



Chief
Division of Emergency Medicine
Connecticut Children's
Hartford, Connecticut

Leadership Profile

October 2018

Summary

Connecticut Children's and the Connecticut Children's Specialty Group (CCSG) are seeking a Division Chief of Emergency Medicine to succeed the current Division Chief who is retiring from the role. The Division Chief will lead the clinical operations, academic endeavors, and strategic alliances of the Division at a time of growth and transformation. With more than 60,000 visits annually, the Emergency Department at Connecticut Children's (CT Children's) is one of the busiest in New England. We seek an enthusiastic collaborator to lead the Emergency Division as Connecticut Children's forms a clinically integrated network with regional community-based primary care pediatric providers and prepares for a population health-based healthcare system. The ideal Division Chief will have a vision to meet the needs of children and families across the State by increasing access to services, creating innovative new programs, and enhancing the strengths of a dedicated and highly qualified clinical staff.

The Opportunity

This is an opportunity for a clinically superb Pediatric Emergency physician who is also a dynamic, sophisticated, and collaborative leader to join Connecticut Children's at a time of expansion and transformation. With new leadership at the institution's senior-most levels dedicated to enhancing the considerable strengths of Connecticut Children's, building a culture of transparency, and advancing centers of excellence, the new Division Chief of Emergency Medicine will shape the future of operational and academic initiatives in pediatric emergency medicine. S/he will strengthen relationships across divisions of the hospital, with members of the integrated network, and will develop and strengthen connections to partners across the State of Connecticut to fulfill the mission of improving the physical and emotional health of children through family centered care, research, education and advocacy.

Reporting to Juan Salazar, MD, MPH, Chair of Pediatrics and Executive Vice President of Academic Affairs at University of Connecticut (UConn) School of Medicine (SOM) and Physician in Chief at Connecticut Children's, the Division Chief will collaborate with colleagues at the SOM and across the enterprise. S/he will recruit and mentor faculty and enhance the robust ACGME accredited fellowship training education, and faculty development programs in Pediatric Emergency Medicine. The Emergency Division of Connecticut Children's serves as the principal clinical teaching site for emergency medicine residents in the University of Connecticut Integrated program of Emergency Medicine. This large program of 54 residents means a constant resident presence in the Connecticut Children's Emergency Division.

Connecticut Children's seeks an energetic leader who will be drawn to the opportunity to build on the strengths of a talented and engaged multidisciplinary team, and will embrace the challenge of extending access to the skill and expertise of Connecticut Children's emergency services by deepening and expanding relationships with partners across the region. The new Division Chief will join innovative and accomplished colleagues who have established the largest newborn delivery services network in the state of Connecticut based on the number of hospitals for which it provides neonatal care. The newborn delivery system network will support the growth of all the Hospital's specialty services.

Connecticut Children's faculty are proud of the high quality of professional life they enjoy. This differentiates the Connecticut Children's environment from that of many academic medical centers, and explains the longevity and optimism expressed by long time faculty, as well as Connecticut Children's recent successes in recruiting outstanding division chiefs.

The Organization

Connecticut Children's

Connecticut Children's is a nationally recognized pediatric health system that includes a clinically integrated network of pediatric providers dedicated to the development of best practices and shared strategies to improve outcomes and provide the best quality of coordinated care for children and families. Located in Hartford, CT, Connecticut Children's is the only freestanding pediatric hospital in the State and is a powerful and growing presence in communities across Connecticut and Western Massachusetts. Offering a full range of pediatric services from birth to 22 years old, Connecticut Children's provides quality care to children and families through its hospitals in Hartford and Waterbury, its Specialty Care Centers in Farmington, Glastonbury, Hartford, and Shelton, as well as 12 other practice locations.

Connecticut Children's encompasses Connecticut Children's Medical Center, a tertiary referral center and the primary teaching hospital for the University of Connecticut School of Medicine, Department of Pediatrics; Connecticut Children's Specialty Group; and state of the art research facilities and support. Connecticut Children's also has a teaching partnership with the Frank H. Netter MD School of Medicine at Quinnipiac University.

Connecticut Children's Medical Center

Opened in 1996 in Hartford, Connecticut, Connecticut Children's Medical Center is an academic, free standing, non-profit, 187-bed academic medical center which offers comprehensive, world-class health care to children and adolescents in a patient- and family-centered environment with a focus on research, education and advocacy. The home of the pediatric residency program and 11 pediatric medical and surgical subspecialty fellowships for the UConn SOM, Connecticut Children's is the major clinical venue for attending physicians, pediatric and surgical residents and fellows, and medical students. With many clinical departments known for outstanding care, Connecticut Children's is consistently placed in the Top 50 nationally in *U.S. News & World Report's* Best Children's Hospital rankings. Connecticut Children's neonatology program outranked its local competitors in the survey, ranking in the Top 25 nationally among more than 1,500 NICUs across the country.

A Model for Innovative Clinically Integrated Pediatric Care – the Foundation for a Pediatric System of Care

CT Children's has developed an innovative model of deploying its neonatologists to community-based hospitals in its network, reducing the need for babies and families who do not need the specialized resources and support of the academic medical center to travel to Hartford.

Connecticut Children's has established the largest newborn delivery services network in the state of Connecticut based on the number of hospitals for which it provides neonatology care. In addition to Connecticut Children's two NICUs located in Hartford and Farmington, Connecticut, the Medical Center also provides newborn delivery services at 9 hospitals, including five additional NICUs. Hospital partners include Hartford HealthCare (4 hospitals), Western Connecticut Health Network (2 hospitals), Ascension (St. Vincent's Medical Center), Eastern Connecticut Health Network (Manchester Hospital), and Day Kimball Healthcare. Given the results of this program for community based primary care physicians and hospitals, convenience and peace of mind for families, it is likely that this model of pediatric integrated care will be expanded to other clinical programs.

This national presence and Connecticut Children's willingness to encourage innovative approaches to care delivery, along with partnerships and support for research, have contributed to very successful physician recruitment in recent years, including new Division Chiefs, who are nationally or internationally recognized for their pioneering research and world-class patient care. Some of Connecticut Children's newest additions include James Moore, MD, PhD, Division Chief of Neonatology and telemedicine authority; Ching Lau, MD, PhD, Division Head of Center for Cancer and Blood Disorders and international leader in Precision Oncology; Emily Germain-Lee, MD, Division Head of Endocrinology and international authority in Albright Hereditary Osteodystrophy (AHO) and Osteogenesis Imperfecta (OI), two rare genetic bone disorders; and David Weinstein, MD, Mms an internationally renowned pediatric endocrinologist and expert on Glycogen Storage Disease.

UConn School of Medicine and Research Facilities and Resources

The University of Connecticut (UConn) School of Medicine (SOM), is the major clinical venue for attending physicians, pediatric and surgical residents and fellows, and medical students in the UConn SOM Departments of Pediatrics, Pediatric Surgery, Pediatric Urology, and other surgical subspecialties. Based in Farmington, Connecticut, UConn Health is home to the UConn SOM, School of Dental Medicine, John Dempsey Hospital, UConn Medical Group, UConn Health Partners, University Dentists, and a thriving research enterprise. With approximately 5,000 employees, UConn Health is a major economic driver in the region, generating nearly \$1 billion annually in gross state product. It is closely linked with UConn's main campus in Storrs through multiple, cross-campus academic projects.

Connecticut Children's Research Resources

The Department of Research supports the research activities of all principal investigators at CT Children's. The Department of Research is led by the Chief Research Officer, Glenn Flores, MD, FAAP, and comprised of an experienced, dedicated team of research personnel including experienced staff support for: statistical analyses; data management, grant writers, research scientists and associates; IRB applications and the like. The Department has offices at the SOM and on the Hospital Campus with conference rooms, office equipment, and staff support for physicians who need space for meetings, focus groups, and training sessions and work space.

There are numerous pediatric specialized centers and resources devoted to Connecticut Children's. They include: The Center for Behavior Health (CBH); the Asthma Center; the Office of Grants and Sponsored Programs; a central Clinical Trials Unit that manages 110 clinical trials and support 5-6 grants/year; and the CT Children's Human Research Protection Program.

Connecticut Children's Specialty Group

Connecticut Children's Specialty Group is a vibrant, dynamic, academic multi-specialty pediatric specialty organization. Dedicated faculty and clinicians are committed to providing world class care to children and families while working closely in partnership with community based pediatric providers and PCPs. The group has thirty pediatric specialties and more than forty-five clinical programs serving children with complex illnesses and conditions. Its programs bring together specialists with colleagues across disciplines to serve patient needs using an integrated, multi-disciplinary approach to providing comprehensive care. Over the last two plus years Connecticut Children's has been working to bring care closer to families through work with partner health systems, the development of clinic locations across the state, and deployment of the *One Call* access program for referring physicians, practices, and families.

In addition to working to make the children of Connecticut healthier, Connecticut Children's programs serve patients who come from across the United States and the international community. Programs in specialties like rare bone diseases, oncology, neurology, glycogen storage diseases, and inflammatory bowel diseases are led by world experts who provide care, lead research, and work to identify effective treatments.

Advocacy

Connecticut Children's innovations extend well beyond the lab and clinical care settings into communities throughout the nation through our Office for Community Child Health (OCCH) which takes an active, systematic approach to identifying community needs and developing initiatives to address them. The organization's record of implementing and scaling up innovative solutions in response to community needs is evidenced by many successful programs including developmental and behavioral health screening and surveillance, asthma management, obesity prevention, and care coordination. Two innovations that began at Connecticut Children's are now being replicated across the country. Help Me Grow® (HMG), a system for early detection and linkage to services for children at risk of developmental delays, began in Hartford and is now in twenty-five states. Easy Breathing, a primary care asthma management program, also began in Hartford and is now being used in nine states.

The Division

As the entry point for many patients at Connecticut Children's, the Emergency Department is dedicated to continuously improving the care and experience it provides to patients and families and to collaborating well across the institution and with peers across the region. Recent investments include the expansion of space to care for children with minor illnesses and injuries, direct bedding, and specialized care for children with behavioral health needs.

The Emergency Division of Connecticut Children's serves as the principal clinical teaching site for Emergency Medicine residents in the University of Connecticut Integrated program of Emergency Medicine. This large program of 54 residents means a constant resident presence in the Connecticut Children's ED. Connecticut Children's faculty involved in training emergency medicine residents and UConn medical students receive a dual faculty appointment in pediatrics and emergency medicine.

The 35-bed emergency division is staffed by 15 Pediatric Emergency Medicine board certified/board eligible fellowship trained attendings, 4 per diem Emergency Medicine physicians, 1 Pediatrician, 5 per diem Pediatricians, 12 Advanced Practitioners, 4 per diem Advanced Practitioners, and 6 Pediatric Emergency Medicine fellows.

A Level 1 Pediatric Trauma Center, Connecticut Children's is the busiest facility between Boston and New York. Continuous, 24/7 care from in-house emergency medical physicians, physicians in the pediatric intensive care unit (PICU), trauma surgeons, and other sub-specialists allows Connecticut Children's to admit critically ill or injured pediatric patients from other hospitals across the Northeast when more advanced care is needed. A specialized transport program includes the Critical Care Transport Team, a highly-trained group of specialists who transport high-risk neonatal and pediatric patients to and from Connecticut Children's Medical Center 24 hours a day, seven days a week. A helipad on the roof of the adjacent Hartford Hospital allows 24/7 LIFE STAR helicopter transport service for neonatal and pediatric

patients to Connecticut Children's for immediate access to comprehensive pediatric trauma services. In 2017 there were 572 pediatric and neonatal transports to Connecticut Children's Medical Center.

Important collaborations for the Division of Emergency Medicine include work on a number of best practice clinical pathways to streamline the care provided for a variety of conditions: treatment of acute asthma exacerbations and management of bronchiolitis are examples of clinical pathways developed in partnership with colleagues across the institution. In addition, members of the Division contribute significantly to quality improvement efforts that include routine review of patients who are admitted to the inpatient units and require an escalation in care to the ICU within 24 hours of admission, as well as participation in regular resident quality and safety conferences and simulation sessions for all disciplines to improve recognition and treatment of potentially life-threatening conditions.

The Position

Reporting to the Chair of Pediatrics, the Division Chief of Emergency Medicine will be the clinical, academic, and strategic leader of the Division of Emergency Medicine at Connecticut Children's. The Division Chief will work closely with nursing leadership to support and advance operations and improvements; and with colleagues in the Emergency Department of University of Connecticut School of Medicine to support Pediatric Emergency Medicine training for the 54 Emergency Medicine residents. Direct reports to the Division Chief include: Associate Director, Director of Emergency Mental Health Services, Fellowship Director, Transport Director, Director of Simulation, Lead APRN. The Division Chief also oversees the work of 41 clinical staff including Attendings and Advanced Practitioners, and 6 PEM fellows.

As the academic leader of the Emergency Division, the Division Chief is responsible for creating an atmosphere conducive to high value education for residents and students. S/he is responsible for fostering faculty academic development and productivity which can lead to promotion in the School of Medicine.

The Division Chief will:

- In collaboration with Connecticut Children's leadership and colleagues, develop a strategic vision for the Emergency Division that aligns with Connecticut Children's goals and core values in the context of the dynamic regional environment;
- Work with Division faculty on the implementation and measurement of the strategic vision;
- Support continuing progress in caring for increasing numbers of patients with behavioral health needs;
- Lead the clinical team and staff to develop new processes to improve services and maintain a culture of clinical and operational excellence and collaboration;
- Thrive in the role of being advocate and external face of the Division - representing the Division of Emergency Medicine to members of the community, affiliates, professional associations and organizations, and the School of Medicine at the local, regional, and national level;
- Support efforts to seek new financial resources with grant applications, philanthropy, and industry to establish a clinical research program in the Department;
- Recruit new faculty and staff who are excited by the opportunities presented Connecticut Children's;
- Focus on achieving the highest levels of patient satisfaction and physician engagement;

- Explore opportunities to use the resources of the Connecticut Children’s for Innovation to promote new programs, ideas, and services to better meet community needs;
- Continue to develop multidisciplinary clinical pathways and build on collaborative interdepartmental relationships in the Hospital.

The Candidate

The ideal candidate will be a superb pediatric emergency medicine physician with a record of proactive leadership, a reputation for academic rigor, for advancing a culture of accountability, and for strong collaborative relationships with nursing colleagues and all professional team members across the health system. S/he will be an excellent and persuasive communicator and relationship builder with a reputation for honesty, reliability, integrity, and mentorship. S/he will also have the vision, business acumen and temperament to form relationships with partners across the State and region.

Qualifications

- Physician (MD or DO) and board certification in Pediatric Emergency Medicine.
- Minimum of seven years of clinical practice.
- Eligible to be fully licensed and credentialed as an attending staff physician at Connecticut Children’s.
- Mid-career Emergency Medicine leader with record of clinical and academic accomplishment. Academic appointment will be commensurate with experience and record.
- A personal commitment to maintain clinical expertise and current knowledge on developments and progress in some facet of Emergency Medicine.
- Ability to partner with staff from all disciplines and with other operational leaders to promote a safe, high reliability operation and culture of safety, where physician and staff satisfaction and engagement are on a trajectory of continuous improvement.

Personal and Professional Attributes

- Charismatic, engaged, and effective leader with a vision for the Department of Emergency Medicine for the future at Connecticut Children’s.
- Desire to expand access to the Pediatric Emergency services of Connecticut Children’s and a record of accomplishment that inspires confidence in his/her ability to succeed.
- Champion of innovation and improvement efforts.
- Confident, with initiative and the ability to make decisions and take responsibility for them.
- Ability to deftly balance competing operational priorities, guide teams, and interprofessional leaders, and to rapidly resolve clinical and operational safety and quality challenges.
- Ability to model accountability, effective collaboration, , resilience, and humor to unite a broad range of stakeholders in the Division, across Connecticut Children’s, and with affiliates.

Critical Success Factors

Among the criteria used to measure success in the first year of the Chief's tenure will be:

- Success in developing a reputation among colleagues in the Division, with nursing leadership, and across the Connecticut Children's system and the region for good listening, collaboration, and effective relationship building.
- Progress toward the development and implementation of a strategic vision for the Emergency Division that aligns with Connecticut Children's goals and core values, including expanding access to its services across the State and the region.
- Measurable progress toward increasing operational efficiencies:
 - Improving clinical flows
 - Meeting the needs of patients with behavior health issues
 - Increasing multidisciplinary clinical pathways
 - Improving transfer processes involving internal specialists
 - With Primary Care and others, decreasing unnecessary ED use
 - Exceeding quality benchmarks
- Academic productivity.
- Effective recruitment and retention of excellent staff and positive morale within the Emergency Division.
- Establish metrics and goals for patient satisfaction and physician engagement and a divisional priority to meet and exceed them on a regular basis.

Living in Connecticut

Connecticut features wide regional variations in its landscape, from rolling mountains and horse farms in the Litchfield Hills to coastal marshes and beaches, with great access to large scale maritime activities along the Long Island Sound. One can live within an easy commute to Connecticut Children's in an urban area or a more pastoral community.

Geographically, Connecticut is in the heart of the northeast corridor and offers a dynamic blend of attractions, activities and experiences. There is easy access to 96 miles of scenic shoreline; 169 cities and towns from urban centers to quaint small towns; 825 miles of marked trails for hiking, biking, and horseback riding run through 88 towns. Connecticut also features four seasons and a relatively mild northeast climate. New York City, Boston, Cape Cod and Newport, RI are all within about two hours of Hartford.

The public-school systems in most areas are excellent and there are the national private and public universities, among them Yale University, Wesleyan, Quinnipiac, Connecticut College, the Coast Guard Academy, UConn and the Connecticut State Universities. UConn was ranked 19th by *US News and World Report* among 173 public universities, affirming its commitment to excellence in academics, teaching, research, and service.

The Connecticut River, Thames River, and ports along Long Island Sound have given Connecticut a strong maritime tradition which continues today. The state also has a long history of hosting the financial services

industry, including insurance companies in Hartford and hedge funds in Fairfield County, and health care with several outstanding academic medical centers in New Haven and Farmington.

Compensation

An attractive compensation package including relocation assistance will be constructed that is competitive and commensurate with the background and experience of the selected candidate. Most significant is the opportunity to assume a key physician leadership role at Connecticut Children's at a time of innovation and growth of services and programs.

For More Information

We welcome recommendations, nominations, and confidential inquiries. Interested parties should send a resume and letter of interest to CTChildrensChiefEM2248@zurickdavis.com. For additional questions, please contact **Lida Junghans** (lida.junghans@zurickdavis.com) or **Myranne Janoff** at 781.938.1975. All contact with our office will remain confidential.

Connecticut Children's is an Equal Opportunity Employer.