The American Society of Addiction Medicine has developed the following revised strategic plan. It describes a desired vision and what will be essential to achieving that vision. It is grounded in core ideology and driven by an envisioned future that realizes the full potential of the Society’s ability to support its stakeholders. The Society’s commitments are articulated in goals that declare the outcomes or attributes the organization intends to achieve. Objectives represent key metrics affecting ASAM’s ability to achieve the goal and articulate the direction in which these issues must be moved. Strategies will describe how the Society plans to commit its limited resources to make its vision a reality.

In the future, the American Society of Addiction Medicine will not be able to be all things to all people, but it must be different things to different people as the plan evolves to meet the needs of a constantly changing professional environment. Therefore, underlying this plan is the adoption of an ongoing process of planning and thinking strategically, designed to ensure relevance of direction and action over time.

In developing this strategic plan, a framework for planning was utilized, based on a model that organizes conversations about the future into four distinct planning “horizons.” Tecker Consultants has found the use of this framework to be a powerful tool. It helps organizations in prioritizing and executing outcomes as well as in ensuring relevance of an organization’s long-range direction over time.

Envisioned future. The “four planning horizons” framework consists of crafting a comprehensive strategic direction based on the balance between what doesn’t change—the timeless principles of the organization’s core purpose and core values (core ideology) -- and what the organization seeks to become within a 10- to 30-year horizon--what would be possible beyond the restraints of the current environment. The 10- to 30-year horizon is characterized by the articulation of an envisioned future--a BAG (big audacious goal)--and a vivid description--what it will be like to achieve the goal.

Critical factors. The articulation of the envisioned future guides the organization as it considers the factors that will affect its ability to achieve its goals. Building foresight
about the 5- to 10-year horizon—assumptions, opportunities, and critical uncertainties in
the likely relevant future as well as emerging strategic mega-issues—suggests critical
choices about the potential barriers the organization will face. This foresight also
suggests the responses the organization will need to consider in navigating its way toward
achievement of its 10- to 30-year goal, or BAG.

**Strategic plan and operational planning.** The linkage continues into the 3- to 5-year
horizon through the development of a formal long-range strategic plan, in which the
organization articulates the outcomes it seeks to achieve for its stakeholders. How will
the world be different as a result of what the organization does? Who will benefit and
what will the likely results be? Further, the articulation of strategies will bring focus to
ASAM’s annual operational allocation of discretionary resources. Action plans,
checkpoints, and milestones will be developed through a process of operational planning,
indicating ASAM’s progress toward each goal in every planning year.

A strategic long-range plan is not intended as a substitute for an annual program or
operating plan. It does not detail all the initiatives, programs, and activities the
organization will undertake in the course of serving its membership and the industry, nor
can it foresee changes to the underlying assumptions on which key strategic choices were
based. Instead, the strategic plan identifies what American Society of Addiction Medicine
is not doing today, but must be doing in the future to be successful. Consequently, the
strategic plan implies change—doing new things or doing more or less of current activities
to ensure successful outcomes.

**Ongoing Reevaluation.** Strategic planning for the American Society of Addiction
Medicine should become the methodology for the organization’s operations. If it is
successful, this process will not have yielded a plan to be placed on the shelf, but will
have served as a catalyst for the “process of planning strategically,” at all times and at all
levels throughout the organization. In order to achieve its vision, the American Society of
Addiction Medicine must, not look at strategic long-range planning as a one-time project
that produces a milestone document of its best thinking at the moment. Instead, the
American Society of Addiction Medicine must adopt strategic planning as an operational
philosophy of ongoing reevaluation of the critical knowledge bases that form the
framework of its world, including:

- Sensitivity to member needs, insight into the future environment of the industry,
- Understanding of the capacity and strategic position of the organization, and
- Effective analysis of the ethical implications of policy and program choices.

The American Society of Addiction Medicine’s strategic long-range plan represent a
compass the organization will use to guide its work over the next five years. Each year of
its life, the plan will be updated based on experience or new circumstances or as new
opportunities or challenges emerge. In 2014, the American Society of Addiction
Medicine should author a new strategic long-range plan based upon the new environment
expected to exist in a rapidly evolving world.
Core ideology describes an organization’s consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: core purpose – the organization’s reason for being – and core values – essential and enduring principles that guide an organization.

Envisioned future conveys a concrete, but yet unrealized, vision for the organization. It consists of a big audacious goal – a clear and compelling catalyst that serves as a focal point for effort – and a vivid description – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

Core Purpose

- To advance the practice of Addiction Medicine, and to improve the care and treatment of people with the disease of addiction.

Core Values

- Leadership; Evidenced in optimism about change, promoting the mission, acceptance of the achievable, and perseverance in pursuit of the desired future.
- Integrity; Evidenced in dedication to the service and spirit of optimal medical care of the disease of addiction and its complications.
- Respect; Evidenced in empathy for the human condition and uncompromised commitment to those affected by addictive illness.
- Openness; Evidenced in inclusion of a diversity of medical specialists among our members and a diversity of treatments to assist our patients.
- Advocacy; Evidenced in boldly speaking up on behalf of persons with the disease of addiction, including impaired health care professionals.
- Connectedness; Evidenced in collegiality among members whenever we meet, and in synergistic collaborations with other organizations to achieve our goals.
ENVISIONED FUTURE

Big Audacious Goal:

- Be the medical association recognized by all parties as the primary organization assuring that optimal treatment is available to and provided for all patients with the disease of addiction.

Vivid Descriptions

- Addiction is recognized by the public, physicians, health insurers, health care organizations, and policy makers as a disease. There is full parity for Addiction Medicine services as a covered benefit, with reimbursement for such services under public and private health insurance plans.

- Addiction medicine is an integral part of mainstream medicine. Physicians are recognized as having an essential role in the evaluation and management of patients with addiction.

- Addiction Medicine is a recognized ABMS medical specialty. Addiction Medicine is recognized by physicians, health insurers, health care organizations, and policymakers as a medical specialty with a multidisciplinary body of knowledge.

- Addiction Medicine is included in medical school curricula, residency training programs and fellowships.

- Practicing physicians will be offered appropriate training, education and certification in addiction medicine through multiple modalities.

- ASAM has a comprehensive communication strategy for the effective dissemination of information about developments in Addiction Medicine to physicians, health insurers, health care organizations, and policymakers.

- ASAM has an organizational and governance structure that delivers value to members and supports the Society's Mission and the achievement of its strategic plan and goals. ASAM's financial resources and operating budget are appropriate to achieving and sustaining the Society's Mission and goals.

- ASAM has strong, viable chapters in every state.

- ASAM is recognized by physicians, health insurers, health care organizations, and policymakers as an authoritative source of credible, scientifically validated, up-to-date information about addictive disorders and their diagnosis and management.
Goals are outcome-oriented statements that represent what will constitute the organization’s future success. The achievement of each goal will move ASAM towards the realization of its vision. The goals are not in any order of priority. Every goal will need to be accomplished if the organization is to fully achieve its vision.

On the next pages, each goal is accompanied by a set of objectives, which represent key issues affecting ASAM’s ability to achieve the goal and articulate milestones against which to measure progress.

**GOAL #1 – Definition and Recognition of Addiction Medicine Goal**

ASAM will implement and communicate its role as the leading medical organization to promote evidence-based treatment, education about evidence-based treatment, and efficacy for evidence-based treatment.

**GOAL #2 – Treatment Goal**

There will be common elements and best practices in the treatment of patients with addiction.

**GOAL #3 – Medical Education Goal**

ASAM will be a valued partner with ABAM in defining addiction medicine practice, elements of best practice, and establishment of accredited ADM GME training programs.

**GOAL #4 - Membership Goal**

ASAM will increase our membership and effectively mobilize our members in pursuit of our mission, goals both nationally and locally.

**GOAL #5 - Management And Finance Goal**

ASAM will achieve and maintain a strong governance and management capability with fiscal responsibility and accountability

**GOAL #6 - Policy and Communication Goal**

ASAM and its members will promote greater awareness and wider understanding of the prevention, recognition and treatment of, and research on addiction and its complications, as well greater awareness and wider understanding of the role of Addiction Medicine.
Goal #1 – Definition and Recognition of Addiction Medicine

Goal
ASAM will implement and communicate its role as the leading medical organization to promote evidence-based treatment, education about evidence-based treatment, and efficacy for evidence-based treatment.

Objectives
1. Increase recognition by physicians, health insurers, health care organizations, and policymakers as of addiction as a medical disorder.

2. **Increase recognition by physicians, health insurers, health care organizations, and policymakers of Addiction Medicine as a medical specialty with a multidisciplinary body of knowledge.** (suggested 2010 priority)

3. Increase recognition of ASAM as authoritative source of credible, scientifically validated, up-to-date information about addictive disorders and their diagnosis and treatment.
Goal #2 – Treatment

Goal
There will be common elements and best practices in the treatment of patients with addiction.

Objectives
1. Increase patient access to effective addiction treatment.
2. Increase the frequency with which Addiction Medicine services are delivered by Addiction Medicine Specialists or other appropriately trained professionals.
3. Increase the frequency with which services for the evaluation and management of addictive disorders are delivered by Addiction Medicine specialists or, as appropriate, by general medical or mental healthcare providers in consultation with Addiction Medicine specialists.
4. Improve parity in insurance coverage for addiction treatment, as a covered benefit with reimbursement for such services under public and private health insurance plans. (suggested 2010 priority)
GOAL # 3 - Medical Education

Goal
ASAM will be a valued partner with ABAM in defining addiction medicine practice, elements of best practice, and establishment of accredited ADM GME training programs.

Objectives
1. Improve education of residents such that all residency training programs include appropriate content on addictive disorders in their essential requirements.

2. Expand availability of approved graduate medical training programs in Addiction Medicine, leading to certification, of all physicians who are interested and qualified. (suggested 2010 priority)

3. Expand education of practicing physicians with appropriate training, education and certification in Addiction Medicine through multiple modalities.
GOAL # 4 - Membership

Goal
ASAM will increase our membership and effectively mobilize our members in pursuit of our mission, goals both nationally and locally

Objectives
1. Increase engagement of members in ASAM's organizational activities at the national and local levels.
2. Improve welcoming and mentoring of new members both nationally and locally.
3. Improve ASAM members’ ability to develop leadership skills and gain knowledge and experience.
4. Increase absolute number of members; increase engagement of members in local and national organization.
5. Improve members' ability to develop practice skills and leadership abilities. (suggested 2010 priority)
GOAL # 5 - Management And Finance

Goal
ASAM will achieve and maintain a strong governance and management capability with fiscal responsibility and accountability.

Objectives
1. Improve ASAM's ability to ensure that financial resources and operating budget are appropriate to achieving and sustaining the Society's Mission and goals.
2. Increase reserves at specific pace in the budget as a line item each year.
3. Improve the bylaws to insure growth and maintenance of reserves.
4. Increase net income from CME and web/internet based services. (suggested 2010 priority)
GOAL # 6 - Policy and Communication

Goal
ASAM and its members will promote greater awareness and wider understanding of the prevention, recognition and treatment of, and research on addition and its complications, as well greater awareness and wider understanding of the role of Addiction Medicine.

Objectives
1. Expand ASAM’s Advocacy Role to ensure that ASAM is an active participant in organized medicine. (suggested 2010 priority)
2. Improve ASAM Policy Statements to address emerging issues in addiction prevention, intervention, treatment, and research.
3. Expand strategic use of ASAM’s Public Policy Statements, to promote the adoption of sound policies related to addictive disorders and their treatment.
4. Improve communication and coordination among ASAM committees with regard to policy development.
5. Improve communication of ASAM policies to policymakers, public, industry, medical associations and Pharma.
6. Increase development speed of PPSs.