Medical Group Management Association and American College of Medical Practice Executives

President/Chief Executive Officer
Position Profile
January 2011

This profile provides information about the Medical Group Management Association (MGMA), the American College of Medical Practice Executives (ACMPE) and the position of President/Chief Executive Officer. The profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the President/CEO of MGMA/ACMPE is being conducted by Pamela Kaul, President, 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 MGMA/ACMPE, go to www.mgma.com. The deadline for applications is March 15, 2011.
President/Chief Executive Officer Position Profile

for the Medical Group Management Association/
American College of Medical Practice Executives

Profile Methodology
The profile for the position of President/CEO of the Medical Group Management Association (MGMA) and the American College of Medical Practice Executives (ACMPE) was developed using organizational data; discussions with key stakeholders; and responses to an online survey of current and past committee members, section leaders, members of the Boards of Directors and Search Committee, staff and representatives of related organizations. The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in a President/CEO. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for MGMA/ACMPE was also developed from the survey responses.

About the Organizations
MGMA is the premier membership association for professional healthcare executives and leaders of medical group practices. Founded in 1926, the 501(c)(6) organization is located in Englewood, Colorado, and maintains a Government Affairs office in Washington, D.C. MGMA’s more than 22,500 members lead 13,600 organizations nationwide. These organizations represent more than 280,000 physicians who provide more than 40 percent of the healthcare services delivered in the United States.

MGMA’s membership comprises healthcare executives, chief executive officers, physicians in management, board members, office managers and other professionals working in medical practices, ambulatory care organizations, integrated systems, and hospital- and medical school-affiliated practices. MGMA delivers professional education, management resources, networking opportunities and political advocacy on behalf of medical group management.
ACMPE, also a 501(c)(6) organization, is the standard-setting and certification body affiliated with MGMA. It was founded in 1956 to provide board certification, self-assessment and leadership development for medical practice executives. Through ACMPE, medical group executives can earn the Certified Medical Practice Executive (CMPE) designation and go on to earn the highest distinction of Fellow (FACMPE). ACMPE members belong to a network of management professionals dedicated to being the best in medical practice management by combining experience, learning and professional certification. ACMPE has more than 6,600 members, including 1,950 certified members and more than 550 Fellows.

Also affiliated with MGMA are the MGMA Center for Research, the research and development companion that conducts quantitative and qualitative research to advance the art and science of medical group management; and MGMA Services, Inc., a wholly-owned, for-profit subsidiary that furthers the provision of high-quality medical management services and assists medical group practices in delivering efficient and effective health care. In addition, the ACMPE Scholarship Fund, Inc., is a separate corporation that supports and promotes healthcare leaders' personal and professional growth through scholarships for students enrolled in undergraduate or graduate programs relevant to medical practice management.

**Mission, Vision and Values:** The consolidated mission of MGMA/ACMPE and the MGMA Center for Research is to continually improve the performance of medical group practice professionals and the organizations they represent. The organizations’ shared vision is to be the recognized leader in defining and supporting the profession of medical group practice management. Members of MGMA and ACMPE believe in:

- Patient-focused care;
- Group practice as the optimal framework for quality patient care;
- Setting standards for professional performance;
- Continuous learning for professional growth;
- Evidence-based clinical and managerial decision-making;
- Physician and healthcare executive teamwork;
- Inclusiveness and diversity;
• Service to community and the profession; and
• Integrity, collegiality and respect for the individual.

The goals of the organizations for 2009-2011 are as follows:

• Improve the quality of care, patient safety and operational efficiency by taking a leadership role in the transformation of the healthcare delivery system and group practice model;
• Improve the efficiency and effectiveness of medical practice operations by influencing legislation, regulation and private-payer policies, and by organizing and educating members to advocate and improve compliance;
• Promote professionalism and inspire medical practice professionals to excel in their careers by establishing certification standards for the profession and promoting continuous learning;
• Anticipate and respond to the changing needs of medical practice professionals by providing timely, innovative and relevant solutions that deliver value; and
• Provide timely resources and develop organizational relationships that enhance the value of MGMA/ACMPE to specialty practices.

*Structure, Governance and Staff:* The President/CEO reports to a 21-member MGMA Board of Directors; a 12-member ACMPE Board of Directors; and the organizations’ respective Executive Committees. Under the direction of the President/CEO, the combined 150-member professional staff (including the eight-person Government Affairs staff in Washington, D.C.) administers the programs, services and activities of the organizations within a $28 million MGMA operating budget and a $1.8 million ACMPE operating budget, and supports the work of numerous committees (10 MGMA committees, five ACMPE committees, three joint committees and three ACMPE Scholarship Fund committees).

In addition, four geographically defined sections – Eastern, Southern, Midwest and Western – comprise 49 state MGMA affiliates and advance the mission of MGMA/ACMPE at that level. Each section is represented by a six-member group chosen to represent medical practice
professionals in their respective regions and to serve as liaisons between the state MGMAs and the Boards of Directors. The state MGMAs are independent organizations and comprise primarily healthcare executives and practice administrators. Each state uses the MGMA name and logo under a contractual agreement with MGMA. MGMA also provides staff support to 18 special interest groups (called “assemblies” and “societies”), each of which has a volunteer leadership team. These groups help meet specialty-specific needs for education and networking and often serve in a liaison role to their respective medical specialty societies in conjunction with MGMA/ACMPE leadership and staff.

Key External Interactions: In addition to working closely with the two Boards of Directors, staff and section leaders, the President/CEO represents MGMA/ACMPE interests through interaction with a wide range of entities, including government officials, legislators, policy makers, medical and healthcare organizations, accrediting organizations, health insurance companies, industry and medical specialty organizations. These include but are not limited to:

- American College of Healthcare Executives;
- American Medical Group Association;
- American Hospital Association;
- American Medical Association;
- Association of University Programs in Health Administration;
- Healthcare Financial Management Association;
- Centers for Medicare and Medicaid Services;
- Commission on Accreditation of Healthcare Management Education;
- American College of Physician Executives; and
- U.S. Department of Health and Human Services.

Programs and Services
Members and other constituents give MGMA/ACMPE exceptionally high marks for their vast offering of programs, services and resources – and in particular educational offerings (from webinars to online learning opportunities to conferences and seminars), advocacy efforts, the
certification program, and collection and dissemination of data. Key programs and services include the following:

1. The Annual Conference is the nation’s largest professional development and networking event for the profession. Programs are designed to inform healthcare executives, administrators, managers, physicians, nurses, health administration students, faculty and other business professionals. The conference also showcases more than 300 vendors, exhibitors and industry partners.

2. ACMPE’s Body of Knowledge for Medical Practice Management is the primary resource for those seeking to assess and develop their expertise in medical practice management. The most comprehensive resource in the field, the Body of Knowledge provides the content framework for the ACMPE certification program and also serves a structural function in many academic programs throughout the country; it includes eight topic domains, a personal inventory tool, and a knowledge assessment tool to prepare practitioners for the certification examination.

3. MGMA’s Government Affairs staff supports member efforts and actively works with other physician organizations to provide guidance through a number of resources: (a) comment and testimony on key issues, including healthcare reform, Medicare payment policies, health information technology, compliance, private-payer issues, and quality reporting initiatives; (b) how-to guides for effective communications with legislators and grass-roots advocacy and action; (c) overviews of legislative and budget approval processes; and (d) speakers to introduce members to and provide training in grassroots techniques and strategies.

The Government Affairs staff publishes *The Washington Connexion*, a weekly electronic newsletter that alerts members to regulatory and healthcare legislation and issues. The staff also monitors and manages the online forum LEARN (*Legislative and Executive Advocacy Response Network*), through which members can discuss and comment on advocacy issues.
4. Numerous benchmarking surveys and tools help practitioners understand their physicians and how their own medical practices compare to similar practices, allowing them to evaluate organizational performance and identify problems and opportunities for improvement. Annual surveys provide critical data on revenues/expenses, productivity, provider compensation and production, management compensation, and group performance for medical and academic practices.

5. Electronic-learning resources and publications provide best practices and professional development opportunities on topics such as business operations, financial management, leadership, quality management, patient care systems, human resource management, organizational governance, risk management and integrated delivery systems.

6. The PEER Conference (for Participate, Educate, Experience and Relate), which will debut in March 2011, will be a unique and dynamic event designed to allow attendees to direct their own experience through interactive learning and collaborative activities, rather than the more traditional education-session setting.

7. The MGMA Center for Research improves the performance of medical group practice professionals and the organizations they represent by (a) identifying solutions to the escalating costs of medical care; (b) designing, implementing and evaluating quality-improvement systems; (c) developing and evaluating models for ambulatory care delivery; (d) enhancing quality of care through outcomes research; and (e) collecting, analyzing and publishing information of interest to the public.

8. The ACMPE Scholarship Fund, Inc. supports and promotes healthcare leaders' personal and professional growth through scholarships for students enrolled in undergraduate or graduate programs relevant to medical practice management, including public health, business administration, healthcare administration and related areas. The program supports individuals who, by virtue of experience, current position and plans, demonstrate potential for contributing to the medical practice management profession.
9. Other member benefits include *MGMA Connexion*, the profession’s leading magazine that provides in-depth coverage of key industry topics and advice; the *MGMA e-Source*, a twice-monthly electronic newsletter with insightful information on all aspects of group practice management; *Inside Access*, association updates sent monthly to members and nonmembers; *ACMPE e-View*, with timely news, events and member recognition, sent to ACMPE members four times annually; blogs and podcasts; social networks and online member communities with document-sharing capabilities; a database of health business articles; and the MGMA Industry Resource Center, a consolidated source for education information and solutions provided by leading industry vendors and government agencies.

**Organizational Culture**

Stakeholders consider the MGMA/ACMPE staff to be a critical and highly valued component of the organizations’ success. Staff members are described in very positive terms as dedicated, efficient, highly skilled and responsive to the membership, with a strong sense of customer service and a reputation for excellence. The relative longevity of the staff is an asset, and their loyalty and commitment speaks to an environment where collaboration, teamwork and collegiality is highly valued. They are a harmonious, cohesive unit with the best interests of the members and the profession at heart.

The volunteer leadership and staff share a mutually supportive and collaborative relationship; the leadership is highly respected and is considered responsible and accountable, resourceful, effective, visionary, passionate and operationally efficient. The membership is described as diverse in terms of experience, needs, education and expertise; they are generally open to change, appreciative of the programs and services that the organizations provide, collaborative and supportive of one another.

**Challenges and Opportunities**

As stated earlier, the MGMA/ACMPE memberships place great value on the programs, services, resources and activities that the associations provide; if there is a universal message from stakeholders, it is “keep doing more of what you’re doing so well.” Nonetheless, the rapidly
changing healthcare environment – evolving regulations, decreasing reimbursement, accessibility to health care in light of increasing costs, and competition from other entities in the same marketplace – presents both challenges and opportunities.

Stakeholders suggest that internally, certain areas warrant continued attention by the associations and their leadership:

1. Increased member engagement in all levels of activity – grass-roots advocacy on their own behalf, increased volunteerism and participation, and leadership development for emerging professionals and new members;
2. Continuous improvement of educational offerings, to ensure that quality and safety of patient care keep pace with the changing environment; that the educational needs of an increasingly diverse membership are met; and that “hot topic” products and services are brought to market in a timely manner;
3. Enhancement of member-to-volunteer engagement, and member-to-member learning/sharing opportunities;
4. Improved support for and integration of state and local organizations into the national associations; and
5. Increased visibility for ACMPE activities and heightened awareness of the value of certification.

Externally, stakeholders cite these challenges and opportunities:

1. The evolving group practice model will continue to challenge the associations’ relevancy to core members; remaining relevant when other organizations target that core membership to sell similar products, services and support will be a challenge. The opportunity therein is developing actionable strategies to manage/lead the associations through that changing environment.
2. Keeping pace with changes in health care, and especially with the changing physician practice model, increases the demand for ways to assist the profession in changing, growing and developing professionally to meet the industry of the future.
3. Competition from other organizations – in terms of products, services and membership – requires that MGMA/ACMPE reassess their member value and benefits and ensure that information is delivered in the most timely, efficient and effective manner.

4. By continuing to raise the profile of MGMA/ACMPE, its leaders have an opportunity to (a) solidify their position as a leading voice in the healthcare industry; (b) position MGMA/ACMPE to play a greater role in shaping and leading healthcare reform, implementation and changes in healthcare delivery; and (c) promote group practice as the optimum framework for quality patient care.

President/CEO Position

**Responsibilities:** The President/CEO is responsible for managing the professional staff and operations of MGMA/ACMPE; providing strategic leadership to position the organizations as key players in the healthcare industry; representing the medical group practice profession across a wide spectrum of alliances and partnerships; overseeing industry advocacy efforts and government affairs; and representing the organizations to state and federal regulatory agencies, legislators, and other healthcare and medical organizations.

In addition, the President/CEO will:

1. Provide leadership in the development and execution of organizational strategy;
2. Promote the visibility of MGMA/ACMPE and the profession in the healthcare community;
3. Act as the key spokesperson for the organizations;
4. Engage and work in collaboration with the Boards of Directors on matters of governance, mission, vision and strategy;
5. Hire, manage and develop talented professional staff to implement activities, programs and initiatives; and
6. Maintain and manage the financial integrity of the organizations, their funds and assets; and align the annual operating budget with the Boards’ strategic goals and objectives while maintaining the highest standards of legal and fiscal responsibility.

**Education and Experience:** The ideal candidate will be a person of stature within the healthcare industry; will preferably have an advanced degree (an MD, DO, MBA or MPH degree is
considered an asset); have extensive experience in and knowledge of healthcare legislation, advocacy efforts, reform principles and regulations; have executive or senior-level experience in or extensive knowledge of medical group practices, medical societies or associations, surgical groups, hospitals and/or professional certification organizations; and be familiar with industry data, benchmarks and professional certification. Experience in a non-profit association or membership organization is considered a plus. Previous experience as President/CEO of an organization is preferred but not required.

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

1. Effectively serving as the public voice of and spokesperson for an organization;
2. Leading federal and state advocacy efforts in the healthcare environment;
3. Developing a strong and effective relationship with and supporting a Board of Directors;
4. Employing effective public relations to raise the profile and reputation of an organization among external and internal audiences;
5. Developing and implementing strategic plans and initiatives, and identifying and prioritizing short- and long-term organizational goals, needs and resources;
6. Developing and delivering association services, programs, education and resources to advance the profession; and
7. Developing, managing and motivating a high-functioning professional staff.

Skills and Abilities: The following skills and abilities are important to the candidate’s success in the position of President/CEO:

1. Visionary leadership, in order to capitalize on opportunities and to identify challenges and the resources necessary to meet those challenges;
2. Strong written and oral communications skills, with the ability to deliver clear and effective messages to all stakeholders;
3. Ability to build consensus among diverse constituencies and related organizations in order to further common goals and objectives and to leverage advocacy resources;
4. Building and maintaining strong alliances and relationships with related organizations; and
5. Financial and business acumen to ensure short- and long-term stability of an organization’s assets, including development and diversification of sustainable revenue sources.

*Personal Characteristics and Behaviors:* The President/CEO will possess the following personal characteristics and behaviors:
1. Unquestioned honesty, integrity and ethics;
2. Inclusive, collaborative and collegial; a team-builder by nature;
3. Visionary and mission-focused;
4. An articulate, skilled communicator; a strong listener who actively invites input from a variety of areas;
5. Acts decisively and with confidence after appropriate deliberation;
6. Organized, attentive to operational detail, and responsive to the membership and staff;
7. Tactful and diplomatic; respectful of others’ views and experience and open to new ideas;
8. Effective and results-oriented in overseeing daily operations and implementing Board decisions;
9. Engaging, personable and accessible;
10. Inspirational and optimistic; able to motivate and engage others in effectively articulating the organizations’ vision; and
11. Open to working with and learning from others who have skill sets different from his/her own.

*Measures of Success*
The President/CEO’s success in the position will be measured by demonstrated progress in the following areas:
1. Advancement of significant legislative, policy and advocacy issues on behalf of the membership and the healthcare industry;
2. Advancement of the organizations’ strategic plans;
3. Successful integration into the culture of the organizations;
4. Quality of relationships with volunteer leaders, members, state associations and related organizations;
5. Stability, morale and continued exceptional performance of the professional staff;
6. Quality of communication with and responsiveness to the membership;
7. Attention to high member value and service in a rapidly changing marketplace;
8. Continuity of member services, programs and resources during the transition to new leadership;
9. Continued growth of the organizations in terms of public profile, membership and financial stability; and
10. Demonstration of the ability to listen carefully to all constituencies and develop an understanding of their concerns, issues and needs.

#   #   #

The search for the President/CEO of MGMA/ACMPE is being conducted by Pamela Kaul, President, 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 MGMA/ACMPE, go to www.mgma.com. The deadline for applications is March 15, 2011.