

JOB DESCRIPTION: Chief, General Internal Medicine

SUMMARY: The Department of Medicine at the Medical College of Wisconsin seeks an outstanding academic leader to direct the Division of General Internal Medicine. The successful candidate will hold a faculty appointment at the Medical College of Wisconsin and lead a highly accomplished Division of General Internal Medicine. Integral to the position will be the ability to foster cutting edge research, lead academically and educationally oriented faculty, and demonstrate the skills to propel the Division to new heights in its clinical, research and teaching mission.

ROLE RESPONSIBILITIES: Reporting to the Chair of Medicine, Dr. Roy Silverstein, the new Division Chief will have the goal of advancing the field of GIM through patient care, practice innovation, research and education. The vision of the Division is to be among the top 10 GIM programs nationally. Direct reports to the Chief, General Internal Medicine include Section Chiefs in Perioperative & Consultative Services, Hospital Medicine, Primary Care and the VA Medical Center.

Education and Academic Responsibilities:

Education and academic responsibilities for the Division Chief encompass a broad set of duties including development of a strategy to enhance the Division's academic performance, with the goal of continued growth. The successful candidate will foster a positive learning environment for faculty, residents, and medical students, promoting excellence in education within and beyond the Division. We will look for substantial prior experience in mentorship of junior faculty, with demonstrated success in guiding others towards focused scholarly work, meaningful research and ultimately to academic promotion. Oversight of faculty will include assistance in faculty development, with a focus on creation and monitoring of individual professional development plans.

Research:

The successful candidate will help to foster excellence in clinical, translational, basic science and health services research. This will include development of a comprehensive research plan, as well as actively support the development of research projects and funding applications by individual faculty. Effective mentorship for junior faculty is of particular importance.

Quality & Patient Safety:

The successful candidate will inspire and support a culture of continuous quality and process improvement. Standard responsibilities include: (a) Support implementation of institution-wide improvement initiatives; (b) Development and support of a robust set of improvement goals within the Division, including clinical pathways and evidence-based best practices; (c) Promotion of Patient and Family Centered Care.

Operations and Finance:

In collaboration with the Chair of Medicine, faculty and the practice plan, the Division Chief will acquire, develop and manage the resources necessary to achieve both clinical and academic goals for the Division. Standard responsibilities include: (a) Managing the necessary staffing of clinical, teaching and research programs, in consultation with Section Chiefs and academic leadership; (b) Partnering with the Chair of Medicine and the President of Medical College Physicians (MCP) to recruit and hire faculty into approved positions; (c) Effectively allocate faculty effort among different responsibilities; (d) Develop and manage the annual clinical, education and research budgets of the Division.

Clinical Care:

The Division Chief will oversee and allocate resources to the Section Chiefs so that the clinical staff provides outstanding value-based care to general internal medicine patients in both the inpatient and outpatient platforms.

TOP GOALS FOR NEW DIVISION CHIEF:

- Grow the clinical mission with an emphasis on innovative ambulatory delivery models for patients with chronic complex medical problems.
- Gain expertise in population health management to be ready for shift from volume to value in reimbursement contracts.
- Grow the research mission with a focus on developing high-quality programs in such areas as population health, women's health, clinical effectiveness, clinical informatics, and implementation science.
- Improve faculty and staff engagement through attention to diversity recruitment, retention, career development, leadership development, and effective communication.
- Develop a high quality academic fellowship program in Hospital Medicine to create a pipeline of academic hospitalists for MCW and beyond.

EXPERIENCE REQUIRED:

- MD with a track record of professional leadership roles in an academic institution
- Board certification in Internal Medicine (ABIM)
- Eligible for licensure in the State of Wisconsin
- Academic rank of associate or full professor
- Demonstrated experience in recruiting faculty and staff
- Demonstrated experience in mentoring faculty
- Demonstrated ability to develop and build innovative programs
- An understanding of the general clinical disciplines within General Internal Medicine

CANDIDATE CHARACTERISTICS:

- Outstanding and dynamic leadership skills
- Demonstrated skills working collaboratively with others
- Commitment to servant leadership
- High energy and focus with a drive to take the program to new heights
- Exceptional interpersonal skills and emotional intelligence
- Advanced problem solving skills leading to creative solutions
- Excellent communication skills
- The ability to work in a team environment and to lead teams
- Respect for diversity
- Professional competence, ethical standards, and the ability to serve as a role model for other faculty, fellows and resident physicians

Institutions:

The Medical College of Wisconsin (MCW) is a private, academic institution dedicated to leadership and excellence. The college educates 816 medical students, 450 graduate students and supervises 900 physicians-in-training in graduate medical education (residency and fellowship training) programs. The college is the nation's 10th largest medical school in terms of enrollment and it provides continuing education to more than 15,000 health professional registrants each year. In July 2007, the Higher Learning Commission notified MCW that the accreditation has been continued for ten years. The college research enterprise generates >\$130 million/yr, including ~\$91 million in NIH funding and is ranked 44th among medical schools nationwide. Through its clinical operations, MCW providers, physician assistants, nurse practitioners and psychologists care for more than 410,000 patients representing more than 1.7 million patient visits.

The Department of Medicine consists of 10 academic divisions with robust GME programs in Internal Medicine and all of its specialties. The Department has more than 300 faculty members who are actively engaged in the teaching, research, clinical, and community engagement missions of the College. The Department ranks 41st in NIH research funding among medical school departments nationwide. Department of Medicine Providers practice at 2 major affiliates - Froedtert Hospital and the Zablocki VA Medical Center, as well as in community based clinics in the Milwaukee area. The practice is part of a multi-specialty group faculty practice known as Medical College Physicians (MCP) owned by the Medical College.

Froedtert Hospital is the primary adult hospital affiliate of The Medical College of Wisconsin and is staffed by MCP physicians providing care in all medical specialties and subspecialties. Froedtert and MCW are at the forefront of new technology and care in many areas, including cancer, heart and vascular diseases, brain injury and disorders, spinal cord injury, transplant, communication disorders, digestive diseases, diabetes, orthopedics, urology and women's health. A 500-bed hospital, Froedtert, has the only adult Level 1 Trauma Center in eastern Wisconsin. All physicians practicing at Froedtert are Medical College of Wisconsin faculty member and share the college academic mission. Froedtert and The Medical College of

Wisconsin Clinical Cancer Center is a state-of-the art comprehensive cancer center that brings together everything cancer patients need including, world-class cancer specialists, innovative cancer therapies, advanced treatment technology and the full range of support services to patients and their families. Froedtert Hospital is the flagship hospital of Froedtert Health System. An increasing number of MCW physicians practice at the system's two other hospitals, Community Memorial Hospital of Menomonee Falls and St. Josephs' Community Hospital in West Bend. For more information, see www.froedtert.com.

Clement J. Zablocki VA Medical Center has been a major hospital affiliate of the college since 1946. Most physicians practicing at the VA Medical Center are MCW faculty members. The VA Medical Center provides 168 acute care hospital beds, admitting 8,000 patients and recording more than 600,000 outpatient visits annually. It is one of the busiest and most comprehensive centers operated by the Department of Veterans Affairs. Approximately \$10.8 million in research (funded primarily by the VA and the NIH) is conducted by College faculty at the Zablocki VA Medical Center. For more information, see www.milwaukee.va.gov.

Division of General Internal Medicine:

The Division of General Internal Medicine has seen significant growth over many years and is the largest of ten divisions within the Department of Medicine. The division includes 95 faculty members, and 17 advanced practice staff. Since 1999, the Division was led by Dr. Ann Nattinger, who recently stepped down to accept a new role as Senior Associate Dean of Research with the Medical College of Wisconsin. Dr. Barbara Slawski, Section Chief of Perioperative and Consultative Medicine, has been appointed Interim Division Chief. The Division includes Sections in Primary Care, Hospitalist Medicine, Perioperative and Consultative Medicine, and the VA General Internal Medicine (including both primary care and hospitalist medicine).

Under Dr. Nattinger's leadership, faculty from all four sections have retained a rigorous focus on scholarly activity and original research, culminating in the development of the Center for Patient Care and Outcomes Research (PCOR) at MCW. In July 2013, PCOR became a stand-alone center in the medical college; however it remains closely affiliated with GIM since most of the faculty associated with PCOR are in the Division. Division faculty are highly productive, with many high quality peer-reviewed publications and significant success in extramural research grant funding. Many faculty members serve in leadership roles with of the Society of General Internal Medicine, the Society of Hospital Medicine and the American College of Physicians, and many present frequently at regional and national meetings of these societies. The Division is home to many of the key educational leaders in the Department of Medicine, including six internal medicine residency associate program directors, three clerkship directors, three leaders of M1-2 Discovery Curriculum courses, and many elective rotation directors. The Division runs a highly successful, annual off-site CME conference.

The Division provides clinical service in the areas of inpatient, primary, and urgent care at both Froedtert Hospital and the Clement J. Zablocki VA Medical Center. Experts in primary care medicine practice at both sites and both sites are certified as a patient centered medical homes. The hospitalist group was formed in 2007 and has experienced significant growth since this time. Clinically, high value is placed on HCAHPS and WCHQ metrics as well as the unique partnership between the Division and Froedtert Hospital. The Division also provides innovative perioperative medicine services, with preoperative ambulatory functions in place since 2003 and more recently establishment of an inpatient consultation and co-management service for surgical patients. In 2008 these services were organized into a distinct section, one of the first of its kind in the country.

The mission of the Division is best expressed through its commitment to patient care, medical education, research, and innovation, as well as its regional and national presence as a leader in the comprehensive care and treatment of the adult patient. The Division provides patient-centered, effective, and efficient medical care while teaching the fundamentals of General Internal Medicine to the health care providers and leaders of the future. It is important that the Division foster innovation and research in patient care and clinical knowledge, encourage disease prevention and healthy living, and work to reduce the cost of medical care through clinical efficiency and patient education.

Additional Strengths of the position include the following:

- The GIM Division has a well-balanced, stable faculty across all academic ranks, including 12 full professors.
- GIM has four senior, experienced section chiefs managing primary care, hospitalist medicine, perioperative and consultative services and the VA.
- Faculty members and staff in the division represent diverse academic and clinical backgrounds, contributing to a vibrant, energetic, creative practice group.
- The GIM Division has strong visibility at the national level for its research and education activities.
- GIM Division faculty play key leadership roles in UME and GME programs at all levels.
- The Department of Medicine has a new Endowed Chair for Women's Health that will be available for the Division Chief, either for recruitment of an additional faculty member or for the Division Chief if appropriate.
- MCW has an NIH sponsored Clinical and Translational Science Institute with programs ideally suited to support the research and education missions of GIM, including biostatistics and a clinical data warehouse (i2B2).
- MCW is moving towards becoming a health sciences university with a new school of pharmacy to matriculate its first class in 2017 and new allied health programs in planning stages.
- MCW has a large endowment from the Wisconsin Blue Cross Conversion (the Advancing a Healthier Wisconsin endowment) available to support innovative research and educational programs as well as community engagement research.
- Froedtert Health, our major hospital affiliate partner is in a strong financial position and is investing in clinical programmatic growth.

- The GIM Division receives strong support from the Department of Medicine and Froedtert Health and has a long standing strong financial performance.
- MCW is a highly collaborative environment with faculty in other departments and center, including the Institute for Health and Society, Cancer Center, Neurosciences Center, and Human Genetics Center.
- The two main clinical sites, Froedtert Hospital and VA Medical Center offer large, diverse patient populations with numerous opportunities for clinical program growth and development.

Primary Care Section:

The Primary Care Section at FH comprises 15 faculty members and 4 APPs who provide outpatient care at a single location within Froedtert Hospital. About half these faculty also provide some inpatient care on one of the resident teaching services. The Section is led by Julie Mitchell, MD MS, a clinician-educator, who also serves as director of population health for MCP.

The Internal Medicine Clinic (IMC) is an NCQA-recognized Primary Care Medical Home providing primary and urgent care for patients of our practice. The service is organized into small care teams led by 2-4 physicians managing a patient panel of about 2000 patients. Each care team is assigned an APP, a pharmacist, two medical assistants, a nurse, and a scheduler. The clinic medical director partners with the Division Administrator and Froedtert clinic manager to form a “triad,” responsible for the operations of the clinic.

Within the clinic, we provide comprehensive primary care, taking advantage of Froedtert services such as social work, EKG technicians, and point-of-care testing and glucose meter downloads. Our EHR, EPIC, spans inpatient and outpatient and connects to most regional EHRs through CareEverywhere. We have behavioral health services embedded in the clinic and a specially-trained APP providing foot care. We have recently purchased an ultrasound machine and a retinal camera and we are setting up processes to take advantage of these technologies to boost our procedural services.

Clinical programs of the Section are also developing value-based approaches to care. A new “Extensivist Program” provides video-assisted, coordinated, home-based care to patients recently discharged from the inpatient service at high-risk for readmission, and is led by a dedicated MD-APP team. A new primary care initiative for patients with chronic complex medical problems will complement the Extensivist Program by providing continuity care for vulnerable patients with a primary goal to reduce the total cost of care.

Many faculty members in the Primary Care Section have leadership roles in our GME and UME programs or have protected research time. Example roles include Associate Program Director for Ambulatory Residents, Fourth-Year Ambulatory Clerkship Director, Lead for M3-4 Workgroup, Third-Year Clerkship Director, Lead for Early and Continuing Clinical Experiences Workgroup (M1-2), and Clinical Apprenticeship Course Director (M1-2). Our faculty and our teaching programs regularly are recognized with MCW and Department of Medicine teaching awards.

Hospitalist Medicine Section:

The Hospitalist Section at Froedtert Hospital is growing rapidly, benefiting from excellent leadership from Geoffrey Lamb, MD (section chief) and Vipul Rana, MD (medical director) and outstanding support from the hospital. The group provides inpatient coverage for both general medical and specialty diagnoses and is an important interface between the Department of Medicine and student and resident learners at MCW. The Section consists of 35 faculty members, including four full time nocturnists, and 11 advanced practice providers (APPs), together delivering full twenty-four hour coverage. Clinical services include 12 general medical teams, an Advanced Heart Failure team, a Procedure team, and a planned Observation Unit. General medical teams are either resident-based or APP-based, and students are present on essentially all teams. Our Advanced Heart Failure team is a successful collaboration between Hospitalists and cardiology which covers patients who either have left ventricular assist devices or who have had a heart transplant. The Procedure team provides common bedside procedures for general medical service, hematology/oncology patients, and transplant ICU patients and serves as a training venue for Medicine residents. A new 14-bed Observation Unit is scheduled to open January 2016 and reflects our collaboration with Emergency Medicine.

The Hospitalist Section has contributed to excellent inpatient metrics, including a recent top 10 national quality and accountability ranking by University Health Systems Consortium (UHC). Additionally, the section faculty are members of and chair numerous hospital committees that are key to hospital operations.

Hospitalist faculty members also fulfill key administrative and leadership roles in medical student and resident education. Additionally, Hospitalist faculty offer electives for students and residents, including a sub-internship or elective for fourth-year students in hospital medicine and procedure service electives for residents.

The hospitalist section is currently developing a 2-year hospital medicine fellowship. The focus of the fellowship is to develop academic hospitalists who are able to provide thorough and efficient patient care while contributing to the academic missions of the departments of medicine. Fellows will choose from among pathways focused on education leadership, quality and process improvement, health service research, or health care economics and may obtain a Master's degree during the fellowship.

Faculty members are academically active regularly presenting at the Society of General Internal Medicine and the Society of Hospital Medicine and holding national and regional leadership positions.

Perioperative and Consultative Medicine Section:

The Section of Perioperative and Consultative Medicine is a dedicated group of 10 faculty and 5 APPs with clinical focus on the care of surgical patients. Preoperative services in the Section are delivered in the Preoperative Clinic at Froedtert Hospital and via a specialized preoperative program at Froedtert Hospital's Eye Institute. The Section also provides consultative medical services and co-management of surgical patients through two inpatient teams.

The preventative, premonitory, and follow-up care provided in Perioperative Medicine has made significant positive impact on factors such as surgical delays, mortality, and length of stay. The Section continues to develop partnerships with surgical departments and faculty and has experienced significant growth in patient volumes at an average of 8% annually for 11 years. The Preoperative Clinic at Froedtert Hospital is a multidisciplinary program staffed by Internal Medicine physicians, Anesthesiologists, and hospital based APPs, under the medical direction of the Perioperative Section Chief. This successful program has grown substantially and an estimated 11,000 patients will be seen in academic year 2016. As a result, a new workspace in the recently opened Center for Advanced Care hosts the Preoperative Clinic, formerly known as Pre-Admission Testing.

The Section has consistently developed as the practice of Perioperative and Consultative Medicine has expanded throughout healthcare in general. Faculty members serve in relevant administrative and clinical capacities as important collaborators in patient care.

Faculty members in Perioperative Medicine are also academically active, nationally recognized leaders in this emerging field, representing the division as leaders of national conferences in Perioperative Medicine.

VA General Internal Medicine Section:

The Clement J Zablocki VA Medical Center is a 165 acute care bed facility and one of only 30 VA Medical Centers nationally with 1A designation offering primary care services to over 48,000 veterans enrolled in the Patient Centered Medical Home. The primary care clinic provides a continuity experience for 29 residents and has a dedicated Women's Health Clinic. The VA also has a hospitalist medicine program with 10 hospitalists, including 3 full time nocturnists, together providing 24/7 coverage. Clinical responsibilities include one hospitalist team, four general medical teams, and consultative medicine services.

The VA is one of five sites for the clinical innovation program designed to provide the opportunity for innovative projects and includes the ability to apply for grants up to \$500,000 to test clinically oriented and translational research. The Zablocki VA is also one of five sites for the PIM awards (PACT Intensive Management Program, a \$2.8 million four year program). This is an initiative designed to improve the care provided to high risk veterans and is a think-tank for testing innovative solutions. Dr. Jackson was also recently elected as a member of the US Preventive Services Task Force.

The Zablocki VA is developing a core group of faculty that will focus on quality and safety projects. This group of faculty members will help supplement the experience of the safety and quality fellowship. They will take advantage of the clinical innovation program to secure funding for safety and quality projects. In addition, a one-year Fellowship in Safety and Quality that is designed to train future leaders in quality and safety work is also available. Fellows participate in an intensive curriculum designed to provide clinical and research training in this area and are expected to complete a safety project.

For additional information or to provide recommendations, please contact:

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