



# Temple University School of Medicine

**POSITION:** Executive Vice Dean, Clinical Affairs

**ORGANIZATION:** Temple University School of Medicine  
[www.medschooltemple.edu](http://www.medschooltemple.edu)

**LOCATION:** Philadelphia, PA

**REPORTS TO:** John M. Daly, MD  
Dean of the Temple University School of Medicine

## OVERVIEW

Fantastic students, a stellar faculty, a rich history, accomplished alumni, and a bold vision for the future, that's Temple University School of Medicine, a progressive urban institute of medical education, clinical practice, public service, and research. Temple attracts students and faculty of considerable talent and depth -- people who make demonstrable contributions to human health and welfare across the globe. The teaching and practice of humanistic medicine is central to Temple's educational mission. Temple is recognized for providing exceptional primary care to an underserved community as well as for tertiary and quaternary services that draw patients, faculty, and students from near and far.

Temple's second century as an institution is fast becoming an era of expansion and growth. We are attracting nationally known faculty at an unprecedented rate, along with students and residents of exceptional quality. It is expanding its portfolio of world-class interdisciplinary research centers. It has unveiled a new curriculum that is further enhancing its reputation for producing graduates with superior clinical skills. Moreover, it just opened a stunning \$180 million new home for the School of Medicine.

Temple University School of Medicine (TUSM) has a broad academic mission with three major components:

- excellent medical education
- state-of-art health care
- basic science, clinical and transitional research

**Clinical Mission-**Temple University Physicians is a group of approximately 389 clinical faculty members of the Temple University School of Medicine committed to a mission of training physicians to be outstanding clinicians. These physicians are appointed in 17 academic departments with subsidiary sections that provide broad representation of



contemporary medical specialists and subspecialties. This provides the expertise necessary to offer sophisticated programs in tertiary and quaternary care.

Temple has a long standing reputation for capabilities in a wide range of subspecialty areas. Increasingly, TUP is extending this physician practice out into the community. At present, they have over a dozen outreach sites in various suburban locations as well as provide the majority of care at Temple University Hospital. Temple University Health System provides a sophisticated array of services to facilitate the linkage of community and medical center-based physicians. In partnership with Temple University Health System and Temple Physicians Incorporated, TPI, a separate medical group of around 100 community based primary care and a few subspecialties provide a network of academic and community hospitals, medical school and community-based physicians, and home care services deliver health care on a region-wide basis. It is anticipated that under this role the TUP and TPI will continue to evolve in partnering in providing increased access to care both within Temple University Hospital and the community.

**Educational Mission** – Temple University School of Medicine is located in the heart of North Philadelphia with an educational mission that emphasizes the importance of combining a strong basic foundation in the medical sciences with outstanding clinical training in patient care. By promoting a social commitment to caring for the underserved, stimulating creativity, and fostering independent thought and study, TUSM continues to cultivate the best of tomorrow's leaders in the field of medicine. TUSM is highly competitive. With more than 9,000 annual applications for an entering class of 180 students the school attracts a diverse and highly qualified student body. Dual MD/PhD and MD/MPH degree programs are offered for qualified students. TUSM also offers selective admissions to an elite cadre of undergraduate students via its BS/MD Medical Scholars Program as well as two post-baccalaureate programs for college graduates who wish to complete their pre-medical course requirements prior to application to medical school.

TUSM also has a vibrant graduate program, offering M.S. and Ph.D. degrees in: Anatomy & Cell Biology; Biochemistry; Microbiology & Immunology; Molecular Biology; Neuroscience; Pathology; Pharmacology; and Physiology. The newly established *Masters Degree in Clinical Research & Translational Medicine* trains students in the conduct of clinical research and fosters a deep understanding of the complex scientific, ethical, and regulatory issues associated with such research. This degree program is specifically designed to foster the translation of basic biomedical research discoveries to the clinical care setting.

**Research Mission** - TUSM has a tradition of diverse research and discovery. Approximately 175 funded investigators work across 25 departments, 6 interdisciplinary Research Centers and other TU Schools/Colleges to carry out basic and clinical research; TUSM faculty generate ~\$49 Million in annual research expenditures which represents about two thirds of the research expenditures for the Temple University. From basic science discoveries such as the identification of novel neuroreceptors that are linked



## DIVERSIFIED SEARCH ODGERS BERNDTSON

substance abuse and addiction to clinical research that explores the racial and gender disparities of HIV-drug therapy side effects.

TUSM houses seven major interdisciplinary research centers of excellence:

- The Bone Biology and Disease Research Program
- The Cardiovascular Research Center
- The Center for Substance Abuse Research
- The Fels Institute for Cancer Research and Molecular Biology
- The Center for Neurovirology
- The Center for Obesity Research and Education

In September 2006, Temple University School of Medicine broke ground on a new medical education and research building that will be nothing short of transformational for its students, faculty and the surrounding community for generations to come. Outfitted with the latest technologies for learning and discovery, the building is designed for current and emerging trends in medical education, such as virtual learning, clinical simulations, smart classrooms, interdisciplinary collaborations and small group endeavors. At the same time, the building facilitates the addition of faculty, emphasizing growth and investment in Temple's research enterprise and enhancing both education and patient care.



More than just a collection of classrooms, labs and libraries, the contemporary, iconic structure represents the dedication of the people working and studying within. It promises to be a source of pride for the University community and for Philadelphia. The scale of the project boldly declares Temple's commitment to medical education and service to the community, setting the stage for remarkable growth and distinction.

To that end, the Senior Leadership of Temple University in collaboration with the Provost and the Dean of the School of Medicine are now seeking a visionary, energetic, decisive and results oriented physician leader to collaborate with the Temple University Physicians Board (TUP), the Clinical Chairs and the Leadership of the Temple University Health System (TUHS) in the seamless integration clinical resources into a world class clinical enterprise that is fully aligned with the academic vision of the TUSM.

Serving under the direction of the Dean of Medicine and in collaboration with the Temple University Senior Executive Vice President for Health Sciences, the new Executive Vice Dean, Clinical Affairs will play a critical role in the strategic, financial, and clinical planning required to establish the future direction of the School of Medicine as well as the development of contemporary and novel models of delivering safe, satisfying, efficient and quality healthcare in a financially sustainable manner across the TUSM and



TUHS. To fully carry out that role the, Clinical Chairs will report to the Executive Vice Dean for all matters pertaining to Clinical Affairs of the Medical School and collaboratively with the Dean for all Basic Science and Research matters of the Medical School. In addition the Executive Director of TUP will report to the Executive Vice Dean.

In providing direction to and in partnership with the Clinical Chairs, the TUP President and the Vice Dean of Finance and Administration/Executive Director of TUP, this leader will develop and execute an annual plan with measurable goals and objectives to address the changing clinical needs of TUHS and TUSM, its patients, and the regional community it serves. This plan will specifically address physician recruitment, development; compensation and clinical performance management; clinical delivery and medical management; quality/safety improvement initiatives; patient access and volume growth; capital needs; new service and site development; clinical information and connectivity; and service enhancement.

To achieve this plan, this individual must establish credible and collaborative working relationships across multiple disciplines. To that end and under the direction of the Dean of the Medical School, the Executive Vice Dean will work with the Senior Executive Vice President and CEO of TUHS, the Department Chairs, senior leadership of TUH as well as the administrative, clinical and financial leaders from across the TUHS to promote alignment between organizations and foster efficiencies in the provision of value-added and responsive services.

As a Senior Leader of TUSM, the Executive Vice Dean will play a leadership role in determining the strategic positioning of TUSM and TUHS, including the pursuit of internal and external strategic initiatives and other programs designed to promote integration and enhance the delivery of patient focused care, research, and education across the system and in the community. Likewise, this individual will partner with the CEO and COO of Temple University Hospital and its affiliates in representing and advocating for the interests of the TUHS and its physician-partners. The Executive Vice Dean will similarly play a key leadership role in addressing the School of Medicine's strategic, operational, and patient care-related challenges and opportunities and be prepared to serve in the Dean's absence on issues of clinical affairs while assuming broader leadership accountabilities as designated by the Dean.

The new Executive Vice Dean, Clinical Affairs will be a dynamic, decisive leader with strong business acumen in clinical delivery and medical management, and a demonstrated track record for leading a complex medical group providing excellence in clinical care and patient focused service within an academic health center. She/he will provide strategic and operational leadership to foster the continued quality, coordination, growth, customer service, and financial health of the newly created organization and develop a top management team responsible for all related activities to include finance, accounting, billing, revenue cycle management, information technology infrastructure, decision support, medical management, credentialing and enrollment initiatives, efforts to ensure compliance with regulatory bodies, and the delivery of quality health care across the



clinical enterprise. Likewise, this individual will provide leadership in efforts to enhance the work-life quality of its member physicians and staff members through surveying and identifying their needs and developing responsive programs in conjunction with TUSM clinical departments, either on an individual or collective basis.

### **KEY DELIVERABLES**

- To design and establish a single multidisciplinary clinical enterprise which unites the clinical resources of TUSM and TUHS. This enterprise would provide an infrastructure for continued excellence and innovation in clinical care, medical education, and clinical research and could envision the closer alignment of TPI in the future.
- The clinical enterprise will embody the interests and expertise of the TUP physicians in providing the quality health care in an efficient and effective way in a competitive and rapidly changing healthcare environment.
- The strategic vision is one of providing efficient patient focused care through an integrated multidisciplinary medical group that provides the quality to patients and quality of work life to physicians.
- The overriding goal will be creating a clinical enterprise with efficient and effective core business, compensation, clinical and information systems to support it.

### **SPECIFIC RESPONSIBILITIES**

- Lead in a manner that ensures that the practice and its related activities provide quality, cost effective, efficient, and innovative services and programs.
- Lead and direct a cultural transformation in a manner characterized by a sense of urgency, a spirit of collegiality, and a commitment to operating excellence and creating optimal patient focused experience.
- Create and execute a comprehensive strategic plan with short term and long term goals and financial, clinical, growth, and operational tactics designed to align physicians whether TUP, TPI or community



physicians with the development of Temple University Health System across the region.

- Establish metrics and processes to monitor and evaluate programmatic, clinical, and operational performance outcomes and implement performance improvement initiatives when required.
- Lead the creation of a new culture based on collaboration between practices, efficiencies in the promotion of responsive shared services, and the sharing of resources and information across the clinical departments associated with TUP, TUHS, TPI and TUSM.
- Build and deploy an effective organizational structure with responsibility and accountability for supporting the clinical departments in achieving their respective and collective strategic, clinical, research, training, and financial/operational objectives while ensuring transparency in the sharing of outcomes and results and providing effective two-way communication among management, the physicians and staff.
- Provide leadership to TUSM strategic and operational planning efforts consistent with the needs of the multiple stakeholders and TU and TUHS strategic plan. Represent the Dean and serves in his absence on key operational and strategic issues.
- Partner with clinical and administrative leadership in the further development and implementation of a referral network that leverages and develops the clinical reputation and market position of TUHS and its physician partners and identifies and pursues opportunities for further growth and affiliation throughout the region.
- Lead in the development and implementation of ongoing programs and information technology to monitor and reduce costs, while concurrently ensuring the delivery of enhanced quality patient care.
- Provide leadership in ongoing efforts to make patient care more reliable and efficient across the multiple organizations associated with TUHS and the TUSM.
- Introduce sustainable change within TUSM in a manner which integrates different perspectives and is cognizant of the organizational, departmental, political, fiscal, and environmental issues which invariably accompany change.



- In addition to the above serve in the absence of the Dean as it relates to the clinical enterprise and health affairs and assume leadership responsibilities as delegated or assigned by the Dean.

## CANDIDATE SPECIFICATION

### **Education/Experience:**

- Medical degree; a master's degree in public health, business administration, medical management or a related field will be preferred; a strong clinical background will be essential.
- Eight to 10 years of progressively more responsible senior leadership experience in a complex multi-mission healthcare setting.
- Demonstrated ability to lead through influence, direction and shared authority.
- Highly effective communication skills with the ability and the inclination to relate directly, openly, and effectively with both internal and external audiences; a superb listener.
- Demonstrated strategic skills and entrepreneurial orientation, financial and operational acumen, and the ability to lead in a complex, multi-entity, multi-mission environment.
- Demonstrated analytical and conceptual skills including knowledge and experience in using data/benchmarks in designing and implementing new quality improvement, clinical redesign and customer service standards, principles, processes and practices.
- A team oriented leadership style; a superb negotiator who believes in the value of negotiated rather than directed decision making; a recognition of the need to build sustainable relationships in order to promote alignment across the TUHS and its clinical departments.
- Superb interpersonal and relationship building skills with evidence of his or her own self awareness/self management and the emotional intelligence to discern the motives and needs of others; a record of helping to build coalitions around a common vision and/or purpose.
- The ability to work effectively with multiple and diverse stakeholders across organizational and professional boundaries in the context of



competing and, at times, conflicting agendas, and in an environment characterized by multiple missions; an appreciation of the complexity associated with the culture of academic medicine.

- A comfort level with assuming a high-level advocacy role, accompanied by the ability to partner with the Temple University, TUSM and TUHS leadership in the promotion of public policies which advance a comprehensive approach to patient care delivery.
- The ability to identify and implement core business strategies that build upon the existing scope of TUHS services while responding to the changing needs of its physicians.
- A demonstrated patient-centered focus, accompanied by a commitment to continually improving patient safety, access, and customer service.
- The ability to make and execute difficult decisions; the diplomacy and interpersonal style to manage through the inevitable ambiguity and conflict.
- Familiarity with the safety, clinical, fiscal, contracting, regulatory matters of a complex physician practice management organization.
- In all of the above, the ability to provide leadership in guiding TUSM through inevitable change in a manner that integrates different points of view and continually builds ownership in the value proposition, vision, and strategic direction of the TUSM and its many stakeholders.

### **COMPETENCIES/CHARACTERISTICS**

- Unquestioned personal and professional integrity.
- Demonstrably high intellect and disciplined emotional IQ.
- The ability to promote alignment between the Faculty Practice and TUHS and alignment reflected in goals, objectives, communications, and behaviors.
- Evidence of commitment to Temple's multiple objectives of service excellence, international research, educational leadership, and academic achievement, supported by sound financial performance.

### **SEARCH TEAM AND CONTACT INFORMATION**



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