Position Specification

UT Southwestern Medical Center

Associate Director of Clinical Affairs,

Peter O’Donnell Jr. Brain Institute

May 2020
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University of Texas Southwestern Medical Center
Associate Director for Clinical Affairs, Peter O’Donnell Jr. Brain Institute

Dr. William Dauer, inaugural Director of the Peter O’Donnell Jr. Brain Institute and Professor of Neurology and of Neuroscience at the University of Texas Southwestern (UTSW) Medical Center, with the advice and counsel of a faculty Search Committee, invites applications and nominations for the position of Associate Director of Clinical Affairs in the Peter O’Donnell Jr. Brain Institute. The individual in this position will serve as the Senior Clinical Physician Leader driving strategies and implementing clinical operations designed to advance the national preeminence of the O’Donnell Brain Institute.

Peter O’Donnell Jr. Brain Institute

The Peter O’Donnell Jr. Brain Institute was formed in 2015 following a generous $36 million gift from the O’Donnell Foundation. Development of the O’Donnell Brain Institute (OBI) is a major institutional goal, and is the focus of a dedicated fundraising campaign that has already garnered several hundred million dollars. The purpose of the OBI is to establish UTSW as a leading institution for the care of patients with brain disease, and to pursue basic and clinical research to develop novel treatments for these disorders. Today, the OBI is a comprehensive institute dedicated to uniting the disciplines of research, education, and clinical treatment in one unprecedented Institute.

The mission of the OBI is to improve the lives of individuals with brain disease. The ultimate realization of this mission will be the development of therapies that prevent or halt disease at an early stage or enable meaningful rehabilitation by promoting neural healing. Equally important to this mission is making UTSW a national leader in the clinical care of individuals suffering from brain disease, including the development of innovative interdisciplinary “destination” clinical programs. The realization of these goals is uniquely possible at UT Southwestern because of its world-leading scientific culture and institutional commitment to brain science and clinical care. The OBI will accomplish these goals by acting as a change agent, working together with Chairs and other key stakeholders to set and support large strategic initiatives.

The Institute represents over 2,100 members of the faculty and staff across a variety of specialties from UTSW departments, centers, and facilities which include:

- Center for Alzheimer’s and Neurodegenerative Diseases
- Neurological Surgery
- Neurology and Neurotherapeutics
- Neuroradiology
- Neuroscience
- Pediatric Neurology
- Psychiatry
- Physical Medicine and Rehabilitation
The Chairs of Neurology & Neurotherapeutics, Neurosurgery, Psychiatry, and Physical Medicine and Rehabilitation are essential partners with the OBI. These Chairs are *ex officio* members of the OBI Steering Committee together with other campus thought leaders. This group meets monthly, enabling the OBI to engage and coordinate all relevant stakeholders in multidisciplinary clinical and clinical research efforts. This is already proving to be particularly valuable for clinical program development and will be invaluable for attracting the very top talent we intend to add to the brain science community in the coming years.

**Promoting State-of-the-Art Clinical Care:**

Central to its mission, the OBI is engaging with its constituent clinical departments to establish UT Southwestern Medical Center as a leader in the diagnosis and treatment of brain disease. The quality of UTSW care must clearly surpass all other local providers; therefore it is critically important to the success of the OBI that UTSW become a treasured resource of the greater Dallas community for the care of brain disease of all types.

The OBI partners with the Department Chairs of Neurology, Neurosurgery, Psychiatry, and Physical Medicine & Rehabilitation to support recruitments required to raise their national prominence and to strengthen existing and identify new areas of interdisciplinary care. Current areas of focus include programs in Autism (Psychiatry, Neurology; Developmental Pediatrics; Social Work), Neurotrauma, and Neuro-Oncology (Neurology; Neurosurgery; Radiation Oncology; Simmons Comprehensive Cancer Center) which require the close and highly coordinated interaction of many Departments and other caregivers. Strengthening and integrating such programs is essential to attracting the best and brightest to UTSW, and to the success of the vision of UTSW as a national leader in the care of patients with brain disease.

In 2019, there were more than 200,000 outpatient visits, 6,700 total surgeries, and 4,700 inpatient admissions spanning more than 200 conditions. However, current models of care for patients with brain disease tend to be difficult to access and plagued by long wait times. The guiding principle of the OBI in overcoming this situation is the needs of the patient. A goal is to communicate patient-focused treatment plans established by subspecialty physicians to care teams comprising all individuals participating in a patient’s care. Ideally, major disease entities (e.g., Parkinson’s, brain tumors) will have standard evaluations, which will provide optimal care and facilitate the integration of clinical visits with the research mission (both clinical and basic). The success of this approach will require robust deployment of synchronous and asynchronous information sharing using advanced technologies. The rapid rise of telemedicine in the COVID-19 era will be expected to play an increasingly important role in this process and provides a rich opportunity for innovations in clinical care and patient-centered research. Using these principles, the OBI and its departmental partners are working together to foster and develop unique programs focused around “destination” programs that attract national and international patient population.

A major “third tower” addition to Clements University Hospital, due to open in late 2020, will be the inpatient home of the OBI. This tower will be dedicated to Neurology, Neurosurgery, and Psychiatry. It will be equipped with state-of-the-art equipment, including neuroimaging and a high intensity focused ultrasound machine for clinical care and research. We envision and have identified a location for a future building that will house ambulatory care and clinical research for brain disease. This space will support a
model where all physicians and ancillary caregivers required to provide optimal care will be physically co-located so multiple patient needs can be addressed and coordinated in a single visit.

The O’Donnell Brain Institute has received recognition and a number of awards despite its short period of existence. Some include:

- *U.S. News & World Report* ranking in the nation’s top 15 hospitals for neurology and neurosurgery.
- First hospital in North Texas to receive Advanced Comprehensive Stroke Center designation by the Joint Commission and the American Heart Association/American Stroke Association.
- Designated by the National Association of Epilepsy Centers as a Level 4 center – the highest possible level.
- Magnet® designation from the American Nurses Credentialing Center, signifying nursing excellence and high-quality patient care.
- Cranial Neurosurgery Excellence Award from Healthgrades.
- Accreditation from the Joint Commission for psychological assessment of autism in young children, beginning at age 18 months.

Additional information on the Institute can be found on the OBI website.

**Strengthening the Brain Science Community:**

Fostering future discoveries and translating them into effective therapies is a major goal of the OBI; research expenditures in 2019 totaled approximately $72 million. OBI is working to identify signature research themes that are ripe for major investment scientifically and hold great potential for clinical translation. These programs, which will be housed in a 270,000 sq. ft. “brain tower”, are designed to facilitate cross-disciplinary research efforts involving UTSW’s world renowned scientific community and enable a major expansion of laboratory-based brain science.

One of the OBI’s goals is to promote innovation through the integration of departmental efforts. To accomplish this goal, the OBI is establishing multiple programs for existing UTSW faculty and trainees such as investigator-initiated interdisciplinary research grants, expansion of the Neuroscience efforts within the Disease Oriented Clinical Scholars (DOCS) Program to support junior faculty, clinical engagement programs to support the scholarly engagement of clinical faculty, a variety of formal training programs for trainees in basic and clinical neuroscience, and efforts to promote diversity and ensure a culture of inclusive excellence.

A major focus of the OBI is developing a nation-leading effort in translational neuroscience that will complement and greatly benefit from a robust program in fundamental mechanistic science. The Perot Neuroscience Translational Research Center houses a clinical research unit staffed by more than 40 research nurses and coordinators and is performing a wide range of observational and interventional studies with faculty from Neurology, Neurosurgery, and Physical Medicine and Rehabilitation.
The Role

The Associate Director will have a dual reporting relationship to the Director of the Peter O’Donnell Jr. Brain Institute and the Executive Vice President for Health System Affairs or his designee. The successful candidate should be a clinically focused dynamic physician with proven leadership experience and who is interested in the care and treatment of a broad spectrum of brain disorders. S/he will serve as the Senior Clinical Physician Leader driving strategies and implementing clinical operations designed to advance the national preeminence of the O’Donnell Brain Institute. These efforts will be pursued together with another key leader, the Associate Vice President (AVP) for the OBI who is the lead administrator for the organization, and who has more than 20 years of experience in healthcare administration.

The Associate Director for Clinical Affairs will partner with the Director and AVP to lead the newly formed institute and will have primary responsibility for advancing the clinical care of patients with brain disease. The Associate Director will also promote and enhance clinical research and incorporate exceptional training and education.

Critical to the success of this role is the ability to:

- Engage and partner with health system leaders, chairs and clinical leaders of OBI department and other relevant clinical specialties to develop and operationalize the clinical strategic vision for the OBI;
- Create and sustain in an innovative, patient-centered culture that emphasizes safety, quality, and efficiency;
- Enhance and build close, cooperative relationships with other departments across the medical center, cultivating a community of mutual respect to allow synergistic interaction in both clinical work and clinical research.

Candidate Qualifications

The ideal candidate will be a nationally recognized, clinically focused physician or physician-scientist, who has deep insight into clinical care delivery and an outstanding track record of developing and implementing multidisciplinary programs in an academic medical center. Experience in leading or managing clinical research is highly desirable. UTSW seeks candidates characterized by integrity, collegiality, wisdom, leadership skills, and a broad knowledge of biomedical science. Fundamentally, UTSW is looking for a leader who has clear vision and the ability to further the Institute by bringing its goals to fruition.

Candidates must hold an M.D. or M.D./Ph.D. degree (or equivalent) and qualify for an unrestricted Texas medical license. The Associate Director will have a primary faculty appointment in the O’Donnell Brain Institute, with a possible secondary appointment in the department which reflects his/her specialty. Appointment rank will be commensurate with academic accomplishments and experience.
To expand on the above, in terms of the performance and personal competencies required for the position, we would highlight the following:

**Setting Strategy**

- The ability to create and articulate an inspiring vision for the clinical activities of the Institute and contribute meaningfully to the direction of the UTSW clinical 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 Institute’s and medical school’s overall strategy.
- An eagerness to participate in medical school- and medical center-wide strategic planning processes and collaborate on the 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.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the accepted boundaries.

**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 Institute and the broader organization.
- A deep appreciation for, and understanding of, the multifaceted mission of the Institute and a commitment to its success and sustainability.

**Leading Teams**

- A proven ability 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**

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- A visionary leader who can work collaboratively with department chairs in order to cultivate and implement a synergistic dynamic that enhances multi-disciplinary patient care and treatment.
- 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 engages others in understanding and promoting the greater purpose for the Institute as a whole.
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• 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 associate or full professor in a peer academic medical center.
• Has experience working with leadership of health system, departments, research institutes, centers of excellence, or other mission-critical entities, as appropriate.
• Has served as a strategic leader with knowledge and experience in academic institutions, health centers, and teaching hospitals.
• Has demonstrated experience in advancing a diverse faculty and promoting an inclusive environment.

Application/Nomination Procedure
The Search Committee, chaired by Dr. William Dauer, invites inquiries, nominations, and applications for the position of Associate Director of Clinical Affairs in the Peter O’Donnell Jr. Brain Institute of the UT Southwestern Medical Center. Dr. Dauer and the Search Committee are partnering in this search with Dr. Charles Falcone and Charles Kaler who are affiliated with Russell Reynolds Associates.

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 2020, so time is of the essence. To be ensured of full consideration, email a curriculum vitae and supporting materials to UTSW.Brain@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 policy to prohibit discrimination on the basis of sexual orientation, gender identity, or gender expression.
Appendix I: UTSW 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 (HHMI) 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.

UTSW 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 invest 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 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**

UTSW Medical Center has three degree-granting institutions: UTSW Medical School, UTSW Graduate School of Biomedical Sciences, and UTSW 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.

**UTSW Medical School**

UTSW 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.

**UTSW Graduate School of Biomedical Sciences**

The UTSW 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.

**UTSW School of Health Professions**

The UTSW 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.

**UTSW 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 II: Search Committee Membership

Chair:

Dr. William Dauer
Inaugural Director, Peter O’Donnell Jr. Brain Institute
Professor of Neurology and Neurotherapeutics

Members:

Chris Rubio
Chief Operating Officer, University Hospitals, UTSW Medical Center
Associate Vice President of Neurosciences, Peter O’Donnell Jr. Brain Institute

Dr. Christopher Madden
Vice President and Chief Operations Officer, UTSW Medical Group
Professor, Neurological Surgery

Dr. Hicham Ibrahim
Associate Vice President and Chief Medical Officer, Ambulatory Services
Professor, Psychiatry

Dr. Kathleen Bell
Chair, Department of Physical Medicine and Rehabilitation
Kimberly-Clark Distinguished Chair in Mobility Research
Professor, Physical Medicine and Rehabilitation

Dr. Carol Tamminga
Lou and Ellen McGinley Distinguished Chair in Psychiatric Research
Communities Foundation of Texas Chair in Brain Science
Professor, Psychiatry

Dr. Brendan Kelley
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Appendix III: Russell Reynolds Associates Contact

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