



Division Head, Hematology/Oncology

CONFIDENTIAL

POSITION DESCRIPTION & OPPORTUNITY OVERVIEW

HIGHLY CONFIDENTIAL - The information in this position description is highly confidential. Please consider that this email contains confidential and/or privileged information. Any unauthorized copying, disclosure or distribution of the material in this email is strictly prohibited. Candidate shall not disclose to any person any confidential information concerning this position. If you are not the intended recipient (or have received this document in error) please notify the sender immediately and destroy this document.

CLIENT: Henry Ford Health System
DIVISION: Henry Ford Cancer Institute
ROLE: Division Head, Hematology/Oncology
LOCATION: Detroit
REPORTS TO: System Medical Director Henry Ford Cancer Institute and the Chair, Department of Medicine
WEBSITE: www.henryford.com
www.henryford.com/services/cancer



17-4158

SITUATION REVIEW

ZRG has been engaged to recruit a **Division Head, Hematology/Oncology** for Henry Ford Health System. ZRG Partners is a global executive search firm that specializes within oncology & research recruitment through our healthcare services division.

POSITION

Reporting to the System Medical Director, Henry Ford Cancer Institute and the Chair, Department of Medicine, the **Division Head, Hematology/Oncology**, will provide oversight for the Hematology/Oncology (HemOnc) Division within the Department of Medicine for Henry Ford Medical Group (HFMG) and will be a senior leader providing insight and guidance to the Henry Ford Cancer Institute (HFCI) Clinical Council with a focus on System HemOnc Growth Strategy. Further, the Division Head serves in a physician leadership role over the Bone Marrow Transplant Program. The incumbent also partners extensively with the HFCI administrative dyad partners in all five of HFCI's markets to ensure continuity and quality outcomes while pursuing growth opportunities for HemOnc and infusion services. The Division Head should have a strong academic background and be prepared to build a strong research enterprise in areas such as clinical trials, precision medicine and population health. The Division Head is also responsible for advancing the medical education mission and ensuring a robust, innovative fellowship program and an environment of scholarly inquiry.

The Division of Hematology/Oncology provides care at multiple satellite clinic sites and three health system hospitals with the intent of supporting the continued expansion and integration of HemOnc and Infusion services in a pluralistic model where appropriate and a fully integrated model when possible. S/he will work closely with Hematologists and Medical Oncologists, Department of Medicine Division Heads, and other Chairs and leaders within Henry Ford Medical Group and Henry Ford Health System to develop and implement best practices for inpatient and outpatient care.

The Division Head will be a practicing member of the Hematology/Oncology Division and will take leading roles in HFCI organizational framework where expertise can be most effectively utilized (i.e. HFCI Quality & Finance Committee, HFCI Multidisciplinary Committee and Care Pathways, HFCI Research Committee, Cancer Research Advisory Group, Precision Medicine Program, etc.).

SPECIFIC RESPONSIBILITIES

Clinical Care in Specialty

- ▶ Provide outstanding clinical care, quality and service to the patients and referring providers and, by doing so, set an example for Hematologist and Oncologist in the Division
- ▶ Faculty recruitment retention and program development
- ▶ Establish the faculty development plan including identification of specific sub-specialty capabilities as may be required for successful program development
- ▶ Be a strong and active advocate/champion for innovative thinking and patient centric operational modeling of service offerings
- ▶ Participate in an effective recruitment effort for identified faculty
- ▶ Proactively work on all aspects of faculty and staff retention

Institute, Departmental, and Divisional Participation/Leadership

- ▶ Serve a leading role in HFCI operations and strategy cultivation via the HFCI Clinical Council and other significant HFCI Committees where the incumbent's expertise can be most effectively utilized
- ▶ Participate on the Department of Medicine's leadership team to ensure achievement of the Department's goals and objectives
- ▶ Actively participate and/or lead Divisional staff meetings and other forums in which information is exchanged and opinions solicited, and System direction articulated
- ▶ Assist in establishing the course and direction of Hematology/Oncology services consistent with the overall driving strategies of Henry Ford Cancer Institute and Henry Ford Medical Group
- ▶ Provide face-to-face and written annual evaluation of the Senior Staff performance, personal goals, and professional growth
- ▶ Develop an effective partnership with their administrative counterparts reflective of deep respect of the value of physician/administrative dyad relationships
- ▶ Leadership of the academic enterprise
- ▶ Lead academic and faculty development activities within the division

Strategic Program Development and Planning

- ▶ Promote multi-disciplinary care and planning across the relevant subspecialties inclusive of identifying opportunities to innovate disease specific clinic operations and perpetuate the model across the system HemOnc and infusion services
- ▶ Be a champion for Clinician Scientists by collaborating extensively with the HFCI System Vice President and Executive Director and HFCI Medical Director. Support innovative thinking in effort allocation carve-outs to enhance HFCI and HFHS international presence on principal investigator initiated clinical science and translational science
- ▶ Build identity of the Henry Ford Cancer Institute and the Hematology/Oncology program
- ▶ Collaborate with clinicians throughout the System in the same and related specialties to develop, implement and annually update work plan which addresses patient need, customer expectations, market opportunities, quality of care, cost of care, and the utilization of resources
- ▶ Participate in organized planning processes to achieve the goals of the service line in both the short and long term

Clinical Performance/Quality Improvement/Patient Safety

- ▶ Enthusiastically support all Quality Improvement initiatives. Support a tone within the Division that Henry Ford will be a leader in the area of Quality and will conduct itself to achieve the highest level of quality attainable
- ▶ Be an active and vocal contributor to disease specific care pathway derived quality, outcomes, patient satisfaction, etc., measures to use in active cancer related proactive managed care contracting activities
- ▶ Accept accountability for contributing continuously to improving Divisional, Service Line, and System performance
- ▶ Ensure Division's compliance with all patient safety/risk management programs

Financial Performance

- ▶ Participate in monthly/quarterly/annual financial variance and financial/operational performance reviews to system, department, and division based targets with HFCI leadership team
- ▶ Assist in the development, implementation, and monitoring of budgets which attain Division, Department, and System goals, as requested
- ▶ Be proficient in using metrics in managing programs and services

Career Enhancement/Continuing Education

- ▶ Participate as requested in developing and providing opportunities for continuing medical education for faculty, network providers, and Henry Ford affiliated community physicians

QUALIFICATIONS

- ▶ An M.D. or D.O. degree, BC in ABIM, Hematology/Oncology, and an unrestricted state medical license
- ▶ Minimum 4-6 years of experience in a leadership role within an academic institution
- ▶ Strong leadership skills with the ability to advance and develop a superior clinical service
- ▶ Able to function effectively and drive the creation and management of projects and programs to successful outcomes in a highly matrixed organization
- ▶ Excellent interpersonal communication skills and presentation skills for both clinical and non-clinical audiences, in group settings or one-on-one
- ▶ Expertise in establishing physician relationships combined with the ability to manage an interdisciplinary team while appreciating and fostering collegial and peer participation from all disciplines
- ▶ Effective supervisory skills, including clinical mentoring and coaching expertise
- ▶ Advocate for organizational values and commitment to gender equity and diversity
- ▶ Personal characteristics of integrity, maturity, and honesty aligned with the Mission and Values of the Henry Ford Health System
- ▶ A genuine excitement related to working in an integrated system that is redefining the way health care delivery should evolve

LEADERSHIP CHARACTERISTICS

- ▶ **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
- ▶ **Perspective**
 - Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interest and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future
- ▶ **Problem Solving**
 - Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers
- ▶ **Organizational Agility**
 - Knowledge about how organizations work; know how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures or organizations
- ▶ **Managing Vision and Purpose**
 - Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision shareable by everyone; can inspire and motivate entire units or organizations
- ▶ **Sizing up People**
 - Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations

▶ **Developing Direct Reports and Others**

- Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept development moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder

▶ **Decision Quality**

- Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions

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.

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

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

DEPARTMENT OF MEDICINE

The Henry Ford Medical Group's Department of Medicine includes more than 280 clinicians and scientists across 13 divisions. Their internists have a reputation for expertise in diagnosing and managing the most serious, complex medical conditions. As the largest clinical department at Henry Ford, the Department of Medicine manages more than 350,000 outpatient visits and over 25,000 inpatient admissions each year at four hospitals and numerous ambulatory clinics across southeastern Michigan. The Henry Ford Hospital campus in Detroit serves as our clinical, academic, and research base.

- ▶ **Clinical Care:** The Department of Medicine's clinical divisions include Allergy and Immunology; Cardiology; Endocrinology, Diabetes and Bone & Mineral Disorders; Gastroenterology; General Internal Medicine; Hematology/Oncology; Hospital Medicine with a section of Palliative Medicine; Infectious Diseases; Nephrology and Hypertension; Pulmonary and Critical Care Medicine; Rheumatology; and Sleep Medicine. Their Department's medical specialists partner with Henry Ford's Centers of Excellence such as the Transplant Institute, Heart and Vascular Institute, and the Cancer Institute. Their critical care specialists oversee Michigan's largest Medical ICU with 68 beds at Henry Ford Hospital
- ▶ **Research:** Research funding for the Department of Medicine totals more than \$50 million annually. Funded by the National Institutes of Health and other sources, the Department's investigators have a rich history of basic, translation, and clinical research. Medicine's Division of Hypertension and Vascular Research includes 13 full-time scientists devoted to basic science and translational hypertensive research, total \$4 million in research funding annually. The Department also has a long history of leading national efforts in clinical research for HIV/AIDS, heart failure, chronic kidney disease, diabetes, pulmonary diseases, and sleep disorders, among others
- ▶ **Education:** More than 250 residents and fellows are in training each year, making the Department of Medicine at Henry Ford one of the largest Internal Medicine graduate medical education programs in Michigan and the U.S. Their specialty divisions offer 15 accredited fellowship programs. The 12,000 sq. ft. Center for Simulation, Education and Research, based at Henry Ford Hospital, offers state-of-the-art simulation facilities for students and staff

HENRY FORD DIVISION OF HEMATOLOGY/ONCOLOGY

The Henry Ford Hematology/Oncology Division is part of the Henry Ford Department of Medicine and the Henry Ford Cancer Institute. The division includes 34 board certified hematology/oncology physicians, with at least 15 of those providers subspecializing in various specific types of cancer, phase 1 clinical trials, bone marrow transplant and other services, along with several doctorate level researchers, advanced practice providers, fellows and other experts.

Clinical highlights

- ▶ Henry Ford was selected to participate in a 5-year Medical Oncology Care Model, working with a cohort of patients in five clinics since July 2016. Henry Ford realized significant quality and financial improvements in its first year related to reduced ER utilization, inpatient admissions and readmissions
- ▶ The Henry Ford Bone Marrow Stem Cell Transplant Program performs about 90 transplants per year. The team is led by four BMT-trained, board certified physicians and BMT trained support staff. The program is accredited by FACT (Foundation for the Accreditation of Cellular Therapy) and others autologous, allogeneic related and matched unrelated donor transplants, cord blood stem cells-single and double cords and haploidentical transplants
- ▶ The Hemophilia and Thrombosis Treatment Center offers a full spectrum of factor replacement therapy, platelet therapy and anticoagulants, including the newest techniques
- ▶ Their medical oncologists participate in 15 multidisciplinary tumor boards regularly and offer the full range of advanced chemo and biological therapies. Precision Medicine and Hyperthermic Intraperitoneal Chemotherapy (HIPEC) are major programs under development
- ▶ Their Oral Chemotherapy Management Program is fully integrated into EPIC. It is a national best practice program involving physicians, pharmacists, and nursing
- ▶ With eight infusion therapy locations throughout the system, their sites of care consistently rank in the top 10 percent of facilities across the nation, as measured by Press Ganey

- ▶ Superior inpatient capabilities exist at their flagship Henry Ford Hospital, with a dedicated 40-bed unit, and additional dedicated units at regional hospitals
- ▶ Extensive support services include a growing palliative medicine service established with grand funding from the Robert Wood Johnson Foundation, a same day clinic for medical oncology patients and a survivorship clinic

Research & Clinical Trials

- ▶ Henry Ford ranks 21st among independent hospitals in the U.S. in funding for the National Institutes of Health (NIH). In 2016, their researchers received \$35 million in external grants. They host the world's second-largest brain tumor bank, as well as a significant tissue biorepository for precision medicine
- ▶ With more than 200 ongoing clinical trials, the Henry Ford Cancer Institute features a large research team focused on bench to bedside translational and clinical research
- ▶ The Hematology/Oncology Division is active with the Southwest Oncology Group, the American Society of Oncology, the American Society of Clinical Oncology, and NRG Oncology – consistently serving on these national boards – as well as other government, industry, and private funding sources for research

Education

- ▶ Through an endowed chair, support is provided for staff education including Oncology Nursing Society certification for their nurses who staff clinical areas
- ▶ There are 14 fellows in the Hematology and Medical Oncology Fellowship, which offers four positions annually. In 2017, more than 300 candidates applied for these fellowship opportunities. Medical students, residents, and fellows have the opportunity to work with renowned specialists and as part of a multidisciplinary teams. Training provides exposure to a wide range of malignant conditions as well as a diverse patient population in academic, community-based and outpatient setting
- ▶ They are one of a few training institutions in the region with Schwartz Rounds, where caregivers discuss psychosocial aspects of caring for oncology patients

HENRY FORD PRECISION MEDICINE



Click above for "What is Precision Medicine?" video

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.

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.

SENIOR LEADERSHIP



Eric J. Scher, M.D.
Chair, Department of Internal Medicine, Henry Ford Hospital and Medical Group
Vice President of Medical Education, Henry Ford Health System

Dr. Scher is the Chair, Department of Internal Medicine for Henry Ford Hospital and Medical Group and Vice President of Medical Education for the Henry Ford Health System. As Chair, he leads the largest clinical, educational and research enterprise at Henry Ford. As Vice President, he oversees all medical education activities for the Health System and leads a very successful relationship with Wayne State University School of Medicine in medical student education.

Dr. Scher completed his undergraduate and medical school education at the University of Michigan. Thereafter, he completed his internship, residency, and chief residency in the Department of Internal Medicine at Henry Ford Hospital. He has been an active member of the teaching faculty at Henry Ford Hospital since 1988. Dr. Scher served as Residency Program Director for the Department of Internal Medicine from 1992 to 2007 and as Vice Chair from 1997 to 2010. Throughout his tenure at Henry Ford Hospital, Dr. Scher has served in additional leadership roles including Designated Institutional Official, Division Chief, and Medical Consultation Service Director. Nationally, he is involved in educational activities within the American College of Physicians (Master), the Association of Program Directors in Internal Medicine, the Association of American Medical Colleges, and the Accreditation Council of Graduate Medical Education. He is also Clinical Professor of Medicine at Wayne State University School of Medicine. Dr. Scher continues to practice both ambulatory and inpatient Medicine.



Steven N. Kalkanis, MD
Medical Director Chair, Henry Ford Cancer Institute, Department of Neurosurgery

Dr. Kalkanis is the Medical Director of the Henry Ford Cancer Institute, which spans all five Henry Ford Health System hospitals with nearly 1,000 employees treating the most adult cancer patients in Michigan. Dr. Kalkanis also co-founded the Henry Ford Precision Medicine Program, which promises new hope to cancer patients through targeted treatment options based on a patient's specific molecular genetic profile, and he was recently invited to the White House as a leader for the Cancer Moonshot Program.

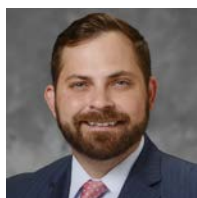
Dr. Kalkanis has many leadership roles at Henry Ford; he is also professor and Chair of the Department of Neurosurgery, and Co-Director of the Neuroscience Institute. Dr. Kalkanis joined Henry Ford in 2004 after completing his neurosurgical training at Massachusetts General Hospital. He graduated with highest honors from Harvard University, where he was awarded the John Harvard Scholarship, and then Harvard Medical School, where he served as class marshal and received the Linnane Prize for highest academic achievement.

In 2009, Dr. Kalkanis led a multidisciplinary team of experts to publish the first and largest set of guidelines to date in organized neurosurgery on the clinical treatment pathways for metastatic brain tumors. Since that time, he has chaired the guidelines efforts of the Joint Section on Tumors and was the founding chair of the Congress of Neurological Surgeons (CNS) Guidelines Committee.

Dr. Kalkanis has served on the Executive Committee of the Congress of Neurological Surgeons, the largest neurosurgical association in the world, since 2009, and was recently elected as Chair for the Section on Tumors. He also is currently the Secretary of the CNS.

With the goal of refining future personalized medicine treatment protocols, and as the Mark Rosenblum Endowed Chair in Neurosurgery, Dr. Kalkanis runs a funded translational research laboratory investigating the molecular genetic differences between short-and long-term glioma survivors. Specializing in brain tumor surgery, he has been involved with—and led—numerous clinical trials and has authored over 100 peer reviewed publications. He has also been invited as an honored guest and visiting professor to over 20 institutions around the world.

Steve and his wife, Laurel, especially enjoy traveling with and cheering on their three children, Nicholas, Connor and Grace, in multiple sporting, scouting and musical activities.



Spencer C. Hoover, MBA, MFin
System Vice President and Executive Director, Henry Ford Cancer Institute

Mr. Spencer Clayton Hoover holds over 16 years of experience in finance, leadership, business development, investment banking, business valuations, healthcare operations, strategy, and administration. Mr. Hoover is currently the System Vice President and Executive Director of the Henry Ford Health System's Henry Ford Cancer Institute and cancer care services, located in Detroit, Michigan.

Mr. Hoover had previously served as Vice President of Planning and Business Development for the health system.

Previous positions include the role of Associate Director of Administration, Finance, and Planning for the University of Florida Health Cancer Center located in Gainesville, Florida. He held positions with UF Health for over six years and was a major contributor to the significant growth of oncology services at UF Health. He was also a key executive as it relates to UF Health corporate development initiatives. Mr. Hoover maintained a private finance and strategy consultancy, The Clayton Company, LLC, between April 2010 and December 2015. Prior to assuming management roles at UF Health and Henry Ford Health System, Mr. Hoover was a Senior Associate at PCE Investment Bankers, Inc., located in Winter Park, Florida. He held this post between August 2007 and December 2009. He served as a commercial real estate lender and credit analyst for Millennium Bank, located in Gainesville Florida, from January 2006 to August 2007.

Mr. Hoover served as an Airborne Infantry Soldier with the 82nd Airborne Division between January 2002 and January 2006. During his service he participated in combat operations in both Afghanistan and Iraq. During his four years of service he was awarded six medals, four special qualification badges and three combat patches. Mr. Hoover received a Bachelor of Science degree in Business Management from Troy University, Sorrell College of Business in 2006 and a Master of Business Administration degree from Pennsylvania State University, Smeal College of Business in 2008. Mr. Hoover also received a Master of Finance degree from Pennsylvania State University in 2016. Mr. Hoover also serves as an executive board member and treasurer of the Michigan Veterans Facility Authority. Mr. Hoover was recently honored as one of Crain's Detroit's 2017 40 under 40. Mr. Hoover resides in Grosse Pointe Park, Michigan with his wife of 15 years and two children.

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.

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

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.



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.

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

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
Managing Director, Healthcare Services & Oncology Consultant
jwilliams@zrgpartners.com
+1.678.999.7881

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/>



BRIAN MCGOWAN
Managing Director, Healthcare Services
bmcgowan@zrgpartners.com
+1.678.999.2481

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.](#)

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*