



# Position Specification

**Wake Forest University School of Medicine**  
Chair, Department of Family Medicine (Charlotte)

## The Opportunity

The Wake Forest University School of Medicine (WFUSOM) seeks the next Chair for the Department of Family Medicine for the Charlotte campus, who will be responsible for developing strategies to advance the clinical, education, research, and diversity missions of this nationally recognized Department, while also contributing to a unique School of Medicine with two campuses that serves as the academic core for the largest academic learning health system in the nation, Advocate Health. On the heels of the appointment of a new medical school Dean, this forward-looking Chair of Family Medicine will be charged with optimizing care delivery in an increasingly complex environment, while also further strengthening its education and research programs. The new Chair for the Charlotte market will embrace the service-minded spirit of the Department, delivering top-quality care and cutting-edge advancements to the most vulnerable patients. The Department's renowned research capabilities are rooted in health equity, led by a highly diverse faculty in background and experience. This leader will promote enterprise-wide strategic objectives and embodying WFUSOM's new vision for "One School, One Mission, Growing Community, Global Impact."

## The Organization

### Wake Forest University School of Medicine

Wake Forest University School of Medicine (WFUSOM) is recognized as one of America's best medical schools for its innovative learning curriculum, clinical training, and research programs and is among the top U.S. academic medical centers in total funding from the National Institutes of Health (NIH). The WFUSOM achieved \$436 million in total extramural funding in 2023, including \$177 million in support from the NIH. WFUSOM is ranked among the top 50 research programs in the nation by *U.S. News & World Report*, and is benefiting from the identification of seven distinct focus areas (Aging & Mobility, Alzheimer's Disease, Cancer, Cardiovascular Disease, Diabetes/ Obesity/ Metabolism, Neurosciences, and Regenerative Medicine). With a core emphasis on translation, the establishment of six Translational Bridges (Biomedical Informatics, Health Equity, Healthcare Innovation, Implementation Science, Precision Medicine and Virtual Health) are playing a key role in ensuring that care and health are impacted through the Health System.

With a new vision for "One School, One Mission, Growing Community, Global Impact," WFUSOM is now establishing one of the only multi-campus privately funded top-50 schools of medicine in the nation. Two campuses in North Carolina, one in Winston-Salem and one in Charlotte, are training medical students, residents, other biomedical trainees and conducting research in all scientific areas (basic, translational, clinical, and population-based studies). In addition, the school has a growing footprint, as it serves as the anchor for the academic core of Advocate Health. Across two campuses, the School of Medicine directs and supports the education of nearly 2,500 students, residents, and fellows including physicians, basic scientists, and allied clinical professionals, offering MD, PhD, and MS degrees, a leading physician assistant program, as well as five joint-degree programs. Comprised of 3,261 faculty members across the Winston-Salem and Charlotte campuses, the school's faculty focus on pioneering breakthroughs in advanced medicine, basic science, and leading-edge health care technologies.

The school is a leader in driving national and international discoveries through a number of extramurally funded centers of excellence, and it is now developing a single enterprise research infrastructure to support multi-state, multi-site clinical and translational research across Advocate Health through a single institutional review board (IRB), harmonized electronic health record systems covering over 6 million patients, and an enterprise-wide infrastructure for conducting multi-site clinical trials. The research footprint of WFUSOM is actively expanding, with a recent \$70 million investment to recruit scientists across all core mission areas and the recent launch of a new campaign to raise an additional \$100 million to expand this effort.

WFUSOM aspires to be one of the most diverse learner bodies in the country—producing a generation of medical professionals representative of the communities it serves. Through this, it will reduce the shortage of doctors working

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in inner-city, suburban, and rural areas of North Carolina. Research capabilities will be expanded across a large, diverse market to drive discovery that improves the health of Advocate Health's patients and communities with an emphasis on health equity. In addition, Atrium Health has established the Bishop George E. Battle Jr. Scholarship Fund to support the continuing education of those who live in underserved communities.

Importantly, the two medical school campuses in Winston-Salem and Charlotte will create a new, preeminent regional corridor for health technology and innovation. Convening the surrounding academic, healthcare, government and business communities, the corridor will focus on improving health by bringing new medicines and treatments to patients in half the time and advancing economic equity.

## Wake Forest University School of Medicine – Charlotte

Using the descriptor of One Wake Forest University School of Medicine with two campuses, Wake Forest University School of Medicine and Wake Forest University received the needed accreditation approval and notification to proceed with phased plans to open an instructional site in Charlotte for years three and four of the medical school curriculum in 2022, allowing the institution to bring nationally ranked education and research programs to students and expand the ability to train the best medical providers for the communities being served. A 20-acre site in midtown Charlotte serves as the location for the new campus, which will open in 2025.



The Charlotte campus of Wake Forest University School of Medicine is designed to serve as a large, mixed-use venue. It is envisioned to become, over time, the nucleus for collaborative efforts in Charlotte that will bring about new innovations in health technology and research, much like the Innovation Quarter in Winston-Salem, where the School of Medicine's Bowman Gray Center for Medical Education is located.

Wake Forest University School of Medicine began sending 3rd year MD program learners to Atrium

Health Carolinas Medical Center in March 2021, as part of its immersion clerkship rotation, offering both in-patient and out-patient settings. Fourth-year Wake Forest medical students benefit from an abundance of learning opportunities, with a selection of 70+ rotations in Charlotte. Students will explore their research interests and deepen their medical knowledge alongside nationally renowned investigators. The initial class of Wake Forest University School of Medicine– Charlotte's first-year medical students is anticipated to begin their education in 2025.

## Atrium Health Carolinas Medical Center

The Charlotte campus will be located less than three-quarters of a mile from the Atrium Health Carolinas Medical Center, one of North Carolina's premier academic teaching medical centers with 874 licensed beds, which provides core medical school clinical clerkships and residency training for a growing number of medical students and almost 400 resident and fellow physicians in 40 specialties. Atrium Health Carolinas Medical Center is undergoing an extensive renovation, ensuring school of medicine students will have access to the most modern, state-of-the-art facilities and technology in all of their learning environments. For example, construction began on a new 12-story, 448-bed hospital tower on this campus in July 2023 and is expected to be completed by spring 2027. This state-of-the-art medical facility will serve as a Beacon of hope for many patients and community members, while providing the quaternary care needs of the future to accommodate the incredible growth of Charlotte.

Atrium Health Carolinas Medical Center is also home to Levine Cancer Institute's academic and research headquarters, Carolinas Rehabilitation, named a Best Hospital for rehabilitation, and Levine Children's Hospital, consistently ranked as a Best Children's Hospital in multiple specialties by *U.S. News & World Report*.

## Department of Family Medicine at Wake Forest University School of Medicine, Charlotte

The Department of Family Medicine is positioned within the Emerging Care Division of Atrium and consists of the Atrium Health Carolinas Medical Center (CMC) Family Medicine Residency Program, the Atrium Health Cabarrus Family Medicine Residency Program, and the Family Medicine Research Department. Family Medicine offers two main residency training programs: The Charlotte Residency Program and the Cabarrus Residency Program. Within those training programs there are also the CMC Geriatrics Fellowship, the CMC Primary Care Sports Medicine Fellowship, and the Cabarrus Primary Care Sports Medicine Fellowship. Faculty appointments are with the Department of Family and Community Medicine at the Wake Forest University School of Medicine. This Department is comprised of 16 core physician faculty members and 22 clinical faculty members based at CMC and 10 core physician faculty members and 27 clinical faculty members at Cabarrus, for a total of approximately 75 affiliated family medicine physicians across the legacy Atrium Health footprint.

**Family Medicine MISSION:** To train service-minded Family Medicine leaders and provide care across the lifespan FOR ALL through excellence in education, research and community engagement.

**Family Medicine VISION:** To transform and elevate the health of our communities

### **Clinical Care:**

With 62 locations offering family medicine services across Charlotte, NC, and South Carolina, Atrium provides accessible family medicine services for all ages, from newborns to older adults, tailored to meet the community's ongoing healthcare needs. Its inpatient and outpatient services span routine check-ups, preventive care, and management of acute and chronic conditions, offering a personalized approach within the community.

### **Atrium Health Carolinas Medical Center Family Medicine Residency Program:**

The Carolinas Medical Center Family Medicine Residency program provides an array of special training opportunities, including training in both academic and community environments, with diverse patient communities to become the most skilled, well-prepared family physicians. The residency program formally began in 1973, but its heritage dates to 1969 with its predecessor, a general practice training. The Family Medicine Residency Program, fully accredited by the ACGME, is the most recognized component of the dynamic Department of Family Medicine at Carolinas Medical Center (CMC).

Residents have the advantage of departmental programs that include award-winning, primary-care-oriented clinical research, the teaching of medical students and community involvement via various initiatives. Family Medicine Residents gain a solid foundation in the following areas:

- Integrative medicine
- Sports medicine
- Geriatrics
- Behavioral medicine
- Clinical research
- Community initiatives
- LGBTQ+ care
- Primary care infectious disease management
- Evidence-informed decision-making
- Teaching of medical students.

Family Medicine residents gain hands-on experience in various procedures and examinations, including critical care, code blue management and other patient care interactions in the state-of-the-art Carolinas Simulation Center on the CMC campus.

The CMC program offers one curriculum delineated in three tracks, defined by the location of residency continuity clinics. The program accepts 12 residents each year within the following tracks:

- **Biddle Point (Urban Underserved Track)**
  - 3 residents per year
  - Located at Atrium Health Biddle Point
- **Elizabeth (Traditional Track)**
  - 6 residents per year
  - Located at Elizabeth Family Medicine, immediately adjacent to Atrium Health Mercy hospital.
- **Union (Community Apprenticeship Track)**
  - 3 residents per year
  - Located at Union Family Practice in Monroe, NC, one block from Atrium Health Union Hospital.

## **CMC Residency Settings**

Residents have learning opportunities in academic and community-based settings where family physicians, learners of all levels, and faculty are well accepted in these highly collaborative environments:

### *Atrium Health Carolinas Medical Center (CMC)*

Family Medicine residents spend the majority of the first year at Carolinas Medical Center (CMC), a large, tertiary-care medical center, cementing relationships with residents in other specialties while preparing them to be in our community hospitals, Atrium Health Mercy and Atrium Health Union. The maternal and pediatric Family Medicine inpatient service is located at CMC for the residents in the Biddle Point and Elizabeth Tracks.

### *Carolinas Medical Center - Elizabeth Family Medicine*

CMC - Elizabeth Family Medicine (EFM), located in midtown Charlotte, is the largest of the three tracks and is co-located with the Department of Family Medicine at Carolinas Medical Center at Atrium Health Mercy. Residents in the Elizabeth/Traditional Track care for a variety of patients including underserved patients. EFM serves as a referral clinic and provides quality care in integrative medicine, dermatology and minor office procedures for patients in five other community clinics within Atrium Health. EFM houses many of the specialty clinics that residents in all 3 tracks participate in- infectious disease, integrative medicine, geriatrics, sports medicine, dermatology, minor procedures, obstetrics, colposcopy, HIV, diabetes, Pharm. D., and Osteopathic Manipulative Treatment (OMT) clinics.

### *Atrium Health Biddle Point*

The Biddle Point/Urban Underserved Track offers a novel family medicine training experience where residents work in an urban underserved area of Charlotte. As a community clinic, this location delivers innovative healthcare focusing on a team-based model of care with multiple resources located on-site – including a 503B pharmacy, imaging and laboratory services, social work, case management and food pharmacy.

### *Union Family Practice*

The Union/Community Apprenticeship Track residents have the opportunity to practice in Union Family Practice while experiencing the best of the city of Charlotte and the smaller town of Monroe, NC. This program was designed based on the “community apprenticeship” model in which residents train one-on-one with preceptors in a private practice setting in a small-town environment.

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## *Atrium Health Union*

Residents in the Union Track enjoy rotations and one-on-one learning environments in the second and third years at Atrium Health Union, a 175-bed hospital in Monroe, NC, providing comprehensive emergency services and specialty medical care. The campus offers a variety of medical services, including a day surgery center, cancer treatment center, long-term care facility, behavioral health center, specialty care clinics, a community wellness and outreach program, a women and children's center, interventional heart program and physician practices. Our hospital has served the Monroe area for more than 15 years. We have worked to add new services and more specialized physicians and programs to meet the growing healthcare needs of our community.

## *Atrium Health Mercy*

Residents in the Biddle Point and Elizabeth tracks complete inpatient rotations in second and third years at Atrium Health Mercy, a facility of Carolinas Medical Center. The adult portion of the Family Medicine Inpatient service is located at Atrium Health Mercy, which has treated patients with a combination of human compassion and leading-edge expertise for more than 100 years. As a full-service community hospital, Atrium Health Mercy manages the care of seniors and adult with complex medical conditions, complex foot and ankle surgery, hip and knee surgery, bariatric surgery and women's pelvic health.

## **Fellowships and Additional Programming**

### **Carolinas Medical Center Primary Care Sports Medicine Fellowship**

Since the Department established the fellowship in 2005, 24 fellows have successfully completed the program. The Department has successfully graduated all 24 primary care sports medicine fellows that have participated in the program since its inception in 2005. The fellowship is a one-year, ACGME-accredited program which provides comprehensive training and experience in primary care sports medicine. Fellows train with three primary care faculty members who hold secondary board certifications in primary care sports medicine along with faculty across a wide spectrum of specialties including nationally recognized orthopedists. Fellows will cover sporting events including high school, NCAA Division I and Division II athletics and mass sporting event coverage, and experience with professional teams including the Carolina Panthers, Charlotte FC and Charlotte Knights. Participants are encouraged to join ongoing concussion, orthobiologics and sudden cardiac death clinical research trials or conduct original research. The program accepts two fellows per year.

### **Geriatrics Fellowship**

The Atrium Health Geriatric Medicine Fellowship is an ACGME accredited 1-year clinical training program for physicians who are board certified or board eligible in either family medicine or internal medicine. These fellows train across continuing care retirement communities, nursing homes, memory care clinics, CMC, CMC – EFM, Atrium Health Carolinas Rehabilitation, Atrium Health Cabarrus, and Atrium Health Mercy. The program accepts one fellow per year.

The Department also offers a non-ACGME-accredited **PGY4 Chief Resident / Junior Faculty position** and a clinical training site for **Behavior Health Internships** for 4-8 LCSW / PhD psychology students.

## **Cabarrus Residency and Fellowships**

### **Atrium Health Cabarrus Family Medicine Residency Program**

The Cabarrus Family Medicine Residency program is sponsored by Atrium Health Cabarrus which provides high quality inpatient training. Atrium Health Cabarrus is a tertiary referral center serving a 5-county region. It is the only hospital in Cabarrus County, one of the fastest-growing counties in the state. Atrium Health Cabarrus is a regional 457-bed, not-for-profit medical center, with a reputation for excellence built on advanced technology, medical staff talent, quality and compassionate care. Cabarrus Family Medicine Residency has a unique decentralized model providing a real-world setting for ambulatory training in one of 4 community-based family medicine practices.

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Cabarrus Family Medicine Residency strives to train full scope family physicians who can serve the needs of their community. Many of the graduates join Atrium Health upon graduation. The program houses 24 residents, comprised of 8 residents per class for this 3-year program.

## **Cabarrus Family Medicine Sports Medicine Fellowship**

The primary care sports medicine fellowship is a one-year program for two fellows per year. Fellows train in a busy referral Sports Medicine and Injury Clinic as well as with Orthopedic specialists. As part of their training, fellows provide athletic coverage to local high school, collegiate and professional teams. The fellowship is an ACGME accredited program sponsored by Atrium Health Cabarrus and the Cabarrus Family Medicine Residency Program.

## **Research:**

The Family Medicine Research team's areas of expertise include interventions such as shared decision making to improve disparities in patient outcomes, clinical trials with impact to address health disparities, implementation science, population health and informatics, and social determinants of health. The Department provides research and scholarship opportunities to residents, medical school students and other learners who are interested in primary care research or public health.

- **Mission:** To improve health through innovative research and collaboration.
- **Vision:** To be a nationally recognized partner in primary care research.
- **Values:** Patient-centered, Inclusive, Engaging, Relevant, Rigorous.

The Center for Primary Care Research is located in the Department of Family Medicine and is home to a Practice Based Research Network (PBRN). The PBRN, in conjunction with national PBRNs, is focused on improving health outcomes and health equity by asking and answering clinical questions central to primary care and accelerating adoption of new knowledge and best practices.

The Department offers a robust research platform with \$12 million in research funding and 16 IRB protocols. In 2022 and 2023, faculty published 21 peer reviewed publications.

Major research areas of focus and selected ongoing studies include:

- **Implementation and evaluation of evidence-based behavior interventions**
  - Primary care implementation and evaluation of Coach McLungs, an asthma shared decision-making intervention, across 21 primary care practices (NIH-funded)
  - Adapting and Implementing a Nurse Care Management Model with cognitive behavioral therapy for rural patients with chronic pain (NIH-funded)
- **Population Health / Linkage to Care for vulnerable populations.**
  - Antiretroviral Treatment and Access to Services (ARTAS), an individual- level multi-session intervention for people who are recently diagnosed with HIV (CDC-funded)
- **Pragmatic clinical trials.**
  - Does taking a statin prevent dementia, disability, or heart disease, the PREVENTABLE study. This study enrolls patients over age 75 across multiple sites across the US to ask the research question "does taking a statin prevent dementia, disability, or heart disease?" (NIH-funded)
  - Individualizing Treatment for Asthma in Primary Care (iTREAT-PC) (PCORI-funded)
  - Detection and Diagnosis of early COPD in primary care using CAPTURE screening tool to identify undiagnosed clinically significant COPD in primary care (NIH-funded)

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## The Role

Wake Forest University School of Medicine and Atrium Health are seeking a nationally recognized leader to serve as the new Chair of the Department of Family Medicine in the Charlotte market. This position will report primarily to the Dean, Wake Forest University School of Medicine and to the Chief Physician Executive of the Southeast Region of Advocate Health, with accountability for clinical operations to the Senior Medical Director, Emerging Care Models for Advocate Health's Southeast Region. The Chair will serve as a visible, committed, and inspiring leader and will provide strategic leadership and direction for all aspects of the Department of Family Medicine with responsibility for the clinical, education, and research missions. The next Chair will build on the success of prior leadership, while leveraging the talents of a highly diverse group of faculty, advanced practice providers, staff, residents, fellows, and medical students as the medical school and health system enter a period of unprecedented growth. The candidate will also demonstrate a commitment to promoting a clinical and academic culture that prizes health equity for communities served by WFUSOM and a commitment to providing a just, equitable, diverse, and inclusive environment for all members, trainees, and affiliates of the Department.

The next Chair will expand the research network while maintaining crucially important personal relationships with staff and participating clinicians. This leader will be instrumental in effectively leveraging the research budget and driving additional grant support and funding to match the Department's significant growth. The Chair will be responsible for recruiting research faculty with a passion for cutting-edge innovation, in support of the Department's commitment to health equity.

Based on a national or international reputation in the field of family medicine, the successful candidate will recruit and retain high-performing faculty and staff members, which is a significant focus area for the Department. This leader will spearhead recruiting initiatives and processes to attract ambitious, high-caliber family medicine faculty who will be additive to the existing strong culture of the Department.

The next Chair will provide clinical leadership to further enhance this premier, patient-centered program, to improve efficiency in clinical operations, and to expand access of clinical services to the into the community. Through collaboration with Department Chairs in Charlotte and Winston-Salem and clinical leaders across the Advocate Health footprint, the Chair will establish and promote best practices and improve the high reliability of clinical services. This leader will ensure all patients receive the highest level of care by continuing to foster an environment of top quality performance. The Department is committed to providing care to the underserved, many of whom are highly complex patient with chronic conditions. It will be critical for this incoming Chair to further drive this mission of health equity.

Importantly, the Chair will partner with leaders throughout WFUSOM to elevate and promote the importance of the academic and teaching mission of the Department. This Chair will continue to foster an outstanding teaching environment, while continuously improving and advancing the residency and fellowship training programs available. The Chair will manage and strengthen the Department's portfolio of research, while encouraging the importance of publications in high impact journals, groundbreaking studies, national presentations, and clinical trials, while providing availability of internal resources to support these efforts.

Key to success in advancing the clinical and academic missions, the Chair will be business savvy and responsible for operations and financial performance for the Department. As part of the growing organization, the Chair will be responsible for collaboratively expanding family medicine services across the Charlotte market footprint, in partnership with other clinical, medical group, and operational leaders. The Chair will also work collaboratively with other leaders throughout the Advocate Health footprint, including partners in Winston-Salem, North Carolina, Georgia, and in the Midwest.

Through the continued advancement of clinical services, education, and research programs, the Chair will further elevate the national reputation of the Department of Family Medicine. To be successful, this Chair must take a



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concerted approach to partnering with key constituency groups in and outside the Department of Family Medicine effectively collaborating across WFUSOM, Atrium Health Carolinas Medical Center, Atrium Health Cabarrus, and Advocate Health, while continuing to invest in community relations, to realize the mission of the medical school within the diverse community of North Carolina.

Importantly, the Chair will champion efforts to advance WFUSOM priorities to advance justice, equity, diversity, and inclusion throughout all facets of the Department, including its clinical, education, and research missions.

## Key Relationships

### Reports to:

- **Primary Reporting Relationship:** L. Ebony Boulware, MD, MPH, Dean, Wake Forest University School of Medicine (WFUSOM); Chief Science Officer and Vice Chief Academic Officer, Advocate Health
- Suzanna Fox, MD, Chief Physician Executive, Southeast Region, Advocate Health
- Brian Kersten, MD, Senior Medical Director, Emerging Care Division, Southeast Region, Advocate Health (*for clinical operations*)

### Direct Reports:

- Vice Chair of Clinical Operations
- Vice Chair of Education and DEI
- Vice Chair of Research and Scholarship
- Family Medicine Program Directors
- Cabarrus Family Medicine Residency Vice Chair
- CMC: 16 core faculty physicians, 22 clinical faculty, 2 PhD researchers, 1 PhD Psychologist, 2 Advanced Practice Providers, 36 Residents, 4 Fellows
- Cabarrus: 10 core faculty physicians, 27 clinical faculty, 1 PhD Psychologist, 1 PharmD faculty, 24 Residents, 2 Fellows

### Internally Relates To:

- Wake Forest University School of Medicine Department Chairs for both the Charlotte and Winston-Salem campuses
- Atrium Health Cabarrus leadership team
- Enterprise Executive Vice President and Chief Physician Executive, Advocate Health
- Charlotte market nursing leadership
- School of Medicine Deans and senior leadership
- Family medicine facility leadership across Advocate Health footprint

### Externally Relates To:

- Community-based physicians
- External partners and affiliates
- National and International professional societies
- Government and regulatory bodies
- Community and donors
- Patients and families

**Location:** This Department of Family Medicine is located in Charlotte, North Carolina. As such, relocation to the Charlotte area is required for this leadership role.

## **Key Responsibilities**

### ***Set an Inspiring Forward-Looking Vision for the Department***

- Develop and articulate a shared vision for the strategic growth, innovation, and direction of the Department, across clinical, education, and research missions, in alignment with enterprise strategic imperatives;
- Adopt, deploy, and ensure the sustainability of strategic initiatives to realize a contemporary Department of Family Medicine;
- Unite, motivate, and inspire a diverse group of faculty members to achieve a unified vision;
- Strategically align the Department of Family Medicine's vision with overall priorities for the overall WFUSOM and Advocate Health;
- Further elevate the national profile of this Department.

### ***Lead and Develop a High Performing Team***

- Lead strategic hiring and workforce planning to achieve organizational goals, including those around diversity, equity and inclusion;
- Recruit, retain, lead, and empower a unified leadership team with faculty members in Vice Chair, Medical Director, and Program Director roles.
- Develop and clearly communicate faculty research, teaching, and clinical expectations; and manage individual performance to expectations;
- Ensure learning and growth, equity, fairness, and well-being across all Departmental faculty and staff;
- Lead efforts to retain, develop, and support faculty across the junior, mid-career, and senior faculty levels;
- Conduct annual faculty appraisals and advice on faculty/physician promotion;
- Devise and implement strategic recruitment and retention programs across the Department;
- Coordinate with Faculty Affairs and Human Resources to ensure awareness of, and compliance with, faculty grievance and appeals processes.

### ***Ensure Excellence in Clinical Service Delivery and Optimize Clinical Operations***

- Oversee the Department's clinical care delivery across the Charlotte market;
- Promote person-centered care, excellent service, seamless care coordination, physician leadership as well as innovative and efficient care delivery;
- Develop and implement programs to improve access to care;
- Work collaboratively with WFUSOM, Atrium Health Carolinas Medical Center, Atrium Health CMC Mercy, and Atrium Health Medical Group leadership in the delivery of top-quality clinical care;
- Collaboratively share best practices in clinical and operational excellence across Advocate Health;
- Partner effectively with local family medicine facility leadership teams to optimize clinical operations and improve provider satisfaction;
- Demonstrate an active clinical practice and presence by role modeling outstanding clinical care delivery;
- Support recent and future growth initiatives, including the opening of new facilities and care locations;
- Continue to ensure nationally recognized performance in quality and patient safety.

### ***Continue to Embrace Education and Training Programs***

- Continue to support an environment that embraces the importance of training the next generation of clinicians;
- Support ACGME requirements for the existing residency and fellowship training programs;
- Lead the development and implementation of effective and innovative educational programs for faculty, providers, and learners;
- Provide oversight of the academic infrastructure and adequate resources required to maintain a high-quality teaching environment designed to support the best in professional education and academic accreditation of the Department's training programs;
- Contribute to the development, and oversee implementation, of curricula and educational programs for medical students, residents, and fellows.

## ***Enhance Research and Academia and Align with Institutional Areas of Focus***

- Continue to foster an integrated research program, in alignment with national- and institutional- strategic priorities for primary care research;
- Promote a culture of discovery and innovation, while building and facilitating research, encouraging research studies, industry sponsored trials or investigator-initiated projects, and high-impact publications;
- Support translational research efforts and the implementation of evidence-based best practices;
- Encourage research productivity, while providing guidance, adequate resources, support, and mentorship to faculty members and trainees;
- Support and collaborate on academic integration activities across the Advocate Health footprint;
- Leverage a collaborative approach to research, providing core and facility support as well as development opportunities for researchers.

## ***Serve as a Financial Steward of the Department and Overall Enterprise***

- Provide administrative oversight for the overall Departmental budgets and resources;
- Develop, implement, and monitor the Departmental budget;
- Work to achieve the established medical group financial performance expectations;
- Demonstrate a modern understanding of healthcare finances to effectively shepherd the Department to deliver low cost, high quality family medicine services;
- Work to build reserve funds through grant application, foundation initiatives, donation solicitation, and external partnerships;
- Manage education resource utilization;
- Contribute to the planning and development of Departmental space, ensuring that all space is used efficiently and productively.

## ***Embrace Equity, Diversity, Justice, and Inclusion***

- Promote and enrich equity, diversity, justice, and inclusion (EDJI) among faculty, staff, and students as well as within the process of education, the conduct of research, and provision of patient care services;
- Demonstrate a vision for, as well as a record of success in, recruiting, supporting, mentoring, and retaining faculty, staff, and students from diverse cultures, backgrounds, and perspectives;
- Nurture future physicians and researchers who are dedicated to eliminating healthcare disparities and helping those most in need;
- Serve as enabler to the pursuit of health equity within the department and across the system, prioritizing and supporting initiatives that advance the community-focused mission of the organization;
- Continue to support one of the most diverse Departments within Atrium Health.

## ***Lead Community Engagement and Philanthropy***

- Lead community engagement and philanthropy in support of the clinical and academic mission;
- Represent the Department to the WFUSOM community and serve as a channel of communication on program, personnel, and budget matters;
- Partner with the foundation and philanthropy leadership to identify and cultivate new opportunities;
- Assure excellence of mutually beneficial community engagement initiatives;
- Represent the Department in interactions with external stakeholders such as accrediting bodies and regulators.

## ***Embody a Culture of Collaboration and Excellence***

- Model behaviors of accountability, stewardship, professionalism, integrity, respect, and excellence;
- Promote collaboration and cooperation among Departments and with other schools and institutions;
- Provide an environment that is supportive of mutually identified and agreed upon faculty professional activities and goals;
- Foster interdisciplinary collaborations and teamwork;
- Contribute to the team-based, high trust culture of excellence that has been established at Atrium Health.

## Candidate Profile

The successful candidate will demonstrate exemplary clinical, teaching, and academic achievements, strategic leadership ability, strong interpersonal and communication skills, an entrepreneurial spirit, and active engagement in family medicine on a national level. This individual will be a nationally recognized physician with clinical operations acumen and a modern perspective on the future of the field of family medicine. Equally important, the ideal candidate will possess administrative leadership and faculty management experience to support all faculty and staff members across the Department. This individual must be operationally savvy and capable of effectively navigating a growing footprint within a complex patient population.

In terms of the performance and personal competencies required for the position, we would highlight the following:

### Education and Experience

- An accomplished physician leader (MD, MD/PhD, DO, or equivalent degree).
- Currently board-certified by the American Board of Family Medicine.
- Seven or more years of overall administrative leadership experience in a complex healthcare environment, including five or more years of experience serving as a Department Chair, Vice Chair, Associate Chair, Division Chief, Medical Director, or other relevant leadership role.
- Ability to create, articulate, and achieve a vision for a contemporary Department of Family Medicine.
- A dedicated and practicing physician with an accomplished reputation for clinical excellence; candidate must meet requirements for medical licensure in the state of North Carolina.
- Experience in research, training, and clinical achievement, commensurate with appointment to the faculty at the rank of Clinical Professor or Clinical Associate Professor in the Wake Forest University School of Medicine.
- Track record of faculty management experience, including experience developing and implementing faculty retention, recruitment, and development initiatives; ability to promote a culture of respect and positivity.
- Experience overseeing clinical operations and quality performance, ideally supporting both the inpatient and ambulatory care settings.
- Experience growing research programs and promoting scholarship.
- An understanding of the evolving needs of residents, fellows, and medical students.
- Ability to build purposeful programs to recruit and develop faculty members and staff.
- Experience cultivating a diverse, equitable and inclusive team and culture.
- Successful track record as a mentor, with the ability to relate to early career, mid-career, and senior faculty members.
- Financial and business acumen, including proven organizational and negotiation abilities.
- Proven track record of developing and implementing new programs.
- Involvement in the field of family medicine on the national and/or international level.
- Collaborative relationship-building skills, including experience partnering and building consensus with key internal and external stakeholders.
- Exceptional skills in advocacy and influencing, with the capability to represent and advocate for the Department, team, and resources across the academic, research and clinical enterprises.
- Ability to lead philanthropic and fundraising activities for the Department.
- Excellent communication and listening skills.

### Setting Strategy

- The ability to create and articulate an inspiring vision for the Department of Family Medicine.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.

- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

## Executing for Results

- Leads the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

## Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of one's own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- Ability to usher teams through organizational transformation in one of the nation's largest academic health enterprises.

## Relationships and Influence

- Ability to inspire trust and engagement through powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the organization as a whole.
- Ability to form collaborative relationships with leaders from multiple clinical and academic units across a large, multi-state expanding clinical enterprise.

## APPENDIX I: Leadership



### **L. Ebony Boulware, MD, MPH**

**Dean, Wake Forest University School of Medicine**

**Chief Scientific Officer and Vice Chief Academic Officer, Advocate Health**

L. Ebony Boulware, MD, MPH, is Dean of Wake Forest University School of Medicine and Chief Science Officer and Vice Chief Academic Officer of Advocate Health. In these roles, Dr. Boulware leads all aspects of the medical school, including programs to advance the clinical, research, education, innovation and community engagement missions.

Dr. Boulware is a general internist with expertise in clinical epidemiology and research that is focused on health equity and improving clinical care. Her research has been continuously funded by the National Institutes of Health, the Patient-Centered Outcomes Research Institute and other organizations throughout her career. She has published more than 200 manuscripts, book chapters and editorials and has mentored numerous students, residents, fellows and faculty members. She is an elected member of the American Society for Clinical Investigation, the National Academy of Medicine and the American Academy of Arts and Sciences.

# Position Specification

Ref: Chair of Family Medicine (Charlotte)  
Wake Forest University School of Medicine

Prior to joining the Wake Forest University School of Medicine in January 2023, Dr. Boulware directed the Duke Clinical and Translational Science Institute as vice dean for translational science and associate vice chancellor for translational research at Duke University. She also was the Nanaline Duke Distinguished Professor of Medicine and served as chief of the division of general internal medicine in the department of medicine at the Duke University School of Medicine. She began her career at the Johns Hopkins University School of Medicine and the Johns Hopkins Bloomberg School of Public Health, where she was a faculty member for over 10 years.

Dr. Boulware received her bachelor's degree in English from Vassar College and her medical degree from Duke University School of Medicine. She completed her residency and chief residency at the University of Maryland prior to completing a research fellowship in general internal medicine at the Johns Hopkins University School of Medicine. She also earned a master's degree in public health from Johns Hopkins Bloomberg School of Public Health.



## Suzanna Fox, MD

### Chief Physician Executive, Southeast Region Advocate Health

Suzanna Fox, MD, is the Chief Physician Executive for the Southeast Region for Advocate Health, where she has responsibility for Behavioral Health, Surgical Services, Women's Health, Children's Care, Adult Medical Specialties, and Primary Care. She oversees Concierge and Executive Health and is also responsible for Ambulatory Nursing and Advanced Practice providers/clinicians for the Southeast Region.

Dr. Fox is the Advocate Health leader for the Best Place to Care strategy. This work involves ensuring the organization is caring for its caregivers, so they can focus on caring for patients. Dr. Fox is well-versed in physician compensation and leads this ongoing work in the Greater Charlotte Market and Southeast Region. With over 25 years of leadership experience in OB/GYN practice, Dr. Fox has served as the leader for Women's Health throughout the Atrium Health footprint, where she was an advocate for her fellow OB/GYN professionals.

Dr. Fox's accomplishments include the development of the Women's Advancement Fund, which provides funding to care for the underserved as well as clinical and academic research. Through the fund, a first in class mobile unit, Drive to Thrive, was launched, providing early prenatal care and women's services to the most vulnerable communities by bringing care to them. Dr. Fox also serves on the board of Safe Alliance an organization dedicated to providing hope and healing to those impacted by domestic violence and sexual assault.

A graduate of the Medical College of Georgia and the University of Georgia, Dr. Fox completed her residency at Carolinas Healthcare System, now Atrium Health, which is a part of Advocate Health. There, she served as Chief Resident.

## APPENDIX II: Additional Information about the Enterprise

### Wake Forest University School of Medicine – Winston-Salem

The foundational educational venue of WFUSOM – the Bowman Gray Center for Medical Education in Winston-Salem – is located in the **Innovation Quarter**, one of the fastest-growing urban-based districts for innovation in the United States. Home to more than 170 companies, five leading academic institutions, more than 3,700 workers, 1,800 degree-seeking students and more than 8,000 workforce trainee participants, the Innovation Quarter is a place for research, business, and education in biomedical science, information technology, digital media, clinical services, and advanced materials—creating a robust knowledge community. The mission of the Innovation Quarter is to drive economic growth and to build a vibrant community.

# Position Specification

Ref: Chair of Family Medicine (Charlotte)  
Wake Forest University School of Medicine

The Winston-Salem Innovation Quarter currently comprises 1.9 million square feet of office, laboratory, and educational space on more than 330 acres. There are approximately 770 apartments and condominiums within or close by the Innovation Quarter. The district is a thriving example of successful placemaking—fostering a forward-thinking environment for innovations, partnerships, and community to be developed. The new phase of development continues these efforts in a way that will allow Atrium Health and WFUSOM to build upon the scientific and innovation capabilities in a rich, blended environment, while creating new connections and partnerships to expand these dynamic spaces in Charlotte.



## The Enterprise

In December of 2022, Advocate Aurora Health and Atrium Health came together to create **Advocate Health** in order to do more, be better, and go faster to help more people live well. Together, the combined entity can deliver the best health outcomes and make care more accessible and affordable for all.

- Providing care under the names Advocate Health Care in Illinois, Atrium Health in the Carolinas, Georgia and Alabama, and Aurora Health Care in Wisconsin, Advocate Health is a national leader in clinical innovation, health outcomes, consumer experience, and value-based care, with Wake Forest University School of Medicine serving as the academic core of the enterprise.
- Headquartered in Charlotte, North Carolina, Advocate Health serves nearly 6 million patients and is engaged in hundreds of clinical trials and research studies.
- It is nationally recognized for its expertise in cardiology, neurosciences, oncology, pediatrics and rehabilitation, as well as organ transplants, burn treatments and specialized musculoskeletal programs.
- Advocate Health employs nearly 150,000 team members across 67 hospitals and over 1,000 care locations, and offers one of the nation's largest graduate medical education programs with over 2,000 residents and fellows across more than 200 programs.
- Committed to equitable care for all, Advocate Health provides nearly \$5 billion in annual community benefits.

One of the greatest areas of cohesion across the enterprise that differentiates this collaboration is the focus on unifying this cooperative through research to create a learning health system. Advocate Health's Board is unified in their support of advancing health through the academic mission of the Wake Forest University School of Medicine. In addition to her role as Dean, Dr. Ebony Boulware serves as Chief Science Officer to help steward the changes and support the growth needed to achieve these goals successfully.

## Wake Forest University

Founded in 1834, Wake Forest University (WFU) is a private university located in Winston-Salem, North Carolina. Recognized by *U.S. News & World Report* in the top 30 of its National Universities category for 26 consecutive years, Wake Forest is committed to educating students to be bold thinkers who can address the world's most challenging problems. The University is home to a rigorous liberal arts-centered undergraduate college, and thriving schools of business, divinity, law, and a graduate school of arts and sciences, in addition to the School of Medicine. Wake Forest is a lively, diverse academic learning community for its more than 8,000 students from 49 states and more than 50 countries. The University's membership in the NCAA Division I Atlantic Coast Conference adds to both the student experience and its global reputation.

In 2017, newly approved courses of study in Engineering, Biochemistry and Molecular Biology, and Medicinal Chemistry and Drug Discovery anchored the University's undergraduate presence at Wake Downtown, located in Winston-Salem's Innovation Quarter. These programs, along with other planned academic, community, and social opportunities, call a rehabilitated R.J. Reynolds Tobacco Company building home. Development of the Innovation Quarter has significantly contributed to the region's entrepreneurial ecosystem and has made the University a driver of

# Position Specification

Ref: Chair of Family Medicine (*Charlotte*)  
Wake Forest University School of Medicine

interdisciplinary innovation for entrepreneurship within higher education. The Innovation Quarter is one of the fastest-growing urban districts for innovation in the United States.

## APPENDIX III: Location Charlotte, North Carolina

Charlotte is a beautiful, vibrant city in the Southeast with a growing population.

Charlotte at a Glance:

- Charlotte has an eclectic blend of historical homes and new developments.
- Popular neighborhoods include Dilworth, Myers Park, Elizabeth, Uptown, South End, NoDa, and Plaza Midwood.
- Charlotte is home to several Fortune 500 companies.
- More than 700 different houses of worship spanning all denominations.
- Consistent population growth for decades.
- Family atmosphere and Southern charm.



Quick Facts:

- Population: 885,663
- Seventeenth largest city in the United States
- Second-largest banking center in the nation
- Encompasses 268 square miles
- Four hours from the Atlantic Ocean
- Two hours from the Appalachian Mountains

For more information about Charlotte, please visit:

- [www.charlottesgotalot.com](http://www.charlottesgotalot.com)
- [www.charlottechamber.com](http://www.charlottechamber.com)
- [www.charlotteobserver.com](http://www.charlotteobserver.com)
- [www.charlotteparent.com](http://www.charlotteparent.com)
- [www.charlottesports.org](http://www.charlottesports.org)

## APPENDIX IV: Additional Online Information

### *Atrium Health Carolinas Medical Center*

<https://atriumhealth.org/locations/detail/carolinas-medical-center>

### *Atrium Health Family Medicine*

<https://atriumhealth.org/medical-services/prevention-wellness/adult-primary-care/family-medicine>

### *Wake Forest School of Medicine – History*

<http://www.wakehealth.edu/School/MD-Program/About/History.htm>

### *Advocate Health*

<https://www.advocatehealth.org>



## Nomination and Application Procedure

Russell Reynolds Associates welcomes inquiries, nominations, and applications. To receive full consideration, interested individuals should electronically submit a Curriculum Vitae and a letter of interest to Russell Reynolds Associates. The letter of interest is a two- to three-page cover letter detailing your experience and key achievements related to this position and your thoughts on how you see yourself contributing to the initiatives and responsibilities described in this position specification. Letters should be addressed to the Wake Forest University School of Medicine and Advocate Health Search Committee and submitted electronically. Materials will be reviewed immediately and will continue to be reviewed until the position is filled.

*The Wake Forest University School of Medicine seeks to recruit and retain a diverse workforce while promoting an inclusive work environment committed to excellence in the spirit of Pro Humanitate. In adherence with applicable laws and policies, it prohibits the discrimination in its employment practices on the basis of race, color, religion, national origin, sex, age, sexual orientation, gender identity and expression, genetic information, disability and veteran status and encourages qualified candidates across all group demographics to apply. As part of Advocate Health's Culture Add Mindset, the ideal candidate will bring new, fresh, and different ideas and experiences. With this mindset, the Department of Family Medicine seeks to recruit individuals who see the world differently than current faculty; have different professional backgrounds, expertise or other industry experience; and have the skills to obtain desired results by doing things differently.*

## Contacts

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