



Search for the Chief Wellness Officer
University of Michigan Medical School, Michigan Medicine
Ann Arbor, MI

THE SEARCH

[University of Michigan Health and Medical School](#) (Michigan Medicine) seek an inspirational, innovative, and visible leader to become its next Chief Wellness Officer (CWO). The Michigan Medicine Wellness Office was one of the first offices established at academic medical centers to address physician burnout. The CWO and their team engages with leaders, key partners, and communities across MM and the University to elevate the well-being of individuals and groups across the Medical School and health system that comprise Michigan Medicine (MM). The CWO's purview extends across all role groups – including faculty, staff, and learners - and aligns with MM's core values to treat everyone with dignity, kindness, and respect. Amidst a critical need to rejuvenate healthcare workers across the nation, this is an opportunity to strengthen, enrich, and implement a vision for the future of wellness and well-being at MM, through system-level policy change. The CWO will elevate the visibility of the office and influence decision-making that impacts both day-to-day tasks and long-term operational activities through the lens of wellness and well-being. Leading a talented staff, the CWO will be an equitable and inclusive champion of wellness in a diverse academic medicine workplace, utilizing a profoundly communicative, data-informed, and relationship-driven approach to enhance well-being in both academia and clinical care.

MM is home to one of the largest healthcare complexes in Michigan and is comprised of University of Michigan Health (which includes C.S. Mott Children's Hospital, Von Voigtlander Women's Hospital, University Hospital, Frankel Cardiovascular Center, W.K. Kellogg Eye Center, Rogel Cancer Center, St. Joseph Mercy Chelsea Hospital, and University of Michigan Health West), [University of Michigan Medical School](#) (UMMS), and the Michigan Health Corporation (the legal entity that allows the Health System to enter into partnerships, affiliations, and joint ventures). MM serves the state, nation, and world through advanced clinical care, ground-breaking research, and a broad range of biomedical education. The 2022-23 U.S. News & World Report Best Hospitals ranking places MM at 17th in the nation and 1st in Michigan, with 13 ranked adult specialties and nine ranked pediatric specialties. MM aims to prioritize well-being at the organizational level for learners, staff, and faculty to foster a more engaging and thriving workforce reflected throughout MM in the quality of care, education, and research provided – improving health while taking care of one another.

UMMS is one of the largest clinical, research, and medical education enterprises and is part of the nation's top public research university. UMMS's \$746M in annual research awards for FY22 represents a \$100M growth since FY19. UMMS enrolls nearly 700 medical students and trains approximately 1,300 residents and fellows in accredited graduate medical education programs. Over 3,850 faculty have appointments in 29 clinical and basic science departments. The 2023 U.S. News & World Report Best Medical Schools

rankings place UMMS at 17th in the nation for research and 20th nationally for primary care, with five specialties ranked in the top ten among U.S. medical schools.

Michigan Medicine's Wellness Office was initiated three years ago, and has already received bronze recognition in the American Medical Association's [Joy in Medicine™ Health System Recognition Program](#). The office has grown to include a team of six professionals and seven Wellness Faculty Associates. With leaders in the office being part of the [National Academy of Medicine's Action Collaborative on Clinician Well-Being](#) and a heightened awareness of the issues raised by the Association of American Medical Colleges, American Medical Association, and other groups, this is an opportune time for the next CWO to leverage the office's history of success to champion and proactively operationalize procedures that prioritize and protect well-being at Michigan Medicine. The CWO will amplify the office's efforts while partnering with other groups throughout MM conducting adjacent work, such as the [Office of Health Equity & Inclusion](#). Even as the impact of the pandemic and other challenges faced by academic medicine leave much work to be done, the next CWO will be able to build on an effective foundation and make important strides in supporting the well-being of all faculty, staff, and learners at MM and ensuring that they can not only succeed but thrive.

The CWO oversees the Michigan Medicine Wellness Office to advance the well-being for all faculty, staff, and learners at MM. Reporting to the Executive Vice Dean for Academic Affairs and serving as a member of the [MM leadership team](#), the CWO is responsible for activating a data-informed plans to improve workplace well-being, benchmarking results both internally and externally, and measuring the impact of interventions. The CWO will evaluate existing efforts and spearhead new programs, initiatives, structures, and processes to improve the wellness and well-being of all faculty, staff, and learners throughout the system.

Michigan Medicine 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.

HISTORY OF THE WELLNESS OFFICE

The [Michigan Medicine Wellness Office](#) was established on March 1, 2019 based on the recommendation of a 15-member Wellness & Civility Task Force, led by the Executive Vice Dean for Academic Affairs, that evaluated Michigan Medicine survey data and nationwide trends. Shortly afterward, the inaugural Chief Wellness Officer was appointed.

The Wellness Office was only one year old and not fully staffed when Michigan Medicine quickly pivoted its operations to focusing on the pandemic, caring for and maintaining surge capacity for COVID-19 patients, providing care to other acutely ill patients, and reducing the risk of exposure. At the time, the office team included the Chief Wellness Officer, two new hires, and two learners. The impact of the pandemic on the emotional health and well-being of MM onsite, frontline, and remote faculty, staff, and

learners accelerated much of the necessity of the office's work. Through this, the office's goals were to ensure there was a voice for well-being throughout Michigan Medicine and to serve as a coordinated, centralized resource hub for those seeking support.

Workplace Well-Being Grant Program

In 2020, the [Workplace Well-Being Grant program](#) was designed and launched to fund innovative well-being proposals led by MM faculty and staff. In its first year, the grant program was made available to the [Wellness Advocate Network](#), capitalizing on the network's demonstrated knowledge and leadership in well-being. Wellness Advocates are faculty and staff appointed by department chairs/leaders to lead well-being improvement efforts in their respective departments; there are roughly 50 members of the Wellness Advocate Network representing each of the academic (clinical and basic science) and Advanced Practice Provider staff/operational departments; their efforts range from voluntary to appointed with title by their chairs; the network meets every two weeks to discuss key issues, concerns, and best practices. Grants are awarded based on several criteria including the well-being challenges addressed, and the scalability and sustainability of the proposed intervention across the organization. The Wellness Office awarded grants to evaluate several well-being interventions, including peer support programs, inclusive imagery, improving workflow within the electronic medical record, a wellness book club, trainee professional development, impact of high-quality nutrition, and a department-wide gratitude program. Outcomes are evaluated using validated well-being measures and reported after 12 months of study. The Workplace Well-Being Grant Program launched additional grant cycles in 2021 and 2022.

Wellness Faculty Associate Program

In 2021, the first year of the [Faculty Associate Program](#) was announced. This program provides a protected and funded effort for eligible faculty to engage in scholarly work, deepen expertise, and recommend solutions to improve well-being at Michigan Medicine. Today, there are seven Wellness Faculty Associates with up to 20% effort each appointed through the Wellness Office to engage in longitudinal research on known drivers of burnout with the goal of providing recommendations for implementation to improve well-being at MM. During each 12-month appointment, the selected faculty work closely with the Wellness Office to address high-impact drivers of well-being and inform decision-making at the organizational level. Over time, this structure is expected to support innovation, elevate the Wellness Office's impact at MM and contributions nationally, and develop the next generation of leaders in improving workplace well-being in medicine.

THE ROLE: CHIEF WELLNESS OFFICER

UMMS has a matrixed organizational structure led by the Executive Vice President for Medical Affairs and Dean. The Dean and three Executive Vice Deans—with responsibility for academic affairs, clinical affairs, and research respectively—serve as the senior leadership team of UMMS. The CWO reports to the Executive Vice Dean for Academic Affairs of the Medical School and will serve on key committees. The

CWO provides oversight and fiscal stewardship of office operations with a budget of \$1.1M. Additional funding and/or other resources may be made available for approved initiatives. The role is anticipated to require 50-75% effort which can be combined with clinical and/or academic activities or may be less than full time to allow for other pursuits. Specific effort allocation will be determined with the selected candidate.

Direct reports to the CWO include the Administrative Director, Senior Project Manager, Business Consultant, Executive Assistant Associate Health, and Medical Student Liaison. The CWO plays an important role in mentoring these staff members and, due to the nature of the role, many others in any rank or space of MM. As a trusted and prominent executive leader and partner, the CWO is an important face of MM and functions across the University, Health System, and Medical School activities. This CWO will inspire and initiate system-wide innovation through a wellness lens, execution, and advocacy to develop and strengthen a state of well-being among all faculty, staff, and learners. The CWO will be laser-focused on collaborating with MM's key campus partners to successfully generate change and increase the national profile of MM as a leader of excellence in the wellness and well-being of its workforce.

The successful candidate will be an institutional thinker, collaborative and persuasive leader, innovator, and superb communicator who will bring widespread knowledge of the trends in healthcare employee burnout and have a deep understanding of the changing landscape of wellness and well-being in academic medicine. The selected candidate must hold a terminal degree in a relevant field and have proven success advocating for wellness at a system-wide operations level in an expansive and complex environment across the academic and clinical care space.

OPPORTUNITIES AND CHALLENGES

It is expected that the next CWO will have the ability to address a set of opportunities and challenges that include, but are not limited to:

Establish relationships of trust and credibility with Michigan Medicine leadership, faculty, staff, learners, and community stakeholders to influence decision-making grounded in wellness.

The MM leadership structure is matrixed and relies on active communication and close collaboration among leaders. The CWO is part of the leadership team, and the influence and impact of the CWO and Wellness Office is expected to increase going forward.

The CWO is organizationally positioned to build trusting relationships and establish credibility by convening and meeting with various groups of stakeholders; leading and linking closely with the Wellness Advocates applying established expertise and knowledge of recognized best practices and using a data-informed approach.

The CWO is expected to participate actively in decisions that impact well-being. MM leaders will rely on the CWO to be a compelling voice in centering wellness in decision-making that impacts faculty, staff, and learners so that well-being is visible as a system-level priority.

Lead the development of a transformative vision and systems-based strategic plan for wellness.

MM faculty and staff are from diverse backgrounds who practice and work in a variety of communities across the system and represent an array of personal and professional experiences. The next CWO will spend considerable time listening to these constituents and collecting data to understand their needs related to wellness and well-being as they engage in the tripartite mission. After gathering input, the CWO will strengthen existing programs and build new ones, guided by system-level thinking and approaches to construct structural and sustainable solutions. The CWO will successfully voice the importance of wellness and support policy and programs that protect the well-being of all MM employees.

Solidify and amplify the identity of the Wellness Office in collaboration with MM campus partners and national/international counterparts.

Across the University of Michigan, several units are striving to amplify and enhance wellness. There are opportunities to collaborate across schools and colleges, sharing resources and expertise to address well-being challenges at Michigan Medicine.

Key partner offices to the Wellness Office include: [MHealthy](#), [Health Equity & Inclusion](#), [Counseling and Workplace Resilience](#), [Clinical Affairs](#), and [Faculty Affairs & Faculty Development](#). As the leader of the Wellness Office, the CWO will coordinate with these key campus partners through consistent communication. Through strategic collaboration and differentiating the identity of the Wellness Office, the CWO will eliminate redundancies while expanding and deepening its work leading the creation of sustainable and system-level change and innovations within MM.

Actively operationalize data-informed programs and initiatives.

The CWO will review prior research on campus climate, sense of community, and well-being, and will support continuous evaluation, improvement, and accountability. The CWO will lead the creation and implementation of appropriate metrics for longitudinal assessment over time and will implement tangible action items in a timely fashion. The CWO will collaborate on developing elements of the system-wide strategic framework and develop annual priorities for wellness and well-being among faculty, staff, and learners. This will involve collaborative planning with campus partners and senior leaders to support and sustain a campus culture of increased well-being.

Champion wellness at Michigan Medicine and beyond

The CWO will serve as a narrator and translator who makes the case of how wellbeing ties into everyone's work. The CWO will be actively engaged in national discussions around these topics and bring findings, best practices, and ideas back to MM. The CWO's participation in national forums and leadership groups related to well-being will assist the CWO in being at the forefront of best practices. This will also ensure MM maintains and grows its reputation as a wellness leader in academic medicine.

ADDITIONAL JOB DUTIES AND RESPONSIBILITIES

- Engage senior leadership to advance inclusive workplace well-being as a lived value and organizational priority for faculty, staff, and learners, while navigating multiple priorities (clinical, research, educational, financial, and operational).
- Develop a vision and mechanisms for well-being that support a diverse workplace and cultural sensitivity among all faculty, students, and staff.
- Actively participate as a leader in culture improvement, while leveraging existing culture change initiatives with key partners and stakeholders.
- Develop a network of leaders, core partners, wellness advocates, and experts to identify the best practices and interventions that are scalable and accessible at all levels of the organization.
- Partner with the Michigan Medicine Department of Communications to develop and implement an organization-wide process and strategy to promote faculty, staff, and learner well-being. Ensures that leadership communications are aligned with this strategy.
- Partners with the Michigan Medicine Office of Development to explore grant and philanthropic opportunities that support the organization's workplace well-being goals.
- Help faculty, staff, and learners feel heard, valued, and safe to express concerns. Inform senior and executive leadership of commonly voiced, system-wide concerns with recommendations for action.

QUALIFICATIONS AND EXPERIENCE

While no single candidate will likely have all the ideal qualifications, candidates should possess many of the following qualifications and characteristics:

- Experience working as a wellness leader within a large academic medical center promoting work-level and organization-level well-being.
- Nationally recognized as a leader in health care workforce well-being, including scholarly publications in peer-reviewed journals.
- Appropriate for a faculty appointment.
- A terminal degree in a relevant field.
- Seasoned, inspirational, and effective leader with an inclusive mindset for all faculty, staff, and learners.

- Expertise in understanding, translating, and applying research related to faculty, staff, and learner workplace well-being.
- Experience as an advocate for well-being through an equity lens.
- Ability to articulate the business case for advancing health care workforce well-being.
- Track record of advancing initiatives in collaboration with multiple stakeholders
- Demonstrated ability to effectively partner and communicate with executive leaders.
- Experience implementing, interpreting, and utilizing assessment measures of workplace well-being to prioritize and focus efforts.
- Outstanding communication skills, with an ability to connect with large and diverse audiences in an engaging and effective manner.
- Demonstrated effectiveness in leading a team.
- Creative and innovative; comfortable with change, ambiguity, and organizational evolution in a fast-paced environment.

THE UNIVERSITY OF MICHIGAN

U of M consistently ranks among the top three U.S. public universities, including first among the publics in the *QS World University Rankings*, and in NIH funding. *U.S. News and World Report* ranks 110 of U-M's graduate programs in the top ten. With over 65,000 undergraduate, graduate, and professional students on three campuses, the breadth, and scale of intellectual strength is something that few public or private institutions can match. In a comprehensive new ranking, Times Higher Education ranked U-M 16th in the world reputation rankings in 2021. Its \$1.6 billion in sponsored research leads all but one of America's universities. Michigan operates one of the nation's leading academic medical centers, which is home to roughly half the University's faculty and the source of slightly more than half of its revenues. As a fully integrated medical center, the University owns its own hospitals, and it is a force in biomedical discovery with more than \$400 million in annual research funding from the NIH.

ANN ARBOR, MICHIGAN

The vibrant and active city of Ann Arbor is a cultural hub and urban oasis in the heart of the Midwest that is consistently rated as one of the nation's top college towns. In addition to its world-class university, Ann Arbor is home to high-tech research companies and charming neighborhoods with a rich mix of cultures. People from across the country and around the world come to Ann Arbor to study, work, and thrive. Downtown Detroit, with its eclectic mix of entertainment and professional sports, is less than an hour's drive away. Detroit Metro Airport (DTW) is just half an hour away. With a Delta hub, DTW offers a nearby gateway to the globe.

Although geographically small, the Ann Arbor area is perhaps most renowned for its cultural offerings and nightlife. It boasts a vibrant arts sector with renowned galleries, museums, and arts non-profits as well as theatrical and musical organizations, such as the Ann Arbor Symphony. The University Musical Society is among the top three or four university presenters in the nation and features 70–80 performances by

world-class artists each season, such as the Berlin Philharmonic, Ballet Preljocaj, and the Royal Shakespeare Company. From independent bookstores and cutting-edge art exhibits to performances by local, regional, and international artists, there are abundant opportunities to enjoy arts and culture throughout the community. Every July, the award-winning Ann Arbor Art Fair transforms the campus and downtown into an art gallery featuring thousands of juried artists and drawing nearly 500,000 visitors. The Ann Arbor Summer Festival hosts a month-long schedule of performances, many of which are outdoors and free each June. Additionally, athletics is woven into the fabric of U-M. The University now boasts 29 NCAA Division 1 teams (14 men's and 15 women's) as well as 35 club sports.

TO APPLY

All inquiries, nominations, and applications should be directed in confidence to:

Natalie Leonhard, Partner
Tiffany Weber, Managing Associate
Gigi Mensah, Associate
Kendra Moleé, Senior Search Coordinator
Isaacson, Miller

<http://www.imsearch.com/8720>

Electronic submission of materials is strongly encouraged.

Michigan Medicine seeks to recruit and retain a diverse workforce as a reflection of our commitment to serve the diverse people of Michigan and to maintain the excellence of the University. We welcome applications from anyone who would bring additional dimensions to the University's research, teaching, and clinical mission, including women, members of minority groups, protected veterans, and individuals with disabilities. The University of Michigan is committed to a policy of nondiscrimination and equal opportunity for all persons and will not discriminate against any individual because of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. The University of Michigan is an Equal Employment Opportunity/Affirmative Action Employer.