INDIANA UNIVERSITY
SCHOOL OF MEDICINE

# Division Director of Aging, Geriatric Medicine, and Palliative Care

## Leadership Profile

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*Indiana University School of Medicine Education and Research Building*

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# The Opportunity

The Department of Medicine at the Indiana University School of Medicine (IUSM) seeks a nationally recognized physician-scientist and academic leader to serve as the inaugural Division Director of a newly created Division of Aging, Geriatric Medicine, and Palliative Care. This is a rare opportunity to build a division from a position of established strength, leveraging deep clinical, research, and health system partnerships to shape the future of aging across Indiana through collaborations with IU Health, its research partners, and the Regenstrief Institute.

The division is being created from the geriatrics and palliative care programs of the current Division of General Internal Medicine and Geriatrics, whose scale, maturity, and national distinction have outgrown a single organizational structure. Approximately 45 faculty will be organized into a Section of Aging and Geriatric Medicine and a Section of Palliative Care. The Division Director reports directly to the Chair of the Department of Medicine.

The appointment comes at a consequential time, with sustained investment, an emerging enterprise-wide aging strategy, changing health system infrastructure, and growing demand for palliative care.

The Department of Medicine, IUSM, and health system partners are committed to substantial and sustained investment in clinical geriatrics, clinical pathways specific to the aging population, and research. The incoming Director will arrive with resources to recruit, build programs, and move quickly.

IU, the Regenstrief Institute, and clinical partners are developing a coordinated, enterprise-wide approach to healthy aging spanning discovery science, clinical care, education, and implementation. The Director will be a central architect of that strategy and hold a significant leadership role within the structures that emerge.

IU Health is consolidating downtown Indianapolis operations into a new academic health center scheduled to open in 2027, accompanied by a new on-site IUSM medical education and research building and a systemwide transition to a common electronic health record. Care models are being redesigned, and the Director will work with leadership to refine and improve these pathways.

Growing demand for palliative care creates an opportunity to build on established strengths in clinical care, education, research, statewide services, and home-based virtual care. Priorities include expanding specialty capacity statewide, building primary palliative care skills across training programs, developing ambulatory and community-based delivery, and anchoring a serious illness research portfolio.

IUSM seeks a leader in aging and geriatric medicine, preferably with experience in palliative care. Palliative care is a substantial and celebrated strength, and the incoming Director will be responsible for its continued growth and visibility as a distinct specialty. Experience with palliative care organizations or creating, growing, or sustaining an institutional palliative care program is welcome and additive.


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# Organization Overview

## IU School of Medicine



*Health Information and Translational Sciences (HITS) Building*

Established in 1903, Indiana University School of Medicine (IUSM) is the largest medical school in the United States. Its nine-campus statewide system pairs a common MD curriculum with distinctive urban, rural, and university-based learning environments and clinical training partnerships with local hospitals. This distributed structure extends medical education beyond Indianapolis and supports the development of a physician workforce serving communities across Indiana. Clinical, research, and educational missions are carried out in partnership with IU Health, Eskenazi Health, and the Richard L. Roudebush VA Medical Center. The Department of Medicine is the school's largest clinical department, with more than 1,100 faculty statewide; following this restructuring, it will comprise eleven divisions.

The school's interdisciplinary centers and institutes provide a substantial foundation for collaboration in aging and serious illness care. The IU School of Medicine–IU Health Neuroscience Institute integrates multidisciplinary clinical care, research, and education across disorders of the nervous system. Complementary research strengths include Stark Neurosciences Research Institute, which applies molecular, genetic, and imaging technologies to brain function and disease; the Indiana Center for Musculoskeletal Health, focused on disorders of bone, muscle, tendon, ligament, and cartilage; and the National Cancer Institute-designated Indiana University Melvin and Bren Simon Comprehensive Cancer Center, the organizational core for the school's cancer research, education, and patient care programs. These programs sit within a broader network of research centers spanning cardiovascular disease, diabetes and metabolic diseases, immunotherapy, and other disciplines.

Established research infrastructure further strengthens this environment. The Indiana Alzheimer's Disease Research Center brings decades of experience and dedicated cores in clinical research, data management, genetics and biomarkers, neuroimaging, neuropathology, community engagement, and research education. The Indiana Clinical and Translational Sciences Institute supports statewide clinical and translational research, while shared research service cores and national biorepositories provide specialized expertise, advanced technologies, and resources for biomedical discovery. Together, these assets offer a broad platform for the incoming Division Director to build interdisciplinary partnerships linking aging science with clinical care.

## The Division of Aging, Geriatric Medicine, and Palliative Care

The new Division of Aging, Geriatric Medicine, and Palliative Care brings together established programs with approximately 45 faculty across two sections. Faculty in aging, geriatrics, and palliative medicine have consistently been awarded nearly $10 million in funding annually over the last three years.

### Section of Palliative Care

The Palliative Medicine section comprises approximately 15 faculty members and five fellows. Clinical faculty work with interprofessional teams and advanced practice providers across IU Health, Eskenazi Health—Indianapolis' public safety-net health system—and the VA. Faculty engage with multiple research centers and


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have deep connections with the Walther Center for Supportive Oncology within the Melvin and Bren Simon Comprehensive Cancer Center.

IU's palliative care programs focus on improving quality of life while dealing with a serious illness and providing personalized care focused on the patient, not their disease.

Palliative care services include inpatient consultations at IU Health, Eskenazi Hospital, and the Roudebush VA, as well as at the suburban sites. The service also offers outpatient and home-based programs and an innovative virtual consultation model to support consultations at critical access hospitals. Palliative care also collaborates with faculty in the Department of Pediatrics and has embedded clinic models within subspecialties including oncology, hepatology, primary care, and neurology.

### Section of Aging and Geriatric Medicine

The Aging and Geriatrics section comprises approximately 30 faculty members and fellows. Clinical faculty provide care in collaboration with multidisciplinary teams and advanced practice providers across the three partner health systems. Faculty are embedded in multiple research centers, most prominently the Center for Aging Research.

## Research

Division faculty have led major clinical trials and developed new models of care for older adults that have informed clinical practice and statewide and national policy. Illustrative examples of this work include:

- The Aging Brain Care Program and related clinical trials, including PREVENT and IN-PEACE.
- Geriatric Resources for Assessment and Care of Elders (GRACE), a model replicated by health systems nationally.
- Nursing home care-model research, including OPTIMISTIC.
- Dementia care research that helped inform the Centers for Medicare & Medicaid Services (CMS) GUIDE demonstration.

Active investigator-led programs span dementia and brain health; delirium and ICU survivorship; nursing home and post-acute care; deprescribing and medication optimization; caregiving; HIV and aging; metabolic health; physical and cognitive function; and life-course influences on late-life cognition.

Palliative care research includes advance care planning; supportive oncology through the Walther Cancer Center and the IU Melvin and Bren Simon Comprehensive Cancer Center; ADAPT Collaborative Care; state policy guiding access to palliative care; palliative care delivery in nursing facilities; and integration of palliative care into dementia care models.

### The Indiana University Center for Aging Research at the Regenstrief Institute

The division's deep and longstanding relationship with the Indiana University Center for Aging Research (IUCAR) at the Regenstrief Institute is a consequential asset for the incoming Director. Established in 1997 through collaboration among Indiana University, IUSM, and the Regenstrief Institute, IUCAR develops, tests, and implements innovative strategies to improve the quality and efficiency of health care and self-care for medically and socially vulnerable older adults. The program has particular distinction in the aging brain, dementia and caregiving, delirium, health promotion, and innovative models of collaborative care.

Many division faculty hold IUCAR appointments, creating a genuinely dual academic identity. Investigators recruited into the division can expect to join that community. IUCAR's formal mentorship and faculty development program has helped build national capacity for aging research.

Further information: Indiana University Center for Aging Research at the Regenstrief Institute


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## Clinical Programs

Division faculty provide clinical care across IU Health, Eskenazi Health, and the Richard L. Roudebush VA Medical Center.

## IU Health- Geriatric Medicine Clinical Services

Geriatric faculty care primarily for adults aged 65 and older, particularly those with complex medical, cognitive, and functional needs.

Their clinical work includes:

- Comprehensive geriatric assessments
- Diagnosis and management of dementia and memory disorders
- Falls prevention and mobility evaluation
- Medication review and deprescribing to reduce adverse drug events
- Management of multiple chronic diseases
- Assessment of functional status and activities of daily living
- Support for caregivers and family members
- Advance care planning and advance directives discussions

The geriatrics program works closely with primary care providers, specialists, social workers, nurses, and care coordinators to create individualized care plans focused on maintaining independence, quality of life, and successful aging.

## IU Health – Palliative Care Clinical Services

Palliative care faculty provide specialized consultation for patients living with serious illnesses such as:

- Cancer
- Heart failure
- Kidney failure
- Liver failure
- COPD
- Alzheimer's disease and other dementias
- Parkinson's disease
- ALS and other neurologic conditions

Their clinical work focuses on:

- Pain and symptom management
- Goals-of-care conversations
- Advance care planning
- Shared medical decision-making
- Emotional, psychosocial, and spiritual support
- Family counseling and caregiver support
- Care coordination across multiple providers and settings
- End-of-life planning when appropriate


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Palliative care teams are multidisciplinary, including physicians, advanced practice providers, nurses, social workers, and chaplains who work alongside a patient's existing specialists and primary physicians.

## Clinical Sites

IU geriatric and palliative medicine faculty practice across several major teaching and care environments, including:

- IU Health Methodist Hospital (moving to the new IU Health Medical Center in 2027)
- IU Health University Hospital (moving to the new IU Health Medical Center in 2027)
- Eskenazi Health
- Richard L. Roudebush VA Medical Center

## IU Health Methodist Hospital

IU Health Methodist Hospital, located in Indianapolis, Indiana, is the flagship adult tertiary and quaternary care hospital of Indiana University Health and serves as a major teaching hospital for the Indiana University School of Medicine. It is one of the largest and most comprehensive hospitals in the state, providing advanced care for complex medical and surgical conditions. IU Health Methodist Hospital hosts interdisciplinary geriatrics and palliative care programs, where IU School of Medicine faculty provide inpatient and outpatient consultation, symptom management, advance care planning, and care for medically complex older adults. Geriatric clinical programs also include aging brain care services and GRACE team care.

## IU Health University Hospital

IU Health University Hospital, located in Indianapolis, is a major academic medical center within the University health system and serves as a primary teaching hospital for the Indiana University School of Medicine. Together with the IU Health Methodist Hospital, it forms the core adult academic health campus and provides highly specialized inpatient and outpatient care. IU Health University Hospital supports interdisciplinary clinical programs, including palliative medicine, where faculty provide consultation, complex care management, symptom management, and advance care planning for patients with serious illness.

Further information: Indiana University Health

## Eskenazi Health

Eskenazi Health, located in Indianapolis, Indiana, is one of the nation's largest and most respected public health systems and serves as the safety-net health system for Marion County. Its flagship facility, Sidney & Lois Eskenazi Hospital, is a major teaching hospital of the Indiana University School of Medicine and provides comprehensive care to a diverse urban population.


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Eskenazi Health is a clinical partner for the division's aging, geriatric medicine, and palliative care programs, connecting its academic mission with Indianapolis' public safety-net health system. Geriatric clinical programs include the Healthy Aging Brain Center, geriatric primary care, and inpatient geriatric consultation.

Further Information: Eskenazi Health



*Sidney & Lois Eskanazi Hospital*

## Richard L. Roudebush VA Medical Center

The Richard L. Roudebush VA Medical Center, located in Indianapolis, Indiana, is one of the largest and most comprehensive veterans' health care facilities in the Midwest. As the primary Veterans Affairs referral center for Indiana and portions of neighboring states, it provides a full spectrum of inpatient, outpatient, surgical, specialty, mental health, and rehabilitative services to U.S. military veterans.

The Richard L. Roudebush VA Medical Center is a clinical partner for both sections of the division and offers inpatient and outpatient consultative palliative care and a comprehensive spectrum of geriatric clinical programming including inpatient consultation, geriatric primary care, home-based primary care, and home-based geriatric care management. Roudebush VAMC is also an Institute for Healthcare Improvement-certified Age Friendly Health System

Beyond clinical care, division faculty have contributed to national VA aging policy, connecting their expertise in the care of older adults with broader efforts to shape services for aging veterans.

Further Information: Richard L. Roudebush Veterans' Administration Medical Center

## Education

The division offers an ACGME-accredited geriatric medicine fellowship; an ACGME-accredited hospice and palliative medicine fellowship, including pediatric and combined hematology/oncology tracks; and a two-year combined geriatrics and palliative medicine (GeriPal) fellowship whose graduates are double board-eligible.

The palliative care fellowship has trained more than 60 physicians who have established a robust hospice and palliative care footprint across Indiana health systems. The fellowship partners with AMPATH in Eldoret, Kenya, where faculty and fellows engage in global health academic endeavors. A T32 training program supports MD-PhD students interested in social and behavioral aging research.

The imAGE program (Innovating, Maximizing and Advancing Geriatric Education) extends geriatrics education beyond Indianapolis and IUSM through ECHO-based partnerships and curricula for Indiana Adult Protective Services and Area Agencies on Aging. Major external educational and implementation support has included the Donald W. Reynolds Foundation, the John A. Hartford Foundation, and HRSA Geriatric Workforce Enhancement Grants.


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## National Policy Influence

Division faculty have participated in work groups developing the national dementia care plan and national VA aging policy, testified before Congress, consulted with CMS in ways that contributed directly to GUIDE, and advised Indiana on managed care, dual-eligible populations, and pathways for frail older adults. Palliative medicine faculty have helped shape laws related to advance directives and surrogacy through the Indiana Patient Preference Coalition and the American Academy of Hospice and Palliative Medicine (AAHPM). A dedicated division is positioned to amplify this distinctive institutional asset.


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# Position Summary

## Reporting Relationships

The Division Director reports directly to the Chair of the Department of Medicine and leads the newly created Division of Aging, Geriatric Medicine, and Palliative Care. The Director will work across Indiana University, the Regenstrief Institute, research partners, IU Health, Eskenazi Health, and the Richard L. Roudebush VA Medical Center in a distributed, matrixed environment.

## Role Responsibilities

### Lead an Integrated Older Adult Care Strategy

No comprehensive, systemwide strategy for aging currently exists across the clinical enterprise. The Director will be the natural convener and architect of one, integrating clinical programs, workforce development, quality improvement, and community engagement into a coordinated approach. This work carries economic as well as clinical significance as an increasing share of the patient population moves from commercial insurance to Medicare and value-based arrangements.

### Advance Aging Research and Collaboration

The Division Director will facilitate and strengthen research by recruiting, mentoring, and supporting investigators; fostering interdisciplinary partnerships; and helping faculty connect with the expertise and resources needed to advance their work. Working collaboratively with the Director of the Indiana University Center for Aging Research (IUCAR) and other research leaders, the Division Director will support a complementary divisional research agenda and create opportunities for collaboration across aging research and disciplines such as neuroscience, cardiovascular science, cancer, and pulmonary medicine. Success in this role will be reflected in the strength of the faculty research environment: investigators equipped to pursue extramural funding, productive collaborations across centers and health systems, and opportunities to translate findings into clinical practice. The Division Director’s research leadership will be facilitative and collaborative, complementing the leadership of IUCAR and other research centers.

### Expand Clinical Programs

Eskenazi Health and Roudebush VA have been the historical home of much of the academic and clinical work in aging, and those partnerships remain central. Eskenazi serves a highly underserved patient population, and the geriatrics programs built there, including the Healthy Aging Brain Care Clinic and ACE consultation, are among the reasons this division has national standing. Likewise, programs at Roudebush VA, such as VA-GRACE and teleGRACE, ACE consultation, the geriatric medical home, and the Geriatric Learning Health System, are viewed as VA best practices that have subsequently influenced national policy and programming across the national VA system. Sustaining and deepening these health systems relationships are expectations of the role.

At the same time, the largest opportunity for growth in scale and reach lies with IU Health, where the geriatrics clinical footprint remains comparatively undeveloped. The size of that system and its statewide presence mean that models proven at Eskenazi and the VA can be implemented for more older adults than any single site can serve. Priorities include inpatient and outpatient geriatric consultation, primary care for the frailest and most complex older adults, geriatric co-management with surgical services, oncology, and cardiology, broader implementation of dementia care models, and telehealth-enabled services reaching communities across Indiana. Pursuit of Age-Friendly Health System designation, built on the 4Ms framework, is an explicit near-term deliverable.


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## Advance Palliative Care

A Director whose own expertise lies in aging must demonstrably value palliative care, recognize it as a distinct specialty, and be committed to its growth and visibility.

The goal is to support patients and their families holistically through disease trajectories and improve both the quality of life and, when indicated, the quality of death. That means scaling specialty palliative care services across clinical partners, strengthening upstream referrals so that patients reach palliative care earlier in a serious illness, extending serious illness communication training, and supporting the growth of palliative care research and fellowship training. Candidates should expect to be asked how they would lead the growth of expertise in serious illness and end-of-life care that would benefit the communities served.

## Develop the Workforce Pipeline

Geriatrics fellowship recruitment is difficult nationwide, and Indiana is no exception. The Director will strengthen fellowship recruitment through visible leadership and a compelling research environment, explore expanded fellowship models including research-track and non-ACGME pathways, extend geriatric competence to non-geriatrician clinicians and advanced practice providers, and continue the division's outward-facing educational mission.

## Advance Philanthropy and Policy

A division with the words Aging and Palliative Care in its name is a compelling focal point for donors and foundations whose priorities center on healthy aging, dementia, serious illness care, and caregiving. The Director will partner with development colleagues and will extend the division's existing engagement with federal agencies, state government, and national organizations.




*IU Health, Bloomington Hospital*


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# Goals and Objectives

## Key goals and objectives for the incoming Division Director include:

- Establish a shared divisional agenda with clear priorities, section leadership roles, and a phased plan for deploying recruitment and program-building resources.
- Focus on faculty development and mentorship to ensure continued growth and retention of faculty within the Division.
- Secure alignment among academic, research, and clinical partners on an enterprise-wide aging strategy, with agreed priorities and a framework for tracking implementation.
- Develop a prioritized investigator recruitment and programmatic funding plan that connects existing aging research strengths with emerging interdisciplinary opportunities.
- Agree with IU Health on an initial set of geriatric care models for broader implementation, with defined pathways for adapting successful approaches from Eskenazi Health and the Roudebush VA.
- Establish a pathway toward Age-Friendly Health System designation, including an assessment of current practice against the 4Ms framework and priorities for closing gaps.
- Define shared indicators of access, care quality, and patient and caregiver experience to guide improvement in geriatric and serious illness care, with attention to underserved populations.
- Develop a palliative care growth plan that identifies gaps in specialty capacity, earlier referral opportunities, and priorities for ambulatory, community-based, and virtual services.
- Identify barriers to fellowship recruitment and establish a coordinated recruitment and mentorship plan, including opportunities for research-track and expanded training pathways.
- Create a focused case for philanthropic investment with clearly defined opportunities in healthy aging, dementia, serious illness care, and caregiving.
- Establish priorities for older adult care pathways during IU Health's academic health center and electronic health record transitions, emphasizing continuity across inpatient, outpatient, and home-based settings.
- Identify opportunities to translate investigator-led findings into clinical practice, with partner health systems serving as settings for implementation and evaluation.
- Develop an outreach education plan through imAGE and ECHO-based partnerships that addresses geriatric care needs identified by community clinicians, Indiana Adult Protective Services, and Area Agencies on Aging.
- Establish a focused policy engagement agenda with federal agencies, state government, and national organizations, prioritizing opportunities to translate the division's expertise into improved dementia and serious illness care.


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# Candidate Qualifications

## Education/Certification

- MD, DO, MD/PhD, or equivalent clinical doctoral degree required.
- Board certification in internal medicine, family medicine, geriatrics, or another clinical discipline relevant to the care of older adults.
- Eligibility for medical licensure in the State of Indiana.
- Added qualifications or board certification in geriatric medicine preferred.
- Academic credentials supporting appointment at the rank of Professor, or Advanced Associate Professor with a clear trajectory to Professor.

## Knowledge and Work Experience

- Nationally recognized leader in aging and geriatric medicine, with a strong record of scholarly achievement, national professional engagement, and peer recognition.
- Demonstrated success securing extramural research funding as a principal investigator across basic, translational, clinical, health services, implementation, informatics, or policy research.
- Significant academic leadership experience, such as serving as a division chief, section chief, center or institute director, vice chair, or in a comparable leadership role.
- Proven ability to recruit, mentor, develop, and retain high-performing faculty, including early-career physician-scientists.
- Experience collaborating effectively with health systems and leading within complex, matrixed organizational environments.
- Experience leading or contributing to enterprise-wide initiatives that improve care for older adults.
- Demonstrated success building interdisciplinary partnerships across departments, schools, health systems, and external organizations.
- Experience engaging with donors, foundations, and philanthropic partners is preferred.
- Familiarity with hospice and palliative medicine and a commitment to advancing these important areas of care.

## Leadership Skills and Competencies

- Passionate about advancing excellence in patient care, education, research, and community impact.
- Transparent and effective communicator with the ability to inspire trust and collaboration among diverse stakeholders.
- Skilled relationship builder who fosters strong partnerships across faculty, staff, learners, and health system leaders.
- Comfortable leading in a distributed, highly collaborative, and matrixed environment.
- Strategic thinker with sound financial, operational, and organizational judgment.
- Effective negotiator and advocate who can align stakeholders around shared goals.


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# The Community

## Indianapolis, Indiana

From its humble beginnings as a Native American settlement and trading outpost, Indianapolis has grown into a bright metropolis known for its cultural ambiance, thriving downtown, and growing high-tech industries. Indianapolis is located in the center of Indiana and is within a day's drive of half the nation's population. Often referred to as the "Crossroads of America," Indianapolis is intersected by more segments of interstate highway than any other metro area.



*Indianapolis Skyline*

Today, Indianapolis is an economic boomtown with a buoyant economy held up by strong sectors of manufacturing, distribution, retail, and service. It is home to many large corporations, including Eli Lilly and Company. The public education system in Indianapolis and surrounding communities provides a wide variety of choices - public, private, faith-based, and International Baccalaureate (IB) options. There are 11 school districts (corporations) in Marion County. Indianapolis Public Schools, the state's largest school system, serves students within the old city boundaries. The remaining districts of Beech Grove, Decatur, Franklin, Lawrence, Perry, Pike, Speedway, Warren, Washington, and Wayne serve the rest of the county. Most students in all 11 corporations are geographically assigned to a particular school. Within most districts, parents have some choice about where to send their children to school.

Indianapolis offers a diverse and growing educational landscape, with traditional public schools, vocational training programs, alternative learning environments, and a variety of charter school options. Students also benefit from access to numerous colleges and universities throughout the region, making the city an attractive destination for those seeking affordable and accessible educational opportunities.

Known as the Circle City, Indianapolis pairs strong educational resources with an exceptional quality of life. Home to professional sports teams such as the Indianapolis Colts, Indiana Pacers, and Indy Eleven, the city also boasts a rich cultural scene featuring the Indianapolis Symphony Orchestra, Indianapolis Repertory Theatre, and the Children's Museum of Indianapolis. Outdoor and family-friendly attractions include White River State Park, the Indianapolis Zoo, and Victory Field, widely regarded as one of the premier Triple-A baseball venues in the country.

Residents and visitors can also explore the NCAA Hall of Champions, Indiana State Museum, IMAX Theater, and the Eiteljorg Museum of American Indians and Western Art. Whether drawn by education, entertainment, sports, or cultural amenities, Indianapolis offers a welcoming atmosphere and renowned Hoosier hospitality, making it an appealing place to live, work, and learn.

**For additional information on Indianapolis, visit:** www.indy.gov


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# Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV/resume and a letter of interest addressing the candidate's vision for the division and their leadership, research, and educational experience. Review of applications has begun and will continue until the position is filled.

Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting Indiana University School of Medicine with this recruitment, preferably via e-mail, to bamaral@wittkieffer.com.

Please direct all nominations and applications to Michael Raddatz, Holly Nandan, and Brittany Amaral through the WittKieffer Candidate Portal by clicking here. Candidates can also find this portal on the WittKieffer website at www.wittkieffer.com by selecting the "For Candidate" dropdown, then “Candidate Portal.”


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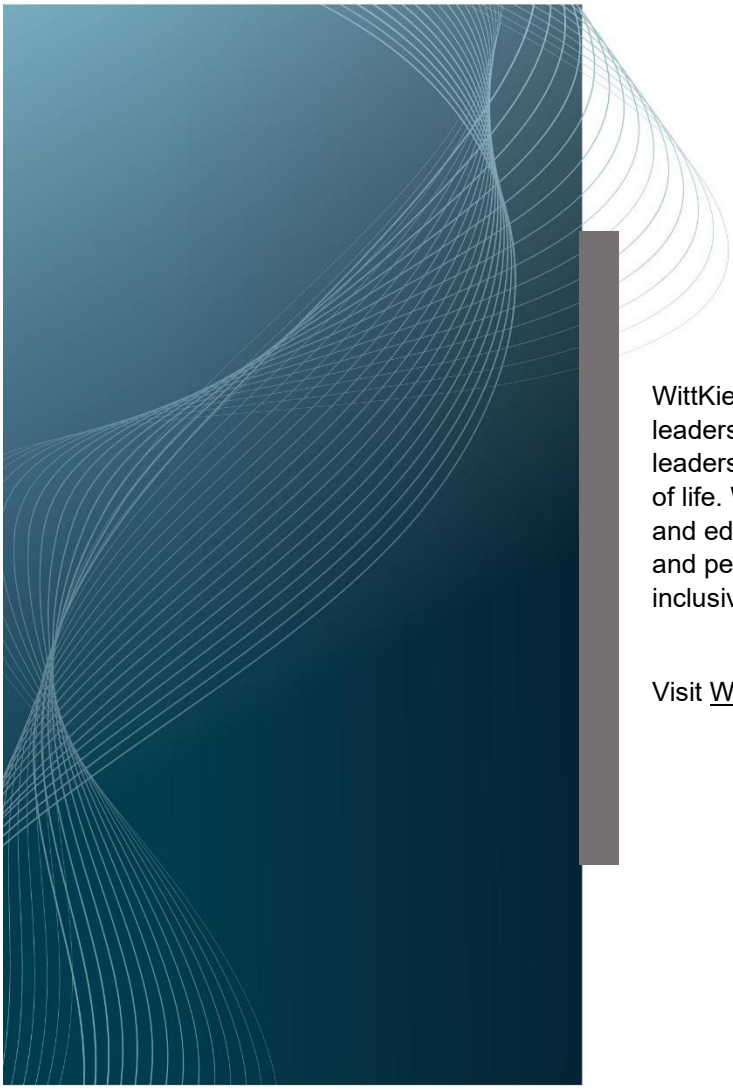

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