



DOWNSTATE HEALTH
PHYSICIANS

Executive Director, Downstate Health Physicians
SUNY Downstate Health Sciences University
Brooklyn, New York

THE SEARCH

Downstate Health Physicians (DHP), the clinical faculty practice plan of SUNY Downstate Health Sciences University, is seeking an accomplished, visionary, and entrepreneurial Executive Director (ED) to lead its physician faculty practice at a pivotal moment in the institution's history. New York State is investing more than \$1 billion to modernize University Hospital at Downstate and construct a new outpatient annex, ushering in a new phase in this institution's history. In this transition, the physician workforce will play a central role and the ED of DHP will serve as one of their principal representatives in the overall transformation of Downstate Health. The ED will be an integral member of the team, driving the strategic expansion of the clinical enterprise that serves one of the nation's most diverse urban communities. They will also have a unique opportunity to shape the future of healthcare delivery in Brooklyn, while advancing the University's academic mission. This position, at this point in time, is a rare opportunity to guide a clinical enterprise at the intersection of community health and academic medicine, during a time of unprecedented investment and renewal.

The Executive Director will provide strategic and operational leadership for DHP and will work collaboratively with all components of the Health Sciences University—including University Hospital at Downstate, the College of Medicine, executive administration, the finance team, and DHP's multiple affiliated hospitals—to provide services of the highest quality, with care and compassion, to members of the Brooklyn community. In addition to University Hospital at Downstate, DHP's physicians work at hospitals such as Brookdale and Maimonides Medical Center, and numerous community-based outpatient sites.

Reporting to DHP's Board of Directors, the ED will oversee practice care management, including developing and implementing business plans, finances, operations, communications, and marketing. The ED will oversee the day-to-day operations of DHP and supervise the senior staff; working in collaboration with department chairs, they will guide the recruitment, supervision, and professional development of DHP managers and staff. The ED will also work closely with department and product line administrators to maximize staff resources. The ED will manage DHP's annual budget of approximately \$50 million, in

partnership with the medical school's department chairs and other leadership, and model and project results while ensuring faculty compensation aligns with SUNY policies.

The next ED will bring a proven record of executive leadership and communication skills, building consensus, and fostering collaboration across diverse constituencies. Ideally, the next ED will have experience in faculty practice management within an academic medical center or a comparably complex health system—bringing expertise in finance, operations, and strategic planning, along with knowledge of managed care and contracting.

The DHP Board of Directors has initiated this search for the Executive Director and engaged the executive search firm Isaacson, Miller, to assist in the recruitment. All inquiries, applications, and nominations, which will remain confidential, should be directed to the search firm, as indicated at the end of this document.

ABOUT SUNY DOWNSTATE HEALTH SCIENCES UNIVERSITY

The State University of New York (SUNY), a system of public institutions of higher education in New York, is the largest comprehensive system of universities, colleges, and community colleges in the United States. It includes most of the state-supported institutions of higher education in New York and educates [approximately 468,000 students](#) in more than 7,000 degree and certificate programs, and nearly 2 million students in workforce and professional development programs annually on 64 campuses.

SUNY Downstate Health Sciences University (formerly known as the Downstate Medical Center) is a public academic medical center and one of four academic health care centers (SUNY Downstate, University of Buffalo, Stony Brook University, and SUNY Upstate) within the SUNY system. SUNY Downstate, SUNY Stony Brook, and SUNY Upstate contain SUNY's three university hospitals.

SUNY Downstate is located in the heart of Brooklyn, [New York City's most populous borough](#), rich in diversity, culture, and community. More New York City physicians have trained at SUNY Downstate than at any other medical school. The university comprises the College of Medicine, College of Nursing, School of Health Professions, School of Graduate Studies, School of Public Health, University Hospital at Downstate, as well as extensive research facilities, a biotechnology incubator and manufacturing hub, a student center, and residences.

SUNY Downstate is an economic force in the region. With over half its workforce residing in Brooklyn, it is one of the largest employers in the city, with over 4,000 employees and 2,667 full-time hospital employees that provide over 250,000 patient visits and 8,800 discharges annually; additionally, there are about 2,185 students and 936 residents (training in 52 accredited graduate medical education programs) across 37 participating sites, 32 of which are hospitals.

SUNY Downstate provides affordable access to health professions education; its high enrollment from students generally underrepresented in medicine ranks it first among New York State medical schools, and 12th in the nation. Sixty-eight percent of students identify as minorities, 36 percent are Brooklyn

residents, 70 percent are New York City residents, and 65 percent receive financial aid, drawing from the \$49 million awarded to the organization. Research is one of SUNY Downstate's primary missions, with \$50 million in sponsored research funds in FY 2024-2025.

Visit [here](#) to read more about SUNY Downstate's history, and [here](#) for more organizational statistics.

University Hospital at Downstate

The University Hospital at Downstate (UHD) is the primary tertiary teaching hospital of SUNY Downstate. Opened in 1966, its Central Brooklyn facility is an eight-story facility which will be undergoing renovations to create 225 single occupancy patient rooms, a modernized Emergency Department (with 42 treatment bays and three observation beds for additional emergency capacity), and a new diagnostic and ambulatory surgery facility with a specific focus on advanced endoscopy, cardiology, oncology, and radiology. UHD has 8,800 inpatient visits a year and is staffed by approximately 800 full-time and voluntary physician faculty members and 325 residents and fellows. UHD is also comprised of the Children's Hospital at Downstate, a Regional Perinatal Center, 12 operating rooms, 75 clinics, and a nearby Dialysis Center. The Hospital also operates a satellite health center, Downstate Health Family Medicine, to serve community healthcare needs.

Downstate Health Physicians

The Clinical Practice Management Plan (CPMP) was established in 1983 under Article XVI of the SUNY Board of Trustees' Policies, creating the framework that enables its faculty to participate in and bill for clinical practice in conjunction with their responsibilities as SUNY employees.

In 1993, the CPMP Governing Board, in collaboration with the Medical Center administration, created University Physicians of Brooklyn, Inc. (UPB) to manage billing, payroll, contracting, purchasing, and staff hiring. In 2022, UPB was rebranded as Downstate Health Physicians when the University Hospital of Brooklyn changed its name to University Hospital at Downstate. Today, Downstate Health Physicians is a multi-specialty academic faculty practice plan with [17 clinical departments](#) encompassing numerous specialties and subspecialties. DHP physicians have been nationally recognized by Castle Connolly, Consumer's Research Council of America, and Best Doctors in America®. In addition, DHP physicians actively participate in the latest research efforts and contribute to the development of cutting-edge technology and techniques in medicine.

DHP operates as a 501(c)(3) non-profit entity governed by a [18-member Board of Directors](#), each of whom serves for a one-year term. One member of the Board represents the basic science departments. The organization's executive committee officers serve two-year terms and consist of the following positions: chair, vice chair, secretary/treasurer, two counselors, and immediate past chair. The DHP Board of Directors and officers are individuals who were elected to the corresponding offices in CPMP.

In the course of the past 25 years, DHP has matured as a faculty practice plan and was reorganized into a more tightly integrated corporate structure with significant enhancements in information systems,

financial reporting, and revenue cycle operations. Billing for all clinical departments is performed under a single taxpayer identification number, and all revenues are deposited into and dispersed from accounts held by DHP. In addition, DHP has supported the negotiation of managed care and other contracts for the services of its members.

Most departments use the Athena Health system for scheduling and claims, enhanced with tools such as a revenue dashboard, web-based reporting, and hand-held charge capture devices that enable near paperless billing. These improvements, along with steady growth, drove projected revenues to approximately \$60 million in 2024 for both contracts and fee-for-service.

ROLE OF THE EXECUTIVE DIRECTOR

The Executive Director serves as a strong advocate and spokesperson for the practice plan physicians; their contributions are crucial to the overall missions of SUNY Downstate Health Sciences University, including its commitment to patient care, education, and research. In doing so, the Executive Director will maintain and benefit from the close collaborative relationships among the key members of the executive administrative team at Downstate, and serve as an integral member of the team. Working closely with the hospital (UHD) and under the direction of the DHP / UPB Board of Directors and its Executive Committee, the Executive Director will work to strengthen external partnerships, sustain compliance and regulatory vigilance, shape a strategic financial strategy, and build engagement and strengthen communication across the organization.

The ED has three direct reports: Chief Financial Officer, Chief Operating Officer, and the Director of Human Resources; there are an additional 10 staff reporting to Finance & Accounting, HR, and Operations.

KEY OPPORTUNITIES AND CHALLENGES

Bring Visionary Leadership and Strategic Planning

The Executive Director (ED) has the rare opportunity to shape the future of an academic faculty practice plan at a time of unprecedented investment and transformation. With New York State committing more than \$1 billion to modernize University Hospital at Downstate, the ED of Downstate Health Physicians will serve as a strategic partner to SUNY Downstate leadership, faculty physicians, and external stakeholders, aligning a strategic plan with the academic and clinical missions. The ED will be tasked with providing visionary leadership that will be key in moving DHP in a sound direction; additionally, they will collaborate to create a strategic plan that will strengthen financial operations, support clinical growth, expand partnerships, and embed transparency and compliance into its practices. This strategic planning process will need to navigate complex governance dynamics; ensure that DHP will continue to comply with SUNY, state, and other rules and regulations; and foster consensus across diverse and independent-minded physicians. Balancing regulatory alignment—with SUNY, physician independence, and the priorities of hospitals, insurers, and government partners—the ED will ensure DHP is not only sustainable but also poised for growth and impact.

The ED will protect DHP's long-term viability and champion a culture of accountability, diplomacy, and resilience. By continuing to modernize DHP's policies and procedures and adapt them to the emerging requirements of a rapidly evolving environment, the ED will strengthen compliance infrastructure, harness data to inform decisions, and set the stage for DHP to be a trusted partner and a model of mission-driven academic practice in Brooklyn and the communities it serves.

Provide Financial Management and Stewardship

This is a pivotal opportunity to design and lead a transformative financial strategy for SUNY Downstate and Downstate Health Physicians that fosters stability, accountability, and growth across the clinical enterprise. The ED will lead efforts to decide how to streamline operations and implement a well-governed financial structure. Clear and consistent financial management is more critical than ever with clinical salary support tied to negotiated agreements. Seventy-five percent of practice income derives from SUNY Downstate and the other 25 percent is generated from contracted work. The ED must be skilled in negotiating and managing (in partnership with the CFO and chairs) multiple contracts and compliance alignment. The ED will have the chance to ensure transparent negotiations and sustainable agreements that directly tie clinical salaries to measurable value and ensure long-term stability. The work involves creating a robust financial plan that aligns with SUNY policies, complies with regulatory standards, and meets the expectations of external stakeholders, while also safeguarding physician autonomy and professional interests.

The successful ED will lead collaborative problem-solving and navigate the balance of institutional goals with physician expectations. The ED must work to modernize longstanding financial structures in order to improve efficiency, transparency, and accountability. The ED must provide oversight (in partnership with the CFO) for consistent sound billing systems and compliance. With new auditors, stronger oversight mechanisms, and centralization of financial processes underway, there is an unprecedented opportunity to professionalize financial operations, instill best practices, and create a unified platform for growth. The next ED will continue to position Downstate Health Physicians as a model of academic medicine where financial resilience and clinical excellence reinforce one another.

Manage and empower a dedicated, multi-disciplinary faculty and staff, harnessing diverse viewpoints to drive ambitious goals and meaningful impact

This is an exciting moment for Downstate Health Physicians to strengthen its operational and leadership foundation while honoring the autonomy of its physicians and departments. The ED will champion and implement transparent and centralized operational management, providing consistency and cohesion across the practice while still empowering clinicians to secure external support and pursue innovation in patient care.

Equally important, the next ED can implement practice-wide performance metrics that drive accountability, enhance clinical productivity, and ensure financial sustainability. The ED will support a strong culture of professional development and leadership across the organization that fosters

collaboration and engagement, enabling enhanced productivity measures and administrative systems. The ED must be a nimble, creative, and resourceful leader to drive transformative impact with strict resource allocations—helping shape a resilient, high-performing, and future-ready clinical practice.

QUALIFICATIONS AND CHARACTERISTICS

This individual must have exemplary leadership, business, management, communication, and interpersonal skills. They must be excited and sustained by working in a multi-layered complex organization with deep community impact. They must have an entrepreneurial drive, thrive in environments that require deep thinking around strategy, and be energized by intricate multifaceted problem-solving. An MBA, MHA, or other relevant graduate degree is required; other advanced certifications (e.g. CPA) may be considered in lieu of a graduate degree. A strong and substantial track record in clinical practice management is essential, and an in-depth knowledge of managed care operations, including contracting, is desirable. This individual must have a proven ability to build consensus and to work effectively at multiple levels of a complex organizational structure. They also must possess an understanding of and commitment to the academic mission.

Downstate Health Physicians will search regionally and nationally for senior management executives with a strong track record of success in clinical practice management and an affinity and talent for communication and collaboration with diverse constituencies. While no one person will embody all these qualities, the successful candidate will bring many of the following professional qualifications, skills, experience, and personal qualities:

- Strong, well-honed political/diplomacy skills; proven ability to navigate highly complex organizations;
- Strategic and financial skills that include financial analysis, reporting, and budgeting;
- A strong and successful track record of working with medical staff;
- A strong customer service orientation with a “can do” attitude; a willingness to explore alternative ways to make something happen; flexible and open-minded; and imaginative and creative;
- Experienced in developing and implementing business plans;
- Excellent communicator and consensus builder; a good listener; able to deliver difficult information in a clear, tactful manner; a high level of respect and empathy for staff, colleagues, and administrators; comfortable asserting authority in a respectful way;
- Strong record of building consensus and unifying individuals with diverse agendas and backgrounds around creative solutions to difficult problems;
- A deep commitment to diversity, and record of building diverse, inclusive organizations;
- Strong negotiation skills; the ability to inspire trust, organize people in a team, and motivate them to work well and effectively together;
- Knowledge of health care reimbursement;

- Experience working in unionized and non-unionized environments;
- High tolerance for ambiguity; the ability to be decisive and knowing when that is required;
- Commitment to excellence;
- Personal and professional integrity above reproach;
- Keen business and strategic sense;
- Enthusiastic demeanor with high energy with a good sense of humor;
- A personal commitment to the health sciences and to Downstate's role in advancing the health and well-being of the community.

COMPENSATION AND LOCATION

SUNY Downstate Health Sciences University is located at the intersection of Prospect Lefferts Gardens and Little Caribbean. Prospect Lefferts Gardens (PLG) is a historic, residential Brooklyn neighborhood known for its beautiful 19th and 20th-century architecture, tree-lined streets, and proximity to Prospect Park. Little Caribbean is a cultural designation with and around PLG and parts of the Flatbush neighborhood, recognized for its Caribbean diaspora and vibrant cultural influence, making PLG a unique and diverse historic neighborhood.

The compensation range for this role: \$330,000 - \$420,000

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/downstate-health-physicians/executive-director>. Electronic submission of materials is strongly encouraged.

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Downstate Health Physicians and SUNY Downstate Health Sciences University are affirmative action, equal opportunity employers and do not discriminate on the basis of race, color, national origin, religion, creed, age, disability, sex, gender identity or expression, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, criminal conviction, and all other protected classes under federal or state laws.

Women, minorities, veterans, individuals with disabilities and members of underrepresented groups are encouraged to apply.