

AAMC Management Education Programs

EXECUTIVE DEVELOPMENT SEMINAR

FOR DEANS

*Ocean Edge Conference Center
Brewster (Cape Cod), Massachusetts*

July 17-22, 1987

PURPOSE AND OBJECTIVES

The purpose of the Executive Development Seminar is the advancement of academic medical center leadership and managerial capacity through the exploration of a variety of managerial theories and techniques which can be useful tools for increasing administrative effectiveness.

This program is the product of 15 years' experience sponsoring Executive Development Seminars for academic medical center executives. Most of the faculty have a long history with the program and numerous years of "hands-on" experience in academic medical centers. Several new lecturers and topics have been added this year. The format has been modified as well to provide more time for formal interaction between participants and the faculty. As in the past, afternoon breaks are scheduled to provide time for rest, recreation, and informal interaction with your colleagues. It is our belief that this new design should enhance your experience considerably.

OBJECTIVES

- o To explore the issues shaping academic medical center governance and the dynamics of decision making.
- o To analyze the basic principles of effective organizational planning and control.
- o To examine the dimensions of various organizational forms and their applicability to the academic medical center.
- o To analyze the development of third party payment systems and their current implications for academic medical centers, including the principles of hospital and physician reimbursement.
- o To examine the principles of effective media relations including interviewing skills and techniques through the use of simulations.
- o To explore legal issues and the use of legal services in the academic medical center.
- o To examine the influence of personal management styles on team development, group effectiveness, and the management of scientists and professionals.

(continued)

- o To provide a deeper appreciation for technical financial management skills including: costing, budgeting, variance analysis, and long-term financial modeling.
- o To understand the principles of and guidelines for effective negotiating.
- o To examine strategies for increasing the likelihood of the implementation of planned change.

AGENDA

Friday, July 17, 1987

- 3:00 p.m. Registration
- 4:00 p.m. GOVERNANCE
- 7:30 p.m. Reception & Dinner

Saturday, July 18, 1987

- 7:30 a.m. PLANNING & CONTROL
- 9:30 a.m. STRUCTURING THE ORGANIZATION
- 11:00 a.m. Afternoon Break
- 4:00 p.m. STRUCTURING THE ORGANIZATION (continued)
- 6:00 p.m. Reception & Dinner
- 8:00 p.m. DEPARTMENTAL/CHAIRMAN REVIEW

Sunday, July 19, 1987

- 7:30 a.m. DEALING WITH THE MEDIA
- 9:30 a.m. DEALING WITH THE MEDIA (continued)
- 11:00 a.m. Afternoon Break
- 4:00 p.m. ISSUES IN HOSPITAL & PHYSICIAN REIMBURSEMENT
- 7:30 p.m. Reception & Dinner

Monday, July 20, 1987

- 7:30 a.m. PERSONAL STYLES IN MANAGEMENT
- 9:30 a.m. LEGAL ISSUES IN HIGHER EDUCATION
- 11:00 a.m. Afternoon Break
- 4:00 p.m. DEALING WITH THE MEDIA (continued)
- 6:30 p.m. Reception & Dinner
- 8:00 p.m. STAFFING THE DEAN'S OFFICE

Tuesday, July 21, 1987

- 7:30 a.m. PERSONAL STYLES IN MANAGEMENT (continued)
- 9:30 a.m. BASIC FINANCIAL CONCEPTS
- 11:00 a.m. Afternoon Break
- 3:00 p.m. BASIC FINANCIAL CONCEPTS (continued)
- 5:00 p.m. NEGOTIATING
- 6:30 p.m. Reception & Dinner
- 8:00 p.m. RESOURCE ALLOCATION

Wednesday, July 22, 1987

- 7:30 a.m. NEGOTIATING (continued)
- 10:00 a.m. ORGANIZATIONAL DIAGNOSIS
- 12:00 noon Adjourn

FACULTY BIOGRAPHICAL SKETCHES

Steven A. Finkler, Ph.D., C.P.A., C.C.A. Dr. Finkler is Associate Professor of Public and Health Administration at the New York University Graduate School of Public Administration. He received his B.S. in Economics and his M.S. in Accounting from the University of Pennsylvania Wharton School, and his Ph.D. in Business Administration from Stanford University. He served as an Assistant Professor at the Wharton School before joining the NYU faculty in 1984.

Dr. Finkler has worked on a wide variety of financial research projects in the health care field focusing on management and policy issues including: advanced budgeting methodologies, cost-effectiveness analyses of clinical services, mergers and acquisitions, hospital cost accounting methodology, and economic theories of hospital behavior. Two current projects include studies of the various cost impacts of protocol systems in providing medical care and the impact of decreased length of stay on utilization of ancillary services.

Dr. Finkler is also a Senior Fellow at the Leonard Davis Institute of Health Economics and is the editor of Hospital Cost Accounting Advisor. He served as a lecturer at the 1984 AAMC Management Education Programs Financial Management Seminar.

Steven J. Ruma, Ph.D. Dr. Ruma completed his undergraduate work at Columbia University. Prior to receiving a masters degree from Boston University, he spent three years studying at the University of Vienna in Austria. He received a Ph.D. from Ohio State in 1966. Following his graduation he assumed positions there as Assistant Professor of Psychology and Director of Psychology Education at Children's Hospital in Columbus. In the early 70's while President of the International Association of Applied Social Scientists, Dr. Ruma developed his consulting business. From 1971 to 1974, he was also a Partner in the firm Galbreath Brothers, located in Columbus, focusing on acquisitions and mergers.

In 1973 he became a member of the AAMC's Management Education Programs faculty. His current areas of expertise within the Executive Development Seminars are: academic medical center governance, negotiating and organizational diagnosis.

Dr. Ruma contributed to the AAMC's publication, "Strategic Planning and the Control Processes at Academic Medical Centers" by producing the final videotape, "Diagnosing Organizational Problems."

His consulting firm, Ruma Advisory Company, Inc., located in New York City, lists a number of medical centers as current clients, many of whom he has served for more than five years. Sixteen medical schools and universities are included among his previous clients. His current areas of interest are R&D management in medical centers and tertiary service planning. In addition to his major focus on academic medicine, Dr. Ruma also consults extensively to the oil industry and architectural firms.

S. Andrew Schaffer, L.L.B., Vice-President, General Counsel, and Secretary of New York University. Mr. Schaffer is Co-Chairman of the Student Affairs Section and a member of the Board of Directors of the National Association of College and University Attorneys.

Charles N. Seashore, Ph.D. Dr. Seashore attended the University of Colorado where he received a B.A. in Psychology and a M.A. in Sociology. He received his Ph.D. from the University of Michigan in Social Psychology. Following his graduation he joined the faculty of the University of Utah where he lectured in both psychology and sociology.

In 1962, he joined the staff of the National Training Laboratories Institute for Applied Behavioral Science where he pursued his interest in professional development and programs in higher education. In 1971 he developed his private consulting practice. Current clients include: Children's Hospital National Medical Center, George Washington University School of Medicine and the NIH Clinical Center. He has also consulted with the Montefiore Medical Center, and the schools of medicine at the University of Wisconsin, the University of Florida and the University of Rochester.

In addition to his consulting practice, Dr. Seashore is also a part-time member of the faculty at Georgetown University in the Department of Psychiatry, Washington School of Psychiatry, Johns Hopkins University Evening College Program in Applied Behavioral Science and the American University Program in Human Resource Development.

In 1973, Dr. Seashore joined the faculty of the AAMC's Management Education Programs. Included in his presentations at the Executive Development Seminars are sessions focusing on Personal Styles in Management, Organizational Transition, Managing Groups and Managing the Underperforming Individual.

Dr. Seashore's areas of concentration in his professional practice include: personal growth and development, organization development, professional development, human relations training and applied research and research utilization.

John Van Mol. Mr. Van Mol is a partner in the public relations agency, Dye, Van Mol, Lawrence, and Ericson. He received his B.S. in journalism from the University of Tennessee. He has extensive experience in dealing with local, regional, and national news media and has been responsible for media relations and techniques training and counseling for dozens of senior executives.

Roland D. Wussow. Mr. Wussow is President of the Wussow Consulting Group, a Nashville-based strategic marketing/communications health care consulting firm. He received his B.A. in business administration from Winona State University and an M.A. in journalism from the University of Missouri. Before forming his own company, Mr. Wussow was Vice-President, Corporate Communications, for Hospital Corporation of America. Prior to joining HCA, he was Senior Vice-President for MedAmerica Health Systems Corporation and Miami Valley Hospital. A former newspaper reporter, he has been in health public affairs since 1971 with the Mayo Foundation, the National Cancer Institute, and the Colorado Regional Cancer Center.

Robert A. Zelten, Ph.D. Dr. Zelten attended Creighton University in Omaha, Nebraska, where he did his undergraduate work in accounting. He received his MA and Ph.D. degrees from the University of Pennsylvania in Business and Applied Economics with a concentration in risk and insurance. He has also successfully completed the CPA examinations.

Dr. Zelten has lectured, written and consulted extensively on matters related to health care financing. He has assisted providers in their developments of HMOs, major corporations in their efforts to contain health care costs, regulatory agencies in passing on Blue Cross and Blue Shield rate increases and contracts with providers, and assisted providers in their negotiations with HMOs and other purchasers of health care. Dr. Zelten's consultant activities are conducted through American Health Management Consulting Corporation (AHMAC), located in Wayne, Pennsylvania.

Dr. Zelten was formerly Associate Professor of Insurance and Health Care at the University of Pennsylvania's Wharton School. He joined the faculty of the AAMC's Management Education Programs in 1980. His sessions focus on the evolution and characteristics of health care programs, financial management basic concepts, and hospital and physician reimbursement.

MEDICAL SCHOOL DEANS WHO HAVE ATTENDED
AAMC EXECUTIVE DEVELOPMENT SEMINARS

<u>NAME/INSTITUTION/YR. OF APPT.</u>	<u>DATES ATTENDED</u>
James A. Pittman, Jr., M.D. 1973 University of Alabama School of Medicine	August 1973
Louis J. Kettel, M.D. 1977 University of Arizona College of Medicine	August 1978
Rudi Schmid, M.D. 1983 University of California-S.F. School of Medicine	August 1983
Robert E. Tranquada, M.D. 1986 University of Southern California School of Medicine	August 1979 (U. Massachusetts)
Eugene M. Sigman, M.D. 1985 University of Connecticut School of Medicine	July 1985
Leon E. Rosenberg, M.D. 1984 Yale University School of Medicine	July 1985
L. Thompson Bowles, M.D., Ph.D. 1979 George Washington University School of Medicine	August 1978
Milton Corn, M.D. 1985 Georgetown University School of Medicine	April 1986
Russell Miller, M.D. 1979 Howard University College of Medicine	August 1980

*NOT A DEAN AT THE TIME OF ATTENDANCE

Donn L. Smith, M.D., Ph.D. (Acting) 1986 University of South Florida College of Medicine	February 1973
W. Douglas Skelton, M.D. 1985 Mercer University School of Medicine	July 1985
Stanley W. Olson, M.D. 1985 Morehouse School of Medicine	August 1981
Terence A. Rogers, M.D. 1972 University of Hawaii John A. Burns Sch of Medicine	August 1976
Marshall A. Falk, M.D. 1974 University of Health Sciences Chicago Medical School	August 1976
Phillip M. Forman, M.D. 1983 University of Illinois College of Medicine	August 1980*
Anthony L. Barbato, M.D. 1986 Loyola University of Chicago Stritch School of Medicine	March 1985*
Harry N. Beaty, M.D. 1983 Northwestern University Medical School	January 1978*
Henry P. Russe, M.D. 1981 Rush Medical College	August 1981
Walter J. Daly, M.D. 1983 Indiana University School of Medicine	January 1979*
John W. Eckstein, M.D. 1970 University of Iowa College of Medicine	September 1972
D. Kay Clawson, M.D. 1985 University of Kansas School of Medicine	August 1975 August 1980 (Kentucky)
Robin D. Powell, M.D. 1984 University of Kentucky College of Medicine	August 1978*
Robert S. Daniels, M.D. 1986 LSU - New Orleans School of Medicine	August 1978 (Cincinnati)

Darryl M. Williams, M.D. 1985 LSU - Shreveport School of Medicine	November 1985
James T. Hamlin, III, M.D. 1975 Tulane University School of Medicine	August 1978
Richard S. Ross, M.D. 1975 Johns Hopkins University School of Medicine	August 1975
John M. Dennis, M.D. 1974 University of Maryland School of Medicine	August 1974
Daniel C. Tosteson, M.D. 1977 Harvard Medical School	August 1975*
J. Barry Hanshaw, M.D. 1986 University of Massachusetts Medical School	November 1985
Henry H. Banks, M.D. 1983 Tufts University School of Medicine	August 1983
Paul C. Royce, M.D. 1982 University of Minnesota - Duluth School of Medicine	August 1983
Harry S. Jonas, M.D. 1978 University of Missouri - Kansas City School of Medicine	August 1979
William Stoneman, III, M.D. 1982 Saint Louis University School of Medicine	August 1983
Richard L. O'Brien, M.D. 1982 Creighton University School of Medicine	August 1983
Robert H. Waldman, M.D. 1985 University of Nebraska College of Medicine	January 1980*
Robert M. Daugherty, Jr., M.D., Ph.D. 1981 University of Nevada School of Medical Sciences	August 1983
Vincent Lanzoni, M.D., Ph.D. 1975 Univ of Med & Dentistry of New Jersey New Jersey Medical School	August 1977

Leonard M. Napolitano, Ph.D. 1973 University of New Mexico School of Medicine	August 1973
Robert L. Friedlander, M.D. 1980 Albany Medical College of Union University	August 1977* August 1981
Thomas H. Meikle, Jr., M.D. 1980 Cornell University Medical College	August 1977
Saul J. Farber, M.D. (Acting) 1983 New York University School of Medicine	January 1980*
John Naughton, M.D. 1975 SUNY School of Medicine - Buffalo	August 1976
Richard Janeway, M.D. 1971 Bowman Gray School of Medicine Wake Forest University	September 1972 August 1980
William E. Laupus, M.D. 1975 East Carolina University School of Medicine	August 1978
Stuart Bondurant, M.D. 1979 University of North Carolina School of Medicine	August 1975 (Albany)
Colin Campbell, M.D. 1983 Northeastern Ohio Universities College of Medicine	August 1983
William D. Sawyer, M.D. 1980 Wright State University College of Medicine	August 1981
Larry D. Edwards, M.D. 1984 Oral Roberts University School of Medicine	July 1985
John W. Kendall, M.D. 1983 Oregon Hlth. Sciences University School of Medicine	July 1985
Alton I. Sutnick, M.D. 1973 Medical College of Pennsylvania	August 1976
Edward J. Stemmler, M.D. 1975 University of Pennsylvania School of Medicine	August 1974
David S. Greer, M.D. 1981 Brown University	August 1983

J. O'Neal Humphries, M.D. 1983 University of South Carolina Medical School	January 1981* August 1983
Robert L. Summitt, M.D. 1981 University of Tennessee College of Medicine	August 1981
John E. Chapman, M.D. 1975 Vanderbilt University School of Medicine	February 1973
William T. Butler, M.D. 1979 President Baylor College of Medicine	August 1978
Robert S. Stone, M.D. 1978 Texas A & M University College of Medicine	September 1972 (New Mexico)
J. Ted Hartman, M.D. 1983 Texas Tech University School of Medicine	November 1981 August 1983
George T. Bryan, M.D. 1976 University of Texas Medical School at Galveston	August 1977 August 1980
Peter O. Kohler, M.D. 1986 University of Texas Medical School at San Antonio	February 1977*
Cecil O. Samuelson, Jr., M.D. 1984 University of Utah College of Medicine	July 1985
William H. Luginbuhl, M.D. 1970 University of Vermont School of Medicine	September 1972 August 1977
Richard G. Lester, M.D. 1984 Eastern Virginia Medical School	July 1985
Stephen M. Ayres, M.D. 1985 Virginia Commonwealth University Med. Col. of Virginia, Sch. of Med.	February 1977*
Theodore J. Phillips, M.D. (Acting) 1986 University of Washington School of Medicine	July 1984*
Richard DeVaul, M.D. 1983 West Virginia University School of Medicine	August 1983

Arnold L. Brown, Jr., M.D. 1978 August 1979
University of Wisconsin
Medical School

CANADIAN SCHOOLS

M. Watanabe, M.D., Ph.D. August 1983
University of Calgary
Faculty of Medicine

J. G. Wade, M.D. August 1983
University of Manitoba
Faculty of Medicine

T. J. (Jock) Murray, M.D. July 1985
Dalhousie University
Faculty of Medicine

Gilles D. Hurteau, M.D. August 1977
University of Ottawa August 1980
School of Medicine

D. Laurence Wilson, M.D. August 1983
Queen's University
Faculty of Medicine

Frederick H. Lowy, M.D., C.M. August 1980
University of Toronto February 1985
Faculty of Medicine

Leslie S. Valberg, M.D. November 1985
University of Western Ontario
Faculty of Medicine

Gilles Pigeon, M.D. August 1973
University of Sherbrooke
Faculty of Medicine

Ian M. McDonald, M.D. July 1985
University of Saskatchewan
College of Medicine

FOREIGN SCHOOLS

Pill Whoon Hong, M.D. July 1985
Yonsei University
Medical Center
Seoul, Korea

FACILITIES

The Ocean Edge Conference Center, located on the 50-acre former Nickerson estate in Brewster, Massachusetts on Cape Cod Bay, caters to small executive meetings. The meeting rooms and main restaurant are located in the elegantly restored mansion, which still retains its hand-carved staircases, leaded glass windows, and outdoor terraces. Seminar participants will be housed in two-bedroom, two-bath villas adjacent to the mansion. Recreational facilities include: 18-hole golf course, tennis courts, private beach, indoor and outdoor swimming pools, and fitness center.

The Center is a two hour drive from Boston. Barnstable Airport in Hyannis is a twelve mile drive. Flight time from Logan Airport in Boston to Hyannis is 35 minutes. Van service to and from Barnstable Airport is provided by Ocean Edge. Rental cars are also available at the airport. Additional information about the facilities and transportation will be provided to participants.

EXPENSES

Attendance will be limited, so early reservations are recommended. There is a conference fee of \$2,700.00 per person, double unit occupancy (two individuals occupying one 2-bedroom, two bath unit). This fee covers daily Full American Plan (FAP) accommodations (three meals), receptions, coffee breaks, all taxes and housekeeping, bellmen, meal gratuities, tuition and all study materials. You will receive an invoice from the AAMC Business Office. Transportation is also at your own expense. Reservations will be handled through a rooming list. DO NOT CONTACT THE HOTEL.