

Leadership Profile

Division Chief of Rheumatology

Connecticut Children's

Hartford, Connecticut



November 2018

Summary

Connecticut Children's and the Connecticut Children's Specialty Group are seeking a Chief of the Division of Rheumatology. The retiring Chief has established a highly respected clinical program and team to care for pediatric patients in Connecticut and Massachusetts. Connecticut Children's Hospital is forging ahead with plans for the development of an integrated pediatric health care system. The Chief will lead the clinical operations, develop an academic and research program, and strategic alliances for the Division. Connecticut Children's strategy for expansion and innovation includes innovative programs in all specialties to support community based primary care pediatricians and the expansion of its state-wide network of integrated pediatric care at the Hospital and its affiliates. Rheumatology is poised to recruit a new Chief of the Division of Rheumatology with a vision to increase the size and scale of the Department regarding the academic focus and distribution of services beyond Hartford.

The Opportunity

This is an opportunity for a clinically superb pediatric rheumatologist, who is a dynamic, sophisticated, and collaborative leader to join Connecticut Children's at a time of expansion and transformation. The Hospital's leadership is dedicated to enhancing the considerable strengths of Connecticut Children's, advancing centers of excellence, and building a culture of transparency. The new Chief of the Division of Rheumatology will shape the future of operational and academic initiatives in pediatric rheumatology in tandem with the system's strategic plan. 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 Chief of the Division will collaborate with colleagues at the SOM and across the enterprise. S/he will recruit additional faculty to enhance the breadth of special expertise in rheumatology. S/he will advance the strong multidisciplinary programs and collaboration, including the signature Lyme Disease Center of Excellence for pediatric patients. The Chief's strategy for advancing the rheumatology program and faculty recruitment may include the foundation for a robust clinical trials program, a research core, and the development of a fellowship program, to provide for a regional network of the best pediatric rheumatology care.

Connecticut Children's seeks a talented and energetic leader, who will be drawn to the opportunity to build on the strengths of a talented and engaged multidisciplinary team, and who will embrace the challenge of extending access to the skill and expertise of Connecticut Children's rheumatology program by deepening and expanding relationships with partners across the region. The Chief of Rheumatology will join innovative and accomplished colleagues. S/he may expand the program in an approach, similar to the neonatology department which has a presence in the Hospital's affiliates, Specialty Care Centers in Farmington, Glastonbury, Hartford, and Shelton, and other practice locations.

The faculty comment on the quality of professional life they enjoy, which differentiates the Connecticut Children's environment from that of many academic medical centers. They explain that the quality of professional life accounts for the tenure and optimism expressed by long time faculty and their 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 Connecticut and is a powerful and growing presence in communities across Connecticut, Western Massachusetts, and neighboring areas in Eastern New York. 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 hospital affiliates 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 has continued a positive earnings trend over the past several years driven by strong clinical operations and philanthropy, as well as contributions on a consolidated basis from other business lines and subsidiaries. Clinical operating margins of over 2%, reflecting the consolidated performance of the hospital and specialty group, were positive to budget in FY18 and are expected to be at 3% in FY19. Performance was driven by successful management of expenses for labor and supplies while leveraging fixed cost efficiencies and revenue expansion from growth of new and existing programs. Growth in FY18 was notable with adjusted discharges increasing over prior year in excess of 4% through key investments in access, physician alignment, new clinical investments and partnerships. The organization is well positioned to continue to invest in programs and resources that are prioritized in its Health Compass 2022 strategic plan, including ongoing improvements in revenue cycle, quality, patient experience, systems, innovation and growth. Connecticut Children's maintains a solid balance sheet with low debt, steadily growing liquidity, and positive capital reinvestment.

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 site for attending physicians, pediatric and pediatric 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

Connecticut 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.

An example of a remarkable growth and access initiative is the neonatology program. 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, there are two NICUs located in Hartford and Farmington, CT, the neonatology faculty also provide 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. This may be an approach that the Chief of Rheumatology will consider as a growth and access initiative.

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 successful physician recruitment in recent years, including new Division Chiefs, who are nationally and internationally recognized for their pioneering research and world-class patient care. Some of Connecticut Children's newest additions include James Moore, MD, PhD, Chief of the Division of Neonatology and telemedicine authority; Ching Lau, MD, PhD, Chief of the Division of the Center for Cancer and Blood Disorders and international leader in Precision Oncology; Emily Germain-Lee, MD, Division Chief 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

The University of Connecticut (UConn) School of Medicine (SOM), is the academic setting for attending physicians, pediatric and surgical residents and fellows, and medical students in the UConn SOM Departments of Pediatrics, Pediatric Surgery, and other medical and 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 Connecticut 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; and IRB applications. 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 Connecticut Children's Human Research Protection Program.

The Jackson Laboratory for Genomic Medicine

Another important collaboration is Connecticut Children's partnership with The Jackson Laboratory for Genomic Medicine in Farmington (JAX-GM) which allows the organization to garner the power of the human genome to provide families with new treatment options today and positions the organization to help find tomorrow's cures. Connecticut Children's clinicians have access to the JAX-GM federally certified Clinical Laboratory Improvement Amendments (CLIA) laboratory which can perform genomics analysis on biologic samples obtained from pediatric patients. This state-of-the-art testing capability, which is only available at a few of the nation's largest children's hospitals, can identify novel and personalized treatments for patients. This testing is one component of a larger collaborative program advancing precision medicine genomics-based treatments for children.

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 pediatric specialty 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 through the 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 Department

The faculty and staff of the Department of Pediatric Rheumatology at Connecticut Children's Medical Center is committed to the diagnosis and comprehensive care tailored to each child presenting with autoimmune and inflammatory disease. The new Chief will find a clinical division that is highly regarded by referring physicians throughout Connecticut and Western Massachusetts, and Eastern Upstate New York. The retiring chief is an iconic leader, physician, and advocate. The strength of the Department is clinical care, effective collaboration with other specialists, and primary care pediatricians. The Hospital is building a new infusion center which will open in a year, representing the best in class (non-chemo) infusion therapy experience for patients and families. It will have ample space, equipment and staff to accommodate over 6100 infusions a year, planned for future growth and will support ten different specialties.

The Department has 3 board certified rheumatologists (currently recruiting a fourth), two specialty trained nurses, 4 administrative staff, a dedicated psychologist, physical and occupational therapists and family support service providers, who work as a team to care for 3000 outpatient visits a year. The Division has strong and long-standing relationships in New England and has established relationships with pediatricians from 130 towns including New Haven. They have a reputation for responding rapidly to calls and requests for referrals. The clinical trials unit of Connecticut Children's provides the Division with a nurse study coordinator to run the clinical trials.

Rheumatology is the lead division in the Comprehensive Lyme Disease Center. The Division faculty also treat other tick-borne illnesses; autoimmune disorders; Lupus; juvenile idiopathic arthritis; fevers of unknown origin and spondyloarthropathies. The Division is starting a new autoimmune encephalitis (AE) program with psychiatry and neurology.

The rheumatologists have collaborative and excellent relationships with specialists in allergy and immunology, pain management, infectious disease, hematology/oncology, cardiology, gastroenterology, nephrology, orthopedic and sports medicine, rehabilitation medicine and pulmonary medicine. The Department staff's approach to diagnosis and treatment and care reflect Connecticut Children's vision of an integrated pediatric care network.

An example of this involves the long and close relationship with the division of Nephrology. The two divisions hold joint quarterly didactic meetings that include all aspects of the allied health field; from nursing, PA's, social workers and dietitians. The two divisions have significant ties with grants from CARRA on Lupus patients, joint multidisciplinary clinics seeing rheumatologic disorders and development of clinical pathways for fertility preservation in the highly immunosuppressed populations. Currently the division of Nephrology has 4 full time board Certified Pediatric Nephrologists, 3 nurses, 1 dietitian and 1 LCSW. Dialysis, plasmapheresis and CVVHDF services are offered with on-site dialysis .

The Position

Reporting to the Chair of Pediatrics and Physician in Chief, the Chief of the Division of Rheumatology is the clinical, academic, and strategic leader of the Division. There is a high priority to expand the Rheumatology program beyond Hartford in a distributed model of satellites throughout Connecticut and Massachusetts and to integrate it into the Connecticut Children's system and its integrated network of pediatric care. The Chief will build a program that expands the strengths of clinical care into an academic department with faculty who are actively engaged in research, publication, and represent Rheumatology

nationally in various professional organizations and journals, such as CARRA, the Pediatric Rheumatology Collaborative Study Group (PRCSG), the Arthritis Foundation and the Infectious Disease Society of America, and other clinical and research alliances.

The Chief of the Division is expected to encourage and promote a culture of innovation in care delivery to meet the demands of our patients, families, and payers for better, appropriate, and less costly care. This role entails collaboration with Connecticut Children's Chief Clinical Transformation Officer and the Office of Innovation in Clinical Care Delivery which directly supports and drives activities in the clinical transformation space. Areas of focus include the following- planning, implementation, and evaluation of unique interdisciplinary clinical care teams; delegating faculty to serve as content experts for the expansion or enhancement of existing Co-Management technology and tools aimed at preserving the capacity of subspecialists for those problems that truly warrant their level of care; involvement in the launch of relevant use cases for telehealth; and ensuring faculty subject matter experts for the development of Registries within Epic which utilize population health tools to better manage defined population cohorts and demonstrate improved outcomes. Faculty participation in these initiatives is increasingly providing opportunities for academic advancement through quality and health service delivery research.

The Chief of the Division of Rheumatology will:

- Work with faculty, senior physician leadership and the executive team on the development and measurement of a vision, strategy and goals for Rheumatology.
- Lead the clinical team and staff to maintain the culture of clinical and operational excellence and collaboration.
- Recruit new faculty and staff, who are excited by the opportunities presented by Connecticut Children's vision of the future.
- Oversee the development of a fellowship program.
- Have an intentional focus on mentoring faculty and working to assist their professional development.
- Assess and improve the quality of care and services on a regular basis.
- Be an advocate for Connecticut Children's and the external face of the Division - representing the Rheumatology to community-based pediatricians, affiliates, professional associations and organizations, and the School of Medicine.
- Build on the existing reputation of excellence, establish a presence and identification for the Department at the national level through publications, research, and participation at professional meetings.
- Seek new financial resources with Federal grant applications, philanthropy, and industry to establish a foundation of research programs in the Department.
- Focus on maintaining and improving patient satisfaction and physician engagement at the highest levels.
- Participate actively in the development and strategic planning goals of the Hospital and the CCSG.

- Explore opportunities to use the resources of the Connecticut Children's *Center for Innovation* to promote new programs and ideas, and services.
- Continue to build on collaborative interdepartmental relationships in the Hospital.
- Identify new opportunities for growth in service and trends in community needs.

The Candidate

Qualifications

- Mid-career rheumatology leader with record of research (clinical, basic, translational, or public policy) experience and leadership skills.
- A record of sustained publication and research appropriate for appointment as Associate Professor or above.
- A personal commitment to maintain clinical expertise and current knowledge on developments and progress in some facet of pediatric rheumatology.
- 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.
- MD or DO with board certification in Pediatrics and Pediatric Rheumatology.
- Eligible to be fully licensed and credentialed as an attending staff physician at Connecticut Children's.
- Minimum of seven years of clinical practice.

Personal and Professional Attributes

- Charismatic, engaged, and an effective leader with a vision for the Division of Rheumatology of the future at Connecticut Children's.
- Individual who conveys confidence, initiative, and the ability to make decisions and take responsibility for them.
- Understands the importance of interdisciplinary programs to support excellent and effective pediatric rheumatology care.
- Strategic, big picture thinker also able to focus on the tactical aspects of the role, including growth and creating a research program.
- A passion for excellence in clinical practice, interdepartmental collaboration, advancement of the relationship of the Department with the School of Medicine.
- The capacity to adjust to changing conditions and come up with pragmatic methods for addressing issues.
- Demonstrated record as a champion of innovation, improvement efforts, and entrepreneurial clinical and service initiatives.

- Open communication style and interpersonal skills to collaborate with a variety of constituents across Connecticut Children's in a manner that reflects respect and confidence.
- Clear, experienced, and poised communicator internally with faculty, hospital leadership, medical school leadership, medical staff and nursing leadership.
- Be a respected and recognized voice of Connecticut Children's with external organizations, including national and regional academic rheumatology organizations, local and regional affiliates, Federal funding agencies, and regulatory agencies.
- Effective verbal and written communication.
- Leadership style that is grounded in "can do" enthusiasm and interprofessional problem solving that is sustainable in the Division and in the Hospital.
- Ability to promote to the faculty and collaborating departments and execute improvements and changes that are viewed as mission-critical to enhancing care quality and safety, aspirational goals, and customer service-focused.
- Ability to deftly balance competing operational priorities, guide teams, and interprofessional leaders, and to rapidly resolve clinical and operational safety and quality challenges.

Critical Success Factors

Success in the first year of the Chief's tenure will be evaluated by his/her ability to:

- Develop an assessment of the opportunities for growth of the Department across the region and the State.
- Evaluate the Division of Rheumatology in the context of multidisciplinary programs within the organization.
- Establish authentic trusting relationships with peers and community-based physicians.
- Evaluate opportunities to create sustainable access goals for families and provider to meet urgent clinical needs.
- Establish metrics and goals for patient satisfaction and physician engagement and a priority to meet and exceed them on a regular basis.

Living in Connecticut

The coast of Connecticut sits on Long Island Sound and the Connecticut River cuts through the center of the state, flowing into Long Island Sound. The most populous metropolitan region centered within the state lies in the Connecticut River Valley. Despite Connecticut's relatively small size, it features wide regional variations in its landscape; for example, in the northwestern Litchfield Hills, it features rolling mountains and horse farms, whereas in areas to the east of New Haven along the coast, the landscape features coastal marshes, beaches, and large scale maritime activities. One can live within an easy commute to Connecticut Children's in an urban area or a more small-town community near the rolling hills or the Sound.

Geographically, it is in the heart of the northeast corridor and it is easy to travel anywhere in the state within a few hours. That means that 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 hiking trails (also used for biking and horseback riding) running through 88 towns, and four seasons, with a relatively mild northeast climate.

In terms of quality of life, there are many natural areas with lakes, caves and abundant wildlife. There are local farms for fresh fruit, vegetables, and a variety of museums and quality public parks throughout the state. New York City, Boston, Cape Cod and Newport, RI are an easy trip and there is also easy access to beaches and skiing.

The public-school systems in the communities near the Medical Center are excellent. There are 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.

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, growth of services and programs.

For More Information

We welcome recommendations, nominations, and confidential inquiries. Interested parties should send a curriculum vitae and letter of interest to CTChildrensChiefRheum2249@zurickdavis.com. For additional questions, please contact **Brigid Keefe** (brigid.keefe@zurickdavis.com) or **Jacqueline Rosenthal** at 781.938.1975. All contact with our office will remain confidential.

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