Position Profile
Executive Director
Society of General Internal Medicine
October 2015

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This profile provides information about the Society of General Internal Medicine (SGIM) and its open position of Executive Director. It 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.

The search for the Executive Director of SGIM 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:

http://www.assnstrategies.com/active-searches/

To learn more about SGIM, go to www.sgim.org. The deadline for applications is Friday, December 11, 2015.
Position Profile

Executive Director

Society of General Internal Medicine

Professional Opportunity
The Society of General Internal Medicine (SGIM), located in Alexandria, VA, is seeking a full-time Executive Director – a skilled executive with a combination of healthcare, association management, program oversight, public relations and revenue generation experience. The anticipated starting date is late April/early May 2016.

Methodology
The profile for the position of Executive Director was developed from organizational materials, survey research across stakeholder groups, and interviews with staff and volunteer leaders. Information collected and outcomes from these discussions have informed the priorities for the skills, knowledge, experience, qualifications and qualities desired in candidates seeking to succeed in the position.

PART I – ABOUT THE ORGANIZATION

SGIM, a 501(c)(3) organization founded in 1978, is a national medical society of more than 3,000 members, the majority of whom are the general internal medicine faculty from medical schools and major teaching hospitals in the United States, Canada and several other countries. The organization advances and promotes the field of academic general internal medicine, conducts cutting edge research, and teaches medical students and residents how to care for adult patients as internal medicine providers across the spectrum of care centers in both inpatient and outpatient settings. SGIM also includes a diverse community of other health professional educators, researchers and clinicians, and students and trainees. Approximately 95% of SGIM members are from the U.S.; members are predominantly at the early-to-middle stages of their careers.

SGIM has a staff of 18, 15 of whom are at the headquarters facility in Alexandria (three others work remotely), and a $3 million annual operating budget. The headquarters office is wholly owned by the organization.

In addition, the 176-member Association of Chiefs and Leaders in General Internal Medicine (ACLGIM), which comprises heads of divisions of general internal medicine and other leaders, is
managed by the Executive Director of SGIM and operates under the SGIM umbrella. ACLGIM was formed in 2000 as a means of supporting chiefs of divisions of general internal medicine. It provides leadership development programs, including an annual Management Institute at the SGIM Annual Meeting and an annual Leadership Summit each year in December; supports and staffs an external review and leadership development programs; and publishes a quarterly newsletter, The Leadership Forum, which is published in conjunction with the Journal of General Internal Medicine (JGIM) and the SGIM Forum. ACLGIM is governed by an Executive Committee comprising the president, president-elect, immediate past president, secretary-treasurer, secretary-treasurer-elect, and an at-large member.

The mission of SGIM is to lead excellence, change and innovation in clinical care, education and research in general internal medicine to achieve healthcare delivery that:

- Is comprehensive, technologically advanced and individualized;
- Instills trust within a culture of respect;
- Is efficient in the use of time, people and resources;
- Is organized and financed to achieve optimal health outcomes;
- Maximizes equity; and
- Continually learns and adapts.

SGIM places a high value on:

- Excellence in creative and innovative approaches to clinical care, teaching and research;
- Collegial support and mentorship;
- Partnerships and interdisciplinary collaboration;
- Social responsibility and equity in health and health care; and
- Diversity.

**Goals**

SGIM’s goals are as follows:

1. To identify, foster, study, translate and disseminate innovation in healthcare delivery by:
   a. Creating dynamic learning communities that promote innovation in clinical practice, education, and research;
   b. Leveraging clinical, educational, and research innovations within and outside of the organization;
   c. Evaluating innovation in healthcare delivery and medical education;
   d. Developing and disseminating novel research methods;
   e. Operationalizing technologies to improve the experiences of patients and the healthcare team with a focus on improving health outcomes;
f. Advocating for improvements in the education, research and clinical practice arenas and for policies that support such improvements;
g. Creating a multi-modal communications campaign for internal and external audiences;
h. Supporting its committees, task forces and interest groups to undertake initiatives aligned with these activities;
i. Forging alliances with other organizations using its knowledge, experience and energy to support shared goals;
j. Seeking to eliminate disparities in healthcare access and outcomes; and
k. Promoting healthy and sustainable work environments for physicians and other health professionals.

2. To enhance the value of SGIM membership and support member career development by:
   a. Disseminating knowledge and growing community through the annual meeting, *JGIM*, the *SGIM Forum*, regional meetings, interest groups, workshops, the website and other efforts;
b. Creating career development programs and products, including activities in medical education, clinical leadership and mentoring;
c. Identifying and celebrating outstanding achievement through awards and other venues;
d. Creating and sustaining forums for members to exchange ideas and work collaboratively;
e. Providing opportunities for engagement and leadership for all interested members; and
f. Increasing the visibility and status of primary care and general internal medicine.

3. To work collaboratively with others to increase the organization’s impact by:
   a. Actively seeking alliances with others -- societies or individuals -- with whom SGIM can partner to improve the quality of patient care, medical education and research;
b. Collaborating with colleagues in other organizations in advocating on public policy issues;
c. Supporting initiatives by the government and foundations that promote access to care, education of patients and trainees, constructive relationships between doctors and their patients, and medical research;
d. Sharing intellectual capital and experience with general internists wherever they practice; and
e. Increasing the visibility and status of primary care and general internal medicine.
Structure and Governance

SGIM is managed and governed by an 11-member Council, comprising the officers (president, president-elect, treasurer, secretary and immediate past president) and six at-large members. In addition, members are involved at the local level through seven regional communities: California-Hawaii, New England, Mid-Atlantic, Northwest, Midwest, Southern and Mountain West. Each region has its own unique composition and character and is governed by a slate of leaders, which in turn is governed by the Board of Regional Leaders. Involvement in the regional communities provides opportunities for members to network and learn from one another; showcase and share research, teaching methods and aspects of patient care; and develop leadership skills.

Ex officio, non-voting members of the Council include the Chair of the Board of Regional Leaders; the Editor of the SGIM Forum; the Co-Editors of JGIM; an Associate Member Representative (student, resident or fellow); the President of ACLGIM; and the SGIM Executive Director.

Key External Relationships

SGIM interacts with a number of related healthcare entities and constituents, including but not limited to:

1. American College of Physicians
2. Society for Hospital Medicine
3. Academy Health
4. Alliance for Academic Internal Medicine
5. American Board of Family Medicine
6. American Academy of Family Physicians
7. American Association of Medical Colleges
8. American Board of Internal Medicine
9. American Medical Student Association
10. American Public Health Association
11. Agency for Healthcare Research and Quality
12. Accreditation Council for Graduate Medical Education
13. American Medical Association
14. U.S. Department of Health and Human Services
15. Center for Medicare and Medicaid Services
16. Primary Care Progress
Services and Resources
SGIM offers a vast number of services and resources covering literally all aspects of health care and healthcare reform:

1. **Annual and Regional Meetings**: A core goal of SGIM is to foster professional interaction among leading academic researchers and general internists, and the primary vehicle is the Annual Meeting, held in the spring. The meeting is attended by approximately 2,000 each year and has been successful in blending outstanding scientific presentations with opportunities to learn about advances in clinical medicine and education. In addition, each region holds one meeting a year; they draw a combined attendance of approximately 1,500.

2. **Education**: The educational efforts and offerings are led by the Education Committee and various other tasks forces and work groups that develop new materials geared toward training goals in the field. Educational components include a Resources section that provides links to high-quality, peer-reviewed resources for teaching and educational research; educator videos; an awards program to recognize excellence among clinician educators; the TEACH Certificate program that addresses the needs of junior clinician educators; and online communities that include listservs, webinars, and informational archives.

3. **Publications**: SGIM has a variety of publications that promote dialogue and interaction among members and the scientific community at large:
   a. *JGIM* is published monthly in both hard copy and electronic form and promotes improved patient care, research and education in primary care, general internal medicine and hospital medicine;
   b. The *ACLGIM Leadership Forum* is published quarterly by ACLGIM and contains columns on leadership and essays from faculty, students, staff and patients;
   c. The *SGIM Forum* is published monthly and offers articles, essays, thought pieces, and editorials that reflect on healthcare trends; reports on Society activities, and airs important issues in general internal medicine and the healthcare system at large; and
   d. Residency and fellowship directories are sources of specific medical curriculum and program material; and occasional white papers and press releases alert the medical community to SGIM’s position on current issues.

4. **Advocacy**: SGIM’s non-partisan advocacy work involves promoting the overall advancement of general internal medicine, including ensuring funding opportunities for its membership. Advocacy efforts support policies that improve patient care,
strengthen education and training, and promote researchers and their work. The Society does not advocate for issues that are divisive within the SGIM membership; and in order to use limited resources most effectively, advocacy efforts focus on issues that are critical to general internal medicine’s future or on which SGIM offers a unique perspective. Advocacy activities include a Capitol Hill Day, action alerts, and monthly legislative summaries.

5. **Career Development and Management**: SGIM provides fully accredited training opportunities; a career awards program; grants for career development; and leadership development and mentorship programs. The latter include the LEAD Program (in conjunction with ACLGIM); the Career Advising Program, which focuses on the promotion of junior faculty women in academic medicine; and the Unified Leadership Training in Diversity Program, which aims to increase diversity among internal medicine faculty.

6. **Committees**: Committees are permanent bodies reporting to the Council that undertake the fundamental work of the organization and are integral to its success. In addition to the Education Committee, they include the Health Policy, Clinical Practice, Finance, Membership, Development, Ethics, Awards and Research Committees.

7. **ProudtobeGIM**: This is a new initiative designed to encourage medical students and residents to pursue general internal medicine as a career specialty. It is a nation-wide campaign that encourages medical students and residents to pursue general internal medicine.

The majority of SGIM’s revenue is generated from three sources: membership dues (25%), the Annual Meeting (41%) and *JGIM* (25%).

In particular, stakeholders and constituents give SGIM exceptionally high marks for the content of the Annual Meeting and ongoing educational activities; *JGIM*; the engagement and work of various committees; and advocacy efforts. At the same time, the following are areas that stakeholders suggest could be strengthened and/or enhanced:

1. Strengthening the content, effectiveness and engagement of members in the regional meetings, as a tool to connect members across all regions and create a “pipeline” to new membership;
2. Continuing to improve the content and user-friendly components of the website;
3. Mentoring of junior and early- to mid-career physicians and clinician educators, and additional professional development tools for all members;
4. Connecting across committees and effectively moving their work products through development and fruition; and
5. Enhancing the marketing of programs such as TEACH and LEAD.

Challenges and Opportunities
Stakeholders recognize the following challenges and opportunities for the organization moving forward:

1. Clearly defining its role vis-à-vis those of related organizations and ensuring that SGIM maintains its relevance as a respected and integral voice in internal medicine;
2. Retaining and growing the membership;
3. Focusing on key priorities that are aligned with current financial and human resources (i.e., not trying to be “all things to all audiences”); and
4. Identifying and developing additional revenue opportunities in order to ensure the sustainable, long-term financial stability of the organization.

Organizational Culture
SGIM, its stakeholders and staff are highly respected within the industry and are passionately committed to the mission of SGIM. Volunteer leaders are considered visionary, energetic, highly engaged in the leadership of the organization, and collegial. Stakeholders also recognize that it would be prudent for SGIM to give thought to broadening participation among volunteer leaders and preparing future leaders to step into those roles as the organization grows in stature and influence.

The professional staff is described as very bright, dedicated, talented, knowledgeable, professional, responsive, hard-working and creative. They enjoy a family-friendly environment of collaboration, teamwork and mutual respect, and they take pride in being purpose-driven in their efforts on behalf of the organization; they respect and enjoy working with the Council and other volunteers. There is a complementary mixture of staff with significant tenure (e.g., more than 10 years) and newer employees.

As the staff has grown over the years (from four at its inception to 18 today), so too have the number of programs and services that SGIM provides. Both staff and stakeholders note that staff members are often pulled in multiple and sometimes conflicting directions by the requests and interests of many different audiences and the staff’s desire to be responsive; as a result, they would benefit from clearer identification of priorities relative to available time and resources and a critical assessment of the relative mission-driven nature of each undertaking.
PART II – Executive Director Position

The Executive Director reports to the Council and is responsible for oversight and management of the $3 million budget and staff of 18. The ideal candidate will have demonstrated skill in strategic planning, program/policy development, revenue development, marketing and public relations, staff management and development, financial management, and organizational development.

Requirements
Candidates must have at least 10 years of senior-level management experience in a nonprofit healthcare organization or medical society; at least a Bachelor’s degree (a Master’s, EdD, PhD, MD or other advanced degree and the Certified Association Executive credential are considered strong assets). Previous experience as a CEO, Executive Director or in a comparable position is desired but not required.

Qualifications and Experience
The next Executive Director of SGIM must have demonstrated success and experience in the following areas:

1. Establishing relationships/partnerships with related organizations and representing an organization to internal and external stakeholders;
2. Strategic planning, implementation and evaluation;
3. Enhancing the profile, visibility and influence of an organization;
4. Communicating effectively, both in writing and verbally;
5. Providing visionary leadership;
6. Developing and managing a high-functioning professional staff;
7. Understanding and supporting non-profit governance structures and a Board;
8. Managing diverse interests and relationships;
9. Generating revenue and serving as a steward of the financial resources of an organization;
10. Advocating on behalf of an organization and understanding/shaping public policy and legislative processes; and
11. Using technology and social media to communicate with and engage stakeholders.

Personal Characteristics, Skills and Abilities
Candidates must possess the following personal characteristics, skills and abilities:
1. A strong reputation for collegiality, collaboration and openness to diverse ideas and viewpoints; a skilled consensus builder;
2. Thoughtful, diplomatic and accessible, with strong interpersonal skills;
3. A skilled and flexible listener;
4. Integrity; trustworthiness in ideological neutrality; politically sensitive and balanced;
5. Possessing emotional intelligence and visionary orientation, while pragmatically identifying priorities and aligning them with available resources;
6. Strong managerial and organizational skills;
7. Ability to communicate effectively and in speaking with large groups; and
8. Ability to collaborate effectively with related organizations on issues of mutual interest.

**Measures of Success**
The Executive Director’s success in the position will be evaluated by demonstrated and measurable progress in the following areas:

1. Successful integration into the culture of the organization;
2. Continuation of an environment of collegiality and teamwork among the staff;
3. Quality of relationships and partnerships with, and communications to, all external and internal audiences and stakeholders;
4. Financial growth and stability of the organization;
5. Success in furthering the SGIM mission, vision and values, based on feedback from Council and membership surveys;
6. Increased visibility and influence for the organization and increased relevance as an expert source regarding general internal medicine; and
7. Engagement of volunteers and committees in the activities of the organization

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