



## Medical Director, Precision Medicine

CONFIDENTIAL

### POSITION DESCRIPTION & OPPORTUNITY OVERVIEW

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**CLIENT:** Henry Ford Health System  
**DIVISION:** Henry Ford Cancer Institute  
**ROLE:** Medical Director, Precision Medicine  
**LOCATION:** Detroit  
**REPORTS TO:** System Medical Director, Henry Ford Cancer Institute /  
Division Head, Division of Hematology Oncology  
**WEBSITE:** [www.henryford.com](http://www.henryford.com)  
[www.henryford.com/services/cancer](http://www.henryford.com/services/cancer)



17-4065

## SITUATION REVIEW

ZRG has been engaged to recruit a **Medical Director, Precision Medicine** for Henry Ford Health System. ZRG Partners is a global executive search firm that specializes within oncology & research recruitment through our healthcare services division.

## HENRY FORD CANCER INSTITUTE

At Henry Ford Health System, their regional, statewide, national and international brand is now represented by a truly integrated service line: The Henry Ford Cancer Institute. In addition to creating internal horizontal integration, this Institute approach to operations provides for a robust hub and spoke model, whereby highly synchronized and standardized programmatic operations allow for important portals of entry into their system from diverse geographic regions.

They can now ensure immediate access to world class, multidisciplinary and seamlessly integrated care. No other system in Michigan can compete with such a model, given their geographic reach and integrated physician and health care delivery infrastructure, as well as proven successes in both primary care and tertiary/quaternary care programs. The Henry Ford Cancer Institute represents a matrix-based organizational framework to ensure collaborative leadership and operational process development with all cancer care stakeholders. The matrix concept, with leaders from all regions and business units, including the Henry Ford Medical Group as well as private and employed physicians, centers on the goal of offering best practice, technologically advanced, seamlessly integrated and supportive, precise cancer treatment – regardless of the site of care.

Their goal with all partnership discussions is to enhance the coordinated continuum of superior cancer care for patients. Whether seeking expertise for a common or rare cancer, they know that cancer patients are searching for frequently elusive qualities of care. In a survey of more than 600 consumers in southeast Michigan, they learned that people most value:

- ▶ A team approach to cancer care, with multiple locations and providers who seamlessly communicate, affording access to local services when possible
- ▶ Physicians who are experts in their specific type of cancer
- ▶ Access to advanced treatment options such as Precision Medicine

At the Henry Ford Cancer Institute, they are uniquely positioned to deliver the type of care patients seek and are interested in pursuing partnerships with physicians and organizations that have the same passion for their patients.



**Key attributes of the Henry Ford Cancer Institute (HFCI) “franchise” for consumers and referring physicians:**

- ▶ Ability to offer world-class treatment for all cancer patients of any stage or diagnosis, and integration of all locations within their nationally renowned Institute to create a seamless patient journey
- ▶ Multidisciplinary, personalized care through precision medicine and molecular/genetic analysis and evidenced-based treatment protocols
- ▶ Standardization of nurse navigators: 24-7 access to a specialized cancer nurse with rapid access to specialists for consultation in medical, radiation and surgical oncology
- ▶ An innovative, nurturing Care Experience with comprehensive supportive oncology services for cancer patients and their families
- ▶ Tumor board review and clinical trials access, via coordinated tele-cancer links, for all cases in the Institute
- ▶ Integration into the promotion and prevention of early diagnosis of cancer in all communities served
- ▶ Integrated support of a tissue biorepository, system-wide cancer registry and translational research
- ▶ A strong, respected brand, regionally and nationally
- ▶ The use of Disease Specific Tumor Board/Care Pathway teams, that grow as the HFCI expands its reach with new membership (clinical, physician, health system, JVs, acquisitions, etc.)
- ▶ The syncopation of the Quality and Finance (Value) Committee with the outputs of the Disease Specific Tumor Board/Care Pathway Teams to work together to effectuate a financial growth and quality improvement trajectory that is nimble enough to adapt to constantly changing market conditions and scientific advancements
- ▶ HFCI’s clinical quality is demonstrated in a range of accreditations and recognitions, including:
  - In its most recent survey process with the American College of Surgeons’ Commission on Cancer (CoC), HFCI was awarded the 2016 Outstanding Achievement Award. This award recognizes cancer programs that achieve excellence in compliance with CoC standards and provide the highest quality care to cancer patients. Henry Ford is one of only 22 U.S. accredited cancer programs to receive this national honor for surveys performed July 1 – December 31, 2016. HFCI is accredited as an integrated network, among a select group of programs nationally that has demonstrated integration and superior quality among many aligned hospitals and outpatient facilities
  - Full accreditation of the Henry Ford Breast Cancer Center, across multiple treatment locations, by the National Accreditation Program for Breast Centers
  - Full accreditation by the American College of Radiology (ACR) for radiation oncology services across multiple treatment locations
  - Recognition by Blue Cross Blue Shield as a Center of Excellence for rare and complex cancers
  - Performance in the top 1 percent nationally in-patient satisfaction ratings via Press Ganey surveys in both radiation oncology and medical oncology services
  - Appointment of numerous HFCI physicians to national oncology-related boards and commissions

*Henry Ford Cancer Institute Senior Management*




Steven N. Kalkanis, MD  
HFCI Medical Director  
Chair, Department of  
Neurosurgery




Spencer C. Hoover,  
MBA, MFin

The Henry Ford Cancer Institute is taking a bold step forward in the fight against cancer: a destination site in Detroit for ambulatory cancer treatment, precision medicine, clinical trials and research, and enhanced support services for cancer patients. Creating an innovative healing environment that matches the world-class care provided by Henry Ford Cancer Institute experts has been a long-time vision. For their patients, their survivors, their families and all those who travel from near and far, this vision became a reality when they broke ground on June 6, 2017 for the new the Brigitte Harris Cancer Pavilion. It is expected to open in early 2020. Part of a \$500 million, 300-acre vision for revitalizing part of the city, the building will serve as the anchor for Henry Ford Cancer Institute's network of facilities. This approach ensures that patients have access to cancer treatments close to home, while providing the most advanced care available in the world in an integrated network.



*Artist's Rendering of the Brigitte Harris Cancer Pavilion  
Click for "Building Hope: Brigitte Harris Cancer Pavilion" video*

## HENRY FORD PRECISION MEDICINE

Henry Ford Health System is uniquely positioned as a leader in Precision Medicine. They combine clinical oncology, research (clinical trials and epidemiologic studies), IT analytics, a molecular tumor board and an internationally renowned Pathology Department with a program that wholly encompasses all aspects of Precision Medicine.

The Henry Ford Department of Pathology and Laboratory Medicine (PALM) continues to serve as a leader in onsite genomic sequencing for cancer patients. PALM serves the entire HFHS network, including five hospitals, 30 clinic delivery sites and a growing outreach program, annually performing 12 million lab tests, 80,000 surgical pathology accessions, 120,000 tissue specimens, 70,000 cytopathology tests, 5,500 molecular tests and 5,100 cytogenetics cases. PALM also recently expanded its capabilities and is able to detect more than 500 gene mutations. In addition, selected patients with specific eligible diagnoses vetted through their molecular tumor boards could, in the future, also undergo advanced whole-exome/genome sequencing of both tumor and germline DNA, as well as RNA sequencing at Henry Ford, if necessary.

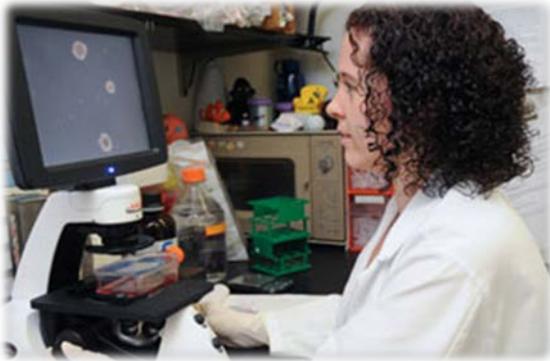
The department provides a 2-3 day turnaround time for cancer panel results reporting (similar to current single gene testing times), to facilitate the Tumor Board treatment planning process. This far surpasses the expected 2-3 week turnaround time of external laboratory vendors.



*Click above for "What is Precision Medicine?" video*

In the analytics space, they have an external corporate partner for the decision support, informatics and crowdsourced therapeutic recommendations capabilities, while using their internal Henry Ford Pathology department to perform advanced next-generation sequencing on all cancer tissues from their patients. Their external partner, Syapse, seamlessly integrates with their internal tissue sequencing process and their EPIC platform to provide point-of-care clinical decision support tools based on aggregated clinical and genomic data. They also joined an elite group of health systems in the OPeN (Oncology Precision Network) that will share, as appropriate, aggregated cancer genomics data through an advanced software platform, rapidly bringing the most promising treatment insights to cancer patients and physicians. The Henry Ford Precision Medicine program is being built upon the premise that all cancer patients at Henry Ford should benefit from precision medicine therapies, upon initial diagnosis, whenever possible.

Many health care systems and insurers around the country limit reimbursement, or even the offering of precision medicine services, to those patients who first fail standard therapies and go on to have a recurrence. However, the best available evidence in the literature suggests that patients who are identified as having a potential precision medicine molecular target as early as possible, and ideally upon initial diagnosis, have a more favorable prognosis (and cost-effective treatment plan) than those who are tested only after initial treatment fails. As the owner of Health Alliance Plan (HAP), HFHS is uniquely positioned to create models of reimbursement for patients.



The Henry Ford Molecular Tumor Board (MTB) is a leading-edge type of tumor board that discusses patients with various types of cancers utilizing advanced genomic diagnostic analysis. The purpose is to translate the latest translational science into treatment recommendations for individual patients. During molecular tumor board meetings, the team analyzes molecular sequencing results and the clinical significance of specific mutations and/or altered signaling pathways. Experts discuss whether a specific biologic drug or clinical trial is the right match for a particular patient. The MTB includes medical, radiation and surgical oncologists, molecular pathologists, geneticists, and bioinformatics and population science experts. Their work is integrated into each of their 15 disease-specific tumor boards to provide advanced precision medicine support across the continuum of care.

## A Fully Integrated Precision Medicine Program:



Cancer patients navigate through a seamless experience via a HFCl Care Pathway



Molecular tumor boards interact with experts on their 15 disease specific tumor boards



Patients who may benefit from molecular testing are identified, ensuring patients with advanced disease receive molecular profiling to determine their eligibility for a targeted therapy



Molecular testing increases access to clinical trials, or assists in creating targeted cancer treatment



HFHS' internationally renowned pathology laboratory performs next gen sequencing with a turnaround time of 2-3 days



All treatment information and recommendations are sent back to the referring physician



Molecular tumor boards can easily review cases and make recommendations based on real world treatment and outcomes data across multiple institutions in the Oncology Precision Network (OPeN) through Syapse



Researchers collect outcomes data to see which targeted therapies work best for current and future treatments

## FAST FACTS

Henry Ford Health System is a Michigan not-for-profit corporation governed by a 17-member Board of Trustees. Their advisory and affiliate boards comprising more than 100 Trustee volunteer leaders provide vital links to the communities they serve. Wright Lassiter III is the president and chief executive officer. As one of the nation's leading comprehensive, integrated health systems, they provide health insurance and health care delivery, including acute, specialty, primary and preventive care services backed by excellence in research and education. Founded in 1915 by auto pioneer Henry Ford, they are committed to improving the health and well-being of a diverse community.

### Mission

To improve human life through excellence in the science and art of health care and healing.

### Vision

Transforming lives and communities through health and wellness – one person at a time.

### By the Numbers

- ▶ 18,520 full-time equivalent employees; more than 30,000 total employees
  - ▶ More than 10,500 employees work in city of Detroit
  - ▶ 8,083 nurses including 465 from Canada; 4,982 allied health professionals
  - ▶ Nearly 9,200 births
  - ▶ 275,000 home health care visits
  - ▶ More than 113,000 hospital admissions
  - ▶ 56% of hospital admissions are by patients ages 50 and older
  - ▶ More than 4.24 million outpatient visits
  - ▶ More than 100,400 surgical procedures performed
  - ▶ Revenue, \$5.7 billion; Net income, \$275.6 million; Uncompensated care, \$391.2 million
  - ▶ Payor distribution: Medicare and Medicare HMO, 41%; Blue Cross, 24%; Medicaid and Medicaid HMO, 18%; Other, 17%
  - ▶ \$7.5 billion total economic impact on metro Detroit; an additional 18,200 jobs are indirectly supported by transactions with Henry Ford
  - ▶ Henry Ford Medical Group comprises physicians and scientists from 60 countries around the globe
  - ▶ 2011 Malcolm Baldrige National Quality Award recipient
- \*Figures are for year ending 2016

## HEALTH ALLIANCE PLAN

Health Alliance Plan (HAP), a Michigan-based, nonprofit health plan, provides health coverage to more than 650,000 members and companies of all sizes. For more than 50 years, they've partnered with leading doctors and hospitals, employers and community organizations to enhance the health and wellbeing of the lives they touch. They offer a product portfolio with six distinct product lines: Group Insured Commercial, Individual, Medicare, Medicaid, Self-Funded and Network Leasing. They excel in delivering award-winning preventive services, disease management and wellness programs, and personalized customer service.

### Henry Ford Medical Group

One of the nation's largest group practices, with more than 1,200 physicians and researchers in more than 40 specialties who staff Henry Ford Hospital, Henry Ford West Bloomfield Hospital and 27 Henry Ford medical centers in Wayne, Oakland and Macomb counties. Three medical centers provide 24-hour emergency care and outpatient surgery. Some Medical Group physicians are also on staff at other Henry Ford hospitals.

### Henry Ford Physician Network

A physician-led Henry Ford subsidiary, comprising the Henry Ford Medical Group, Henry Ford hospital-employed and private practice physicians – more than 1,900 physicians. Focuses on delivering high quality care while reducing medical costs through collaborative best practices, evidence-based medicine and improved efficiency.

### Community Network

An additional 2,000 private practice physicians are affiliated with Henry Ford Macomb, Henry Ford West Bloomfield and Henry Ford Wyandotte hospitals.



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## REGIONAL HOSPITALS AND SERVICES

### Henry Ford Hospital

Their flagship in Detroit's Midtown. An 877-bed tertiary care hospital, education and research complex recognized for clinical excellence and innovation in cardiology and cardiovascular surgery, neurology and neurosurgery, orthopedics and sports medicine, organ transplants, and treatment for prostate, breast and lung cancers. A Level I trauma center and one of the largest U.S. teaching hospitals.

### Henry Ford Allegiance

A 475-bed health care organization in Jackson. Caring for south central Michigan residents since 1918. Provides comprehensive, advanced inpatient and outpatient care. Recognized for neurosurgery, cancer, stroke and cardiovascular care. An integrated network of physicians serves more than 40 facilities, including a Level II trauma center. A graduate medical education program provides hands-on opportunities. A national leader in forming community partnerships to promote wellness and prevention through their Health Improvement Organization.



*Henry Ford Hospital, 2799 West Grand Blvd, Detroit, MI*

### Henry Ford Macomb Hospitals

A 361-bed hospital in Clinton Township. Provides comprehensive, advanced care and recognized for cardiovascular care, cancer care, orthopedics, quality, stroke, trauma care and women's health. A Level II trauma center. Health centers in Bruce Township, Chesterfield Township, Fraser, Richmond, Shelby Township and Washington Township offer outpatient and primary care services. A 90-bed hospital in Mount Clemens provides inpatient and emergency psychiatric care.

### Henry Ford Wyandotte Hospital

A 401-bed hospital in Wyandotte. Provides comprehensive, advanced care and recognized for cardiovascular care, psychiatric care, rehab, stroke and women's health. A Level III trauma center. Henry Ford Medical Center-Brownstown provides 24-hour emergency care, medical imaging, outpatient surgery, sleep center and women's health.

### Henry Ford West Bloomfield Hospital

A 191-bed hospital with all private rooms in West Bloomfield. Provides comprehensive, advanced care and recognized for children's and women's health, neurosciences, orthopedics, and a wellness center with complementary therapies. Nutrition and health classes taught in a 90-seat auditorium. A greenhouse grows organic produce for patients, staff and community.

### Henry Ford Kingswood Hospital

A 100-bed hospital in Ferndale provides inpatient psychiatric care for children, adolescents and adults with acute episodes of mental illness, dual diagnosis and 24-hour intake.

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## RESEARCH AND EDUCATION

Teaching, research and advanced patient care make Henry Ford a premier academic medical center. They provide innovative physician training programs, and initiate and collaborate on leading-edge medical research. Many of their physicians and scientists have academic appointments at Wayne State University School of Medicine and/or other WSU schools/colleges.

### Research Studies

Henry Ford Medical Group physicians are involved in more than 1,900 ongoing clinical research projects. In addition, 80 full-time research scientists are involved in several hundred individual research projects investigating high blood pressure, heart failure, cancer biology, stroke and brain tumors, bone and joint diseases, immunological basis of diseases, MRI imaging, and public health sciences. Research includes basic science studies with a translational focus (bench to bed-side), clinical research/clinical trials, and population studies that focus on causes of diseases, disease screening, prevention and management, health economics and health outcomes.

## Research Funding

They receive about \$82 million in annual funding from external sources, including the National Institutes of Health (NIH), other governmental sources, businesses and private foundations. In addition, Henry Ford provides about \$12 million in support of the research enterprise. They rank fourth in Michigan in total NIH funding and rank first in Michigan for NIH-research funding for non-university based health care systems. They are in the top 20% of all institutions granted funding by NIH and U.S. Public Health Service.

## Center for Health Services Research

Conducts research focusing on outcomes, effectiveness and cost-effectiveness of the prevention, diagnosis, treatment and management of such diseases as cancer, diabetes, asthma and congestive heart failure as well as common acute conditions.



## Innovation Institute at Henry Ford Hospital

The flagship of Henry Ford's commitment to innovation. They provide Henry Ford innovators access to an array of intellectual asset-related resources and programs including opportunity assessment, design and engineering services for prototypes, and educational seminars and programs. The Model G™ patient gown is among the products to have come out of the Innovations program.

## Education

They are a state and national leader in medical education for medical students, interns, residents and fellows and the continuing education of faculty, affiliated physicians, nurses and allied health professionals. Each year, they train more than 1,800 future physicians. About 40% of all physicians in Michigan formally trained there at some point in their career. Henry Ford Hospital trains more than 900 medical students and more than 675 residents and fellows in 50 accredited programs every year. Henry Ford Allegiance, Henry Ford Macomb and Henry Ford Wyandotte hospitals train more than 100 osteopathic medical students and 200 residents in their 22 accredited programs. In 2016, continuing medical opportunities were provided to more than 80,000 physicians, nurses and allied health professionals. Their Center for Simulation, Education and Research provides more than 14,000 participants a risk-free environment where state-of-the-art computers and mannequins simulate hundreds of medical conditions, allowing health professionals to practice and augment their skills.

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## POSITION

Under the direction of the Medical Director, Henry Ford Cancer Institute (HFCI), and the Division Head, Henry Ford Medical Group (HFMG) Hematology/Oncology, the **Medical Director, Precision Medicine Program (PMP)**, provides overall clinical management of the system wide program, which encompasses clinical leadership, program/business development, strategic planning, regulatory compliance, research and education, and other administrative roles in the department. The Medical Director will be expected to work alongside the Director, PMP- in a dyad partnership - to develop, implement, monitor, and lead an innovative vision in creating a nationally recognized Precision Medicine Department. This position requires the full understanding and active participation in fulfilling the mission of HFHS and the HFCI. It is expected the physician demonstrates behavior consistent with the core values and supports the HFHS and HFCI strategic plan.

The Medical Director will also act as a Liaison between HFCI's Precision Medicine Program and the HFMG Hematology/Oncology Division. The incumbent will also serve a leading role in HFCI System-wide Clinical Research management and administration, partnering with existing Phase I physician leadership and the HFCI Clinical Trials Office (CTO) team. This is a high-profile position within both PMP and the HFCI research arm. The incumbent in this position will possess a deep understanding of multifaceted matrixed cancer organizations and exude and employ an emotionally intelligent approach to dyad leadership with his/her PMP Administrative Director counterpart.

The incumbent will demonstrate an exceptional level of integrity, judgment, trust and confidentiality; and presents a balanced perspective across all stakeholders. This individual will model ethical, motivational, and collaborative behaviors; and demonstrates a focused, goal oriented, yet collaborative management style that balances a sense of urgency to achieve goals with sensitivity to organizational culture.

## The Medical Director, PMP is responsible for five primary functions:

- ▶ Developing of System-wide Precision Medicine Program with the Administrative Director, PMP
- ▶ Providing effective senior administrative and clinical oversight of all Precision Medicine Program Activities, including informatics interfaces, procurement of human specimens for DNA sequencing/analysis, clinical pathways and treatment choices, research and education efforts, marketing activities, vendor and payer relationships, and programmatic growth
- ▶ Serving in a leadership role on the HFCl Research Committee, providing leadership, in collaboration with existing CTO and Phase I medical and administrative leaders, in the development and operations of PMP clinical trials program
- ▶ Collaborating with multiple stakeholder groups across the system in matrix fashion to ensure success of program
- ▶ Conducting strategic/action planning to grow the PMP, create additional revenue opportunities, and implement programs to ensure long term success of the program
- ▶ Clinical oversight of PMP Genetic Counselors (3.0 FTE), to be recruited under the PMP program, providing both somatic/mutational counseling and education as well as traditional hereditary disease genetic counseling clinical services under incident to billing

## Principal Duties and Responsibilities:

- ▶ In conjunction with the Medical Director, HFCl, the VP & Executive Director, HFCl, and the Administrative Director, PMP sets a strategic vision for the Program, and is responsible for the development and continual improvement of the PMP's infrastructure and processes
- ▶ Lead physician with full accountability of the new PMP, including operations and research from Phase I (implementation), to Phase II (Epic Integration), to Phase III (Integration with a system wide Clinical Trials Management System), to ongoing operations, research activities, and performance improvement and external facing business development activities of the PMP in relation to benefits offered and clinical outcomes improvement opportunities for external/loosely aligned physician practices, systems, and hospitals
- ▶ Accountable for the success of the integration of PMP with CTO operations and overseeing operational activities in conjunction with existing Phase I physician leadership and CTO administrative leadership
- ▶ Accountable for all system CTO and Phase I operations and related growth plans. Reports to Medical Director, HFCl in this capacity
- ▶ Identify clinical trial opportunities, evaluates growth areas, and is responsible for the overall success of PMP, CTO, and Phase I research and clinical trial enrollment
- ▶ Lead Physician with full accountability of the Molecular Tumor Board (MTB) within PMP, including creating, implementing, and sustaining the MTB, assuring the process fits in seamlessly with current workflows, and marketing the MTB to internal and external stakeholders
- ▶ Maintain a practice area within the Division of Hematology/Oncology as a Senior Staff physician, with productivity targets set annually, reflective of other administrative, research, and programmatic responsibilities
- ▶ Conduct self in an exemplary fashion to achieve goals and set example for others within. Establish communication channels with staff and faculty to ensure that they receive information on internal and external issues which affect the operations of assigned areas
- ▶ Address patient complaints and ensure prompt resolution of their concerns. Monitor and manage patient satisfaction results and develop and implement corrective actions as needed
- ▶ With the PMP Administrative Director, Medical & VP/Executive Director, allocate services and resources within the department to develop efficiencies, improve and maintain the services of the assigned areas and to ensure profitability



- ▶ In conjunction and coordination with the HFHS Pathology, Performance Analytics (Enterprise Data Warehouse) Departments, where appropriate, and external vendors, provides leadership and administrative support for multiple informatics interfaces, including action planning, training, implementing, and metric refinement. Ensures alignment across System to achieve informatics goals and objectives of the PMP. The PMP Medical Director is expected to interface extensively with the HFCI Quality & Finance Committee leadership team and the HFCI Multidisciplinary & Care Pathways Committee in order to develop and integrate PMP related metrics and processes into the HFCI' system-wide operations. This work will have significant implications on future service line dashboards developed system wide.
- ▶ Responsible for collaborating with leaders in departments across HFCI, HFMG, Medical Oncology, Pathology, Supportive Oncology Services task force, Henry Ford Hospital, HFHS regional hospitals, and Analytics (Enterprise Data Warehouse), to stay apprised of all current work, and to execute on all PMP objectives
- ▶ With the PMP Administrative Director, create work plan for infrastructure of a Systemwide Biorepository to be used for PMP, HFHS Departments, and the Department of Research
- ▶ In conjunction and coordination with the HFHS Marketing Department, provide input on the creation of focus groups to understand patient needs, and create relevant advertising campaign(s), to increase awareness of program, attract patients, and market services to other providers
- ▶ In conjunction with HFCI and HFHS leadership, provide outreach and planning with HAP and external insurance companies, including negotiation and understanding of precision medicine activities to enhance insurance payments and to further the integration of PMP related activities into managed care contracts. Will require close collaboration with HFHS Managed Care Department
- ▶ Establish an educational curriculum for GME students, Residents, and Fellows within PMP, CTO, and Phase I

#### **Additional Duties and Responsibilities:**

- ▶ Interact regularly with HFCI, HFMG and other System Senior Leaders, and works collaboratively with HFCI and System Administrators, Managers, and Physicians, as partners in operational and clinical practice improvement initiatives. It is expected this scope will grow as new HFHS Service Lines are established
- ▶ Participate in or leads relevant HFCI and System teams as appropriate
- ▶ Responsible for the quality of all PMP products and services
- ▶ Responsible for the quality of all CTO and Phase I products and services
- ▶ Interview job applicants for departmental vacancies, conducts performance reviews, recommends pay increases, and recommends discipline and termination of assigned personnel as warranted. Develops, implements, and enforces procedural standards for project activities
- ▶ Proactively seek to identify new and up-and-coming PMP and CTO related recruitments including all aspects of the matrixed department (pathology, IT, EDW, medical oncology, genetics, operations, etc.) from across the globe
- ▶ Perform resource planning and scheduling of department personnel for the Office of Group Practice Improvement projects and functions, facilitates continued learning, development, and engagement of staff
- ▶ Participate in or leads philanthropic related activities to grow the pool of funds allocable to the HFHS PMP for operations and growth

#### **Job Results:**

- ▶ Establish and achieve annual financial and patient and test volume performance metrics
- ▶ Establish and achieve annual financial and patient accrual volume performance metrics
- ▶ Achieve goals of the strategic plan, annually review and update same
- ▶ PMP is recognized as a preferred partner in precision medicine related care by physician partners, affiliates, and oncology leaders throughout Michigan
- ▶ Recognized as the subject matter expert on the competitive environment for precision medicine services in the region
- ▶ Increase PMP clinical trial enrollment within HFCI

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## QUALIFICATIONS

- ▶ Required: MD, DO degree, licensed to practice Hematology/Oncology in Michigan, board certified
- ▶ Greater than five years of progressive experience in an Academic setting, with clinical trials, research, teaching, and precision medicine experience
- ▶ Clinical practice that can be based at the site(s) of responsibility
- ▶ Proven/demonstrated skill set and talent in matrix based, large system, complex program coordination and administration
- ▶ Extensive clinical experience with molecular genetics, the nature of the science and trajectory of the integration into clinical care, and precision medicine research and clinical trials
- ▶ Requires a talent for developing research programs
- ▶ Skill in preparation and presentation of reports to various committees and groups
- ▶ Ability to remain calm in urgent situations
- ▶ Planning, both strategic and short-term, and organizing abilities are required
- ▶ Skill in exercising initiative, judgment, problem solving, and decision making
- ▶ Skill in analysis development of comprehensive reports and interpretation of complex data
- ▶ Ability to set priorities and avoid crises management
- ▶ Organization policies, procedures, systems, and objectives
- ▶ Fiscal and human resource management techniques and applications
- ▶ Healthcare administration, including managed care administration, regulatory management, government regulations, and computer systems and applications
- ▶ Must meet or exceed core customer service responsibilities, standards, and behaviors as outlined in the HFHS' Customer Service Policy and summarized below:
  - Communication
  - Understanding
  - Sensitivity
  - Teamwork
  - Ownership
  - Motivation
  - Excellence
  - Respect
- ▶ Must practice the customer skills as provided through ongoing training and in-services
- ▶ Must possess the following personal characteristics:
  - Demonstrate strong relationship management skills
  - Demonstrate strong project management and strategic thinking skills
  - Be self-directed, innovative, and organized
  - Demonstrate teamwork, initiative, and willingness to learn and create new approaches

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## LEADERSHIP CHARACTERISTICS

- ▶ **Functional/Technical Skills**
  - Has the functional and technical knowledge and skills to do the job at a high level of accomplishment
- ▶ **Written Communication**
  - Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect

▶ **Peer Relationships**

- Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candidate with peers

▶ **Managing Through Systems**

- Can design practices, processes, and procedures which will allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely

▶ **Process Management**

- Good at figuring out the process necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources

▶ **Organizing**

- Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in useful manner

▶ **Action Oriented**

- Enjoys working hard; is action oriented and full of energy for the things he/she see as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

▶ **Strategic Agility**

- Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

▶ **Building Effective Teams**

- Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

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## COMPENSATION

The role will provide a solid compensation offering that will match the success and the skills of the candidate. The basic framework will include a competitive base salary and annual bonus. The company pays for top performance and the right leader can truly achieve impressive financial results from this job. Salary and structure will be based on the verified earnings history of the candidate selected. Our Client will provide a solid overall benefit offering.

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## LOCATION

Located in southeastern Michigan, Detroit is the largest city in the state, the 10th largest city in the United States and the eighth largest metropolitan area. Detroit has had a profound impact on the world – from being the automobile capital of the world to inventing the Motown sound – it has helped craft American culture. Detroit may be best known as an automotive manufacturing town, but the influx of makers, high-tech innovators and manufacturers attracted to the city and planting permanent roots here are wide ranging.



Shedding its label as Motor City and quickly reimagining its entrepreneurial roots, Detroit is attracting new creative companies:

- ▶ Detroit-based Shinola has become an internationally respected brand for manufacturing quality luxury goods, including bicycles and watches. They are planning to open a cafe and production space as part of a larger redevelopment spearheaded by Midtown Detroit Inc
- ▶ In 2015, online retailer Amazon announced its new corporate office and tech hub would be located in downtown Detroit. A new multimillion-dollar Amazon distribution center is scheduled to open in 2018, and the 1 million square foot center will require hiring an estimated 1,000 new workers
- ▶ The \$148 million lightweight metals manufacturing institute announced by former President Barrack Obama is in the city of Detroit
- ▶ Microsoft is moving its Michigan Technology Center to downtown Detroit in early 2018
- ▶ Between 2007 and 2016, TechTown, Detroit's business innovation hub, has served more than 1,800 companies, created nearly 1,300 jobs and has leveraged more than \$120 million in start-up capital
- ▶ The Venture for America fellowship program has a small colony of recent college grads in Detroit building small businesses, including Loveland Technologies, which creates databases and mobile app services that help catalog properties and their condition for government entities, developers and neighborhood groups
- ▶ Detroit Venture Partners backs seed and early-stage startup teams in the city. It has worked actively to support the growth of the Madison Block (now 70 startups and growing), Detroit's downtown tech ecosystem
- ▶ Alternative energy-based businesses continue to populate the region, including the downtown-based Nextek Power Systems and Inventev, which was awarded a \$500,000 grant from the U.S. Department of Energy to develop components of a hybrid electric drive system
- ▶ The Detroit Creative Corridor Center (DC3) delivers programming to help creative entrepreneurs and enterprises grow revenue, acquire clients and build organizational capacity. Since 2011, DC3 has helped 45 early stage creative ventures grow and succeed in Detroit. To date, these firms employ approximately 100 employees; reported \$2.7 million in revenues; and absorbed 17,000 square feet of vacant studio space

Business Insider reported that Detroit may beat Silicon Valley at its own game, with a wealth of startups and entrepreneurial projects popping up every year. Young creative types jump-started the scene when they began transforming the crazy-huge slew of abandoned buildings into distilleries, bike shops and galleries. This sparked fresh public works, such as the just-opened hockey and basketball arena downtown, and the QLine streetcar that gives easy access to city hot spots. More are coming: three new parks will extend the riverfront trail (ideal for two-wheeling via the new 43-station bike-share scheme in the greater downtown area). Detroit was named [Best in Travel 2018](#) by Lonely Planet. Ranked as number 2 in the top 10 cities, Detroit is also the only continental US city on the list.



## INTERVIEW PROCESS

ZRG provides our client companies with best in class hiring process grounded in fact based measurements and information. We believe finding the best people for a role involves closely matching exact skills and attributes of candidates to the highly specific needs of our clients. Our entire process is built around providing a superior level of quality candidates to our clients who fit the specifications clearly. To accomplish this, we utilize our patented Z Score hiring process, which provides for improved hiring results and better fits for candidates and employers. To this end, our interview process with our client has been carefully discussed and will include:



- 1) Initial Interviews with ZRG Partners
- 2) Presentation of Long list of candidates to Client for approval
- 3) Green light from Client to proceed to Round 2 for selected candidate(s)

- 4) Face-to-Face Interview with key members of the management team to confirm match and culture fit
- 5) Finalists will then complete Z Score On-line assessment process to compare individual behavioral and intellectual traits to our hiring database for similar positions we have filled. At this stage, it will take a candidate about 60 minutes to complete an on-line assessment process to help everyone ensure this is the right role and fit (skills, management style, and culture)
- 6) Offer Presentation with ZRG Partners
- 7) Start with Client

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## ABOUT ZRG PARTNERS

ZRG Partners, LLC is the leading global executive search firm that uses a proven, data-driven approach. For over 18 years, clients have trusted ZRG Partners to recruit top talent around the world. With offices throughout the US, Canada, Brazil, Europe, and Asia Pacific, our deep market knowledge coupled with our fact-based results driven approach is grounded in integrity. The ZRG team working on this project for our client will include:



**JULIA E. WILLIAMS**  
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Julia has specific experience within oncology, research, academic medicine and ambulatory operations executive search. She currently is an active member of several professional healthcare associations and currently sits on the membership committee for the Association of Cancer Executives (ACE). Julia has worked with top ranked Academic Medical Centers and Community Healthcare Systems across the country; of which many are NCI Designated Cancer Centers. She has a passion for oncology and research medicine, believing that we must always keep the patient first. Julia has worked within healthcare services for over 20 years in a variety of roles, however her industry knowledge through executive search over the last 15 years has added value to both clients/candidate alike through her ability to understand their complex structures. <https://www.linkedin.com/in/juliaewilliams/>



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Brian McGowan serves as the Managing Director in the firm's Atlanta office and is leader of the Global Healthcare Services & Solutions practice. Additionally, he is a senior member of ZRG's Consumer and Private-Equity practice groups. Mr. McGowan offers nearly three decades of industry and executive search experience and his approach to consulting consists of helping clients contemplate strategic alternatives towards achieving their vision and delivering the leadership teams capable of making an immediate and sustainable impact. Brian has led over 450 senior executive search projects on a global basis with clients that are Fortune 50 market leaders to fast growing equity- backed companies. [Click to view Brian's full bio.](#)

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## HENRY FORD HEALTH SYSTEMS IN THE NEWS

- ▶ [Henry Ford begins \\$155M cancer pavilion expansion](#) - *The Detroit News*
- ▶ [\\$155M cancer center breaks ground in Detroit as part of 300-acre project](#)- *MLive.com*
- ▶ [Henry Ford Breaks Ground on Cancer Facility](#) - *dBusiness*
- ▶ [Philanthropist Mort Harris tells crowd why he donated \\$20 million to Henry Ford Cancer Institute](#) - *Crain's Detroit Business (blog)*
- ▶ [New cancer center at Henry Ford to break ground](#) - *ModernHealthcare.com*
- ▶ [Henry Ford gets \\$20 million to fight cancer](#) - *WDIV-TV4*
- ▶ [Henry Ford Gets \\$20-million Boost to Cancer Care, Research](#) - *Crains Detroit Business*
- ▶ [Henry Ford Cancer Center Lands \\$20 Million Donation](#) - *Detroit Free Press*