



Tomorrow's Doctors, Tomorrow's Cures®

## **Executive Development Seminar for Deans Phase II**

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

June 26-27, 2009

Association of American Medical Colleges  
2450 N Street, NW  
Washington DC 20037

# **Executive Development Seminar for Deans Phase II**

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## Seminar Purpose

The purpose of the AAMC's Executive Development Seminars is the advancement of academic medical center leadership and managerial capacity through the exploration of management topics, theories and techniques under the guidance of an expert faculty. Most of the faculty have a long history with the program and numerous years of "hands-on" experience in academic medical centers. This second part of the "Executive Development Seminar for Deans" is considered an important component of the COD Leadership Initiative. The seminar includes exercises that will help the newly appointed Dean learn as much as possible, as quickly as possible, about the responsibilities that are integral to the new position.

## Objectives – Phase II

- Review the development of third party payment systems and their current implications for academic medical centers, including the impact of current and proposed changes in federal hospital and physician reimbursement methods.
- Examine the principles of effective media relations.
- Examine the principles of negotiating and to practice the skills and techniques using case studies based on academic medicine settings.
- Explore new ways of thinking about mission alignment, organizational structures, governance and processes in academic health care systems.

## ACCME Statement

Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

Harvard Medical School designates this educational activity for a maximum of 13.5 AMA PRA Category 1 Credit(s)<sup>™</sup>. Physicians should only claim credit commensurate with the extent of their participation in the activity.

# Faculty Disclosure Statement

Harvard Medical School has long held the standard that its continuing medical education program be free of commercial bias.

Now, in accord with the disclosure policy of the Medical School as well as standards set forth by the Accreditation Council on Continuing Medical Education, speakers and their spouses/partners, and planners have been asked to disclose any relationship they have to companies producing pharmaceuticals, medical equipment, prosthesis, etc. that might be germane to the content of their lectures. Please note that in accordance with recent policies from the ACCME, relationships of the person involved in the CME activity must include financial relationships of a spouse or partner. In addition, speakers are asked to list any off label uses they will discuss of pharmaceuticals and devices for investigational or non-FDA approved purposes.

Such disclosure is not intended to suggest or condone bias in any presentation, but is elicited to provide registrants with information that might be of potential importance to their evaluation of a given talk.

1. The following speakers, spouses/partners, and planners have reported no relevant relationships with industry:

Steven G. Blum, J.D.

Joanne M. Conroy, M.D.

Karen S. Fischer, J.D.

Terri Goudie

Bobbie Lawrie

John E. Prescott, M.D.

2. The following speakers, spouses and planners have reported receiving something of value\* from a company whose products may be germane to the content of their presentations:

**NAME**

**COMPANY**

**RELATIONSHIP**

\*“Something of value” refers to an equity position, receipt of royalties, consultantship, funding by a research grant, receiving honoraria for educational services elsewhere, or to any other relationship to a company that provides sufficient reason for disclosure, in keeping with the spirit of the stated policy.

# Agenda

**Friday, June 26**

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*All Sessions will be held at AAMC (2450 N Street, NW in room N130) unless noted otherwise.*

7:00 – 8:00 am      Registration/Information

7:00 – 8:00 am      Continental Breakfast

7:30 – 8:00 am      **Welcome and Introductions (Open Discussion)**

Facilitator

**John E. Prescott, M.D.**  
Chief Academic Officer  
AAMC

8:00 – 9:45 am      **Dealing with the Media**

Speakers:

**Bobbie Lawrie**  
President  
Craddock Communications, Inc.

**Teri Goudie**  
President  
Goudie Media Services, Inc.

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.

9:45 – 10:00 am      Break

10:00 am – 12:00 pm **Dealing with the Media (Continued)**

12:00 – 1:30 pm      Lunch

## Friday, June 26 (Continued)

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*All Sessions will be held at AAMC (2450 N Street, NW in room N130) unless noted otherwise.*

1:30-5:00 pm      **Negotiation Skills Workshop**

Speaker:

**Steven G. Blum, J.D.**

Professor

The Wharton School

Leaders in academic medicine must be affective negotiators to achieve their goals. This workshop will place participants in a variety of one-on-one and group simulations to give them an opportunity to assess and improve their skills. A basic problem-solving tool, developed for medical school deans, will be used to address specific negotiation problems.

5:00 – 6:00 pm      Break

6:00 – 7:30 pm      **Dinner and Discussion**

This session is designed as an informal gathering to discuss the role of the dean in today's academic medical center environment. This evening provides a rare opportunity to gain insights from your colleagues.

**Location:**

Ristorante La Perla

2600 Pennsylvania Ave, NW

## Saturday, June 27

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*All Sessions will be held at AAMC (2450 N Street, NW in room N130) unless noted otherwise.*

7:30 – 8:00 am Continental Breakfast

8:00- 10:00 am **Negotiation Skills Workshop (Continued)**

Speaker:

**Steven G. Blum, J.D.**

Professor

The Wharton School

Leaders in academic medicine must be affective negotiators to achieve their goals. This workshop will place participants in a variety of one-on-one and group simulations to give them an opportunity to assess and improve their skills. A basic problem-solving tool, developed for medical school deans, will be used to address specific negotiation problems.

10:30 –11:30 am **Medicare DGME and IME Payments: Fundamentals and the Future**

Speakers:

**Karen S. Fisher, J.D.**

Senior Director, Health Care Affairs

AAMC

This session will present the methodologies and rationales for Medicare direct GME and indirect medical education (IME) payments and cover discussions "inside the beltway" regarding the future of these two payments.

11:30 am –12:30 pm Lunch

## **Saturday, June 27 (continued)**

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*All Sessions will be held at AAMC (2450 N Street, NW in room N130) unless noted otherwise.*

12:45 – 3:00 pm      **Mission Alignment, Governance, and Organizational Structures in Academic Health Care Systems**

This session will speak to the complex and demanding issues confronting both physician and non-physician academic leaders of academic health care systems.

Speaker:

**Joanne M. Conroy, M.D.**  
Chief Health Care Officer  
AAMC

3:00 pm                Meeting Adjourns

## Faculty Biographical Sketches

**Steven G. Blum, J.D.**, is a teacher and consultant. Originally trained as a lawyer, he holds the degrees of Masters of Laws (in Taxation) and Juris Doctor. He also earned a Masters Degree in Education at the Harvard Graduate School of Education and the Specialization in Negotiation and Dispute Resolution from the Program on Negotiation at Harvard. He has consulted widely on creative resolution of disputes and has led seminars on negotiation for physicians, lawyers, other professionals, and a number of Fortune 100 companies. He teaches at the Wharton School of Business of the University of Pennsylvania, and as a visiting professor at the ALBA Graduate Business School in Athens, Greece. He has twice won the William G. Whitney Award for outstanding teaching. He is a principal of the firm Steven G. Blum and Associates LLC and consults to several organizations and individuals.

**Teri Goudie** is an international media consultant and former ABC News Journalist. She has been coaching for over 20 years with the country's top CEO's, physicians, scientists and patient advocates. Goudie also works with the Joint Commission, major pharmaceutical companies, research institutions and insurance companies. She offers a simple five-step method that is designed to help people control the variables in communication and get better outcomes. Goudie lives in Chicago and is married to Chuck Goudie, a reporter for ABC News. They have five children.

**Bobbie Lawrie** is president of Craddock Communications, Inc., a communications and audio-visual production firm located in Atlanta, Georgia, which focuses on media and presentation skills training. She began her career in broadcast journalism working as a television news reporter and anchorperson in various cities including: Cleveland, Cincinnati, Philadelphia and Chicago. In 1977 she joined the American Medical Association and ultimately served as director of the AMA Department of Radio, Television and Motion Picture Services. In that position, she supervised production and distribution of a national radio and television public service announcement program and conceived and developed a national Health Reporting/Radio-TV Conference for health care professionals. Under her direction, the department also developed public relations seminars for state, county and national medical specialty societies and designed other public relations marketing services. Ms. Lawrie received her B.S. degree in journalism from Kent State University and her Masters Degree in communication from Northwestern University.

## Staff Biographical Sketches

**Joanne M. Conroy, M.D.**, as Chief Health Care Officer, focuses on the interface between the health care delivery system and academic medicine, paying particular attention to how health care in academic settings can address quality-of-care and patient-centered care issues. Dr. Conroy represents the interests of approximately 400 major teaching hospitals and health systems, including 64 Veterans Affairs medical centers, through the AAMC Council of Teaching Hospitals and Health Systems in addition to overseeing the Group on Faculty Practice, Group on Resident Affairs, Chief Medical Officers Group, and the Compliance Officers Forum.

Dr. Conroy comes to the association after serving as executive vice president of Atlantic Health System and chief operating officer of Morristown Memorial Hospital in Morristown, New Jersey. In those roles, Dr. Conroy gained an understanding of health system operations, hospital-physician relationships, and collaborative partnerships among the various elements of academic health systems. Dr. Conroy earned her B.A. degree in chemistry from Dartmouth College, and was awarded her M.D. degree from the Medical University of South Carolina.

**Karen S. Fisher, J.D.**, is Senior Director in the Division of Health Care Affairs at the Association of American Medical Colleges (AAMC). In that role, she is responsible for policy analyses relating primarily to teaching hospitals, including structure and financing issues. She also interfaces with the Centers for Medicare and Medicaid Services, the Medicare Payment Advisory Commission and other governmental entities on regulatory issues affecting academic medicine. Ms. Fisher has expertise in Medicare payment policies. These include, among others, the Medicare inpatient and outpatient payment systems, payments for graduate medical education, and new technology payments. She also monitors Medicaid, uninsured, and private sector health issues as they affect teaching hospitals and academic medicine.

Prior to her current position, Ms. Fisher was General Counsel and Senior Policy Analyst for the Prospective Payment Assessment Commission (ProPAC) (now known as the Medicare Payment Advisory Commission), an independent commission that advises Congress on health care policy issues. For nine years, she was a member of the University of Pittsburgh's Board of Trustees and chaired the Trustees' Health Sciences Committee, which oversees the schools of Medicine, Dentistry, Nursing, Pharmacy, Rehabilitation Services, and the Graduate School of Public Health. She currently is on the Board of Directors of the University of Pittsburgh Physicians, a multi-specialty academic physician practice plan with over 1,100 physicians members.

Ms. Fisher is a graduate of the University of Pittsburgh, where she received both her pharmacy and law degrees.

**John E. Prescott, M.D.**, chief academic officer, and his staff lead the association's efforts to improve the education and training of new physicians, enabling them to meet the public's changing health care needs. With oversight of medical education and academic affairs, he is responsible for directing AAMC programs related to all stages of the medical education continuum, including preparation for medical school, and undergraduate, graduate, and continuing medical education. Dr. Prescott also leads efforts supporting the Council of Deans, Organization of Student Representatives, Group on Regional Medical Campuses, Group on Educational Affairs, and Group on Student Affairs. In addition, Dr. Prescott oversees the Careers in Medicine program and MedEdPORTAL®, and he leads the AAMC's collection of medical school financial and operating data.

Prior to joining the AAMC in 2008, Dr. Prescott served as dean of the West Virginia University (WVU) School of Medicine for four years. He also served as president and CEO of University Health Associates, WVU's integrated multi-specialty faculty practice plan, from 1999 to 2004. As the first chair of the WVU Department of Emergency Medicine from 1993 to 1999, he founded and was the first director of the WVU Center for Rural Emergency Medicine. Dr. Prescott earned his medical and his bachelor's degrees from Georgetown University.