



## **THE STRATEGIC LONG-RANGE PLAN FOR THE NORTH AMERICAN NEURO-OPHTHALMOLOGY SOCIETY (NANOS) 2016**

### **MISSION STATEMENT**

The North American Neuro-Ophthalmology Society (NANOS) is dedicated to the achievement of excellence in patient care through the support and promotion of education, communication, research, and the practice of neuro-ophthalmology.

Developed by the NANOS Board and the NANOS STRATEGIC PLANNING COMMITTEE

Janel Fick, Executive Director  
Larry Frohman, EVP  
Leah Levi, Board Chair  
Nancy Newman, President

## **2016 LONG RANGE PLANNING GOALS FOR NANOS:**

- 1) NANOS will promote the financial well-being and viability of neuro-ophthalmologists in practice and in academics
- 2) NANOS will advocate for neuro-ophthalmologists and neuro-ophthalmology
- 3) NANOS will work to improve the ability of neuro-ophthalmologists to render neuro-ophthalmic care
- 4) NANOS will develop its financial resources to support its goals
- 5) NANOS will motivate and develop its member resources to support its goals
- 6) NANOS will work to demonstrate the value (Financial, Clinical Outcomes, and Patient Satisfaction) of neuro-ophthalmologists in any evolving health care system
- 7) NANOS will be the premier resource for neuro-ophthalmic educational programs and services
- 8) NANOS will foster the development of future neuro-ophthalmologists
- 9) NANOS will continue to publish a high quality journal
- 10) NANOS will foster the development of research endeavors in neuro-ophthalmology and will disseminate information about research results
- 11) NANOS will be the unified voice of neuro-ophthalmology in the United States and Canada
- 12) NANOS will strive to assist its members in the process of continuous improvement of neuro-ophthalmic patient care
- 13) NANOS will address how it will support the discipline of neuro-ophthalmology and govern itself while many members may practice a second subspecialty
- 14) NANOS will be the premier resource for neuro-ophthalmic information and services for patients
- 15) NANOS will be the premier resource for the neuro-ophthalmic information and services for other providers of health care
- 16) NANOS will foster collegiality and professional relationships amongst its members and within the broader related neuro-ophthalmic and medical communities
- 17) NANOS must balance simultaneously addressing the needs of our large majority US members, while meeting needs of our international members as best we can

## TASKS TO ACHIEVE STRATEGIC GOALS

### **1) NANOS WILL PROMOTE THE FINANCIAL WELL-BEING AND VIABILITY OF NEURO-OPHTHALMOLOGISTS IN PRACTICE AND IN ACADEMICS**

- a) NANOS WILL PERFORM A MEMBER SURVEY TO ESTABLISH RELIABLE PRODUCTIVITY (RVU'S) AND SALARY BENCHMARKS
  - i) FTI ENGAGEMENT, TASK 2
- b) NANOS WILL DEMONSTRATE THE VALUE OF NEURO-OPHTHALMIC CARE (FTI ENGAGEMENT, TASK ONE)
- c) NANOS WILL DEVELOP QUALITY OUTCOME MEASURES
- d) NANOS WILL OFFER INPUT REGARDING NEURO-OPHTHALMIC ISSUES IN THE DEVELOPMENT OF REGISTRIES (IRIS, AXON)
- e) NANOS WILL DEVELOP RESOURCES TO ASSIST IN ADVISING IF/HOW MEMBERS SHOULD/COULD PARTICIPATE IN NEW MODELS OF CARE
- f) NANOS WILL DEVELOP A PRACTICE TOOLKIT THAT MIGHT OFFER:
  - i) ICD-10 AND CODING SUPPORT
  - ii) EMR ADVICE/CONSULTATION/BEST PRACTICES
  - iii) JOB/SALARY NEGOTIATION TOOLKIT (AS PERMITTED BY LAW)
- g) NANOS will attempt to develop models capturing the downstream revenue generation of neuro-ophthalmologists
- h) NANOS will show the opportunity cost savings to justify the salary of neuro-ophthalmologist (the difficult patient saved from retina, cornea,...)
- i) NANOS will push for ACGME requirement that not only ophthalmology, but also neurology departments should be required to have a 50% or more neuro-ophthalmologist in their department for accreditation
- j) NANOS will develop a program where a primary care physician can email a society contact point to see if a neuro-ophthalmologist would be the right person to consult with on a patient
- k) NANOS will consider development of a program to support members' efforts in telemedicine

**2) NANOS WILL ADVOCATE FOR NEURO-OPHTHALMOLOGISTS AND NEURO-OPHTHALMOLOGY**

- a) NANOS WILL DEVELOP CLOSER TIES WITH AAO, AAN AND OTHER MEMBERS OF THE COGNITIVE SPECIALTY COALITION (CSC)
- b) NANOS WILL INVESTIGATE PURCHASING (PART-TIME) REPRESENTATION/PUBLIC RELATIONS EFFORTS FROM EXISTING WASHINGTON OFFICE OF RELATED ALIGNED GROUPS
- c) NANOS WILL REORGANIZE ITS ADVOCACY COMMITTEE TO BEST INTERFACE WITH CONSULTANTS AND RELATED GROUPS SUCH AS AAO AND AAN
  - i) NANOS MAY DIVIDE ADVOCACY COMMITTEE INTO ADVOCACY AND HEALTH POLICY COMMITTEES
  - ii) NANOS WILL STAFF CSC CALLS
- d) NANOS WILL FORM AND DEVELOP ITS AMA COMMITTEE
  - i) NANOS SHALL PARTICIPATE IN AMA SPECIALTY AND SERVICE SOCIETY CAUCUS (SSS) AS A ROUTE TO ACHIEVING VOICE AT/MEMBERSHIP IN AMA HOUSE OF DELEGATES (HOD)
  - ii) NANOS WILL ATTEMPT TO MEET THE 20% OF US MEMBER AND 100 MINIMUM ABSOLUTE NUMBER OF AMA MEMBER THRESHOLD REQUIRED FOR HOD MEMBERSHIP
- e) NANOS SHALL ATTEMPT TO RECEIVE A UNIQUE TAXONOMY CODE FOR NEURO-OPHTHALMOLOGY AS A DISCIPLINE TO PERMIT OUR DIFFERENTIATION
- f) NANOS SHALL DEVELOP/EXPAND PUBLIC RELATIONS TASKS IN ORDER TO:
  - i) RELEASE BEST OF ANNUAL MEETING INFORMATION TO RELATED GROUPS (AAO, AAN) AND MEDIA
  - ii) BUILD RELATIONSHIPS WITH MEDIA OUTLETS TO EDUCATE THE PUBLIC ABOUT THE EXISTENCE OF NEURO-OPHTHALMOLOGY AND THE ADVANTAGES OF SEEKING NEURO-OPHTHALMIC CARE
- g) NANOS shall have advocacy committee investigate use social media as an advocacy tool (M)
- h) NANOS will partner with patient advocacy groups/Identify patient advocate/champions
- i) NANOS will attempt to develop models capturing the downstream revenue generation of neuro-ophthalmologists.
- j) NANOS will attempt to use its members who occupy positions of high-level input in related organizations to attempt to align their organizations with NANOS' interests
- k) NANOS will explore if board certification would significantly improve ability to advocate in neuro-ophthalmology.

- 3) **NANOS WILL WORK TO IMPROVE THE ABILITY OF NEURO-OPHTHALMOLOGISTS TO RENDER NEURO-OPHTHALMIC CARE**
- a) NANOS WILL DEVELOP QUALITY OUTCOME MEASURES
  - b) NANOS WILL OFFER INPUT REGARDING NEURO-OPHTHALMIC ISSUES IN THE DEVELOPMENT OF REGISTRIES (IRIS, AXON)
  - c) NANOS WILL DEVELOP A PRACTICE TOOLKIT THAT MIGHT OFFER:
    - i) ICD-10 AND CODING SUPPORT
    - ii) EMR ADVICE/CONSULTATION/BEST PRACTICES
    - iii) JOB/SALARY NEGOTIATION TOOLKIT (AS PERMITTED BY LAW)
- 4) **NANOS WILL DEVELOP ITS FINANCIAL RESOURCES TO SUPPORT ITS GOALS**
- a) NANOS WILL WORK WITH L/L TO REJUVENATE AND EXPAND DEVELOPMENT COMMITTEE TASKS
  - b) NANOS WILL INVESTIGATE ALLOCATING TIME AT L/L TO SUPPORT FUNDRAISING EFFORTS AS PLANNED WITH EXECUTIVE AND DEVELOPMENT COMMITTEES
  - c) NANOS WILL REASSESS ITS DUES STRUCTURE (SEE BELOW)
    - i) BUDGET NEEDS ADDRESS NEW EXPENSES/REVENUE DECLINES AS WELL AS EXPANDED SCOPE OF ACTIVITIES
  - d) NANOS WILL CONSIDER ASKING MEMBERS TO FUND A VOLUNTARY CREDIT CARD PROGRAM WHERE THEY GIVE US A MONTHLY DONATION AUTOMATICALLY
  - e) NANOS shall consider forming a crowd-funding subcommittee
    - i) Could have targeted goals such as financing NOVEL and the research project
  - f) NANOS shall develop structured verbiage for wills
  - g) NANOS shall be more aggressive pursuing donations from grateful patients and corporations. This may include:
    - i) Developing an endowment
    - ii) Developing a prospectus
    - iii) Developing patient materials about supporting neuro-ophthalmology
    - iv) Starting a capital campaign, establish named (funded) lectures.
- 5) **NANOS WILL MOTIVATE AND DEVELOP ITS MEMBER RESOURCES TO SUPPORT ITS GOALS**
- a) NANOS SHALL EDUCATE ITS MEMBERSHIP ABOUT WHY NANOS NEEDS TO BE THEIR TOP VOLUNTEERING PRIORITY
  - b) NANOS SHALL REDESIGN ITS ENTIRE REWARD /RECOGNITION PROGRAM TO POSSIBLY INCLUDE:
    - i) BOARD SERVICE AWARDS
      - (1) EXEMPLARY BOARD SERVICE AWARDS
      - (2) PAST PRESIDENT AWARD
        - (a) EXEMPLARY LONG-TERM SERVICE AWARD
    - ii) COMMITTEE CHAIR RECOGNITION FOR EXEMPLARY SERVICE
    - iii) COMMITTEE MEMBER RECOGNITION FOR EXEMPLARY SERVICE
  - c) NANOS SHALL DO A BETTER JOB OF INFORMING MEMBERSHIP ABOUT ITS VOLUNTEER SERVICE NEEDS

- 6) **NANOS WILL WORK TO DEMONSTRATE THE VALUE (FINANCIAL, OUTCOME, AND PATIENT SATISFACTION) OF NEURO-OPHTHALMOLOGISTS IN ANY EVOLVING UNITED STATES HEALTH CARE SYSTEM**
- a) NANOS WILL DEMONSTRATE THE VALUE OF NEURO-OPHTHALMIC CARE (FTI ENGAGEMENT, TASK ONE)
  - b) NANOS WILL DEVELOP QUALITY OUTCOME MEASURES
    - i) CLINICAL OUTCOMES
    - ii) PATIENT SATISFACTION OUTCOMES
    - iii) PROCESS (COST) OUTCOMES
    - iv) NANOS WILL FORM AND CHARGE ITS QUALITY OF NEURO-OPHTHALMIC CARE COMMITTEE
  - c) NANOS will attempt to develop models capturing the downstream revenue generation of neuro-ophthalmologists
- 7) **NANOS WILL BE THE PREMIER RESOURCE FOR NEURO-OPHTHALMIC EDUCATIONAL PROGRAMS AND SERVICES**
- a) NANOS SHALL MAINTAIN THE HIGHEST QUALITY ANNUAL MEETING
    - i) THIS SHALL INCLUDE CONSIDERATION OF ANNUAL MEETING ENHANCEMENTS
    - ii) NANOS WILL DEVELOP A MORE ROBUST WEB CAPABILITY FOR ABSTRACT SUBMISSION PROCESS
  - b) NANOS SHALL DEVELOP NOVEL'S RESOURCES: TO INCLUDE
    - i) THE NEURO-OPHTHALMOLOGY CURRICULUM LINKED TO RESOURCES.
    - ii) DEVELOPMENT OF A BUSINESS MODEL TO HELP WITH SUPPORT OF NOVEL.
    - iii) An Interactive Walsh & Hoyt Textbook.
    - iv) A Core Competencies link: NANOS shall tie its curriculum to national competencies and link these to resources in NOVEL. This will require working with NANOS members to identify core competencies, creating an outline, and then preparing accurate queries into NOVEL (M).
    - v) A Neuro-Ophthalmic Exam collection: Members shall create a list of most common examinations, and the NOVEL committee shall determine whether they can be digitally developed at Univ. of Utah, or video record them elsewhere and send to NOVEL.
    - vi) A NANOS Annual Meeting program: NANOS will identify selected programs from its annual meeting to add as PowerPoint and video presentations to NOVEL. Some can be recurring, such as the Walsh and the Jacobson Lecture, some may be chosen for quality or timeliness.
    - vii) NANOS shall continue peer review of additions to NOVEL
    - viii) NANOS shall consider development of All Star Grand Rounds for NOVEL
  - c) NANOS shall investigate co-branding neuro-ophthalmology courses and symposia at AAN-run meetings.
  - d) NANOS shall address the future status of the Jacobson lecture
    - i) i.e., time allocation, could it become a visiting lectureship?

8) **NANOS WILL FOSTER THE DEVELOPMENT OF FUTURE NEURO-OPHTHALMOLOGISTS**

- a) BY MAKING THE ANNUAL MEETING ATTRACTIVE TO MEDICAL STUDENTS, RESIDENTS, AND FELLOWS
- b) By expanding/improving the neuro-ophthalmology curriculum on NOVEL (including cross referencing with NOVEL resources)
- c) By increasing medical students early exposure to the field
  - i) Get members who are part of medical school curriculum committees to promote Neuro-Ophthalmology electives.
- d) NANOS will find ways to outreach to current ophthalmology and neurology
  - i) This might be done via program director list servers and under the purpose of informing them about the NOVEL resource.
- e) NANOS shall continue skills transfer sessions at the annual meeting and post videos of the sessions.
  - i) NANOS can consider having young members make a skills transfer talk/video as part of becoming a NANOS Fellow.

9) **NANOS WILL CONTINUE TO PUBLISH A HIGH QUALITY JOURNAL**

- a) BEGIN PLANNING FOR EDITOR SUCCESSION
- b) Consider award for paper of the year
- c) Potential for investment in infrastructure required to development an annual best practice/guidelines article

10) **NANOS WILL FOSTER THE DEVELOPMENT OF RESEARCH ENDEAVORS IN NEURO-OPHTHALMOLOGY AND WILL DISSEMINATE INFORMATION ABOUT RESEARCH RESULTS**

- a) NANOS shall expand its ties with NORDIC while developing guidelines for the relationship
  - i) Chair of Research Committee should serve on NORDIC and vice versa.
- b) NANOS shall assess the outcomes/effectiveness of its grant program
- c) NANOS shall attempt to develop the financial resources to award a second grant in a year with two exceptional applications
- d) NANOS shall charge a new committee or subcommittee to determine and validate patient outcome measures for research

- 11) **NANOS WILL BE THE UNIFIED VOICE OF NEURO-OPHTHALMOLOGY IN THE UNITED STATES AND CANADA**
- a) NANOS WILL WORK TO COORDINATE ITS EFFORTS WITH AAN AND AAO WHERE APPROPRIATE
  - b) NANOS WILL REPRESENT ITS DISCIPLINE TO THE AMA
  - c) NANOS WILL BEGIN AN OUTREACH TO NEUROSURGERY TO DEVELOP CLOSER TIES
- 12) **NANOS WILL STRIVE TO ASSIST ITS MEMBERS IN THE PROCESS OF CONTINUOUS IMPROVEMENT OF NEURO-OPHTHALMIC PATIENT CARE.**
- a) NANOS SHALL DEVELOP PREFERRED PRACTICE PATTERNS
- 13) **NANOS WILL ADDRESS HOW IT WILL SUPPORT THE DISCIPLINE OF NEURO-OPHTHALMOLOGY AND GOVERN ITSELF WHILE MANY MEMBERS MAY PRACTICE A SECOND SUBSPECIALTY**
- a) THE NANOS BOARD WILL INVESTIGATE WHETHER MEMBERSHIP CATEGORIES AND/OR BOARD STRUCTURE NEED TO BE CHANGED
  - b) THE BYLAWS COMMITTEE WILL PREPARE AMENDMENTS TO GOVERNING DOCUMENTS BASED UPON BOARD DIRECTION
- 14) **NANOS WILL BE THE PREMIER RESOURCE FOR NEURO-OPHTHALMIC INFORMATION AND SERVICES FOR PATIENTS**
- a) NANOS shall utilize social media as a tool
  - b) NANOS shall make available/post talks for members to present to patient and other interest groups.
- 15) **NANOS WILL BE THE PREMIER RESOURCE FOR THE NEURO-OPHTHALMIC INFORMATION AND SERVICES FOR OTHER PROVIDERS OF HEALTH CARE**
- a) NANOS SHALL DEVELOP/EXPAND ITS PUBLIC RELATIONS EFFORTS
    - i) THIS SHALL INCLUDE RELEASING THE BEST OF THE ANNUAL MEETING INFORMATION TO RELATED GROUPS (AAO, AAN) AND MEDIA, INCLUDING SOCIAL MEDIA
    - ii) WE SHALL ATTEMPT TO BUILD RELATIONSHIPS WITH MEDIA OUTLETS TO EDUCATE THE PUBLIC ABOUT THE EXISTENCE OF NEURO-OPHTHALMOLOGY AND THE ADVANTAGES OF SEEKING NEURO-OPHTHALMIC CARE
    - iii) NANOS shall create topic information sheets for other providers (and why neuro-op is important in their patient's care).



**16) NANOS WILL FOSTER COLLEGIALLY AND PROFESSIONAL RELATIONSHIPS AMONGST ITS MEMBERS AND WITHIN THE BROADER RELATED NEURO-OPHTHALMIC AND MEDICAL COMMUNITIES**

- a) NANOS will make educational efforts while participating in AMA Specialty and Service Society Caucus (SSS), and while coordinating with the CSC, AAO, and AAN.

**17) NANOS MUST BALANCE SIMULTANEOUSLY ADDRESSING THE NEEDS OF OUR LARGE MAJORITY US MEMBERS, WHILE MEETING THE NEEDS OF OUR INTERNATIONAL MEMBERS AS BEST WE CAN**

- a) NANOS will review and monitor international educational outreaches
- b) NANOS will support member efforts in international education (financially)