The leadership and management of academic health centers present challenges as complex as any in the corporate environment. A consensus is emerging about their integrated mission of education, research, and service, and this book, focusing on value-driven management, is the most up-to-date and comprehensive review of these issues available.

Based on reports produced by the Blue Ridge Academic Health Group, which has developed a framework for meeting the challenges of improving health in the twenty-first century, it also contains invited commentaries and case studies from leading authorities in and beyond the United States. It identifies the public policies and organizational practices required to maximize the health status of individuals and the population, and highlights innovative practices.

It is essential reading for managers and leaders of clinical and basic science departments in academic health centers, and for all those involved in health systems management studies.

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Foreword

Roger J. Bulger, M.D. and Jordan J. Cohen, M.D.

The leadership and management of academic health centers are increasingly in the spotlight during these uncertain times at the dawn of the 21st century. Many business leaders and management experts have openly recognized the more complex array of challenges that face chief executive officers of academic health centers (AHCs) compared with those faced by the average corporate leader. It has been repeatedly shown to be exceedingly difficult to implement standard business management strategies within the environment that has evolved from the deeply rooted culture of American university-based AHCs.

Great leaders are often depicted as shepherds, but great shepherds lead flocks of sheep or cows, accustomed to work together in going where the shepherd leads. Great shepherds do not shepherd cats, but herding cats is in fact one over-simplified way of describing the leadership and management challenge facing AHCs. We need leaders and management tools that can get cats to work as a team for institutional goals. AHC leaders need to create an organizational culture with incentives sufficient to sustain required integration. The culture must foster coordination and collaboration not only among individual cats, but also among the several species of cats composing the various silos typical of our academic centers. How to herd academic health center cats is one of the themes this book addresses.

Clearly, many changes have occurred and much progress has been made over the past decade in re-shaping our academic organizations to meet their challenges. We must not lose sight of that. However, the past decade also has witnessed both an escalation of new threats and challenges and an unprecedented expansion of our scientific horizons and technological achievements. Indeed, some of our greatest successes have sown the seeds of much of our current fiscal fragility. This book addresses that theme as well.

Roger J. Bulger is President and Chief Executive Officer of the Association of Academic Health Centers. Jordan J. Cohen is President and Chief Executive Officer of the Association of American Medical Colleges.
A consensus is emerging about the leadership and management issues with which academic health centers of the future must be prepared to deal. These issues include, but are not limited to the following challenges.

- AHCs must manage to the individual missions of education, research, and service (both health care and community service). These separate missions require individual business plans, but also need a strategy for integration across the missions to serve the overall purposes of the center.
- Fiscal and outcomes data must be transparent in a “learning” organization.
- The evolving focus on patient-centered care and improving population health is the central starting point for service, for discovery, and for workforce development. This new focus leads to new or modified action agendas and organizational functions and structures.
- Finding and deploying the resources, fiscal and otherwise, to fuel the cultural modifications required for the desired changes will be perhaps the greatest challenge.

This book represents the most up-to-date and comprehensive review of these issues to be found in one place. It underscores a new leadership slogan, “Value-Driven Management,” and produces a credible vision about the growing potential of information technologies to help construct an effective herd out of the wonderfully productive and creative individual cats who energize our academic health centers. The editors deserve our gratitude for pulling together so many vital issues.
Acknowledgments

We would like to thank the individuals and organizations that participated in the remarkable collaborative process that created this book. We begin by recognizing and thanking the members of the Blue Ridge Academic Health Group who generously shared their time and expertise during the preparation of the reports on which this volume is based. These individuals brought a critical view and sense of urgency to their deliberations that enabled them to challenge the status quo. We thank the invited participants who enlightened and broadened the dialogue with their expertise and perspectives. We also thank the current members of the Blue Ridge Academic Health Group who continue to work to help academic health centers create greater value for society. These individuals are listed below.

We greatly appreciate the willingness of the authors of the new chapters, case studies, and commentaries to help us expand upon the original work of the Blue Ridge Group. We would also like to recognize the contributions of Jon Saxton who drafted and edited the original reports on organizational culture and e-health on behalf of the Blue Ridge Group.

We gratefully acknowledge the support of Cap Gemini Ernst & Young US, LLC, the University of Virginia, and Emory University in providing financial and in-kind support for the Blue Ridge Group. The support of Cambridge University Press has been crucial and a special thanks goes to Richard Barling, Joseph Bottrill and Sarah Price for their help.

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As the co-editors of this volume, we have sought to capture the sense of the Blue Ridge Reports and add additional content to advance its themes. Any
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