



**Director of the Fetal Health Center & the Elizabeth J. Ferrell Endowed Chair
Children's Mercy Hospital
Kansas City, MO**

The Search

Children's Mercy Hospital (CMH) welcomes nominations and applications for the Director of the Elizabeth J. Ferrell Fetal Health Center (FHC) and the Elizabeth J. Ferrell Endowed Chair. The Director will have a history of funded research and an excellent track record of clinical care as a board-certified MFM physician. The Director will provide scientific leadership to foster research that pairs with the excellent clinical care of the FHC and the larger mission of the Children's Mercy Research Institute (CMRI), a newly opened state-of-the-art facility that supports bench to bedside research initiatives. The successful candidate will be an ambitious, visionary leader and will play a crucial role in building out critical research in early life events at one of the largest freestanding children's hospitals in the United States and the primary pediatric referral center for the greater Kansas City region.

The Director will lead the FHC, a vital center for the region's perinatal care network. The FHC is located next to the only Level IV neonatal intensive care unit (NICU) in the region, providing immediate access to life-saving care for infants with serious medical challenges. The FHC delivered 212 babies, consulted on 516 pregnancies, and performed 111 interventions in FY21. The FHC is the referral center for the most complex cases in the region, serving a large catchment area and positioned to expand its impact locally, nationally, and internationally.

The Director will have the opportunity to support the development of a comprehensive research program while continuing the FHC's strong clinical operations. The Director will be well-supported by a strong team of eight MFM specialists - five employed by CMH, subspecialist providers across numerous departments, the CMRI, and the Center for Perinatal Research. The Director will bring a vision for the future of the center, leading the center's expansion into one of the top perinatal research and clinical operations in the country. CMH is prepared to invest substantially into the FHC to grow its capabilities and produce high impact research that has the capacity to improve perinatal care globally.

Reporting to the Physician-in-Chief and the Chair of Maternal Fetal Medicine, the ideal candidate will embrace CMH's vision of an expanded perinatal presence in the region, partnering with neonatology, cardiology, nephrology, and surgery inside CMH and labor and delivery units throughout the region. The next Director will integrate research into a strong clinical foundation to develop a leading MFM program that continues to deliver excellent care, provides top training opportunities to trainees from Truman Hospital's MFM fellowship, and produces high-impact research. The Director will serve as a

recruiter and mentor, guiding providers as they develop their own careers and pursue research interests including outcomes research, epigenomics, fetal interventions, and quality initiatives. The CMRI provides the infrastructure necessary for the full spectrum of bench to bedside research. A proactive approach to cultivating relationships in the greater Kansas City community is key and the ability to build and maintain partnerships is paramount in this position.

CMH has retained Isaacson, Miller - a national executive search firm - to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document. For more information on CMH, please visit the Appendix.

The Elizabeth J. Ferrell Fetal Health Center

The Elizabeth J. Ferrell Fetal Health Center opened in 2010 to provide the most comprehensive and advanced care for high-risk pregnancies. The FHC filled a specific gap in perinatal care in the region, serving as the referral center for babies that will require immediate care after delivery. The FHC provides consultations and advanced diagnostics to best understand the condition of the fetus. Fetal interventions needed for spina bifida, bladder outlet obstructions, congenital diaphragmatic hernia and twin-to-twin transfusion syndrome are conducted in the center. Post-delivery, babies are transported to the 84-bed Level IV NICU at Children's Mercy, which cares for approximately 1,100 babies per year. The center delivers over 250 babies, performs over 100 fetal interventions, and hosts over 500 consults per year, generating over \$20M in revenue per year. More than 1,500 babies have been delivered at the FHC since the doors opened. The FHC currently has nine beds available for Special Care Delivery services, 6 outpatient exam rooms, 2 operating rooms, and 2 neonatal resuscitation rooms.

The FHC is highly multidisciplinary in nature with MFM physicians working side by side with neonatologists, cardiologists, nephrologists, urologists, and fetal surgeons. Genetic counselors, social workers, OB coordinating nurses, anesthesiologists, sonographers and radiologists who specialize in prenatal imaging are part of the specialty-trained team who provide family-centered care. Additionally, the center works closely with Truman Medical Center, a premier safety-net hospital located across the street from CMH. The center has eight MFM specialists, over 30 nurses, and has eight obstetricians contracted from Truman Medical Center. The FHC also serves as a training site for Truman's MFM fellows, providing additional opportunities for teaching and mentorship. Truman MFM specialists also see patients at CMH, further solidifying the relationship between the two hospitals.

The FHC delivers the most complex and difficult cases in the region, with approximately half of patients presenting with cardiac issues, one quarter with central nervous system development issues, and others with abdominal wall, renal, or lung development problems. Additionally, the FHC consults on many other cases where the mother will be able to deliver at their home institution but is still able to receive insight and testing from the FHC team.

The FHC also operates one of two maternal fetal transport units in the Kansas City region, and the only one that can transport to any hospital in the area. The Maternal Fetal Transport service is available to any expecting mother who is at least 20 weeks gestation and in need of immediate care 24-hours a day, seven days a week by ground ambulance, helicopter, turbo prop or jet aircraft.

The Role of the Director

The Director reports directly to the Physician-in-Chief at CMH and lead the FHC, providing oversight to the clinical, research, and education initiatives in the FHC. The Director will work to realize the departmental and institutional goals of CMH, eliminating patient harm, improving patient experience, and fostering a culture of collaboration, accountability, and success across all missions of the hospital. The next Director will join a storied institution, elevating an already impressive hospital to national and international acclaim by demonstrating a commitment to CMH's true north pillars: quality and safety, people, patient experience, delivery, and stewardship.

Key Opportunities and Challenges

The new Director will be expected to address the following opportunities and challenges:

Set a strategic vision for the Fetal Health Center

CMH views the FHC as a critical component of the region's perinatal care network. CMH hosts the only Level IV NICU in the region and the FHC provides the opportunity for mothers to deliver infants that will require that level of care without being separated post-birth. The FHC has filled an immense need for those families, and the Director will assess the needs and opportunities for expanding the impact of the FHC across clinical, research, and education initiatives. Not only will the Director help set the vision, but they will also be responsible for sharing and executing on that vision with internal and external stakeholders.

Build a comprehensive integrated research program for the Fetal Health Center

A strong research portfolio is critical to the sustained success of the FHC. The large catchment area and complex cases provide the substrates for case reports, outcomes research, interventions, and longitudinal studies. An expansive research strategy that presents the high-quality care and tremendous outcomes at the FHC would improve care globally for infants with high-risk complications and elevate CMH's reputation as one of the premiere sites for high-risk pregnancies before, during, and after delivery.

There is also an opportunity to build a strong translational fetal research program at CMH. Leveraging the resources and expertise of the CMRI and the Center for Perinatal Research, the Director will have the opportunity to recruit and mentor faculty interested in pursuing bench research, as well as fellows. Internal partnerships with genomics and clinical pharmacology/toxicology could accelerate the growth of a translational research program in the FHC. Additionally, the Director will have an opportunity to collaborate with the University of Missouri, Kansas City, the University of Kansas, the Stowers Institute for Medical Research, as well as with CMRI leadership to drive the scientific mission and foster innovation.

Assess the opportunities for expanding the referral network and clinical expertise of the FHC

While the FHC is already providing services to a number of families that will require the expertise housed at Children's Mercy, not all patients that would benefit from delivering at the FHC take advantage of the advanced care provided by the center. The Director will provide continued clarity to the current referral network on which patients should be seen at FHC, reducing the need for maternal

fetal transport and reducing risk to the infant. Additionally, the Director will work to expand the catchment area, building and strengthening partnerships throughout the Midwest.

The Director will assess the services provided by the FHC and develop a strategic expansion of services. There are potential opportunities for expanded expertise in fetal interventions, and the Director will play an important role in determining the feasibility of adding these services while maintaining the high standards of care already seen throughout the center.

Develop a culture of collaboration and synergy among a large, diverse, and talented faculty and staff

The FHC is a complex center that encompasses dedicated staff and subspecialists that dedicate their time to FHC patients. The Director will be charged with maintaining cohesion and open communication across departments and the center. The Director will set the tone for the FHC, balancing the desire to build consensus with the need to move initiatives forward. Transparency and openness to feedback will be paramount, and the Director will foster an environment that promotes communication and teamwork.

Build and maintain collaborations outside the hospital

The Director must recognize the full continuum of maternal fetal medicine in the Kansas City region and maintain strong partnerships throughout the region. CMH's division of neonatology provides staffing for most of the NICUs in the region, including Truman Medical Center, the University of Kansas Medical Center, and AdventHealth-Shawnee Mission, the largest delivery site in Kansas City. These partners all operate their own maternal fetal medicine programs and refer patients to CMH as needed. Maintaining strong relationships with external partners will be critical to the continued success of the FHC, and the Director will play an important role in managing those connections.

Qualifications and Experience

The Director must lead and inspire FHC staff and stakeholders, possessing well-honed interpersonal skills that bring together diverse constituents. The ideal candidate will also possess many of the following qualifications and experiences:

- A distinguished record of clinical and academic achievement including evidence of federal or nationally competitive funding; an MD or equivalent and board certification in maternal fetal medicine or a related discipline is required;
- The ability to lead as part of a team, and demonstrated leadership and success in advancing medical education, patient care, and research;
- A desire to lead a mission-driven, high accountability Fetal Health Center;
- A commitment to quality and safety, people, patient experience, delivery, and stewardship;
- Fosters and models kindness, curiosity, inclusion, team, and integrity;

- A deep commitment to and demonstrated experience in fostering and supporting programs that address equity, inclusion, and diversity;
- A track record of partnership with academic medical centers;
- Demonstrated success and appetite for securing philanthropic support;
- Experience with or a desire to learn and utilize LEAN methodologies;
- Strong interpersonal skills and the ability and commitment to engage the community broadly and transparently, to collaborate with leadership at partner institutions, and to function as a key member of the hospital's leadership team.

To Apply

CMH has retained Isaacson, Miller, a national executive search firm, to assist the Search Advisory Committee for the Director in its identification and review of candidates. Inquiries, nominations, and applications will be held in strict confidence. Applications, including a cover letter and resume, should be submitted online to Jamie Sands, Partner, Nicholas Strand, Senior Associate, and Samuel Ruth, Senior Associate, via: www.imsearch.com/7896

Children's Mercy Hospital is an Equal Opportunity/Affirmative Action Employer

Appendix

Children's Mercy Hospital

Children's Mercy Hospital was founded by the sisters Dr. Alice Berry Graham and Dr. Katherine Berry Richardson, starting as a single bed in a women's hospital in Kansas City in 1897. In the mid 1910's, the first Children's Mercy Hospital was constructed, serving as the home for Children's Mercy for over 50 years. The education mission of Children's Mercy can be traced back to 1901, and later began affiliations with the University of Kansas (1953) and the University of Missouri – Kansas City Medical School (1972). CMH is devoted to providing holistic care, translational research, breakthrough innovation, and education for the next generation of caregivers. With over 8,000 employees, 367 beds, 23 sites of care, and almost \$1.5B in revenue, CMH is a leading care provider in the greater Kansas City area and is consistently ranked as one of the top children's hospitals in the nation. CMH boasts excellence across its clinical care, education, research, and community service missions. CMH is an equitable and anti-racist organization that underscores the founders' desires to serve all children excellently, regardless of background or individual demographics.

Children's Mercy Leadership

CMH has seen a transformation in hospital leadership, with a new CEO and several new C-suite executives. Paul Kempinski was recruited from Nemours/Alfred I. DuPont Hospital for Children and has served as the Chief Executive Officer for CMH. Mr. Kempinski has injected his vision into Children's Mercy, interfacing at all levels and building excitement for the growth of the hospital as a center for clinical, research, and education excellence, as well as an indispensable pillar of the Kansas City community.

Mr. Kempinski has also recruited three executive vice presidents, including Physician-in-Chief Dr. Robert Lane, MD. Dr. Lane previously served as the Chair of Pediatrics and Associate Dean at the Medical College of Wisconsin. Dr. Lane provides leadership for the medical staff and the health system, including patient care, operational excellence, Graduate Medical Education, faculty development, and physician recruitment and engagement.

The executive team of CMH is dedicated to growing the next generation of leaders at Children's Mercy, establishing a Leadership Center for Physicians. This program, which is currently working with its first cohort of physicians, provides the training, experiences, and mentorship needed to develop the leadership skills innate to physicians. This initiative serves not only to build the depth and breadth of leadership at CMH, but also provides opportunities for physicians from different backgrounds to come together and collaborate and learn from one another.

Clinical Excellence

As a freestanding, independent children's hospital, CMH offers a comprehensive suite of departments, centers, and clinics. This includes an autism center, cancer center, dental clinic, genetics clinic, heart center, sleep center, sports medicine center, and a transplant center. CMH also provides emergency, intensive care, and urgent care services, social work service, developmental and behavioral health services, and hearing and speech services. In 2019, CMH conducted almost 600,000 total visits, including over 4,000 telemedicine visits, almost 190,000 emergency and urgent care visits, and 20,000

surgical cases. CMH is also one of only ten centers in the nation verified as a Level 1 Children's Surgery Center by the American College of Surgeons and the only pediatric Level I Trauma Center in the region.

CMH has long been recognized for its clinical excellence. This is exemplified in its specialty services, where CMH has been ranked in nine specialties in 2021 [nephrology (#10), urology (#19), cardiology & heart surgery (#24), neurology & neurosurgery (#25), cancer (#28), orthopedics (#31), gastroenterology & GI surgery (#32), pulmonology (#37), and diabetes and endocrinology (#38)] by U.S. News and World Report. The clinical mission is top of mind at CMH, where they strive to eliminate all harm to children and provide the perfect patient experience. The strength of clinical care is enabled by the strong research and education components of the hospital.

Research

Children's Mercy Hospital (CMH) is dedicated to becoming a leader in pediatric translational research. A recent strategic planning initiative established The Children's Mercy Research Institute to focus on research and research infrastructure. Through the generosity of two philanthropic gifts totaling \$150 million, the largest donation to a Children's Hospital to support research, the hospital has completed construction of a nine story, 375,000 square foot facility enabling research scientists to gain access to state-of-the-art research technology, as well as dry lab and wet lab space to support that research. The Children's Research Institute opened its doors in February of 2021. In addition, these generous gifts will help support funding for scientific programs and recruitment.

Research conducted today at CMH includes basic science and clinical research in numerous areas including pharmacology, hematology-oncology, cardiology, genetic diseases and health outcomes. Areas of research strength include Precision Therapeutics, Genomics Medicine, Population Health, and Innovations in Health Care Delivery. In 2020, Children's Mercy researchers submitted 456 new IRB applications with over \$21M in grant and contract expenditures. CMRI provides seed funding to Investigators with internal competitive grant programs, such as the Midwest Cancer Alliance and the Katherine Berry Richardson (KBR) Fund, with expectations that this funding will lead to applications for externally funded grant programs in the future.

The CMRI will employ dedicated research faculty with appointments in the hospital, advancing initiatives including genomics, precision medicine, clinical pharmacology, population health, health outcomes, and informatics. Beyond this group of researchers, the CMRI will also provide resources for departmental faculty to pursue research. Researchers will have the opportunity to pursue their own interests and work with clinicians to design patient-centric studies and translate their discoveries to patient care.

The CMRI is also home to the Center for Perinatal Research, which brings together researchers from the University of Kansas and Children's Mercy to study how maternal physiology and pathology impact fetal development and program postnatal health and disease. The Center for Perinatal Research is home to a biorepository, providing access to maternal, paternal, fetal, and neonatal tissues to advance research.

Medical Education

Education is a core tenet of CMH, providing education opportunities to over 1,400 nursing students, medical students, and students from disciplines across the institution as well as nearly 700 employed and visiting residents and fellows.

At a student level, CMH is the site for all University of Missouri-Kansas City (UMKC) and University of Kansas (KU) pediatric clerkship students as well as a major site for clerkships for the Kansas City University of Medical Biosciences (KCU). CMH provides elective rotations and sub-internships to students at any accredited allopathic or osteopathic medical school.

CMH is active in graduate medical education sponsoring accredited residencies in pediatrics, child neurology, dentistry, optometry and pharmacy. CMH sponsors 32 subspecialty internships and fellowships and partners with UMKC and KU on a Medicine/Pediatric Residency and 11 additional fellowships. Over 500 visiting residents from 56 programs across the region train at Children's Mercy. All this education results in most of the future health professionals trained in the region passing through our doors for pediatric training.

CMH actively encourages life-long learning with robust offerings and professional development through the Office of Faculty Development, the Medical Writing Center, Office of Continuing Medical Education and Library Services. Certificates and Masters degree programs are also operated in conjunction with its academic partners.

Service to the Community

CMH actively supports the greater Kansas City area. The hospital leverages their expertise in population health and the social determinants of health to work with community leaders, addressing health disparities and building communities. CMH works with Operation Breakthrough, which provides educational programs, health services, and early childhood care for children in poverty in Kansas City. CMH runs clinics for Operation Breakthrough, providing access to children for sick visits, well-child checkups, and walk-in availability. These clinics are also open to the community. CMH also participates in Weighing In, a community collaborative with transportation, daycares, schools, and parks and recreation also participating to promote healthy lifestyles for children. CMH has also partnered with Sporting Kansas City, the Major League Soccer team in Kansas City, to address bullying.

Children's Mercy works with other pediatricians and children's hospitals to provide or enhance services. The Children's Mercy Affiliated Practices provide community physicians with the resources and services offered by CMH while allowing the individual physicians to manage their independent practice. CMH also partners with other hospitals to provide services not available at small or rural hospitals. These partnerships all advance the mission of CMH, bringing healthcare to all kids.