The World Medical Association Inc.
Strategic Plan 2020 – 2025
adopted by the WMA General Assembly, Tbilisi 2019

Mission

The purpose of the WMA is to serve humanity by endeavouring to achieve the highest international standards in Medical Education, Medical Science, Medical Art and Medical Ethics, and Health Care for all people in the world. (WMA Article 2)

Vision

Ethics, Advocacy & Representation

The WMA represents all physicians across the world. We are committed to the ethical values laid down in the Declaration of Geneva. Striving for better health and health care for all people, we stress the importance of the Social Determinants of Health and we support the idea of Universal Health Coverage. We constantly engage to improve medical education, and we advocate on behalf of the physicians of this world, their patients and the communities they live in. Caring, ethics and science are enduring traditions of medicine which we share.

Partnerships & Collaborations

We acknowledge the high degree of cooperation that is necessary to ensure health and to provide high quality health care to all people. Our work with partners within and outside health care systems is based on mutual respect and clear responsibility for our patients and communities. We are prepared to take leadership.

Communications & Outreach

Health and health care require communication. We aim to improve and innovate the communication between physicians, health professionals, laypersons and, most importantly, with our patients, understanding them as persons seeking our help, advice, protection and partnership. We are ready to lead change when change for the better is possible.

Operational Excellence

In order to achieve operational excellence, we follow the principles of ethical behaviour, professionalism, appropriateness and accountability.

Strategic Areas and Priorities

Medical Ethics

- Promoting the DoG and the International Code of Medical Ethics (ICoME)
- Revising the ICoME
- Maintaining active ownership of the DoH and DoT

Universal Health Coverage

- Promoting Physician-led Primary Health Care
- Social and Environmental Determinants of Health
- New technologies, education and working conditions
- Emergency preparedness

Human Rights and Health

- Organizational challenges (self governance, professional autonomy)
- Health Care in Danger (armed conflict and civilian situations)
- Individual interventions (doctors or patients at risk)

Organizational Capacity

- Governance development
- Member integration
- Staff development

Medical Ethics – Priorities & Deliverables

Promoting the Declaration of Geneva and the International Code of Medical Ethics	
• Using the DoG at annual assemblies and similar events • Encouraging member and non-member physician associations (e.g. regional groups) to use the DoG • Discussing the ICoME in WMA member organizations and participating in the international discussion	• Celebrating the DoG in the WMA • Surveying medical associations on whether they use the DoG in their assemblies and how • Providing discussion materials to member organizations, inviting them to participate
Revising the International Code of Medical Ethics – demonstrating ownership and concern	
• Global discussion with regional events starting in 2020 • Regional discussions and expert hearings on all continents • A new ICoME in 2022	• Organizing at least three regional events to demonstrate ownership and engagement • Finishing revision by 2022
Maintaining and demonstrating ownership of the Declaration of Helsinki and the Declaration of Taipei	
• Stressing their value and collecting information on the use and shortfalls of the DoH / DoT • Discussing with experts and users, inviting comments • Reporting the discussion to Council & taking necessary action	• Participation of WMA leadership in international and national events on DoH / DoT subjects • Activities to seek scientific and practical input • Reporting back and preparing necessary policy steps

Universal Health Coverage: Priorities & Deliverables I

Social and Environmental Determinants of Health	
• Engaging for equity as measure of prevention and caring • Underlining general conditions of life (habitation, nutrition, education, working conditions) as pre-requisites of good health • Advising for fair and equitable health care systems • Engaging for the global environment to mitigate health effects of climate change • Fostering policy for climate protection • Taking action in the health sector (my green doctor, healthy hospitals)	• Inserting the endeavour for equity into our policies (new and reviewed) • Advocating for action on the Social Determinants of Health by participation in international organs • Demanding health in all policies at the WHO and other UN bodies • Continuation of our engagement to support WHO in the COP process • Engaging physicians in understanding and acting on climate change • Promoting our tool kits for green offices • Developing material for green hospitals / with IHF
Promoting Physician-led Primary Health Care	
• Demonstrating the value of physician-led care • Promoting quality as condition for equity • Decent working and living conditions for those serving in health care (allowing health professionals to develop their career in and with their regions or communities) • Counteracting violence in health care	• Developing talking points together with WONCA • Inserting a need for evidence-based medicine in cooperation with international organizations on as many levels as possible • Aligning in action with partner organizations (trade unions, WHPA in action for better working and living conditions) • Extending Health Care in Danger into civilian settings – co-organizing activities with our members • Increasing advocacy at the political level through our member organizations

Universal Health Coverage: Priorities & Deliverables II

New technologies, education and working conditions	
• Defining acceptable integration of artificial and augmented intelligence in medicine • Integrating and operationalizing IT in medical education, but prioritizing the human interaction in medical care • Promoting physician well-being and mental health, including advocacy to reduce physician burnout	• Developing a policy on artificial/augmented reality in medicine • Cooperating with WFME on technology integration in medical education • Promoting safe and respectful workplaces to reduce work-related diseases, violence, bullying, and harassment • Monitoring the expanding use of new technologies by patients in self-management and how this will impact on the work and role of doctors as well as on the doctor-patient relationship
Emergency preparedness	
• Promoting assistance and contingency planning	• Refining our policy work on emergency preparedness, ethics and contingency planning

Autonomy, Human Rights and Health – Priorities & Deliverables

Organizational challenges (self-governance, professional autonomy)	
• Supporting medical associations under pressure, in conflict or in development • Providing organizational guidance, arranging partnerships with other members	• Providing support with press work, advocacy to politicians, personal appearances of WMA leaders where possible • Giving guidance, brokering expert advice, building partnerships among member associations • Cooperating with regional medical organizations
Health Care in Danger (armed conflict and civilian situations)	
• Participation in the ICRC HCiD campaign • Promoting transfer of tools from HCiD into the civilian world • Raising political awareness	• Supporting the ICRC in the HCiD work by participating in workgroups and conferences • Stimulating conferences and activities with member organizations • Disseminating ideas for better protection and violence mitigation
Individual interventions (doctors or patients at risk)	
• Interventions on demand (campaign letters, diplomatic action, social media, attendance at court)	• Acting where necessary

Organizational Capacity – Priorities & Deliverables

Governance development	
- Higher integration of members into Council and Assembly work - Offering more room for discussion and interaction (regional and online discussions) - Enhancing communication with members, partners and externally - Improving representation to Council and General Assembly, reflecting regional and cultural diversity - Integrating young physicians in our work - Strengthening constituent membership	- Encouraging self-regulated mechanisms of rotation - Facilitating the participation of especially non-Council members in statutory meetings, work groups, joint activities and discussions - Developing a communications plan including our member organizations - Focussing WMA leadership participation in more so far underrepresented communities - Involving young physicians in activities in sync with our rules and procedures - Attracting new members (constituent and associate) - Increasing the participation of constituent members at all levels
Member integration	
- Recruiting more voluntary in-person support - Continuing internship programs	- Making more use of voluntary work and secondments - Increasing internships at the WMA office
Staff development	
- Increasing our communications capacity - Offering CPD opportunities	- Education and training for communications - Increasing general participation in CPD courses