Michigan Medicine

Chief Human Resources Officer

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Michigan Medicine is home to one of the largest healthcare complexes in the world and continues to be a nationally recognized leader in advanced patient care, innovative research to improve human health and comprehensive education of physicians and medical scientists. Michigan Medicine is a diverse community of 26,000 faculty, staff, students, trainees and volunteers from all over the world. Patient care is impacted by 2,700 faculty members, about 5,000 nurses, 2,200 residents in training and many other health professionals and additional staff in Ann Arbor and other Michigan locations. The academic medical center includes three hospitals, 40 health centers, more than 150 outpatient clinics, the University’s Medical School, the clinical activities of the School of Nursing and Michigan Health Corporation, a wholly-owned corporation created to pursue joint venture and managed care initiatives.

The University of Michigan began educating physicians in 1850 and nurses in 1891. A leader early on, U-M became the first university in the country to establish a hospital for training students in 1869. Today, Michigan Medicine continues to deliver the Michigan Difference through cutting-edge research and premier patient care. At $1.33 billion, the U-M is the top public university in research spending in the U.S., and the Medical School is responsible for almost half of those research expenditures. The system has earned national recognition and is considered among the best in the nation in a broad range of adult and pediatric specialties.

In January 2017, the system rebranded from the historical University of Michigan Health System (UMHS) name to Michigan Medicine, in order to better to reflect the collaboration between the organization’s education, research and patient care branches.

**University of Michigan Health System (UMHS)**

UMHS comprises three hospitals, 40 outpatient health centers and more than 150 clinics throughout Michigan along with the University of Michigan Medical Group (UMMG). The health system total 1,000 licensed beds, 49,000 discharges annually and over 2.3 million outpatient visits annually. The medical group includes more than 2,000 physician members.

**University of Michigan Medical School**

The Medical School has 20 clinical care and nine basic science departments. Faculty received $287.6 million in NIH research funding in 2015. The school graduates approximately 170 students annually. The U.S. News & World Report consistently ranks our Medical School among the top research schools nationally.

**The Michigan Health Corporation**

The Michigan Health Corporation (MHC) was established in 1995 to enable the University to better pursue joint venture and managed care initiatives to enhance the education, research and service missions.
MICHIGAN MEDICINE’S VISION
To create the future of healthcare through discovery and to become the national leader in healthcare, healthcare reform, biomedical innovation and education.

LEADERSHIP EXPECTATION MODEL

FINANCIAL AND OPERATIONAL HIGHLIGHTS
In FY 2016, the U-M hospitals and health centers continued their strong financial performance with an operating margin of 6.3% ($190.4 million) on operating revenues of $3 billion. These results reflect Michigan Medicine’s focus on improving the quality and safety of care as well as the patient experience, while reducing costs. In addition, strong patient volume in both clinics and hospitals, along with improved patient access, contributed to the strong financial performance. Beyond that, high levels of engagement of physician faculty, nurses and support staff across all clinical programs and care locations played key roles in Michigan Medicine’s ongoing success.

The health system continues to focus on enhancing the experience for patients and their families. Over the past year, Michigan Medicine expanded capacity in its medical short-stay units and emergency critical care center, as well as added a new ambulatory diagnostic treatment unit and specialty imaging capacity. Michigan Medicine also embarked on other projects intended to increase patient access, including the planned opening of four new operating rooms in University Hospital, a new health center in West Ann Arbor and another health center in Brighton.

Michigan Medicine is also focusing on clinical affiliation arrangements to enhance patient care, clinical research, physician recruitment and support services. To support this objective, Metro Health, a community healthcare provider in West Michigan, affiliated with Michigan Medicine in December 2016.

Michigan Medicine met its operating and financial goals for 2017, which align with its long-term plan to continuously improve the financial strength of its clinical enterprise and invest in its missions of patient care, education and research.

For additional information about Michigan Medicine, please visit http://www.med.umich.edu.
MARSCHALL S. RUNGE, M.D., PH.D.
Executive Vice President for Medical Affairs, University Of Michigan,
Dean, U-M Medical School, CEO, Michigan Medicine

The University of Michigan Board of Regents appointed Marschall S. Runge Executive Vice President for Medical Affairs and CEO of Michigan Medicine effective March 2015 and Dean of the Medical School effective January 2016. Before coming to Michigan, Dr. Runge was executive dean for the University of North Carolina (UNC) School of Medicine, the Charles Addison and Elizabeth Ann Sanders Distinguished Professor of Medicine at UNC-Chapel Hill (UNC-CH), chair of the UNC-CH Department of Medicine, and principal investigator and director of the NIH-funded North Carolina Translational and Clinical Sciences (NC TraCS) Institute, one of 55 medical research institutions working together as a national consortium to improve the way biomedical research is conducted across the country.

An honors graduate of Vanderbilt University with a B.A. in Biology and a Ph.D. in Molecular Biology, Dr. Runge earned his M.D. from the Johns Hopkins School of Medicine, where he was an intern and resident in internal medicine. He then completed a cardiology fellowship at Harvard’s Massachusetts General Hospital and was a faculty member at Harvard prior to subsequent career moves. Dr. Runge has been a physician-scientist for his entire career, combining basic and translational research with the care of patients with cardiovascular diseases and education. He is the author of over 200 publications in the field and holds five patents for novel approaches in healthcare.

See Appendix for information on the entire UMHS Executive Leadership.
The Chief Human Resources Officer (CHRO) will provide leadership in all areas of human resources for Michigan Medicine. This person will be responsible for developing and implementing the human resources strategy for driving organizational change and for managing the delivery of HR services to all employees. This individual will be a key member of the senior team and will work collaboratively with the other team members regarding strategic and operational HR issues.

As Michigan Medicine’s HR leader, the CHRO will assess the organization’s culture, leadership, HR practices and systems, and then recommend and implement changes that will enhance the organization’s ability to attract, retain and develop exceptional talent. This person will lead Michigan Medicine in all areas of human resources, including recruitment and retention, organization planning, management development, compensation, employee relations, succession planning, training and legal compliance. The CHRO will also work collaboratively with the University of Michigan associate vice president of HR and other key leaders at the University of Michigan to represent Michigan Medicine staff in crafting and administering university-wide personnel policy and services, including benefits and labor negotiations.

**KEY RELATIONSHIPS**

**Reports to** Marschall S. Runge, M.D., Ph.D., *Executive Vice President for Medical Affairs, University of Michigan; Dean of the Medical School; CEO of Michigan Medicine*

**Direct reports** Responsibility for over 90 total staff

*See Appendix for HR Org Chart. Direct reports include:*

- Senior Director, HR, Clinical Operations
- Director, HR Strategy
- Director, Total Rewards
- Director, Labor Relations
- Director, HR Solutions Center & MiTime
- Director, HR Business
- Director, Organizational Effectiveness

**Other key relationships** Quinta Vreede, *Chief Administrative Officer*
- Carol Bradford, *Executive Vice Dean for Academic Affairs*
- Bishr Omary, *Executive Vice Dean for Research and Chief Scientific Officer*
- David Spahlinger, *Executive Vice Dean for Clinical Affairs; President, U-M Health System*
- Laurita Thomas, *University of Michigan Associate Vice President of Human Resources*
- Other key leaders at the University of Michigan
KEY RESPONSIBILITIES

- Direct Michigan Medicine HR policies and Occupational and Health Promotion Programs. In collaboration with the University where needed.
- Develop and implement HR strategies in partnership with organizational leadership to improve organizational performance and achieve Michigan Medicine strategic objectives.
- Lead the strategic workforce planning efforts.
- Participate in the formulation of the system’s strategy, operational policies, practices, decisions, process improvements, systems and priorities.
- Create the strategy and lead institutional efforts to foster a culture of health, engagement and inclusion.
- Advise Michigan Medicine leadership on HR procedures, programs and priorities, including change leadership.
- Provide guidance, facilitation and coordination for workforce investment strategies.
- Integrate the Michigan Quality System throughout HR processes and leadership development programming.
- Champion service excellence in the delivery of HR services.
- Develop and administer HR policies, practices, procedures and programs.
- Represent Michigan Medicine to University Human Resources for the purposes of policy formulation.
- Ensure compliance with affirmative action and diversity and inclusion strategies in Michigan Medicine units.
- Serve as a member of the Michigan Leadership Team (MLT) and other operational leadership groups in the academic medical center.
- Plan and supervise the budget preparation and administration for Michigan Medicine HR and other units.
- Direct the labor relations strategy for Michigan Medicine; provide leadership for union relationships and overall leadership for negotiation with University of Michigan Professional Nurse Council (UMPNC) and House Officer’s Association (HOA).
- Serve on Michigan Medicine administrative councils, advisory committees and other administrative groups.
- Collaborate with the associate vice president and associate dean for health equity and inclusion in developing and implementing the Michigan Medicine strategic plan for diversity, inclusion and health equity.
- Select, develop and evaluate supporting directors, managers and staff.
- Provide decision support for Michigan Medicine leadership that balances financial and human capital priorities and strategies. Serve as an internal coach and consultant.
- Serve as administrative liaison to the University Child Care programs for the UMHS Child Care Center.
**DESIRED OUTCOMES**

**Short-Term (6-12 months)**

- Provide the HR team with direction, stability and confidence. The HR organization has undergone significant change over the past 24 months.

- Evaluate HR processes and capabilities, versus the needs of the business and current resources within the function. Educate top leadership on the “state of HR” and gain buy-in for a multi-year plan to close the gap.

- Address immediate priorities for the role, which include: upcoming union negotiations; implementing an institution-wide strategic workforce planning and recruitment strategy; transitioning to a new Employee Engagement Survey vendor; and reestablishing collaborative working relationships with key leaders throughout the organization. Ensure the function is delivering on its fundamental commitments at an appropriate level.

- Serve as a strategic partner in Michigan Medicine’s future partnerships and acquisition endeavors.

**Long-Term**

- Establish a robust human capital strategy (with high stakeholder buy-in and funding) that enables Michigan Medicine’s strategy and growth plans.

- Educate stakeholders, including departmental and hospital leadership, on the evolving role of HR, and establish a true partnership between the C-Suite and the CHRO. To achieve the growth plans ahead, HR will need to be a vital contributor.

- Help establish effective executive teamwork and true collaboration versus collegiality. Drive the diversity, engagement and employee development initiatives to truly make Michigan Health a premier employer within the healthcare industry.

- Bring the function of HR (systems, talent and process) up to contemporary standards, to work in appropriate partnership with the University and leverage Centers of Expertise synergies.

- Assess the culture, values and teamwork required to evolve and align with aspirations to be a top-tier academic medical center.
The position of Chief Human Resources Officer represents an outstanding opportunity for someone who wants to be part of a best-in-class health system that is continually growing and improving patient care and has the vision, passion, patience and capability to transform HR into a true strategic business partner. The ideal candidate will be a highly experienced executive with a strong working knowledge of human resources principles and programs, and an effective leader with solid interpersonal and communication skills. The CHRO will be engaged, confident and innovative, and possess high energy and integrity. In addition, he/she will possess strategic-thinking abilities and have an exceptional capacity to build collaborative relationships with staff and faculty at all levels.

**IDEAL EXPERIENCE**

**15+ of progressively responsible HR management experience**
Comprehensive and thorough understanding of key HR practices within a complex setting, whether in academic health sciences (preferred) or outside of healthcare. Expertise in all aspects of assigned functions, as well as development and management of operational and capital budgets.

**Healthcare industry expertise**
Knowledge of current patient affairs and HR management trends and issues. Understanding of patient and community needs, as well as scope and level of care required by patients served. Full understanding of, and ability to effectively respond to, elements that drive competitive advantage under dynamic conditions, such as healthcare industry changes, competitor actions, legal/regulatory changes and technological trends.

**Experience driving HR strategies in an environment with faculty and students**
Excellent negotiation and persuasion skills in order to successfully put forth UMHS positions and issues in the broader university-wide context.

**A bachelor’s degree or equivalent experience and an advanced degree (e.g., M.B.A.) are required.**

**CRITICAL LEADERSHIP CAPABILITIES**

**Collaborating and Influencing**
- Facilitates discussions to enable people to collaborate with each other independently; promotes collaboration across multiple parties.
- Identifies and meets with key players and stakeholders to help them shape a consensus collectively and engages in a dialogue to reach a final conclusion together, compromising as necessary for results.
- Develops explicit understanding of which relationships are most important to the organization and its stakeholders, and builds a network prioritizing these relationships.

**Strategic Business Mindset**
- Participates in both the establishment and implementation of the enterprise strategy.
- Aligns enterprise strategy with overall HR strategy.
- Appropriately balances the ability to be strategic and execute tactical functional execution
- Serves as trusted advisor to senior leadership team.

**Leading People and Change**
- Communicates in clear terms the link between required changes and Michigan’s business strategy, providing a straightforward, honest account of the potential consequences of an action or decision.
- Responds to, or addresses other people’s concerns regarding a specific change.
- Encourages people to facilitate change.
- Exhibits courage to challenge the status quo, provide guidance and push back appropriately on leadership at all levels.

**OTHER PERSONAL CHARACTERISTICS**
- The highest integrity and personal ethics.
- A commitment to service within the institution.
- Outstanding communication skills
- Strong organization and process-management skills.
- High energy coupled with a strong work ethic and a desire to have impact.
- Willingness and patience to commit to the multi-year journey.
APPENDIX: EXECUTIVE LEADERSHIP AND ORGANIZATIONAL CHART

Marschall S. Runge, M.D., Ph.D.
Executive Vice President for Medical Affairs University of Michigan, Dean, U-M Medical School, CEO, Michigan Medicine

The University of Michigan Board of Regents appointed Marschall S. Runge Executive Vice President for Medical Affairs and CEO of Michigan Medicine effective March 2015 and Dean of the Medical School effective January 2016. Before coming to Michigan, Dr. Runge was executive dean for the University of North Carolina (UNC) School of Medicine, the Charles Addison and Elizabeth Ann Sanders Distinguished Professor of Medicine at UNC-Chapel Hill (UNC-CH), chair of the UNC-CH Department of Medicine, and principal investigator and director of the NIH-funded North Carolina Translational and Clinical Sciences (NC TraCS) Institute.

An honors graduate of Vanderbilt University with a B.A. in Biology and a Ph.D. in Molecular Biology, Dr. Runge earned his M.D. from the Johns Hopkins School of Medicine, where he was an intern and resident in internal medicine.

Quinta Vreede, M.H.S.A.
Chief Administrative Officer, UMHS Chief of Staff, Office of the EVPMA

Quinta became the first Chief Administrative Officer in May 2010. Ms. Vreede oversees key Health System functions including regulatory compliance, government relations, facility planning, public relations and marketing. In addition to her CAO role she also serves as chief of staff to the Executive Vice President for Medical Affairs.

Quinta has more than 20 years of experience working in health care, many of them at Michigan Medicine. Prior to becoming the CAO she had been the lead administrator for the Department of Family Medicine in the U-M Medical School, while also having lead responsibility for five of the Health System’s outpatient centers in her role as an ambulatory care administrator. She was the first health care administrator to hold both roles simultaneously.

Quinta has an M.H.S.A. from the University of Michigan School of Public Health.

David A. Spahlinger, M.D.
President, University of Michigan Health System, Executive Vice Dean for Clinical Affairs, U-M Medical School

On Jan. 1, 2016, David A. Spahlinger, M.D., became President, University of Michigan Health System, Executive Vice Dean for Clinical Affairs, U-M Medical School.

From 2004-15, Dr. Spahlinger served the Medical School as senior associate dean for clinical affairs, and from 1997-2015 he was executive director of the faculty group practice (the U-M Medical Group).

A 1980 graduate of The Ohio State University College of Medicine, Dr. Spahlinger completed his residency in internal medicine in 1983 at the University of Michigan.
Carol R. Bradford, MD  
*Executive Vice Dean for Academic Affairs*

An internationally recognized head and neck cancer researcher and faculty leader, Carol R. Bradford, M.D., M.S., is the Medical School’s executive vice dean for academic affairs. She also holds the Charles J. Krause, M.D., Collegiate Professorship in Otolaryngology, and is a professor of otolaryngology-head and neck surgery.

A longtime member of the University of Michigan community, Bradford earned her B.S. (cellular and molecular biology), M.S. (microbiology/immunology) and M.D. degrees here. She then completed an otolaryngology-head and neck surgery residency at the U-M before joining the faculty in 1992. She became department chair in 2009, a position she held until she was appointed EVDAA on July 1, 2016. Under her leadership, the department’s faculty grew from 40 to 55 members.

Bishr Omary, M.D., Ph.D.  
*Executive Vice Dean for Research and Chief Scientific Officer*

Bishr Omary is the executive vice dean for research and chief scientific officer for Michigan Medicine. Prior to this role, Dr. Omary served as professor and chair of the Department of Molecular and Integrative Physiology since 2008, and is also a professor of internal medicine at the University of Michigan Medical School and the H. Marvin Pollard Professor of Gastroenterology. Prior to joining the University of Michigan in 2008, he was at Stanford University for 19 years where he served as Chief of the Division of Gastroenterology and Hepatology, director of its NIH-supported digestive disease center, and director of its NIH-supported training grant.

He received his PhD in Chemistry from the University of California (UC) San Diego and his MD from the University of Miami. He completed internal medicine residency training at UC Irvine then gastroenterology fellowship at UC San Diego prior to starting his first faculty position at Stanford University.

Eric Barritt  
*Associate Vice President and Chief Development Officer*

Prior to accepting the role of associate vice president and chief development officer at Michigan Medicine, Eric Barritt served as vice president of development, alumni and community engagement at Oakland University (OU) and the executive director of the Oakland University Foundation.

In 2006, Eric was hired by the Detroit Medical Center (DMC) as corporate vice president of development and campaigns. From 1999 to 2006, Eric served in multiple roles at the University of Michigan, including director of development for the School of Kinesiology; the regional director of major gifts for the College of Literature, Science and the Arts (LSA); and director of development for the Life Sciences Institute (LSI).

Eric has a Master's Degree in Public Administration, a graduate certificate in non-profit management and a Bachelor of Arts in Economics, all from the University of Michigan.
David Brown, M.D.

Associate Vice President and Associate Dean for Health Equity and Inclusion

David J. Brown, M.D., became associate vice president and associate dean for health equity and inclusion in February 2016.

Dr. Brown is medical director of the Pediatric Otolaryngology Ambulatory Care Unit, founding member and medical director of the Pediatric Multidisciplinary Aerodigestive Clinic, and founding member and course director of the U-M Otolaryngology Essentials Simulation Boot Camp.

Dr. Brown attended Brown University and Harvard Medical School, where he co-chaired the Third World Caucus and the Harvard University Black Graduate Student Conference. He completed his otolaryngology-head and neck surgery residency in 2003 at the U-M and a pediatric otolaryngology fellowship in 2004 at the Children’s Hospital, Boston/Harvard.

Paul Castillo, C.P.A.

Chief Financial Officer

Paul Castillo directs Michigan Medicine's integrated financial operations, which includes the U-M Hospitals and Health Centers, the U-M Medical School, the clinical services of the U-M School of Nursing, a shared administrative services division and the Michigan Health Corporation.

Prior to arriving at Michigan in November, 2011, Paul was the Chief Financial Officer and Vice President of Finance at UPMC Presbyterian Shadyside, the flagship hospital of the health system associated with the University of Pittsburgh. Before taking his role at UPMC Presbyterian Shadyside, Paul held top financial positions in the UPMC Community physician group, UPMC Corporate Services, and UPMC McKeesport Hospital. In the early 1990s, he was Vice President of Finance at St. Vincent Health System in Erie, PA, which he joined after more than a decade with the Arthur Andersen & Company accounting firm.

Matthew Comstock, M.B.A., M.H.S.A.

Executive Director for Administration, Chief Operating Officer

Matthew C. Comstock, M.B.A., M.H.S.A., serves as the executive director for administration and chief operating officer in the Medical School. Prior to his current role, he served in multiple finance and strategic roles within the U-M Health System, including most recently as the Medical School’s senior finance executive. He began his University career in 2000 at the Center for Health Care Economics at the Ross School of Business.

He earned both his B.B.A. and M.B.A., with high distinction, from the U-M Stephen M. Ross School of Business, and his Master of Health Service Administration from the U-M School of Public Health (SPH).
T. Anthony Denton, J.D., M.H.A.
Senior Vice President and Chief Operating Officer, U-M Health System

T. Anthony Denton joined the University of Michigan in 1981 as an administrative fellow in Academic Health Center Administration. Tony was appointed as Chief Operating Officer in 2004 for the Hospitals and Health Centers. From June 2014 through December 2015, Tony served as Acting Chief Executive Officer and Chief Operating Officer of the University of Michigan Hospitals and Health Centers. Effective January 1, 2016, Tony is now Senior Vice-President and Chief Operating Officer of the UM Hospitals, Health Centers and Medical Group.

Tony obtained his bachelor’s degree from Northwestern University in 1979. He obtained his master's degree in Health Services Administration from U of M Health in 1981, followed by a law degree from the University Of Detroit Mercy School Of Law in 1987.

Keith Gran, C.P.A., M.B.A.
Chief Patient Experience Officer

Keith joined the University of Michigan Health System in 2015. Prior to joining UMHS, Keith held roles of Chief Operating Officer for the University of Miami Medical Group; Chief Executive Officer of the University of Southern California’s Care Medical Group; Chief Executive Officer, University Physicians, University of Mississippi Medical Center; as well as Chief Operating Officer for the Medical Group and Chief Revenue Cycle Officer for the Health System at University of North Carolina at Chapel Hill.

Keith has worked with various consulting firms on process improvement initiatives such as revenue cycle, throughput, patient experience, revenue enhancements and cost efficiencies. Keith received his accounting degree from the University of Texas at Dallas and his MBA from the University of North Texas and is a licensed CPA in the state of Texas.

Denise A. Gray-Felder, A.P.R.
Chief Communication Officer

Denise became Chief Communications Officer of Michigan Medicine in March 2014. Here she leads a team of 90 people responsible for public relations, marketing, social media, digital arts, web presence, and physician and consumer communication.

Prior to joining Michigan, Denise was president and CEO of the Communication for Social Change Consortium, a US and UK-registered non-profit organization. Gray-Felder has more than 35 years of multi-faceted communication, marketing, management, and issues management experience, with proven leadership in positively addressing social issues facing people living in poverty.

She holds a BA in journalism from the University of Michigan and a MA in broadcasting from Wayne State University, as well as a certificate in global marketing from the U-M Ross School of Business Executive Program.
Kara Morgenstern, J.D., M.P.H.
*Associate Vice President and Deputy General Counsel, University of Michigan*

As associate vice president and deputy general counsel, Kara Morgenstern oversees the legal team handling issues for Michigan Medicine. Kara joined the University of Michigan Office of General Counsel in September of 2002.

Kara graduated from the University of Maryland College of the Law, cum laude in 1994, where she served as Vice President of the Student Health Law Association and Assistant Editor of the Maryland Law Review. After law school she became an associate with the national health law practice of Jenkens & Gilchrist (Houston, Texas). After four years with the firm, Kara was recruited by a client of the firm, CHRISTUS Health, a multi-state, non-profit healthcare system, to move in-house and serve in its corporate offices advising hospital CEOs, CFOs and COOs on a variety of healthcare regulatory matters.

Andrew Rosenberg, M.D.
*Interim Chief Information Officer*

Andrew Rosenberg, MD has been named the interim chief information officer (CIO) for Michigan Medicine. His appointment is effective April 1, 2016.

In this new role, Dr. Rosenberg will plan, execute and lead the innovative creation of a single information technology and services organization.

Dr. Rosenberg was an undergraduate in biology at the University of Michigan. He then attended Johns Hopkins Medical School where he completed a residency in internal medicine. Subsequently, he completed residencies in anesthesiology and critical care medicine.

Since 2002, Dr. Rosenberg has served in a variety of progressively responsible academic and administrative positions including director of the division of critical care in the department of anesthesiology, director of the cardiovascular center surgical intensive care unit and director of the critical care medicine fellowship program.

Kimberly Ross
*Chief Government Relations Officer*

Kimberly Ross joined Michigan Medicine in 2017 as Chief Government Relations Officer. Prior to that, Kim was a lobbyist and policy advisor for Dykema Gossett, PLLC, representing a variety of clients before state legislature, state agencies, and the Governor’s office in multiple policy areas, including health care and Medicare/Medicaid. She has broad experience developing the relationships that are foundational to building successful alliances, partnerships and coalitions across the state.

Prior to Dykema Gossett, Kim served as the Director of State Government Relations and Public Affairs at Pfizer, focusing on Michigan and Wisconsin. She is also a University of Michigan graduate, Dearborn campus.
Michigan Medicine
Office of the Executive Vice President for Medical Affairs

Executive Vice President for Medical Affairs; Dean of UMMS; CEO, Michigan Medicine
M. Runge

Chief Administrative Officer, Michigan Medicine; Chief of Staff, Office of the EVPMA
Q. Vreede

Chief Financial Officer, Michigan Medicine
P. Castillo

Chief Information Officer, Michigan Medicine
A. Rosenberg, MD (interim)

Chief Academic Officer, Michigan Medicine; Executive Vice Dean for Academics, UMMS
C. Bradford, MD

Chief Scientific Officer, Michigan Medicine; Executive Vice Dean for Research, Michigan Medicine
B. Omary, MD, PhD

President of the University of Michigan Health System; Executive Vice Dean for Clinical Affairs, UMMS
D. Spahlinger, MD

SVP & COO, University of Michigan Health System
A. Denton

Dean, School of Nursing
P. Hum

Chief Human Resources Officer, Michigan Medicine
R. Holcomb (interim)

Chief Communication Officer, Michigan Medicine
D. Gray-Felder

AVP for Medical Development & Alumni Relations, Michigan Medicine
E. Barratt

Chief Experience Officer, Michigan Medicine
K. Cran

Chief Compliance Officer, Privacy & UM HIPAA Office, Michigan Medicine
J. Strickland

Government Relations Officer, Michigan Medicine
A. Bossard/K. Ross

AVP and Deputy General Counsel
K. Morgenstern

1 Administrative responsibilities delegated by the EVPMA to the Chief of Staff
2 Dual reporting relationship to Provost
3 Primary reporting relationship to Provost; dotted line to EVPMA for clinical activity only
4 Dual reporting relationship to University Vice President of Development
5 Dotted line reporting relationship to Executive Vice Deans and Chief Scientific Officer delegated by EVPMA/Dean
6 Dotted line reporting relationship to Executive Vice Deans and Chief Scientific Officer or other medical school senior leadership delegated by EVPMA/Dean
7 Solid line reporting relationship to President of Clinical Enterprise, dotted line to EVPMA for AMC facilities planning and health equity and inclusion matters in collaboration with the Vice Dean for Academic Affairs
8 Solid line reporting relationship to University Vice President & General Counsel; dotted line reporting relationship to Office of the EVPMA