

POSITION AND CANDIDATE SPECIFICATION



ASSOCIATION OF AMERICAN MEDICAL COLLEGES

CHIEF HEALTH CARE OFFICER

Prepared by: Lynn Olman
Jack Schlosser
Felicia Gorcyca

Assignment: 16866-004

Date: February 2008

Amsterdam
Atlanta
Barcelona
Beijing
Bogota
Boston
Brussels
Budapest
Buenos Aires
Chicago
Dallas
Dubai
Frankfurt
Geneva
Hong Kong
Houston
Johannesburg
Leeds
London
Los Angeles
Madrid
Manchester
Melbourne
Mexico City
Miami
Milan
Minneapolis/St. Paul
Montreal
Mumbai
Munich
New York
Orange County
Paris
Philadelphia
Prague
Rome
San Francisco
Santiago
Sao Paulo
Shanghai
Silicon Valley
Singapore
Stamford
Stockholm
Sydney
Tokyo
Toronto
Vienna
Warsaw
Washington, D.C.
Zurich

SpencerStuart

POSITION SPECIFICATION

About the Association of American Medical Colleges

The Association of American Medical Colleges (AAMC) is the most highly-regarded nonprofit organization representing all medical schools in the United States and Canada, major teaching hospitals and health systems, and medical academic and professional societies. Through these institutions and organizations, the AAMC represents the leadership of the nation's medical schools and teaching hospitals, as well as faculty leaders, medical students, and resident physicians. The AAMC office is located in downtown Washington, D.C. Its annual operating budget is \$107 million and there are approximately 400 staff members. The AAMC enjoys an excellent reputation based on a long history of service to its members and the public.

Today, the AAMC represents:

- All 126 accredited U.S. and 17 accredited Canadian medical schools
- Nearly 400 major teaching hospitals and health systems, including 68 Department of Veterans Affairs Medical Centers
- 109,000 faculty members in 94 academic and scientific societies
- 67,000 medical students and 104,000 resident physicians

The AAMC is governed by a 30-member Executive Council, comprising representatives elected from the AAMC's five core constituent groups:

- Council of Deans
- Council of Teaching Hospitals and Health Systems
- Council of Academic Societies
- Organization of Resident Representatives
- Organization of Student Representatives

The day-to-day operations of the AAMC are led by Darrell G. Kirch, M.D., a distinguished physician, educator, and medical researcher who joined the organization in July, 2006 after 13 years of involvement with the AAMC as a medical school dean at two member medical schools and leader of a university health system.

AAMC History: In 1876, representatives of 22 medical schools met in Philadelphia and formed the Provisional Association of American Medical Colleges. The call for the meeting stated that "the object of the convention is to consider all matters relating to reform in medical college work." Over the course of several days, the group adopted a constitution, bylaws, and articles of confederation, and the organization was born. Over 130 years later, the AAMC continues to work to improve medical education, but its agenda now also includes biomedical research that underpins that education, the health care

SpencerStuart

system that reaps its benefits, and the management of the medical schools and teaching hospitals where that education occurs.

Mission, Vision and Strategic Priorities: As part of a year-long strategic thinking and positioning process, the AAMC's Executive Council adopted the following statements of mission and vision on September 6, 2007: The **mission** of the AAMC is "to serve and lead the academic medicine community to improve the health of all."

The **vision** of the AAMC and its members is "a healthy nation and world in which:

- America's system of medical education, through continual renewal and innovation, prepares physicians and scientists to meet the nation's evolving health needs
- The nation's medical students, biomedical graduate students, residents, fellows, faculty, and the healthcare workforce are diverse and culturally competent
- Advances in medical knowledge, therapies, and technologies prevent disease, alleviate suffering, and improve quality of life
- The nation's health system meets the needs of all
- Concern for compassion, quality, safety, efficacy, accountability, affordability, professionalism, and the public good guide the health care community
- Medical schools and teaching hospitals continually earn the trust and support of the public for their special missions
- The AAMC and its members are a dynamic force in realizing this vision."

The AAMC has embraced nine **strategic priorities** to meet its mission and fulfill its vision (quoted from Learn, Serve, Lead published by the AAMC in 2007):

- Serve as the voice and advocate for academic medicine on medical education, research, and health care
- Lead innovation among the continuum of medical education to meet the health needs of the public
- Facilitate development of a health system that meets the needs of all for access, safety, and quality of care
- Strengthen the national commitment to discovery that promotes health and enhances the treatment of disease and disability
- Lead efforts to increase diversity in medicine
- Be a valued and reliable resource for data, information, and services
- Help members identify, implement, and sustain organizational performance improvement
- Provide outstanding leadership and professional development to meet the most critical needs of members
- Nurture a culture at the AAMC that promotes excellence in service to members and the public good

SpencerStuart

Three themes emerged from the strategic thinking and positioning process that are critical to the AAMC's future effectiveness:

- **Alignment.** The need for better alignment is apparent within and among the educational, research, and patient care missions of medical schools and teaching hospitals, as well as at the AAMC.
- **Leadership.** The academic medicine community looks to the AAMC for leadership in different ways on many different fronts: as an advocacy champion, as a provider of services and information, as an innovator, and as a strategic partner.
- **Collaboration.** The AAMC will serve the academic medicine community most effectively by being collaborative in approach, expansive in outreach, and inclusive in process.

Organizational Culture: Under the leadership of Dr. Kirch, a new culture is emerging at the AAMC that aligns with the organization's mission, vision, and strategic priorities. It is a culture of collaboration, teamwork, information-sharing, openness and honesty. "Servant leadership" describes the management philosophy of the AAMC, where people work on behalf of the membership to further its mission. Core values are an important part of the culture of the AAMC. Its **Values for Excellence**, known as STRIVE, are the following:

- **Strive** for Greatness
- Work **Together**
- Take **Responsibility**
- Pursue **Innovation**
- **Value** Everyone
- Act **Ethically**

The AAMC is committed to translating association priorities into successful outcomes that deliver value to its members and improved health for all. For more information about the AAMC, see its website at www.aamc.org.

Position Summary

The AAMC enjoys an excellent reputation as an effective and powerful advocate for the academic medical community, including medical schools and universities and the teaching hospitals and physicians that are a vital part of the academic enterprise. The AAMC is actively involved on the regulatory and legislative fronts, representing the AAMC and its members to both the executive and legislative branches of government. Internally, the regulatory and legislative affairs teams are housed in different clusters, reporting to the Chief Health Care Officer and the Chief Advocacy Officer, respectively. These two teams work collaboratively to advance AAMC's mission and advocacy goals. For a list of the AAMC's "top issues," please refer to the AAMC website at <http://www.aamc.org/advocacy/start.htm>.

SpencerStuart

The Chief Health Care Officer oversees the AAMC's activities that focus on the interface between the healthcare delivery system and academic medicine, with particular attention to how health care in academic settings can address quality of care and patient-centered care issues. These activities include policy and regulatory analysis/monitoring; development and maintenance of data bases relating to hospitals, health systems, graduate medical education, faculty practice plans and quality; liaison with the federal government's executive branch; collaboration with an array of other health organizations and associations; oversight of a variety of research projects; and the development of educational programs and publications. The Chief Health Care Officer oversees the provision of membership services to the AAMC's Council of Teaching Hospitals and Health Systems (COTH), Group on Faculty Practice (GFP), Group on Resident Affairs (GRA), Chief Medical Officers Group, and Compliance Officers Forum.

Relationships

Reports to:	Darrell G. Kirch, M.D., President and CEO
Close working relationship with:	Carol Aschenbrener, M.D., Executive Vice President
Key relationships	Chief Advocacy Officer (<i>search underway</i>) Chief Academic Officer (<i>search underway</i>) David Korn, M.D., Chief Scientific Officer Robert Jones, Ph.D., Chief Mission Support Officer
Direct reports:	Karen Fisher, Senior Associate Vice President Denise Doder, Associate Vice President Sunny Yoder, Assistant Vice President Atul Grover, M.D., Assistant Vice President Directors (4) Staff Specialists

Major Responsibilities

- Represent the interests of teaching hospitals/health systems, faculty practice organizations, graduate medical education institutional leadership, quality leadership, chief medical officers, and compliance officers within the AAMC, and maximize their visibility and impact inside and outside of the association.
- Provide vision, direction and creative leadership on a variety of key issues including national health care reform; delivery system regulation and reimbursement including Medicare and Medicaid as well as private sector reimbursement; Medicare payment for medical education; faculty practice roles and activities; graduate medical education organization and issues; hospital tax exempt status; workforce issues; and HIPAA; among other issues.

SpencerStuart

- Foster collaboration between the medical schools, their faculty practice plans, and their affiliated hospitals and between integrated and independent academic medical center hospitals and health systems.
- Staff the Council of Teaching Hospitals and Health Systems and its Administrative Board. Oversee the staffing of the steering committees, advisory groups, ad hoc committees and task forces, and constituent work groups that fall under the purview of the Chief Health Care Officer.
- Serve as AAMC liaison to other hospital, physician, academic and health care organizations; speak on behalf of the members as needed.
- Work with various constituent groups to develop consensus positions on key issues; work with governmental relations colleagues to develop advocacy positions for consideration by the Executive Committee and other internal and external audiences.
- Monitor regulatory activities that impact teaching hospitals and teaching physicians.
- Oversee the ongoing development and dissemination of data and analyses on teaching hospital and teaching physician roles and responsibilities, GME, quality, and other key issues to effectively support members and AAMC's advocacy goals.
- Provide advice and counsel, both formally and informally, to AAMC members, especially hospital executives and board members, deans, and members of constituent groups such as GFP, GRA, and CMO.
- Oversee production of scholarly publications, surveys, monographs and other written material to inform and educate the field.
- Collaborate with other AAMC leaders and staff to advance the mission and culture of the organization.
- Manage the professional and support staff in Health Care Affairs.

SpencerStuart

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

- A track record of success in a senior management role with a teaching hospital/health system, including experience with faculty practice plan, medical education, and clinical research issues. A minimum of ten years of senior management experience
- A demonstrated understanding of health care policy issues and their relationship to teaching hospitals and teaching physicians
- Knowledge of the current and future issues facing academic medical centers, both internal management issues and external political issues
- Knowledge of and respect for the mission of academic medicine and an understanding of the role of the AAMC in carrying out this mission
- Preferred education: A Master's degree or doctoral in hospital administration or health services management, public health, business, or related field, and/or an M.D.
- An understanding of the political process and the key decision-makers on health policy at the federal level

Critical Competencies for Success

Influencing and Relationship-building:

- Internal: The AAMC membership consists of various leaders from different aspects of the academic medical center who frequently have different policy priorities. The Chief Health Care Officer will need to understand and take into account competing member interests and be a bridge-builder and someone who has credibility within the membership. He/she will be a trusted advisor, consultant, presenter, and advocate for COTH members and those they serve. He/she will engage the COTH membership on issues of importance to academic medicine. The Chief Health Care Officer will be someone who can stimulate new thinking by the membership. He/she will have demonstrated the ability to adapt to organizational complexity and diversity.
- External: In the current political regulatory and operational environments, it is imperative that the AAMC work closely with other associations and organizations promoting mutual interests. The Chief Health Care Officer will have outstanding relationship-building and networking skills. He/she will identify strategic opportunities and build partnerships and coalitions with other organizations and key decision-makers at the federal level. The Chief Health Care Officer will be skilled at accessing and presenting data and information in a compelling way to advance the agenda of the AAMC and its members.

Communication/Facilitation Skills: The AAMC and its members face a multitude of important and complex issues. As one of the key spokespersons for the organization, and someone who has significant engagement with the membership, the Chief Health Care Officer will be an outstanding communicator, with impeccable oral and written

SpencerStuart

communication skills and an engaging presentation style. He/she will exude confidence and demonstrate sound decision-making and adaptability under pressure. He/she will be a skilled facilitator who has a track record of planning and conducting large meetings, and building consensus within academic medicine and in the public policy arena. The Chief Health Care Officer will also be comfortable overseeing the creation and production of written products developed by other staff.

Team Leadership Abilities: Evidence of an ability to create and inspire high-performance teams is sought in the ideal candidate, as seen in a history of removing barriers, providing resources and using a variety of techniques to facilitate the subordination of individual needs in order to achieve a common goal. In an environment where the association has gone through a recent realignment, it is imperative that the Chief Health Care Officer work collaboratively throughout the organization. He/she will build strong, productive working relationships across multiple constituencies and share information freely. He/she will organize the work around defined goals and objectives to advance the agenda of the association. He/she will manage all aspects of team performance, delegating effectively while monitoring individual and team outcomes. As a member of the AAMC's leadership team, the Chief Health Care Officer will be a mentor and role model for others.

Other Personal Characteristics

- A servant leader and a mission-oriented professional
- Impeccable integrity and political judgment
- A team player who promotes collaboration, sharing of information, and mentorship
- Superb interpersonal skills
- A high energy person
- Someone who models the AAMC's core values and who embraces diversity in all respects
- Diplomatic, patient, strong and steady

SpencerStuart

FOR FURTHER INFORMATION, PLEASE CONTACT:

Jack Schlosser
Consultant

Office telephone: 310.443.3520
Office fax: 310.209.0912
E-mail address: jschlosser@spencerstuart.com
Assisted by: **Norma Krafft**
Office telephone: 310.443.3501
Email: nkrafft@spencerstuart.com

Lynn Oman
Consultant

Office telephone: 312.396.3989
Office fax: 312.822.0116
E-mail address: lolman@spencerstuart.com
Assisted by: **Tina Strader**
Office telephone: 312.396.3971
Email: tstrader@spencerstuart.com

Felicia Gorcyca
Associate

Office telephone: 310.443.3513
Office fax: 310.209.0912
E-mail address: fgorcyca@spencerstuart.com