



Tomorrow's Doctors, Tomorrow's Cures®

Executive Development Seminar for Associate Deans and Chairs

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

October 9-13, 2009
Lago Mar Resort
Fort Lauderdale, Fla.

Association of
American Medical Colleges

Agenda

Friday, October 9

7:00 – 4:30 pm	Registration/Information	Lakeview Foyer
7:00 – 8:45 am	Breakfast Buffet	Palm Dining Room
8:45 – 9:00 am	Welcome & Orientation to the Seminar	Lakeview
	Speaker:	
	R. Kevin Grigsby, M.S.W., D.S.W.	
	Senior Director, Organizational Leadership Development	
	Association of American Medical Colleges	
9:00 – 10:30 am	The Future of Academic Medical Centers	Lakeview
	Speaker:	
	Joanne Conroy, M.D.	
	Chief Health Care Officer	
	Association of American Medical Colleges	
	Faculty clinicians, scientists, educators and leaders must become oriented towards the future to prepare organizations not only to <i>survive</i> , but to <i>thrive</i> . This presentation frames these issues in very personal terms for leaders: Is the current model of academic medicine sustainable? As a leader, am I prepared to help lead academic medicine into the future? How will I provide leadership to advance the academic, research, and clinical missions in the years to come?	
10:30 – 11:00 am	Break	

Friday, October 9 (Continued)

11:00 am – 1:00 pm	<p>Campaigns as a Vehicle for Organizational Change</p> <p>Speaker:</p> <p>Thomas Gilmore Vice President Center for Applied Research (CFAR)</p> <p>Academic medical centers have been described as loosely coupled systems that have a federated character. This suggests the need for special approaches that work within these cultures. This session 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.</p>	Lakeview
1:00 – 2:30 pm	Lunch and Break	Lakeview Foyer
2:30 – 4:30 pm	<p>Creating Effective Organizational Roles and Processes</p> <p>Speaker:</p> <p>Thomas Gilmore</p> <p>This segment will pick up on the challenges of creating new, often ad-hoc structures, or groups that can serve to drive change and how one clarifies roles and responsibilities via the tool of responsibility charting.</p>	Lakeview
5:30 – 6:00 pm	Reception and Team Building Exercise	Hibiscus Terrace (Rain site: Fountainview)
6:00 – 8:00 pm	Dinner	Hibiscus Terrace (Rain site: Fountainview)

Saturday, October 10

7:00 – 8:00 am	Breakfast Buffet	Palm Dining Room
8:00 am – 12:00 pm	Legal Issues in Higher Education	Lakeview
	Speaker:	
	S. Andrew Schaffer, L.L.B. 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, the legal aspects of faculty and employee relations will be explored. Finally, the group will discuss how to make effective use of lawyers -- both in-house counsel and professionals external to the organization.	
10:00 – 10:30 am	Break	
10:30 am – 12:00 pm	Legal Issues (continued)	
12:00 – 1:00 pm	Optional Session: Q & A with S. Andrew Shaffer, L.L.B.	Lakeview
12:00 – 2:00 pm	Lunch on your own	
2:00 – 6:00 pm	Personal Styles in Management	Oceanview North
	Speaker:	
	Charles N. Seashore, Ph.D. Fielding Graduate University	
	This session will stimulate an introspective examination of personal temperament and explore the relevance of individual styles and their impact on organizational management.	
6:00 – 7:00 pm	Dinner	Fountainview
7:00 – 7:15 pm	Break	

Saturday, October 10 (Continued)

7:15 – 9:00 pm

**Optional Session:
Issues in Research**

Oceanview South

Speaker:

Richard B. Marchase, Ph.D.

Vice President for Research and Economic Development

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 11

7:00 – 9:00 am	Breakfast Buffet	Palm Dining Room
9:00 am – 12:00 pm	Negotiation Workshop	Lakeview
	Speaker:	
	Steven Blum, J.D.	
	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.	
12:00 – 1:30 pm	Working Lunch	
1:30 – 3:00 pm	Negotiation Workshop (continued)	
3:00 – 3:30 pm	Break	
3:30 – 5:00 pm	Negotiation Workshop (continued)	
5:00 pm	Dinner on your own	

Sunday, October 11 (continued)

5:30 – 9:00 pm

Optional Session:

Oceanview North

Academic Medical Center Management Simulation

Separate registration fee required (\$180). Limited to 24 participants.
Participants should bring a laptop downloaded with MS Access.

Speaker:

Ralph Horky

University City Medical Center Facilitator
UMC Simulations

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 three and a half hour session allows the participants to see how the implications of management decisions play out over five budget cycles and tracks the impact on departmental plans and priorities.

(Light dinner served to workshop participants at 6:30 pm)

Monday, October 12

7:00 – 8:00 am	Breakfast Buffet	Palm Dining Room
8:00 – 10:00 am	<p>Dealing with the Media</p> <p>Speakers:</p> <p>Bobbie Lawrie Craddock Communications</p> <p>Teri Goudie Goudie Media Services</p> <p>This session covers media mechanics and operations while also exploring 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.</p> <p>Up to 15 participants will have the opportunity to conduct videotaped interviews and receive feedback from these experienced instructors.</p>	Oceanview South
10:00 – 10:30 am	Break	
10:30 – 11:30 am	<p>Dealing with the Media (continued)</p> <p>This portion of the session will include videotaped interviews and discussion.</p>	
11:30 – 11:45 am	Break	
11:45 am – 12:45 pm	<p>Optional Session: Additional interviews and discussion</p>	Oceanview South
12:45 pm – 2:30 pm	Lunch on your own	

Monday, October 12 (continued)

2:30 – 5:00 pm	Medical School Economics & Departmental Financial Management	Lakeview
	Speaker: Lilly Marks Executive Director University Physicians, Inc., and Senior Associate Dean, Administration & Finance University of Colorado Denver School of Medicine	
	This session will address accounting principles and how to read financial statements. There will also be discussion of the budget development and negotiation process and common financial management errors in academic settings.	
5:00 – 5:30 pm	Break	
5:30 – 7:00 pm	Reception and Dinner	Ocean Grill Beach (Rain site: Fountainview)
7:00 – 9:00 pm	Optional Session: Clinical Practice Metrics	Lakeview
	Speaker: Lilly Marks Executive Director University Physicians, Inc., and Senior Associate Dean, Administration & Finance University of Colorado Denver School of Medicine	
	The focus of this session will be a review of current and developing issues in health care and implications for faculty practice plans. There will also be a review of the basic components of the clinical revenue cycle and the key metrics that reflect whether organizations are maximizing reimbursement.	

Tuesday, October 13

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

8:00 – 9:30 am **Medical School Economics &
Departmental Financial Management (continued)** **Lakeview**

Speaker:

Lilly Marks

Executive Director

University Physicians, Inc., and

Senior Associate Dean, Administration & Finance

University of Colorado Denver School of Medicine

This session will provide an overview of medical school and department economics and the unique challenges of funding the academic mission. It will also review basic financial analysis tools for maximizing resource allocation decisions.

9:30 – 10:00 am Break

10:00 – 11:30 am **Medical School Economics &
Departmental Financial Management (continued)** **Lakeview**

11:30 am – 12:00 pm **Optional Session:
Q&A with Lilly Marks** **Lakeview**

12:00 – 2:00 pm Working Lunch **Lakeview**

**Temperament, Communication and Managing Interpersonal
Conflict: Having *Difficult Conversations***

Speaker:

R. Kevin Grigsby, M.S.W., D.S.W.

Senior Director

Organizational Leadership Development

Association of American Medical Colleges

An examination and exploration of individual temperament, its relevance to interpersonal communication and conflict and learning “tools” for reducing, eliminating, and managing interpersonal conflict and its impact on organizations will be presented.

Tuesday, October 13

2:00 – 2:15 pm

Break

2:15 – 6:15 pm

Action Debriefing

Lakeview

Facilitator:

R. Kevin Grigsby, M.S.W., D.S.W.

Senior Director

Organizational Leadership Development

Association of American Medical Colleges

The session will conclude by coming full circle to each individual's organizational issues, aspirations for organizational change, and personal commitments to move his or her organization forward. Participants will engage in an interactive strategy planning exercise as they:

- assess the organizational culture of academic medicine,
- develop a compelling vision for the future,
- determine the resources necessary for actualizing the compelling vision, and
- create a strategy to make the vision of the future a reality.

6:15 – 6:30 pm

Closing Remarks

Lakeview

R. Kevin Grigsby, M.S.W., D.S.W.

Senior Director

Organizational Leadership Development

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