<table>
<thead>
<tr>
<th>Balanced Scorecard Perspective</th>
<th>Strategic Priority</th>
<th>Objective</th>
<th>Measure/Deliverable</th>
<th>End Target</th>
<th>Leader</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Set standard of excellence in education and training for AAOMS members, OMS Residents and their staffs</td>
<td>Increase participation of OMS residency training programs and office staff in the AAOMS simulation programs.</td>
<td>% of practicing OMS</td>
<td>3% of practicing OMS</td>
<td>3 residency programs</td>
<td>*Complete BETA testing (Q3 2015) *Complete Phase I &amp; II (Q1 2016) *Implement Phase III (Q4 2016)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pilot new educational technologies in regional programs.</td>
<td># of residency programs</td>
<td>3 residency programs</td>
<td>3 residency programs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitate predoctoral training in OMS</td>
<td># of new models established</td>
<td>3 by Q2 2016</td>
<td>CPET</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase variety and format of dental implant educational offerings</td>
<td># of new programs</td>
<td>3 by Q2 2016</td>
<td>CCEPD</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>Revise Standard 6 via CRET / RRC / CODA and implement</td>
<td>Standard Implemented</td>
<td>Q3 2017</td>
<td>CRET/Faculty Section</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complete 3 clinical research studies</td>
<td># of studies completed</td>
<td>3 by Q3 2017</td>
<td>SPCR</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve member awareness of research</td>
<td>% complete with implementation plan to develop and implement informational campaign</td>
<td>100% by Q4 2017</td>
<td>CRPTA/CPPC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Mission**

Assure excellence in patient care by advancing, promoting, and protecting the specialty of oral and maxillofacial surgery, and the skill and professionalism of AAOMS members.

**Vision**

AAOMS members practice at the highest level of quality and professionalism

AAOMS members have made a demonstrable difference in the lives of their patients, and communities

AAOMS members are professionally fulfilled and satisfied

**Values**

Oral and maxillofacial surgeons are uniquely qualified to care for patients that require surgery of the face, mouth and jaw.

Patients deserve the highest quality care

Oral and maxillofacial surgeons are committed to the highest standards of ethics and professionalism

Membership in AAOMS is an honor and privilege
<table>
<thead>
<tr>
<th>Balanced Scorecard Perspective</th>
<th>Strategic Priority</th>
<th>Objective</th>
<th>Measure/Deliverable</th>
<th>End Target</th>
<th>Leader</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality</strong></td>
<td>Develop and disseminate top 3 priority clinical guidelines</td>
<td># of clinical guidelines completed</td>
<td>3 by Q4 2017</td>
<td>SCCGD</td>
<td>One clinical guideline per year produced</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Integrate simulation and other technological advances as component of OAE</td>
<td>Integration achieved</td>
<td>Q4 2017</td>
<td></td>
<td>CAN to incorporate simulation into OAE (Q1 2017)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Align AAOMS programs and services to best available data on outcome measures, quality and safety</td>
<td>% complete with audit and alignment</td>
<td>100% Q2 2017</td>
<td>SCOPM</td>
<td>*Develop educational modules including Opioid prescription guidelines, infection control, HIPAA, *Itinerant surgical standards (Q2 2017)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Help practices prepare for the future</td>
<td># of exposures to new models and tools</td>
<td>6 by Q3 2015</td>
<td>CPCC and Staff</td>
<td>*Establish a section on website highlighting new / emerging technology (Q3 2016)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and disseminate referral criteria/guidelines</td>
<td>% complete delivery of referral guidelines</td>
<td>100% by Q4 2015</td>
<td>SCCGD</td>
<td>*Develop performance measures from registry and other sources for PQRS (Q2 2017)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Optimize coverage and appropriate payment for OMS procedures</td>
<td>% complete delivery and implementation of strategy and plan</td>
<td>100% by Q1 2016</td>
<td></td>
<td>*Develop a quality recognition program (Q2 2017)</td>
<td></td>
</tr>
</tbody>
</table>

**Mission**

Assure excellence in patient care by advancing, promoting, and protecting the specialty of oral and maxillofacial surgery, and the skill and professionalism of AAOMS members.

**Vision**

AAOMS members practice at the highest level of quality and professionalism

AAOMS members have made a demonstrable difference in the lives of their patients, and communities

AAOMS members are professionally fulfilled and satisfied

**Values**

Oral and maxillofacial surgeons are uniquely qualified to care for patients that require surgery of the face, mouth and jaw.

Patients deserve the highest quality care

Oral and maxillofacial surgeons are committed to the highest standards of ethics and professionalism

Membership in AAOMS is an honor and privilege

---

**AAOMS Balanced Scorecard 2015-2017**

- **Develop and disseminate top 3 priority clinical guidelines**
  - # of clinical guidelines completed
  - End Target: 3 by Q4 2017
  - Leader: SCCGD
  - Milestones: One clinical guideline per year produced

- **Integrate simulation and other technological advances as component of OAE**
  - Integration achieved
  - End Target: Q4 2017
  - Leader:  
  - Milestones: CAN to incorporate simulation into OAE (Q1 2017)

- **Align AAOMS programs and services to best available data on outcome measures, quality and safety**
  - % complete with audit and alignment
  - End Target: 100% Q2 2017
  - Leader: SCOPM
  - Milestones: *Develop educational modules including Opioid prescription guidelines, infection control, HIPAA, *Itinerant surgical standards (Q2 2017) |

- **Help practices prepare for the future**
  - # of exposures to new models and tools
  - End Target: 6 by Q3 2015
  - Leader: CPCC and Staff
  - Milestones: *Establish a section on website highlighting new / emerging technology (Q3 2016) |

- **Develop and disseminate referral criteria/guidelines**
  - % complete delivery of referral guidelines
  - End Target: 100% by Q4 2015
  - Leader: SCCGD
  - Milestones: *Develop performance measures from registry and other sources for PQRS (Q2 2017) |

- **Optimize coverage and appropriate payment for OMS procedures**
  - % complete delivery and implementation of strategy and plan
  - End Target: 100% by Q1 2016
  - Leader:  
  - Milestones: Utilize available AAOMS resources to optimize coverage and appropriate payment of OMS procedures (ie., advocacy, registries, guidelines, coding, etc.) (ONGOING)
### Mission
Assure excellence in patient care by advancing, promoting, and protecting the specialty of oral and maxillofacial surgery, and the skill and professionalism of AAOMS members.

### Vision
**AAOMS members practice at the highest level of quality and professionalism**
AAOMS members have made a demonstrable difference in the lives of their patients, and communities
AAOMS members are professionally fulfilled and satisfied

### Values
Oral and maxillofacial surgeons are uniquely qualified to care for patients that require surgery of the face, mouth and jaw.
Patients deserve the highest quality care
Oral and maxillofacial surgeons are committed to the highest standards of ethics and professionalism
Membership in AAOMS is an honor and privilege

<table>
<thead>
<tr>
<th>Balanced Scorecard Perspective</th>
<th>Strategic Priority</th>
<th>Objective</th>
<th>Measure/Deliverable</th>
<th>End Target</th>
<th>Leader</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>Align and strengthen advocacy priorities with quality data</td>
<td>Update advocacy materials as new data become available</td>
<td>Quarterly Review</td>
<td>SMT</td>
<td>Gather data, review, evaluate &amp; report to BOT (quarterly)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop a strategy for improving access to care for OMS patients</td>
<td>Report to BOT on committee activities relating to access to care</td>
<td>Q4 2015</td>
<td>SMT</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Influence policy by identifying and targeting key decision makers</td>
<td>Update advocacy materials as new data become available and share with communities of interest</td>
<td>100% by Q3 2016</td>
<td>SMT, CPPC, CHCA, CGA, BOT</td>
<td>*Use most current data available and update information as needed *Update and review current advocacy positions as necessary</td>
<td></td>
</tr>
</tbody>
</table>

| Communications                  | Increase web hits and changes in public awareness of OMS | % increase in webhits on public site | 10% by Q4 2015 | SCAIC/PPC | *Obtain and evaluate research data from IC with reports to the Board *Review web data quarterly *Continue work with A & C |
|                                | Keep AAOMS relevant in dental and medical communities | # of articles published | Implementation of recommendations of SCAIC | SCAIC | |
|                                | Report to the membership best practices and benchmarks in research and quality as data become available | At least annual updates | 3 by Q4 2017 | SMT | ongoing |

| Leadership Development          | Conduct a leadership conference for Residents and Early Career OMS | Development and completion of conference | Q2 2015 | SCEL | Emerging Leaders Conference |
|                                | Strengthen the leadership skills and abilities of current AAOMS leaders | % of committees exposed to new leadership skills | 50% by Q4 2015 | SMT | *Audit areas of weakness/interest and create materials to address *Orientation of new committee members |
|                                | Develop a plan to create opportunities for AAOMS members to lead | Development of plan | 3 by Q4 2015 | SMT | *Women in OMS Summit *Dues statement volunteer solicitation *New Committee Chair orientation *Emerging Leaders Conference |

Legend:  
- Green = On target  
- Orange = Target at risk  
- Blue = Break through performance  
- Red = Missing target
### Mission
Assure excellence in patient care by advancing, promoting, and protecting the specialty of oral and maxillofacial surgery, and the skill and professionalism of AAOMS members.

### Vision
- AAOMS members practice at the highest level of quality and professionalism
- AAOMS members have made a demonstrable difference in the lives of their patients, and communities
- AAOMS members are professionally fulfilled and satisfied

### Values
- Oral and maxillofacial surgeons are uniquely qualified to care for patients that require surgery of the face, mouth and jaw.
- Patients deserve the highest quality care
- Oral and maxillofacial surgeons are committed to the highest standards of ethics and professionalism
- Membership in AAOMS is an honor and privilege

<table>
<thead>
<tr>
<th>Balanced Scorecard Perspective</th>
<th>Strategic Priority</th>
<th>Objective</th>
<th>Measure/Deliverable</th>
<th>End Target</th>
<th>Leader</th>
<th>Milestones</th>
</tr>
</thead>
</table>

---