



Chief of the Division of Academic Internal Medicine
Henry Ford Health System
Detroit, MI

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The Organization

Henry Ford Health System

Henry Ford Health System, a non-profit health care enterprise, is one of the nation's leading comprehensive, integrated health systems. It provides financing and health care delivery, including acute, specialty, primary and preventive care services backed by excellence in research and education. See www.henryford.com. Founded in 1915 by auto pioneer Henry Ford, it is committed to improving the health and well-being of a diverse community.

Henry Ford Health System (HFHS) recorded \$3.7B in revenues in 2008 while providing more than \$160M in uncompensated medical care. The health system recorded \$8.5M in net income in 2008.

The system is governed by 24-member board of trustees. Advisory and affiliate boards comprising of more than 220 volunteer community leaders provide vital links to the communities served by the System. Henry Ford is managed by President and Chief Executive Officer Nancy Schlichting.

Hospitals

Henry Ford Hospital - An 802-bed tertiary care hospital, education and research complex in Detroit's New Center Area is the flagship hospital for Henry Ford Health System. The hospital is recognized for clinical excellence and innovations in the fields of cardiology and cardiovascular surgery, neurology and neurosurgery, orthopaedics and sports medicine, organ transplants, and treatment for prostate, breast and lung cancers, among others. Henry Ford Hospital is a Level 1 trauma center.

Kingswood Hospital - A 100-bed hospital in Ferndale offers inpatient care for child, adolescent and adult patients with acute episodes of mental illness, 24-hour intake, dual diagnosis, intensive outpatient programs and day-hospital care.

Henry Ford Macomb Hospitals - A consortium of hospitals that serve southern and northern Macomb County. Henry Ford Macomb, with 435 beds hospital in Clinton Township, offers cardiovascular, cancer and 24-hour emergency care, inpatient rehab, women's health, ambulatory surgery and medical imaging. Henry Ford Macomb - Warren Campus, with 120 beds in Warren, provides 24-hour emergency care, surgery, endoscopy, medical imaging, inpatient and outpatient rehabilitation, a sleep lab and weight management.

Henry Ford West Bloomfield Hospital – Located in West Bloomfield, the 300-bed hospital recently opened with 191 beds; 109 will open in 2011. All rooms are private, which studies have shown to significantly reduce infection. Services include specialty care, 24-hour emergency care, a wellness center, retail shops and alternative therapies.

Henry Ford Wyandotte Hospital - A 379-bed acute care hospital serves the Downriver and western

Wayne County communities. It offers a full range of clinical services, including general medicine, surgery, birthing center and 24-hour emergency care. Henry Ford Wyandotte Hospital also provides physical medicine and rehab, adult mental health and neurosurgical services. Its Center for Health Services in Brownstown Township offers medical imaging, ambulatory surgery, 24-hour emergency care, a sleep lab and other services.

Henry Ford's 27 medical centers are located in Wayne, Oakland, Macomb and Washtenaw counties. Three medical centers provide 24-hour emergency care and ambulatory surgery and are primary care stroke centers.

Henry Ford Medical Group

The Henry Ford Medical Group is one of the nation's largest and most experienced group practices, with 1,100 physicians and researchers in 40 specialties who staff Henry Ford Hospital and 27 Henry Ford medical centers.

Founded in 1915 after consultations with physicians at Johns Hopkins Hospital and the Mayo Clinic, the Henry Ford Medical Group has established itself as one of the premier group practices in the nation. Their large academic enterprise places them in the top three of traditionally independent group practices through:

- **Clinical Care:** The breadth and depth of the Henry Ford Medical Group's clinical services is unparalleled by any other independent academic medical center. The scale and scope are in the 99th percentile of all group practices, with visit volumes larger than most group practices. They are national leaders in primary care with expertise in preventive care services and the health management of senior citizens. The specialty Centers of Excellence are national leaders as well, providing advanced tertiary and quaternary care with a focus on discovery and innovation.
- **Education:** One-third of all physicians in Michigan received training at Henry Ford, and the post-graduate medical education enterprise is among the largest in the country.
- **Research:** Henry Ford is in the top 6% of National Institutes of Health (NIH) funded institutions and in Michigan is exceeded only by the University of Michigan and Wayne State University.

The Henry Ford Medical Group is among the best organized in the country. This self-governed, employed physician practice program has been copied by many others because of the continuing success even through the toughest economic times. The brightest minds in medicine are attracted to become part of the Henry Ford Medical Group because the organization provides physicians the independence to pursue advanced clinical care while undertaking research as well as academic educational initiatives. Henry Ford Hospital has more physicians listed as "Top Docs" than any other hospital in metro Detroit in the book America's Top Doctors.

The Medical Group is a national leader in using e-Prescribing, an innovative electronic computer program that allows physicians to write prescriptions from a personal computer or wireless device and send them directly to a pharmacy. It has proven to improve patient safety, increase generic medication rates, and reduce costs for the patient and health system. E-visits, another unique program, allows patients to communicate with their physician via e-mail.

The Medical Group has established disease management programs for the following chronic conditions: coronary artery disease, chronic heart failure, diabetes, asthma and depression. Henry Ford has partnered with various employers and insurers to conduct successful pilot programs that demonstrate improvement in control of risk factors and a reduction in medical costs. Efforts are under way to extend the pilot programs to wider patient populations.

- Heart and Vascular Institute - A leader and innovator in comprehensive care, research and education offering one of the nation's largest and most successful heart failure and transplant programs. Specialties include electrophysiology, interventional cardiology, rehab, cardiac and vascular surgery and preventive services such as Heart Smart® education.
- Josephine Ford Cancer Center- one of the largest cancer centers in Michigan provides a variety of services in six treatment facilities throughout southeast Michigan, including the Henry Ford Novalis® Shaped Beam Surgery Program, radiation therapy, chemotherapy, surgical oncology and support groups.
- Henry Ford Transplant Institute - The institute is one of the busiest in Michigan for heart, lung, kidney-pancreas, liver organ and bone marrow transplantation, and one of only two multi-organ transplant centers in Michigan. It also has its own organ donor awareness program called LifeShare.
- Maplegrove Center - A nationally recognized chemical dependency program for adolescents and adults on the campus of the Henry Ford Medical Center-West Bloomfield. Maplegrove offers residential (50 beds) and outpatient treatment. Maplegrove and Kingswood Hospital are part of Henry Ford Behavioral Health, which also includes the Department of Psychiatry and seven outpatient clinics.
- Neuroscience Institute - One of the top programs in the country that includes a National Institutes of Health stroke care and research center, a comprehensive epilepsy and Parkinson's disease treatment and surgery program; one of the largest neurosurgery spine programs in Michigan; and the Hermelin Brain Tumor Center.
- Orthopaedic Surgery - Team doctors for the Detroit Lions, the department cares for patients with a variety of bone and joint ailments, including osteoporosis, and provides the latest advances in joint replacement. Its motion analysis lab allows researchers to analyze how bones and joints work together following injury.
- Vattikuti Urology Institute - The leading prostate cancer program in the world where patients have access to the some of the most innovative technology and treatment options. It performs more laparoscopic procedures using robotic technology for treating prostate cancer than any other center in the world - nearly 5,000 to date.

Community Care Services

Services include Henry Ford Health Products, a medical supply retailer; Henry Ford Medical Center Pharmacies and Fairlane Pharmacy Services, which provides IV therapy and medication to long-term care facilities; Pharmacy Care Management, which manages medication for patients; Greenfield Health Systems, a dialysis and blood therapies provider; Lifeline, an emergency-alert system; Henry Ford Extended Care, a private-duty nursing service; Henry Ford Home Health Care, a Medicare-certified home health care agency; Occupational Health, which provides workplace injury prevention, evaluation, treatment and safety; Center for Senior Independence, an alternative to nursing home care for the frail

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elderly; Henry Ford Continuing Care Corporation, with nursing homes in Harper Woods (153 beds) and Roseville (172 beds). Also included in Community Care is Henry Ford Hospice, providing palliative and hospice services in a variety of settings, including residences in Oakland and Macomb Counties, Kaleidoscope Kids, a program for children with terminal and chronic illnesses, and SandCastles, a grief support program for children, teens and their families; Henry Ford OptimEyes, in partnership with Eye Care Services, provides a full continuum of eye care in southeast Michigan; Josephine Ford Cancer Center-Downriver, located in Brownstown Township, provides clinical and support services for cancer patients in the Downriver region.

Health Alliance Plan

Health Alliance Plan (HAP) serves more than 1,700 employer groups and 500,000 members. HAP is a nonprofit managed care organization that facilitates health care coverage through an expansive, flexible product portfolio: Commercial HMO, Point of Services (POS), Preferred Provider Organization (PPO) and Exclusive Provider Option (EPO) plans as well as High Deductible Health Plans with Health Savings Accounts and Health Reimbursement Accounts, Medicare solutions, individual plans and Health Coverage Continuation Plans. HAP's commercial HMO received excellent accreditation from the National Committee for Quality Assurance (NCQA). Alliance Health and Life Insurance Co. PPO received full accreditation from NCQA.

Education

Teaching, research and advanced patient care make Henry Ford Health System a premier academic medical center. Affiliated with Wayne State University's School of Medicine, Henry Ford provides innovative physician training programs and collaborates on leading-edge medical research.

HFHS is a state and national leader in medical education for medical students, interns, residents and fellows and the continuing education of faculty, affiliated physicians, nurses and allied health professionals. Each year, HFHS trains more than 1,500 future physicians. Henry Ford Hospital trains more than 500 medical students and 125 fellows in 46 accredited programs; an additional 25 fellows participate in unaccredited specialized programs. Henry Ford Macomb Hospitals and Henry Ford Wyandotte Hospital train more than 200 osteopathic medical students and 200 residents in their accredited programs. In 2008, continuing medical education opportunities were provided to more than 52,000 physicians, nurses and allied health professionals. The Center for Simulation, Education and Research provided over 8,000 participants a risk-free environment where state-of-the-art computers and mannequins simulate hundreds of medical conditions, allowing health care professionals to practice and augment their skills.

Research

Henry Ford Hospital is the major academic and research component of the health system. Since 1915, the physicians and scientists who make up Henry Ford Hospital have focused their efforts on a wide variety of topics critical to understanding the mechanisms of disease and developing new, viable treatment options.

Much of the research conducted at Henry Ford Hospital is translational in nature – from bench to bedside. To this end, Henry Ford's basic science studies run the gamut from whole-animal physiology to cell and molecular biology to bioengineering, always with an emphasis on studies that can directly

improve patient care. The departments with the largest basic sciences programs are Medicine, Neurology, Epidemiology and Population-Based Research, Neurosurgery, and Radiation Oncology.

Statistics

- More than 17,489 full-time equivalent Henry Ford Health System employees, including 3,632 nurses (395 from Canada) and 3,883 allied health professionals; more than 23,000 total Henry Ford Health System employees.
- The Henry Ford Medical Group is comprised of physicians and scientists from 60 countries around the globe.
- 3.1M patient visits annually and more than 78,000 outpatient surgical procedures performed annually at Henry Ford Health System.
- 93,000 patients admitted to Henry Ford Health System hospitals annually.
- Revenue: \$3.7B; Net Income \$8.5M; uncompensated care: \$160M. (2008 data)
- More than one million residents in southeast Michigan receive care from Henry Ford Health System.
- More than 40% of Henry Ford Health System patient visits are by persons age 50 and over.
- 20% of ambulatory care and 10% of acute care services in southeast Michigan are provided by Henry Ford Health System.
- Payor distribution: Medicare, 33%; Health Alliance Plan, 27%; Blue Cross, 17%; Medicaid, 11%; other 12% including Alliance Health and Life Insurance, Aetna Health Plans, United Healthcare, PPOM and Preferred Health Plan's Health Choice.

The Department of Medicine

Henry Ford's Department of Medicine is one of the largest academic departments in the country and has won numerous awards for excellence in patient care, safety and quality.

Clinical Care: The Department of Medicine is composed of 12 Divisions covering 16 sites with annual GPR of \$514M. The Department of Medicine provides comprehensive services in every medical specialty and subspecialty including:

Allergy & Immunology, Cardiovascular Medicine, Endocrinology, Gastroenterology, General Internal Medicine, Hematology/Oncology, Hospitalist Medicine, Infectious Disease, Nephrology, Pulmonary and Critical Care Medicine, Rheumatology, Sleep Medicine

Education: Henry Ford Medicine's educational programs are supported by a talented, diverse and innovative group of individuals who are all committed to excellence in medical education. An extraordinary breadth of educational offerings provides varied opportunities to students, residents, fellows, faculty members and the medical community.

Henry Ford's Internal Medicine Categorical and its Combined Internal Medicine/Emergency Medicine Residency Training Programs are highly competitive. Residents and faculty are committed to the goal of sustaining an outstanding education in pediatric medicine while delivering the highest caliber of patient care.

Another major goal of Henry Ford Medicine is to foster the development of the next generation of leaders in academic medicine. This aim is achieved by providing a rich environment for the training of

fellows with investigators who are respected as experts in their fields and distinguished for their proven success in training fellows. Fellows in the following subspecialty disciplines may participate in clinical, translational, or basic science research while developing skills as consultants:

- Advanced Endoscopic Training (Gastroenterology)
- Allergy and Clinical Immunology
- Cardiology
- Critical Care Medicine
- Endocrinology, Diabetes and Metabolism
- Gastroenterology
- Hematology and Medical Oncology
- Hospice and Palliative Medicine
- Infectious Diseases and Hospital Epidemiology
- Nephrology and Hypertension
- Pulmonary Disease and Critical Care Medicine
- Sleep Medicine

The Department of Medicine has 120 residents in internal medicine and 100 fellows. The Internal Medicine Residency Program is only one of the very few in the country with a 10 year accreditation through ACGME. The newly formed fellowship in hospice and palliative medicine is initially accredited for three years; all other fellowships in internal medicine are accredited for five years.

Research: Research at Henry Ford, coupled with medical education, has long been appreciated as critical to the System's academic mission. Researchers collaborate with members of the HFMD and HAP, as well as with fellow researchers and health care research networks in other states.

HFH is the major academic and research component of the HFHS and its Department of Medicine is foremost in participation in research. Research at Henry Ford is concentrated in the following areas: Cardiovascular and Renal Research, Neurosciences Research, Bone and Joint Research, Cancer Research and Immunology. Other researchers focus on disease screening, prevention and management, health outcomes, disparities in care and health economics.

In 2009, HFHS researchers engaged in more than 1,700 studies, with annual funding exceeding \$70M from internal and external sources. Henry Ford ranks first in non-university-based Michigan health systems for funding from the National Institutes of Health and is third in Michigan among medical schools receiving NIH funding. Henry Ford ranks 168 out of 2,700 institutions receiving NIH grants - \$59M in total awards in 2009 – of which the Department of Medicine is the largest recipient.

The Division of Academic Medicine

The major distinction of the Division of Academic Internal Medicine compared with other general medicine sites in the medical group is the mission and commitment to resident and student education. The Division (colloquially known as K15) provides a weekly continuity clinic for 88 internal medicine residents (from a class of 130). K15 has four general internal medicine inpatient units with a total of 60 beds and an inpatient internal medicine consult service. Members of the Division include the Program Director and two Associate Program Directors for the Internal Medicine residency program. The Division provides a general internal medicine experience for the Wayne State University-COM students as well as other medical students. The faculty also staffs a physical diagnosis course for the medical students.

They also work with residents in developing abstracts, posters and other presentations for national and local meetings including ACP and SGI. The faculty collaborates with other researchers in the medical group, including recruiting patients for the clinical studies. Several of the staff have worked on health care delivery research projects as well as quality initiatives. One of the K15 faculty is co-director of the institution's impressive Simulation Center. The K15 Division is regarded as having some of the best general internists in the medical group and has an excellent reputation among physicians and their families.

The Position

Reporting to the Chair of the Department of Medicine, the Division Chief of Academic Internal Medicine will provide the leadership for transforming the Division from a center of clinical excellence and teaching, to an academic program that also has a strong clinical research enterprise. The Division Chief will provide energetic leadership to continue the support of the highly respected clinical faculty. The Division Chief will focus on the clinical operations and patient satisfaction and establish performance objectives that support and ensure patient centered practice site operations and efficient provider performance. The Division Chief will work closely with the Chair and other members of the leadership team to plan and execute departmental strategy and to enhance the role and reputation of the Division.

The new Chief will enjoy the support of the Department Chair and the leadership of the healthcare system in building a clinical research program. Success in this effort will be measured by engagement of the faculty to participate in innovative clinical trials, publication in peer reviewed journals, procurement of external grant funding, and achievement of regional and/or national recognition for his or her research and academic efforts.

The Chief will collaborate with the Department Chair to develop an infrastructure for the Division so that the faculty and its many initiatives will be effectively organized and supported in their endeavors. This will include the appointment of an Associate Division Chief who may be asked to lead the Division's medical education, grant management, and oversight of the professional, financial, and operational aspects of practice management. He/she will be instrumental in negotiating service and professional activities with internal and external partners. The Chief will determine the most effective approach to create a program to represent, mentor, and champion the Division's residents and faculty and enthusiastically contribute to their professional development. Specific responsibilities include:

Practice Redesign: This includes the continued implementation of an advanced medical home model as well as moving the current medical assistant support model to one which relies much more heavily on RN's. Advanced Medical Home implementation is a priority for the Chair and the Division Chief.

Academic Development of the Faculty: The faculty on K15 provides most of the general internal medicine inpatient and outpatient teaching. Opportunities to develop faculty academic skills in health care delivery research will help attract new faculty and will make the current faculty better teachers for residents.

Non-Academic Faculty Development: Recognize and develop the future leaders for the Division, the department and the medical group. Provide training and development for faculty interested in administrative leadership. Provide opportunities to grow under the mentorship of the Division head.

The Candidate

The successful Chief of the Division of Academic Internal Medicine will be an outstanding and experienced Board Certified Internist. The candidate's prior research and academic experience will be translatable into substantial skill in the startup of a research program and in the ability to train residents and fellows in the fundamental concepts and conduct of clinical trial research. Candidates for this position should have excellent organizational and communication skills. He/she should be articulate, approachable, collaborative, and able to take appropriate risks. Develops strong partnerships with all relevant constituents and contributes to the success of all entities. In addition, the ideal candidate:

- Has a track record in building programs
- Is a strong dynamic leader and visionary
- Demonstrates a career progression that has prepared him/her for a position of this scope, complexity, and scale
- Has a leadership style that fosters and supports change and innovation, with an ability to delegate yet maintain overall control and to set high standards
- Is experienced in managing staff, including faculty
- Has experience and acumen in financial matters
- Has the capacity to prioritize issues and initiatives across competing interests
- Creates a team approach to tackle problems and solutions within the department
- Possess emotional maturity and judgment
- Is a creative and thoughtful thinker
- Understands clinical medicine from the perspective of personal clinical practice experience

Most important, the ideal candidate will be excited about the opportunity to create and build a research program in one of the most prestigious and progressive organizations.

About Michigan and Detroit

The **State of Michigan** holds the world's longest freshwater coastline, home to more than 100 public beaches and lighthouses, 99 state parks, and numerous lakes, campgrounds, and wildlife refuges. There are thousands of miles of hiking, biking, cross-country skiing and snowmobiling trails that thread their way across the state. And for a little rest and relaxation Michigan offers over 800 pristine golf courses.

Located in southeastern Michigan, **Detroit** is the largest city in the state, the 10th largest city in the United States and the eighth largest metropolitan area.

Detroit is home to top-notch entertainment venues, fun family attractions, glitzy casinos and world class museums. Including the Detroit Zoo, Detroit's International Riverfront is nearly three miles of RiverWalk complete for biking, jogging, walking and enjoying amazing views of the Detroit and Windsor, Ontario skyline. Wayne State University campus' is within walking distance from Henry Ford Hospital.

Metro Detroit is surrounded by diverse ethnic neighborhoods with a variety of dining options, from flaming cheese (saganaki) in Greektown, homemade tamales in Mexicantown, pierogies in

Hamtramck (Polish), Tabbouli and Hommous in Dearborn (Arabic) and the local American favorite Coney Island hot dogs.

The Suburbs of Metro Detroit offer anything from sprawling newer communities with beautiful lakefront property to well-established historic neighborhoods. Close proximity and easy access to Ann Arbor and the University of Michigan Campus as well as the Cranbrook School for the Arts and Cranbrook Science Center. The suburbs are also home to "The Henry" in Dearborn with the world's only hands-on industrial museum.

Detroit is home to a number of professional sports teams including the Detroit Tigers, Detroit Lions, Detroit Red Wings and Detroit Pistons.

Compensation

A package will be constructed commensurate with the experience and accomplishments of the selected candidate.

For More Information

We appreciate all referrals. Interested parties please send resume and cover letter to HenryFordDivChief1990@ZurickDavis.com. For additional questions please contact **Jackie Rosenthal** or **Myranne Janoff** at 781.938.1975. All contact with our office will remain confidential.