



University of Nevada, Reno
School of Medicine

Renown[®]
HEALTH

*Search for the Chair of Internal Medicine
University of Nevada, Reno School of Medicine and Renown Health
Reno, Nevada*

The University of Nevada, Reno School of Medicine (UNR Med) and Renown Health (Renown) invite nominations and applications for the position of Chair of the Department of Internal Medicine at both organizations.

As UNR Med and Renown enter into the second year of a landmark 50-year affiliation agreement, the organizations seek a dynamic and inspiring leader to define and make real the department's unifying mission, vision and values. Leveraging the strengths of both organizations, the Chair will strategically expand care and enhance training vital to ambulatory and acute medicine in Northern Nevada. The Chair will oversee the clinical responsibilities of the department as an active internist or subspecialist, and will oversee the Division Chiefs of Acute Hospital Services at Renown Regional Medical Center and numerous subspecialties in Renown Medical Group. The Chair will also have the opportunity to expand clinical and translational research endeavors.

The Department of Internal Medicine at UNR Med plays a central role in the educational mission at the school and is an integral part of the fabric of healthcare in northern Nevada, providing care for a remarkably diverse catchment area. The new Chair will play a critical role in expanding the capacity of the department, including the recruitment of general medicine faculty members to provide excellent patient care and outstanding educational and research opportunities, including increased educational and research opportunities for residents.

To be successful, the next Chair will be expected to address a set of key opportunities and challenges, listed below, and outlined in detail beginning on **page 4** of this document:

- Lead the creation of an innovative and strategic vision for the future of the Internal Medicine Department
- Develop, recruit, and retain excellent and diverse physicians who will build on existing teaching excellence and increase research and scholarship opportunities for faculty members, residents, and students
- Build a strong clinical platform in support of UNR Med and Renown's shared vision, mission and values while providing clinical care of the highest quality and efficiency
- Generate a robust array of resources to ensure financial stability that allows the department to reach its full potential
- Work with partners across Nevada to help further strengthen access to quality healthcare

A list of the desired qualifications and characteristics of the Chair can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About the University of Nevada, Reno

Founded in 1874, University of Nevada, Reno is Nevada's flagship land-grant research and teaching institution and serves as one of eight institutions of higher education governed by the Nevada System of Higher Education (NSHE). UNR comprises 13 schools and colleges and offers bachelor's degrees in more than 70 disciplines, as well as more than 100 master's and doctoral degrees.

Operating with a total budget of approximately \$230 million, UNR enrolls over 20,000 students and employs more than 2,200 academic and administrative faculty members and over 1,000 classified staff. The main UNR campus is based in and around the city of Reno, Nevada, on the eastern slope of the Sierra Nevada foothills, 45 minutes from Lake Tahoe and four hours from the San Francisco Bay Area. For more information about University of Nevada, please visit www.unr.edu.

About the University of Nevada, Reno School of Medicine (UNR Med)

UNR Med is a basic science research-intensive, community-based medical school that has served Nevada for more than 50 years. When UNR Med was chartered in 1969, its mission was training primary care doctors for Nevada's rural communities. While the school's mission has expanded, it has also remained true to its original charter to provide statewide medical education and patient care.

The school is comprised of numerous departments and patient care clinics with about 80 basic science faculty, over 70 academic clinical faculty, and annual research funding of nearly \$27M. UNR Med's comprehensive clinical curriculum occurs in Reno as well as other rural sites throughout the state, where students, residents, and fellows are exposed to providing healthcare in rural communities. The School is characterized by an entrepreneurial and intimate culture where strong relationships exist between learners and faculty. A cohort of just 70 medical students per class allows for personalized and individual experiences with the opportunity to develop strong professional relationships with faculty, staff, residents, fellows, and students.

Following a national search, UNR Med and Renown appointed Dr. Paul Hauptman as Dean of UNR Med and Chief Academic Officer of Renown, effective October 17, 2022. Previously, Dr. Hauptman served as Dean at University of Tennessee Graduate School of Medicine-Knoxville and Chief Academic Officer at the University of Tennessee Medical Center. He is a nationally recognized investigator in outcomes assessment in advanced heart failure, the evaluation of cardiac care delivery, and clinical trials. As Dean and Chief Academic Officer, Dr. Hauptman supports and advances the academic and clinical integration established under the affiliation between UNR Med and Renown.

For more about the UNR Med, please visit www.medicine.nevada.edu.

About Renown Health (Renown)

Renown, formerly known as Washoe Health System, was established in 1862 and was the area's first hospital when Nevada became a state in 1864. Renown is now northern Nevada's healthcare leader and Reno's only locally owned, not-for-profit health system with a network of hospitals, urgent care centers, labs, and more than 6,000 doctors, nurses, and care providers whose collective mission is to make a genuine difference in the health and well-being of the people and communities served by Renown. In 2020, Renown Health established Western Clinical Alliance, a clinically integrated network focused on improving patient outcomes and lowering the overall cost of care. Along with partnering with community

physicians, Renown Health is affiliated with the University of Nevada, Reno School of Medicine, establishing Nevada's first fully integrated health system. Renown Health is the region's only Level II Trauma Center, serving more than 1 million people and a 100,000 square mile reach – across Nevada, Lake Tahoe and eastern California.

Effective November 14, 2022, Dr. Brian Erling will serve as Renown Health system's next CEO and President. Dr. Erling is a seasoned healthcare executive with over 20 years of experience leading teams in diverse healthcare settings, including locally governed, not-for-profit hospitals and integrated health systems and more. Prior to Renown, Dr. Erling served as a healthcare executive with Centura Health in Denver since 2016 in positions such as Chief Medical Officer, Senior Vice President & Chief Clinical Officer and most recently as President & CEO of Penrose-St. Francis Health Services which represents the Colorado Springs market for Centura Health. Dr. Erling is excited to be joining Renown Health at such an important time where healthcare and the economy are in the midst of a major transformation and supports Renown Health and UNR Med's vision of maintaining high-quality patient care, encouraging innovation, and improving access and affordability for patients and members.

For more information about Renown, please visit www.renown.org.

About the Department of Internal Medicine

UNR Med's Internal Medicine department provides medical training and offers fully accredited residency and fellowship programs in Geriatrics and in Hospice and Palliative Care. Faculty members are dedicated to the educational development of students, residents and fellows, offering high-quality teaching across a variety of subspecialties. The department has more than 20 full-time faculty members and is able to draw on the talents of over 100 community faculty members from across Nevada.

The department has three areas of focus as it caters to the needs of the community and individual patients:

- **Medical Education:** Provides undergraduate and post-graduate medical education that is comprehensive, evidence-based, and culturally sensitive. The faculty members foster excellence in professionalism and provide students with the skills needed to succeed in all areas of adult medicine and prepare graduates for fulfilling careers in internal medicine and its subspecialties.
- **Research and Scholarship:** Create a collaborative environment that encourages intellectual inquiry, promotes critical thinking and stimulates research and scholarly activity. Faculty members are being developed to serve as role models and mentors in scholarship to trainees, exemplifying the role of critical appraisal and continuous self-directed learning in advancing medical knowledge and patient care.
- **Patient Care and Community Service:** Provide state-of-the-art, cost-effective, compassionate care to patients in our community. Faculty members use their expertise to improve the quality and delivery of healthcare, reduce healthcare disparities, and provide professional guidance to public organizations.

The department is actively working to address Nevada's physician shortage through expanded opportunities for care and training. One example, Project ECHO Nevada, is a national innovative telehealth solution that develops the knowledge base of primary care providers to benefit patients in rural and

underserved communities. The development of this first-class partnership of full-time faculty members with community faculty members provides an outstanding educational opportunity for residents and students.

Residents

Internal medicine residents at UNR Med are immediately immersed in a strong clinical experience. Residents have easy access to attending physicians, educational and teaching opportunities and expanding research opportunities. Training sites offer the opportunity to work with a variety of patients. In addition to the primary sites at Renown and the VA Sierra Nevada Healthcare System, rural rotations give residents a first-hand experience in treating patients in rural communities with limited access to specialized healthcare.

Role of the Chair

The Chair reports dually to the Dean of UNR Med and the Chief Medical Officer of Renown Medical Group and is a key member of both UNR Med and Renown's leadership teams. The Chair provides leadership grounded in the core values and stated cultural goals of the organizations, leading the department's clinical, teaching, research and diversity missions. Additionally, the Chair will oversee clinical operations and attend to the department's financial health in an administrative dyad. The reporting structure includes all outpatient internal medicine specialties at Renown Medical Group, including gastroenterology, nephrology, infectious disease, dermatology, pulmonary/sleep, endocrinology, rheumatology, and wound care. The Chair is also responsible for promoting and maintaining excellence and integrity across all areas, ultimately ensuring the sustained success of the department.

The Chair will join a dedicated team that is passionate about serving the community and improving access for all who need it. With experience in leadership, teaching, and mentoring, and with the utmost professionalism, this individual is the primary advocate for the Department and its missions at all levels across UNR Med and Renown. To help facilitate collaboration, the next Chair will bring substantial experience fostering relationships with affiliated hospitals and key stakeholders in order to facilitate the growth and overall expansion of opportunities for the Department of Internal Medicine. The Chair will work with key internal and external constituents and communicate a vision for the Department that aligns departmental and institutional goals; balances the missions of clinical care, education, research, and community engagement; and drives the Department's mission to serve northern Nevada's population with compassionate and quality care.

Key Opportunities and Challenges for the Chair

The Chair will address, but not be limited to, a set of key opportunities and challenges, detailed below:

Lead the creation of an innovative and strategic vision for the future of the Internal Medicine Department

The Chair is responsible for the strategic planning of the department and its organizational development, taking into consideration institutional goals. In conjunction with the Dean's Office, the Office of Graduate Medical Education and Renown leadership, the Chair will define and execute a clear set of short, medium, and long-term goals. The new Chair will define and assign faculty work assignments in conjunction with available budgets, sites, and UNR Med and Renown policies and procedures. Throughout the department,

the Chair will devise internal policies as necessary for a functioning department and clinical practice. This includes overseeing the development, implementation, and continuous evaluation of the department's short-term and long-term strategic goals centering patient care, educational programs, clinical research, and more. As the lead voice for the department, the Chair will conduct outreach to other department chairs and chiefs locally and nationally, enhancing UNR Med and Renown's stature through the development of partnerships and sharing of best practices. Overall, the Chair will lead the development of strategic and measurable objectives to drive forward the teaching and research mission of the department.

Develop, recruit, and retain excellent and diverse physicians who will build on existing teaching excellence and increase research and scholarship opportunities for faculty members, residents, and students

The Chair ensures a high level of cooperation and communication among all faculty, staff and other departmental members. The Chair will lead the administration of the faculty, which includes leading activities related to faculty recruitment, retention, supervision and evaluation, as well as faculty mentoring and development. Moreover, the Chair is responsible for oversight of recruitment, management, compensation, and retention of all departmental faculty in keeping with UNR Med, Renown and NSHE policies and processes. The Chair will create and support an inclusive and constructive work environment that balances the career development needs of department members with the department's needs and missions. Alongside the other UNR Med units, the Chair will be responsible for exploring opportunities for new graduate training programs and working with various program directors on evaluating the effectiveness of the department's academic mission. The Chair will also be tasked with building community through faculty and resident teaching activities. In order to further build the research infrastructure of the department, the Chair will develop a review process for all department grant applications, publications, and presentations as well as coordinate department research productivity and quality initiatives with research operations leadership. As the principal person responsible for the development of faculty in the department, the Chair provides the primary evaluation regarding job performance and recommendations for continued employment each year to ensure the success and growth of the department.

Build a strong clinical platform in support of UNR Med and Renown's shared vision, mission and values while providing clinical care of the highest quality and efficiency

The Department of Internal Medicine makes substantial contributions to UNR Med's clinical and teaching programs providing the incoming Chair with opportunities to expand in critical subspecialty areas. The Chair is responsible, in conjunction with medical group leadership, for establishing and managing efforts to build a strong clinical platform in support of UNR Med and Renown's shared vision, mission and values while providing clinical care of the highest quality and efficiency. This includes responsibility for the provision of high quality, equitable, efficient, and patient-centric clinical care by physician faculty members, trainees, and other healthcare professionals. The Chair will work alongside Renown's Administrator of Internal Medicine for clinical operations to ensure the operational efficiency, productivity, and quality of the program. The Chair will be a collaborative leader who supports the development, implementation and enforcement of Renown's policies and procedures for clinical services and ensures culturally sensitive and equitable care in order to address healthcare disparities and improve population health on a local and state level.

Generate a robust array of resources to ensure financial stability that allows the department to reach its full potential

The Chair, with the Director of Operations and Administration at Renown, is responsible for budget development, allocation, and management, requiring coordination of state funding, contract funding, clinical revenue, grants, and sponsored projects. The Chair, with the Administrator, is responsible for clinical revenue and operations for Renown Acute Hospital Services and subspecialties in Renown Medical Group. In collaboration with these two leaders at Renown, the Chair is responsible for the short and long-term financial viability of the department and for contributing to UNR Med's financial objectives. The Chair will identify, develop and maintain sites of clinical practice in coordination to ensure compliance with all safety activities and requirements. The Chair will also be expected to collaborate with the Renown Foundation and UNR Med Director of Development to engage in philanthropy to benefit the department and its programs. The Chair will also monitor budget and implement appropriate interventions to assure cost-effective and quality outcomes are achieved. The Chair will advise on the most pressing resource needs and oversee appropriate allocation of resources to achieve the department's strategic goals and initiatives. In doing so, the Chair will ensure the department's fiscal activities, including sponsored activities, remain within the approved budgets and enhance skills related to clinical care, leadership, teaching, research, publication and more.

Work with partners across Nevada to help further strengthen access to quality healthcare

The Chair of Internal Medicine will represent UNR Med and Renown in its relationship with outside organizations in matters related to medical education, the practice of medicine, clinical research and patient care. The Chair will communicate and collaborate with leadership and physicians from managed, affiliated and contracted hospitals and clinics regarding clinical and educational affairs. The Chair will work alongside university senior administrators and Renown leaders regarding department opportunities, operations, issues, and programs, serving as a role model for excellence. The Chair will maintain a national reputation for excellence and inspire faculty to succeed across clinical, research and teaching missions. In order to advance initiatives associated with diversity, equity and inclusion, the Chair will work collaboratively with Associate Dean for Diversity and Inclusion and community organizations and leaders in efforts to support health initiatives in Reno and across Northern Nevada. The Chair will serve as a leader throughout the state in order to build the local, regional, and national reputation of the department, UNR Med, and Renown.

Qualifications and Characteristics

Candidates should hold an MD, DO, MD/PhD, DO/PhD or equivalent; academic credentials that qualify for appointment at the level of Professor, board certification in internal medicine; eligibility to work in the United States and ability to be licensed in Nevada. Candidates should have a strong background in academic medicine, including demonstrated excellence in clinical care, medical education, and research, and substantial experience as a physician leader in an academic health center, hospital, or large group practice environment. The new chair will be expected to be clinically active. Candidates will be reviewed and evaluated using the Association of American Medical Colleges (AAMC) Faculty Holistic Review model.

The successful candidate will have some or all of the below qualifications and competencies:

- Expertise in internal medicine with board certification, a minimum of 10 years practice experience and current clinical activity in general or subspecialty care

- Distinguished record leading and growing high-quality clinical care across a large, complex clinical landscape
- Exceptional leadership skills, with the proven ability to foster a spirit of unity and collaboration, commitment to transparency, and an inclusive management style
- Demonstrated commitment to promoting diversity, equity, inclusion, and health equity
- Demonstrated experience in recruiting and developing faculty and staff
- Demonstrated experience in obtaining external funding for research
- Record of scholarly publications
- In-depth knowledge of clinical budgets and funds flow; knowledge of the complex financial pressures facing health care systems
- The aptitude and desire to raise substantial resources to support the clinical, research, and educational activities of an academic department; the ability to identify and leverage multiple revenue streams
- Ability to develop, implement, and operationalize a strategic agenda
- Leadership presence; organizational savvy; and communication abilities to advance the Department's agenda, increase its visibility, and convey its mission, values, and needs, internally and externally
- Excellent interpersonal skills to build and maintain relationships with faculty, administration, institutional leadership, private practice physicians, trainees, and additional staff
- Unimpeachable integrity and personal ethics
- Core values alignment with Renown Health, UNR Med, and the Department of Internal Medicine

Location

The position is located in Reno, Nevada at the base of the Sierra Nevada Mountains and world-class open spaces. Reno offers a beneficial tax climate, easy commute times, and a diverse selection of arts, culture, and entertainment events. Known as "The Biggest Little City" for a reason, Reno has the look and feel of a small town yet offers the lifestyle of a much bigger city. It has experienced a renaissance in its arts and culture, with galleries and bookstores as well as opera, several theatre groups, symphony and chamber orchestras, a jazz festival, a month-long summer arts festival, and other cultural events. The city is 45 minutes from Lake Tahoe and a four-hour drive from the San Francisco Bay Area. The Reno/Tahoe area offers cycling, whitewater rafting, kayaking, world-class skiing, fly fishing, climbing, hiking, and countless other outdoor activities. To learn more, please visit www.visitrenotahoe.com.

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 for the search: www.imsearch.com/8571. Electronic submission of materials is required.

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The University of Nevada, Reno is committed to Equal Employment Opportunity/Affirmative Action in recruitment of its employees and does not discriminate on the basis of race, color, religion, sex, age, creed, national origin, veteran status, physical or mental disability, sexual orientation, genetic information, gender identity, or gender expression. The University of Nevada, Reno employs only United States citizens and aliens lawfully authorized to work in the United States. Women, under-represented groups, individuals with disabilities, and veterans are encouraged to apply.

University Land Acknowledgement: We acknowledge that the University of Nevada, Reno is situated on the traditional homelands of the Numu (Northern Paiute), Wašiw (Washoe), Newe (Western Shoshone), Nuwu (Southern Paiute) peoples. These lands continue to be a gathering place for Indigenous Peoples and we recognize their deep connections to these places. We extend our appreciation for the opportunity to live and learn on their territory.