Position Profile
CEO, Large Urology Group Practice Association (LUGPA)
Schaumburg, IL

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Professional Opportunity
The Large Urology Group Practice Association (LUGPA), founded in 2008, is seeking its first full-time Chief Executive Officer. With members whose issues are front and center in the dynamic health care environment, LUGPA seeks a skilled executive with just the right balance of association management expertise and knowledge of health care issues. This profile is designed to guide the identification and evaluation of prospective candidates and to assist individuals in assessing their interest in and qualifications for the position.

Methodology
This profile was developed from a combination of organizational materials, survey research across key stakeholder groups, and discussions with LUGPA’s stakeholders and key leaders. Information collected and outcomes from key discussions have informed the priorities for skills, knowledge, experience, qualifications, and qualities required and desired in the candidate seeking to succeed in the position.

The search for the CEO of the Large Urology Group Practice Association (LUGPA) 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 LUGPA and its mission, please visit www.LUGPA.org. Applications will be accepted until June 19, 2015.

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About the Large Urology Group Practice Association

In the late 2000s, physician leaders of integrated urology practices began to recognize the need for a formal association to help prepare them for the challenges of the future. In 2008, the Large Urology Group Practice Association (LUGPA) was established with the purpose of enhancing communication among large groups, allowing for the benchmarking of operations, promoting quality clinical outcomes, developing growth opportunities, and improving advocacy in the legislative and regulatory arenas. LUGPA’s active members originally had 10 or more physicians in their group practices, but recently membership eligibility has been expanded to those groups with 5 or more physicians in order to assist more groups in navigating the challenges of independent urologic practice today. Headquartered in Schaumburg, IL, LUGPA has a $3 million budget.

Integrated urology practices are able to monitor health care outcomes and seek out medical “best practices” in an era that is increasingly focused on medical quality and the cost-effective delivery of medical services. They are also able to better meet the economic and administrative obstacles to successful practice. LUGPA’s mission is to provide urological surgeons practicing within the context of integrated group practices the means to access resources, technology, and management tools that will enable them to furnish all services needed to care for patients with acute and chronic illnesses of the genitourinary system in an efficient, cost-effective, and clinically superior manner, while using data collection to create parameters that demonstrate quality and value to patients, vendors, third party payors, legislators, and regulatory agencies.

LUGPA educates public officials on the benefits of integrated urologic care and mobilizes members when legislators’ and policy makers’ deliberations may negatively impact patient access to such care.

LUGPA is governed by a 12-member Board of Directors comprised of both medical and administrative/business professionals who provide leadership and direction to the organization.

Key Programs, Resources and Services

Like any dynamic health care organization, LUGPA consistently looks for new ways to enhance and strengthen member benefits, build awareness and continuing education programs, while informing members about policy and regulatory changes that will impact the urology industry. Some of LUGPA’s signature initiatives include:
• Successful and growing LUGPA Annual Meeting and Forums at American Urological Association Meeting: LUGPA attracts urology professionals by offering top quality education through roundtable discussions, hands-on training and health policy updates. Provides a forum for discussion between large groups on the issues they face and information regarding health care policy. The Annual Meeting is highly regarded as the best conference in the industry with key leadership speaking each year.

• Legislation, Regulation and Advocacy: Public policy decisions impact how LUGPA treats their patients and run their businesses. LUGPA dedicates considerable resources to protecting the interests of their members. By utilizing both internal and external government affairs professionals, LUGPA has successfully become the voice of large group urology in Washington, DC.

• Continuing Education and Resource Centers: LUGPA offers specialized large urology group continuing medical education (CME) programming each year in conjunction with the Annual Meeting. Cutting edge, new information is highlighted and members are encouraged to attend. In spring 2016, LUGPA will hold inaugural regional meetings; these will be held in Dallas, Atlanta, and Denver.

• Member Communications: LUGPA engages in robust efforts to encourage communication among members. LUGPA’s website has a member’s only section with practice management, advocacy and other tools useful to individual practices. LUGPA publishes a weekly “media monitor” member eblast, and other periodic eblasts on specific developments and topics of interest to the LUGPA community. LUGPA publishes a quarterly electronic newsletter. In addition, LUGPA is affiliated with Reviews in Urology, a quarterly peer-reviewed PubMed indexed print and electronic journal which is the official journal of LUGPA. Reviews in Urology provides an outlet for the publication of clinical review articles, opinion columns and updates from LUGPA leadership, and original research in health care policy conducted by LUGPA members and others.

• Practice Management Data Benchmarking: LUGPA has engaged a third party data company to assist its groups in centrally reporting a host of practice management data parameters. This database is by far the most robust practice management benchmarking tool in the history of urology. This project, as it develops, will be a powerful resource to member groups in that it will allow groups to benchmark their performance against that of their peers.

• Prostate Cancer Active Surveillance Project: LUGPA was the recipient of a major industry grant to study “active surveillance” rates in prostate cancer in community practice. Preliminary retrospective results from a pilot group of practices will be reported at the American Urologic Association Annual Meeting in May 2016. This report has been independently selected by the AUA as one of a select group of original research reports to be highlighted to the press at the AUA Annual meeting. The active
surveillance project will be expanded to additional groups for prospective study of active surveillance rates in community practice going forward.

**Challenges and Opportunities**

On solid financial footing with a strategic plan driving direction and outcomes, LUGPA’s new CEO will have a firm foundation on which to build. New services, enhanced opportunities to engage through regional meetings, and the expansion of continuing education and data projects all have tremendous potential to increase member participation and foster membership growth. With a dynamic and ever changing health care landscape as a backdrop, LUGPA remains focused on the value and relevance of membership, while also scanning the horizon to monitor legislative and policy developments that have the potential to impact members and their practices, including changes in payment models and decreasing reimbursement. As clinical practice leaders, LUGPA members are extremely busy, so engaging them in the meaningful work of the organization will be especially critical as LUGPA continues to grow.

Stakeholders cite the following areas where services or activities could be strengthened or receive more robust attention. Representative comments included:

- Building quality member benefits and communicating the value of LUGPA membership.
- Creating non-legislative tools for practice integration and success.
- Expanding regional meetings and the opportunity to strengthen the LUGPA community.
- Building stronger relationships with other urological and national health care organizations.
- Diversifying revenue and implementing a coordinated fundraising effort.

**Organizational Culture**

Survey responses and in-person discussions reflect a dedicated and enthusiastic group of volunteer leaders who contribute to an entrepreneurial culture. With a clear vision and broad perspective, LUGPA is ready to take the organizational steps to build systems that support growing membership, communication, and outreach. Working with limited resources, LUGPA’s small staff team, housed in an association management company environment, is described as hardworking, dedicated and attentive.

**CEO Position**

*Responsibilities:* Working in concert with and reporting to the Board of Directors, LUGPA’s new CEO will implement the strategic plan and be responsible for the overall management and operations of LUGPA. Oversight and implementation of policies and programs—including key
areas such as governance, communication, advocacy, education, and member service are also responsibilities of the CEO.

In addition, He/she will provide guidance and assistance to the Board in the execution of their corporate responsibilities for policy decisions. He/she will oversee and be held accountable for the direction of staff operations and activities of the Association and for making recommendations to the Board of Directors with respect to these areas.

The LUGPA CEO will have the ability to hire an assistant that will work for the CEO and LUGPA.

LUGPA will provide office space for the CEO and assistant. The LUGPA CEO will ideally be based in Chicago; although this is preferred, candidates who would be located outside Chicago will be considered.

*Education/Experience*: A Bachelor’s degree is required for the position with an advanced degree preferred. Candidates must have a minimum of 7-10 years’ experience in an executive or senior position. Experience at a state or national not-for-profit organization, specifically in health care or a medical society is preferred, but well qualified candidates who come from a corporate or other for-profit healthcare or urology background will be considered. Previous experience as a CEO is also preferred, but not essential. Experience working with a Board of Directors composed of physicians, as well as familiarity working with nontraditional governance and management structures is preferred. Experience and knowledge of the clinical practice of urology is preferred, but not essential.

*Skills/Abilities*: The following skills are critical to the success of the next CEO of LUGPA:

1. Well-developed communication and interpersonal skills that foster building consensus among leaders, potential partners, and staff.
2. Deep knowledge of nonprofit governance issues, policies, and structures.
3. Adept at enhancing the profile and visibility of organizations.
4. Flexible decision-maker with a strategic approach to managing in the dynamic and ever changing health care environment.
5. Ability to establish and maintain a climate of excellence.
6. Ability to work within an association management company environment.

*Personal Traits/Characteristics*: These personal traits and characteristics are considered important to success in the position:

1. Adaptable, resilient, and highly motivated.
2. Highly ethical and professional in all dealings.
3. Ability to be self-starting and self-reliant in a confident manner within the scope of responsibility.
4. Flexible in working with different personalities, high emotional intelligence.
5. Patient and unpretentious; a good listener.
6. Strategic planning focus balanced with business skill sets.

**Key Interactions:** In addition to working closely with the Board of Directors and members, the CEO represents the association’s interests by interacting with a wide range of entities, including:
- Legislators and policy makers
- Other national urology organizations and health care associations, (e.g. MGMA, HFMA), and patient groups.
- Industry vendors and payors.
- Potential sponsors and funders.

**Measures of Success**
After the first year, the success of the new CEO will be measured by demonstrated progress in the following areas:

- Ability to engage old and new members to increase membership overall.
- Effective functioning within the framework of the organization.
- Comfort working independently; learning the culture and issues.
- Purposeful efforts to get to know the Board, LUGPA members, and key partners.
- Increasing membership participation in more LUGPA activities, particularly the annual meeting and new regional meetings.
- Clear strategic and operating plan, focused legislative strategy.
- Continued organizational stability, financial and membership growth.
- Continued momentum of core LUGPA initiatives.
- Ability to both champion the vision and strategic plan, as well as implement it.

Within the first three to five years, the performance of the CEO of LUGPA will be measured by success in the following areas:

- Consistent leadership that fulfills the strategic plan goals and moves the organization to the next level.
- Demonstrated growth in the organization—membership and projects.
- Strong financial position and diversification of organizational revenue.
- Membership retention and increased attendance at the annual meeting.
- Strong partnership with the Board and leaders, and decreased operational role for physicians (no longer a second job running LUGPA).
- Raising the public profile and stature of the organization.