

Position Title: Division Head, Internal Medicine

Department: Internal Medicine

Division: Internal Medicine

Reports to: EVP and Physician-in-Chief and Provost and Executive Vice President

MISSION STATEMENT

The mission of The University of Texas MD Anderson Cancer Center is to eliminate cancer in Texas, the nation, and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.

SUMMARY

The primary purpose of the Division Head of Internal Medicine is to provide broad direction and coordination of all activities within the disciplines comprising the Division of Internal Medicine. The division incorporates the institution's resources available for developing and maintaining professional excellence in comprehensive programs in nine departments which include Cardiology; Dermatology; Emergency Medicine; Endocrine, Neoplasia, and Hormonal Disorders; Gastroenterology, Hepatology and Nutrition; General Internal Medicine; Infectious Diseases, Infection Control and Employee Health; Pulmonary Medicine; and Symptom Research. In addition, the division supervises the clinical programs for the Cardiopulmonary Center, Endocrine Center and Internal Medicine Centers.

CORE VALUES

Caring Behaviors

- **Courtesy:** Is respectful and courteous to each other at all times; gives full attention to others minimizing distractions; does not gossip or air frustration inappropriately; and uses a respectful / professional tone of voice.
- **Friendliness/Teamwork:** Promotes and rewards teamwork and inclusiveness; is sensitive to the concerns of our patients and our co-workers; expresses awareness of others' experiences and views; listens to patients and coworkers' needs and empathizes with them; is aware of and respects individual differences, such as age, gender, ethnicity, physical ability, sexual orientation, religion, culture, background, and experiences; and demonstrates collegiality to others in an effort to create a cooperative and collaborative environment.

Integrity Behaviors

- **Reliability:** Promotes and adheres to MD Anderson's Standards of Conduct in addition to all applicable institutional policies and procedures; communicates time expectations for tests, procedures, or service arrival, or project deliverables to patients and coworkers; by his/her actions, creates an environment of trust; and admits when wrong, apologizes and takes steps to resolve a situation.
- **Safety:** Notices a safety concern and brings it to someone's attention; is a role model for behaviors that promote safety (hand washing, patient fall prevention, reporting of patient

safety issues through institutional reporting systems, facilitating and promoting quality improvement efforts; mitigates risk to the institution through sound business practices; and demonstrates ethical and personal responsibility in work and behavior.

Discovery Behaviors

- ***Responsiveness:*** By his/her actions, creates an environment of trust; encourages learning, creativity, and new ideas; and responds to appropriate requests from others in a timely manner.
- ***Personal Leadership/Self-Initiative:*** Helps others to identify and solve problems; seeks personal academic, research and clinical growth and enables others to do so; leads by example; and actively encourages others to contribute ideas; holds self and others accountable for high standards research, clinical care and administration.

KEY FUNCTIONS

The Division Head is appointed by the President, serves at the pleasure of the President, and reports to appropriate line Executive Vice Presidents for day-to-day operations. The Division Head is responsible for recommending, after consultation with the Department Chairmen and Division Administrator, the operating budgets as well as allocating divisional resources for clinic facilities, research and academic programs within the Division of Internal Medicine. The Division Head is responsible for ensuring that the administrative needs of the Division and its component departments are adequately defined and appropriate structures are developed to ensure administrative success. The Division Head is also charged with responsibility for the performance evaluation of the respective Department Chairmen, maintaining compliance with divisional and UTMDACC policies, practices, rules, and regulations. These functional responsibilities require the mental ability to reason deductively, to communicate verbally with individuals in various positions of responsibility, to conduct and document performance evaluations verbally and in narrative form, and have a fundamental understanding of detailed financial documents and building blueprints.

Department Administration

The role of the Division Head is to provide administrative leadership and assume full responsibility for all areas of management in the division. This will include finance, budget development and monitoring, long-range planning, resource allocation, space administration, and staff and faculty development. The Division Head will represent the Division in inter-divisional and intra-institutional matters and policies. These duties require the ability to logically arrange and prioritize a multitude of assignments on a daily basis with the capability of making rapid decisions. The incumbent must possess the mental capacity for problem solving and deductive reasoning in analyzing comprehensive financial statistics necessary for budget development, the ability to hear and communicate with division faculty, and the ability to read and understand complex policies and procedures. The Division Head must ensure that the Division operates in a cost-effective manner. The position requires personal interaction with members of the faculty and a broad spectrum of academic and hospital administrators; this requires the ability to speak in a clear and concise manner and be easily understood by others.

Clinical Management

The Division Head has direct responsibility (fiscal and operating) for the Cardiopulmonary Center, Endocrine Center, and Internal Medicine Centers and the Dialysis Unit. The Centers report jointly to the Division Head and to MD Anderson's Physician-in-Chief. The Division Head, working with the Division Administrator, has overall fiscal and management responsibility for the Internal Medicine Clinical Centers through the Clinical Medical Directors. Professional and technical

revenues and expenses are included in the Division of Internal Medicine budget.

Patient Care

The incumbent should be capable of practicing clinical internal medicine in an exemplary manner, adhering to the standards set forth by the Texas State Board of Medical Examiners. He/she should have a broad-based knowledge of internal medicine required for supervision of the subspecialties of internal medicine. He/she should have the ability to visually monitor patient progress, to verbally communicate with the patients, to comprehend complex medical data, and to communicate either verbally or in writing with referring and consulting physicians.

Research

The Division Head will be charged with the development of a comprehensive and coherent research program that will range from basic laboratory research to epidemiologic and clinical translational research. The goal of these activities is to enhance the academic and research environment of the Division and to develop a world-class program focused on research relevant to cancer and the treatment of internal medicine disorders associated with cancer and its therapy. The incumbent should be skilled in a broad spectrum of scientific techniques that make it possible to supervise the full spectrum of research activities within the Division of Internal Medicine. These would include, but not be limited to: grant development and management, a fundamental understanding of laboratory science that will enable the incumbent to organize and efficiently use laboratory space across the division, fundamental techniques in epidemiologic and clinical research, an understanding of how animal models are used in laboratory science, clinical trial design and implementation, research finance and the ability to interact with a broad range of scientific faculty. It will be necessary to seek appropriate funding mechanisms to support research activities and the skills and ability to communicate with granting agencies verbally and in writing.

This individual should have experience in multidisciplinary and cooperative group research as this is an important component of research at this Institution. The incumbent should establish high standards for scientific ethics and monitor research output for high ethical and scientific standards. It will be important for the division head to work closely with the provost and others in the research administration who report to the provost, including research finance, contract development, the institutional review boards and clinical research committees, and the legal office. The incumbent will monitor laboratory space assigned to the division for effective utilization and adequate grant or philanthropic dollars to support space utilization.

Education

The incumbent should provide a balanced and integrated educational program, through the relevant department chairs, for the fellows, residents and students who either are in, or rotate through, the Division. Demonstrated commitment to trainee education is expected.

Fiscal and Regulatory Affairs

He/she shall provide leadership for the development of commercial and managed care programs in Internal Medicine through the relevant institutional business groups, and for the development of distributed Internal Medicine services through global academic clinical programs. He/she shall actively address state and federal regulatory requirements for the Division of Internal Medicine and be broadly knowledgeable about Internal Medicine reimbursement issues.

DUTIES AND RESPONSIBILITIES

Setting Standards of Excellence

- Establish standards of academic and clinical performance for the departments within the Division of Internal Medicine.
- As a member of the Institutional Clinical Executive Committee, the Executive Committee of the Medical Staff, and the Research Council, leads strategic planning for laboratory, clinical and population-based research for clinical activities in the institution.
- Provide an environment that values the development and facilitation of quality clinical and research programs.
- Promote and facilitate integration of clinical care and research within the division.
- Promote scholarly activities within the division.

Department Chairs

A primary responsibility of the Division Head is to recruit, nurture and retain the finest department chairs; to mentor them in their efforts to create outstanding interdisciplinary and innovative clinical and translational research programs; and set high standards for leadership of departmental faculty.

- Recruit department chairs, with input from the Executive Vice President & Physician-in-Chief and the Provost & Executive Vice President, and final approval by the President. (The assistance of a search committee recommended by the Division Head and appointed by the President will generally be utilized in this process).
- Act as the primary evaluator of the Department Chairs.
- Develop leadership skills of the Department Chairs and other faculty members.
- Recommend divisional faculty for appropriate internal and external recognition (e.g. Physician/Scientist Award, American Society of Clinical Investigator, Young Investigator Award, etc.).
- Determine the appropriate administrative structure and operating procedures for the division and initiate reorganization efforts as needed.
- Develop the appropriate infrastructure to support all members of the Division.

Division Faculty

- Provide input into the evaluations of faculty.
- Participate in the tenure and promotion recommendations of division faculty initiated by department chairs, and pass the files on to the Provost & Executive Vice President.
- Provide concurrent approval for the Department Chair's appointment of faculty, and facilitate recruitment, retention and mentoring of the departmental faculty and trainees.

Management

- Communicate the institutional and divisional priorities and strategies to the department chairs and faculty, and the classified staff.
- Oversee budget development for the Division of Internal Medicine and its component departments, and assume responsibility for fiscal integrity of the Division.
- In conjunction with other members of the Institutional Clinical Executive Committee, provide oversight of the strategies for patient care and clinical research of each multidisciplinary care center/specialty clinic.
- Represent the departments at the level of the Institutional Clinical Executive Committee, Research Council, PRS Executive Committee, etc.
- Provide conflict resolution when needed.
- Oversee the allocation of discretionary funds awarded to the Division.
- Oversee the requests and prioritization of capital equipment for departments in the Division.

CORE COMPETENCIES

IC – Coach & Develop:

- Assess strengths and development needs of employees;
- Provide challenging development opportunities; and
- Provide relevant, timely feedback; mentor others

IC – Strategic Development:

- Define strategic goals and issues clearly;
- Apply broad knowledge and experience when addressing strategic issues; and
- Foresee obstacles and opportunities relating to change or improvement

IC – Influence Others:

- Present a compelling case for proposals and ideas;
- Gain support and commitment from others; and
- Mobilize others to take action; negotiate persuasively

IC – Provide Direction:

- Provide clear direction and priorities toward a common vision;
- Clarify roles and responsibilities for employees; and
- Promote empowerment

QUALIFICATIONS AND REQUIREMENTS

The applicant should have a minimum of 10 years experience in academic medicine, including positions with major administrative responsibilities. In addition, the applicant must be committed to working in a model of multidisciplinary cancer management. Must be board certified in his/her specialty discipline, and the candidate selected must hold or be eligible for a Texas Medical License.

KEY RELATIONSHIPS

The Division Head is appointed by the President of MD Anderson Cancer Center.

Direct reports: Chairs of the Departments of:

Cardiology
Dermatology
Emergency Medicine
Endocrine Neoplasia & Hormonal Disorders
Gastroenterology, Hepatology, & Nutrition
General Internal Medicine
Infectious Diseases, Infection Control, and Employee Health
Pulmonary Medicine
Symptom Research

Section Chiefs of:

Benign Hematology
Nephrology

Deputy Division Heads for:
Clinical Affairs
Research Affairs

Other key relationships:

Senior Vice President and Chief of Clinical Operations
Vice President and Chief Financial Officer

Contact for questions and submission of applications:

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