

# Search for the Chair of the Department of Psychiatry University of Michigan Medical School, Michigan Medicine Ann Arbor, MI

#### THE SEARCH

The <u>University of Michigan Medical School</u> (UMMS) seeks a nationally recognized and visionary leader to become the next Chair of the <u>Department of Psychiatry</u>. This is an opportunity to build on a legacy of excellence in clinical care, research, and education for a highly ranked, internationally renowned department. As a key leader within <u>Michigan Medicine</u> (MM), the next Chair will leverage the strengths of the Department's clinical, research, and education missions to act as an advocate and champion for transformative psychiatric care and research across the state of Michigan and beyond.

UMMS is one of the nation's premier public research-oriented medical schools and is home to over 3,850 faculty in 29 clinical and basic science departments and 4,900 staff. The school's renowned education programs currently include 692 medical students, over 1,300 residents and fellows, 896 graduate students, and 486 postdoctoral fellows. UMMS's \$777 million in annual research awards for FY23 represents a \$131 million growth since FY19. UMMS remains committed to patient-centered care, advancing medical knowledge, and nurturing faculty, students, and staff. In 2023, the University of Michigan (U-M) inaugurated Dr. Santa Ono as its 15th president. Ambitious and dynamic, Dr. Ono is a biomedical researcher and holds his faculty appointment in the Medical School. He is committed to amplifying Michigan's impact in the state and beyond.

MM is home to one of the largest healthcare complexes in Michigan. It is comprised of the <u>UM Health System</u> (which includes the C.S. Mott Children's Hospital, Von Voigtlander Women's Hospital, University Hospital, the Frankel Cardiovascular Center, Kellogg Eye Center, the Rogel Cancer Center, Chelsea Hospital, University of Michigan Health West, and Sparrow Health System), <u>UMMS</u>, and the Michigan Health Corporation (the legal entity that allows the Health System to enter into partnerships, affiliations, and joint ventures). The University of Michigan Medical Group (UMMG) is a physician-led organization of nearly 2,000 UMMS faculty physicians who practice evidence-based medicine to care for patients across three MM hospitals, 40 MM health centers, and other facilities throughout the state of Michigan.

The Department of Psychiatry's vision is to be the nation's premier academic department of Psychiatry. The Department has an interdisciplinary team of 203 faculty (on clinical, research, and tenure tracks), 248 staff, 50 residents, and 20 fellows. Of the 203 total faculty members, 47 hold a primary appointment at the Ann Arbor VA. The Department of Psychiatry's research program is supported by \$49.9 million of NIH funding and ranked seventh among psychiatry departments in NIH funding in Federal FY23. The Department has

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productive and collaborative faculty and a sophisticated research infrastructure that supports and ensures success. There is a rich tradition in the education mission, evolving to meet current needs: learners receive strong telehealth training and have diverse elective opportunities including integrated behavioral health care. The Department has received state support to build out essential behavioral health programs to support the steady rise of psychiatric emergency volumes, acuity, and length of stay. This department has broad expertise, impactful research, a superb reputation, and well-established programs, and is situated in a growing integrated academic medical center that is focused on behavioral health and clinical mental health services.

The Department operates a 25-bed adult inpatient psychiatric unit at University Hospital and a 16-bed child and adolescent inpatient psychiatric unit out of the adjacent Mott Children's Hospital. Additionally, the Department runs a Psychiatric Emergency Services (PES) - a standalone emergency department, and the only one of its kind in the state of Michigan, that evaluates individuals of all ages who are experiencing a mental health crisis. PES evaluates approximately 7,000 patients per year. The Department also operates a variety of specialized outpatient programs through its <a href="mailto:Ambulatory Psychiatry Services">Ambulatory Psychiatry Services</a>, providing comprehensive evaluation and treatment for patients and families experiencing addiction, anxiety disorders, OCD, geriatric psychiatric conditions, and other psychiatric conditions.

Reporting to the <u>Dean and Executive Vice President for Medical Affairs</u> and the <u>Executive Vice Dean for Academic Affairs</u>, the Chair of Psychiatry will have a dedication to the clinical mission, a proven track record in advancing research programs, a demonstrated commitment to education, significant administrative, budgetary, and philanthropic experience, and the leadership qualities to help advance a highly collegial and collaborative department. To lead the Department effectively, the Chair will promote and further build upon partnerships with senior leadership across the University, the Medical School, and several centers and institutes such as the <u>Michigan Neuroscience Institute</u> (MNI), the <u>Eisenberg Family Depression Center, and the Institute for Healthcare Policy and Innovation (IHPI)</u>. As leader of the Department, the Chair will serve as an inspirational model and lynchpin for faculty by ensuring clinical excellence and research that spans from basic through translational to clinical research. The Chair will demonstrate integrity and a strong commitment to diversity, equity, and inclusion. The Chair will also bring operational knowledge of psychiatric care, an understanding of and experience leading strategic planning, a track record of fostering collaboration, and outstanding communication skills. Candidates must have an MD, MD/PhD, or equivalent clinical doctoral degree, have an academic record commensurate with appointment at the rank of Professor, and be eligible for licensure in Michigan.

UMMS 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.

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#### THE DEPARTMENT OF PSYCHIATRY AT UMMS

#### **Clinical**

The Department of Psychiatry is responsible for meeting the behavioral health needs of diverse communities across Michigan, the Midwest, and beyond, increasing equitable access to psychiatric care and the latest advancements in neuroscience and psychiatry. In support of the Department's goal to provide high-quality, evidence-based care to individuals with psychiatric conditions, the Department's clinical services are organized into several specialty programs, including adult, child and adolescent, geriatric, and neuropsychology clinics. These programs offer a broad range of diagnostic and treatment services for a wide range of mental health conditions, including depression, bipolar disorder, addiction, anxiety disorders, sleep disorders, and eating disorders. Outpatient ambulatory services programs are primarily provided at the Rachel Upjohn Building. The Department also collaborates with other providers statewide to provide expanded care throughout the state and region.

The Department is a collaborative partner of the VA Ann Arbor Health System (VA), supporting efforts to provide the highest quality psychiatric care to eligible veterans, conduct state-of-the-art basic and clinical psychiatric research relevant to veterans, and provide excellent training to the next generation of mental health clinicians and researchers. The VA complements other sites and provides an additional outstanding training and research environment for students, interns, residents, and post-doctoral trainees in psychiatry, psychology, social work, nursing, and pharmacy.

The Department is staffed by a diverse and highly skilled team of psychiatrists, psychologists, social workers, and other mental health professionals dedicated to providing patient-centered care. The Department is committed to advancing the field of psychiatry through its clinical services, with a focus on integrating the latest research findings into clinical practice. This commitment to evidence-based care is reflected in the Department's ongoing efforts to develop and implement innovative treatments and interventions that improve outcomes for individuals with mental illness.

#### Research

The Department of Psychiatry is recognized for contributions to new scientific knowledge from the bench to the bedside to the greater community. The Department has depth in the research areas of <u>anxiety disorders</u>, <u>child OCD and anxiety disorders</u>, <u>bipolar disorder</u>, <u>mood disorders</u>, and <u>neuromodulation</u>. Key department centers include the <u>Addiction Center</u>, which in 2022 ranked fourth among Psychiatry departments in National Institute on Alcohol Abuse and Alcoholism (NIAAA) grant funding, as well as the Program For Mental Health Innovation, Services And Outcomes (<u>MHISO</u>), which has a collection of mental health service researchers. Funding sponsors include the National Institute of Mental Health (NIMH), the National Institute on Alcohol Abuse and Alcoholism (NIAAA), the National Institute on Drug Abuse (NIDA), the Department of Defense, the Department of Veterans Affairs, and the Centers for Disease Control and Prevention. The Department has consistently been rising in rankings for NIH-sponsored research funding. It is supported by 59 federal grants and has over 4% of the total amount of NIH funds awarded to psychiatry departments. The Department recently received an \$81 million grant over five years from the National Institute on Aging to

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improve understanding of the workforce that cares for people with dementia. Within the Medical School, the Department ranks second in NIH funding, behind Internal Medicine. Additionally, the Department has 12 endowed chairs and professorships, with endowments totaling \$12 million in support of bipolar disorder, geriatric psychiatry, behavioral health technology innovation, clinical neurosciences, psychiatric disorders, depression, and more.

Faculty and staff in the Department of Psychiatry have extensive external collaborative relationships through programs and centers such as the <u>Eisenberg Family Depression Center</u>, which has a rich legacy of supporting high-impact research on depression and bipolar disorders, the <u>Michigan Alzheimer's Disease Center</u>, which is a regional center that includes two other universities in Michigan, and the newly formed <u>Stanley and Judith Frankel Institute for Heart and Brain Health</u>, whose discovery efforts propel life-changing new approaches to the prevention and treatment of heart and brain diseases. The Department of Psychiatry's faculty engages in a broad range of collaborative research activities, including programs with the Colleges of Engineering and Pharmacy, the School of Public Health, Departments of Psychology, Neurology, Emergency Medicine, Learning Health Sciences, Cell and Developmental Biology, the Neuroimaging Center, the Institute for Social Research, and partner in existing clinical programs (e.g., <u>Sleep Center</u> (a consortium among Neurology, Psychiatry, Pediatrics, Internal Medicine, ENT), <u>Comprehensive Eating Disorders Program</u> (in partnership with Adolescent Medicine in the Department of Pediatrics); Collaborative Autism Program (with Pediatrics, Speech, and Language); <u>Psych-Oncology Clinic</u> (Cancer Center); Bariatric Surgery Program; Transplant Service; and the nascent Hospital Addiction Consultation Service.

#### **Education**

Education is a foundational contribution of department faculty and includes medical student teaching, psychiatry <u>resident</u> and <u>fellow training</u>, and <u>postdoctoral education</u>. The Department sponsors an excellent psychiatry residency program, and ACGME-accredited subspecialty fellowship training in <u>geriatric psychiatry</u>, <u>forensic psychiatry</u>, <u>child and adolescent psychiatry</u>, <u>addiction psychiatry</u>, and <u>consultation-liaison psychiatry</u>.

The Department of Psychiatry is home to 70 residents and fellows across all years. The Residency Program promotes individual attention tuned to each trainee's learning and career development while cultivating lifelong professional relationships. The Department offers two residency tracks, providing opportunities for scholarly specialization on a <u>Clinical Scholars Track (CST)</u> or a <u>Research Track</u>. In addition to medical training, the Department offers <u>postdoctoral psychology training</u>, which includes Adult, Child & Adolescent, and Neuropsychology tracks.

#### THE ROLE: CHAIR, DEPARTMENT OF PSYCHIATRY

The Chair of Psychiatry oversees the Department's core leadership team, which consists of Associate Chairs of Child & Adolescent Psychiatry, Diversity Equity & Inclusion, Clinical and Administrative Affairs, Education and Academic Affairs, Research and Research Faculty Development, and Research and Research Regulatory Affairs, Faculty Development; a Chief Psychologist; a VA Service Chief; a Chief of Adult Services;

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a Medical Director of Ambulatory Psychiatry; and a Chief Department Administrator. The Chair oversees all departmental functions and works in partnership with the UMMS and UMMG to closely align the strategic direction of the Department with the overall missions of Michigan Medicine.

#### **KEY OPPORTUNITIES FOR THE CHAIR OF PSYCHIATRY**

To succeed in this role, the chief will address several key opportunities and challenges, as detailed below:

## Provide strategic vision and guidance for the Department

The Chair will provide departmental strategic oversight at a time of evolution and expansion for the health system. In concert with MM leadership and the department leadership of Associate Chairs and Chiefs, the next Chair must transparently communicate a sustainable and aligned strategic vision that will provide defined objectives and goals for each aim of the Department. As such, the next Chair will navigate the competing forces at play between the academic mission and the clinical mission and will keep attrition, retention, compensation, and resource allocation top of mind.

## Support the clinical care mission across Michigan Medicine

Psychiatry departments across the country are seeing historic demands for services and limited staffing availability, leading to long patient waiting lists for ambulatory services and limited bed availability for inpatient services. In concert with UMMG leadership, the next Chair will examine how to meet clinical needs, considering opportunities for recruitment and/or realignment of faculty. The Chair will work collaboratively to lead innovative solutions to the challenges of workforce shortages, inpatient capacity constraints, and insufficient outpatient access to meet growing demands. With other MM leaders, the Chair will consider how to best support and oversee the engagement and overall well-being of the faculty, staff, and learners. The successful candidate must have experience managing multidisciplinary teams and finding win-win solutions. The Chair will be an agile and effective negotiator and a strong advocate for the Department.

## Grow the Department's national research prestige by supporting an innovative research agenda

Michigan's Department of Psychiatry has long been a powerhouse for discovery science. With a strong medical innovation program, growth opportunities in clinical research, biobanking, and clinical trials, and continuing strengths in basic and translational research, the Chair will further nurture the strong culture of cross-collaboration that exists within and beyond the Department. The next Chair must continue to attract strong researchers, promote joint recruitments, and encourage productive collaborations both within the institution and nationally. The Chair will need to understand and continue to cultivate the many channels of funding to support the Department's key centers, institutes, and networks.

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The Chair will provide mentorship and support to physician-scientists already in the Department and promote the recruitment of talented physicians, physician-scientists, scientists, and staff while mindfully optimizing the composition of the Department. The next Chair will embrace and propel discovery to continue to support the academic presence.

## Encourage and support forward-thinking educational opportunities

The Department offers a robust slate of education programs ranging from multiple medical student offerings, general psychiatry residency training, multiple ACGME fellowships, a psychology fellowship program, a social work postgraduate fellowship program, and a T32 postdoc training program. Ensuring continued excellence of the Department's education programs, with a high priority on diversity, equity, inclusion, and belonging will be a key goal for the Chair. The Chair will support, encourage, and further develop opportunities and the needed resources for research and other venues for professional growth. Above all, the Chair will promote the health and well-being of residents and fellows. The next Chair needs to ensure that all the Department's GME programs remain excellent, that trainee recruitment is diverse and inclusive, and that faculty engagement and education are valued. Mentorship, collaboration, and teamwork are hallmarks of UMMS, and the new Chair must embody these characteristics.

## Support faculty recruitment, retention, and mentorship

Navigating a competitive landscape amidst psychiatric physician shortages, the Chair will work to recruit and retain a diverse faculty, particularly in areas of high need, such as ambulatory services and child and adolescent psychiatry. It is essential that the Chair be an advocate and driving force to support, engage, promote, and advance the success of women and those underrepresented in medicine. The Chair will also be responsible for encouraging and ensuring access to mentorship among all Department members, fostering engagement, and supporting the retention of excellent faculty.

#### Sustain the financial success of the Department and further develop its philanthropic excellence

The Department has an annual operating budget of \$67 million. The next Chair will be financially savvy, guiding the Department's financial planning, including investments in faculty to achieve strategic goals. The Chair will provide leadership toward maximizing donor support, and explore alternative funding sources, in support of breakthrough research discovery and sustained excellence in clinical services. With support from the Executive Vice Dean for Clinical Affairs, MM leadership, and UMMS' Government Relations partners, the Department successfully lobbied for \$11M in funds for its youth mental health services, including \$6M for Child and Adolescent Psychiatric Emergency Services expansion and \$5M for an Adolescent Partial Hospitalization Program, scheduled to open in 2025 in Ypsilanti. The Chair will be a thoughtful advocate and partner to UMMG leadership and the state legislature in order to properly secure funding for the department, as well as mental health services across the state.

## **QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate must have an MD, MD/PhD, or equivalent clinical doctoral degree, board certification in Psychiatry, and should have significant experience as a clinical leader, including clinical program development. They must have a strong record of scholarly accomplishment with a research portfolio that might center on clinical investigation, translational research, basic laboratory studies, and/or health-services research. They must also have a strong commitment to education across a broad spectrum of learners. The successful candidate must have a record commensurate with appointment at the rank of Professor and be eligible for licensure in Michigan. The Chair will also possess most, if not all, of the following qualities and characteristics:

- A detailed and nuanced understanding of research, education, and clinical practice in psychiatry;
- Sophisticated understanding and ideally direct experience managing patient flows and access;
- Familiarity with and interest in applying integrative and collaborative models of care;
- A record of anticipating and creatively responding to challenges in the psychiatry field; motivation to shape the future of psychiatric care;
- Demonstrated experience in recruiting, mentoring, and retaining top faculty, fellows, and residents;
- Exceptional leadership skills and judgment with the proven ability to foster a spirit of unity and collaboration, while learning from the perspectives of others;
- Strong interpersonal skills to build and maintain relationships with faculty, administration, learners, and medical staff;
- Excellent oral and written communication skills with the ability to convey complex information to a variety of audiences;
- Experience building collaborative relationships with mental health providers across campus to advocate for services throughout the community, state, and nation;
- Experience working in a highly matrixed environment and proven effectiveness in a complex system of distributed leadership; a willingness and ability to make difficult decisions;
- Demonstrated commitment to valuing and actively promoting diversity;
- Demonstrated commitment to promoting equity and respect in the workplace;
- A respectful, inclusive, compassionate, and supportive management style;
- Demonstrated track record of supporting and growing psychiatric research;
- Contributions to the continuum of medical education that spans undergraduate, graduate, and continuing medical education;
- Exceptional planning and organizational skills; superb follow-through with timely task completion;
- Demonstrated capacity to win the loyalty of staff and earn credibility with colleagues;
- A demonstrated record of strong financial, budgeting, and resource management skills; experience with philanthropic efforts is advantageous;
- Personal qualities that include creativity, flexibility, adaptability, tenacity, courage, a sense of humor, unquestionable integrity, and the disposition of a servant leader.

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## 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. It is no surprise to residents that a recent publication named Ann Arbor as #1 among "Best Places to Live in the U.S." 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, and Detroit Metro Airport (DTW) offers a nearby (half-hour from Ann Arbor) gateway to the globe.

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 four university presenters in the nation and features 70–80 performances by world-class artists each season, such as the Berlin Philharmonic 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 each June, many of which are outdoors and free. Additionally, athletics is woven into the fabric of U-M. The University boasts 29 NCAA Division 1 teams (14 men's and 15 women's) as well as 35 club sports.

## **TO APPLY**

Inquiries, nominations, and applications should be directed in confidence to the Isaacson, Miller team:

https://www.imsearch.com/open-searches/university-michigan-medical-school/chair-departmentpsychiatry

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.