



Tomorrow's Doctors, Tomorrow's Cures®

Executive Development Seminar for Associate Deans and Department Chairs

Jointly Sponsored by the Association of American Medical Colleges and Harvard Medical School, Department of Continuing Education

October 5-9, 2007
Lago Mar Resort
Ft. Lauderdale, Florida

Agenda

Friday, October 5

7:00 am – 8:00 am Breakfast Buffet **Palm Garden Room**
 (Available to AM Optional Pre-Conference Session Participants Only)

7:00 am – 6:30 pm Registration **Lakeview Foyer**

8:00 am – 12:00 pm **Optional Pre-Conference Session** **Oceanview Room**
Academic Medical Center Management Simulation
(Limited to 24 participants)

Speakers:

Ralph Horky
 UCMC Facilitator

New department chairs and others with an interest in academic medical center management are offered an opportunity to engage in simulation of planning and management of a clinical department in an academic setting. Designed by an experienced manager whose 25 year career includes executive level planning positions at three academic centers, the simulation incorporates dynamics in three domains: faculty deployment and operations, resources flow and finance, and tactics in change management. The simulation depicts business conditions and problems commonly found in departments, divisions, and research centers. This four hour session allows the participants to see how the implications of management decisions play out over five budget cycles and track the impact on departmental plans and priorities.

12:00 – 1:00 pm Break and Lunch on your own

1:00 – 1:30 pm **Welcome** **Lakeview**

Speaker:

Diane M. Magrane
 Associate Vice President
 Association of American Medical Colleges

1:30 – 3:00 pm	Critical Issues Facing Academic Medical Centers	Lakeview
	Speaker: Thomas Gilmore Vice President CFAR (Center for Applied Research)	
	During this session, we will invite participants to think together about the critical issues we are facing in our leadership roles to help participants link the sessions to specific concerns that they are facing.	
3:00 – 3:30 pm	Refreshment Break	
3:30 – 5:15 pm	Leading and Planning for Change	Lakeview
	Speaker: Thomas Gilmore Vice President CFAR (Center for Applied Research)	
	Academic medical centers are loosely coupled systems that have a federated character. This suggests the need for special approaches that work within these cultures. We will explore a ‘campaign frame’ for looking at how a leader can shape a compelling theme and orchestrate sufficient support to make a significant difference. The similarities and differences of the campaign model with other ways of strategic planning will be discussed.	
5:15 – 6:00 pm	Break	
6:00 – 6:30 pm	Reception	Hibiscus Terrace
6:30 – 8:30 pm	Dinner	Hibiscus Terrace

Saturday, October 6

7:00 – 8:00 am	Breakfast Buffet	Palm Garden Room
(Wear your meeting badge so that your server can identify you with our group)		
8:00 am – 12:00 pm	Legal Issues in Higher Education	Lakeview
	Speaker:	
	S. Andrew Schaffer	
	Deputy Commissioner of Legal Matters New York Police Department	
	This session will focus on issues relating to the evaluation of medical students and residents as they might affect potential litigation. In addition, we will explore the legal aspects of faculty and employee relations. Finally, we will discuss how to make effective use of lawyers -- both in-house counsel and professionals external to the organization.	
12:00 – 1:00 pm	Optional Session Q & A	Lakeview
12:00 – 2:30 pm	Break and Lunch on your own	
2:30 – 5:00 pm	Organizational Diagnosis	Lakeview
	Speaker:	
	Thomas Gilmore	
	Vice President CFAR (Center for Applied Research)	
	The current environment of change presents challenges to traditional medical center structures. This session will explore new ways of thinking about organizational structures and processes in academic health care systems. We will examine “redesign” methods.	
5:00-5:30 p.m.	Break	
5:30 – 6:00 pm	Reception	Fountainview Lobby
6:00 – 7:00 pm	Dinner	Fountainview Lobby

Saturday, October 6 (Continued)

7:00 – 9:00 pm

Optional Session: Issues in Research

Lakeview

Speaker:

Richard B. Marchase

Vice President for Research and Senior Associate Dean for Biomedical
Research

Professor of Cell Biology

University of Alabama at Birmingham

The focus of this session will be the management of institutes, centers, core facilities, umbrella graduate programs, and postdoctoral support. It will also include a discussion of implications of the NIH slowdown, including bridge funding and diversification of funding sources.

Sunday, October 7

7:00 – 10:00 am Breakfast Buffet **Palm Garden Room**

(Wear your meeting badge so that your server can identify you with our group)

10:00 am – 5:00 pm **Negotiation Workshop** **Lakeview**

Speaker:

Steven Blum

Professor

The Wharton School of the University of Pennsylvania

Leaders in academic medicine must be effective negotiators to achieve their goals. This workshop will place participants in a variety of one-on-one and group simulation exercises to give them an opportunity to assess and improve their skills.

A working lunch will be provided from 12:00 – 1:30 pm.

5:00 – 6:00 pm **Optional Discussion with the Instructor**

6:00 pm Dinner on your own

Monday, October 8

7:00 – 8:00 am Breakfast Buffet **Palm Garden Room**

(Wear your meeting badge so that your server can identify you with our group)

8:00 am – 12:30 pm **Medical School Economics & Departmental
Financial Management** **Lakeview**

Speaker:

Lilly Marks

Executive Director

University Physicians, Inc., and

Sr. Associate Dean, Administration & Finance

University of Colorado School of Medicine

This session will address accounting principles and how to read financial statements. We will also discuss the budget development and negotiation process and common financial management errors in academic settings.

12:30 – 1:00 pm **Optional Q & A Session** **Lakeview**

12:30 – 1:30 pm Break and Lunch on your own

1:30 – 5:30 pm **Personal Styles in Management** **Oceanview**

Speaker:

Charles Seashore

Psychologist

Fielding Institute

This session will stimulate an introspective examination of personal temperament and explore the relevance of individual styles and their impact on organizational management.

5:30 – 6:00 pm Reception **Ocean Grill**

6:00 – 7:00 pm Dinner **Ocean Grill**

7:00 – 9:00 pm

Optional Session: Clinical Practice Metrics

Lakeview

Speaker:

Lilly Marks

Executive Director

University Physicians, Inc., and

Sr. Associate Dean, Administration & Finance

University of Colorado School of Medicine

The focus of this discussion will be a review of current and developing issues in health care and the implications for faculty practice plans. We will also review the basic components of the clinical revenue cycle and the key metrics that reflect whether you are maximizing your reimbursement.

Tuesday, October 9

7:00 – 8:00 am Breakfast Buffet **Palm Garden Room**

(Wear your meeting badge so that your server can identify you with our group)

8:00 – 9:30 am **Dealing with the Media** **Oceanview**

Speakers:

Bobbie Lawrie

Craddock Communications

Teri Goudie

Goudie Media Services

In this session, we will discuss media mechanics and operations and explore the ways in which a healthy balance between cooperation and adversity can be established with the press. Getting your message out is not only important; it can be accomplished with predictability and reliability with careful attention to the approach offered here.

9:30 – 9:45 am Refreshment Break

9:45 – 11:30 am **Dealing with the Media (continued)** **Oceanview**

11:30 am – 3:00 pm Break and Lunch on your own

11:30 – 3:00 pm **Optional Session** **Oceanview**
Media Training
(Limited to 20 participants)

This personal coaching session will address the talents and approaches required for chairs and associate deans to improve their skills in giving speeches; giving internal and external presentations; giving media presentations; speaking to the public; and addressing Boards and similar groups.

*Participants will be assigned at random to a group of four for a 30 minute session of videotaped media interviews on a topic of their choice, followed by individual feedback from the media coaches.

3:00-5:30 pm **Medicare Reimbursement:
Hospital, Physician and Managed Care Payments** **Lakeview**

Speaker:

Robert Dickler

Senior Vice President, Division of Health Care Affairs
Association of American Medical Colleges

This session will focus on the hospital, physician, and managed care payment models utilized by Medicare. Special emphasis will be given to payment components and issues of special importance to academic medicine.

5:30-6:00 pm Break

6:00 pm Reception **Fountainview Lobby**

6:30 pm Dinner **Fountainview Lobby**

7:00 pm – 9:00 pm **The Work of Leadership** **Lakeview**

Speaker:

Wiley William “Chip” Souba Jr., MD

Dean, College of Medicine
Ohio State University
College of Medicine

Diane Magrane, MD

Associate Vice President
Faculty Development and Leadership
Association of American Medical Colleges

This presentation addresses fundamental tasks of leadership, with an emphasis on thinking of leadership as organizational capacity (rather than solely a set of skills or a toolbox of techniques that a person possesses). The session will address the “inward journey” of leadership”, which posits that the process of becoming a leader is one of personal transformation. All great leaders are on a continuous inward journey of self-discovery and self-growth to transform themselves and their organizations.

The session will conclude by coming full circle to each individual’s organizational issues, aspirations for organizational change, and personal commitments to move each of our organizations forward.