Position Specification

UT Southwestern Medical Center

Chair, Department of Internal Medicine

UT Southwestern Medical School

April 2019
University of Texas Southwestern Medical School
Chair, Department of Internal Medicine

Dr. W.P. Andrew Lee, UT Southwestern’s (UTSW’s) newly appointed EVP for Academic Affairs, Provost and Dean, with the advice and counsel of a faculty Search Committee, invites applications and nominations for the position of Chair, Department of Internal Medicine at UT Southwestern Medical Center.

The chair of the Department of Internal Medicine has primary responsibility for the oversight of UTSW’s largest department, with over 575 faculty members across 17 divisions, four departmental centers, and expanding clinical operations within the Southwestern Health Resources Network.

UTSW has a long tradition of excellence in internal medicine, a tradition that has often served as the foundation of many of the institution’s storied successes. The next department chair will have the opportunity to build on outstanding existing teaching, research, and clinical programs. The chair will be expected to implement a strategy that supports the recruitment and retention of high-caliber and diverse faculty and trainees, who will sustain and enhance scientific advances, excellence in undergraduate medical education and graduate medical education, and clinical operations consistent with UTSW’s position as one of the nation’s top-tier academic medical institutions. Of primary importance will be the task of increasing the department’s success rate in NIH and other federal funding, including basic, clinical, and translational research.

The next chair of Internal Medicine will play a key leadership role in advancing the mission, operations and service of the department within the medical school and the UT Southwestern Medical Center more broadly in the Southwestern Health Resources Network. In developing and carrying out her/his agenda, the chair will be expected, as well, to guide, empower, and work collaboratively with the other department chairs, division heads, center directors, and faculty, while working to facilitate further integration among UTSW’s educational, research, and clinical missions.

It is expected that the next chair of the Department of Internal Medicine will be a:

- **Leader** with vision, a result-oriented approach, and the highest level of personal integrity.
- **Builder** with excellent judgment and scientific taste who will be capable to recruiting division chiefs and faculty.
- **Communicator** who is self-aware, empathetic, and energetic.
- **Promoter** with the natural inclination to cultivate, motivate, and promote both clinicians and physician-investigators, putting their achievements ahead of his or her own career. Someone who recognizes the department’s success is the chair’s success.
- **Decision-maker** who keeps an open mind on issues, welcomes and encourages diverse opinions, and makes timely and principled decisions.
- **Scholar** with outstanding personal scholarly achievement and experience in all three missions of research, education, and patient care.
- **Collaborator** who recognizes the critical value in collaboration in medicine.
The Role of the Chair, Department of Internal Medicine

Consistent with the above, for the next chair of Internal Medicine, UTSW seeks a strategic and visionary leader to build upon the department’s long-established tradition of academic and research excellence, enhance its diversity, and further advance education, scholarship, and the academic reputation of the department’s divisions and centers. The chair of the Department of Internal Medicine is a key member of the medical center’s senior leadership team, and works closely with the Dean and the other department chairs to promote and fulfill all aspects of UT SW’s institutional tripartite mission to educate, discover, and heal.

The chair is expected to set the highest standards of intellectual engagement and accomplishment for the department. The chair will be charged with increasing the quality of clinical care that will further differentiate UT SW’s Department of Internal Medicine and its affiliated hospitals as a leader in clinical excellence. As such the chair will be expected to provide strategic vision and operational leadership for all aspects of the department, conceiving and managing policy, programs, and resource allocation to achieve UT SW’s mission of promoting health and a healthy society that enables achievement of full human potential.

To realize these aims, the chair will need to:

- Demonstrate outstanding judgment and “academic taste” in the recruitment and retention of division and center leadership.
- Expand and enhance the research programs within the department by building upon UT SW’s global reputation in the basic sciences, specifically extending this preeminence to include clinical and translational research.
- Develop close, cooperative relationships with other schools and departments across the medical center, cultivating a community of mutual respect to allow synergistic interaction that characterizes outstanding academic medical centers.
- Sustain and strengthen our nationally recognized residency training.
- Ensure the financial health of the department.

Candidate Qualifications

The ideal candidate will be a nationally recognized basic, translational, or clinical research physician-scientist, who has deep insight into clinical care delivery and an outstanding track record of substantial administrative experience in academic medicine. UT SW seeks candidates characterized by integrity, collegiality, wisdom, leadership skills, and a broad knowledge of biomedical science. Fundamentally, UT SW is looking for a leader who has bold vision, who can make crisp, timely, and fair decisions, and who understands the difference between style and substance – and good and great.

Candidates must hold an M.D. or M.D./Ph.D. degree (or equivalent) and exhibit some of the following attributes: distinguished research, teaching, and clinical and public service; proven success in faculty recruitment and retention, external and alumni relations, and development; an established record of advancing diversity; and credentials that merit appointment at the rank of full professor at UT SW.

To expand on the above, in terms of the performance and personal competencies required for the position, we would highlight the following:
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Setting Strategy

- The ability to create and articulate an inspiring vision for the department and contribute meaningfully to the direction of the academic enterprise as a whole.
- The capacity to understand the complex organizational landscape and the ability to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- The inclination to seek broad input and to analyze data from a variety of sources to support decisions, and to align others with the medical school’s overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the accepted boundaries.
- An eagerness to participate in medical school- and medical center-wide strategic planning processes and collaborative implementation of strategic goals.
- An appreciation for, and an understanding of, the unique culture of UTSW that has served as the foundation of its unparalleled academic success.

Executing for Results

- The ability to set clear and challenging goals, while committing the organization to improved performance; tenacious and accountable in driving results.
- A thoughtful risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart, informed risks.
- A leader with unwavering integrity, who manifests careful forethought in his/her approach to making decisions; the ability to act in a transparent and consistent manner while always considering what is best for the organization.
- A deep appreciation for, and understanding of, the broad research mission – basic, translational, and clinical – and a commitment to its success and sustainability.

Leading Teams

- The ability to attract, recruit, and retain top academic talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others. An individual who demonstrates a generosity of spirit will be deemed an ideal candidate.
- The desire to develop strong partnerships with all relevant constituents and contribute to the success of all entities.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.

Relationships and Influence

- A visionary leader who can work collaboratively with the other chairs, the EVP for Academic Affairs/Dean, and EVP for Health System Affairs in order to cultivate and implement a transparent and synergistic dynamic between the health system, the Department of Internal Medicine, and the medical school as a whole.
- Naturally connects and builds strong collaborative relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
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• Demonstrates an appropriate understanding of, and enthusiasm for, each of the three core missions of an academic medical center.
• Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
• Creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others in understanding and promoting the greater purpose for the organization as a whole.
• An abiding commitment to the values of diversity and inclusion.

Relevant Experience

• Has a record of outstanding scholarship and/or credentials consistent with an appointment at the rank of full professor in a peer academic medical center.
• Has experience working with leadership of departments, research institutes, centers of excellence, or other mission-critical entities, as appropriate.
• Has evidenced a successful track record of recruiting and retaining high-quality faculty and administrators.
• Has served as a visionary and strategic leader with knowledge and experience in academic institutions, health centers, and teaching hospitals.
• Has participated in the management of a significant education and/or a research enterprise.
• Has demonstrated experience in advancing a diverse faculty and promoting an inclusive environment.

UT Southwestern’s Department of Internal Medicine

Among the 589 primary and secondary faculty of the UTSW Department of Internal Medicine are two Nobel Prize winners, six members of the National Academy of Sciences, nine members of the National Academy of Medicine, seven members of the American Academy of Arts and Sciences, 34 members of the American Society for Clinical Investigation, 31 members of the Association of American Physicians, and two Howard Hughes Medical Institute investigators.

Department Structure and Leadership

The department has been led since 2010 by Dr. David Johnson, who holds the Donald W. Seldin Distinguished Chair in Internal Medicine. Dr. Johnson joined UTSW from Vanderbilt University Medical School, where he served as the Director of the Division of Hematology and Medical Oncology and Deputy Director of the Vanderbilt-Ingram Cancer Center. Additional details on Dr. Johnson’s tenure, the department’s organizational structure, and the leadership team can be found in Appendix I and on the department’s Leadership webpage.

Seventeen divisions and four centers comprise the Department of Internal Medicine. The department’s long tradition of excellence reflects its commitment to the highest quality of education of students and residents, the provision of clinical care, and a commitment to path-breaking basic science research, which has served as a foundation for the success of UTSW as a whole.
The Department’s 17 Divisions

- Allergy and Immunology
- Cardiology
  - Hypertension
- Clinical Genetics
- Combined Internal Medicine and Pediatrics
- Digestive and Liver Diseases
- Endocrinology
- Epidemiology
- General Internal Medicine
  - Palliative Medicine
- Geriatric Medicine
- Hematology and Oncology
- Hospital Medicine
- Infectious Diseases and Geographic Medicine
- Mineral Metabolism
- Nephrology
- Nutrition and Metabolic Diseases
- Pulmonary and Critical Care Medicine
- Rheumatic Diseases

The Department’s Four Centers

- Center for Autophagy Research
- Esophageal Diseases Center
- Hypothalamic Research Center
- Touchstone Diabetes Center

Education

In the recently released 2020 US News and World Report Best Graduate School rankings, UTSW is ranked #15 for Medical Programs and Specialties. The Internal Medicine residency program was ranked eighth by reputation in a national poll of program directors conducted by US News & World Report and Doximity in 2018. The residency program was also ranked #2 among national programs serving large public safety-net hospitals (i.e., Parkland) and is rated second in southern programs, just behind Duke.

- Applications to the residency program increased from 3,500 in 2014 to well over 6,000 in 2018. Approximately 250 of the 400 candidates interviewed are scored and ranked. The match rate is ~1:4 compared to a national average of ~1:7-8.
- Internal Medicine continues to attract the highest-quality candidates to the Medicine - Pediatrics program. All trainees accepted to date are members of AOA.
- There are currently 177 residents and 142 clinical fellows in three residency and 18 subspecialty training programs within the Department of Internal Medicine.
- The department currently has five T32 grants funding postdoctoral training in the subspecialties of internal medicine.
Additional information on the residency and fellowship programs within each division, as well as the department’s Internal Medicine Physician Scientist Training Program, can be found on the department’s Education and Training website.

**Research**

The Department of Internal Medicine conducts basic science and clinical research with the goal of bringing the latest discoveries from the “bench to the bedside.” This is accomplished through a multidisciplinary approach to research, fostering an environment for physicians, scientists, and students that is both collaborative and cooperative.

The department’s research is supported by funding from major organizations, including the National Institutes of Health, Department of Veterans Affairs, American Heart Association, March of Dimes, National Kidney Foundation, and many more.

- Space dedicated to research is 145,548 square feet.
- Direct research expense for the most recent four quarters was $68.7M, $472 per square foot.
- Indirect cost recovery for the most recent four quarters was $15.8M, $108 per square foot.
- In 2018 UTSW was ranked #24 by Blue Ridge Institute for total NIH funding in internal medicine.

**Clinical Operations**

Patient care occurs at Clements University Hospital, Parkland Hospital, and the Dallas VA Hospital as well as department- and hospital-based clinics on campus and several offsite locations. The department has experienced 8-10% growth for the past three consecutive years and projects that growth to continue for the foreseeable future.

- Physicians practicing in internal medicine ambulatory clinics are expected to achieve high patient satisfaction. In FY19, the provider target is 88.5%. The overall department average for 2018 was 90%, and above the 90th percentile.
- Each division participates in a group incentive program which includes quality metrics. The goals for each division are established by the divisions. Nearly all divisions are successful in this program, which enables the department to focus on the importance of quality patient care.
- Revenue related to clinical operations is projected to be $146M for FY19.
- Internal Medicine continues to be the largest contributor to the UT clinical enterprise and consists of 10.8% of the practice.
- The Department of Internal Medicine has experienced a substantial increase in new and return patients this past year. Estimated new patient growth from FY18 to FY19 is 15.8% (33,372 to 38,646 patients). Established patient visits are projected to increase 11.0% (170,190 to 191,169). Increased patient volume has been accomplished through template optimization, focused effort on patient access, and increasing the number of physicians and advanced practice providers.
- Parkland clinical productivity has been consistent over the previous two years; however for FY19, the wRVU’s have increased 5% when compared to the same time period in FY18.
UT Southwestern Medical Center

UTSW is leading the way in a new era of scientific discovery. In both basic and clinical research, the institution fosters multidisciplinary approaches and rigorous scientific training. Excellence in education begins with its faculty. Among UTSW’s approximately 2,600 full-time and 294 part-time faculty members are six Nobel Prize winners, 22 members of the National Academy of Sciences, 17 members of the National Academy of Medicine, and 15 Howard Hughes Medical Institute investigators.

One of the nation’s top schools of medicine, UT Southwestern Medical School is one of three degree-granting institutions at UTSW and is one of six medical schools in the University of Texas system. The medical school graduates about 230 students each year, making it one of the largest medical schools in the country. Educating and training the next generation of physicians is a core mission, and to ensure that UTSW students are fully prepared for the future they will encounter in the rapidly changing landscape of medicine and healthcare delivery, a new curriculum was launched for the class that entered in fall 2015. The new curriculum is characterized by a focus on team-based learning, close contact with faculty, meaningful mentorship opportunities, and integrating basic science education with patient care training and experience.

In addition to the roughly 950 medical students, UT Southwestern Medical School trains approximately 1,300 clinical residents in facilities of more than 2,000 beds to care for patients of varied cultural backgrounds, experiences, and access to care at the five affiliated hospitals.

Research is the cornerstone upon which world-class medical education and patient care are built. Investigations into cancer, neuroscience, heart disease and stroke, arthritis, diabetes, and many other fields keep UTSW at the forefront of medical progress. UTSW is one of the country’s leading research facilities, with approximately $469 million in total annual funding and $180 million in annual funding from the NIH in 2018.

Additional information on UT Southwestern Medical Center and Medical School can be found in Appendix II and on the websites for the Medical Center and the Medical School.

Application/Nomination Procedure

The Search Committee, chaired by Dr. Herbert Zeh, chair of the Department of Surgery, invites inquiries, nominations, and applications for the position of Chair, Department of Internal Medicine at UT Southwestern Medical School. The EVP for Academic Affairs, Provost and Dean, Dr. W.P. Andrew Lee and the Search Committee are partnering in this search with Drs. Charles Falcone and Ilene H. Nagel, and Charles Kaler. Dr. Charlie Falcone and Charles Kaler are affiliated with Russell Reynolds Associates; Dr. Ilene H. Nagel, formerly of Russell Reynolds, is now President of Education Executives.

Prospects nominated and/or those who wish to be considered by the Search Committee should provide an electronic version of their curriculum vitae, as well as a brief bullet point summary of administrative roles they have held and their accomplishments in each, particularly in an academic medical center.
The confidential review of nominations and expressions of interest will continue until an appointment is made. That said, the Search Committee is intending to conduct its first round of confidential interviews in July 2019, so time is of the essence. To be ensured of full consideration, email a curriculum vitae and supporting materials to UTSW.Medicine@russellreynolds.com.

UT Southwestern Medical Center is committed to an educational and working environment that provides equal opportunity to all members of the university community. In accordance with federal and state law, the university prohibits unlawful discrimination, including harassment, on the basis of: race; color; religion; national origin; sex, including sexual harassment; age; disability; genetic information, citizenship status; and protected veteran status. In addition, it is UT Southwestern’s policy to prohibit discrimination on the basis of sexual orientation, gender identity, and gender expression.
Appendix I: Department of Internal Medicine Organizational Chart
Appendix II: UT Southwestern Medical Center – An Overview

UTSW is one of the premier academic medical centers in the nation, especially well-known for the quality of its science, and fundamentally committed to integrating pioneering biomedical research with exceptional clinical care and education. The medical center’s faculty includes many distinguished scientists; among them are 22 members of the National Academy of Sciences, 18 members of the National Academy of Medicine, and 15 Howard Hughes Medical Institute investigators. Since 1985, six members of the UTSW faculty have been recipients of Nobel Prizes.

Established in 1943 as a small private medical school by a group of leading Dallas citizens, UTSW has grown to employ more than 17,000 people, with an operating budget in excess of $3.0 billion. The campus is located 10 minutes from downtown Dallas and is part of the 1,000+ acre Southwestern medical district. UTSW facilities occupy 12.7 million square feet, with another 478,000 square feet under construction.

Now comprising three schools, UTSW has grown into a thriving academic medical center with an international reputation for exemplary research, in conjunction with robust educational and training programs, and a rapidly expanding clinical enterprise dedicated to excellence in the care it delivers. As a public entity, UTSW enjoys support from the state of Texas for its academic missions, as well as philanthropic support from the Dallas-Fort Worth community.

UT Southwestern Research

UTSW celebrated its 75th anniversary last year, and since its inception, research has been the cornerstone upon which outstanding medical education and patient care have been built. The discoveries of UTSW’s Nobel laureates have not only transformed science and medicine and set a standard of scientific excellence, but they have helped establish a now well-entrenched culture of collaboration and collegiality, making UTSW a very special academic environment.

In addition to the ongoing activities of its departments, centers, and other programs, UTSW has launched a number of important new initiatives in recent years. Among them, the Peter O’Donnell Jr. Brain Institute has been a top priority. The O’Donnell Brain Institute is part of an ambitious initiative that seeks to address the impact of all forms of brain-related disease (e.g., Alzheimer’s and other neurodegenerative diseases, mental illnesses, traumatic brain injury, movement disorders, and autism), and to do so in a comprehensive manner.

The institute encompasses major investments in research to delineate the molecular basis of brain function and the fundamental underlying causes of brain disease, as well as translational research efforts to advance diagnosis and treatment, and investment in clinical programs to offer the very best and most innovative care possible today. The new wing of Clements University Hospital will become the inpatient home of the Brain Institute, and planning is well underway for a new building to be constructed on the North Campus, which will house expanded Brain Institute research laboratories.

The Texas Institute for Brain Injury and Repair, a component of the O’Donnell Institute, focuses the medical center’s strengths in basic and translational research on various types of brain injury and conditions, including traumatic brain injury, stroke, and Alzheimer’s disease. The institute also promotes
brain injury education and prevention. The Texas legislature provided $15 million for the current biennium – the largest allocation for a brain injury initiative in state history.

UTSW established the Hamon Center for Regenerative Science and Medicine in 2014 to advance human health through discoveries of the fundamental mechanisms of tissue formation and repair, and the use of this knowledge to develop transformative strategies and medications to enhance tissue regeneration.

In addition to these initiatives, UTSW recently established a new Department of Bioinformatics to be a home for computational and computer scientists, and it is catalyzing the work of many departments and centers.

The Harold C. Simmons Cancer Center has been designated by the National Cancer Institute (NCI) as a comprehensive center, an elite distinction held by only the top-tier cancer centers nationwide. This designation is bestowed by the NCI in recognition of research excellence and outstanding patient care. By having an NCI-designated comprehensive cancer center, UTSW is able to assure patient access to the most promising potential treatment through a wide array of clinical trials. In addition to other support, the center and its faculty have been recipients of more than $340 million in funding from the Cancer Prevention and Research Institute of Texas since 2010.

Currently, UTSW has 15 Howard Hughes Medical Institute investigators, four HHMI faculty scholars, and one HHMI early-career scientist on campus. They serve as faculty members in basic science departments, and their recognized leadership is an important source of UTSW’s strengths in biomedical research.

**UT Southwestern Educational Enterprise**

UT Southwestern Medical Center has three degree-granting institutions: UT Southwestern Medical School, UT Southwestern Graduate School of Biomedical Sciences, and UT Southwestern School of Health Professions. The schools train about 3,600 medical, graduate, and health profession students, residents, and postdoctoral fellows each year. Additionally, more than 100 early-career researchers have come through the medical center's acclaimed Endowed Scholars Program in Medical Science, and many have gone on to become leaders in their fields.

**UT Southwestern Medical School**

UT Southwestern Medical School is one of six medical schools in the University of Texas System and one of the nation’s top medical schools. It graduates about 230 students each year, making it also one of the largest medical schools in the country. Educating and training the next generation of physicians is a core mission, and to ensure that UTSW students are fully prepared for the future they will encounter in the rapidly changing landscape of medicine and healthcare delivery, a new curriculum was launched for the class that entered in fall 2015. The new curriculum is characterized by a focus on team-based learning, close contact with faculty, meaningful mentorship opportunities, and integrating basic science education with patient care training and experience.
The Medical Scientist Training Program prepares students seeking both M.D. and Ph.D. degrees for careers that will include biomedical research as well as the application of research discoveries to the practice of medicine.

**UT Southwestern Graduate School of Biomedical Sciences**

The UT Southwestern Graduate School of Biomedical Sciences offers 12 Ph.D. degrees in basic and clinical sciences, encompassing more than 1,000 predoctoral and postdoctoral students. The school offers students exceptional opportunities to work with internationally recognized faculty, along with access to more than 1 million square feet of state-of-the-art research space and 34 core lab facilities.

**UT Southwestern School of Health Professions**

The UT Southwestern School of Health Professions is a leader in training students to meet the challenges and opportunities in clinical nutrition, medical laboratory sciences, physical therapy, physician assistant studies, prosthetics-orthotics, radiation therapy, and rehabilitation counseling.

**UT Southwestern Patient Care**

The vitality of the UTSW health system and medical group are evident in the growth of the faculty, the establishment of new scientific and clinical programs, the emphasis on ongoing quality improvement, the steady and ongoing expansion of its facilities, and its increasing regional footprint and maturing population health capabilities.

Faculty and residents provide care to more than 100,000 hospitalized patients and oversee approximately 2.2 million outpatient visits annually. UTSW faculty physicians, as members of the UTSW medical group, provide patient care at UTSW university hospitals and clinics (Clements University Hospital and Zale Lipshy University Hospital), owned and operated by the university itself, and at its partners the Parkland Health & Hospital System, Children’s Medical Center, Texas Scottish Rite Hospital for Children, the VA North Texas Health Care System, and other affiliated hospitals and community clinics whose operations are controlled independently of the university.

UTSW’s William P. Clements Jr. University Hospital opened in December 2014, and it has transformed the opportunities for medical care in North Texas and beyond. It has been nationally recognized for innovation in its design and operations that focus on the patient experience and emphasize the integration of education, research, and patient care.

Clements University Hospital is a centerpiece for carrying out UTSW’s tripartite mission – to educate, discover, and heal. Innovations in technology and in approaches to care abound in the new hospital. It is a place where the intellect, skill, and science of UTSW are translated into the delivery of compassionate, high-quality, and innovative patient care. With its growth in patient volumes since it opened three years ago far outpacing projections, construction to expand the hospital has begun several years sooner than anticipated.
UTSW is nationally ranked among the top 50 programs in six specialties, as well as ranked first in Dallas-Fort Worth and second in Texas, according to U.S. News & World Report’s annual (2018) Best Hospitals listings. Eight other UTSW specialties and procedures earned a high-performing designation.

For much of UTSW’s history, its clinical mission was almost entirely carried out through patient care at Parkland Memorial Hospital, the Dallas County safety-net hospital, which opened its own 862-bed new (replacement) hospital in 2015. Parkland remains a vital and important partner, and the volume of care provided there by UTSW medical group physicians continues to increase.

Children’s Medical Center remains the primary clinical site for the UTSW pediatric group. Children’s Health is the premier academic pediatric system in the region. With two hospitals and 10 outpatient facilities, Children’s Health maintains 559 licensed beds and receives more than 300,000 ambulatory visits per year.

Over the past several years, much of UTSW’s planning has been predicated on the assumption that a transition from “volume to value” is both right from a societal perspective and highly likely to happen as a confluence of forces drive in that direction. UTSW has made very significant advances to prepare for, and thrive in, that future environment. UTSW has successfully participated in the Medicare Shared Savings Program over the past four years, ranking among the top 10 of approximately 360 participating ACOs.

There have been four strategic pillars of this progress:

- First has been the development of “population health” competencies, including effective analytics, utilization management (e.g., post-acute services), deep quality and safety programs, and others.

- Second, the expansion of its own regional presence, including now more than 10 satellite facilities to provide convenient access to UTSW specialists beyond the main campus. The UTSW Monty and Tex Moncrief Medical Center in Fort Worth is the most recent and largest of these, having opened in June 2017. A hospital and medical office building in Frisco, a rapidly growing community to the north, is under construction as a joint venture with Texas Health Resources.

- Third, the formation of UTSCAPS – UT Southwestern Community Affiliated Physicians – a broad network of community-based primary care physicians; though not employed by UTSW, these physicians are clinically integrated with UTSW and are included in UTSW contracts. UTSCAPS now comprises more than 400 physicians practicing at 55 different sites.

- Fourth, the establishment of a regionally integrated healthcare network, Southwestern Health Resources, which blends the strengths of UTSW and Texas Health Resources to better serve North Texas residents, with preventive care to the most advanced interventions. The network is comprised of 31 hospitals, 650+ outpatient facilities, and more than 3,000 physicians, spanning a 16-county service area with more than 6 million residents. The joint effort establishes an organization with the scale and scope to provide leading-edge technology, research, and education, ensuring broader access to exceptional, high-quality care.
Appendix III: Search Committee Membership

Herbert J. Zeh III, M.D, Search Committee Chair
Professor and Chair, Department of Surgery

Carlos L. Arteaga, M.D.
Professor and Director, Harold C. Simmons Comprehensive Cancer Center
Professor of Internal Medicine

Bruce Beutler, M.D.
Professor and Director, Center for the Genetics of Host Defense
Professor of Immunology

Helen H. Hobbs, M.D.
Professor and Director, Eugene McDermott Center for Human Growth and Development
Professor of Internal Medicine and Molecular Genetics

Jay D. Horton, M.D.
Professor and Director, Center for Human Nutrition
Professor of Internal Medicine and Molecular Genetics

Temple Howell-Stampley, M.D.
Professor and Chair, Physician Assistant Studies
Professor of Internal Medicine

Julio Pérez Fontán, M.D.
Professor and Chair, Department of Pediatrics

Sandra Schmid, Ph.D.
Professor and Chair, Department of Cell Biology

F. David Schneider, M.D.
Professor and Chair, Department of Family and Community Medicine

Celette Skinner, Ph.D.
Professor and Chair, Department of Population and Data Sciences
Associate Director Population Science, Harold C. Simmons Comprehensive Cancer Center

Dwain L. Thiele, M.D. – ex officio
Vice Provost and Senior Associate Dean for Faculty Affairs and Initiatives
Professor of Internal Medicine
Appendix IV: Russell Reynolds Associates Contact

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