



# Penn Medicine

## Position and Candidate Specification Chair, Department of Orthopaedic Surgery

### About the Organization

The University of Pennsylvania is the nation's oldest university and is among the most highly regarded in the world. Its four undergraduate schools and twelve graduate and professional schools provide extraordinary educational opportunities to its 28,000 students, and a unique professional environment for its 5,100 faculty. The University is also home to Penn Medicine, comprised of the Perelman School of Medicine (PSOM) and its clinical enterprise, the University of Pennsylvania Health System (UPHS). Perhaps to a degree not found elsewhere, Penn Medicine is an integral and fully integrated component of the University. Its leaders are very much citizens of the University and share its mission, goals, and responsibilities. Faculty and staff routinely collaborate with and meaningfully contribute across Penn's institutes, centers and schools, and its culture embraces the University's values of inclusion, innovation, and impact.

### Department of Orthopaedic Surgery

Founded in 1889, the Department of Orthopaedic Surgery at the University of Pennsylvania was the nation's first free-standing department, with Dr. DeForest Willard as its first professor and chair. Willard also designed the first children's ward at Penn. Today, Penn Orthopaedics is a top funded program by the National Institutes of Health (NIH) and continues to be a pioneer in the field of orthopaedics, with a vision to define world-class musculoskeletal care through impactful research, innovative education, and leading orthopaedic practice.

Penn Orthopaedics is closely aligned with Penn Nerve Center, Penn Center for Musculoskeletal Disorders, and the Penn Spine Center. It also has collaborative relationships with the Children's Hospital of Philadelphia, in addition to key partnerships with the departments of Anesthesia, Family Medicine, Neurosurgery, Physical Medicine and Rehabilitation, Plastic Surgery, Radiology, Rheumatology and an evolving relationship with Penn Athletics.

The Department handles over 12,000 cases annually, over 110,000 annual outpatient visits, and cares for approximately 5,000 inpatients. There are over 65 faculty in the department and 325 support staff. Major hospital sites for clinical and educational activities include the Hospital of the University of Pennsylvania (HUP), Penn Presbyterian Medical Center (PPMC), Pennsylvania Hospital (PAH), Chester County Hospital (CCH), the Crescenz Veterans Affairs Medical Center (CVAMC), and the Children's Hospital of Philadelphia (CHOP), all institutions of great distinction and diversity. Outpatient care is provided at the Perelman Center for Advanced Medicine (PCAM), Penn Medicine University City (PMUC), Penn Medicine Valley Forge, with the newest multispecialty practice located at Penn Medicine Radnor.

Orthopaedic Surgery is one of 18 clinical departments that comprise the Clinical Practices of the University of Pennsylvania (CPUP) was formed in 1976 to unite and align the multiple faculty practices co-existing in the Penn System. The Department's Chair serves on the Board of Directors of CPUP and the Academic Steering Committee. Their collective goal is to ensure the coordination and achievement of the tripartite mission across the enterprise.

### ORTHOPAEDIC SURGERY PROGRAMS AND SERVICES

The Department of Orthopaedic Surgery brings together a team that takes a whole-body approach to diagnosing and treating orthopaedic pain and injuries. These experts work together as a seamless unit to provide a wide range of treatments by using the most advanced techniques — from minimally invasive surgery to computer-assisted procedures to harvesting and growing your own cells for cartilage repair.

Penn Orthopaedics is an integral component of the diagnosis and treatment of musculoskeletal

and rheumatologic diseases along with several other departments that share the goal of improving care quality through the development of disease teams and clinical pathways, and leading in delivering value-based care to patients and communities.

## CLINICAL PROGRAMS

The Department provides clinical care in seven subspecialties, with programs located in 12 different locations throughout the region.



- [Cartilage Center](#)
- [Center for the Female Athlete](#)
- [Hip Preservation Center](#)
- [Joint Replacement Program](#)
- [Neuro-Orthopaedics Program](#)
- [Orthopaedic Oncology Program](#)
- [Penn Nerve Center](#)
- [Penn Spine Center](#)
- [Regenerative Sports Medicine Program](#)
- [Sports Medicine Program](#)
- [Trauma and Fracture Program](#)

### Orthopaedic Second Opinion Program

- [Back and Neck Pain](#)
- [Elbow Pain](#)
- [Foot and Ankle Pain](#)
- [Hand and Wrist Pain](#)
- [Hip Pain](#)
- [Knee Pain](#)
- [Shoulder Pain](#)



## EDUCATION AND TRAINING

The Department of Orthopaedic Surgery in the Perelman School of Medicine contributes significantly to a broad range of education programs on campus, including undergraduate medical education, residency, and fellowship training. While encouraging independent thinking and autonomy during the training process, close supervision and a dedicated faculty mentoring program offer a perfect balance for individualized development. Training in this rich academic and clinical environment results in the formation of outstanding clinicians, active investigators, experienced educators and lifelong learners.

**Medical Students:** The Department actively engages in training the next generation of physicians and educating the leaders of tomorrow in patient care, biomedical research, and [medical education](#). Department faculty are responsible for 12 of the medical school's electives. In addition, there is pre-clerkship engagement via the Leo Leung Orthopaedic Society, which organizes events and opportunities for additional mentorship and exposure to the field of Orthopaedics. The Department also sponsors "The Inclusive Orthopaedics Scholarship at Penn" designed to support the underrepresented population in medicine, women, SGM and other students with non-traditional backgrounds or paths to orthopedics.

**Residency:** Under the leadership of Daniel Farber, MD, the [Orthopaedic Surgery Residency Program](#) provides residents both a broad exposure to the entire field of Orthopaedic Surgery and various sub-specialties, preparing graduates with the knowledge and skill to pursue either general independent practice or fellowship training. The program currently has 42 residents who rotate through Pennsylvania Hospital, Penn Presbyterian Medical Center, the Children's Hospital of Philadelphia, the Hospital of the University of Pennsylvania, and the Crescenzo Veterans Affairs Medical Center.

With a commitment to research and academics, the residency training program also offers two residents a position in the six-year residency track. This includes a full year of non-ACGME research after completion of PGY-2. Residents in this track have protected research time and mentors, with access to a myriad of resources.

While there are no clinical or on-call responsibilities, research residents do participate in resident conferences, grand rounds and journal clubs.

**Medical Educator Track in the Penn Orthopaedics Residency:** The Medical Educator Track is designed for PGY3-5 residents with a particular interest in education, potentially as an element of their future careers. The goal is for them to explore, gain experience, and build a portfolio related to medical education. Two rising PGY3 residents will be selected to enter the track each year based on interest. During their three years in the program, residents will gain experience in a broad range of educator skills. Residents will design and execute at least one research project or two quality improvement projects related to medical education. Mentorship and resources for such projects are provided. They will also complete selected readings and present educational concepts/technique to the other residents and faculty. In their PGY4 or 5<sup>th</sup> year, the Med Ed resident(s) will have the opportunity to attend a medical education course or conference.

**Clinical Fellowships:** The fellowship programs offered by Penn Orthopaedics include a balance of intensive clinical experience, research, and teaching opportunities that reinforce and enhance the residency training program. [Fellowship Programs](#) are offered in the following specialties:

- [Adult Reconstruction](#)
- [Foot and Ankle](#)
- [Hand Surgery](#)
- [Orthoplastics and Limb Salvage](#)
- [Pediatric Orthopaedics](#)
- [Shoulder & Elbow](#)
- [Sports Medicine](#)
- [Spine](#)

## RESEARCH

[Research](#) in the Department of Orthopaedic Surgery consists of Laboratory Research and Clinical Research Studies, with programs largely centered within the McKay Lab, the Biederman Lab, and the Human Motion Lab. The Department is top ranked in NIH funding, with grants totaling over \$10M and consistently among the nation's top 5 recipients of funding. Its NIH T32 training grant is the longest running musculoskeletal T32 in the country.

**Laboratory Research:** The [McKay Orthopaedic Research Laboratory](#) opened in 1979 and embodies the principles that guide orthopaedic research: interdisciplinary effort, common-use facilities, scientific collaboration, and collegial discussion. The McKay Lab occupies more than 22,000 square feet of space in the School of Medicine and is populated by more than 120 research personnel and 17 principal investigators. Penn Orthopaedics research foci include:

- Allotransplantation
- Bone metabolism and cancer-associated bone diseases
- Connective tissue extracellular matrix biophysics and cell biology
- Fibrodysplasia Ossificans Progressiva and other disorders of heterotopic ossification
- Genetic and cellular regulation of osteogenesis and chondrogenesis
- Intervertebral disc and soft tissue mechanics
- Mesenchymal stem cell maintenance and differentiation
- Musculoskeletal aging and disease
- Musculoskeletal tissue engineering
- Stem cell mechanobiology
- Tendon and ligament injury and repair



**The Human Motion Laboratory:** The [Penn Human Motion Lab](#) is equipped for image-based analysis of human gait and activity. Patients will be evaluated before and after treatment, for bone and joint injury, disorders and disease, using the most advanced tools and technology. The results are then analyzed and reviewed with patients, to create the most clinically effective and individualized treatment plan.

**Penn Center for Musculoskeletal Disorders:** The Penn Center for Musculoskeletal Disorders (PCMD) is the home for musculoskeletal research across the Penn campus and a hub for the musculoskeletal community across the region and neighboring states. The overall aims of this Center are to enhance and advance the research productivity of investigators in musculoskeletal development, disease, injury, and repair. The PCMD is the longest running musculoskeletal P30 in the country. It currently has >200 faculty members, including more than 150 labs from across five schools at Penn, as well as more than 50 faculty members from 17 Philadelphia region institutions. It is funded for five more years.

**Clinical Research:** Current [Orthopaedic Medicine and Surgery Clinical Research Studies](#) include:

- Advanced imaging techniques in the management of fracture non-unions
- Bacterial contamination of open fractures
- Cerebral oxygenation patterns in patients fixed with intramedullary nailing
- Review of the use of allograft bone in tibial plateau fractures
- mRNA expression in blunt trauma articular cartilage injuries
- Fixation strategies in proximal humeral fractures
- Traumatic hip fracture management and outcomes in patients with end-stage liver disease
- [New Trials on the Horizon](#)

## PENN MEDICINE

**The Raymond and Ruth Perelman School of Medicine and the University of Pennsylvania Health System:** Penn Medicine's history of patient care began more than two centuries ago with the founding of the nation's first hospital, Pennsylvania Hospital, in 1751 and the nation's first medical school at the University of Pennsylvania in 1765. Penn Medicine has pioneered medical frontiers with a staff comprised of innovators who have dedicated their lives to advancing medicine through excellence in education, research, and patient care.

**Patient Care:** Penn Medicine's physicians, nurses, and staff provide exceptional, personalized care to patients with a wide range of medical conditions, including cancer, heart and lung disease, neurological disorders, diseases of aging, and orthopaedic conditions, as well as care for newborns. Using state-of-the-art equipment and data science, Penn's doctors and nurses work together to ensure that patients' needs are addressed from multiple perspectives. Pharmacists, social workers, nutrition and rehabilitation professionals are all part of the care team.

HISTORY OF PENN MEDICINE	
1751	Founding of Pennsylvania Hospital, the nation's first
1765	Founding of medical school at Penn, the nation's first
1874	Founding of the Hospital of the University of Pennsylvania, the nation's first university owned teaching hospital
1993	Founding of UPHS, the world's first integrated academic health system
2002	Founding of Penn Medicine

Patient Care	Total	HUP	PAH	PPMC	CCH	LGH	PMPH
Licensed Beds	3,600	1,200	525	399	349	668	459
Adult Admissions	135,122	38,611	19,310	17,314	16,804	27,615	15,468
Outpatient Visits	6,991,218	2,111,770	303,368	310,845	569,183	1,433,424	190,076
ED Visits	413,721	101,382	45,352	50,059	54,196	112,737	49,995
Births	19,606	4,287	5,537	--	3,205	4,380	2,197

CCH: Chester County Hospital

HUP: Hospital of the University of Pennsylvania

LGH: Lancaster General Health

PMPH: Penn Medicine Princeton Health

PPMC: Penn Presbyterian Medical Center

PAH: Pennsylvania Hospital

PSOM: Perelman School of Medicine

Penn Medicine includes six (6) acute-care hospitals and hundreds of outpatient centers throughout the region, as well as educational facilities at the Perelman School of Medicine.

1. The [Hospital of the University of Pennsylvania](#) is recognized annually among the nation's Best Hospitals by *U.S. News & World Report*, along with Penn Presbyterian Medical Center. HUP is a 5.2 million square-foot complex that includes HUP Main, [HUP Cedar](#), and the Pavilion. HUP Cedar provided emergency, inpatient and behavioral health services to the West and Southwest Philadelphia community. The new [Pavilion](#) at the Hospital of the University of Pennsylvania opened in 2021. The Pavilion houses 504 private patient rooms and 47 operating rooms in a 1.5 million-square-foot, 17-story facility across from HUP Main and adjacent to PCAM. The \$1.6 billion facility was the largest capital project in Penn's history and built to accommodate multidisciplinary teams and respond to fluctuating needs in medical care.
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2. [Penn Presbyterian Medical Center](#) is consistently recognized as a center of excellence for cardiac care, ophthalmology, as well as neurosciences, cancer, behavioral health services, and the Musculoskeletal Center's outpatient facility located at Penn Medicine University City. Its 1.35 million-square-foot campus includes the Pavilion for Advanced Care, home to Penn Medicine's Level I Regional Resource Trauma Center.
  3. [Pennsylvania Hospital](#) is the nation's first hospital, cofounded by Benjamin Franklin in 1751. Today its outstanding clinical programs include the Spine Center, the Center for Transfusion-Free Medicine, maternity and newborn services, movement disorders, and behavioral health. It comprises a 1.1-million-square-foot campus, including Penn Medicine Washington Square, the hospital's outpatient facility.
  4. [Chester County Hospital](#) includes a hospital complex in West Chester that underwent a 250,000- square-foot expansion in 2020, specializing in heart and vascular care, cancer, and orthopaedics and women's health among many other areas, with satellite locations in Exton, West Goshen, New Garden, Jennersville, Kennett Square, and West Grove.
  5. [Lancaster General Health](#) includes Lancaster General Hospital, Women & Babies Hospital, and a network of nearly 100 outpatient facilities and physician practices in Lancaster, Chester, and Lebanon counties, for a total of more than 3 million square feet in facility space.
  6. [Penn Medicine Princeton Health](#), which, joined Penn Medicine in 2018, is among the most comprehensive healthcare systems in New Jersey, including facilities offering acute-care hospital services, behavioral healthcare, acute rehabilitation, home care, hospice care, ambulatory surgery, and wellness services.



Penn Medicine includes the following eight (8) specialized facilities:

1. The [Perelman Center for Advanced Medicine](#) is a state-of-the-art outpatient facility, with diagnostic and treatment facilities for cancer, neurological, and cardiac conditions, among other types of specialty care.
2. The [Roberts Proton Therapy Center](#) is the largest integrated radiation oncology center in the world. This most precise form of radiation uses beams of protons traveling at nearly the speed of light to eradicate tumors and spare healthy surrounding tissue.
3. The [Abramson Cancer Center](#) has about 305,000 outpatient visits with more than 9,000 participants in over 600 clinical trials. Since 1974, it has been designated a Comprehensive Cancer Center by the National Cancer Institute, one of 51 such centers in the nation.
4. The **Clinical Care Associates** and **Clinical Health Care Associates** are networks of primary and specialty care physicians, with more than 50 locations throughout the region.
5. [Outpatient Locations](#) located in Washington Square, University City, Valley Forge, Radnor, Bucks County, Cherry Hill, and Woodbury Heights.
6. [Penn Medicine Rittenhouse](#) includes a rehabilitation facility, a long-term acute-care specialty hospital, and an inpatient hospice.
7. [Penn Medicine at Home](#) offer a full range of home health services, including skilled nursing assistance, palliative care, hospice, bereavement programs, and infusion therapy.
8. [Good Shepherd Penn Partners](#) is the post-acute care provider for Penn Medicine. It provides inpatient and outpatient physical rehabilitation and specialized long-term acute care throughout southeastern Pennsylvania and southern New Jersey.



**Perelman Center for Advanced Medicine**

Easily accessible care is available throughout the region at Penn Medicine's multispecialty ambulatory locations. These centers offer convenient access to care across many disciplines, as well as laboratory testing and radiology services.

- Bucks County
- Radnor
- Valley Forge
- Cherry Hill
- Southern Chester County
- Washington Square
- Mount Laurel
- University City
- Woodbury Heights

**Education:** The [Perelman School of Medicine](#) — established in 1765 — is the nation's first medical school. It is among the top medical schools in the country by *U.S. News & World Report*. Penn Medicine offers students and new physicians who train in their hospitals an innovative, comprehensive curriculum that prepares them to become leading physicians and scientists in a broad array of fields. The community of alumni numbers nearly 25,000 living and working across the globe.

**Research:** Penn Medicine is an internationally recognized leader for [discoveries](#) that advance science and patient care. Eighty-five (85) Penn Medicine researchers are Members of the National Academy of Medicine of the National Academy of Sciences, one of the highest honors in medicine. The basic science and clinical research emerging from Penn Medicine's laboratories and hospitals improves care for a wide range of medical conditions and provides the foundation for the next generation of therapies. The culture and campus of the University of Pennsylvania encourages close collaboration between basic scientists and clinicians, exemplified

by its dozens of interdisciplinary clinical and research institutes, centers, and programs. These partnerships spur advances in disciplines from medical devices to nanotechnology. Penn Medicine’s research is particularly distinctive because of its translational focus, a large array of clinical trials (>2,600 active trials) and recent success in generating FDA-approved treatments.

**Community Service:** Improving the health of people living throughout the [region](#) they serve is a cornerstone of Penn Medicine’s mission. Every day, physicians, nurses, students, and staff volunteer their time, skills, and knowledge to serve vulnerable populations. They operate free neighborhood clinics, help low-income residents manage medical appointments and wellness efforts, and provide education and mentorship to youth, among many other initiatives. These are supported in part by the Penn Medicine CAREs grants program, which provides funds for staff volunteer activities. Since CAREs was established in 2012, it has provided grants to over 780 service initiatives throughout the region, including programs in community centers, farmers markets, and places of worship.

RESEARCH, PEOPLE & INNOVATION	
Total Sponsored Research	\$1.1B
NIH Awards	\$550M
State Research Funding	\$9.6M
Licensing Revenue	\$1B+
New Patents Awarded	73
Physicians	6,243
Full-time Faculty <i>(includes CHOP)</i>	2,998
MD Students	761
PhD Students	842
MD/PhD Students	222
VMD-PhD Students	20
Residents & Fellows	1,922
Postdoctoral Fellows	843
Employees	49,101
PHILANTHROPY	
Gifts	\$258M
Alumni Giving	23%

**CENTER FOR GLOBAL HEALTH**

**151** Global Health projects  
*in*

**88** countries

**124** faculty members engaged in international research, education, & clinical work

**Global Engagement:** The [Center for Global Health](#) (CGH) synthesizes and expands Penn Medicine’s efforts to improve worldwide health equity. The center’s vision for the future is to build a healthier world by training tomorrow’s leaders, addressing global health disparities, supporting regional centers of engagement in underserved locations, and uniting the Penn global health community. Among the many international projects, CGH includes three Centers of Engagement. The seventeen-year-old Guatemala-Penn Partnership focuses on public health, medical, as well as educational projects. The 21-year-old Botswana-UPenn Partnership encompasses well-established programs in HIV/AIDS and other internal medicine subspecialties, with the education of local healthcare professionals. The four-year old Vingroup-Penn Alliance was established to improve healthcare and create new undergraduate and graduate medical training programs in Vietnam. The Penn community also comes together to support humanitarian and medical relief efforts across the globe, such as the initiative that raised more than \$200,000 to help aid efforts on the ground in Ukraine, for those whose lives have been shattered by war.

## THE UNIVERSITY OF PENNSYLVANIA

The [University of Pennsylvania](#) ranks among the world’s leading universities. Founded by Benjamin Franklin and located in vibrant Philadelphia – the nation’s sixth largest city and the second largest on the eastern seaboard – Penn has a storied, egalitarian, and pragmatic history. Beginning in the eighteenth century, the University was a global pioneer in undergraduate liberal arts education, and in supporting interconnections among scholarly and teaching programs in the arts and sciences and the professions. Penn developed some of the nation’s earliest and finest graduate and professional schools – it was the first institution in the nation to be named a “University,” it is home to the North America’s first medical school (Perelman School of Medicine), among the nation’s first professorships in law, and the world’s oldest collegiate school of business (Wharton) – and reputations have only improved with time.

Penn is home to a distinguished standing faculty of 2,750, engaged in groundbreaking research and professional practice that crosses disciplinary and professional boundaries. Penn’s 12 schools reside on a [single, compact, urban campus](#); span the arts, sciences, humanities, and professions; and display a special commitment to

[integrative interdisciplinary scholarship](#) and to energetic [local and global engagement](#). Penn is strongly committed to recruiting the most talented students, without regard to financial resources, and has implemented an [entirely need-based, all-grant financial aid program for undergraduates](#). [Admissions](#) are among the most competitive in the nation, with over 56,000 undergraduate applications annually and admission rates under 10 percent. Total [research](#) funding is over \$1.25 billion annually, and NIH funding is the eighth highest in the nation. The development program is one of the very largest in the nation. For more information, please visit: <https://www.upenn.edu/about>.

## Position Summary

The next Chair, Department of Orthopaedic Surgery will join Penn Medicine at a pivotal moment in healthcare delivery, both locally and nationally. With a mandate to shape a culture of collaboration within the Department of Orthopaedic Surgery, the Perelman School of Medicine and across the health system, the Chair will work with the faculty and Penn Medicine leadership to create a vision for the department's next decade, one that inspires faculty engagement, produces growth and innovation, and continues to elevate the stature of the department nationally.

### KEY RELATIONSHIPS

<b>Reports to</b>	Executive Vice President and Dean – J. Larry Jameson, M.D., Ph.D. UPHS Chief Executive Officer – Kevin B. Mahoney
<b>Direct reports</b>	Faculty and staff within the Department Chief Operating Officer, Department of Orthopaedic Surgery
<b>Other key relationships</b>	Senior Vice President, Clinical Practices of the University of Pennsylvania (CPUP) – Deborah A. Driscoll, M.D. Executive Vice Dean and Chief Scientific Officer – Jonathan A. Epstein, M.D. Senior Vice Dean for Academic Affairs – Lisa M. Bellini, M.D. Acting Chief Executive Officer, PPMC – Robert Russell, M.S. Acting Chief Executive Officer, PAH – Daniel Wilson, M.B.A., B.S.N., R.N., Chief Executive Officer, HUP – Regina S. Cunningham, Ph.D., R.N. Vice President and Executive Director, CPUP – John A. Sestito, Jr. Clinical and Basic Science Department Chairs

### KEY RESPONSIBILITIES

The next Chair will take a leadership position in driving the success of the mission of the department and contributing significantly to the Perelman School of Medicine, the campus community, and Philadelphia. The chair will exemplify the qualities of leadership, professionalism, collaboration, communication, and fairness. In addition, they will:

- Set a unifying and inclusive strategy for the department within a high-performing, matrixed academic health sciences center, anticipating broad trends in the future of Orthopaedic Surgery and integrating orthopaedic surgery services into Penn's clinical enterprise.
- Build a culture of transparency and shared purpose. The Chair will promote strong internal and external relationships with academic partners, physician leaders, community physicians, and diverse management teams.
- Reinforce an ethos of accountability and continuous performance improvement to drive achievement of targeted outcomes.
- Model consensus-oriented leadership that champions "respectful courage."
- Integrate the department in the evolution of the health system strategy, identifying mutual gains for the department and system, and effectively managing tradeoffs in this symbiosis.



- Lead and manage transformative change in care delivery, i.e., transition to outpatient and ambulatory care for appropriate procedures. The Chair will develop a comprehensive clinical strategy involving orthopaedic clinicians, delivering primary and specialized services at an expanding number of regional locations.
- Develop and mentor the academic careers of current faculty and trainees, and skillfully recruit outstanding new faculty to build a high-performing, cohesive team and cultivate a pipeline of next-generation leaders within the department.
- Support Penn Medicine's goal of recognizing the value of all employees, embracing diversity and equity, contributing to a positive, collaborative culture that engenders a commitment to the organization's success.
- Build relationships that can lead to innovative educational programs and research activities across the institution.
- Improve the department's already robust endowment by working with the Office of Development and Alumni Relations in overseeing the implementation of an internal and external communication plan to promote Orthopaedic Surgery across the continuum and reconnect with alumni and patients.

## **DESIRED OUTCOMES**

- An engaged department of faculty and staff.
- A culture defined by:
  - a climate of respect, inclusion and equity.
  - accountability and continuous performance improvement based on performance metrics to drive a concerted focus on targeted outcomes.
- A department woven into all missions of Penn Medicine with an integrated clinical strategy that encompasses:
  - a comprehensive clinical operations strategy and implementation plan that addresses the ongoing transition from inpatient to outpatient procedures and care for orthopaedic patients;
  - consideration of community-based providers, including the potential onboarding of community partners to Penn Medicine;
  - a cadre of providers with whom physicians partner to improve access and productivity;
  - strong relationships with community providers to enhance referral patterns; and
  - expanded clinical services to new areas where Penn Medicine has an existing footprint, such as Valley Forge, Radnor, Cherry Hill, etc.
- A revitalized department leadership infrastructure with empowered Vice Chairs and Division Chiefs who enable growing the tripartite mission of the department.
- Strengthened and highly sought-after residency and fellowship programs that attract and train future national leadership in orthopaedic surgery clinical care, education, and research.
- Financial health of the department for continued sustainability.
- Continued thriving basic science research program and strengthened translational, clinical, and clinical trials research programs.
- An enthusiastic donor base.

## **Candidate Profile**

The next Chair of Orthopaedic Surgery is an exciting opportunity for an outstanding leader with an evident passion for and commitment to excellence in patient care, innovative education, ground-breaking research, as well as building diversity and nurturing inclusive cultures. The Chair will be clinically skilled and deeply committed to the education and training activities of the department and will demonstrate excellence in faculty recruiting and program development. Independent of the Chair's personal experience and productivity in research, the Chair will work to cultivate and leverage the scholarship of the faculty, actively seeking out

and promoting collaborative opportunities provided by the extraordinary resources at Penn. The Chair will also demonstrate institutional leadership within the Penn Nerve Center, Penn Medicine, and the University of Pennsylvania.

## **IDEAL EXPERIENCE**

### **Administrative Leadership Experience in an Academic Health System**

Significant, successful administrative leadership experience at a thriving institution in a role such as Chair, Vice Chair, Division Chief, or hospital/health system clinical leadership role. The Chair will bring a proven track record of progressive leadership experience within a matrixed institution and the ability to integrate orthopaedic surgery services to meet the needs of the growing clinical enterprise. The Chair will articulate a compelling vision for the future of Orthopaedic Surgery and the role of the department within a highly regarded academic health system and the field of orthopaedic surgery in general.

### **Clinical Eminence**

Experience building genuinely excellent primary and specialized patient care services in multiple locations. Empowering teams of physicians and professionals to improve access and quality and leading with a mindset of maximizing partnerships and alignment with a broader system.

### **Academic Excellence**

A record contributing to the scholarship of Orthopaedic Surgery, as well as the experience and national reputation necessary to sustain the history of excellence within the department. Academic achievement must qualify for a faculty appointment at the associate professor or professor level in the standing faculty of the Perelman School of Medicine at the University of Pennsylvania.

### **Faculty Recruitment and Development**

Experience with recruitment and development of physicians, and a reputation for mentorship are required. Demonstrated ability to identify and recruit a diverse staff at all levels.

### **Clinical Operations and Managerial Experience**

Managerial and business acumen demonstrated by development of annual budgets reflecting staffing, capital and other operating expenses, and successful management of those budgets within the complex financial pressures facing academic healthcare organizations today.

### **Development and Donor Relations Experience**

Track record of, or aptitude for, interacting with donors and raising philanthropic funds.

### **Education / Training / Certification**

M.D. with active board certification in orthopaedic surgery. Subspecialty fellowship training is a plus. Licensed or eligible for medical licensure in Pennsylvania. Dual degrees are welcome.

## **CRITICAL LEADERSHIP CAPABILITIES**

### **Leading Change**

- Sets and communicates direction and change with clear rationale and appeal.
- Advocates for new direction, takes it onboard personally and perseveres to generate buy-in.
- Aligns the department direction and priorities with those of Penn Medicine.
- Adjusts communication style to changing situations, including culture, background or style.

### **Collaborating and Influencing**

- Engages all Penn partners with a genuine give-and-take approach, seeking win-win decisions with broad consensus.

- Cultivates relationships with all stakeholders and frames the department as an ally committed to the success of individuals, other units, and Penn Medicine.
- Identifies opportunities to build relationships that will help others achieve their objectives.
- Uses data and an ethos of transparency to frame and move toward mutually beneficial decisions.

### Driving Results

- Enables higher performance by setting objectives and steadily improving approaches based on calculated risks and benefits.
- Proactively seeks to improve processes and implement best-in-class solutions using system-wide resources, raising quality and organizational effectiveness.

### Leading People

- Engages Orthopaedic Surgery faculty in setting direction, conveying the organizational vision and how the parts create a stronger departmental whole.
- Delegates with a clear set of agreed-upon objectives and measures of success.
- Translates department goals into priorities and the work of individual faculty and communicates regularly about long-term goals to reinforce the larger intent.
- Is hands-on in supporting and monitoring progress and seeks corrective actions when needed.

### OTHER PERSONAL CHARACTERISTICS

- Is a consensus-oriented individual who displays "respectful courage" and is highly influential in their ability to encourage people forward.
- Collaborates with other faculty units in the continued development of the clinical enterprise to foster and uniquely broaden multidisciplinary clinical education and research innovations.
- Supports Penn Medicine's goal of recognizing the value of all employees, embracing diversity and contributing to a positive, collaborative culture that engenders a commitment to the organization's success.
- Displays impeccable values, ethical standards, and moral compass with high emotional intelligence.

### TO APPLY

All applications must be submitted through **Interfolio**:

<http://apply.interfolio.com/125888>

Penn Medicine has retained Isaacson, Miller, a national executive search firm, to assist in this search.

Patricia Hastie, Partner (she/her)

Randi Herrick, Managing Associate (she/her)

Caroline Corry, Search Coordinator (she/her)

Isaacson, Miller

### TO NOMINATE OR INQUIRE

Please submit nominations and inquiries directly to the Isaacson, Miller team:

<https://www.imsearch.com/open-searches/university-pennsylvania-perelman-school-medicine/chair-department-orthopedic-surgery>

*Penn Medicine is an Equal Opportunity and Affirmative Action employer. Candidates are considered for employment without regard to race, ethnicity, color, sex, sexual orientation, gender identity, religion, national origin, ancestry, age, disability, marital status, familial status, genetic information, domestic or sexual violence victim status, citizenship status, military status, status as a protected veteran, or any other status protected by applicable law.*