



**SEARCH FOR CHAIR OF PEDIATRICS, DIRECTOR OF THE RESEARCH FOUNDATION AND
CHIEF MEDICAL OFFICER**

CINCINNATI CHILDREN'S HOSPITAL MEDICAL CENTER

Cincinnati, Ohio

THE SEARCH

Cincinnati Children's Hospital Medical Center (Cincinnati Children's) and the College of Medicine at the University of Cincinnati seek a Chair of Pediatrics, Director of the Research Foundation and Chief Medical Officer (CMO). Working collaboratively with Cincinnati Children's and medical school leadership, the Chair will lead one of the largest and most complex pediatric departments in the country, one that is consistently ranked among the top three children's hospitals nationally.

Today the Department of Pediatrics counts 753 faculty across 42 divisions. In addition to the role of Chair of Pediatrics, the Chair will serve as the Chief Medical Officer and the Director of the Research Foundation, one of the largest pediatric research programs in the country. Few positions have this scope and the assets, talents, and culture to positively impact the health of children.

The Chair will drive innovations that accelerate excellence in clinical care, scientific research, educational programs, and community impact. In a dynamic healthcare and biomedical environment, they will set an innovative course for the long-term growth and fiscal vitality of the Department – recruiting and retaining exceptional faculty, striving for continuous improvement in quality of care, identifying emerging and new areas of emphasis and promise, advocating for world-class educational programming, and facilitating clinical expansion.

The successful candidate will be an accomplished leader in academic medicine, with a deep love and commitment to children's health. The Chair will bring the experience to guide a

complex and large department with multiple subcultures across clinical, educational, and academic research missions and the ability to synthesize these missions into a cohesive whole. An ethos of working collaboratively with both senior and divisional leadership is a must. Importantly, they must demonstrate a personal style that facilitates communication, collaboration, trust, credibility, and confidence among faculty and across Cincinnati Children's.

Cincinnati Children's has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the Chair of Pediatrics. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

CINCINNATI CHILDREN'S AND THE UNIVERSITY OF CINCINNATI

Cincinnati Children's is a nonprofit academic medical center that stands as one of the oldest and most distinguished pediatric hospitals in the United States. Established in 1883, CCHMC has two full-service hospitals (Burnet and Liberty) as well as outpatient clinics, services, and therapies at many locations throughout the tristate area. For over a century, Cincinnati Children's has had a strong, collaborative relationship with the University of Cincinnati. Through an academic affiliation dating to 1926, Cincinnati Children's comprises the Department of Pediatrics at the University of Cincinnati College of Medicine. Since then, the relationship has resulted in numerous joint endeavors, including the performance of basic and clinical research, collaboration in the care of patients, cooperation in education, and training of medical students, doctoral students, residents, and fellows, and arrangements for the joint use of facilities and equipment. The Burnet campus is adjacent to the campus of the University of Cincinnati Medical Center, the country's first teaching hospital.

CINCINNATI CHILDREN'S

Cincinnati Children's is ranked as one of the best children's hospitals in the nation, earning the number three spot in the prestigious *U.S. News & World Report's* 2019-2020 Honor Roll for the 9th consecutive year. With remarkable expertise in all facets of pediatric health, Cincinnati Children's placed among the nation's premier children's hospitals in all 10 pediatric specialties, including gastroenterology & GI surgery (#3), nephrology (#3), neonatology (#4), neurology & neurosurgery (#4), orthopedics (#4), pulmonology (#4), urology (#4), diabetes and endocrinology (#5), cancer (#6), and cardiology & heart surgery (#6). With an unwavering focus on patient care, leadership at Cincinnati Children's has executed an ambitious strategic plan that has led to unprecedented growth and expansion in clinical operations, research, community engagement, and educational programs in the past decade. The growth of its network and services on the Main Campus has allowed

Cincinnati Children's to make significant investments in new facilities. In the spring of 2018, Cincinnati Children's launched its largest expansion in medical center history. To be completed in 2021, the 600,000-square-foot Critical Care Building (CCB) will add 249 rooms, expanding services for the most fragile and complex children, including a state-of-the-art emergency department, patients needing newborn and pediatric intensive care, cardiac care, and bone marrow transplants. Significant upgrades and expansions of facilities and infrastructure (including mental health care, cancer care, and neighborhood urgent care) will increase access and experience for patients, families, and employees. Moreover, the Cincinnati Children's Liberty Campus includes a Proton Therapy Center, one of only two such centers in the world owned by a children's hospital. This \$120 million investment reflects a deep commitment to providing children with the most sophisticated, effective cancer treatment available.

External research funding has grown exponentially, increasing from \$131 million to more than \$220 million annually over the last 10 years. In 2015, Cincinnati Children's reinforced and expanded its longstanding commitment to pediatric scientific research with the opening of a \$205 million, state-of-the-art research tower. A pioneer in biomedical research, leadership has made bold investments to transform discovery into therapies. In 2017, the Center for Stem Cell and Organoid Medicine (CuSTOM) was launched to catalyze the potential of organoid stem cell technologies, a system that holds great potential to revolutionize personalized and regenerative medicine in the 21st century. These investments, expansions and renovation projects underscore a remarkable legacy as well as a mission to be a leader in improving child health nationally and internationally.

Cincinnati's Children's defines health in the broadest terms, including in its own backyard. Hospital leadership has made a commitment to measurably improve the health of local Cincinnati children and reduce disparities in underserved populations. In 2016, Cincinnati Children's announced a significant five-year investment to drive community development and improve child health in the local neighborhoods. Moreover, strategic priorities for 2020 include effective local partnerships to reduce infant mortality and prematurity, improve kindergarten readiness and third-grade reading, and address the social influences of health in the local Avondale community. In FY2018, Cincinnati Children's served 27,932 children and families through community outreach and health education programs, providing over \$504.5 million in community benefit. In the past decade, annual philanthropic support has more than doubled.

Cincinnati Children's has 982 faculty and employs 15,575 individuals. The Hospital has 700 registered beds, including 110 inpatient behavioral-health beds and 30 residential behavioral-health beds. In 2018, the hospital had approximately 1.3 million patient encounters, with children represented from all 50 U.S. states and more than 60 countries.

THE RESEARCH FOUNDATION AT CINCINNATI CHILDREN'S

Cincinnati Children's has a remarkable record of breakthrough science that has redefined pediatric health worldwide. The Cincinnati Children's Research Foundation (The Research Foundation) is the medical center's research arm and the umbrella organization under which the Department of Pediatrics stands. Founded in 1931 through an endowment from William Cooper Procter (chairman of the hospital's board of trustees and grandson of William Procter, the cofounder of Procter & Gamble Co.), the Research Foundation has served as a hub for scientists pursuing leading research. Notably, in the 1950's and 60's, doctors at Cincinnati Children's were the first to develop a functional heart-lung machine, a crucial step toward open-heart surgery. Researchers at Cincinnati Children's developed the oral polio vaccine, an innovation that has nearly eliminated the crippling disease worldwide. These invaluable contributions would be followed by many others in the decades to come, fortifying a long and distinguished history that has positioned Cincinnati Children's as one of the preeminent pediatric research institutions in the world.

Today, Cincinnati Children's is home to one of the largest pediatric research programs in the country, with extramural grants and contracts surpassing \$223 million and a total operating budget of \$565 million (FY2018 annual report). External funding has increased by an astounding 70% in the last decade alone, and as of FY18, Cincinnati Children's stands as the second largest recipient among children's hospitals of R01 equivalent grants, fellowship grants, and awards from the National Institutes of Health (NIH), totaling nearly \$145 million. In addition to robust extramural funding, the Research Foundation continues to grow and invest in faculty success through internally funded grants, including more than \$46 million in new funding opportunities and endowed chairs over the past three years. A deep collaboration among the brightest biomedical science minds and the most talented pediatric clinicians ensures that The Cincinnati Children's Research Foundation continues to be one of the nation's most significant sources of pediatric scientific discovery and innovation worldwide.

Shared Facilities and Cores

A forerunner in changing outcomes for children, Cincinnati Children's leads the nation in pediatric research space. As the number of research projects has grown and expanded over the years, so too have the facilities available to support researchers, their staff, and administrative offices. Today, with more than 1.4 million square feet of research laboratory space, Cincinnati Children's stands as the largest pediatric research facility in the country. In 2015, the Clinical Sciences Pavilion, a \$205 million, state-of-the art 14-story, 445,000 square foot research tower, significantly expanded initiatives in basic, translational,

clinical, quality improvement, and population health-based research. Housing over 1,500 physicians, scientists, and support staff, the Clinical Sciences Pavilion sits between the hospital's main clinical care center and its companion research tower, the William Cooper Procter Pavilion. Both symbolic and functional, this spatial arrangement more closely connects scientists and clinicians, enabling faster translation of innovations from the bench to bedside. Research is conducted at Cincinnati Children's as well as in the lab space at the University of Cincinnati.

Faculty at CCHMC are supported by unparalleled core facilities that leave no aspect of ingenuity unsatisfied. Twenty-two cores span the gamut of biomedical research, providing cutting-edge, cost-effective technology and data analysis, knowledgeable advisors, and experienced support staff. These shared facilities fuel cross-divisional collaboration and attract the world's top pediatric scientists to pursue clinical trials, translational research, and outcomes and improvement studies. Faculty also have access to additional research cores hosted at the University of Cincinnati College of Medicine. To learn more about core services and institutes, centers, and research programs, visit: <http://med.uc.edu/research/core-facilities> and <https://www.cincinnatichildrens.org/research/divisions/view-all>, respectively.

Institutes and Centers

While investigators have academic homes in the Department and hold affiliated appointments at the University of Cincinnati, researchers also belong to cross-divisional teams, centers and institutes that target key areas of research – allowing investigators to attack critical pediatric diseases in a highly collaborative fashion. Nearly a third of all faculty at Cincinnati Children's collectively belong to the Cancer & Blood Diseases Institute, the Heart Institute, the Perinatal Institute, and/or Mind Brain Behavior Collaborative. This aggregation of talent enables investigation of highly-specific and complex scientific questions. In addition to basic and clinical research, translational research is facilitated by the Center for Clinical and Translation Science and Training (CCTST) and supported by a joint NIH Clinical and Translational Sciences Award to Cincinnati Children's and the College of Medicine. Established by the UC College of Medicine in 2005, the CCTST provides funding and training opportunities, methodology consultation, and training opportunities across the entire academic health center, propelling discovery into practice.

Central to Cincinnati Children's philosophy is the foundational responsibility for safety and quality improvement. More than a decade ago, Cincinnati Children's began to focus intensely on transformational quality improvement, a journey that has changed the culture and focus of the institution dramatically. Over the years, Cincinnati Children's has documented better patient outcomes and family experiences, a dramatic reduction in

hospital-acquired infections, more reliable systems for delivering care safely, greater efficiency and timeliness, better management of hospital resources, and significant savings to the healthcare delivery system, earning national and internal recognition. To accelerate this work, the James M. Anderson Center for Health Systems Excellence was launched in 2010 to take Cincinnati Children's further – and bring others along – toward improving child health. By sharing ideas, knowledge, and data transparently and through extensive collaboration, the Anderson Center harnesses the power of improvement science to accelerate the reach and pace of improvement. Moreover, robust bioinformatics capacity provides the expertise and technologies that establish Cincinnati Children's and the College of Medicine as a national resource and catalyst for transforming the delivery of healthcare.

THE DEPARTMENT OF PEDIATRICS

In 2019, the Department of Pediatrics was ranked number three in the nation of best medical schools for pediatrics by *U.S. News & World Report*. Faculty in the Department of Pediatrics are highly regarded nationally and internationally for their leadership in pediatric medicine, and distinctions include in the National Academy of Medicine fellows, Howard Hughes Medical Institute Investigators, American Association for the Advancement of Science Fellows, and membership within The American Society for Clinical Investigation. With 753 faculty, the Department of Pediatrics is the largest in the College of Medicine. Cincinnati Children's faculty exemplify all the benefits of team science and are highly sought collaborators with colleagues worldwide. In this past year, faculty members published more than 2,300 papers and logged another record year for grant funding despite a challenging funding environment.

The Department is divided into 42 divisions (see appendix), providing a full range of pediatric specialty care and comprehensive education to physicians. Throughout the years, divisions have fostered growth and recruitment as well as new collaborations. Work in the Department spans the spectrum of discovery: basic exploration of biological processes, translation of new knowledge to clinical practice, and improvement of community health. To learn more about these premier advances, visit: <https://www.cincinnatichildrens.org/research/cincinnati/annual-report/2018/top-breakthroughs>

Education

The pediatric training program at Cincinnati Children's is one of the largest within a single institution in the United States and offers some of the most highly ranked research-based education and training programs in the nation. As one of the nation's top pediatric academic medical centers, Cincinnati Children's offers a multitude of superior fellowship

training opportunities in Pediatrics, Surgery, Radiology, Anesthesiology, and related subspecialties, with 35 programs ACGME-certified and more than 65 additional specialty fellowship programs. Moreover, Cincinnati Children's is one of the largest Pediatric Residency Training Programs in the country, offering both the core categorical pediatric residency as well as several combined training programs with the University of Cincinnati. In the categorical program, residents get a breadth of experience in various sub-specialties and general pediatrics while working in both inpatient and outpatient settings (including a dedicated training tract for physician-scientists). In addition to eminence in pediatric residency programs and fellowship training, Cincinnati Children's offers nursing education programs for career development and education in a wide range of specialty areas of nursing. Clinical programs and research environment are closely aligned to foster innovation and discovery across all disciplines, attracting the best and brightest medical students, residents, and fellows from across the United States.

In addition, the Department offers research-based education and training options for scientists, often in conjunction with the University of Cincinnati. These include post-doctoral programs for PhDs, post-doctoral clinical fellowship programs for MDs or MD/PhDs, medical student programs, MD/PhD programs, graduate degree programs, and undergraduate and high school programs. The Department consists of 272 clinical fellows, 181 post-doctoral fellows, and 200 pediatric residents.

Finance and Governance

The Chair serves as a Board member on the Cincinnati Children's Board of Trustees and a member of the medical center's Executive Leadership Committee. The Chair of Pediatrics is an integral voice in decision making and strategy of the enterprise and works in collaboration with the CEO and other senior leaders to build a vision and work towards continued success.

Together with the Research Foundation, the institution has an endowment of over \$3 billion. In addition to a deep and diverse educational program and robust cross-divisional research, the Department boasts a large and growing clinical operation which leads to a robust funds flow. The Chair has discretion and responsibility to fund research, recruit and retain faculty, and support faculty and students broadly.

THE CHAIR OF PEDIATRICS

The Chair of Pediatrics also serves as the Director of the Cincinnati Children's Research Foundation and Chief Medical Officer at Cincinnati Children's. The Chair reports to the Chief Executive Officer of Cincinnati Children's and, in the role of Department Chair at the University of Cincinnati, reports to the Dean of the College of Medicine. They will lead a complex enterprise, leveraging existing strengths to drive the Department towards continued eminence in the field. The Chair will join an iconic institution, shaping the future of child health globally by supporting outstanding and innovative clinical care, growing an impressive research program, and educating future leaders.

OPPORTUNITIES AND CHALLENGES

To successfully lead the Cincinnati Children's Department of Pediatrics, the new Chair will be expected to address the following opportunities and challenges:

Shape an overarching strategy and vision for departmental growth

Working closely with the CEO and senior departmental leadership, the incoming Chair will shape and articulate a long-term plan for the direction of pediatrics within the Department, encompassing education, research, public mission, and the clinical enterprise. They will guide ongoing and emerging priorities (such as mental health) as well as work with faculty and leaders to develop a vision that encompasses other areas of growth. A key leader and representative of Cincinnati Children's, the Chair will be a partner in fundraising endeavors, contributing to new and existing partnerships and philanthropic opportunities. The Chair must be a champion for children's health and galvanize support, inspire generosity, and excite faculty to build the future together.

Recruit, retain and develop talent

Cincinnati Children's has achieved its stature as a leader in clinical care, education, and research through consistent recruitment and retention of the best physicians, researchers, and trainees. Together with Division Chiefs, the Chair will develop and nurture emerging talent, ensuring a robust and diverse pipeline of clinical and scientific leadership that confronts the most profound questions and challenges in pediatric medicine. Critical to the mission, the Chair must work relentlessly to hire and keep the very best talent through research collaborations, investment, and the creation of a satisfying working environment.

Embrace and strengthen a culture of inclusivity and commitment to diversity

Cincinnati Children's strives to live values of diversity, equity, and inclusion within its own walls and as a member of a vibrant community. Against the headwinds we face in realizing a more just society, improved access to care, and a more diverse workforce, sustaining the status quo is the equivalent to sliding back. The Chair, therefore, will move with urgency to promote inclusion and diversity both internally and externally. They will support hiring of faculty, staff, and training students from backgrounds underrepresented in medicine, and will proactively shape a culture that enables the success of these individuals. These principles extend to patients and engagement with the community. Some of Cincinnati's most underserved neighborhoods surround the medical center. Through strategies that embrace their neighbors, the Chair will carry forth Cincinnati Children's ethos that the roots of a world-leading medical center are anchored in partnership with and service to its community.

Support and elevate pathbreaking research and academic programs

The Research Foundation drives breakthrough research with a global reach. The Chair's ability to inspire faculty and support discovery through infrastructure and resources will define success for decades to come. This includes strategic and powerful investments in new ideas and technologies, as well as ensuring that proper avenues exist for commercialization and translation. The Chair must balance fiscal responsibility with a willingness to take risks and bet on exciting ideas.

Drive innovative clinical service and expansion

The Chair will ensure excellent care, access, and the highest quality outcomes for patients in a highly competitive and uncertain healthcare environment. This includes pursuing growth to meet the demands and needs of the Cincinnati community and support the expansion of regional networks and partnerships. Simultaneously, the Chair will help Cincinnati Children's achieve the right balance between acting locally and having the horsepower and responsibility to achieve globally.

Advocate for faculty and facilitate collaboration across the enterprise

The Department boasts enormous complexity. Both the legacy and future of Cincinnati Children's is coupled with the integration of clinical, educational, and scientific cultures and endeavors. The next Chair will be a critical partner with Division Chiefs, fellow Department Chairs and other senior administrative leaders, facilitating possible alignment and restructuring between divisions and fostering collaborations that enable the translation of pathbreaking research into therapeutic advancements. Moreover, they will be a highly-engaged champion and will advocate for faculty.

THE SUCCESSFUL CANDIDATE

The Chair of Pediatrics at Cincinnati Children's is a central leadership position at one of the leading pediatric healthcare institutions in the world. The Chair must have sufficient experience with complex clinical and research functions, strong leadership and management abilities, and uncompromising integrity and ethics. A board-certified MD is required (pediatrics preferred). In addition, the candidate must meet requirements for appointment as a Full Professor in the Tenured or Clinical Educator track at the University of Cincinnati and be eligible for licensure in the State of Ohio.

The successful candidate will bring many of the following personal qualities and professional qualifications and experience:

- Eminent academic and research credentials, with an established record in leadership
- An uncompromising commitment to excellence in both clinical practice and research in pediatrics or other areas related to pediatrics
- Ability to develop a collaborative vision, with a track record for successfully implementing new initiatives that meet the challenges of academic medicine and clinical care
- Exceptional leadership and management experience with superb financial budgeting, resource management, planning, and facilitation skills
- Demonstrated experience in recruiting, retaining, and mentoring top faculty and/or students
- An outstanding record of effectively leading and developing people; a strong team orientation along with a track record of working cooperatively and collegially within a diverse and complex environment are a must
- Excellent interpersonal skills and communication skills to build and maintain trust and relationships with faculty, staff, administration, trainees, and all other stakeholders
- Strong persuasion and negotiation skills; the ability to engage, challenge, and influence colleagues to effect change within a dynamic organization
- A strong dedication and commitment to excellence in education
- Demonstrated commitment to valuing and actively promoting diversity
- An entrepreneurial spirit and drive; willingness to take risks and advocate for new ideas coupled with a commitment to measurement and accountability

- Personal qualities that include a present and optimistic personality, integrity, creativity, resilience, flexibility, tenacity, and high energy
- Genuine understanding and respect for the tradition of success and collaborative science at Cincinnati Children's

LOCATION

Cincinnati is one of America's most vibrant and beautiful river cities. Located on the north bank of the Ohio River, metropolitan Cincinnati includes Northern Kentucky and the southeast corner of Indiana. Over two million people make their home in the tri-state hub of southwestern Ohio. Rich in history and tradition, Cincinnati offers all the allure of a larger metropolis while maintaining its charm and small-town character. The city is home to 3 major league sports teams (Cincinnati Red baseball, Cincinnati Bengals football, and FC Cincinnati soccer), the Flying Pig Marathon, great dining options, a vibrant arts and theatre scene, the Cincinnati Symphony Orchestra, opera and ballet companies, historic architecture, beautiful parks, and countless family-friendly opportunities. Cincinnati is a hidden jewel in the Midwest; its diverse economy (nine Fortune 500 companies and fifteen Fortune 1000 companies have their headquarters in Cincinnati), affordable housing, and low commute times make Cincinnati the ideal location for an extraordinary quality of life. For more information about Cincinnati, please visit: <https://cincinnatiusa.com/> and <https://www.cincinnatichildrens.org/education/opcf/cincinnati>

TO APPLY

Inquiries, nominations, and applications should be sent in strict confidence to:

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<https://www.imsearch.com/search-detail/S7-214>

CCHMC is an Equal Opportunity Employer. Qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, genetic information, physical or mental disability, military or veteran status, sexual orientation, or other protected status in accordance with applicable federal, state, and local laws and regulations.

APPENDIX

DIVISIONS WITHIN THE DEPARTMENT OF PEDIATRICS

Departmental divisions include: Adolescent and Transition Medicine; Allergy and Immunology; Asthma Research; Behavioral Medicine and Clinical Psychology; Biomedical Informatics; Biostatistics and Epidemiology; Cancer and Blood Diseases Institute (including the following divisions: Hematology; Bone Marrow Transplantation and Immune Deficiency; Oncology; Experimental Hematology and Cancer Biology); Center for Autoimmune Genomics and Etiology (CAGE); Clinical Pharmacology; Critical Care Medicine; Dentistry; Dermatology; Developmental and Behavioral Pediatrics; Developmental Biology; Emergency Medicine; Endocrinology; Every Child Succeeds; Gastroenterology, Hepatology and Nutrition; General and Community Pediatrics; Heart Institute (including the following divisions: Cardiology; Cardiothoracic Surgery; Molecular Cardiovascular Biology); Hospital Medicine; Human Genetics; Immunobiology; Infectious Diseases; James M. Anderson Center for Health Systems Excellence; Mayerson Center for Safe and Healthy Children; Nephrology and Hypertension; Neurology; Pathology and Laboratory Medicine; Perinatal Institute (including the following divisions: Neonatology; Pulmonary Biology); Psychiatry; Pulmonary Medicine; Rehabilitation Medicine; Reproductive Sciences; Research in Patient Services; Rheumatology; Sports Medicine.