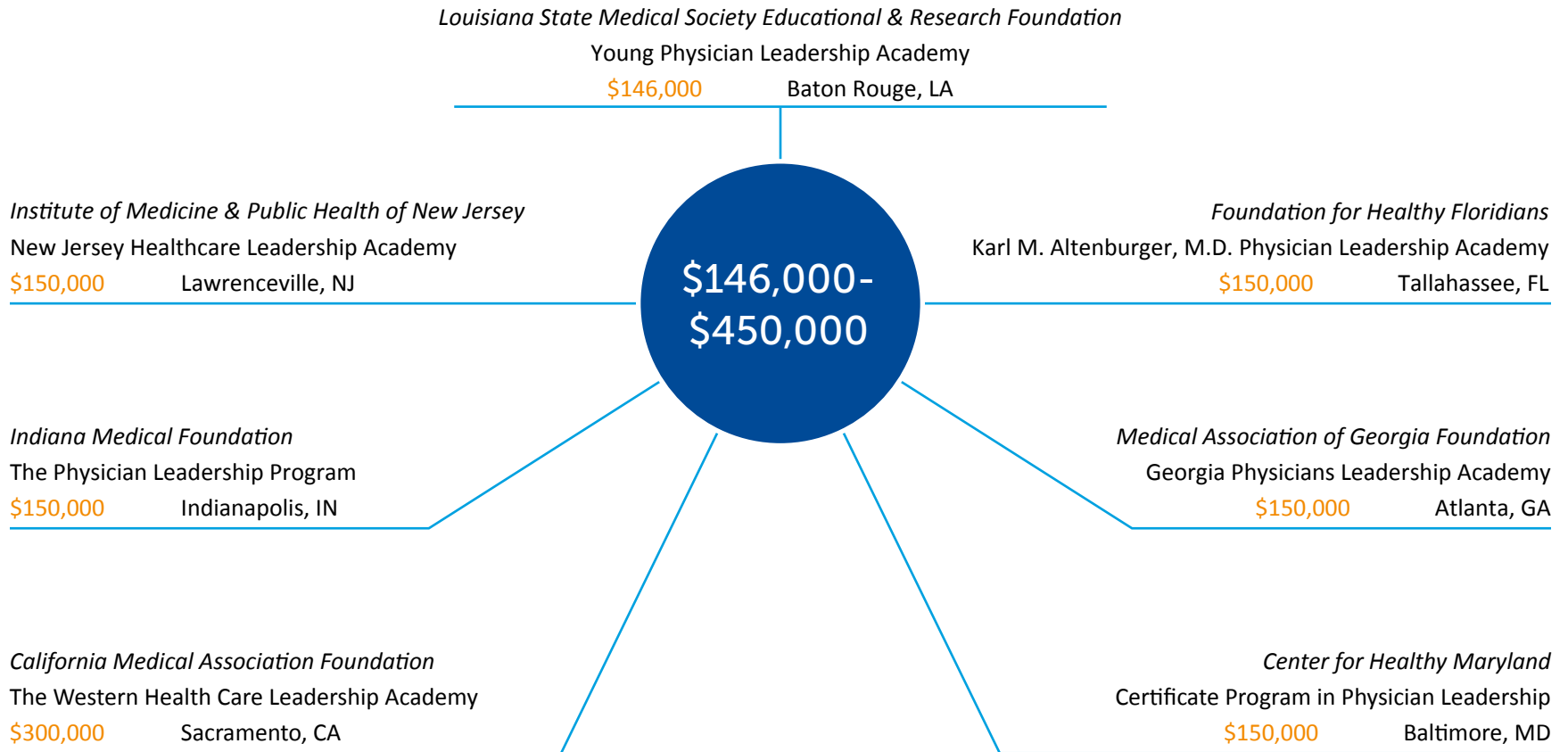
GRANTS



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 \$40 million in grants since 2005. More information on the Foundation's grants is available at [www.physiciansfoundation.org/healthcare-grants](http://www.physiciansfoundation.org/healthcare-grants).

In 2015, many of the grants awarded by the Physicians Foundation focused on physician leadership. The Foundation is proud to invest in this vital area that empowers practicing physicians to lead organizations and initiatives and deliver the best possible care to their patients.

# 2015 PHYSICIAN LEADERSHIP GRANTS – NEW



# 2015 GENERAL INITIATIVE GRANTS

*Daniel Hanley Center for Health Leadership*  
Leadership Development in Residency Programs -  
Implementation & Portal/Evaluation  
**\$325,000** Portland, ME

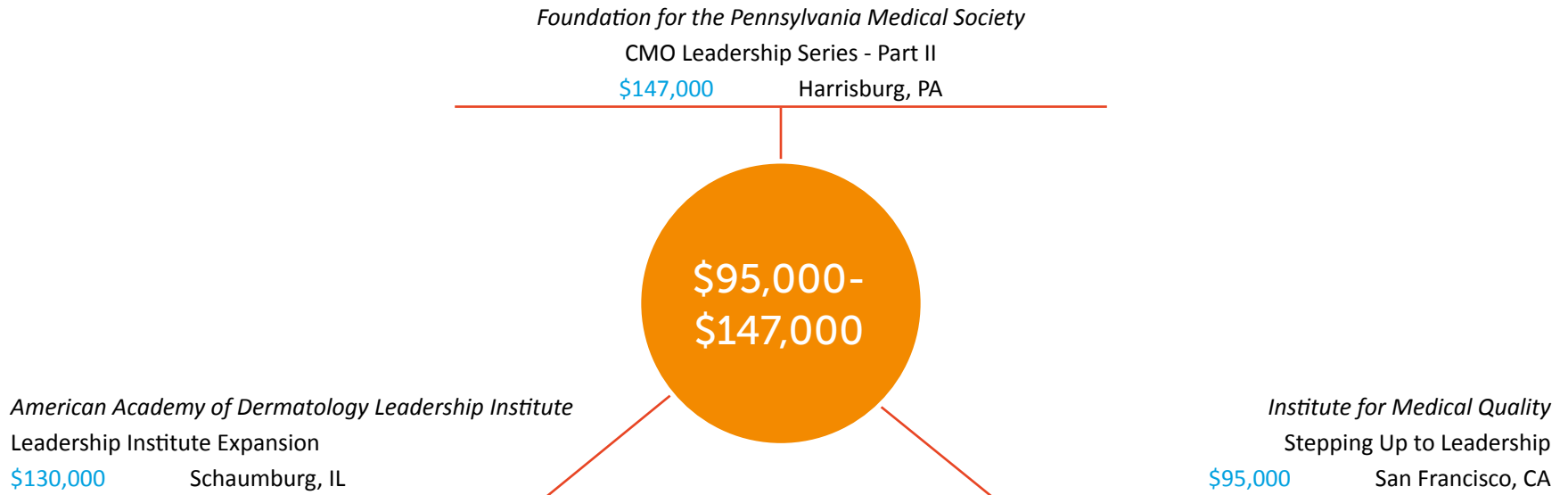
*United Physicians and Surgeons of America*  
A National Grand Rounds on  
the State of American Medicine  
**\$50,000** Cincinnati, OH

**\$50,000-  
\$475,000**

*South Carolina Medical Association Foundation*  
Physician Practice Innovations  
**\$475,000** Columbia, SC

*United Physicians and Surgeons of America*  
Let My Doctor Practice Vision  
**\$100,000** Cincinnati, OH

# 2015 PHYSICIAN LEADERSHIP GRANTS – RENEWALS





*South Dakota State Medical Association Foundation*  
SDSMA Center for Physician Resources - Health Leadership Institute  
\$150,000      Sioux Falls, SD

*Medical Educational & Scientific Foundation of New York, Inc.*  
Leadership Skills for the Younger Physician  
\$150,000      Westbury, NY

*Daniel Hanley Center for Health Leadership*  
Physician Executive Leadership Institute Augmented  
\$150,000      Portland, ME

*Montana Medical Association Foundation*  
Montana Physician Leadership Effectiveness Program  
\$150,000      Helena, MT

*Tennessee Medical Education Fund, Inc.*  
Ingram Institute for Physician Leadership  
\$150,000      Nashville, TN

*Michigan State Medical Society Foundation*  
Physician Executive Development Education  
\$150,000      East Lansing, MI

*Medical Society of Virginia Foundation*  
Evolve™ 2.0 – Leadership Through Collaboration  
\$150,000      Richmond, VA

*Wisconsin Medical Society Foundation*  
Leading Healthy Work Systems  
\$150,000      Madison, WI

*Texas Medical Association Special Funds Foundation*  
TMA Leadership College  
\$150,000      Austin, TX

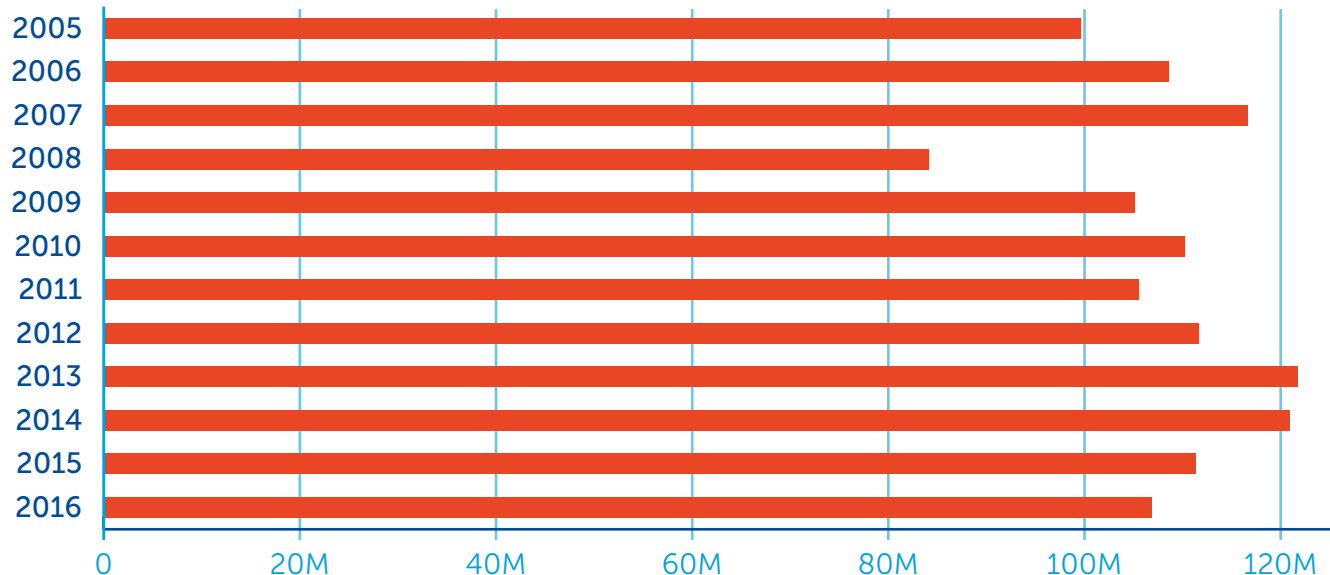
*Vermont Medical Society Education and Research Foundation*  
Pursuing High Value Care for Vermonters  
\$150,000      Montpelier, VT

FINANCIALS



The Physicians Foundation is committed to empowering physicians to lead in the delivery of high-quality, cost-efficient healthcare. In order to accomplish its goals, the Foundation has remained steadfast in its 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 growth of the organization. For the past 10 years, the endowment has remained steady, while annually supporting a robust grantmaking and research program.

**Physicians Foundation Endowment (in millions)**

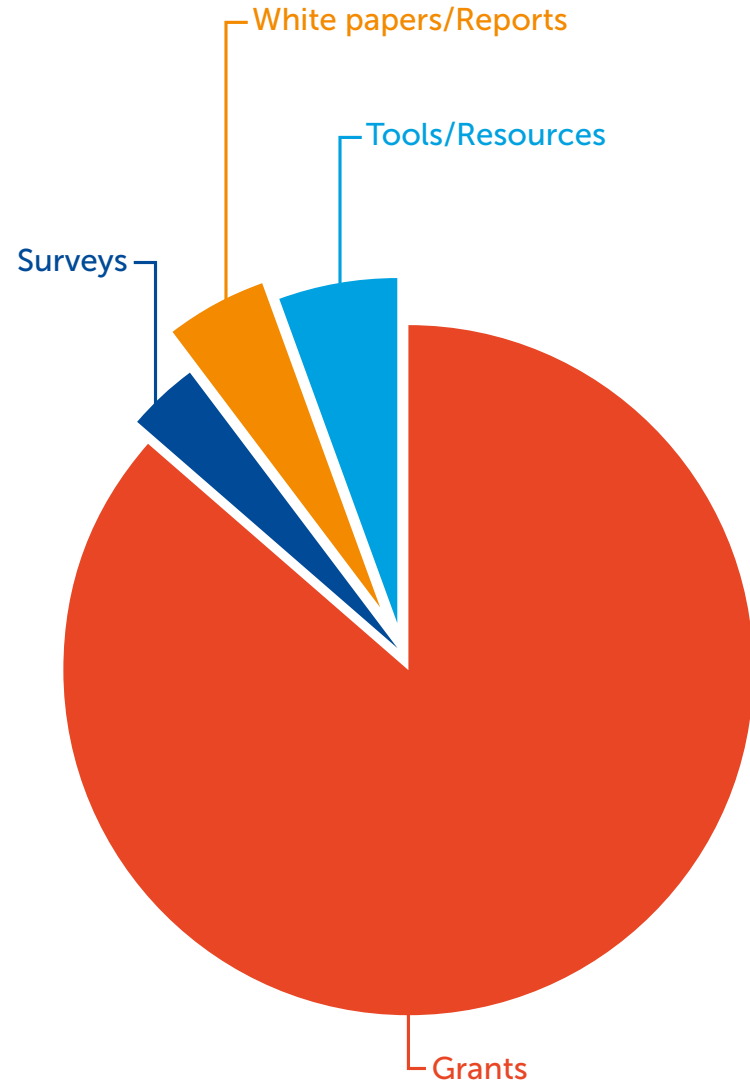




The Foundation supports its mission through funding grants and developing tools and resources that help practicing physicians navigate the changing healthcare landscape.

In 2015, the Foundation invested nearly \$4.5 million to achieve the following:

- Develop physician leadership skills and tackle vital challenges such as physician shortage
- Conduct surveys of physicians and patients to better understand the current state of the medical profession and the physician-patient relationship
- Cultivate white papers that examine the complex and changing nature of the healthcare system and the related issues impacting physicians and their patients
- Create resources and tools to help physicians address current challenges and prepare for the future



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 focus for grantmaking is Physician Leadership, 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 an application which is reviewed thoroughly by GMA program staff. A grant officer evaluates each proposal and prepares written reviews and recommendations. In addition, 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, each member of the Grants Committee rates 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.



# BOARD OF DIRECTORS

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*Medical Association of Georgia*

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*Denton County Medical Society (Texas)*

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William Mahon, **Chief Operating Officer**



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<http://www.physiciansfoundation.org>



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<https://www.linkedin.com/company/physicians-foundation>