

## Position and Candidate Specification



University of Utah Health Sciences Center

### Chair, Department of Internal Medicine

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### University of Utah

Located in Salt Lake City, a progressive, urban and high-tech industrial center with a population of 1.1 million across Salt Lake County, the University of Utah (U of U) is the flagship university for the state and the higher education hub of a region stretching from the Rockies to the Sierras. With revenues in excess of \$4.2 billion (FY17), the university is considered one of Utah's primary economic engines. Generating in excess of \$600 million annually for the state of Utah in non-tax revenue, the University of Utah is one of the state's largest employers with more than 3,300 faculty members and 33,000 full-time and part-time employees. The University is also a catalyst for a research corridor through northern Utah that is a hotbed for research and development activities, colloquially known as *Silicon Slopes*. The university annually educates more than 32,000 graduate, undergraduate, and professional students from all 50 states and more than 100 countries.

The U of U offers 72 undergraduate major programs and more than 90 major fields of study at the graduate level. Its academic divisions include: the Graduate School of Architecture, the David Eccles School of Business, the School of Cultural and Social Transformation, the School of Dentistry, the Graduate School of Education, the College of Engineering, the College of Fine Arts, the College of Health, the Honors College, the College of Humanities, the College of Law, the School of Medicine, the College of Mines and Earth Science, the College of Nursing, the College of Pharmacy, the College of Science, the College of Social and Behavioral Science, and the Graduate School of Social Work. The University of Utah, under the leadership of President Ruth Watkins, is committed to being One University, working together across disciplines to bring them together to advance the institutions. It is fortunate to be a comprehensive research university with a full academic medical center.

The University of Utah is a top-tier research university that promotes groundbreaking research on local, national, and international levels. In the last five years, extramural research funding has increased substantially, and the university received \$515 million in total awards in 2017-2018. Classified by the Carnegie Foundation as one of 50 comprehensive research universities, the U of U offers tremendous benefit to students as well as the region. Additionally, the University of Utah is a national leader in technology and innovation—ranked #1 in 2017 by the Milken Institute as the best Technology Transfer Operation among U.S. universities. Most of the major spin-offs from the U of U are in the health sciences space, including Myriad Genetics, Associated Regional and University Pathologists (ARUP), and more recently BioFire Diagnostics. Some of these companies reside in the university's adjacent Research Park, a hub of innovation that is also home to more than 53 companies and approximately 9,728 employees.

### University of Utah Health

Consistently ranked among the Top 10 for quality, nationally (vizientinc.com), University of Utah Health (U of U Health) is the only university health system in Utah and provides patient care for people in Utah, Idaho, Colorado, Nevada, Montana, and Wyoming. It is the training ground for two-thirds of Utah's physicians, nurses, pharmacists, therapists, and other health care professionals. With an annual budget of \$3.6 billion (FY17), U of U Health touts a \$2.8 billion clinical enterprise (Hospital and School of Medicine) and a \$356 million (FY18) research enterprise. It is a highly complex academic health system comprised of the Hospitals and Clinics;

University of Utah Medical Group; University of Utah Health Plans; Associated Regional and University Pathologists (ARUP) laboratory; the Schools of Medicine and Dentistry; the Health, Nursing, and Pharmacy Colleges; the Eccles Health Sciences Library; the Clinical Neurosciences Center; the Cardiovascular Research and Training Institute; the Moran Eye Center; the Huntsman Cancer Institute; and the Rocky Mountain Center for Occupational and Environmental Health, in addition to numerous other centers and institutes. Excellence in patient care, education, and research is vital to the overall mission of the organization. Staffed by nearly 20,000 employees, U of U Health has evolved to be recognized nationally as a highly innovative and transformative health care system.

#### University of Utah Medical Group (UUMG)

The University of Utah Medical Group is one of the largest academic practices in the country, representing more than 1,400 physicians, and is beginning to engage the system's social workers, advanced practice clinicians, physical therapists, and others who make up the clinical practices of the academic faculty. These providers deliver clinical care across the spectrum of health in more than 166 specialties and 600 sub-specialties. The UUMG is largely responsible for training the clinical workforce of the Mountain West and beyond. During the last two decades, UUMG has evolved into a strategic partner within University of Utah Health, providing tertiary care throughout the region, population health for the Wasatch Front, and high value health care for underserved populations. Members and their care teams are transforming health care by implementing value-driven strategies, innovating new standards of practice, and integrating patient-centered care. UUMG partners closely with University Hospital to develop strategy and to manage clinical and business operations, contracting and payer relations, and advanced data analytics. Among its members are some of the world's leading researchers, clinicians, and educators.

#### University of Utah Health Plans (UUHP)

University of Utah Health Plans was formed in 1998 as a strategic initiative of University of Utah Health. Today UUHP specializes in administration of medical, mental health, and pharmacy benefits for fully insured and self-funded employer groups, individuals and families, as well as Medicare and Medicaid. The plans provide insurance coverage and third-party administrator services (TPA) to more than 200,000 individuals. As a health care partner, UUHP seeks to improve population health and provide access to the highest quality of care. It also strives to deliver exceptional value to its members, client organizations, and the community. UUHP believes in the power of collaboration and prides itself for helping lead health care transformation. Recognizing the importance of population health and payment reform, it has developed extensive care management and value-based payment programs that improve health and align provider reimbursement with value and positive outcomes. As an integral component of U of U Health, UUHP brings greater value, enhances cost-efficiency, and increases focus on members and clients in service of their health as well as the missions of the university.

#### School of Medicine (SOM)

The University of Utah School of Medicine combines excellence in teaching, research, and clinical expertise to train tomorrow's physicians for the rapidly changing world of medicine. It houses 16 clinical departments, six basic science departments, and a faculty of more than 1,800 (~1,600 FTE), including physicians and researchers. Now with more than 500 students across four years and an entering class of 125, SOM ranks No. 15 among public U.S. research medical schools; No. 14 at for primary care; and offers the No. 2-ranked Physician Assistant program. The SOM is also highly ranked (No. 14) for its faculty-to-student ratio (3.8:1). It also trains most of

Utah's physicians, offering an MD degree, physician assistant training, 27 residency programs, fellowships in 51 specialties, and degrees in public health, research, biomedical informatics, and population health sciences. The SOM's co-location with University of Utah Hospital and relative proximity to 13 community clinics provides residents and fellows deep exposure to pioneering efforts in health care delivery, value and quality. As a research institution, the SOM is particularly known for its work in genetics, cancer, biomedical informatics, diabetes/metabolism, biochemistry, neuroscience, cardiovascular medicine, hematology, vision sciences, orthopaedics, and obstetrics/gynecology among other areas.

#### Spencer S. Eccles Health Sciences Library (EHSL)

EHSL advances and transforms education, research, and health care through dynamic technologies, evidence application, and collaborative partnerships across the university, state, and region. The library contributes to the success of health professionals, students, researchers, and the community through curriculum-based education, outreach and the development of internationally utilized online educational resources. EHSL is leading campus efforts in research reproducibility awareness and training, creating a robust educational technology hub for the health sciences, advancing clinical practice and research through evidence synthesis expertise, and engaging students as lifelong learners through the development of skills in locating, appraising and applying evidence. EHSL is the Regional Medical Library (RML) for the Mid-Continental Region in the National Network of Libraries of Medicine (NNLM), one of 8 RMLs nationwide. EHSL houses the NNLM Training Office, which provides online courses to over 2,000 learners nationally each year.

#### **Transforming Health Care: Value, Expertise, Innovations**

At U of U Health, the future of medical care and treatments, medical education, care management and delivery are already being defined, tested and refined. A world-class organization, U of U Health, through a variety of innovations and collaborations across the institution, has led significant accomplishments that are influencing the practice of both science and medicine throughout the country, including: its work to define and implement accurate cost accounting through Value Driven Outcomes (VDO); national leadership in providing Exceptional Patient Experience and Patient Reported Outcomes, which redefine patient-centered care; the Utah Genome Center, a signature initiative to advance the development of better disease prevention, diagnosis and treatment through world-class, translational, genetics research; and a Center for Medical Innovation that brings together innovators across the university to advance the science and delivery of health care.

The environment at U of U Health is one where creativity, discovery, and innovation are part of the fabric of the organization—in its very DNA. The institution is filled with a palpable excitement about the role U of U Health is playing in designing the future of health care. Here are just a few examples of innovation emanating from the U of U Health team and key partners:

- **Associated Regional & University Pathologists Laboratories (ARUP)** has been a leader in molecular diagnostics and comprehensive genetics testing. It is a national clinical and anatomic pathology reference laboratory and a non-profit enterprise of the University of Utah. Known for its quality, service, and depth of expertise, ARUP offers in excess of 3,200 tests and test combinations, ranging from routine screening tests to highly specialized laboratory tests and processes more than 55,000 samples per day. It serves more than 50% of the nation's university medical centers, pediatric hospitals, and teaching hospitals. In 2017, ARUP generated

\$600 million in revenue and tested more than 10 million specimens, impacting the care of nearly 7 million patients. The CEO of ARUP reports to the Senior Vice President Health Sciences (SVPHS).

- **Huntsman Cancer Institute (HCI)** at the University of Utah is the Mountain West region's premier cancer research and treatment center. In 2018, *U.S. News & World Report* ranked HCI No. 48 in the nation for the adult specialty of cancer. HCI is a National Cancer Institute designated Comprehensive Cancer Center, the highest national recognition possible. HCI is the only cancer center in the region with this designation. HCI is a member of the National Comprehensive Cancer Network (NCCN), a not-for-profit alliance of the world's leading cancer centers that writes best practice policies for cancer care used worldwide. The HCI CEO and Director reports to the President of the University with significant coordination from the SVPHS.
- **The Utah Genome Project (UGP)**, launched in 2012, is the cornerstone of U of U Health's strengths in genetic research and serves as a precision-medicine pipeline. Using the Utah Population Database, the largest of its kind in the world, U of U Health has identified genes and risk factors for over 40 conditions, and spun-off more than a dozen companies, improving care for millions of patients at home and around the world. Specifically, the APC gene (colon cancer); BRCA1 gene (breast cancer); and KCNH2 gene (cardiac arrhythmia) were all identified at the University of Utah. The Utah Genome Project is currently in Phase II of its multi-year plan for the Utah Genome Center. Phase II is focused on providing more resources in sequencing, analysis, functional studies and translation through partnerships with ARUP and the College of Pharmacy as UGP works to discover more genes and collaborate to develop new drugs and diagnostics to prevent and treat diseases.
- **Center for Clinical & Translational Science (CCTS)** builds on U of U Health's strengths in genetics and bioinformatics to translate promising bench science into practices that improve health and wellness. CCTS is the home for clinical and translational science at U of U Health, the State of Utah, and within the Mountain West region. The center, one of just 50 such NIH-funded sites nationwide, serves as an academic home for clinical and translational research, developing innovative health services for the community and health researchers, and training a new generation of clinical and translational investigators.
- **The Population Health Sciences Department** conducts transformative cost, quality, outcomes and health delivery research. Experts in population health sciences work with policymakers to implement programs that improve the health of the state with expertise in advancing knowledge in the personalized tailoring of health care to individual patients. Faculty in the department work to understand environmental and social factors, personal and family health history, genetics, and other factors that impact individual health.
- **The Center for Medical Innovation (CMI)**—fueled by a collaborative effort between U of U Health, the David Eccles School of Business, the College of Engineering, and the Center for Technology & Venture Commercialization—combines formal education programs, faculty and student project development, and support and facilitation of device development and commercialization. The center creates a one-stop-shop environment that assists both the novice and experienced innovator through ideation, concept generation, intellectual property, market analysis, prototyping and testing, business plan development, and commercialization.

U of U Health values collaboration as a foundation to advance knowledge about health for entire populations. Harnessing world-class expertise from the entire campus, U of U Health is translating scientific discoveries into

prevention, treatment, and cures for conditions like cancer, diabetes, Alzheimer's, heart disease, addiction, rare and undiagnosed diseases, and many others.

Building on a relentless pursuit of academic excellence and commitment to compassionate care, U of U Health is breaking ground on a transformative future. A major campus transformation initiative includes the construction of a new School of Medicine facility, an Innovation and Discovery Center, the Craig H. Neilsen Rehabilitation Hospital, and the new Acute Care Center, which expands both inpatient beds and ambulatory clinics contiguous with University Hospital. University of Utah Hospitals and Clinics (UUHC) is also expanding the Orthopaedic Center, opening a multi-specialty ambulatory Health Care Center in the heart of Salt Lake County in 2019-- the third such community-based multispecialty ambulatory center opened in the last 6 years—and anticipates future growth in the community health center network, research and educational space, and in affiliate network partnerships.

For additional information, please visit: <https://healthcare.utah.edu/>, <http://uofuhealth.utah.edu/>, and <https://www.utah.edu/>.

### **Department of Internal Medicine (DOIM)**

Internal Medicine is the largest department in the School of Medicine, home to approximately 405 full-time and 246 adjunct faculty. Faculty growth has averaged 10% per year for the last five years. The DOIM is structured in 12 divisions, each working to achieve excellence and national distinction in the university's missions of patient care, research, education, and community engagement. The divisions are:

Cardiology	Endocrinology
Epidemiology	Gastroenterology
General Medicine	Geriatrics
Hematology	Infectious Diseases
Nephrology	Oncology
Pulmonology	Rheumatology

Total department revenues of \$204 million are projected for fiscal year 2020 – a substantial increase from \$118 million in 2010. Of this, clinical revenues are project to be \$67.6 million, dialysis revenues \$43.7 million for the eighteen dialysis sites, and total grants and contracts \$70 million. Clinical income is projected to grow by approximately 17% (\$9 million) and it is anticipated that research revenue will be sustained in FY20.

There are 26 Presidential Endowed and Endowed Funded Chairs in the Department, and 5 additional Endowed Chair recipients that hold chairs appointed by the SVP. There are also 7 Endowed Professorships and 2 planned Endowed Professorships. The total Department Endowment value is \$56 million.

### **DOIM's Clinical Enterprise**

The Clinical Enterprise consists of hospital and ambulatory components. Inpatient, Emergency, and Critical Care Medicine are centered at University Hospital, Huntsman Cancer Hospital (HCH), other community hospitals, and soon in the Ambulatory Care Complex (ACC).

The University of Utah Main Hospital and Huntsman Cancer Hospital house ambulatory clinics along with community clinic locations which include Centerville, Farmington, Greenwood, Redstone, Redwood, South Jordan, Stansbury Park, Westridge Health Centers, and, opening October 2019, Sugar House, which currently accommodate 130,000 visits per year. Services in sub-specialty outreach clinics are also provided at nearly 50 sites throughout Utah, Wyoming, Nevada, Idaho, Montana, and Colorado.

Over 320,000 clinic and procedure visits were held in Internal Medicine clinics in FY19. In addition, the department provides a full scope of general medicine and subspecialty services including liver, renal, lung, and heart transplants. Internal Medicine hospitalists serve as attending physicians on inpatient units for approximately 155,000 patients in FY 2019. Internal Medicine faculty also serve as attending faculty at the VA Medical Center, supervising residents on four separate teams as well as partnering with the VA Medical Center to conduct subspecialty clinics and clinical services at the VA Medical Center. The VA employs approximately 83 FTEs of Internal Medicine faculty.

The Dialysis Program consists of eighteen off-campus sites throughout Utah, Southern Idaho and Nevada and provides chronic dialysis treatment for approximately 730 patients with end stage renal disease, in addition to acute dialysis treatments in several hospitals.

#### DOIM's Educational Enterprise

Under the Vice Chair for Education, the Office of Education oversees the educational programs of the Department, including those of medical students, residents and fellows. The Department of Internal Medicine Education program includes required clerkships and elective rotations for all University of Utah third- and fourth-year medical students, two residency programs, and more than 15 fellowship programs. The Internal Medicine residency is vigorous and highly respected. The largest Graduate Medical Education program at the University of Utah, its 123 residents train at University Hospital, Intermountain Medical Center and the VA Medical Center. The quantity and quality of applicants has steadily increased over the last few years, and graduates are respected for their knowledge and experience. All ACGME accredited programs in the department have Continued Accreditation status as of January 2019. Internal Medicine's weekly Grand Rounds brings nationally renowned clinicians and researchers and focuses on cutting-edge innovations in medicine.

#### *Medical Students*

The DOIM supports four required rotations in the third and fourth years of medical school. Every student (125 students per year) will complete an eight-week traditional clerkship which includes six weeks of inpatient medicine and 2 weeks of outpatient medicine. In the fourth year, all students are required to complete a 4-week Advanced Internal Medicine rotation. All students are required to complete a 4-week sub-internship ("sub-I") rotation, and more than 30% of the class elects their a sub-I rotation in Internal Medicine. All students are also required to complete a 4-week ICU rotation; nearly 70% of the rotations occur in DOIM-run MICUs.

#### *Residents*

The DOIM administers the following residency programs that attract high quality applicants from throughout the United States and internationally. The department trains approximately 140 residents a year.

- Categorical Internal Medicine residency: a three-year program leading to board eligibility in Internal Medicine. 30 residents/class

- Categorical International Partnership Residency: a three-year program leading to board eligibility in Internal Medicine. 2 residents/class. The sponsoring country provides salary support for the resident.
- Internal Medicine-Pediatrics residency: a four-year program leading to board eligibility in Internal Medicine and Pediatrics. 3 residents/class
- Preliminary Internal Medicine internship: a one-year program preparing trainees for residency training in other specialties: 23 interns/class

### *Fellows*

The Department trains approximately 90 fellows in 15 ACGME-accredited and four non-accredited fellowship programs:

Clinical Cardiac Electrophysiology	Hematology and Medical Oncology
Cardiovascular Disease	Infectious Disease
Advanced Heart Failure and Transplant	Nephrology
Interventional Cardiology	Hospice and Palliative Medicine
Adult Congenital Heart Disease	Pulmonary Disease and Critical Care Medicine
Endocrinology, Diabetes, and Metabolism	Rheumatology
Gastroenterology	Sleep Medicine
Geriatric Medicine	

Non ACGME accredited fellowships include:

Cardiac Imaging	Interventional Pulmonology
Cardio-Oncology	Quality Improvement and Safety

These programs serve as a pipeline from residency to faculty and have enabled the Department to keep pace with the growing demand in Utah and the Intermountain West for medicine sub-specialists.

### DOIM's Research Enterprise

The DOIM views research success as central to its identity, as one of its most important distinguishing characteristics, and as essential to the broader research success and stature of the SOM and the University. The Department supports and champions a wide range of research activities by its faculty. Early-stage discovery remains a crucial component of the portfolio. At the same time, the DOIM actively facilitates clinical trials. DOIM researchers collaborate extensively across the entire campus, with each of the other 21 departments in the SOM, with each of the other four health sciences colleges (Dentistry, Health, Nursing, and Pharmacy), with the Huntsman Cancer Institute (HCI), University of Utah Molecular Medicine program (U2M2), Genetics/Genomics, Utah Population Database (UPDB), Colleges of Science, Social & Behavioral Science and Social Work, and School of Business. The Department of Internal Medicine is also exploring how collaborations across Divisions and Departments can be viewed as a priority and metric for research success in order to enhance research within and outside the DOIM.

Institutes and Programs in which DOIM faculty members assume leadership roles include:

- CCTS: Will Dere and Rachel Hess, Co-Directors



- Diabetes & Metabolism Research Center Steering Committee members: Molly Conroy, Marcus Pezzolesi, John Phillips, Juliana Simonetti and Corrine Welt
- HCI: Michael Deininger, Senior Director of Transdisciplinary Research; Research Leadership Council
- HCI/DOIM: Michael Deininger, Director Huntsman Center of Excellence for Hematologic Malignancies and Hematology
- Molecular Medicine Program: Matt Rondina, Director
- Nora Eccles Harrison Cardiovascular Research & Training Institute (CVRTI): Ken Spitzer, Director
- Triple I Initiative Scientific Advisory Board: Guy Zimmerman, Tracy Frech, Daniel Leung; Executive Committee: Sankar Swaminathan, Michael Deininger
- University of Utah Center on Aging: Mark Supiano, Director
- Genetics: Corrine Welt, Utah Genome Project Scientific Advisory Board and Utah Center for Genomic Innovation Member
- Vice President's Clinical & Translational Research Scholars Program (VPCAT): Mike Rubin, Director
- VA Geriatric Research, Education and Clinical Center (GRECC): Mark Supiano, Director
- VA IDEAS: Matt Samore, Director; Susan Zickmund and Michael Rubin, Associate Directors
- VA VINCI: Scott DuVall, Director
- VA Utah Vascular Research Laboratory: Russ Richardson, Director
- VA Center of Innovation: Grant Cannon, Director

The research program has expanded with over 600 federal and industry awarded grants and contracts with approximately \$81 million dollars in annual awards in fiscal year 2018. It is the largest research enterprise in the School of Medicine and generates approximately 35% of the extramural research funding to the School and 18% of the extramural funding to the entire University of Utah portfolio. The Department is a central component in the research strategic plan and priorities for the institution.

Further, the research program is in the top third of the country in NIH funding with a 2018 BRIMR Ranking of 37. In fiscal year 2018 the department saw an overall increase in VA, other federal (non-NIH), and non-federal expenditures. DOIM generates \$10M/year (excluding indirect costs or MD salary support) in VA awards, which accounts for nearly half of the SLC VA's \$22M in annual awards.

Key areas within the DOIM's research portfolio that are poised for growth, driven by collaboration, include Cardiovascular Research, Health Services Research and Data Science, Global Health, Program for Air Quality, Health and Society, Diabetes and Wellness, and Addiction Medicine and Health Disparity.

## **CULTURE**

### **What We Stand For**

**MISSION:** We provide compassionate care without compromise, we educate scientists and health care professionals for the future, and we engage in research to advance knowledge and well-being.

**FACULTY LEADERSHIP:** Our faculty's commitment to research and education distinguishes us from non-academic health care systems, and our academic freedom is one of our greatest strengths.

**INCLUSION:** We are committed to the fair and equitable treatment of all members of our community, irrespective of race, color, religion, national origin, sex, age, disability status, sexual orientation, gender identity/expression, genetic information, or protected veteran's status.

**TRANSPARENCY:** We include all stakeholders when making decisions to ensure a fair, open, and transparent process.

**STEWARDSHIP:** Our continued success requires aligning mission, vision, and values across the health sciences.

**ONE SYSTEM:** Our organization is best served by a collaborative and integrated approach as we care for patients, educate students, and make research discoveries.

The University of Utah Health (U of U Health) is a patient focused center distinguished by collaboration, excellence, leadership, and respect. The U of U Health values candidates who are committed to fostering and furthering the culture of compassion, collaboration, innovation, accountability, diversity, integrity, quality, and trust that is integral to our mission.

The University of Utah is an Affirmative Action/Equal Opportunity employer and does not discriminate based upon race, national origin, color, religion, sex, age, sexual orientation, gender identity/expression, status as a person with a disability, genetic information, or Protected Veteran status. Individuals from historically underrepresented groups, such as minorities, women, qualified persons with disabilities and protected veterans are encouraged to apply. Veterans' preference is extended to qualified applicants, upon request and consistent with University policy and Utah state law. Upon request, reasonable accommodations in the application process will be provided to individuals with disabilities. To inquire about the University's nondiscrimination or affirmative action policies or to request disability accommodation, please contact: Director, Office of Equal Opportunity and Affirmative Action, 201 S. Presidents Circle, Rm 135, (801) 581-8365.

The University of Utah values candidates who have experience working in settings with students from diverse backgrounds, and possess a strong commitment to improving access to higher education for historically underrepresented students.

The University of Utah Health seeks a chair to lead and expand the excellence of the educational, scientific and clinical programs of the Department of Internal Medicine. The chair has overall responsibility for operations and strategy in internal medicine across the health system entities. The chair oversees the development of centers of excellence and outstanding clinical programs and inspires groundbreaking clinical, translational and basic research.

This vital position requires a dynamic, passionate and experienced physician-scientist leader with a proven track record across the spectrum of individual scholarship, collaborative academic leadership, clinical and research program development, educational excellence, successful faculty recruitment, retention, and advancement, and community engagement. The chair leads through innovation, effective management of department resources, and leverage of institutional assets. The chair also works collaboratively with leaders of the School of Medicine, Health Sciences and health system, involving fellow chairs, administrators, faculty and staff. The chair demonstrates a personal communication style and integrity that fosters an environment of trust, teamwork, respect and accountability, as well as personal behavior that fosters innovation and excellence from all constituents.

## KEY RELATIONSHIPS

<b>Reports to</b>	Michael L. Good, M.D., CEO, University of Utah Health; Senior Vice President for Health Sciences; and Dean, School of Medicine
<b>Direct reports</b>	Vice Chair of Clinical Affairs Vice Chair of Education Vice Chair for Research Vice Chair for Faculty Affairs and Development Associate Chair, Veteran's Affairs Division Chiefs
<b>Other key relationships</b>	University, Health Sciences and Hospital leadership CEO, Huntsman Cancer Institute Other department chairs, chiefs and faculty members Institute and Center Directors Faculty and staff Donors, community leaders, patients, families

## KEY RESPONSIBILITIES

- In collaboration with institutional leadership, provide visionary and innovative leadership to lead the department into the next phase of growth, development and excellence in its missions, achieving deserved national distinction in each.

- Define and lead the department's research strategy together with the dean. Support investigators within the department in efforts to secure NIH and other grant funding to support research. Ensure a deliberate investment into research activities and priorities within the Department.
- Provide the vision and leadership to achieve superior clinical programs within Internal Medicine and related disciplines. Work closely and collaboratively with the leadership team to build, grow and integrate areas of acknowledged clinical excellence with outstanding outcomes, value, access and patient satisfaction. Actively participate in leadership of the faculty practice to develop innovative clinical growth strategies that increase market share in Utah's rapidly growing population.
- Ensure delivery of excellent clinical education and advanced training to the medical students, residents and fellows and research training to trainees. Provide leadership and oversight to the residency and fellowship programs within the department.
- Supervise, prepare, implement and monitor the department budget that encompasses all funding sources and ensures compliance with grant, legislative and institutional guidelines.
- Retain, recruit, mentor and develop outstanding faculty within the subspecialties of Internal Medicine. Ensure an atmosphere of support and development. Promote scholarly activities on the part of faculty, trainees and students.
- Ensure compliance, ethical medical and financial practice across the department.
- Continually communicate and drive high priority strategic initiatives to keep leadership focused. Communicate effectively and regularly to school and hospital leadership and to department faculty and staff regarding the overall health and performance of the department.
- Coach, mentor and develop others to build internal capabilities and the talent that facilitates succession.
- Establish strong professional relationships, foster open communication and teamwork, and champion change. Effectively manage conflict and look for opportunities for collaborative solutions.

## IDEAL EXPERIENCE

### National reputation for personal academic accomplishments

An outstanding track record of academic clinical, scholarly, scientific, and educational endeavors.

### Significant and successful leadership experience at an academic institution

As a division chief, vice chair or chair of medicine, or equivalent leadership experience. Knowledge of the complex finances at academic medical centers and healthcare delivery organizations. A passion and capabilities for excellence in all aspects of the department's mission, including research, education, clinical care, and community engagement.

### Expanding and fostering strong clinical programs

Proven track record of developing, leading and growing complex clinical programs that focus on access, high quality and outstanding patient satisfaction.

### Developing talent at all levels

Experience developing academic leaders and mentoring junior faculty while identifying and recruiting diverse students, trainees, staff and faculty.

### Growing research programs

Proven track record of supporting the success of a research program that led to significant growth in research funding and publications.

### MD degree and board certification in internal medicine

Licensed or eligible for medical licensure in Utah.

## CRITICAL LEADERSHIP CAPABILITIES

### Strategic and Visionary Leadership

In an ever-changing local, regional and national healthcare environment, the successful candidate must create a compelling strategy and articulate a vision to continue the advancement of a critically important academic department and clinical enterprise for the University of Utah. This will be accomplished by:

- Understanding and explaining how changes in competitive health systems, patient demographics and needs and payment systems affect the department.
- Developing strategies to build and grow sustainable research programs and scholarly activity within the department.
- Translating broader institutional strategies into clear, specific objectives and plans for divisions and individuals.
- Creating a strong and impassioned vision for building excellence in all aspects of the academic mission.

### Collaborating and Influencing

As the leader in a complex health system, the ideal candidate must be able to build strong relationships with others in an environment where the medical school and the clinical system are partners and where the Department of Internal Medicine is seen as a leader within the overall institution. This is accomplished by:

- Facilitating discussions that enable people to collaborate with each other; promoting collaboration across multiple divisions, departments and institutions.
- Identifying and meeting with key players and stakeholders to help them shape a consensus collectively and engaging in a dialogue to reach a conclusion together, compromising as necessary for results.
- Developing explicit understanding of which relationships are most important and building a network to prioritize these relationships.

### Business and Operational Acumen

With healthcare reimbursement moving from a volume-based system to a value-based system and with an increasing focus on managing the health of populations, the successful candidate must be mindful of these pressures. At the same time, and no less important, are ever-increasing downward pressures on research funding and an increase in cross-disciplinary projects and programs. The ideal candidate will be successful by:

- Staying current on local, regional and national healthcare delivery policies to run an operationally strong and financially solid department.
- Monitoring research funding and development as they evolve.
- Actively participating in institutional and departmental philanthropic efforts.

### OTHER PERSONAL CHARACTERISTICS

- A national and international perspective on contemporary issues in medicine and health care, with a strong vision for the role of the Department in an academic health center, especially as it relates to new models of care being developed in an era of health care transformation.
- An in-depth understanding of and experience with residency and graduate academics.
- Experience in and a commitment to philanthropic resource development, with a preference for a proven record of engaging donor-partners and obtaining meaningful donor investment.
- Ability to be a diplomatic, influential, constructive and credible voice to a broad audience, including priority constituency groups, for the Department, including each of the Divisions, the School of Medicine, the Health Sciences, and the University.
- Commitment to principled leadership that embraces the values of integrity, accountability, transparency, collaboration, inclusion, respect, service, compassion, and grace.
- Ability to provide leadership in developing, maintaining and communicating a Department vision that engages faculty, students, staff and other constituents in producing results that provide meaningful mission-driven impact.
- Results-oriented mindset with strong business acumen and the ability to manage large, complex organizations.

- Track record of careful stewardship of institutional resources, decisiveness and ability to make difficult decisions.
- Success in creating a welcoming environment, valuing inclusiveness, gender equity and cultural diversity.
- Talent for retaining and recruiting faculty and staff; commitment to leading through example and maintaining the highest standards of personal and professional integrity.

FOR ADDITIONAL INFORMATION, PLEASE CONTACT:

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