

HEIDRICK & STRUGGLES

Organization, Position & Person Profile



**CHAIR, DEPARTMENT OF
PATHOLOGY**

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The Organization

Client Organization

Wake Forest Baptist Medical Center (WakeHealth.edu) is a nationally recognized, fully integrated academic medical center and health system located in central North Carolina. Employing over 13,000 people, which includes approximately 1000 medical and science faculty members, 530 adjunct and clinical faculty in the community, and operating with a combined budget of over \$2 billion dollars it is the largest employer in Forsyth County (Winston Salem), North Carolina.

Wake Forest Baptist Medical Center consists of the clinical health system and tertiary hospitals, Wake Forest School of Medicine, a research enterprise, Wake Forest Innovations, and a network of affiliated community-based hospitals, physician practices and outpatient services. Its mission is to improve the health of the region, state and nation through patient care, research and education.

The institution's clinical programs and the medical school are consistently recognized as among the best in the country by U.S. News and World Report and hold the coveted Gold Seal of Approval from The Joint Commission. Wake Forest School of Medicine is recognized as one of America's best graduate schools for its innovative medical education, primary care training and research programs. It's also one of the top institutions in the nation for the sheer number of physicians — 114 — listed in “America's Top Doctors,” and has 298 faculty listed in “Best Doctors in America.”

The institution is a major research and innovation center making important contributions to biomedical and health science research nationally and internationally. Over the past five fiscal years, its Product Innovation and Commercialization Services, has ranked within the top five academic technology transfer offices in the nation for licensing income, with a total of \$388 million in that

period. The School of Medicine directs the education of approximately 1,800 students, residents and fellows including physicians, basic scientists and allied clinical professionals. The graduate school offers MD, PhD and MS degrees, as well as five joint-degree programs. The school's faculty focuses on pioneering breakthroughs in advanced medicine, basic science and leading-edge health care technologies. With nearly \$185 million in research funding in the 2012 fiscal year, the school is a leader in driving discoveries, with a particular focus on cell development and therapy, metabolism, cognition, aging, diabetes, obesity, cancer and regenerative medicine.

Wake Forest Baptist Health contains the region's only Level I trauma center, renowned for handling the most complex medical cases. With clinical expertise in more than 100 specialties including cancer, cardiology, geriatrics, nephrology, neurosciences, orthopaedics, pediatrics and urology, patients from across the country rely on the health system for quality health care and compassionate service. Brenner Children's Hospital is located on the main campus and offers a full range of specialized pediatric services and is the only Level I pediatric trauma center in North Carolina.

WFBMC is led by Chief Executive Officer, John D. McConnell, M.D., who reports to the primary governing board, the Medical Center Board of Directors. The Dean of the School of Medicine, Edward Abraham, MD, responsible for the academic enterprise and the President/COO of the Health System, Thomas Sibert, MD, responsible for the clinical enterprise both report to Dr. McConnell. For academic purposes, the Dean of the School of Medicine has accountability to the President and Provost, respectively, of Wake Forest University.

MISSION

WFBMC's mission is to improve the health of our region, state and nation by:

- Generating and translating knowledge to prevent, diagnose, and

treat disease.

- Training leaders in healthcare and biomedical science.
- Serving as the premier health system in our region, with specific centers of excellence recognized as national and international care destinations.

VISION

WFBMC is a preeminent, internationally recognized academic medical center of the highest quality with balanced excellence in patient care, research and education.

VALUES

- **Excellence** – demonstrate the highest standards of patient-centered care, education, research and operational effectiveness.
- **Compassion** – respond to the physical, emotional, spiritual and intellectual needs of all
- **Service** – cultivate selfless contribution for the greater good
- **Integrity** – demonstrate fairness, honest, sincerity and accountability
- **Diversity** – honor individuality and protect the dignity of all
- **Collegiality** – foster mutual respect, facilitate professional growth and mentorship, and reward teamwork and collaboration
- **Innovation** – promote creativity to enhance discovery and the application of knowledge

The Position

The Chair of the Department of Pathology is the leader for the department's significant biomedical research, clinical, and educational enterprise and is primarily responsible for the continued success, growth and development of all components of scholarly and clinical endeavors. The Chair also ensures that the pathology department's research and educational missions fully integrate with the clinical mission and enterprise. This recruitment is a planned succession for an accomplished retiring incumbent.

Pathology and Laboratory Medicine's faculty (48) and staff (406) provide anatomic and clinical diagnostic services throughout the institution, and referral tests from outside institutions as well. Investigators in pathology's sections on *Comparative Medicine*, *Lipid Sciences*, and *Tumor Biology* conduct basic and translational research. The department administers and/or staffs a number of shared research facilities as well; these are available to investigators throughout the institution, and include the *WFU Primate Center*, the *Animal Resources Program*, and the *Cellular Imaging Core*, *Comprehensive Cancer Center*.

The Department is organized into sections of **Anatomic and Clinical Pathology, Comparative Medicine, Lipid Sciences, and Tumor Biology**.

Laboratory Medicine conducts over 4 million clinical pathology tests, 122,000 anatomic pathology tests, 300,000 outreach tests and performs 1000 autopsies annually.

The department offers a robust ACGME approved residency training program (~20 residents) and five subspecialty fellowships.

The department enjoys a strong national reputation and currently has more than \$4M in annual NIH funding (Blue Ridge 2012 Ranking #39).

The Chair of Pathology reports to the Dean of the School of Medicine for academic affairs and to the President and COO of the Health System for clinical affairs. The Chair has overall accountability for a laboratory medicine operating budget in excess of \$60M, annual income of ~\$23M, and a departmental endowment of \$6.5M.

Importantly, the Dean and President/COO are committed to the further growth and development of a vibrant Department of Pathology.

For additional information on the department structure and resources please refer to www.wakehealth.edu/pathology.

Specific Chair Responsibilities

- Work with fellow WFBMC leaders, faculty, trainees, and students, to establish a strategy and vision for the future of the Department of Pathology that builds upon existing strengths in research, education and clinical care.
- Drive the continued building and development of novel fundamental, basic, and translational sciences and clinical/effectiveness of care research while establishing priorities for medical breakthroughs in disease-specific conditions. This includes further integration and collaboration with the Comprehensive Cancer Center.
- Work closely with the Dean and health system President/COO to ensure the support of the academic and clinical missions of the School of Medicine.
- Maintain the University's commitments to academic freedom, diversity, integrity, excellence and integration of its teaching, research and service programs.
- Create a robust structure for the clinical and anatomic pathology enterprise, inclusive of the full continuum of clinical services which strengthens patient outcomes, supports regional health

information networking and is delivered through an intraprofessional practice model.

- Build upon an entrepreneurial culture to recruit and retain top-ranked scientists and clinicians who will be inspired to innovate and excel in the education of future physician/scientists for pathology.
- Emphasize innovation and commercialization of breakthrough biomedical discoveries.
- Strengthen the alignment of scholarship and research across the WFBMC campus, working with peer chairs as well as among other institutional leaders.
- Identify, leverage and integrate resources in partnership with other departments within the University to develop new academic programs and services.
- Provide oversight for all departmental program space required to maintain a high-quality academic environment designed to support the professional and academic accreditation of the department's scholarly programs.
- Lead efforts to identify new resources through technology transfer, and entrepreneurial development to support the department's academic and clinical mission.
- Develop a departmental leadership team that will successfully execute the strategic and tactical plans to bring further distinction to the department and the medical school.

The Person

Qualifications & Experience

Certification (and ideally subcertification) by the American Board of Pathology or equivalent with:

- Research, training, and clinical achievement and experience commensurate with appointment to the faculty at the rank of Professor.

- A distinguished academic career including a leadership role within a multifaceted academic pathology department.
- A highly regarded basic, translational, and/or clinical research background, with track record of scholarly achievements, extramural funding and peer-reviewed publications.
- A strong commitment to continued diversification of the faculty and trainees of the department, especially with regard to recruitment and retention of women and under-represented minorities.
- Direct experience in clinical care, or a demonstrated strong appreciation for and understanding of the elements that contribute to excellence in clinical practice.

Leadership & Management Behavioral Competencies

- A significant grasp of the challenging issues facing medical science and education today, as well as the dynamics of leading and operating a major medical school department.
- A track record of establishing and maintaining an organizational climate that models inclusion, transparency, mutual respect, openness and clarity of purpose. This includes a visible comfort with a desire to interact with people at all levels in the organizations.
- A track record of having assisted in the recruitment and development of well qualified basic and clinical scientists/educators.

Personal Characteristics

- A penchant for creative thinking, with a high-energy, open leadership style.
- An aptitude and vision recognized for propelling programs and people forward.
- Comprehensive communication skills with varied stakeholders and the ability to lead by example.
- An appreciative style of inquiry in his/her approach to work,

with a ready empathy for diverse constituencies.

- A commitment to excellence both personally and professionally with the highest level of integrity, and a reputation for compassion, fairness and objectivity.
- A collegial, inclusive and personal commitment to ensuring diversity both in perspectives and in personnel, with the ability to bring out the best in others and develop a spirit of collaboration within and among stakeholders.

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