

PRESIDENT'S MESSAGE

AAPM Announces New Strategic Plan

I am pleased to announce that the American Academy of Pain Medicine's (AAPM) board of directors recently approved a new 3-year strategic plan recommended by the strategic planning committee during its June 2010 planning meeting. The committee consisted of several members from the board of directors and key committee chairs who worked with a consultant to develop our 2011–2013 strategic plan. The goal was to evaluate AAPM's mission and vision, and to chart its course for the future.

During the June meeting, our group reviewed progress made toward the Academy's current strategic plan and proposed modifications to the plan in response to environmental conditions and the need for more focus, clarity, and promotion of the specialty of pain medicine. Our strategic thinking session produced the following outcomes:

- Goals that identify where the Academy will direct its energy during the next 5 years.
- Objectives representing each goal that set direction for the Academy.
- A set of assumptions about the future.
- A list of relevant factors looking 10+ years into the future.

Outcome-Oriented Goals and Objectives: Next 3–5 Years

Goal statements define the outcomes that the Academy is committed to achieving in a 3–5-year planning horizon. AAPM will rely on *objectives* and *strategies* to provide direction and actions on the ways in which the Academy will accomplish its goals. Objectives are considered to fall within the 3–5-year planning horizon, while strategies (which are reviewed annually by AAPM leadership) are goals to be attained within the next 1–3 years.

AAPM's new strategic plan outlines these four goals:

- **Recognition as a specialty**
Goal statement: AAPM will achieve recognition of pain medicine as a primary medical specialty within the American Board of Medical Specialties.
- **Professional education**
Goal statement: AAPM will expand its educational offerings in the areas of content, learners, and format in a way that reinforces AAPM's mission.
- **Research, clinical data repository, analysis, and interpretation**
Goal statement: AAPM will advocate for and develop research and scholarship programs with a focus on

establishing a repository for the information that leads to pain treatment protocols.

- **Fiscal diversification and growth**

Goal statement: AAPM will diversify its funding sources and will increase revenue.

5+-Year Planning Horizon: Assumptions about the Future

The outcome-oriented goals of AAPM's long-range strategic plan are based on foresight regarding the future. An annual review of these "assumptions" will help to determine and ensure the ongoing relevance of the strategic plan.

Assumptions are broken down into five categories:

- **Business and economic factors**
Examples: Payors will continue to underestimate the value of pain specialists; there will continue to be inadequate access to pain care
- **Social values and demographics**
Examples: Life expectancy will continue to increase; chronic pain conditions will increase (especially among older adults)
- **Professional competition and structure**
Examples: Residents and students will continue to be unaware of pain medicine as a specialty; there will continue to be inconsistencies in quality and treatment of pain
- **Legislative and regulatory environment**
Example: Legislative scrutiny will lead to decreased access to industry funding
- **Technology and science**
Example: Better technology will provide for better care

10+ Years Ahead: Core Ideology and an Envisioned Future

Core ideology describes an organization's consistent identity that transcends all changes related to the relevant environment. The *core purpose* (mission statement)—the organization's reason for being—and *core values*—essential and enduring principles that guide an organization—are part of the core ideology.

As described in the new strategic plan, AAPM's core purpose is to optimize the health of patients in pain and eliminate the major public health concern of pain by advancing the practice and the specialty of pain medicine. Through its core organizational values, AAPM is committed to the highest standard of patient care; scholarship,

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science, and research; upholding ethical standards and professional integrity; and advancing public health.

AAPM's *envisioned future* is to be the recognized authority for appropriate and effective pain care through its knowledge, scholarship, and commitment. The strategic plan vividly describes the Academy's desired future as an organization that sets the standards for pain care and is known for its authoritative content, legislative and public policy influence, and respected network of health care professionals. This desired future involves being viewed by other organizations as an important strategic partner and being sought for knowledge and expertise in developing future health care models.

AAPM's strategic plan will be updated based on achievement and the evolving needs of the stakeholders served.

Thank You. I Could Not Have Done It Without You.

As the end of my term as president approaches, I realize I would never have been able to do this without the great support of board members, committee chairs, and countless individuals who work on our various committees and task forces, as well as our very dedicated staff. There simply are too many of you to name individually. To each of you, I owe you a very great THANK YOU! It has been a great honor to serve as your president. Our Academy continues to grow and prosper at a time of great upheaval in medicine and our economy. You should all be proud, and I know I leave the helm in good hands.

Meet Our New President

I want to take a few moments to introduce AAPM's incoming 2011 president, Perry G. Fine, MD.

I am certain that many readers have had the pleasure of meeting Dr. Fine and/or hearing him speak at numerous meetings. Familiarity aside, his impressive career warrants detailed recognition as he prepares to assume his position as president. Dr. Fine is professor of anesthesiology in the School of Medicine at University of Utah, Salt Lake City, where he has served on the faculty for 25 years. He is board certified in anesthesiology, pain medicine, and hospice and palliative medicine, and has extensive experience in pain medicine clinical care, clinical trials, and

quality improvement research; professional education; and health systems administration and management.

Dr. Fine cochaired the American Pain Society/AAPM Clinical Guideline Committee on Opioid Therapy for Chronic Pain, and he has served on all three American Geriatrics Society Guideline Panels on Persistent Pain in Older Individuals. He has served as the national medical director for one of the largest multistate hospice programs in the nation and as medical director for the National Hospice and Palliative Care Organization. As incoming president, his expertise in both acute and chronic pain management, with a focus on clinical and regulatory/public policy issues pursuant to opioid therapy, pain and aging, and pain in advanced medical illness, will serve the Academy and its mission well. Dr. Fine's previous AAPM service includes annual meeting cochair (2009), past treasurer (2008–2009), a key member of the Business Oversight Task Force, and service on AAPM's legislative and regulatory affairs committee. He represents AAPM on the Pain Care Coalition with past president Dr. Scott Fishman. Most recently, he served as 2011–2013 strategic planning chair. Please join me in welcoming Dr. Fine as our new president.

2011 Annual Meeting

Please be sure to mark your calendar for AAPM's 2011 annual meeting: "The Governing Voices of Pain: Medicine, Science, and Government." Meet us in Washington, DC, March 23–27, to experience sessions that will put you on the forefront of government and medicine. The Washington, DC, location strategically positions AAPM to address the changing medical landscape on a national level; please join us as we unveil the latest science.

AAPM's new strategic plan articulates the Academy's hopes for both the future of pain medicine and the futures of individual practitioners in our field. I look forward to addressing the challenges of the future with a distinguished group of professionals that is dedicated to optimizing the health of patients in pain and advancing the practice and specialty of pain medicine.

EDUARDO M. FRAIFELD, MD
AAPM President