

EXECUTIVE DIRECTOR PROFILE
PALLIATIVE CARE QUALITY COLLABORATIVE



8735 W. Higgins Road, Chicago, IL 60631 • www.connect2amc.com

ACHIEVE WHAT YOU BELIEVE

IS THE PROMISE WE MAKE TO EACH OF OUR CLIENTS.

For 45 years Association Management Center (AMC) has built a solid reputation of trust and long-term dedication to clients. Our talented and experienced team is truly committed to our clients' missions, and our staff members take tremendous pride in helping association partners realize their goals and attain their visions.

AMC and PCQC know our success depends on the strength of our staff.

We are recruiting for an executive director for the Palliative Care Quality Collaborative (PCQC). This position will join our dynamic and growing environment of more than 220 staff members. The executive director reports to the PCQC Board of Directors and AMC's Vice President of Client Relations.

AMC provides full-service management to 30 national and international organizations, representing more than 500,000 customers. We have built a reputation of integrity, transparency, and success by delivering quality services in an environment of caring and trust. We offer a full array of services to our client partners, including executive and administrative management, governance, finance, advocacy, certification, sponsorship and exhibits management, conference management, communications and marketing, information systems, and public relations.

PCQC is a new organization and client partner to AMC. It was formed to create a unified palliative care registry, combining the Global Palliative Care Quality Alliance, the National Palliative Care Registry™, and the Palliative Care Quality Network. Merging the best aspects of each palliative care registry, PCQC will collect program-level data on structure and process and patient-level data to drive quality improvement and reporting.

PCQC is a collaboration of five national palliative care organizations: the American Academy of Hospice and Palliative Medicine (AAHPM), Center to Advance Palliative Care (CAPC), Global Palliative Care Quality Alliance (GPCQA), National Palliative Care Research Center (NPCRC), and Palliative Care Quality Network (PCQN).

PCQC is ready to transition daily operations to an executive director with continued support from partner organizations. AAHPM, one of the founding members of PCQC, has been an AMC client partner since 1999.

Leading the Future

AMC was founded on the core values of caring, mutual trust, and respect. AMC's culture makes a difference that is far-reaching and enduring. AMC's Leadership Team guides the strategic direction of our company and clients. Led by CEO Scott Engle, the team's members include:

- Clay Baznik, Chief Experience Officer
- Dave Bergeson, Executive Director & Vice President of Client Relations
- Jeff Engle, AMC Principal
- Mark Engle, AMC Principal
- Vish Kalambur, Chief Information Officer
- Karen Kramer, Vice President of Human Relations
- Mike Norbut, Vice President of Business Development
- John Ozga, Chief Financial Officer
- Steve Smith, Executive Director & Vice President of Client Relations



Overview of the PCQC

The goal of PCQC is to improve the care and well-being of people with serious illness and their caregivers by delivering timely and useful patient- and program-centered data that identifies and promotes best practices through quality improvement, research, and a supportive community of practice, and supports accreditation, accountability, and benchmarking.

With the support of grants from the Gordon and Betty Moore Foundation and the Cambia Foundation, AAHPM convened preeminent organizations—the CAPC, NPCRC, GPCQA, and PCQN—to develop a unified registry for palliative care that captures both program- and patient-level quality data (combining the three existing palliative care registry systems).

With a target date of April 2020, the unified registry will be established and housed under a new 501(c)3 organization called the Palliative Care Quality Collaborative (PCQC). Palliative care provided to people living with serious illness, from diagnosis to survivorship or end of life, is increasingly recognized as a key driver of value in our health care system.

The collaborative and new unified registry will advance opportunities for:

- quality measurement, benchmarking, and practice improvement
- learning health systems and co-creation of care
- value-based purchasing and payment reform
- accreditation and accountability.

The partner organizations have been working diligently to secure 501(c)3 status for PCQC, establish a board of directors and governing structure, create technical plans to aid in hiring a vendor to establish the new registry system, conduct market research, and generate stakeholder engagement plans.

Board of Directors

The founding organizations have identified eight initial board members.

Representing GPCQA

Janet Bull, MD MBA

Four Seasons

Arif H. Kamal, MD MBA MHS

Duke University

Representing CAPC/NPCRC

Melissa D. Aldridge, PhD MBA MPH

Mount Sinai

Diane E. Meier, MD FACP FAAHPM

CAPC, Mount Sinai

Representing PCQN

Kristyn Fazzalano, LCSW APHSW-C

Hoag Memorial Hospital Presbyterian

Steven Pantilat, MD

University of California, San Francisco

Representing AAHPM

Phillip E. Rodgers, MD

University of Michigan Medical School

Rachel Thienprayoon, MD MSCS

Cincinnati Children's Hospital

Helping Associations

Achieve What You Believe

A Look Inside AMC



▲ Employee-driven initiatives

AMC engages staff from throughout the company in initiatives that empower them to improve our workplace and the services we offer our clients.

▼ Designed to foster creativity

Floor-to-ceiling whiteboards encourage brainstorming and display walls make it easy for AMC staff to share design visions and marketing concepts.



▶ Network of executive support

AMC's executives regularly discuss issues and opportunities with one another. Any problem they might encounter has probably been successfully navigated by a colleague down the hall!



▼ Giving back

AMC supports our clients' missions not just through the work we do but by helping nonprofits associated with their fields. Among recent efforts was a book drive in support of Open Books.



Robust technology

By using one central data management solution, AMC has created an efficient, integrated system for meeting registration, financial tracking, certification and CME, e-mail marketing, abstract collection, networking communities, and e-commerce.

A Space That Reflects Our Culture and Clients

AMC's modern and bright space was thoughtfully designed to inspire staff and visitors. Before we moved to this location near O'Hare in 2013, staff gave significant input to ensure an environment that would promote important aspects of our culture, including collaboration, engagement, and the warm hospitality that visiting client partners receive. Clients were top of mind when we selected our location and built out the conference center.

► Staff development

AMC staff have the opportunity to participate in formal and informal educational events throughout the year, such as those offered by our very active Young Professionals SIG.



▼ Collaborative environment

Our collaborative culture gets a boost from our physical environment with spaces throughout our workplace for everything from formal meetings to casual check-ins.



► Inviting spaces

AMC's inviting space impresses our clients' boards, many of which we host at least annually. We consulted with our boards when planning our new office, and often host fun, team-building events on site, making the most of everyone's valuable time.



▲ Thought leadership

AMC's thought leaders speak and publish on a variety of topics in the field, and our company often hosts educational events for the association community in our office.

▼ Dedicated people

Each client partner has a dedicated member services representative who knows the association in and out, ensuring calls and e-mails are answered promptly.





A Culture Dedicated to Thought Leadership

AMC's staff are the best of the best in association management. Our staff's passion for their professions is evidenced by their involvement in many of the professional organizations that lead the industry, including the American Society of Association Executives, Professional Convention Management Association, AMC Institute, Association Forum of Chicagoland, Meeting Professionals International, Association Media & Publishing, the American Marketing Association, BoardSource, International Association of Exhibitions and Events, Institute for Credentialing Excellence, and Certification Network Group.

Chicago is home to thousands of associations, making it a rich environment for association management professional development. Whether it is sitting on a board of directors, participating in a committee, speaking, or writing an article on best practices, our staff are true industry thought leaders. In fact, we are so proud of our thought leaders, we started a blog in 2014 to showcase some of their contributions. Engaging in professional organizations allows our staff to stay abreast of best practices and future trends in the association industry and to develop innovative solutions to serve our association partners. Our staff members are also innately aware of the challenges volunteer leaders face because they are volunteer leaders themselves.

AMC's commitment to excellence is at the foundation of who we are, and we actively support and encourage our staff to gain certification in their area of specialty. The Certified Association Executive (CAE) credential is greatly respected by the association profession and 15 of our AMC leaders have achieved this status. The CAE is the highest professional credential in the association industry, and less than 5% of all association professionals have earned the CAE.

One of things we are most proud of at AMC is our culture. We foster an environment in which all of our staff are encouraged to grow their skills and expertise and to grow both professionally and personally. Our staff engagement and passion sets us apart. Our team's positive perceptions of AMC helped us earn a spot on the list of Best Places to Work in Illinois four times in the 6 years AMC applied. Our Gallup Q12 Employee Engagement Survey results put us in the 80th percentile.

Our Top 5 Blog Posts for Association Professionals

AMC's popular blog offers thoughtful advice, progressive discussions, and timeless takeaways for the association community.

1

Strategic Planning

Learn how to plan like a military strategist and a prizefighter in the midst of hard blows.

2

Ideas for Effectively Thanking Members and Volunteers

In other words, how to say thank you and mean it: personally, regularly, and generously.

3

Generating Generative Discussions

Generative conversations can be more productive than planning immediate action in Board meetings.

4

Earning Your CAE

Credit-earning, studying, pre-exam, and post-exam tips for taking your CAE.

5

Tips for Operationalizing Your Strategic Plan

Create a work plan that coincides with your strategic plan to achieve your goals.



Position Description

PCQC is seeking an entrepreneurial leader to serve as the executive director of this new organization. This person will have the opportunity to shape the direction of PCQC and its new registry system to serve the specialty field of palliative care and serious illness.

The executive director will lead PCQC in attracting and retaining membership to the registry, ensuring the registry meets the technical and regulatory needs of the field, and growing the organization. The executive director is responsible for overseeing the administration, programs, and strategic plan of the organization. Other key duties include overseeing planning, governance, operations, vendor relations, marketing, and communication. The position reports to PCQC's Board of Directors and AMC's Vice President of Client Relations.

Strategic Direction & Operations Management

- Administrative management including, but not limited to oversight, day-to-day operations
- Establish and implement processes and procedures to ensure operational excellence
- Responsible for the hiring and retention of competent, diverse, and qualified staff
- Provide strategic leadership and supervision of staff that clearly defines the roles and responsibilities of staff, establishes performance standards, and conducts performance reviews
- Oversee contracts with vendors, partners, contractors, and consultants
- Take on a leadership and facilitation role in relationships with physician volunteer leaders, software system vendors, contractors, and other critical stakeholders
- Ensure high-quality implementation and maintenance in overall operations of clinical data registry
- Create a risk mitigation strategy to ensure limited exposure related to the creation of guidance documents, quality measures, quality standards, guidelines, or position statements
- Any other duties relevant to the successful implementation, launch, and management of the organization and registry, as discussed with the board of directors

Board Partnership

- Provide strategic support and partnership with the board of directors to fulfill the organization's mission, including providing an executive director report at all board meetings and participation in board committee meetings as necessary
- Execute consistent, effective, and transparent communication with the board that provides all necessary information for the board to function properly and make informed decisions
- Organize and collaborate with the board of directors to establish a strategic planning process and subsequent strategic plan

Financial Oversight

- Oversee annual budget planning and reporting
- Provide oversight and lead staff to maintain the organization's financial operations and accounting systems, including maintenance of membership fees, management of accounts payable and receivable, preparation of checks and

monthly financial reports, financial reports to funders, and the preparation of the annual budget

- In collaboration with the board, develop and implement a funding model that includes revenue from membership fees and non-dues revenue sources that include grants, meeting registration, and other products

Relationship Management & Stakeholder Engagement

- Build and maintain strategic alliances
- Serve as a brand ambassador and representative of PCQC to all stakeholders, including current and potential members
- Maintain communication with member organizations, and maintain and update the website and social media presence
- Organize and direct membership growth and retention programs; evaluate results; and recommend to the board policies, procedures, and actions to achieve membership goals
- Responsible for the planning, promotion and administration of all official meetings/conferences of the organization

Experience

- A bachelor's degree, master's preferred
- 8-10 years of progressive leadership experience in a healthcare association environment
- Experience with registry development, healthcare quality, and/or measure development
- Strong financial acumen with experience in developing and maintaining strong financial business models including budget management
- Excellent verbal and written communication skills, exemplifying strong interpersonal skills
- Track record of getting things done
- Experience in health technology, health informatics, or a related field is a plus
- Experience working with boards and committees
- Demonstrated ability to oversee and collaborate with staff
- Experience with strategic planning, grants management, and data governance
- Computer proficiency; fluency with Microsoft Office Suite and basic QuickBooks understanding
- A strategic and entrepreneurial leader who thrives in an inclusive, collaborative, and results-oriented environment

To apply, visit connect2amc.com/careers and click "current openings."