



UMass Memorial Health

Position Specification

Chair, Department of Neurology

University of Massachusetts Medical School

UMass Memorial Health

Worcester, Massachusetts

March 2021



POSITION SPECIFICATION

Position	Chair, Department of Neurology
Institution	University of Massachusetts Medical School (UMMS) UMass Memorial Health (UMMH)
Location	Worcester, MA
Dual Reporting Relationship	Terence Flotte, M.D. Provost, Dean of the School of Medicine, and Executive Deputy Chancellor, UMMS Eric Dickson, M.D. President and Chief Executive Officer, UMMH
Institutional Websites	www.umassmed.edu www.umassmed.edu/neurology www.umassmemorialhealthcare.org

THE OPPORTUNITY

University of Massachusetts Medical School (UMMS), one of the most prominent medical schools in New England, is deeply rooted in its educational goal of providing quality medical, research and nursing education to its students. Beyond its core mission of distinction in medical education, the past decade has seen UMMS explode onto the national scene as a major center for research. The institution also ranks near the top among medical schools in the Northeast in the amount of funding awarded by the National Institutes of Health. UMMS' clinical partner, UMass Memorial Health (UMMH), is the largest healthcare system in Central and Western Massachusetts, featuring three acute care hospitals and a wide array of clinical services spanning the entire continuum of care.

The Department of Neurology is critical to much of what UMMS/UMMH look to achieve in the coming decade. The department has a great history as reflected by its recent Chair, Dr. Robert Brown, an iconic physician-scientist who studies the genetic basis of ALS and other muscular diseases. After a successful 10-year tenure, Dr. Brown returned to the laboratory in February 2019 and a national search for his successor is underway.

UMMS and UMMH seek a collaborative and dynamic physician executive to serve as the next Chair, Department of Neurology. The Chair will be an experienced academic leader with a reputation as an outstanding clinician and a strong history and commitment to research and training. They will have a passion for academic medicine and providing an environment conducive to advancing the academic mission as well as experience working in an integrated clinical program. The next Chair will be an individual who is committed to providing superior care, and a desire to improve systems and processes to reach UMMS and UMMH goals. Candidates must hold a medical doctorate degree, board certification in Neurology, and possess qualifications for appointment to Full Professor at UMMS.



Reporting directly to both the Provost/Dean of UMMS and the President/CEO of UMMH, the Chair will guide a department with outstanding opportunities strongly supported by the medical school and health system leadership. It will be an important contributor to the developing neurosciences center as well as the evolving clinical neuro service line, occupying a crucial nexus for integration of research, patient care, and training. Neurooncology, dementia, headache are among the areas that represent opportunities for faculty recruitment and program development (both academic and clinical). Expanding population health efforts, as well as digital innovation will put the department squarely at the center of the organizations' strategic plans. The Chair is also expected to build on the excellence of programs in movement disorders and stroke.

The Chair will be dedicated to the delivery of the highest quality patient care and consistency in clinical care standards, driven by patient safety requirements and clinical outcomes monitoring. They will support the transformation of care delivery advancing a culture of excellence. Critically, the Chair must be committed to the fullest expression of diversity, inclusion, and equity in the Department and the institutions it serves and will be accountable for success in these areas.

The University of Massachusetts Medical School and its clinical partner, UMass Memorial Health, collectively the largest employers in the region, take seriously their respective aligned missions to identify and attract leaders and staff at all levels of the organizations who bring diversity to their workforces. The organizations have each made it a key priority to recruit and retain diverse talent to enhance their missions of patient care, teaching and research. The new Chair will be a key partner in supporting this important mission.





INSTITUTIONAL BACKGROUND

DEPARTMENT OF NEUROLOGY

The Department of Neurology was founded in 1977.

Divisions:

- Epilepsy
- Movement Disorders
- Multiple Sclerosis/Neuroimmunology
- Neurocritical Care
- Neuromuscular Diseases
- Neuropsychology
- Stroke
- Telestroke

Clinical:

- 35 clinical faculty, 6 nurse practitioners, 1 physician assistant
- Annual clinical budget of \$5.5 million
- Growth opportunities in three additional future divisions, including Dementia and Cognitive Health, Neurorehab, and Neurooncology.
- Joint Commission certified Comprehensive Stroke Center
 - Over 800 stroke admissions annually
 - Over 170 patients treated with thrombolysis annually
 - Over 130 thrombectomies annually
- Largest MS treatment center in Massachusetts with more than 100 patients treated with infusions annually
- Level 4 NAEC Epilepsy Center
- Parkinson's deep brain stimulation treatment center
- Part of CMS Neurology Bundle program (epilepsy and stroke)
- 18 bed neurocritical care unit
- Coverage of two campuses (University and Memorial)
- 4 inpatient services (Stroke, General, University Consult, Memorial Consult)
- Over 10,000 outpatient visits annually with an active telehealth outpatient clinic
- Telestroke Service for 6 hospitals with over 2,100 consults per year
- Remote teleneurology consult service for two hospitals with over 250 consults annually

Education:

- Residency: 8 residents per year (total 24) and 5 additional residents in the neuropsychiatry program (one of four such programs in the country)
- 6 Neurology Fellowships: Movement Disorders, Neurocritical Care, Neuroimmunology, Neurophysiology, Neurorehabilitation, Stroke (2 positions)
- Neurology Clerkship with 162 students annually (UMass)
- BRAIN course curriculum (UMMS)

Research:

- Research programs include neurodegenerative, neuromuscular, and neurodevelopmental



disorders including Amyotrophic lateral sclerosis (ALS), Frontotemporal dementia (FTD), Alzheimer's Disease (AD), Parkinson's disease (PD), Facioscapulohumeral muscular dystrophy (FSHD), Limb Girdle muscular dystrophies and Down Syndrome. Investigators are utilizing diverse model systems including human stem cells and animal models to study these disorders. Pre-clinical and clinical development of gene editing/silencing, RNA and small molecule therapeutics are being pursued across these various disorders. Multiple clinician investigators from all divisions of the Department of Neurology are engaged in clinical and translational research. Investigators in the divisions of Neuroimmunology, Stroke, Neurocritical Care, Movement Disorders and Epilepsy are actively engaged in investigator initiated clinical research and serve as site-PIs for multiple NIH and industry sponsored clinical trials. UMMS Neurology is part of the NIH StrokeNET and SIREN clinical trials network (Spoke site for MGH Hub) and conducts trials within these networks. Clinical researchers from UMMS Neurology are recipients of 3 NIH K23 awards and 2 PACE-Awards (Prize for Academic Collaboration and Excellence at UMass). Annual research expenditures exceed \$9 million.

Quality:

- Physician Quality Office within the Department
- Active role in evaluating every SI report, adverse patient experience, readmissions, and adverse outcomes
- Annual burnout survey (Maslach) performed in department with burnout rate of 10%

Diversity and Inclusion:

- Active Diversity and Inclusion program
- Diversity Liaison within Department
- Focus on recruitment and retention of underrepresented groups from within the Department's training programs
- Focus on eliminating pay inequalities
- Cultural audit performed
- Neurohumanities curriculum
- Grand rounds speakers on DEI
- Faculty development series focusing on educating faculty on most updated concepts of cultural competence, humility, and gender concepts

UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL

Founded in 1962, the University of Massachusetts Medical School (UMMS) is the Commonwealth's only public medical school and is perennially ranked in U.S. News & World Report as one of the nation's best in primary care training. Its mission is to advance the health and well-being of the diverse people of the Commonwealth and the world through pioneering developments in education, research, and healthcare delivery with clinical partner UMass Memorial Health, the largest health care provider in Central Massachusetts.

In addition to its distinction in medical education, the past decade has seen UMMS expand its presence on the national scene as a major center for research. The institution ranks in the top 15 of public medical schools for the amount of funding awarded by the National Institutes of Health (NIH). UMMS is home to six Howard Hughes Medical Investigators, a Lasker Award and Breakthrough Prize recipient, members of the National Academy of Sciences and the Academy of Medicine, and, in 2006, Professor Craig C. Mello, PhD, was a co-recipient of the Nobel Prize in Physiology or Medicine for his role in discoveries related to RNA interference. UMMS's diverse



research portfolio anchors the University's impressive growth in research and development (R&D) over the last decade and consistently positions the University of Massachusetts as a national leader in licensing revenue.

Federal and private research grants and contracts at UMMS have risen from about \$2 million in 1977 to \$398 million today, making it one of the fastest-growing research institutions in the United States. Over the last two decades, UMMS has drawn international acclaim as a research institution with a significant and dynamic capability in translational medicine, as recognized by its receipt of the prestigious NIH-funded Clinical and Translational Sciences Award (CTSA). With the opening of the 512,000-square-foot Albert Sherman Center, the construction of which was supported by the Massachusetts Life Sciences Initiative, UMMS launched a new era in R&D that aims to change the course of the history of disease.

The campus houses a Graduate School of Nursing, a Graduate School of Biomedical Sciences, and a School of Medicine. In total, there are more than 3,000 faculty and 1,100 students at UMMS. The growth of the medical school, the intellectual climate, and the collaborative culture have consistently allowed UMMS to attract the best and the brightest to the faculty at all levels. Unique among all medical schools, UMMS is also home to Commonwealth Medicine, a healthcare consulting division that partners with Massachusetts and other states and countries in delivering health services to vulnerable populations, and MassBiologics, the only publicly owned, nonprofit, FDA-licensed manufacturer of vaccines and other biologic products in the United States.

In 2016, UMMS opened its first regional campus at Baystate Health in Western Massachusetts. The medical student education at UMMS-Baystate takes the form of a primary care track, known as the Population-based Urban and Rural Community Health (PURCH) Track. The three UMMS graduate schools are the School of Medicine, the Graduate School of Biomedical Sciences and the Graduate School of Nursing.

UMASS MEMORIAL HEALTH

UMass Memorial Health (UMMH) is a \$2.5 billion nonprofit integrated healthcare delivery system affiliated with UMMS, also based in Worcester, Massachusetts. The multi-campus health system is comprised of a 779-bed academic medical center (UMass Memorial Medical Center), two community hospitals (163-bed UMass Memorial Health – HealthAlliance-Clinton Hospital, and 79-bed UMass Memorial Health – Marlborough Hospital), a large physician multispecialty group practice, and numerous other related entities. The system has 1,700 physicians on its medical staff, 3,000 registered nurses, and 13,000 total employees. UMMH's overall payer mix is approximately 39% private pay, 37% Medicare, 22% Medicaid, and 2% other. UMass Memorial Medical Center has one of the highest numbers of emergency room visits and percentage of public payer mix of any academic medical center in Eastern/Central Massachusetts.

UMMH is committed to becoming an Anchor Institution. The goal of the health system's Anchor Mission—an idea developed by the Democracy Collaborative, an economic think tank—is to address the social determinants of health by supporting three “pillars”: investment in the community, hiring, and purchasing. This commitment is helping UMMH extend its commitment to the community beyond the traditional approach of a safety-net hospital. UMMH is committed to consciously applying the long-term, place-based economic power of the institution, in combination with its human and intellectual resources, to better the welfare of the community in which the institution is anchored.



UMASS MEMORIAL MEDICAL GROUP

The UMass Memorial Medical Group is a large, integrated multispecialty group medical practice providing primary care and specialty care at locations throughout Worcester and Central Massachusetts. The Medical Group is a private, non-profit, tax-exempt organization which employs 1,100 physicians, 270 affiliate practitioners and 1,000 support staff. It is comprised of 19 business units; 18 academic departments, and a community division which consists of 175 physicians, 10 affiliate practitioners and 500 support staff. Each year their providers deliver over 1.6 million visits, at over 80 office-based practice sites, five community health centers, three rehab facilities, Community Health Link, 12 hospitals, and over 25 nursing homes. UMass Memorial Medical Group is governed by a Board of Directors consisting of at least 5 physicians employed by UMMG; at least 1 community member; 2 UMMH board members; UMMH CEO/President (also a physician) and the Dean of UMASS Medical School (also a physician). The board has a very active Billing, Collections and Compliance Committee that reports up through its Finance, Audit and Compliance Committees. Compensation is governed by the UMMH Compensation Committee. The Medical Group's management team consists of the 18 Department Chairs; Senior Vice President of Community Practices; its President; Executive Vice President/COO; and CFO.

UMASS MEMORIAL MEDICAL CENTER

UMass Memorial Medical Center (UMMMC) is a private, not-for-profit organization and the region's trusted academic medical center, committed to improving the health of the people of Central New England through excellence in clinical care, service, teaching and research. UMMMC is a 779-bed facility on two acute care campuses (University and Memorial), and an ambulatory care campus (Hahnemann), all located within a few miles of each other in Worcester. University campus is physically contiguous with the UMass Medical School and the UMass Graduate School of Nursing. UMMMC offers a full complement of sophisticated technology and support services, providing the region with specialists renowned for their work in areas such as cardiology, cancer, emergency medicine, minimally invasive surgery, women's health, and children's medical services, including an internationally recognized newborn intensive care unit.

UMMMC is the region's only designated Level I trauma center, and the University Campus is home to LifeFlight, New England's first hospital-based air ambulance. UMMMC has developed a range of services previously unavailable in the region: off-pump cardiac bypass surgery, minimally invasive surgical techniques, the region's most advanced, new state-of-the-art 6-room cardiac catheterization suite and laboratories, intensive care units, operating rooms and a sophisticated multidisciplinary breast care center, which all enhance the reputation of the organization. UMMMC is currently making important additions to enhance patient care and utilizing telemedicine techniques (E-ICU) at the main campuses and affiliated hospitals. These efforts have borne fruit, with the E-ICU program being ranked first among peer users for quality and safety for the last six years.

ABOUT WORCESTER, MA

One of the largest cities in New England, Worcester, Massachusetts, is located in the heart of the Commonwealth of Massachusetts and New England. A five-time recipient of the All-American City Award, Worcester offers its residents the resources and attractions of a metropolis, balanced with the more intimate, livable scale of a mid-size city and something more. Worcester, with a population of 181,045, is home to 10 colleges and universities (a half-dozen more in neighboring communities), including the University of Massachusetts Medical School, Worcester Polytechnic



Institute, College of the Holy Cross, Clark University, and the Massachusetts College of Pharmacy and Health Sciences.

Worcester is a richly diverse city made up of many communities. According to recent census data, Worcester's population is approximately: 21% Hispanic/Latino; 6% Asian; 11.6% Black or African American; 4% two or more races; 69% white; and 22% foreign born. The Human Rights Campaign has given Worcester a perfect score for Municipal law and policy protections for its LGBT population. Thirty-eight percent of all jobs in the city are in the education and medical fields. Over 36 percent of residents between the ages of 25 and 34 have a bachelor's or post-graduate degree, placing Worcester among the leaders of all New England cities. This concentration of intellectual capital and proximities to excellent medical facilities and teaching hospitals has helped Worcester to become a recognized center for research and development in biotechnology and the life sciences. The Biotechnology Research Park, located next to the medical school and the Bioengineering Institute in Gateway Park, are centers for biotechnology research in the city.

The Worcester Art Museum, Mechanics Hall (a historic concert hall), and the Hanover Center anchor cultural opportunities within the city. The DCU Center is home to the Worcester Railers, an American Hockey League franchise. Worcester is located one hour away from Boston, Providence and Hartford, and less than two hours from Cape Cod, the Berkshires and ski areas in southern Vermont. The Central Massachusetts region includes many cities and towns with suburban and rural neighborhoods. With its affordable housing relative to the Boston market, quality public and private schools, access to diverse arts, sports, restaurants and entertainment, Worcester and the surrounding towns offer residents the best of both large- and small-city living. For more information on Worcester, please visit the following website: <http://www.worcesterma.gov>.

ROLES AND RESPONSIBILITIES

The Chair must be comfortable operating in a matrixed environment to be an effective leader in UMMS and UMMH. Roles and responsibilities include:

Leadership

- Develops, translates, and prioritizes goals and strategies for the Department.
- Oversees the administrative, clinical, financial, research and educational activities within the Department.
- Develops a cooperative, collaborative, and well-developed cohesive Department
- Fosters positive relationships with clinicians including community and referring providers.
- Establishes strategic direction and defined objectives in collaboration with system medical and administrative leaders for Neurology care for clinical improvement, growth, and the expansion of services.
- Assumes responsibility for providers achieving their productivity targets.
- Coaches, mentors, and develops others to build internal capabilities and the talent that facilitates succession. Develops the next generation of physician leadership in Neurology.
- Develops a plan to meet the continuing professional development needs of the providers.
- Develops processes to promote positive relationships between physicians and administrators.
- Ensures compliance with standards of ethics, applicable internal and external policies, and medical staff bylaws.
- Provides attention to the changing healthcare environment.
- Partners with administrative leadership to develop and manage the Departmental operating and capital budgets effectively, productively, equitably, and efficiently to support the missions of the Department, UMMS and UMMH.



- Identifies initiatives and priorities and allocates resources to advance these initiatives.

Research

- Encourages, guides, and supports a comprehensive vision for Neurology research activities across the enterprise. Develops the goals and the structure necessary to reach the vision.
- Supports physicians in attracting, leveraging, and retaining sponsored research and grants.
- Seeks to optimize both the research synergies between the Department and the research activities elsewhere within UMMS and across UMMH.
- Collaborates with other departments (particularly Psychiatry, Neurosurgery, and Radiology) who closely align with related research interests.
- Supports and promotes research that involves students, residents, fellows, and faculty.
- Leads acquisition and management of Neurology research grants and projects. Ensures responsible and compliant conduct of research.
- Oversees and manages the research funds, equipment, facilities, and personnel assigned to the Department or its investigators. The effectiveness of research programs would be demonstrated by regular publications in top peer review journals, by presentations in notable scientific meetings, and by substantial and growing extramural funding.

Clinical

- Guides the Neurology faculty to realize the highest level of excellence in current practice and toward future practices that define the leading edge in the profession, making it a model among its peers.
- Promotes a culture where clinical outcomes are defined, measured, evaluated, and improved.
- Provides ongoing direction and oversight for all operations and services ensuring excellence in quality, performance, family experience and value to the community.
- Develops, implements, and participates in processes designed to continuously assess and improve the quality of care and services.
- Identifies performance metrics and targets with a priority focus on quality, safety, and clinical utilization. Identifies areas of practice variation and manages escalated quality issues.
- Ensures that Neurology services are responsive to the needs of those served clinically (patients, families, referring physicians, other departments, etc.).
- Works to improve access to Neurology services across the communities in which UMMH serves.
- Establishes and maintains high standards of professional practice and a culture of accountability.

Academic

- Provides leadership, vision, and management in accomplishing the mission and goals of the Department and UMMS in education, research, patient care, and service.
- Oversees all academic appointments of the Division.
- Evaluates the performance of faculty, students, residents, and fellows ensuring that goals and professional standards are met or exceeded.
- Establishes governance mechanisms that ensure faculty participation in the academic affairs of the Department.
- Oversees Department recruitment and retention.
- Builds collaborative partnerships within the UMMS to achieve top performance. Works harmoniously with others and ensures that the Department's faculty and employees work collaboratively in providing efficient and high-quality health care and other services.
- Assures Departmental participation in UMMS and UMMH initiatives appropriately prioritizing



time commitments of Department faculty and staff.

- Along with other Department faculty members, provides leadership at the local, regional, state, national and international levels in academic and clinical matters relevant to the Department.
- Oversees the development and integration of effective and innovative educational programs, including curricula for fellows, residents, medical students, graduate and postdoctoral programs, APPs, and other health professionals – to satisfy or exceed national and accreditation standards.
- Leads the alignment of innovative educational programs with new clinical practice models to meet the needs of the changing healthcare landscape.
- Oversees teaching of students, residents, fellows, and program staff.
- Strengthens the residency and fellowship training programs in Neurology.

DESIRED QUALIFICATIONS

The ideal candidate will possess the following education, training, experience, competencies, and personal characteristics:

Education/Certification

- A medical doctorate degree from an accredited institution.
- ACGME accredited residency training in Neurology and Board certification.
- Eligibility for permanent, unrestricted licensure in Massachusetts.
- Eligibility for appointment to Full Professor at UMMS.

Knowledge and Work Experience

- A national reputation in Neurology, a distinguished record of scholarly research activity, teaching, and clinical care.
- Demonstrated success as a leader in a Department or Division of Neurology, of an interdisciplinary institute, or of an academic entity of comparable size and scope.
- Strong performance as a skilled manager with the ability to grow revenues, meet budgets, measure/improve productivity/outcomes, develop others, work collaboratively, and take appropriate business risks to achieve goals.
- An astute understanding of an academic clinical practice and a deep commitment to clinical excellence based on a patient-centered model of care.
- Experience in developing business models, growing network/community relations, and managing a vibrant clinical Neurology practice.
- Commitment to the missions of education, discovery, patient care, and community engagement that drive academic clinicians and the important symbiotic relationship of one with the other.
- The ability to work effectively within a highly matrixed interdisciplinary environment for education, research, and clinical care.
- Outstanding skills as a physician with a high level of credibility as a clinician amongst peers.
- Demonstrated political acumen and the necessary skills to orchestrate, optimize, and constructively balance the interests of diverse stakeholders.
- Excellence in teaching and a record of developing the careers of faculty, staff, and students.
- Proven ability to build teams, develop clinical programs, and collaborate across departments.
- Demonstrated success advancing and managing a diverse and inclusive workforce, including an outstanding track record of recruitment and development of diverse faculty and trainees; one who leverages a national reputation to attract the highest possible level of talent.



Leadership Skills and Competencies

- A transformational and strategic leader who can establish an inspiring vision for the Department's future and aspirations of the faculty. A leader who is committed to growing and developing faculty, staff, and trainees, achieving prestige through the success of the Department as whole.
- A diplomat who demonstrates a collaborative approach in working closely with members of the Department, other Departments, UMMS and UMMH administration, and outside organizations and individuals.
- An effective communicator with strong interpersonal skills who is an empathetic, respectful listener and who can create an atmosphere that allows individuals to be proactive within the context of a departmental plan.
- A skilled negotiator who is able to work collaboratively yet decisively while focusing on what is optimal for the Department.
- A systems thinker with the proven ability to navigate and execute in a large complex healthcare organization.
- A confident manager with a strong understanding of business concepts who can achieve challenging performance goals in a complex, evolving environment, including balancing his or her own strengths and weaknesses with complementary associates to effectively achieve agreed upon performance measures.
- A change agent who can take necessary risks and effectively lead the change process with sensitivity to its potential impact on the Department, its culture, and individual staff members, who recognizes the value in what the Department has accomplished and builds upon its strengths.

COMPENSATION

UMMS and UMMH offer an attractive compensation and benefits package, commensurate with the successful candidate's background and experience.

HOW TO APPLY

UMMS and UMMH have retained the services of the executive search firm Korn Ferry to conduct this important search. All inquiries, nominations, and applications should be submitted to Korn Ferry at the e-mail address below. Initial applications should consist of two documents. First, a full-length curriculum vitae. Second, a two-page letter of interest describing why you are interested in both the role and UMMS/UMMH, why you are a good fit for the position based on your experience, and why now is a good time for you to consider the opportunity. For priority consideration, please submit application materials in confidence by **April 22, 2021**.

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UMMS and UMMH are affirmative action, equal-opportunity employers. UMMS and UMMH are committed to achieving excellence through a diverse workplace and inclusive culture that encourages all people to reach their full potential. UMMS and UMMH actively support partner accommodations and encourages applications and/or nominations of women, persons of color, veterans, and persons with disabilities.