

Ambulatory Surgery Center Association and Foundation

Executive Director Position Profile

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This profile provides information about the Ambulatory Surgery Center Association (ASC Association) and Foundation, and the position of Executive Director. The profile is designed to assist individuals in assessing their interest in and qualifications for the position. Applicants should submit a cover letter and resume to:

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Executive Director Position Profile

For the Ambulatory Surgery Center Association and Foundation

Profile Methodology

The profile for the position of Executive Director of the Ambulatory Surgery Center Association (ASC Association) and Foundation was developed using organizational data and specific feedback from the Board of Directors, the Search Committee and ASC Association staff; results of online surveys of members and the leadership of state ASC associations; and discussions with corporate entities (owners/operators of ASC facilities), staff and other key stakeholders. The survey and discussions were conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in an Executive Director. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for the ASC Association and Foundation was also developed from the survey and discussions.

About the Organizations

The ASC Association is a national, nonprofit membership organization that represents the interests of those who own, operate, provide health care in and seek the services of ambulatory surgery centers (ASCs), which perform surgeries that do not require hospital admission in a variety of specialties. A 501(c)(6) organization located in Alexandria, VA, the ASC Association's membership comprises approximately 2,400 ASC facilities and 500 supporters (individuals and vendors). Facility membership is open to accredited, Medicare-certified or state-licensed ASCs; supporter membership is available to individuals and vendors who are in the business of providing supplies, equipment and/or services to ASCs.

The ASC Association is dedicated to advocating on behalf of and providing resources to assist ASCs in delivering high-quality, cost-effective ambulatory surgery. Through these services, the ASC Association advances public health and growth in the ASC industry by addressing legislative and regulatory challenges at the federal and state levels; representing the interests of the ASC industry nationally; and furthering its public policy interests through the ASC Association Political Action Committee (ASCPAC).

The ASC Association works closely with related healthcare organizations and medical specialties to improve access to and reduce the costs of health care; encourage private insurers, Medicare and state programs to provide insurance coverage; and advocate for the establishment of reasonable standards and licensure requirements for ASCs. The Foundation serves as the educational and research arm of the ASC industry. The ASC Association and the Foundation share a professional staff of approximately 22 and have an annual operating budget totaling approximately \$7 million.

A network of 46 state associations of ASCs advances communication and education, legislative and regulatory actions and enhancement of industry excellence at the state level.

The first ASC was opened in Arizona in 1970 by a group of anesthesiologists seeking to provide high-quality, cost-effective surgical care outside the hospital setting. Today, approximately 90% of ASCs nationwide are owned by community physicians; others are jointly owned by local hospitals and physicians. Approximately 70% of ASC Association facilities are single-center facilities (stand-alone operations), while the other 30% are corporate entities that own and operate multiple facilities.

The ASC Association of today resulted from a 2008 merger of the American Association of Ambulatory Surgery Centers (AAASC) and the Federation of Ambulatory Surgery Associations (FASA), the goal of which was to provide a unified voice for ASCs and enhance the value of benefits and services to each group's members.

Most ASCs provide care to Medicare beneficiaries and so must meet Medicare standards and be approved by the federal government; ASCs also must be licensed in most states. As a condition of membership, all facility members must be accredited, licensed or Medicare-certified. Since 2002, the ASC Association has administered the Certified Administrator Surgery Center (CASC) credential, the only ASC-specific credential available, which signifies demonstrated expertise in ASC facility administration.

The ASC Association's advocacy efforts and relationships with key healthcare policy makers, Congress, state association leadership and decision-makers in quality and regulatory organizations ensure that the voice of ASCs is heard in the legislative and regulatory arenas. Advocacy efforts focus on (1) quality, patient-safety and outcomes improvements, and 2) Medicare payments, coverage and related issues.

More specifically, the ASC Association collaborates with and provides financial support to the ASC Advocacy Committee (ASCAC), which comprises representatives of the ASC Association and state associations, ASC owners/operators, and physicians. Because the ASC industry is one of the most highly regulated in the U.S., the work of this body on state and federal regulatory and legislative issues on Capitol Hill is vital to the growth of the ASC industry and access to quality ambulatory surgical care. Some of the key issues on which the ASCAC represents industry interests are:

- The establishment of a stable and reliable Medicare payment structure for ASCs and narrowing the gap between ASC and hospital outpatient department (HOPD) payments;
- The continued migration of appropriate surgical cases into ASCs, in order to create significant cost savings for patients and the healthcare system overall;
- The collection of clinical outcomes data and additional industry metrics such as quality, safety and patient-satisfaction data, and the presentation of quality metrics to the public in a way that helps consumers make informed choices about their surgical care options; and
- Working with the Centers for Medicare and Medicaid Services (CMS) to ensure that value-based purchasing strategies (i.e., pay-for-performance systems that reward achievement of performances measures and demonstration of quality improvement) are appropriate for the industry.

To learn more about the ASC Association and the Foundation, go to www.ascassociation.org.

Structure and Governance: In May 2010, the Board of Directors of the ASC Association and the Board of Directors of the Foundation (which comprised different members) were reconstituted as one Board to oversee the separate activities of both entities; the Executive Director will report to this 18-member group. Under the direction of the Executive Director, the professional staff administers the programs, services and activities of both organizations and supports the work of approximately nine committees, including ASCPAC.

Key External Interactions: In addition to working closely with and supporting the goals of the Board of Directors and key stakeholders, the Executive Director will represent ASC Association/Foundation and

industry interests through interaction with a wide range of related healthcare organizations and entities.

These include:

- Federal regulators and agencies (e.g., CMS and the Medicare Payment Advisory Commission, or MedPAC);
- ASC state associations and their leadership;
- National quality organizations (including the National Quality Forum and the Agency for Healthcare Research and Quality);
- Federal and state legislators and Congressional committees;
- State legislative organizations (including the National Conference of State Legislatures);
- Accreditation organizations (including the Accreditation Association for Ambulatory Health Care, The Joint Commission and the American Association for Accreditation of Ambulatory Surgery Facilities);
- The Federation of American Hospitals and the American Hospital Association;
- National and state associations representing medical specialties (including but not limited to ophthalmology, gastroenterology, pain/neurology, orthopedics, urology, dermatology and anesthesiology); and
- Other healthcare-related organizations (including the American Medical Association, the Association of Perioperative Registered Nurses, the Association for Professionals in Infection Control and Epidemiology, and the American Osteopathic Association).

Programs and Services

In addition to advocacy efforts, the ASC Association's primary programs and services include educational programming; an extensive offering of publications; ASC management resources; and social and informational networking opportunities at events and meetings. These services are of particular benefit to the single-center facilities (stand-alone operations).

The organizations' premier event is the Annual Meeting, which draws approximately 2,600 attendees and more than 250 exhibitors. The four-day event offers programming on all aspects of the ASC industry, workshops, poster presentations, topic-specific tracks, and numerous networking and social events.

Other educational offerings include a winter conference on medical coding; a series of webinars on topics ranging from management to regulatory and legislative issues to staff development and training; and seminars on such topics as improving profitability, business and legal issues, pain management and materials management.

The ASC Association also conducts two surveys that assist ASCs in managing facilities and improving operations. The Outcomes Monitoring Project, conducted quarterly, provides benchmarking data for 38 key indicators by specialty and allows ASCs to compare their specific data with national performance statistics on clinical outcomes, staff indicators, billing performance and more. The data also is used to educate legislators, media and the public about the quality of surgical care that ASCs provide. The Employee Salary and Benefits Survey collects and distributes national and regional data on 17 positions in the ASCs and includes data regarding number of employees, years of operation, case volume, and number of operating rooms and procedure rooms.

Other significant ASC Association programs, services and member benefits include the following:

1. *ASC Focus*, a bi-monthly magazine with information on association activities and ambulatory surgery issues. Archived articles are available from previous issues in the categories of delivery of patient care and quality management; financial and business development; human resources; and regulatory and legal issues;
2. Periodic electronic updates on policy changes, legislation and legislative issues;
3. A Compliance Hotline, a confidential resource for employees that is instrumental in monitoring and improving ASCs' regulatory compliance;
4. Online networking groups that allow members (administrators who manage day-to-day operations; coders and billers; and clinicians) to share observations, information, documents and ideas;
5. An online membership directory;
6. A Member Services Team dedicated to answering members' questions on billing, coding, compliance, Medicare, benchmarking and more;
7. An extensive library of publications on topics ranging from HIPPA regulations, legislative and regulatory news and achievements, Medicare payment analysis, conditions for coverage, compliance resources, and financial and accounting practices;

8. An annual National ASC Open House Day through which local ASCs are encouraged to open their doors to the public, media and legislators to elevate awareness of the role that ASCs play and their contribution to meeting surgical needs; and
9. An online Career Center through which employers can post employment opportunities and employees can post resumes.

Organizational Culture

The membership of the ASC Association is described as passionately committed to the work of the organization and the critical role that ASCs play in the healthcare system. The diverse components of the organization – that is, corporate owners/operators, single-center operations and state associations – recognize that their future success and strength depend on being able to speak with one voice for the best interests of the industry.

The past 2½ years have been somewhat tumultuous with the merger of FASA and AAASC, the ongoing coalescence of the ASC Association and Foundation Boards of Directors into one entity, and high staff turnover. In general, the relationship between the professional staff and the Board of Directors is described as mutually supportive and positive but still evolving. With few exceptions, the staff has relatively short tenure; but to a person, they are talented, creative and strongly committed to the work of the ASC Association and Foundation. They describe themselves as a tight-knit and supportive working group.

They believe that the appropriate balance has yet to be struck between meeting the needs of diverse constituencies – i.e., interests of corporate entities (for whom a more cohesive and results-oriented advocacy effort is critical) vis-à-vis those of single-center operations (for whom educational programs, services and resources are paramount). They also suggest a number of areas in which the new Executive Director might focus including: articulation of strategic priorities to both internal and external audiences and constituents, a greater presence in social media, an improved website, and additional office efficiency.

The staff is enthusiastic about the opportunities that lie ahead under new leadership and are committed to supporting the new Executive Director. They flourish under a leadership style and system that

empowers, motivates, encourages open and reciprocal communication, and one that trusts their ability to perform at the highest level with the proper direction and mentoring.

Externally, the ASC Association is described as reactive rather than proactive. There is agreement that the identification of key strategic priorities in terms of advocacy efforts is critical, but that the same strategic outlook and preparation internally – solidification of the operating infrastructure, membership growth and retention, and improvement of programs and services – is essential to the continued stability and growth of the organization.

Challenges and Opportunities

One of the most significant challenges facing the ASC Association is employing the collective strength of state associations, ASC owners/operators and other industry-related allies and organizations to advocate effectively on two critical fronts -- in the policy/regulatory/legislative landscapes, and in enhancing awareness of both Capitol Hill and the public of the positive impact of ASCs on health care in terms of quality outcomes and cost savings. In order to achieve this, advocacy efforts must be consolidated under the umbrella of the ASC Association, and consensus must be reached regarding the strategic priorities necessary to move this effort forward.

The new healthcare reform law – the Patient Protection and Affordable Care Act – will expand health insurance coverage to 32 million more Americans. As financial barriers to benefits and services are removed, ASCs will likely experience an increase in volume of patients treated. At the same time, the increasing divergence between rates paid to ASCs and HOPDs may threaten facilities' ability to recruit and retain a skilled workforce, keep pace with technological advancements, implement electronic health records, and comply with increasingly complex regulations.

There is a significant opportunity for the ASC Association to enhance its support for state ASC associations by providing greater information services and communications through the use of technology. This represents potential opportunities to strengthen the relationship and collaboration with state associations in the areas of membership development, communications and public relations activities.

The recent merger of the ASC Association and Foundation Boards of Directors and residual operational issues from the merger of the FASA and AAASC have resulted, at times, in somewhat strained relationships on the new Board of Directors. The organization will benefit from thoughtful and long-range Board development activities to facilitate a more cohesive approach to association governance. The successful candidate must be able to meet the challenge of working effectively and collaboratively with the Board to (1) enhance its understanding of its appropriate governance role; (2) identify and define key strategic priorities in terms of advocacy efforts relative to association operations; and (3) build the appropriate in-house infrastructure to advance both goals.

In order to unite the industry under the umbrella of the ASC Association, it will be important to dramatically increase membership of ASC facilities in the organization. Approximately half of the 5,200 ASCs throughout the country are not members of the ASC Association; their membership in and support of the organization will be critical to its long-term financial stability and strength of voice for the industry.

Internally, there are numerous opportunities to increase and improve services and benefits to the membership and increase public recognition of the value of ASCs to the healthcare system. These include:

- Strengthening relationships and collaboration with medical specialties that are served in ASCs (including but not limited to gastroenterology, ophthalmology, orthopedics, pain/neurology, dermatology, urology and anesthesiology);
- Increasing research on issues related to quality of care, patient safety and improved patient outcome data;
- Increasing external communication and promotion of the specific benefits that ASCs provide to patients and quality health care;
- Improving communication to the ASC Association membership regarding the management resources available to them;
- Greater use of electronic resources to deliver more varied educational programming to meet the diverse needs of ASCs;

- Implementation of technologies to improve both internal operations and external communications, including a redesigned website, consolidation of office databases, social networking options, listserves and media messaging;
- Implementing specific and ongoing campaigns to recruit and retain members, and to reach out to the universe of approximately 2,500 ASC facilities that are not currently members; and
- Improving outreach to and engagement of members in governance and other activities of the ASC Association.

Executive Director Position

Responsibilities: The Executive Director reports to the Board of Directors and is responsible for managing the affairs of the ASC Association and Foundation, including advocacy efforts and general administration of programs, services and activities; representing the interests of the ASC Association and Foundation to allied organizations and legislators at the state and national levels; hiring, developing, managing and motivating professional staff; and positioning the organizations as the indispensable source of information on ASCs.

Working in close collaboration with the Board of Directors, the successful candidate will demonstrate strong leadership in unifying the interests of all parties in a strong advocacy effort; designing a national advocacy campaign and public policy strategy; advancing education and quality research; building and supporting an active grassroots network; increasing financial resources; and leading the teams that will execute these strategies. In addition, the Executive Director will:

1. Develop and maintain collaborative alliances and relationships with related organizations, corporate entities, state associations, public policymakers and legislators;
2. Develop and implement a public relations program that effectively communicates the value of ASCs to internal and external audiences and constituencies;
3. Work closely with the Finance Committee and Treasurer to develop the annual operating budget, and align the budget with the Board's strategic objectives, policies and operating plans;
4. Work closely with the Board of Directors to update the strategic plan to reflect industry trends, issues, challenges and opportunities, and to oversee its implementation;
5. Maintain and manage the financial integrity of the organization, its funds and assets while maintaining the highest standards of legal and fiscal responsibility;

6. Oversee strategies and campaigns to recruit and retain members;
7. Identify additional revenue streams to increase and solidify the financial stability of the organizations;
8. Oversee the development and implementation of educational programs, resources, products and services to increase the value and benefits of membership;
9. Manage, maintain and enhance tools, resources and systems to provide members with up-to-date information on regulatory, legislative and operational issues affecting ASCs; and
10. Support and manage the work of the ASCPAC.

Education and Experience: The successful candidate will have a minimum of 10 years of senior-level executive/managerial experience in a nonprofit, national membership association; demonstrated knowledge and/or understanding of healthcare organizations or industries; demonstrated ability to build relationships and alliances with medical or business organizations and to work with state and federal agencies and legislators; and experience in working successfully with a Board of Directors in a complex governance structure. A Bachelor's degree is required; a master's or other advanced degree is considered an asset.

The successful candidate will also demonstrate experience in the following essential areas:

1. Effectively serving as the public voice of and spokesperson for the organization;
2. Managing advocacy efforts and activities to influence outcomes of healthcare initiatives to advance membership goals and interests in both public- and private-sector organizations;
3. Leading and managing a complex organization with diverse constituencies through important change and growth;
4. Enhancing the visibility, reputation and prestige of a complex organization through effective public relations;
5. Identifying and meeting the needs of a membership, including strengthening relations with and support of grass-roots membership;
6. Ongoing development of programs and resources to advance the profession through effective education and training; and
7. Knowledge or understanding of government healthcare programs.

Skills and Abilities

The following skills and abilities are essential to a candidate's success in the position of Executive Director:

1. Exceptional visionary and strategic leadership, in order to capitalize on opportunities and to identify challenges and resources to meet those challenges;
2. Strong written and verbal communications skills, with the ability to deliver clear and effective messages and to articulate an organization's mission;
3. Ability to build consensus among diverse constituencies and competing interests in order to further common goals and objectives;
4. Ability to build effective alliances, relationships and partnerships with related industry organizations;
5. Demonstrated business acumen and fiscal management expertise to ensure short- and long-term stability of an organization's assets, including development and diversification of sustainable revenue sources;
6. Understanding and use of technology to advance organizational goals, both in terms of the delivery of services to members and in advocacy/public education efforts;
7. Ability to assess programmatic activities and align resources to meet diverse constituent needs;
8. Able to establish and meet on-going measures of success in order to advance the organization's programs;
9. Ability to build a strong and cohesive professional staff; and to delegate responsibility and empower, motivate, mentor and engender loyalty in the staff; and
10. Able to manage multiple projects and groups and individuals simultaneously.

Personal Characteristics and Behaviors: The Executive Director will possess the following personal characteristics and behaviors:

1. Impeccable moral and ethical standards and behavior;
2. Adaptable, resilient and highly motivated;
3. Politically aware and adept, with the ability to positively influence others' behavior;
4. Positive and optimistic, with the ability to motivate others by effectively articulating the organization's vision and by setting an exemplary example;

5. Team-oriented, inclusive, accessible, and a strong listener; one who actively seeks input from a variety of arenas as part of the decision-making process;
6. Effective, responsive and results-oriented in overseeing the day-to-day operations and implementing Board decisions;
7. Open to working with and learning from others with skill sets different from his/her own; and
8. Attentive to operational detail and follow-through to maximize service and responsiveness to the Board and membership;

Measures of Success

The Executive Director's success in the position will be measured by demonstrated progress in the following areas:

1. Unification and advancement of advocacy efforts under the umbrella of the ASC Association;
2. Quality of relationships and alliances with internal and external stakeholders and articulation of the organization's mission and vision to public and private sectors, partners, and related organizations;
3. Quality of relationships with and degree of support for state associations;
4. Financial strength and stability of the organization, including the realization of additional non-dues revenue streams;
5. Growth in the number and retention of members;
6. Morale, cohesiveness and productivity of the professional staff;
7. Growth in and enhancement of member programs, services and activities, including the Annual Meeting;
8. Progress toward implementation of the strategic plan and overall objectives of the Board of Directors;
9. Establishment of a mutually supportive and respectful relationship with the Board of Directors;
10. Quality of communication with all segments of the industry, membership and state associations; and
11. Establishment of a positive reputation among other industry leaders and organizations, and maintenance of the ASC Association's reputation and profile nationally.

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