

EXECUTIVE SEARCH



EVP AND CEO

Harris County Medical Society and the
Houston Academy of Medicine

SEARCH CONDUCTED BY

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a s s o c i a t e s

THE OPPORTUNITY

The Harris County Medical Society (HCMS) and the Houston Academy of Medicine (HAM) are conducting a search for their next Executive Vice President/Chief Executive Officer (EVP/CEO). This position will be open due to the retirement of the current executive. It will be based at the HCMS headquarters in Houston, TX.

Established in 1903, HCMS is the professional organization for physicians in Harris County, TX. It is the largest county medical society in the nation, representing more than 12,000 physicians and medical students. HCMS is affiliated with the Texas Medical Association (TMA), and its members comprise about 25% of TMA's statewide membership. HCMS and HAM employ 23 individuals and have combined revenues in the \$5M range.

Throughout its long history, HCMS has worked to improve healthcare and medical standards in Harris County. In support of that work, it has founded the Texas Medical Center Library, the Gulf Coast Regional Blood Center, the John P. McGovern Museum of Health & Medical Science (The Health Museum), and Medserv, Inc. Looking ahead, the new EVP/CEO will collaborate with two Boards (one for HCMS, the other for HAM) during the upcoming strategic planning process. They will have an opportunity to quickly begin shaping the work of both organizations.

OVERVIEW OF HCMS AND HAM

About HCMS

HCMS is a 501(c)(6) professional membership organization representing more than 12,000 physicians, medical students, residents/fellows, and retired physicians in Harris County, TX. Its mission is to be the leading advocate for its member physicians, their patients, and the community, in promoting the best standards of ethical medical practice, access to quality medical care, medical education, research, and community health. HCMS has released two videos that provide a helpful overview of [the organization's history and its current work](#).

In 2021, its efforts are focused in five main areas:

- Advocacy and the voice of physicians
- Member benefits, programs, and services
- Ethical standards and quality medical care
- Community health and education
- Organizational strength

HCMS has taken on an additional role during the pandemic: coordinating distribution for a statewide PPE program led by the TMA. HCMS has also been instrumental in helping its members navigate pandemic-related changes in their practices.

HCMS operates a wholly owned, for-profit subsidiary, Medserv, Inc. Medserv offers a variety of administrative services and products used by HCMS members in their practices, including employee placement services.

About HAM

In 1915, HCMS incorporated HAM as a scientific and charitable 501(c)(3) organization for the physicians who make up the HCMS membership. (All active physician members of HCMS also are members of HAM.) Its mission is to support community service, education, scientific, and charitable programs for physicians, their patients, and their communities.

HAM established The Texas Medical Center (TMC) Library soon after its founding, and it continues to oversee it to this day. As one of the 56 institutions that make up TMC, the library is unique to medical and research libraries across the country, as it is a private, stand-alone, nonprofit organization independent from any university or research institution. It is overseen by its own Board of Directors, separate from the Boards that govern HCMS and HAM.

Organizational Structure

HCMS and HAM both have their own Boards of Directors. The same 25 members serve on both Boards, but the officer roles of the two Boards are held by different individuals.

HCMS and HAM manage various functions in a centralized manner. HAM primarily handles facilities matters, and HCMS generally provides management and administrative services. When one organization pays expenses or expends effort on behalf of another, it bills the other entity for the actual or estimated cost.

The EVP/CEO's time is split equally between managing HCMS and HAM activities. The EVP/CEO also serves as a Board member for the organizations affiliated with HCMS and HAM (the Texas Medical Center Library, the Gulf Coast Regional Blood Center, and the John P. McGovern Museum of Health & Medical Science).

THE EVP/CEO ROLE

Reporting to the HCMS and HAM Boards of Directors, the EVP/CEO will assume full authority and accountability for the efficient operation and ongoing success of the organizations. The role requires an individual who can manage a range of diverse, complex issues and who can maintain the highest ethical standards while doing so. A list of representative duties is included below. The EVP/CEO will also be called on to perform other duties, as requested by the Boards.

Critical Competencies for Success

Strategic Planning and Board Relations

- Work with Boards to develop and implement annual strategic plans and priorities.

- Work closely with the Boards in fulfilling the mission of the organization; serve as an advisor to the Boards, providing data, insight, and options to facilitate the Boards' informed decision making.
- Execute all policies, actions, and plans adopted by the Boards.
- Work with Board Presidents to develop agendas for Board meetings.
- Oversee nominating board, strategic planning committee, investment committee, budget committee, audit committee, bylaws committee, and executive committees.
- Serve on the Boards of affiliated organizations (the Texas Medical Center Library, the Gulf Coast Regional Blood Center, and the John P. McGovern Museum of Health & Medical Science).

Administration, Operations, and Financial Management

- Ensure the proper formulation and administration of sound operational, fiscal, information technology, and investment management policies.
- Oversee financial performance with full responsibility for HCMS and HAM and all related business initiatives; ensure timely and accurate preparation of budgets, progress reports, and all required filings.
- Provide leadership and direction in developing and retaining a competent, high-performing, and professional staff; hire, direct, and evaluate staff; oversee matters of recruitment, salary, and HR policy.
- Oversee operations of the Museum Building, other HCMS/HAM properties, and future facility needs.

Advocacy

- Guide the development of an advocacy agenda that will benefit the HCMS membership at both the state and federal levels.
- Inspire members to support HCMS advocacy work; encourage participation in First Tuesdays at the Capitol, the HCMS Delegation to the TMA, and other opportunities to advance HCMS policy initiatives.
- Encourage the identification and cultivation of candidates for advocacy roles at the state and national levels (e.g., with the TMA Leadership College).

Communications and Outreach

- Promote and maintain a positive working relationship with the community, media, and membership.
- Represent HCMS/HAM in internal and external activities related to the achievement of organizational goals, including maintaining good working relationships with organizations founded by HCMS/HAM.
- Maintain close working relationships with the TMA and other Texas county medical societies, specialty societies, and the American Medical Association (AMA).
- Manage and sustain the organization's influential role at the TMA House of Delegates.

Membership

- Maintain an organization culture of staff professionalism and respect for physician members; promote an understanding of members' challenges in providing patient care and a commitment to assist in meaningful ways.
- Ensure that the value of HCMS membership is emphasized and broadly communicated by proactively ensuring that innovative strategies to retain and attract members are developed and implemented.

CANDIDATE PROFILE

Professional Qualifications

- Ten or more years of experience as a senior leader within an association or nonprofit organization. Experience with a health care organization a strong plus.
- An understanding of the medical community and how state and federal legislation impact the quality of health care preferred.
- Exposure to working with Boards and committees to build consensus and achieve organizational goals.
- Strong business, financial, and staff management experience.
- Experience developing partnerships and fostering collaboration across organizations.

Personal Qualities

- A visionary leader who can unite Board and staff members behind a unified plan.
- Able to define problems, collect data, establish facts, and develop valid conclusions.
- Exhibits effective judgment in developing, implementing, and evaluating plans, procedures, and policies.

COMPENSATION

A competitive compensation package will be offered to attract an outstanding candidate.

TO APPLY

To apply, please send a cover letter and current résumé (Microsoft Word® format preferred) to hcms@smartinsearch.com. The cover letter should outline how your experience fits the requirements of the position as this will be an important factor in considering your candidacy.

HCMS/HAM is an equal opportunity / affirmative action employer committed to inclusion and cultural diversity in the workplace. Employment selection and related decisions are made without regard to sex, race, color, age, disability, religion, national origin, sexual preference, genetic information, or any other protected class.

ADDITIONAL INFORMATION

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