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

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

(continued)
- To provide a deeper appreciation for technical financial management skills including: costing, budgeting, variance analysis, and long-term financial modeling.

- To understand the principles of and guidelines for effective negotiating.

- 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

<table>
<thead>
<tr>
<th>Name/Institution/Yr. of Appt.</th>
<th>Dates Attended</th>
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<tbody>
<tr>
<td>James A. Pittman, Jr., M.D. 1973</td>
<td>August 1973</td>
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<tr>
<td>University of Alabama School of Medicine</td>
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<tr>
<td>Louis J. Kettel, M.D. 1977</td>
<td>August 1978</td>
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<tr>
<td>University of Arizona College of Medicine</td>
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<tr>
<td>Rudi Schmid, M.D. 1983</td>
<td>August 1983</td>
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<tr>
<td>University of California-S.F. School of Medicine</td>
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<tr>
<td>Robert E. Tranquada, M.D. 1986</td>
<td>August 1979 (U. Massachusetts)</td>
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<tr>
<td>University of Southern California School of Medicine</td>
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<tr>
<td>Eugene M. Sigman, M.D. 1985</td>
<td>July 1985</td>
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<tr>
<td>University of Connecticut School of Medicine</td>
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<tr>
<td>Leon E. Rosenberg, M.D. 1984</td>
<td>July 1985</td>
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<tr>
<td>Yale University School of Medicine</td>
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<tr>
<td>L. Thompson Bowles, M.D., Ph.D. 1979</td>
<td>August 1978</td>
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<tr>
<td>George Washington University School of Medicine</td>
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<td>Milton Corn, M.D. 1985</td>
<td>April 1986</td>
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<tr>
<td>Georgetown University School of Medicine</td>
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<tr>
<td>Russell Miller, M.D. 1979</td>
<td>August 1980</td>
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<tr>
<td>Howard University College of Medicine</td>
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*Not a Dean at the Time of Attendance*
Donn L. Smith, M.D., Ph.D. (Acting) 1986
University of South Florida
College of Medicine

W. Douglas Skelton, M.D. 1985
Mercer University
School of Medicine

Stanley W. Olson, M.D. 1985
Morehouse School of Medicine

Terence A. Rogers, M.D. 1972
University of Hawaii
John A. Burns Sch of Medicine

Marshall A. Falk, M.D. 1974
University of Health Sciences
Chicago Medical School

Phillip M. Forman, M.D. 1983
University of Illinois
College of Medicine

Anthony L. Barbato, M.D. 1986
Loyola University of Chicago
Stritch School of Medicine

Harry N. Beaty, M.D. 1983
Northwestern University
Medical School

Henry P. Russe, M.D. 1981
Rush Medical College

Walter J. Daly, M.D. 1983
Indiana University
School of Medicine

John W. Eckstein, M.D. 1970
University of Iowa
College of Medicine

D. Kay Clawson, M.D. 1985
University of Kansas
School of Medicine

Robin D. Powell, M.D. 1984
University of Kentucky
College of Medicine

Robert S. Daniels, M.D. 1986
LSU - New Orleans
School of Medicine

February 1973
July 1985
August 1981
August 1976
August 1976
August 1980*
March 1985*
January 1978*
August 1981
January 1979*
September 1972
August 1975
August 1980 (Kentucky)
August 1978*
August 1978 (Cincinnati)
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<tr>
<th>Name</th>
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<th>Date</th>
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<tr>
<td>Darryl M. Williams, M.D. 1985</td>
<td>LSU - Shreveport School of Medicine</td>
<td>November 1985</td>
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<tr>
<td>James T. Hamlin, III, M.D. 1975</td>
<td>Tulane University School of Medicine</td>
<td>August 1978</td>
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<tr>
<td>Richard S. Ross, M.D. 1975</td>
<td>Johns Hopkins University School of Medicine</td>
<td>August 1975</td>
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<tr>
<td>John M. Dennis, M.D. 1974</td>
<td>University of Maryland School of Medicine</td>
<td>August 1974</td>
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<tr>
<td>Daniel C. Tosteson, M.D. 1977</td>
<td>Harvard Medical School</td>
<td>August 1975*</td>
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<tr>
<td>J. Barry Hanshaw, M.D. 1986</td>
<td>University of Massachusetts Medical School</td>
<td>November 1985</td>
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<tr>
<td>Henry H. Banks, M.D. 1983</td>
<td>Tufts University School of Medicine</td>
<td>August 1983</td>
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<tr>
<td>Paul C. Royce, M.D. 1982</td>
<td>University of Minnesota - Duluth School of Medicine</td>
<td>August 1983</td>
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<td>Harry S. Jonas, M.D. 1978</td>
<td>University of Missouri - Kansas City School of Medicine</td>
<td>August 1979</td>
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<tr>
<td>William Stoneman, III, M.D. 1982</td>
<td>Saint Louis University School of Medicine</td>
<td>August 1983</td>
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<tr>
<td>Richard L. O’Brien, M.D. 1982</td>
<td>Creighton University School of Medicine</td>
<td>August 1983</td>
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<tr>
<td>Robert H. Waldman, M.D. 1985</td>
<td>University of Nebraska College of Medicine</td>
<td>January 1980*</td>
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<tr>
<td>Robert M. Daugherty, Jr., M.D., Ph.D. 1981</td>
<td>University of Nevada School of Medical Sciences</td>
<td>August 1983</td>
</tr>
<tr>
<td>Vincent Lanzoni, M.D., Ph.D. 1975</td>
<td>Univ of Med &amp; Dentistry of New Jersey New Jersey Medical School</td>
<td>August 1977</td>
</tr>
</tbody>
</table>
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
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<tr>
<th>Name</th>
<th>Years</th>
<th>Institution</th>
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<tr>
<td>J. O'Neal Humphries, M.D.</td>
<td>January 1981</td>
<td>University of South Carolina Medical School</td>
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<tr>
<td>Robert L. Summitt, M.D.</td>
<td>August 1981</td>
<td>University of Tennessee College of Medicine</td>
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<tr>
<td>John E. Chapman, M.D.</td>
<td>February 1973</td>
<td>Vanderbilt University School of Medicine</td>
</tr>
<tr>
<td>William T. Butler, M.D.</td>
<td>August 1978</td>
<td>Baylor College of Medicine</td>
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<tr>
<td>Robert S. Stone, M.D.</td>
<td>September 1972</td>
<td>Texas A &amp; M University College of Medicine</td>
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<tr>
<td>J. Ted Hartman, M.D.</td>
<td>November 1981</td>
<td>Texas Tech University School of Medicine</td>
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<tr>
<td>George T. Bryan, M.D.</td>
<td>August 1977</td>
<td>University of Texas Medical School at Galveston</td>
</tr>
<tr>
<td>Peter O. Kohler, M.D.</td>
<td>February 1977*</td>
<td>University of Texas Medical School at San Antonio</td>
</tr>
<tr>
<td>Cecil O. Samuelson, Jr., M.D.</td>
<td>July 1985</td>
<td>University of Utah College of Medicine</td>
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<tr>
<td>William H. Luginbuhl, M.D.</td>
<td>September 1972</td>
<td>University of Vermont School of Medicine</td>
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<tr>
<td>Richard G. Lester, M.D.</td>
<td>July 1985</td>
<td>Eastern Virginia Medical School</td>
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<tr>
<td>Theodore J. Phillips, M.D.</td>
<td>July 1984*</td>
<td>University of Washington School of Medicine</td>
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<tr>
<td>Richard DeVaul, M.D.</td>
<td>August 1983</td>
<td>West Virginia University School of Medicine</td>
</tr>
</tbody>
</table>
Arnold L. Brown, Jr., M.D. 1978  
University of Wisconsin  
Medical School  

August 1979

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**CANADIAN SCHOOLS**

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

August 1983

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

August 1983

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

July 1985

Gilles D. Hurteau, M.D.  
University of Ottawa  
School of Medicine  

August 1977  
August 1980

D. Laurence Wilson, M.D.  
Queen’s University  
Faculty of Medicine  

August 1983

Frederick H. Lowy, M.D., C.M.  
University of Toronto  
Faculty of Medicine  

August 1980  
February 1985

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

November 1985

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

August 1973

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

July 1985

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**FOREIGN SCHOOLS**

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

July 1985


**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.