

Position and Candidate Specification

Montefiore



Einstein/Montefiore Medical Center

Chief of the Division of Critical Care Medicine (Adult)

PREPARED BY:

Charles L. Jordan

Alexis H. Stiles

Raquel S. Lentnek

December 2018

Assignment: 64288-011

Montefiore Health System

Montefiore Health System (Montefiore) consists of eleven hospitals; a primary and specialty care network of more than 180 locations across Westchester County, the lower Hudson Valley and the Bronx; an extended care facility; the Montefiore School of Nursing, and the Albert Einstein College of Medicine. In September, 2015 Montefiore and the Albert Einstein College of Medicine (Einstein), formally merged to create one of the largest academic health science centers in the country and support renowned Centers of Excellence in Cancer Care, Cardiovascular Services, The Children's Hospital, Transplantation and Neurosciences, hubs of multidisciplinary expertise and comprehensive services designed to develop and deliver an unparalleled, interdisciplinary team approach to patient-centered care.

Montefiore is a destination for world-class clinical training and boasts the second-largest residency program in the United States. The program includes graduate medical education for residents and fellows and clerkships for Einstein's medical students. Montefiore's physicians are at the forefront of their fields, actively mentoring and cultivating a new generation of physicians and scientists who are committed to high quality, equitable healthcare.

Montefiore is a model for how innovation, vision, and academic and community partnerships can reinvigorate urban America's healthcare systems and reshape patient care. Both a leading academic medical center and an integrated, comprehensive healthcare system, Montefiore is nationally renowned for its groundbreaking social activism and for its emphasis on equity and accountability in providing quality medical care to all.

Recognized by *U.S. News & World Report* as a leader in specialty and chronic care as well as in children's health, Montefiore is one of the top hospitals in the New York City metropolitan area, and is nationally ranked in Geriatrics, Diabetes and Endocrinology, and Neurology and Neurosurgery, as well as named "high-performing" in an additional nine service lines in "America's Best Hospitals." The Children's Hospital at Montefiore (CHAM) ranked among the best in the country by *U.S. News & World Report* for the fourth consecutive year, and is one of only two institutions in New York, New Jersey and Connecticut to be ranked in all 10 medical specialties.

Montefiore serves as a tertiary care referral center for patients from across and beyond the metropolitan area and offers a full range of healthcare services to two million residents throughout the neighboring counties of Westchester and the Bronx.

For more information please visit www.montefiorehealthsystem.org

Albert Einstein College of Medicine

The Albert Einstein College of Medicine is one of the nation's premier institutions for medical education, basic research, and clinical investigation. A full-time faculty of more than 1,900 conducts research, teaches, and delivers health care in every major biomedical specialty.

In addition to training physicians and scientists, Einstein's major strength is its science. During fiscal year 2017, the faculty's consistently high level of scientific achievement resulted in the awarding of nearly \$175 million in grants from the National Institutes of Health (NIH).

Eight Einstein centers possess NIH-designation: the Albert Einstein Cancer Center; Center for AIDS Research; Diabetes Research Center; the Harold and Maude Block Institute for Clinical and Translational Research; Institute for Aging Research; Marion Bessin Liver Research Center; New York Regional Center for Diabetes Translation Research; and the Rose F. Kennedy Intellectual and Developmental Disabilities Research Center. Research throughout the College is integrated with education and training programs, providing the opportunity for students to train in a stimulating environment that reflects the dramatically changing nature of medicine.

Einstein offers one of the nation's largest programs for medical education. During the 2017-2018 academic year, the College of Medicine was home to 697 M.D. students, 181 Ph.D. students, 108 students in the combined M.D.-Ph.D. program, and 265 postdoctoral research fellows at the Belfer Institute for Advanced Biomedical Studies. More than 9,000 Einstein alumni are among the nation's foremost clinicians, biomedical scientists and medical educators.

When the medical school opened its doors in 1955, the *New York Times* was already noting that "the new medical school's distinguished and talented faculty assured the institution of a place in the ranks of the great medical schools in the world." This prophecy has been more than fulfilled in the ensuing years. Among its pioneering educational initiatives, Einstein was one of the first major medical schools to integrate bedside experience with learning, bringing first-year students into contact with patients and linking classroom study to case experience. Einstein also led the way in developing bioethics as an accepted academic discipline in medical school curricula, was the first private medical school in New York City to establish an academic department of family medicine.

For more information please visit www.einstein.yu.edu

Einstein/Montefiore Division of Critical Care Medicine (Adult)

The Division of Critical Care Medicine, an interdisciplinary service of the Einstein Department of Medicine and Montefiore Medical Center, is a center of excellence directly responsible for clinical and academic oversight of all related adult patient units, critical care medicine consultation services, and medical direction of respiratory therapy. The Division has a long and richly deserved reputation for innovation and excellence and benefitted immeasurably from the long leadership of Dr. Vladimir Kvetan, Professor in the Departments of Medicine and Anesthesiology. Dr. Kvetan, who passed away in October, 2018, will always be recognized and remembered as a

pioneer in critical care medicine. Described as the "godfather of disaster medicine," Dr. Kvetan led the development of modern approaches in both traditional hospital and external settings.

Currently, the Division provides high-quality, 24/7, in-house care to the most acutely ill patients in seven specialized ICU and two progressive care unit settings through 113 beds at Montefiore's Moses Campus, the Weiler Campus, and the Wakefield Campus. ICU beds account for approximately six percent of the total beds available at Montefiore Medical Center. Clinicians also provide emergent care to all patients in the medical center who experience a cardiac, respiratory, or other life-threatening medical emergency through the Division's "ICU Without Walls" Service. The Division operates as one unit; while combining all ICUs into a single, centralized division is near-unique among hospitals of Montefiore's size, this approach has led to consistently high levels of quality and patient care.

Quality of patient care is optimized through a multidisciplinary approach, which includes intensivists working with surgical and medical colleagues, advanced practice providers (APPs), critical care fellows, nurses, respiratory and physical therapists, pharmacists, nutrition specialists, and social workers. This team approach, under the direction of critical care faculty, provides patients with the highest level of care.

The Division of CCM supports specialized clinical programs including solid-organ transplantation, cardiac and non-cardiac thoracic surgery, acute care surgery, artificial liver perfusion, ventricular assist devices, and neurocritical care. CCM teams are assigned to specific ICUs and consist of one CCM faculty member, one CCM fellow, one APP or medical housestaff, medical students, and, in some cases, additional residents or fellows from other departments (e.g. surgery, anesthesiology, orthopedics, family medicine).

The Pulmonary Medicine (PM) Division at Einstein/Montefiore is separate from Critical Care Medicine, but there is close collaboration between the divisions and PM faculty provide MICU coverage for the CCM division. In addition, the two Divisions run a joint PCCM fellowship. PM has a long history of excellent clinical service, which has been enhanced in recent years, and a history of significant scholarly output of clinical and translational studies in pulmonary physiology, severe asthma, environmental lung disease, sarcoidosis, tuberculosis, sleep medicine, lung cancer molecular diagnostics, gene/epigenetic regulation, and others. The Division has grown substantially recently with the successful launch of the Montefiore lung transplant program.

Board Certifications

- Critical Care Medicine: 39
- Internal Medicine: 27
- Neurocritical Care Medicine: 16
- Pulmonary Disease: 13
- Hospice & Palliative Care: 9
- Anesthesiology: 3
- Emergency Medicine: 2
- Infectious Disease: 1
- Surgery: 1
- Neurology: 1

ICU Without Walls Service

Service Director: Ariel Shiloh, MD (board certified in internal medicine, critical care medicine, neurocritical care medicine, and hospice and palliative care medicine)

Under the leadership of Dr. Shiloh, the Service has been growing for the past 10 years. Besides providing urgent/emergent care to all patients in the medical center, the Service also provides urgent vascular access care and responds to all rapid response and cardiac arrest calls. Activities are led by adult CCM intensivists and a CCM fellow. In 2017, the Service had approximately 11,000 critical care consults and 2,000 vascular access consults. Two other main goals of the Service are to reduce unnecessary ICU care and examine ICU distribution across the system. In 2017, there were approximately 300 ICU transfers from other hospitals.

Moses Campus Units

Medical ICU

Medical Director: Lewis Eisen, MD (board certified in internal medicine, pulmonary medicine, critical care medicine, and neurocritical care medicine)

Administrative Nurse Manager: Melba Garcia

- Bed capacity: 14
- 2017 admissions: 1,027
- 2017 average daily census: 14.5
- Team members: internal medicine interns and residents, one CCM fellow

This multidisciplinary unit admits critically ill patients from Internal Medicine and related sub-specialties such as oncology and hepatology. The unit is staffed by a dedicated team of intensivists, who provide and coordinate multidisciplinary and comprehensive critical care including hemodynamic monitoring and support, mechanical ventilation, prevention and management of shock, prevention and management of sepsis, and acute respiratory distress syndrome.

Cardiothoracic ICU

Medical Director: Anthony Carlese, DO (board certified in internal medicine, pulmonary medicine, critical care medicine, neurocritical care medicine)

Administrative Nurse Manager: Theresa Letizia

- Bed capacity: 12
- 2017 admissions: 682
- 2017 average daily census: 11.0
- Team members: one CCM fellow and one physician assistant

The unit delivers care to patients who have undergone cardiac surgery, thoracic surgery, heart transplants, lung transplants, and ventricular assist device placement. The team also provides all day-to-day ECMO support management. This ICU specializes in the support of patients with invasive cardiac monitoring, cardiac support devices, and advanced support of ARDS.

Surgical ICU

Medical Director: Howard Doyle, MD (board certified in surgery, critical care medicine)

Administrative Nurse Manager: Theresa Letizia

- Bed capacity: 12
- 2017 admissions: 774
- 2017 average daily census: 11.2
- Team members: one CCM fellow and one physician assistant

This unit provides a multidisciplinary approach to caring for critically ill patients with end-stage liver diseases, fulminant hepatic failure, acute alcoholic hepatitis, gastrointestinal bleeding, and other complications related to liver disease. Team members provide management for liver, kidney, pancreas, and multi-visceral transplant patients. In addition, the unit cares for complex head and neck, colorectal, orthopedic spine, surgical oncology, and medical patients.

Neuroscience ICU

Medical Director: Adam Keene, MD (board certified in internal medicine, critical care medicine, infectious disease medicine, neurocritical care medicine, and hospice and palliative care medicine)

Director of CCM Neurocritical Care: Rishi Malhotra, MD (board certified in neurology, critical care medicine)

Administrative nurse manager: Diahann Barthelemy

- Bed capacity: 20
- 2017 admissions: opened January, 2018
- Team members: internal medicine interns and residents, one CCM fellow

Montefiore Hospital has been designated as a Comprehensive Stroke Center, and the core of its critical care services is located in this ICU. The CCM physicians in this 20-bed Neurological ICU manage patients with neurovascular diseases including subarachnoid and intracranial hemorrhage, acute ischemic stroke, status epilepticus/seizures, brain tumors, CNS infections, neuromuscular disorders, and post-operative neurosurgical care.

Jack D. Weiler Campus

Medical ICU

Medical Director: Wilma Lopez, MD (board certified in internal medicine, critical care medicine, neurocritical care medicine and hospice and palliative care medicine)

Administrative Nurse Manager: Michael Samuels

- Bed capacity: 14
- 2017 admissions: 796
- 2017 average daily census: 12.1
- Team members: one CCM fellow and two physician assistants

The multidisciplinary unit admits critically ill patients from medicine and related sub-specialties such as oncology and hepatology. The team also manages critically ill obstetric and postpartum patients.

Cardiac ICU

Medical Director: Michael Khilkin, DO (board certified in internal medicine, pulmonary medicine, critical care medicine, neurocritical care medicine and hospice and palliative care medicine)

Administrative Nurse Manager: Leonida Lacdao

- Bed capacity: 18
- 2017 admissions: ~600
- 2017 average daily census: ~8.5
- Team members: one CCM fellow and one physician assistant

This ICU is an 18-bed unit, with 10 beds dedicated to postoperative patients, and delivers care to adult cardiac, thoracic, acute care, surgical oncology, vascular, and plastics patients. The team also supports all day-to-day ECMO support management.

Montefiore Wakefield Campus

Medical/Surgical ICU

Medical Director: Ronald Lis, MD (board certified in internal medicine, pulmonary medicine, critical care medicine, neurocritical care medicine and hospice and palliative care medicine)

Administrative Nurse Manager: Amor Espino

- Bed capacity: 16
- 2017 admissions: 877
- 2017 average daily census: 12.5
- Team members: internal medicine interns and residents, one CCM fellow

This unit provides state-of-the-art care for surgical and medical patients, including from general surgery, vascular, and neurology services.

Education and Critical Care Medicine Fellowship

Simulation and Ultrasound Program

Director of Simulation: Lewis Eisen, MD

Director of Ultrasound: Ariel Shiloh, MD

Montefiore is recognized as a leader in critical care simulation and ultrasound education. Fellows are exposed to a series of simulation sessions covering aspects of basic and difficult airway, cardiothoracic emergencies, neurological emergencies, and shock scenarios. Fellows also get a full day of training in all aspects of critical care procedures. Montefiore hosts an annual three-day program where fellows from more than 20 critical care programs receive hands-on training in all aspects of critical care ultrasound during their first year of fellowship.

Several of the ultrasound faculty at Montefiore have been invited to serve as national faculty at ultrasound courses by CHEST, the American Thoracic Society and the Society of Critical Care Medicine.

CCM Fellowship

Director of CCM fellowship: Adam Keene, MD

The Montefiore internal medicine-critical care medicine fellowship training program is ACGME-approved to train 17 full-time fellows per year. Of these, eight are graduates of either internal medicine or emergency medicine residencies. These eight fellows complete a two-year training program, the first of which is clinically focused and the second of which is balanced between clinical, administrative, and research experiences. Nine full-time fellows are graduates of internal medicine subspecialties (usually pulmonary medicine, nephrology, infectious diseases, or cardiology). These fellows complete a one-year clinically focused training program and train in Division ICUs, in Montefiore's Level I trauma center, and on consult services. They receive a broad range of clinical exposures including caring for patients after heart, lung, liver, pancreas, and kidney transplantation, patients on ECMO, patients with ventricular assist devices, and complex neurosurgical diagnoses.

The didactic curriculum is extensive and well developed, providing approximately 250 didactic sessions per year covering all aspects of critical care medicine. In addition, the Division provides extensive training in all procedures essential to critical care medicine, simulation training, and training in critical care ultrasonography. Two-year fellows take part in clinical research and receive mentorship from a variety of attendings within the division.

Key Divisional Quality Improvement Projects

Improving appropriate blood utilization

The objectives of this project are to a) reduce expenditure on blood product by five percent from 2015 and b) improve patient safety by reducing exposure to blood products. System-wide efforts include education across multiple campuses, specialties, and resident programs, EPIC reminders on guidelines (soft stop), and inter-departmental communication improvements (e.g. critical care, anesthesiology, perfusion medicine, surgery)

ICU Throughput

The Rapid Transfer Protocol was created to transfer patients either to the ICU or stepdown unit within two hours using lean methodology. Once the Protocol is activated, nursing from both sending and receiving units, environmental service, and transport teams are notified. Previous efforts had these four pathways occurring almost in series, while the new protocol helps ensure parallel processing.

ProCCESs AWARE

Patient Centered Cloud-based Electronic System: Ambient Warning and Response Evaluation (ProCCESs AWARE) was developed to pioneer and implement a novel acute care interface with built-in tools for error prevention, practice surveillance, decision support, and reporting. This project uses cloud-based technology to provide clinicians with real-time point of care critical information necessary for effective medical decision making and prevention of ICU-acquired complications.

APPROVE-PROOFcheck—Prevention of Severe Acute Respiratory Failure in Patients with PROOFcheck (PROOFcheck)

The overall goal of this project is to improve the outcomes of patients at high risk for developing severe acute respiratory failure and prolonged mechanical ventilation in and out of the ICU. The project intervenes early in high risk patients with an electronic medical records-based, patient-centered checklist of common critical care practices aimed at preventing lung injury and hospital-acquired adverse events that commonly lead to organ failure (Prevention of Organ Failure checklist -PROOFcheck).

Research

The Division is a recognized national leader in critical care research, with faculty participation in over a dozen NIH-funded studies, including the Clinical Trials Network for the Prevention and Early Treatment of Acute Lung Injury (PETAL Network); Prevention of Severe Acute Respiratory Failure in Patients with PROOFcheck, an Electronic Checklist to Prevent Organ Failure; and Frailty Assessment in the Intensive Care Unit and Short Term Outcomes in Older Patients.

The Division's clinical trials portfolio is also extensive. Recent trials include EP Vent 2, a randomized controlled trial of mechanical ventilation directed by transpulmonary pressure in patients with acute lung injury (NHLBI) and the Modifying the Impact of ICU-Associated Neurological Dysfunction-USA (MIND-USA) Study (NIA).

For more information please visit <http://www.einstein.yu.edu/departments/medicine/divisions/critical-care/>

Montefiore and Einstein seek a physician-leader with a clear and unique vision, enthusiasm, and experience for the Chief, Division of Critical Care position. With overall responsibility for operations, finances, and strategy in Critical Care Medicine, the Chief will lead and grow the excellent clinical, research, and educational programs across the health system and College. The Chief will also oversee the continued development of centers of excellence and outstanding clinical programs and will support transformative research.

This position requires a dynamic, passionate, and capable physician-leader with deep research experience and a record of success spanning collaborative clinical leadership, administrative management, program development, individual scholarship, educational excellence, successful faculty recruitment, and community engagement.

KEY RELATIONSHIPS

Reports to Yaron Tomer, M.D., Chair, Einstein/Montefiore Department of Medicine

Direct reports Faculty, Division of Critical Care Medicine

Other key relationships Vice Chairs and other Division Chiefs in the Department of Medicine
Department of Medicine administrators
Montefiore leadership
Dean, Albert Einstein College of Medicine

KEY RESPONSIBILITIES

- In collaboration with the leadership of Montefiore Health System and Albert Einstein College of Medicine, provide visionary and innovative leadership to guide the Division into its next phase of growth and development, including expanding services to the growing hospital system and practice network.
- With the Chair of Medicine, define and lead the Division's research strategy. Support principal investigators and other faculty within the Division in efforts to secure NIH and other grant funding to support research priorities and ensure a deliberate investment into research activities and priorities.
- Provide the vision and leadership to achieve superior clinical programs within Critical Care Medicine and related disciplines. Work with the leadership of the department and Einstein/Montefiore to build areas of acknowledged clinical excellence and further integrate related operations across the Montefiore Health System.
- Assure that excellent clinical education and advanced training is delivered to medical students, residents, and fellows. Provide leadership and oversight to the fellowship program within the Division.
- Supervise the preparation, implementation, and monitoring of Division-related budgets, encompassing all funding sources and ensuring compliance with relevant grant, legislative, and institutional guidelines.
- Recruit, hire, and retain outstanding faculty for the Division. Ensure an atmosphere of collegiality, support, development, and diversity.
- Require ethical medical and financial practices across the Division, supporting compliance activities as necessary.

Candidates for the position of Chief, Division of Critical Care Medicine will be selected from a pool reflecting broadly defined diversity and will be evaluated according to the following criteria:

IDEAL EXPERIENCE

- Outstanding personal academic accomplishments and credentials within Critical Care Medicine.
- Administrative and leadership experience to ensure the continued excellence and enhancement of the clinical, research, and educational missions of the Division.
- Enthusiastic development of junior faculty and the successful recruitment of faculty and staff at all levels of seniority.
- Financial and business acumen, with appropriate knowledge of the complex financial pressures facing academic medical centers and health care delivery organizations.
- An M.D. degree and Board Certification in Critical Care Medicine and either licensed or eligible for medical licensure in New York.

CRITICAL LEADERSHIP CAPABILITIES

Program Development

The successful candidate will expand clinical operations at a continued high level of achievement and innovation, enhancing clinical activities and sustaining research success by:

- Recruiting and retaining outstanding faculty members with a commitment to excellence in an academic environment;
- Enhancing outstanding resident and fellow education programs;
- Investing in faculty research programs; and
- Seeking opportunities to develop innovative programs and initiatives.

Leadership

The successful candidate will demonstrate the requisite leadership and administrative skills to continue to build the reputation and achievement of a world-class division of critical care medicine by:

- Articulating a strong vision for building excellence in all areas of the Division;
- Appreciating emerging trends in critical care and judging them for adoption by the Division;
- Acting strategically, with broad solicitation of views from faculty and other constituencies;
- Utilizing outstanding communication skills; and
- Supporting opportunities presented by the service initiatives of Einstein/Montefiore.

Relationship Building

The successful candidate will demonstrate the ability to build relationships in an extremely complex and geographically distributed environment through:

- An outgoing demeanor and record of forging mutually beneficial relationships;
- Developing collaborative programs with a wide variety of internal and cross-division/department collaborators; and
- Embracing multiple points of view, gathering information from a range of sources, and acting forcefully when appropriate.

OTHER PERSONAL CHARACTERISTICS

- The highest integrity and personal ethics.
- A commitment to service within the community.
- Outstanding communication skills.
- Strong organizational and process-management skills.
- Ability to delegate and supervise effectively.
- High energy coupled with a strong work ethic and a desire to have impact.

The Department is being assisted in this recruitment by Chuck Jordan, Alexis Stiles, and Raquel Lentnek of Spencer Stuart. Inquiries, nominations and/or applications, consisting of a letter of interest and curriculum vitae should be directed to Raquel Lentnek at rlentnek@spencerstuart.com and will be held in strict confidence.

Montefiore is an equal employment opportunity employer. Montefiore will recruit, hire, train, transfer, promote, layoff, and discharge associates in all job classifications without regard to their race, color, religion, creed, national origin, alienage or citizenship status, age, gender, actual or presumed disability, history of disability, sexual orientation, gender identity, gender expression, genetic predisposition or carrier status, pregnancy, military status, marital status, or partnership status, or any other characteristic protected by law.