This profile provides information about the College of American Pathologists (CAP) and the position of Senior Director, Economic and Regulatory Affairs. The profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the Senior Director, Economic and Regulatory Affairs, for the CAP is being conducted by Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to the Association Strategies, Inc., website: www.assnstrategies.com. To learn more about the CAP, go to www.cap.org. Applications will be accepted until November 15, 2012.
College of American Pathologists

Senior Director, Economic and Regulatory Affairs

Position Profile

Profile Methodology
The profile for the position of Senior Director, Economic and Regulatory Affairs, for the College of American Pathologists (CAP) was developed using organizational data and discussions with key stakeholders and staff. This profile will provide information about the organization and will identify the skills, knowledge, experience, competencies and qualities required and desired in a Senior Director, Economic and Regulatory Affairs.

About the Organization
The CAP is the professional medical society that serves more than 18,000 physician members and the global laboratory community. Headquartered in Northfield, Illinois, and with an office in Washington, D.C., the CAP is the world’s largest association comprising exclusively board-certified pathologists and is the worldwide leader in laboratory quality. The CAP, which recently celebrated 50 years as the gold standard in laboratory accreditation, has accredited more than 7,000 laboratories; and approximately 22,000 laboratories are enrolled in the CAP’s proficiency testing programs. The Senior Director, Economic and Regulatory Affairs, is a new position and will be based in the Division of Advocacy, located in Washington, D.C.

The stated objectives of the CAP are to:
1. Foster the highest standards in education, research and the practice of pathology;
2. Advance the science of pathology and improve medical laboratory service to patients, physicians, hospitals and the public through study, education and improvement of the economic aspects of the practice of pathology; and
3. Enhance the dignity, scientific basis and efficient practice of the specialty of pathology for the service of the common good.

The CAP is pathology’s strongest advocate in Washington, D.C., representing pathology in national healthcare discussions by strengthening critical relationships with policy makers and key national healthcare organizations through active participation in multi-stakeholder coalitions and public/private partnerships. The advocacy agenda addresses the role of pathologists in the patient-centered coordinated care model; performance measure development and reporting; health information technology; regulatory and oversight initiatives; practice characteristics; payer issues; and new payment models.
In response to significant challenges and opportunities facing pathology today, the CAP has
launched a multi-year campaign to transform the specialty. The Transformation Program refers
to the collective efforts now under way at the CAP and across the specialty to foster new and
enhanced roles for the pathologist and greater recognition of the pathologist as a physician and
a critical member of the patient care team. The goal of the Transformation Program is to
strengthen and defend the unique benefits that pathologists offer to patients and fellow
clinicians. Transformation initiatives will define, model and demonstrate a new set of value-
added services that no other physician specialty can perform as well, that create new economic
opportunities for pathologists, and that improve patient outcomes.

Programs and Services
The CAP’s key programs and services include the following:

1. **Laboratory Accreditation:** The CAP Laboratory Accreditation Program is an
internationally recognized program based on the CAP Laboratory Accreditation
Standards. The program offers checklists that provide a blueprint of quality practices
for laboratories that are constantly evolving to reflect changes in technology and are
tailored to the size and scope of individual laboratories, from complex university
medical centers to physician-office laboratories. The Centers for Medicare and
Medicaid Services has granted the CAP accreditation program deeming authority. The
Joint Commission also recognizes CAP accreditation that can be used to meet many
state certification requirements.

2. **Proficiency Testing Programs:** The CAP’s Surveys and Anatomic Pathology Education
Program offers more than 580 products and is the largest laboratory peer-comparison
program in the world. The program allows laboratories to evaluate their performance
regularly and improve the accuracy of the patient results they provide. The CAP EXCEL
program offers more than 100 modules designed for physician-office laboratories and
small-hospital laboratories. Both programs are approved to satisfy proficiency testing
requirements by the Centers for Medicare and Medicaid Services, The Joint
Commission and the Commission on Office Laboratory Accreditation.

3. **Advocacy:** The CAP’s work with Congress, state legislatures and federal regulatory
agencies helps maintain the highest level of medical laboratory safety while ensuring
that regulations are not over-reaching, compliance is not overly burdensome and
pathologists are treated equitably in physician payment regulations. PathPAC, the
CAP’s political action committee, ensures that pathology’s voice is heard on Capitol
Hill by providing the CAP’s lobbying team with the necessary resources to build
relationships with the legislators that are important to pathology. The Pathology Advocacy Network (PathNET) is a grassroots program for members that facilitates the building of personal relationships between pathologists and Congress. An annual policy meeting and national lobby day provides members the opportunity to meet in Washington and speak directly with their representatives.

4. **Education**: The CAP is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians and offers a curriculum of more than 300 courses, with content developed by leading medical and scientific experts. The education offerings and Maintenance of Certification program include self-assessment modules and specific skills training and demonstration. Courses are available in a variety of interactive formats, including live workshops, online courses, audio and website conferences; journal-based programs; and 90 courses at the CAP’s Annual Meeting.

5. **CAP Annual Meeting**: The CAP Annual Meeting is the premier meeting in the field of pathology, with attendance of more than 1,200. The four-day event, held each fall, offers a wide variety of educational offerings, specific course tracks, prominent speakers, and social and networking events.

6. **Official Publications**: *CAP Today* is the organization’s monthly news magazine, with readership of more than 50,000 pathologists, clinical laboratory scientists and other laboratory professionals. The *Archives of Pathology & Laboratory Medicine* is the CAP’s peer-reviewed medical journal and was recently named the most influential pathology journal of the past 100 years by the Biomedical and Life Sciences Division of the Special Libraries Association. *Stateline* is a biweekly electronic newsletter that keeps members informed of new legislative and regulatory developments and public policy issues. *CAP@YourService* is a monthly news service that provides members the latest CAP news, member benefits, education opportunities, and information on issues affecting practice management.

7. **Public Information**: The CAP produces nationally recognized patient and physician education information on a variety of topics, including managed care, breast cancer, diabetes and cholesterol testing. The CAP Public Affairs area pursues media opportunities for CAP members to educate the public on the role of pathologists. The CAP also offers websites for patients that provide accurate and credible information on more than 40 of the most common cancers and cancer-related conditions.
8. **Residents Forum**: The Residents Forum provides residents with a voice in organized pathology, creates networking opportunities, and identifies future leaders in pathology. Membership on most CAP councils, commissions and committees includes residents.

9. **CAP STS**: CAP STS is the professional services division that offers consulting services related to health information technology strategy and planning, clinical content management, laboratory services and education.

**Organizational Culture**

The organizational culture of the CAP emphasizes a competency-based approach to the development and performance of staff leaders and places high value on characteristics that exemplify these competencies. To this end, the organization emphasizes PRIDE principles that all employees are expected to model in their behavior: partnership, respect for others, individual accountability, direct communication, and excellence. The CAP leadership model incorporates and emphasizes these competencies in particular: business acumen, collaboration, decision making, innovation, leading others, and results focus.

The organization fosters a respectful climate, recognizes employees for their accomplishments and contributions, provides opportunity for staff to grow in their knowledge and responsibilities, and creates an environment where people enjoy their work and maintain high enthusiasm for the organization’s mission and objectives. The CAP seeks a Senior Director, Economic and Regulatory Affairs, who embodies these organizational principles and competencies and who will successfully infuse them into management and development of staff.

**Structure, Governance and Staff**

The CAP is governed by a 20-member Board of Governors (including four ex officio members) that is responsible for establishing the focus and direction of the association. Under the direction of the CAP Chief Executive Officer, a professional staff of approximately 600 (including 25 located in the Division of Advocacy in Washington, D.C.) administers the programs, services and activities of the organization within an annual operating budget of approximately $150 million. The House of Delegates is the grassroots legislative body of the CAP, comprising representatives of the 50 states. The staff, under the direction of the Chief Executive Officer, supports the work of these organizational bodies:

- Board of Governors and its 16 committees and subcommittees
- House of Delegates
- Council on Scientific Affairs and its five clusters, comprising 24 committees
• Council on Accreditation and its eight committees and commissions
• Council on Education and its four committees
• Council on Government and Professional Affairs and its three committees
• Council on Membership and Professional Development and its four committees

The CAP also has a collaborative working relationship with the state pathology societies, independent entities whose interests and activities are closely aligned with those of the CAP.

**Key External Relationships:** The CAP in general, and the Division of Advocacy in particular, interacts with numerous related organizations and entities, including but not limited to:

- U.S. Senate and House of Representatives
- Executive branch of the federal government
- U.S. Department of Health and Human Services
- U.S. Food and Drug Administration
- National Conference of State Legislatures
- Centers for Medicare and Medicaid Services
- Centers for Disease Control and Prevention
- National Institutes of Health
- National Institute of Standards and Technology
- Agency for Healthcare Research and Quality

**Senior Director, Economic and Regulatory Affairs, Position**

**General Responsibilities:** The Senior Director, Economic and Regulatory Affairs, reports to the Vice President of Advocacy and will directly manage the staff Economic and Regulatory Affairs Group, a team of eight professional staff members (three directors, four assistant directors and one manager). General responsibilities include the following:

1. Assisting the Vice President of Advocacy in managing across the portfolio of Division of Advocacy initiatives and activities to ensure alignment with overall CAP strategies;
2. Facilitating the coordination and alignment of the Economic and Regulatory Affairs Group’s initiatives with the overall CAP advocacy agenda;
3. Developing and monitoring metrics to assess performance, driving achievement of goals and objectives;
4. Facilitating advocacy-related communication and activities across the CAP;
5. Working closely with the Senior Director, Legislation and Political Action, to drive collaboration and integration of the CAP advocacy agenda;
6. Working closely with the Senior Directors of Communications, Transformation and Membership to help drive collaboration and integration among these initiatives and the advocacy agenda; and
7. Working collaboratively with the Council on Scientific Affairs and the Council on Accreditation on issues that affect laboratory medicine.

**Key Contacts:** The Senior Director, Economic and Regulatory Affairs, also works closely with the following individuals and entities:

**Internally:**
- CAP Executive Leadership Team
- CAP members
- CAP governance entities, including:
  - Board of Governors and its Executive Committee
  - House of Delegates and its Steering Committee
  - Economic Affairs Committee
  - Council on Government and Professional Affairs
  - Diagnostic Intelligence and Health Information Technology Committee
  - Personalized Medicine Committee
  - Transformation Program Office Steering Committee

**Externally:**
- Members of Congress
- State healthcare officials
- Other healthcare stakeholders that impact CAP policy positions on economic and regulatory affairs
- Representatives of:
  - U.S. Department of Health and Human Services
  - Centers for Medicare and Medicaid Services
  - Centers for Disease Control and Prevention
  - Food and Drug Administration
  - National Institutes of Health
  - Agency for Healthcare Research and Quality
  - Office of the National Coordinator for Health Information and Technology
- AMA Physicians Consortium for Performance Improvement and other AMA entities
- National Quality Forum

**Specific Duties:** The specific duties of the Senior Director, Economic and Regulatory Affairs, include the following:

1. Attending council and committee meetings on behalf of the Division of Advocacy to communicate about advocacy plans and activities and facilitate collaboration;
2. Supporting the Vice President of Advocacy with strategic plans, materials and communications related to advocacy activities;
3. Persuasively advocating on CAP economic and regulatory policy positions on behalf of pathology and the CAP before internal and external audiences and stakeholders;
4. Overseeing and guiding interactions with departments and agencies of the Executive branch (CMS, FDA, CDC, ONC, NIH and AHRQ) to ensure visibility and timely access to key decision makers;
5. Overseeing and guiding interactions with the AMA CPT Editorial Panel, the AMA Relative Value Update Committee, and the Pathology Coding Caucus;
6. Overseeing and guiding interactions with the AMA Physicians Consortium for Performance Improvement, the National Quality Forum and other measures-related organizations to facilitate approval of pathology pay-for-performance measures and to ensure pathology representation within the measures community;
7. Developing a partnership with the Council on Scientific Affairs, the Council on Accreditation, the Diagnostic Intelligence and Health Information Technology Committee and the Personalized Medicine Committee to ensure policy alignment;
8. Serving as the principal staff for the Economic Affairs Committee and the Council on Government and Professional Affairs; and
9. Serving as a thought leader, providing strategic and expert advice, fostering collaboration, and building a common purpose within the CAP on healthcare policy, health economics, and regulatory policies impacting pathology and laboratory medicine.

**Required Education and Experience**
Candidates must have an advanced degree in public policy or a related field, such as economics, public health or law; extensive subject matter knowledge of and experience working on healthcare economic issues; and significant experience in:
1. Effectively representing entities before regulatory bodies and federal agencies;
2. Working on healthcare economic policy issues, including public and private physician payment issues (minimum of 10 years);
3. Developing, executing and managing successful strategies and building internal consensus; and
4. Supervising, leading and coaching professional staff (minimum of 10 years).

Understanding of or experience with professional membership organizations or associations is desirable. In addition, candidates must be able to travel, including a minimum of approximately eight weekends per year, to council and committee meetings; AMA meetings; the CAP Annual and Interim Meetings; speaking engagements; Executive Leadership Team meetings; and the CAP office in Northfield, Illinois.
Required Skills, Abilities and Competencies

The successful candidate must have the ability to:

1. Communicate clearly, persuasively and effectively in individual, small-group and public settings;
2. Think and act strategically;
3. Make timely and effective decisions;
4. Identify and overcome challenges and obstacles to achieve results;
5. Use tact and diplomacy, and demonstrate respect for individuals;
6. Focus on team coordination, integration and facilitation across organizational initiatives;
7. Work collaboratively -- internally and externally -- to create and effectively verbalize common purpose, goals, objectives and integrated strategies;
8. Establish and communicate clear performance standards and expectations;
9. Organize and execute major projects to successful conclusion in a timely manner; and
10. Coach, empower, motivate, delegate responsibility and provide timely feedback to professional staff.

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