President and Chief Executive Officer of the Accreditation Association for Ambulatory Health Care Position Profile

July 2014

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This profile provides information about the Accreditation Association for Ambulatory Health Care (AAAHC) position of President and CEO. The profile is designed to assist individuals in assessing their interest in and qualifications for the position. The search for the President and CEO of AAAHC is being conducted by Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to Association Strategies, Inc., at: www.assnstrategies.com/current_searches.php To learn more about AAAHC, go to www.aaahc.org. Applications will be accepted until December 15, 2014.
Position of President and CEO of the Accreditation Association for Ambulatory Health Care

Profile Methodology

This profile for the position of President and CEO of the Accreditation Association for Ambulatory Health Care (AAAHC) was developed based on organizational data; discussions with AAAHC leaders, volunteers and staff; and responses to an online survey of key stakeholders. The survey and discussions were conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in the position. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for AAAHC was also developed from the survey responses and discussions.

About AAAHC

The AAAHC is a private, independent, not-for-profit corporation with over 30 years dedicated exclusively to quality improvement in ambulatory care. With nearly 6,000 organizations currently accredited, the AAAHC accredits more ambulatory health care organizations than any other accrediting body in the country. AAAHC serves as an advocate for the provision of high-quality health care through the development of nationally recognized Standards and through its accreditation programs.

AAAHC accreditation is recognized as a symbol of quality to the organizations it accredits, to state and federal agencies and to the public. The ambulatory health organizations that AAAHC accredits include health plans, physician networks and group practices, office-based surgery practices, endoscopy centers, diagnostic imaging centers, community health centers, student health centers, physician and dentist practice groups, and ambulatory surgery centers. Further, regulators, third party payors, and commercial insurance carriers recognize AAAHC accreditation.

AAAHC accreditation is recognized under the licensure and inspection requirements for ambulatory surgery centers in all states that require accreditation. In addition, AAAHC health plan accreditation is accepted by 10 states that allow accreditation to fulfill certain licensing requirements. AAAHC further offers accreditation of office-based surgery centers and recently developed a patient-centered medical home accreditation/certification program.
AAAHC accreditation is also recognized by several federal government entities. AAAHC holds deeming authority for Medicare Advantage managed health care organizations (formerly Medicare + Choice). The Centers for Medicare and Medicaid Services also recognize AAAHC as the largest non-hospital (ambulatory) deeming organization for Medicare in the country. Further, both the United States Air Force and the United States Coast Guard selected the AAAHC to accredit their ambulatory care facilities. The AAAHC also holds a contract with the Health Resources and Services Administration Bureau of Primary Health Care to accredit Federally Qualified Health Centers and community health centers.

A History of AAAHC

The Accreditation Association for Ambulatory Health Care (AAAHC) was founded in 1979 to: “encourage and assist ambulatory health care organizations to provide the highest achievable level of care for recipients in the most efficient and economically sound manner. The AAAHC accomplishes this by the operation of a peer-based assessment, consultation, education and accreditation program.”

The six founding members of the AAAHC were the American College Health Association, the American Group Practice Association (now known as the American Medical Group Association), the Federated Ambulatory Surgery Association (now known as the Ambulatory Surgery Foundation), the Group Health Association of America (now known as the American Association of Health Plans), the Medical Group Management Association, and the National Association of Community Health Centers. Today's AAAHC includes 18 member organizations representing the broad spectrum of ambulatory health care. The growth of the Board has helped the AAAHC add new Standards in areas such as dentistry, behavioral health, and health education and wellness, while continuously updating existing Standards to reflect cutting-edge ambulatory care knowledge and practice.

Since its inception, the AAAHC has promoted a voluntary, peer-based, consultative, and educational survey process to advance patient care. These values hold true today, as embodied in the current mission statement:

"The AAAHC is committed to maintaining its position as the preeminent leader in developing standards to advance and promote patient safety, quality, value and measurement of performance for ambulatory health care through peer based accreditation processes, education and research."
**President/CEO Position**

**Responsibilities:**
The President and CEO reports to the AAAHC, the AAHHS and The Accreditation Association Boards with operational reporting to the AAAHC Executive Committee. S/he will oversee and lead The Accreditation Association and its affiliates.

This executive will be responsible for providing strategic vision and leadership on matters of governance, mission, programs, services, and operations; enhancing the financial stability and resources of the organization; effectively leading and motivating a professional staff, and enhancing the culture; overseeing all of AAAHC and its affiliates’ activities and operations; raising the public visibility of the organization; building external relationships with diverse constituencies that will enhance revenue and influence in the marketplace; and serving as an organizational spokesperson.

**Qualifications:**
The ideal candidate will have an advanced degree; a minimum of 10 years of executive or senior-level management experience in the healthcare/medical industry. S/he should have a track record of success in staff development and succession planning; a record of success developing revenue producing programs and identifying and cultivating diverse revenue sources; an understanding of national health care policy issues, and knowledge of quality improvement and clinical practices. Previous experience as a CEO is an asset but is not required.

The ideal candidate will demonstrate experience and success in the following areas:

- Leading a multifaceted healthcare organization;
- Effectively applying financial and business acumen to ensure short- and long term stability of an organization’s assets, including development and diversification of sustainable revenue sources;
- Developing and implementing long-term strategic and operating plans, and driving them to successful execution;
- Establishing and refining organizational structures, programs, and services;
- Developing, leading, and mentoring highly effective professional staffs and teams;
- Building external partnerships, relationships, and strategic alliances that enable an organization to expand its scope and reach;
- Speaking publically and serving as an external face and representative for an organization;
- Enhancing the profile, visibility, and influence of AAAHC;
- Building and maintaining effective relationships with all governance entities, affiliates and stakeholders; and
- Applying knowledge of the principles and general practices of health care quality standards.

**Personal Characteristics and Behaviors:**
• Honest, trustworthy, with unquestionable integrity
• A visionary
• An engaged leader
• Knowledgeable
• An effective listener and communicator
• Team-oriented and consensus-driven
• A relationship builder
• Open to new ideas and approaches
• Strategic and thoughtful, yet able to tactically execute
• Creative and innovative

**Measures of Success**

• Developing and implementing a long-term vision and strategy for the AAAHC and its affiliates;
• Creating a highly effective, results-oriented, yet collegial and collaborative operating environment;
• Improving staff performance, satisfaction, and overall morale;
• Ensuring operational excellence;
• Growing accreditation programs and other services, as well as the revenue to support them;
• Cultivating new and diverse revenue sources;
• Retaining and growing client base;
• Building and leveraging relationships externally with diverse constituencies;
• Improving the quality and effectiveness of existing programs and services;
• Ensuring strong financial performance and long-term sustainability for AAAHC, and increasing ROI;
• Growing market share, visibility, and influence; and
• Ensuring effective relationships within the governance

**Structure, Governance and Staff**

**Organizational Structure**
The AAAHC is comprised of 18 Association Members that appoint representatives to serve on the AAAHC Board of Directors. AAAHC currently has a total of 33 Board Members which include 2 Public Members. Those associations are:

Ambulatory Surgery Foundation
American Academy of Cosmetic Surgery
American Academy of Dental Group Practice
American Academy of Dermatology
American Academy of Facial Plastic and Reconstructive Surgery
American Association of Oral and Maxillofacial Surgeons
American College of Gastroenterology
American College Health Association
American College of Mohs Surgery
American Congress of Obstetricians and Gynecologists
American Dental Association
American Gastroenterological Association
American Society of Anesthesiologists
American Society for Dermatologic Surgery Association
American Society for Gastrointestinal Endoscopy
Association of periOperative Registered Nurses
Medical Group Management Association
Society for Ambulatory Anesthesia

**AAAHC subsidiaries**

- The AAAHC Institute for Quality Improvement, created in 1999, was formed to assist organizations in developing and implementing effective quality improvement (QI) programs by providing opportunities for organizations to participate in clinical performance measurement studies and through a series of educational publications.

  Projects include:

  - Awards to recognize and disseminate information on exemplary quality improvement programs
  - Publications - including QI workbooks, patient safety toolkits, study results, AAAHC AENEID Report

  *The AAAHC AENEID Report analyzes data from AAAHC surveys to identify trends in compliance with AAAHC accreditation Standards. This analysis is used by AAAHC in the development of education and other resources to assist organizations in achieving compliance and by organizations to identify areas of strength and potential weakness.*

  - Studies to help organizations gather benchmarking and other data that can be used for quality improvement

  They also participate in national quality improvement meetings such as those of the National Quality Forum and in the US Department of Health and Human Services efforts to eliminate healthcare acquired infections (HAIs).

- Also formed in 1999, Healthcare Consultants International, Inc. (HCI) is a for-profit subsidiary providing broad-based medical and surgical consulting services. The primary focus of Healthcare Consultants International is helping ambulatory health
care organizations prepare for accreditation, licensure and certification. HCI provides the following services:

- Accreditation Preparation
- Medicare Certification Preparation
- Regulatory and Legislative Compliance (OSHA, HIPAA)
- Administrative, Anesthesia and Clinical Policies and Procedures
- Continuous Quality Management and Improvement Functions
- Physician and Staff Credentialing Process

- Acreditas Global (formerly AAAHC International) was formed in 2009 to accredit organizations outside of the United States. Client development efforts continue to focus on Costa Rica, Peru, with other countries in South and Central America to follow.

- In 2011, AAAHC launched a pilot accreditation program focused on small rural hospitals, offered through the Accreditation Association for Hospital and Health Systems Inc. (AAHHS). AAHHS and AAAHC have separate governing boards and function independently of each other as separate operating entities of an umbrella organization, The Accreditation Association. AAHHS focuses on U.S. hospitals having fewer than 200 beds with an average daily census of less than 100, most of which are located in rural areas.

**Recognition for AAAHC**

AAAHC is widely recognized among private and public health care organizations and state and federal regulatory bodies. During the past two years AAAHC:

- Was approved to accredit qualified health plans by the Secretary of the Department of Health and Human Services (HHS). Under the Patient Protection and Affordable Care Act, an insurer must be designated as a Qualified Health Plan (QHP) to be included in a state or federal exchange, and accreditation is a requirement of this designation. This recognition positions AAAHC as a premier accrediting organization from which all new and existing QHPs may seek accreditation.
- Received renewal of its Deemed Status for Ambulatory Surgery Centers (ASC) through 2018 from the Centers for Medicare and Medicaid Services (CMS).
- Received renewal of its Deemed Status for Medicare Advantage Plans through 2018 from CMS.
- Received renewal of its approval to accredit health maintenance organizations and prepaid health plans practice sites by the Florida
Agency for Health Care Administration (AHCA).

- Was awarded a contract by the Health Resources and Services Administration (HRSA) to accredit Federally Qualified Health Centers (FQHC)

AAAHC has an annual budget of close to $20 million, almost 60 staff members, and over 300 surveyors. Direct reports to the President and CEO include 9 people:

- General Counsel & Vice President, Government/Public Affairs
- Vice President/General Manager Hospital Operations (AAHHS)
- General Manager, Ambulatory Operations and Senior Director, External Relations
- Senior Director, Surveyor Services & Education
- Senior Director, Operations
- CFO & Senior Director, Administration
- Senior Director, General Manager, AAAHC Institute for Quality Improvement
- Managing Director, & CEO, Healthcare Consultants International (HCI)
- Senior Executive Assistant/Governance

**Key External Interactions**

In addition to interfacing with The Accreditation Association Board of Trustees, the AAHHS Board of Directors, the AAAHC Board of Directors, the AAAHC Governing Council and Executive Committee; as well as the AAAHC Institute, Acreditas Global, and HCI Boards, the CEO will interact with:

- Member organizations
- Surveyors
- Current and prospective customers
- National healthcare associations
- U.S. Department of Health and Human Services more broadly, including the Centers for Medicare and Medicaid Services, Health Resources and Services Administration (HRSA), U.S. Armed Forces, Florida Agency for Health Care Administration (AHCA), and other federal and state agencies and regulatory bodies
- Legislators at the state and federal levels
- Commercial providers
- Industry leaders
- Other nonprofits and foundations
- Other quality improvement organizations and accreditation groups, such as The Joint Commission
- Consultants

**Program, Services and Resources**
Stakeholders give AAAHC high marks when it comes to the quality of its surveyors and surveys, particularly the on-site surveys; its accreditation services, especially for ambulatory health care organizations; performance improvement studies, and education services. Key programs, services, and resources include:

- Accreditation for ambulatory provider organizations
  - Accreditation including Medical Home recognition
  - Accreditation and Medicare deemed status for ASCs
  - Office-based surgery accreditation
- Accreditation for Health Plans
  - Medicare Advantage
- Certification for Medical Home
- Accreditation for Hospitals
- Education Services
  - Achieving Accreditation educational program
  - Standards and Policy Updates
  - Seminar: Achieving Accreditation
  - Webinar program
  - HRSA Webinar Series
  - Education Programs for Health Plans/Qualified Health Plans (QHPs)
- Publications
  - **Handbooks** (updated annually)
    - Accreditation Handbook for Ambulatory Health Care
    - Accreditation Handbook for Medicare Deemed Status Surveys
    - Accreditation Handbook for Office-Based Surgery Including Review Guidelines
    - Medical Home On-Site Certification Handbook
    - Accreditation Handbook for Health Plans
  - **Annual Report**
    - Triangle Times (quarterly print newsletter)
    - Connection (bi-monthly e-newsletter)
    - Marketing materials (general brochures + market segment specific brochures)
  - **AAAHC Institute Publications**
    - AAAHC AENEID Report 2013: Standards Compliance Analysis
    - Patient Safety Toolkits – 1 general, 4 surgical/procedural, 4 primary care
    - Obesity management toolkit (in progress)
    - Innovations in Quality Improvement, 10 years of award-winning activities
    - Quality Improvement and Benchmarking: A Workbook of Strategies and Tools for Success
    - Quality Improvement Insights: Key QI Issues and Examples for Ambulatory Health Care
Some stakeholders would like to see an expansion of accreditation and consulting services into hospitals, internationally, and in other new markets. Many would like to see the organization continue to develop and grow its medical home certification, and accreditation programs for the health plan and dental market segments. Stakeholders would also like the organization to better leverage technology and process improvement strategies to enable the accreditation survey processes to become more consistent, effective, and efficient.

**Organizational Culture**

Stakeholders describe AAAHC as a mission-driven, hardworking, dedicated, collegial, and customer-focused organization, with a complex governance structure and engaged leadership. Many note the organization’s rapid growth from the “mom and pop” operation that it was 15 years ago. As a result, some stakeholders feel that the infrastructure and resources need to be re-aligned to better meet AAAHC’s evolving operational needs and marketplace demands. They would like the new leader to work with the leadership to refine the strategic priorities, and allocate or reallocate resources to better enable AAAHC to attract, retain, and motivate high performing staff, and carry out its mission more effectively.

**Challenges and Opportunity**

Stakeholders agree that the rapidly changing healthcare industry landscape, particularly in light of the Affordable Care Act and the evolving regulatory requirements; industry consolidation, and overall market demands, calls for a leader that is visionary and strategic, and an organization that is financial secure, nimble, innovative, and ahead of the competition.

- The President and CEO will need to forge a strong working partnership with the Board and member organizations to define the organizational structure and strategic priorities that will enable the AAAHC to take advantage of marketplace opportunities.
• This executive will need to assess the organization’s operating structure and approach, and develop and refine organizational priorities, systems, processes, and infrastructure to meet the immediate and future needs of AAAHC and its stakeholders.

• The new leader will need to identify and cultivate market opportunities for AAAHC’s existing and new programs, and develop the financial resources to ensure that the organization operates consistently, efficiently, and effectively, on a day-to-day basis and longer term.

• This executive will promote, develop, and encourage the development of the principles, policies, and standards for accreditation services, and refine survey processes so that they are more state-of-the-art, user-friendly, timely, and consistent.

• The President and CEO will need to understand how to navigate the changing landscape of health care and stay abreast of and communicate legislative changes, and build strategic partnerships and relationships with key external constituencies that can help grow AAAHC’s influence and stature within the health care community, with state and federal legislators, government agencies such as U.S. Departments of Health and Human Services and Defense, corporations, foundations, other quality improvement organizations and non-profits, and the public.

• AAAHC is an organization that attracts and develops highly trained and desirable talent. As a result, other organizations actively seek to recruit their talent, particularly at the lower levels of the organization. The new CEO will need to ensure that the organizational culture and working environment enable AAAHC to attract and retain high quality, high performing staff.

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