

CURRICULUM VITAE

DAVID J. BACHRACH

OFFICE ADDRESS:

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PERSONAL:

DATE OF BIRTH: October 19, 1948

MARITAL STATUS: Married: Linda Podell, b. October 27, 1948;
m. August 24, 1969; Special Educator
(M.Ed.); Higher education development
officer (University of Michigan/Rice
University/University of Colorado-Boulder).
For five years Linda had her own consulting
business providing guidance to small
foundations and individuals with
philanthropic inclinations. In June 2009 Linda
completed a course of study with the Hudson
Institute (Santa Barbara, CA) leading to a
certificate in Life Coaching and is now
working with men and women in transition to
an enriched life during their prime time years
(ages 55-75) as they prepare for and live
through protirement. www.MyPrimeTimeCoach.com

Children: Julie Anne, b. July 13, 1976
BA - Skidmore College
MA - Columbia University - Teacher's
College; Elementary grades teacher since
2001; After eight years teaching in Harlem,
NY, Julie now teaches a diverse kindergarten
class in Livingston, NJ

Joshua Michael, b. March 16, 1979,
BA - Washington University/St. Louis;
Masters – NYU; English Teacher/6th grade,
2005-2009; 8th grade English 2010-present
and Chair of the Middle School English
Department, The Dalton School- NYC.
Married to Sarah M. Kaufman, MPA/MBA
(070206) and father of Penelope Kaufman
Bachrach b. September 8, 2010 and Benjamin
Kaufman Bachrach b. May 30, 2013.

EDUCATION:

Undergraduate:

- University of Vermont, Burlington, Pre-Veterinary Medicine 1966-67
- Ithaca College, Ithaca, New York, B. A., Psychology 1967-1970

Graduate:

- University of Missouri, Columbia, Missouri, 1970-1972
Masters of Business Administration (MBA) in Health Services
Management and Hospital Administration with collateral areas
of study in accounting, labor relations, and finance

Post Graduate:

Certified to administer and interpret:

- The Birkman Method[®] (Preference/Style Inventory)
- The LockwoodLeaders 360[°][®] Feedback Assessment
- The BarOn EQi[®] Emotional Intelligence Inventory
- WorthEthic Alpha Assessment[®]

Fellow, American College of Medical Practice Executives, 1979

Life Fellow, American College of Healthcare Executives, 1996

ACHE Fellowship Thesis: “The Importance of Leadership Training and
Development for Physicians in Academic Medical Centers in an
Increasingly Complex Healthcare Environment”

CAREER EXPERIENCE:

**Principal
President & CEO**

**The Physician Executive's Coach, Inc. SM
January 1998-Present**

Mr. Bachrach maintains a nationwide practice through which he provides leadership coaching and advisory services to individual physicians in executive and leadership positions at academic health centers, cancer centers and teaching hospitals. Since 1998 he has worked with more than 175 individual physician executives at more than 40 academic health centers. He also develops and delivers knowledge acquisition, skill development and team building programs to groups of physicians and their staff in academic medical centers. He is frequently asked to write articles and present to national audiences on the subject of physician executive leadership development and performance.

Ithaca College Board of Trustees

Mr. Bachrach was elected to the Board of Trustees of Ithaca College (Ithaca, New York) in the fall of 2012 and serves on the Executive Committee and as Co-Chair of the Educational Affairs Committee.

Faculty Member, Executive Leadership in Academic Medicine Program (ELAM)

Mr. Bachrach has served as a voluntary faculty member for this leadership development program for women physicians, scientists and dentists from US and Canadian medical and dental schools from 2002-2015. The program is based at Drexel University (formerly Hahnemann/MCP medical schools) and operates with the interest of the AAMC and its member institutions. Over 1000 individuals have completed the training program since its inception in 1997.

Advisory Board Member and Lecturer, Leadership Education for Advancement and Promotion (LEAP) Program, 2002-2007

University of Colorado's program funded by a five (5) year grant from the NSF to develop and executive strategies to advance women in the academic ranks within the disciplines of math and science by creating learning opportunities for both men and women faculty and administrators who are responsible for managing academic programs and the systems that support them.

Professor of Health Services Management

**University of Texas
M. D. Anderson Cancer Center
January, 1989- August 31, 1998**

Mr. Bachrach provided consultation and advice to the president and conducted independent research and published in several areas of health care; principally on topics involving physician leadership development and the physician executive.

**Adjunct Professor of Healthcare Administration
University of Houston-Clear Lake**

January, 1997 - May, 1997

Mr. Bachrach taught upper division undergraduates in a course on Foundations of Healthcare Administration.

**Executive Vice President
for Administration and Finance
and Professor of Health Services Management (through August 1998)**

January, 1989-October, 1996

Reported to the institution's physician president, responsible for all administrative and financial functions of one of the world's leading clinical and research institutions dedicated to the prevention, diagnosis, treatment, and research into the causes and cures of cancer. Direct responsibility for Business Affairs, Information Services, Human Resources, Facilities, Faculty Practice Plan, Legal Services, Security and Police Services and Internal Audit. Established policy and determined short and long range plans for the institution. Advised President on matters pertaining to the operation and management of all areas of the institution. Institution had an operating budget (1996) of \$700-million; several buildings on three campuses totaling three (3) million square feet; 7,000 employees. A major building program of \$250-million was completed in 1998 which added one (1) million square feet. Renovations of current facilities to be completed in 2004 at a cost of an additional \$200-million.

Was responsible for a major institution-wide re-organization and re-engineering process and cost reduction effort begun in the Fall of 1993 to reduce the base operating budget by at least \$90-million over three years. A reduction of more than \$100-million had been accomplished by the Fall of 1996 without any fundamental alterations in essential programs.

Principal institutional officer working in support of a select committee of members of M. D. Anderson's voluntary board. This Institutional Initiatives Committee, which met regularly, examined the organizational structure, and the internal and external factors, which impacted the institution. This Committee included leaders from throughout the state, including former President, George H. W. Bush.

Professor of Health Services Management with academic interests in academic medical center organizational dynamics and physician/scientist leadership development. Mentor to students at the undergraduate and graduate level, and to faculty engaged in professional development as academic leaders.

**Vice President and Treasurer
University Cancer Foundation**

An internal foundation of The University of Texas M.D. Anderson Cancer Center with over \$160-million in assets (1996).

**Director of Administrative
and Financial Affairs**

**University of Michigan
Medical School
October, 1980 - January, 1989**

Responsible for the identification, development, implementation, and operation of business and management systems within the Medical School. Functions included designation as the chief financial and business officer of the Medical School with responsibility for broad administrative and financial management; the Faculty Practice Plan; facilities management; general accounting and business systems; information and data systems; planning and budgeting; and non-instructional personnel (including labor negotiations with selected bargained for units).

Served as principal liaison to the University and to University Hospitals regarding areas noted above.

The Medical School had an all funds budget of more than \$220-million (1988). Sources include 12% University funds [State allocation, indirect cost return on grants, and tuition income]; 44% Faculty Practice Plan; 9% University Hospitals; 33% research and training grants; and 2% affiliated hospitals.

The Medical School was composed of 15 buildings totaling 1.5-million gross square feet and employed approximately 3,000 faculty and staff.

In support of the Dean, developed the resource packages for all new Department Chairs.

**Lecturer - Department of
Medical Care Organization/Department
of Health Services Management
and Policy**

**University of Michigan
School of Public Health
1980-1986**

A member of the faculty in the Department of Medical Care Organization participating in both the traditional and the "On Job/Campus" masters degree level curricula. Taught MCO 690 - Financial Accounting; 1982 and 1983. Student Preceptor for several years.

**Director, Medical Service
Plan Office**

**The University of Michigan
Medical School
December, 1976 - October, 1980**

Responsible for the implementation and administration of the Medical Service Plans at the University of Michigan. The Medical Service Plans represented \$145-million (1988) in combined gross revenue generated by 600 participating faculty. All disciplines were represented in this, one of the nation's most comprehensive clinical programs.

**Manager of Clinical Services/
Assistant to the Associate Dean
for Clinical Affairs**

**Southern Illinois University
School of Medicine
February, 1973 - December, 1976**

Responsible for writing, planning, developing, and operating SIU's Medical Service & Research Plan and Ambulatory Patient Care Delivery Program, and for the coordination of clinical programs with affiliated medical institutions.

**Administrative Assistant to
The Chairmen--Departments of
Obstetrics and Gynecology
and Surgery**

**Southern Illinois University
School of Medicine
Aug. 1972-June, 1974 (OB/GYN)
Aug. 1972-April, 1973 (Surgery)**

Responsible for routine administrative activities in support of active, growing clinical departments.

HONORS and AWARDS:

The Harry J. Harwick Lifetime Achievement Award - 2007

The Medical Group Management Association (MGMA) and the American College of Medical Practice Executives (ACMPE) present the Harry J. Harwick Lifetime Achievement Award - their highest form of recognition - to an individual who has made outstanding, nationally recognized contributions to health care administration, delivery and/or education in his/her career, advancing the field of medical practice management.

The award is named for the first medical group practice administrator - Harry J. Harwick, FACMPE - who joined the Mayo Clinic in 1908. He served in management leadership for 44 years, retiring in 1952. Harwick was a founding member of MGMA and its president in 1928.

David J. Bachrach, FACMPE/LFACHE, was the 2007 recipient of the Harwick Award presented at the Associations' Annual Conference in Philadelphia in October 2007.

Ithaca College Alumni Association Professional Achievement Award – 2011

David Bachrach is a 1970 graduate of Ithaca College and was recognized by its Alumni Association for his accomplishments as an administrative leader in academic medicine and his contributions to the field through his service, publications, consulting and support of physician executive leaders in his role as The Physician Executive's Coach.

PUBLICATIONS:

Mr. Bachrach has more than 25 publications (articles and book chapters) to his credit including articles concerning faculty compensation and benefits, financial management of academic medical centers, and the development of physician executives' leadership skills. He writes a regular column for Academic Physician & Scientist. He was guest editor of the Winter, 1994 Journal of the Texas Lyceum which addressed Texas health care issues and co-editor of the definitive text on academic physician practice plans published in 1997.

Mr. Bachrach's publications include:

"Michigan Medical Service Plan: Factors Responsible for its Success", Journal of Medical Education. 57(12):903-10, December 1982. Hermann, T J; Bachrach, D J; Gronvall, JA

"Leadership Development of Physicians in Academic Medical Centers" and "Case Study: Physician Leadership Development at The University of Texas M. D. Anderson Cancer Center", Medical Group Management, The Journal of the Medical Group Management Association, November/December, 1996; Vol. 43, No. 6; pp. 35-50, and January/February, 1997; Vol. 44, No. 1.

One Revolution: Managing the Academic Practice in an Era of Rapid Change. Mr. Bachrach served as co-editor and wrote two chapters, one concerning faculty practice plan governance and the summary chapter entitled, "The Future of Academic Medical Practice". Published by the Medical Group Management Association, Fall 1997. 360 pages.

"What it May Take to Excel as a Physician Executive in Healthcare Today," the Career Planning & Adult Development Journal, Spring 1998.

"New Job Offer? These Tips Will Help You Sail Through the Negotiation Process", Academic Physician & Scientist, July/August 2000. Page 8.

"What To Do When You Feel Like You May Be Failing to Succeed in Your Position", Academic Physician & Scientist, September/October 2000. Page 9.

"Up for an Interim Promotion? Learn How to Overcome the 'Curse' of Being the Internal Candidate", Academic Physician & Scientist, March/April 2001. Pages 8-9.

“Dealing Effectively with the ‘Challenging’ Non-faculty Employee”, Academic Physician & Scientist, September/October 2001. Pages 8-9.

”The Multi-Faceted Career: Effectively Juggling Administration with Educational, Research, and Clinical Endeavors”, Academic Physician & Scientist, January/February 2002. Pages 4-5.

“The 360 Assessment: Using Feedback To Improve Performance”, Academic Physician & Scientist. March/April 2002.

“How Can You Increase Racial Diversity Among Faculty at Your Institution?”, Academic Physician & Scientist, May/June 2002. Pages 4-5.

“Mentoring: Taking It to The Next Level”, Academic Physician & Scientist., March/April 2003. Pages 4-5.

“Non-tenure Tracks: Now More Highly Respected”, Academic Physician & Scientist. October 2003.

“Emotional Intelligence is Important in Determining Leadership Success”, Academic Physician & Scientist. January 2004. Pages 1, 4-5.

“Leadership Lifecycles”, Academic Physician & Scientist. April 2004. Pages 1-3.

“Balancing Faculty Time: Do We Need a Dramatic Change in the Way We Allocate Faculty Time?”. Academic Physician & Scientist. October 2004.

“Retain or Replace: The True Cost of Unintended Faculty Departures and How to Minimize Them”. Academic Physician & Scientist, March 2005.

“Addressing the ‘Social Security Dilemma’ Within Academic Medicine: A Bimodal Approach”. Academic Physician & Scientist. November/December 2005

“Leadership Lifecycles, Part Two: Regenerators Take Performance to a Higher Level”, Academic Physician & Scientist, May 2006, pp.4-6.

“Aligning Faculty for Improved Organization Performance: Tools We Can Use to Effectively Herd Cats”, Academic Physician & Scientist, November/December, 2006. pp.4-5 & 9.

“Ready, Set, Go ... Now What?”, Academic Physician & Scientist, April, 2007. pp.4-5.

“You Don’t Need To ‘Own’ It To Control It: Maintaining Responsible Authority Over Clinical and Research Activities You Don’t ‘Own’”, Academic Physician & Scientist, November/December 2007. pp.4-6.

"Policy, Procedure, Practice, Precedent ...: Do We Really Need All This Bureaucracy?", Academic Physician & Scientist, April 2008. pp. 4-5.
"You've Been Offered The Chair ... But Do You Know Enough to Take It?", Academic Physician & Scientist, November/December 2008. pp. 4-5.

"May You Live in Interesting Times: OK, Enough Already!", Academic Physician & Scientist, April 2009. pp. 4-5.

"Effective Management of the Faculty Search Process", Academic Physician & Scientist, November/December 2009. pp. 4-5.

PROGRAMS AND PRESENTATIONS:

Mr. Bachrach has presented at and/or chaired more than 30 programs on a wide range of topics concerning faculty practice plans, academic health centers, faculty tenure and the impact of changes in health care on academic medical center's structure and finances. His most recent presentations include:

"Clinical Department Administrator or Resource Engineer...Developing & Presenting *Exceptional* Business Plans for Resource Enhancement", Academic Practice Assembly of the Medical Group Management Association, Orlando, FL April 1999.

"The Effective Development of Physician Leaders", The Annual Meeting of the Medical Group Management Association. San Diego, CA October 2000.

"The MD/Administrator Team: Practical Tools for the Administrator to Use In Developing Leadership Excellence In Their Physician Executive Partner", Annual Meeting of the Medical Group Management Association, Atlanta, GA October 2000.

"Developing and Applying Exceptional Negotiating Skills" [Including three case studies: Negotiating an Employment Contract; Negotiating a Clinic Lease; Negotiating a Managed Care Contract], Annual Meeting of the American Medical Women's Association, Colorado Springs, CO November 2000.

"Reinventing Healthcare: Promoting Responsible Change Through Effective Leadership", MGMA Annual Meeting, San Antonio, TX October 2001.

"Negotiating Strategies - What Can I Request? Can I Win?" American Medical Women's Association, San Antonio, TX February 1, 2002

"Preparing Your Chair/Dean for Strategic Decision Making: Training your Physician Partner for Her/His Administrative Job" Academic Practice Assembly, Atlanta, April 2003.

“Applying the Principles of Leadership Coaching in Support of Your Medical Group Physician Executives (and Senior Administrative Executives)”. MGMA Eastern/Southern Section Meeting, Orlando, July 2003.

“Student Residency: An Option for Your Practice”. MGMA Eastern/Southern Section Meeting, Baltimore, July 2004 – Moderator and Presenter

“Emotional Intelligence: Factors That Are Critical To Your Success”. MGMA Annual Meeting, October 2004, San Francisco, CA

“The Effective Promotion of Responsible Change in Your Organization”, The Association of Professors of Gynecology and Obstetrics (APGO)/The Council on Resident Education in Obstetrics and Gynecology (CREOG), March 2, 2006, Orlando, FL

“Leadership Lifecycles: Which Path Will You Take?”, The Association of Professors of Gynecology and Obstetrics (APGO)/The Council on Resident Education in Obstetrics and Gynecology (CREOG), March 3, 2006, Orlando, FL

“The Role of the Chair in Faculty Development: Successful Strategies and Techniques”, Society of Chairs of Academic Radiation Oncology Programs, March 19, 2006, Washington, DC

“Mentoring *For* Chairs” and “Mentoring *By* Chairs”, Council of University Chairs of Obstetrics & Gynecology (CUCOG), Orlando, FL, March 2008.

“Mentoring Clinical Faculty for Success”, Association of Professors of Medicine (APM), San Francisco,, CA, February, 2009.

“Applying Principles of Leadership: Getting Traction ... Getting Action”, Society of Academic Emergency Medicine (SAEM), New Orleans, LA, May 2009.

“Leadership Development Workshop”, Association of Academic Chairs of Emergency Medicine (AACEM), Washington, DC, April 2012.

“The Search Advisory Committee/Candidate Preparation for Search”, Executive Leadership in Academic Medicine (ELAM) Program, April 14, 2008, Philadelphia, PA (Also presented each year in since 2002).

TEACHING & RESEARCH:

Mr. Bachrach has served as an instructor, preceptor and mentor for undergraduate and graduate students, and for faculty physicians and scientists pursuing training in health care administration. His ACHE fellowship thesis entitled, “The Importance of Leadership Training and Development for Physicians in Academic Medical Centers in an Increasingly Complex Healthcare Environment” is but one example of original research he has conducted in the field.

Mr. Bachrach serves (1998-present) on the faculty of the Executive Leadership in Academic Medicine (ELAM) Program sponsored by the Drexel University (formerly Hahnemann/MCP). This is a program for developing woman physician, dentist, public health and science leaders for leadership roles in academe.

Mr. Bachrach served on the Advisory Board of LEAP, a leadership development program at the University of Colorado-Boulder with the purpose of developing leadership coaching capabilities among senior male and female faculty in support of women graduate students and junior faculty in the sciences.

CONSULTING:

Prior to establishing the Physician Executive’s Coach, Inc.SM Mr. Bachrach provided more than 15 formal consultations to Medical School Deans, Faculty Practice Plan committees, Department Chairs, Hospital Directors, Dean and Chair Search Committees, and individual physicians, primarily in the areas of academic group practice governance, organization, and management. Previous engagements have included reviews of income distribution/incentive compensation agreements; design and financing of ambulatory care facilities; billing systems; and Faculty Practice Plan governance structures.

Mr. Bachrach served as a member of the Johns Hopkins University School of Medicine Oncology Center’s External Advisory Board, 1993-1996 and advisor (1998) to the Center in the development of extramural clinical programs.

PROFESSIONAL AFFILIATIONS:

Mr. Bachrach has served as a member and chairperson on several committees and boards of The Medical Group Management Association and its Academic Practice Assembly, The American College of Medical Practice Executives, the Association of American Medical Colleges and its Group on Business Affairs, The American College of Healthcare Executives-Houston, the Society of the Executive Leadership in Academic Medicine (SELAM) Program, and the Texas Lyceum.

He served as a member of the Board of the American College of Medical Practice Executives for nine years, including as its Chair in 2002-2003, and on the Board of the Medical Group Management Association (MGMA) in 2002-2003.

BUSINESS INVOLVEMENT:

President and CEO, the Physician Executive's Coach, Inc. 1998-Present
Premier Health Alliance, Member, Board of Directors, 1994-1995
Premier's Owner and Affiliate Relationships Committee, 1996
University Ventures, Inc., Houston, Texas; Board Member, 1989-90

COMMUNITY SERVICE:

Mr. Bachrach has served as a member and leader of several community service organizations including: the Sudden Infant Death Syndrome Foundation of Central Illinois; Planned Parenthood of Mid-Michigan (President) and Planned Parenthood of Houston and Southeast Texas; the South Main Center Association (where he chaired a year-long study on the impact of proposed zoning on the region, among other committees); The Texas Lyceum; Leadership Houston's Advisory Board; and, chair of the Healthcare Division of the United Way of the Texas Gulf Coast in 1994.

He has served as a member of the Ithaca College President's Advisory Council since 2009 and the Ithaca College Board of Trustees since 2012.

He is a Partner in Social Venture Partners (SVP)- Boulder, CO and a committee member, moderator and supporter of the Conference on World Affairs at the University of Colorado/Boulder.

December Revised 033019
DJB CV-2