



**Chair, Department of Pediatrics/ Chief, Children's Health  
Service Line, MaineHealth**

Leadership Profile

April 2026

*Prepared by Kim Smith and Tricia Porter*



## Contents

<b>The Opportunity</b>	<b>03</b>
<b>Organization Overview</b>	<b>04</b>
<b>Position Summary</b>	<b>10</b>
<b>Goals and Objectives</b>	<b>13</b>
<b>Candidate Qualifications</b>	<b>14</b>
<b>The Community</b>	<b>17</b>
<b>Procedure for Candidacy</b>	<b>19</b>

## The Opportunity

MaineHealth seeks a dynamic and experienced leader to serve as the Chair, Department of Pediatrics, MaineHealth Barbara Bush Children's Hospital (BBCH) and Chief, Children's Health Service Line, MaineHealth. This role offers an exceptional opportunity to shape the future of pediatric services across MaineHealth and the state of Maine and drive exceptional patient care, research, and education for the department. (The position of Chair, Department of Pediatrics and Chief, Children's Health service line will be referred to as Chair.)

MaineHealth is a \$5B not-for-profit health system dedicated to improving the health of patients and communities by providing high-quality, affordable care, educating tomorrow's caregivers, and researching better ways to provide care. As the largest healthcare organization in the state, MaineHealth is an 11-hospital system with 25,000 care team members and over 2,500 providers in the medical group. The system spans a broad geographic footprint from North Conway, New Hampshire to the central Maine coast. MaineHealth is committed to the further development of an inclusive environment where all care team members can thrive and feel supported to realize their full potential as they work to provide equitable care for their patients and communities. The health system is anchored by its flagship academic, 740-bed hospital, MaineHealth Maine Medical Center Portland (MHMMCP), which is home to the [Barbara Bush Children's Hospital](#). MHMMCP has a strong affiliation with Tufts University Medical School, is home to nationally recognized residency and fellowship programs, and is committed to providing academic and clinical training to future generations of providers.

The Department of Pediatrics and the Children's Health Service Line have a dedicated team of pediatricians, family health care providers, and residents who provide expert, compassionate care close to home, including the Barbara Bush Children's Hospital, which is designated by the State of Maine to be the only Level 4 facility in the state for Neonatal care. The department and service line consists of 194 faculty members, including physicians and advanced practitioners, and two ACGME-accredited residencies – a three-year pediatric residency program and a four-year combined internal medicine-pediatric residency program.

Reporting to the System Chief Medical and Transformation Officer, the Chair will lead faculty and staff in delivering the highest quality of care within a collaborative clinical learning environment, supporting pediatric residency, internal medicine-pediatric residency, and academic programs. They will possess the expertise to effectively guide physicians and advanced practice providers, ensuring performance consistently meets the optimal scope of practice. They will have the passion and drive to serve as the voice of children in Maine, New Hampshire, and beyond.

The next Chair will be a distinguished leader with substantial experience in an academic medical center environment, holding senior roles in clinical service and administration. They will be dedicated to recruiting and training a workforce of pediatricians that reflects the communities served and the faculty who serve them. The Chair will be responsible for planning, managing, and implementing programs that promote the professional and scholarly growth of the department's faculty. Additionally, they will demonstrate entrepreneurialism, innovation, and creative thinking in overseeing the clinical enterprise.

The ideal candidate will be a visionary leader committed to enhancing patient-centered pediatric care and fostering strong community partnerships. They will bring extensive experience leading and managing a robust pediatrics department and in fostering accountability, ensuring the highest quality and safety standards for children's health while adhering to evidence-based best practices. This individual will demonstrate a collaborative leadership style and possess significant expertise in navigating complex hospital environments. They should have a proven track record of recruiting and developing faculty and staff and possess the leadership experience, both operational and strategic, necessary to oversee a busy clinical service line across MaineHealth. The Chair will support and promote research initiatives within the department. Essential qualifications include an M.D., D.O., or equivalent medical degree; board certification in pediatrics; eligibility for medical licensure in Maine; and credentials for an appointment at the rank of Associate Professor or Professor at Tufts University School of Medicine.

This is an outstanding opportunity for a dynamic academic leader to shape the department's long-term vision, serve as a voice for children, and significantly impact pediatric care in Maine and New Hampshire.

## Organization Overview

### Barbara Bush Children's and Department of Pediatrics

The Barbara Bush Children's Hospital at MHMMCP is Maine's only full-service children's hospital and provides extensive neonatology expertise. The Neonatal Intensive Care Unit (NICU) at BBCH includes 51 beds, a team of ten neonatologists, neonatal hospitalists, advanced practice providers, registered nurses, and respiratory therapists.



The [BBCH NICU](#) provides the largest and most comprehensive program of its kind in Maine, caring for more than 900 newborns each year. MMCP/BBCH neonatologists provide 24-hour in-house neonatology coverage. The NICU is supported by a broad range of pediatric subspecialists at BBCH, including pediatric cardiovascular surgery, pediatric neurosurgery, pediatric cardiology, pediatric neurology, pediatric surgery, and genetics.

The BBCH is also home to Maine's largest and most comprehensive pediatric critical care program, including an 8-bed Pediatric Intensive Care Unit (PICU) staffed by an expert team of pediatric critical-care physicians, cardiac intensivists, nurses, and other specialists.

The BBCH inpatient unit has 30 beds and is staffed by 18 Pediatric Hospital Medicine physicians. The Emergency Department has three Pediatric Emergency Medicine physicians.

### Barbara Bush Children's Health Service Line

The MaineHealth Barbara Bush Children's Health Service Line is a highly integrated team composed of inter-professional providers and interdisciplinary programs and services that care for specific patient populations agnostic to MaineHealth or Affiliate status. It organizes health care services to optimally manage the continuum of care for these patients and their families, and to allocate resources to improve value and experience for all.

The Children's Service Line, led by the Children's Health Chief and its Leadership Council, is responsible for establishing the vision and strategic direction for children's services across the MaineHealth system, as well as for improving overall performance in quality, cost, and access.

The Barbara Bush Children's Health Service Line includes everyone who cares for children, from neonates to adolescents to adults, as part of pediatrics and family medicine in primary care, specialty care, emergency/urgent care, child and adolescent psychiatry, and inpatient settings, as well as all associated wellness, prevention, and public health programs and initiatives.

#### Vision

Working together so their pediatric communities are the healthiest in America.

#### Mission

The Children's Service Line is dedicated to improving the health and resilience of pediatric patients and their communities by providing equitable access to coordinated, high-quality, affordable, and culturally inclusive care, educating future pediatric health caregivers, and researching better ways to provide pediatric care.

In addition to the BBCH, additional nurseries are located at MaineHealth Maine Medical Center Biddeford, Franklin Hospital, Lincoln Hospital, Mid Coast Hospital, Pen Bay Hospital, Stephens Hospital, and Memorial Hospital, located in North Conway, NH. The department and service line have several outpatient and primary care locations across Maine and New Hampshire, and offers telehealth across all specialties, including TeleNICU and TelePICU.

The Children's Health service line includes:

[MaineHealth Lincoln Hospital](#)

[MaineHealth Franklin Hospital](#)

[MaineHealth Memorial Hospital](#)

[MaineHealth Mid Coast Hospital](#)

[MaineHealth Pen Bay Hospital](#)

MaineHealth [Maine Medical Center Portland](#)

MaineHealth [Maine Medical Center Biddeford](#)

[MaineHealth Stephens Hospital](#)

[MaineHealth Waldo Hospital](#)

[MaineHealth Care at Home](#)

## MaineHealth Barbara Bush Children's Hospital Scholars Academy

The MaineHealth [Barbara Bush Children's Scholars Academy](#) (BBCH SA) nurtures pediatric clinicians and educators whose work often spans clinical innovation, quality improvement, education, advocacy, and community partnership. The MaineHealth Barbara Bush Children's Scholars Academy validates diverse academic pathways, promotes inclusive excellence, and reinforces the idea that scholarship is most meaningful when it advances child health, strengthens systems, and shapes a compassionate, capable team of pediatric healthcare professionals.

Many faculty members of the Scholars Academy have active projects focused on implementation science, an area of research recently recognized by the NIH, which incorporates the scholarly domains of application, integration, and teaching to adapt and more efficiently disseminate research findings to rural and underserved Maine communities.

Since its inception in 2020, the BBCH SA has grown to ten faculty and 54 members representing numerous pediatric divisions and subspecialties at BBCH and the Children's Health Service Line. In 2025, academic productivity included 51 publications, 75 published abstracts, and 12 funded grants. Also in 2025, members and staff of the Scholars Academy received their largest NIH-funded grants to date. These grants were a result of significant collaboration from across the Children's Health Service Line as well as with collaborators at [MaineHealth Institute for Research](#) and the [Hannaford Center for Safety, Innovation, and Simulation](#).

- \$2.1M grant was awarded to join the [IDeA States Pediatric Clinical Trials Network](#).
- \$2.8M grant from the National Institute on Minority Health and Health Disparities and the National Institute of General Medical Sciences (NIGMS) Institutional Development Award (IDeA) Program to continue to study their HoloBaby neonatal augmented reality prototype.

In addition, faculty were awarded a one-year COBRE Team Science Supplement Grant to conduct the ANTEATER Study (Assessment of Neonatal Resuscitation Team Simulation Performance), an Acute Care and Rural Health Disparities COBRE Grant for neonatal resuscitation and team readiness, and a Welch Foundation Grant for point-of-care ultrasound research.

In 2025, the Scholars Academy began to intentionally expand the infrastructure and rigor of the ongoing supported quality improvement initiatives. The Academy revamped the Faculty Resident Scholarship Program application process – creating distinct application processes for quality improvement and research applications. Another initiative that launched in 2025 is the 12-month Quality Improvement Educational Series. Virtual sessions are held monthly to increase BBCH SA staff and member knowledge about quality improvement methodology, processes, and manuscript preparation. The Scholars Academy has been working with Quality Leaders across BBCH and staff to implement multiple evidence-based bundles to reduce harm to pediatric patients, in collaboration with Solutions for Patient Safety.

A key strategic priority for the BBCH SA has been advancing scholarly activity among the pediatric and internal medicine-pediatric residents. The Faculty Resident Scholarship Program, which brings residents and faculty together regularly with BBCH SA navigators and mentors to monitor project progress, provide career guidance, and foster mentorship skills, funded five new projects for FY2026. The pediatrics and internal medicine-pediatrics residents continue to excel in clinical rotations, and, with the support of Scholars Academy, many are disseminating their scholarly work to national audiences.

## Education

At MaineHealth Maine Medical Center Portland (MHMMCP) resident and medical student education is a priority. MHMMCP is the primary teaching site for third-year medical students from the Tufts University School of Medicine's Maine Track, third-year students from Tufts not in the Maine Track program, as well as students from the University of New England College of Osteopathic Medicine. MHMMCP hosts students from institutions across the country for fourth-year acting internships and elective experiences.

The MHMMCP pediatric residency program provides an exceptional education with a breadth of experience typically found only in large centers. As a tertiary care referral hospital for all of Maine and Southern New Hampshire, MHMMCP offers state-of-the-art care and an excellent training environment. Residents receive outstanding education in primary care and both inpatient and outpatient training, balanced with critical care and sub-specialty experiences. They will care for children throughout the state of Maine and parts of New Hampshire from diverse ethnic groups and multiple socioeconomic backgrounds. The pediatric residency program currently has 24 residents.

In addition, MHMMCP offers a combined four-year internal medicine-pediatric residency program. The program combines two outstanding departments and provides optimal, comprehensive training to prepare doctors for a broad array of internal medicine-pediatrics career options, including primary care, sub-specialty fellowships, research, hospital medicine, and academic medicine. The faculty provides a high-caliber teaching experience that balances resident supervision with independent decision-making. The size and structure of the program provides ideal resident involvement as well as flexibility in achieving individual resident training goals. The internal medicine-pediatric residency currently has 16 residents.

## Community Collaborations

BBCH has grown significantly over its 30-plus years and now connects with several national organizations to support local communities in MaineHealth's footprint. In addition to the [CF Foundation Therapeutic Development Network](#), BBCH is a part of the [Vermont Oxford Network](#), which seeks to improve neonatal care, the [Children's Oncology Group](#), devoted to childhood cancer research, the [Virtual Pediatric Systems Pediatric Intensive Care Unit Registry](#), dedicated to improving pediatric critical care and [Children's Miracle Network Hospitals](#), which raises money to support children's health across the United States. In addition, BBCH is very active in the [Northern New England Advocacy Collaboration](#) and the Maine American Academy of Pediatrics (AAP) Chapter.

## MaineHealth

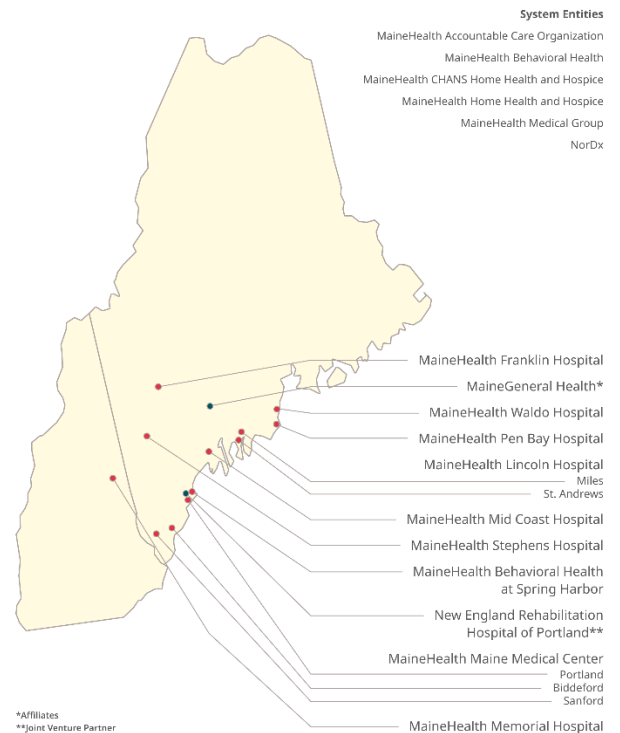
MaineHealth is a not-for-profit, integrated health system whose vision is: *Working together so our communities are the healthiest in America*. MaineHealth is committed to providing high-quality, affordable care, educating tomorrow's caregivers, and researching better ways to deliver care. The health system provides preventive care, diagnosis, and treatment to 1.1 million residents in Maine and New Hampshire.

January 2019 marked the beginning of an exciting new chapter in MaineHealth's history - the joining of their Maine-based local health systems as a single organization. After several years of thoughtful planning and input from their communities, MaineHealth began the journey to transform how it delivers world-class healthcare to its patients and communities, backed by the strength of the entire system.

**MaineHealth system includes:**

- [MaineHealth Maine Medical Center](#) Portland
- [MaineHealth Maine Medical Center Biddeford/Sanford](#) (formerly SMHC)
- [MaineHealth Memorial Hospital](#) (North Conway, NH)
- [MaineHealth Stephens Hospital](#) (Norway, ME)
- [MaineHealth Franklin Hospital](#) (Farmington, ME)
- [MaineHealth Mid Coast Hospital](#) (Brunswick, ME)
- [MaineHealth Lincoln Hospital](#) Damariscotta, ME)
- [MaineHealth Pen Bay Hospital](#) (Rockport, ME)
- [MaineHealth Waldo Hospital](#) (Belfast, ME)
- [MaineHealth Barbara Bush Children's Hospital](#) (Portland, ME)
- [MaineHealth Behavioral Health / Spring Harbor Hospital](#) (Westbrook, ME)
- [MaineHealth Accountable Care Organization](#)
- [MaineHealth Home Health & Hospice](#)
- [MaineHealth Medical Group](#)
- [MaineHealth NorDx](#)

**The MaineHealth System**



Click [here](#) for an interactive map

**The MaineHealth family of care includes:**

- 25,000+ care team members.
- A Level 1 trauma medical center and eight community hospitals.
- More than 2,500 employed providers serving our communities in multiple practices through the MaineHealth Medical Group.
- Over 1,400 physicians working together through the MaineHealth Accountable Care Organization.
- Comprehensive long-term care and senior care services.
- Complete behavioral and mental health care network, including southern Maine's only private, nonprofit psychiatric hospital, as well as community-based services at dozens of locations.
- Not-for-profit home health care agency serving southern and mid-coast Maine.
- Health/wellness programs and agencies.
- Laboratory that serves patients, physicians, hospitals, and long-term care providers in New England.

The Leapfrog Group has recognized several of MaineHealth's community hospitals as Top Rural Hospitals and consistently awarded strong Hospital Safety Grades to its larger hospitals, contributing to Leapfrog's naming Maine as the *Leapfrog Top State of the Decade for Patient Safety*. The Maine hospitals are all Breathe Easy Gold Star Standard of Excellence recipients at the Platinum level. The quality of MaineHealth's care is also reflected in accreditations from the Joint Commission and recognitions in Becker's Healthcare.

**MaineHealth Values in Action**

**Patient Centered**

- Act with compassion and kindness.
- Listen actively and validate concerns; focus on the individual's needs.
- Communicate effectively with patients and families.

- Treat everyone with respect and courtesy; acknowledge cultural differences.
- Be empowered to advocate and speak up for patient and client safety.
- Partner with patients, families, and care teams to develop a shared plan.

**Respect**

- Recognize all patients, visitors, and co-workers as valued members of the healthcare team.
- Listen actively and respond thoughtfully.
- Treat others as you would want to be treated.
- Embrace diversity, acknowledging each person's uniqueness.
- Be empathetic, compassionate, and kind.
- Foster a professional and healing atmosphere.

**Integrity**

- Demonstrate professionalism at all times, regardless of the behavior of others.
- Maintain confidentiality and respect the privacy of all.
- Develop and maintain a culture of trust and accountability.
- Act with honesty and transparency at all levels of the organization.
- Model behavior that is consistently honest and ethical.
- Acknowledge mistakes as opportunities to learn and grow.

**Excellence**

- Consistently seek improvements in processes and performance.
- Set high standards.
- Strive to exceed expectations with every interaction.
- Lead by example.
- Work collaboratively as a team.
- Pursue opportunities to learn and grow personally and professionally.

**Ownership**

- Follow up and follow through.
- Look beyond our individual roles to do what is necessary to get the job done successfully.
- Take responsibility for our actions and our collective outcomes.
- Approach challenges with optimism.
- Represent our organization in a positive light.
- Promote an accountable, fair and supportive environment.

**Innovation**

- Welcome change with a positive attitude.
- Inspire others and foster creativity.
- Be courageous.
- Encourage diverse perspectives.
- Invest in people, technology and research.
- Commit to lifelong learning and educating.

**MaineHealth Medical Center**

MaineHealth Maine Medical Center in Portland (MHMMCP) is the 740-bed flagship academic hospital of MaineHealth. MHMMCP is a Level I Trauma Center and is the only American College of Surgeons-certified Level I Trauma Center in Maine. MHMMCP is home to the nationally recognized Barbara Bush Children's Hospital, Maine's only tertiary care hospital for pediatric clinical care and research. The Medical Center has an exceptional commitment to quality and safety, earning national recognition for its achievements, and has received the Magnet designation.

MHMMCP trains over 400 residents and fellows annually in [17 accredited residency programs](#) and [19 subspecialty fellowships](#), all approved by the Accreditation Council for Graduate Medical Education (ACGME), [two rural tracks](#), and rural concentration. MHMMCP took a significant step in furthering its academic mission when it established a new medical school track in partnership with Tufts University School of Medicine. The Maine Medical Center-Tufts School of Medicine Maine Track Program provides an innovative curriculum that exposes students not only to rural practices but also to training in a major tertiary medical center.

The Malone Family Tower at MHMMCP opened in June 2024, adding 300,000 square feet to the campus footprint. This state-of-the-art building is the new home for cardiac and cardiovascular clinical excellence and features 96 private patient rooms, a 40-bed pre/post operation area, 19 new OR and procedure rooms, and a significantly expanded sterile processing facility.

In June 2024, Maine Medical Center and Southern Maine Health Care integrated under a single license, combined staff, and have a single medical staff serving both campuses. The three campuses are now known as MaineHealth Maine Medical Center in Portland, Biddeford, and Sanford. Southern Maine Health Care (SMHC) was formed on January 1, 2014, when Goodall Hospital and Southern Maine Medical Center (SMMC) merged to become the fifth-largest healthcare system in Maine. MMC Biddeford/Sanford (SMHC), licensed for 189 beds, has more than 20 offices in Biddeford, Kennebunk, Saco, Sanford, and Waterboro, Maine. These facilities have been recognized by the National Committee for Quality Assurance (NCQA) for providing the highest level of patient-centered care to children and adults.

### **MaineHealth Medical Group**

MaineHealth Medical Group (MHMG) was established in 2021. The medical group includes frontline providers and clinical leadership. It is the largest medical group in Northern New England, unifying all MaineHealth providers at the system's hospitals and medical centers, as well as more than 230 specialty and primary care practices in Maine and New Hampshire.

MHMG's clinical mission is driven by patient-centered care, continuous improvement, clear communication, and the advancement of medical knowledge. Its goal is to deliver on MaineHealth's vision of working together so our communities are the healthiest in America.

### **MaineHealth Institute for Research**

MaineHealth Institute for Research is the research arm of MaineHealth, supporting and encouraging a broad spectrum of research, from basic laboratory-based research to translational and clinical research to population and health services research. The institute has 4 scientific centers: the Center for Applied Science & Technology, the Center for Clinical & Translational Science, the Center for Interdisciplinary Population & Health Research, and the Center for Molecular Medicine. In 2025, MHIR received \$23.1M in grant funding and awarded 22 new grants, enabling the institute's clinical and biomedical researchers to contribute to nationally and internationally recognized scientific research. In addition, over 250 clinical trials were conducted. For more information on MHIR, please click [here](#).

For more information on MaineHealth please click [here](#).

## Position Summary

The Chair will drive excellence through clinical care, education, and expansion of clinical research across the department and the Children's Health service line. They will strengthen the department's academic mission and clinical excellence through recruitment, retention, development, and support of outstanding clinical faculty and staff. The Chair will work collaboratively with leaders across MaineHealth to build on excellence in existing teaching, research, and clinical programs, and in philanthropy. The Chair will also work to position the department for growth of service line and programs, advancing healthcare improvement and reform, including enhanced access for all children in urban and rural communities served by the service line.

Reporting to the System Chief Medical and Transformational Officer, [Adrian Moran, MD](#), the Chair will coordinate multi-disciplinary teams, quality assurance, and best practices through productive and collegial relationships with all service line chiefs, academic chairs, division chiefs, and medical directors within the health system. They will also oversee the residency program and undergraduate medical education activities, the department's research program/Scholars Academy, and clinical activities, including the delivery of high-quality and cost-effective care at Barbara Bush Children's Hospital. As the Service Line Chief for Children's Health, the Chair will organize care delivery across MaineHealth to achieve access to care, population health, and financial goals. Additionally, this leader will expand administration across clinical sites for provider deployment, care pathways, and clinical operations. Collaborating with their dyad partner (vice president of the service line), nurse leaders, and the medical group, this leader is responsible for operational, financial, and clinical strategies. This leader will support and be an active leader in MaineHealth for quality, safety, regulatory, strategy, and growth initiatives.

The Chair is expected to maintain clinical practice while allocating time to administrative responsibilities. It is also anticipated that the Chair will participate in educational activities and qualify for a faculty appointment at Tufts University School of Medicine.

## Reporting Relationships

Reports to: System Chief Medical and Transformational Officer

Direct reports:

- Medical Director, PICU, Maine Medical Center
- Medical Director, Pediatric Hospital Medicine, Maine Medical Center
- APP Manager, NICU, Maine Medical Center (BBCH contracts neonatology services through Maine Neonatology Associates)
- Senior Medical Director, Pediatrics, MaineHealth Medical Group

Dotted-line reports:

- Pediatric Division Chiefs
- Pediatric Specialties Senior Medical Director/Vice Chair
- Pediatric Primary Care Associate Medical Directors & Medical Directors across MaineHealth
- Pediatric Residency Program Director, Associate Program Directors, Medical Student 3rd and 4th Year Leaders

## Responsibilities

The following represent essential functions and responsibilities of the Chair. They are not listed in any order of priority.

### Clinical

- Continuously evolve and maintain the department and service line's standards of care to advance prevention and clinical outcomes, while supporting innovative care delivery models, access, and efficiency.
- Establish strategies and the necessary operating infrastructure to ensure clinical operations are effective, coordinated, accessible, responsive, and efficient.
- Lead clinical quality and program development across all locations to provide objectively superior clinical quality and patient experience.
- Develop an engaged, aligned, and high-performing team; foster a sense of unity and make each physician, advanced provider, resident, and staff member feel valued by seeking their input and creating a collaborative atmosphere. Set clear expectations and ensure productive, consistent communication with the pediatric sub-specialists.
- Establish and maintain high standards of professional practice and a culture of accountability.
- Provide physician leadership in planning, design, implementation, monitoring, and evaluation of care strategies and initiatives across MaineHealth.
- Lead a team of division chiefs and medical directors who are accountable for translating strategies into day-to-day practice operations. Regularly meet with division chiefs and medical directors.
- Lead and coordinate standardization and continuous improvement efforts across MaineHealth.

### Administrative

- Provide leadership that promotes the professional development of existing department and service line members and attracts highly motivated and exceptional faculty, providers, staff, and trainees to the department. Actively recruit talented, diverse practitioners who provide compassionate, holistic care to patients in the community.
- Oversee department/service line budgeting and resource management, meet departmental financial goals, and enact policies and processes which promote fiscal accountability, equity, and responsibility.
- Collaborate with department members, senior hospital leadership, nursing and ancillary leadership, and others to achieve quality and safety goals, improve services, and support growth and expansion.
- Ensure policies are known, understood, and implemented by physicians, advanced practice providers, and residents.
- Invest in the well-being of faculty and trainees to create a sustainable model of children's health programs for the future across all communities.
- Nurture collaboration, including inter-professional work in clinical, research, and teaching programs in Pediatrics, which utilize strengths and resources available at each clinical location.

- Facilitate a unified and coordinated approach for pediatric services alongside other physician leaders, integrating and promoting strong relationships with community providers.
- Work in a dyadic or triadic relationship with the respective VP of service line, nurse leader, and the medical director(s), to share accountability for clinical and operational performance, finances, quality, patient satisfaction, and other relevant performance measures.
- Advocate for the needs of clinicians and care team members and hold the organization members accountable to the commitments made to clinicians and care team members.
- Participate in leadership meetings, including the senior management team meeting, boards, and other committees.
- Oversee Department Chair responsibilities as outlined in the Maine Medical Center Bylaws, including but not limited to, Maine Medical Center Medical Staff Privileging, Peer Review, OPPE and FPPE functions.
- Serve as the bridge in communications between medical group leadership and primary care leaders and aligned pediatric practices.
- Participate in ongoing BBCH philanthropic initiatives and serve as an active and present representative at events.

### **Education and Research**

- Promote and foster a culture that encourages, enhances, and stimulates scholarly and research activities, and fosters collaborative research involving faculty with the BBCH Scholars Academy and within MaineHealth Institute for Research.
- Ensure excellence in teaching for students and residents and maintain oversight of continued medical education for the faculty.
- Foster the academic affiliation with Tufts University School of Medicine's Maine Track Program and assist in developing student education activities relevant to the department.
- Support the professional development of the department's faculty, leading to its members' professional advancement and leadership development, as well as a passion for mentoring and development of students and residents.
- Advance professional knowledge and personal competence through professional organizations, conferences, and publications.

## Goals and Objectives

The Chair will demonstrate meaningful progress in several key areas within the first 18 months of their tenure:

- Establish trust, credibility, and respect with department members and leadership within MaineHealth. Be seen as a leader, clinician, academician, and effective and clear communicator. Serve as an advocate for the department at MaineHealth Barbara Bush Children's Hospital, MaineHealth, and constituents outside of the organization.
- Acquire in-depth knowledge of quality and safety systems, metrics, and performance for the Children's Health service line, identifying areas for improvement and developing plans accordingly.
- Collaborate with senior leaders on the ongoing coordination and advancement of the Children's Health Service Line strategy for MaineHealth.
- Establish a high degree of visibility to establish positive, effective relationships with physicians and advanced practice providers through proactive outreach and engagement.
- Identify and implement changes to improve clinical, operational, and financial performance through optimal referral patterns, physician and provider staffing, and coverage.
- Partner closely with MaineHealth leadership to ensure a comprehensive range of services and access to faculty are available to all patients. Facilitate collaborative and collegial relationships with the community and referring physicians.
- Assist the faculty and residents in identifying research opportunities, including opportunities for collaboration both with local and regional partners, as well as outside of the institution.
- Aggressively recruit highly qualified, diverse faculty and providers and anticipate future recruiting needs as patient volume increases. Fill vacancies with highly qualified pediatric practitioners (clinicians of all types, including clinician-scientists). Ensure an inclusive, well-being-focused environment to retain department members.
- Identify innovative ways to extend needed child health services, including to rural and underserved communities, to achieve health equity and improved access.
- Support strong undergraduate and graduate medical education and continuing medical education. This includes advocating for resources necessary to ensure the department maintains a strong residency program, investigating additional educational opportunities, and mentoring residents in research activities.
- Nurture ongoing professional development of faculty through focus on career development, faculty engagement, and well-being. Develop junior faculty career pathways, their ability to engage in scholarly activity, and overall advancement of the department's academic reputation.
- Serve as a local, regional, and national advocate for patients, pediatric providers, and the specialty.
- Continue to advance collaboration with other departments providing synergistic and aligned services, including but not limited to Internal Medicine, Family Medicine, OB/GYN, Psychiatry, and Emergency Medicine.

---

## Candidate Qualifications

### Education/Certification

- Possess an M.D., D.O., or equivalent medical degree.
- Board certification by the American Board of Pediatrics or equivalent.
- Graduate of an accredited ACGME pediatric residency or internal medicine-pediatric residency.
- Eligible for licensure as a physician in the state of Maine.
- Candidates must qualify for appointment at the Associate Professor level or Professor level at Tufts University School of Medicine.

### Knowledge and Work Experience

- An established, high level of credibility among peers as an academic clinical leader.
- Evidence of having an astute understanding of academic clinical practice and a deep commitment to evidence-based clinical excellence based on a patient-centered model of care.
- Demonstrated understanding of finances in healthcare administration and academic medicine.
- Demonstrated ability to successfully identify, recruit, mentor, and develop physicians and advanced practice providers, as well as collaborate to maintain an inter-professional practice and provide inter-professional educational programs.

Experience growing research programs and promoting scholarship.

- Evidence of success in leading and developing excellent medical and graduate medical education programs.
- Exemplary people management and leadership abilities, with the capacity to serve as a mentor and facilitate the development of leadership and clinical skills among faculty within the department.
- Evidence of success in developing strong clinical programs that recognize and meet the needs of the various providers with whom the department works, those of the trainees that the department educates, and those of the patients whom the department serves.
- A leader with a contemporary mindset, cognizant of practice, and values the mission of education and research.
- Possesses exceptional interpersonal skills; has an open, transparent, and objective manner and the ability to relate effectively with a wide variety of constituents and stakeholders; is tactful, politically savvy, and diplomatic while also able to demonstrate conviction in leading changes and meeting goals.
- A proven record as a creative and strategic thinker who can envision and manage the future. Experience in managing growth and change, resolving conflict, and building consensus, as well as a demonstrated willingness to seize opportunities while assuming responsibility for appropriate risks.
- Possesses a deep comprehension of the interrelated missions of education, patient care, and community involvement that characterize academic medical practice and the importance of balancing these objectives.

- Strong commitment to patient care and the mission of MaineHealth, including a passion for excellence in healthcare in a rural setting.
- Demonstrated capability to establish external relationships and serve as the department's representative in the community and at a national level.
- Ability to establish trust both within and outside the department by seeking to understand differing perspectives, acting with transparency, and upholding commitments. A dedication to promoting inclusiveness among trainees, faculty, and staff through a commitment to fostering racial, ethnic, and gender representation.
- Ability to navigate a matrixed organization and develop relationships with multiple stakeholder groups.
- Excellent verbal and written communication, and the ability to meet the needs of differing stakeholder groups.
- Knowledge of relevant health care issues, for example, value-based care and physician compensation, as well as significant trends in healthcare and various regulatory standards (state, federal, Joint Commission).
- Ability to lead and influence without direct authority while creating accountability.
- Strong understanding of principles of patient-centered care, physician compensation systems, medical technology, including electronic medical records, and quality/service improvement strategies.
- Maintains strict confidentiality when dealing with sensitive medico-legal and professional issues.

### Leadership Skills and Competencies

- **A transformational, entrepreneurial, and strategic leader** who establishes an inspiring vision for the service line's future, committed to growing and developing faculty, providers, staff, and trainees, and who achieves prestige through the success of the department rather than their own clinical and research work.
- **An effective communicator** with strong interpersonal skills; an empathetic, respectful listener who can create and nurture an atmosphere that allows individuals to be proactive within a departmental plan.
- **An accomplished clinician** who is highly deserving of the clinical respect of their peers.
- **A diplomat** with a collaborative approach in working closely with members of the service line, other MaineHealth service lines, MaineHealth Medical Group, leadership at MaineHealth, outside organizations, and individuals.
- **A skilled negotiator** who works collaboratively yet decisively, focusing on what is optimal for the department.
- **A competent manager** with business skills who achieves challenging performance goals in complex, evolving environments, balancing their own strengths and weaknesses with complementary associates.
- **A mentor and advocate** with strong coaching skills to nurture the development of junior faculty into accomplished clinicians and teachers, of senior faculty into successful academic leaders, and of trainees and staff to develop and advance their careers in pediatrics.
- **A teacher** who enjoys interaction with students, residents, and faculty.
- **An individual of the highest integrity** with high energy, maturity, flexibility, and a reputation for fairness and idealism.
- **A builder** of organizations and programs, a developer and promoter of the strengths of colleagues, and a fundraiser.

- ***An approachable and enthusiastic leader*** who is accessible and visible to faculty and staff and who can engage the community for philanthropic support for the department.

## The Community

### Portland, ME

#### Portland, Maine

Maine is recognized as one of the most beautiful and interesting states in the nation. Located in New England, it is known for its scenery. The state abounds in natural assets, including lakes, mountains, and seacoasts. Maine boasts 17 million acres of forestland, over 400,000 acres of state and national parks, and 3,500 miles of indescribably beautiful coastline. There are 16 counties in Maine, with a population of over one million residents.

The Southern Maine Coast is home to most of the beautiful beaches in the state, including those in the towns of Kittery, York Harbor, York Beach, Ogunquit, Wells, Kennebunk, Kennebunkport, Biddeford, Saco, and Old Orchard Beach. The Mid-Coast region includes gorgeous rocky coastlines and historic seaside villages. Boothbay Harbor is known as the boating capital of New England, and Camden, Rockport, Rockland, and Castine are hidden gems of the Maine coast popular with yachting folks, artists, and lovers of artisanal beer.



Portland is the most populous city in the state, with a population of approximately 70,100. The Greater Portland metropolitan area is home to over half a million people, nearly half of Maine's total population. Portland's economy is heavily dependent on tourism, and the Old Port district is a popular destination.

Portland has become Maine's economic capital because the city has Maine's largest port, largest population, and is close to Boston (105 miles to the south). Over the years, the local economy has shifted from fishing, manufacturing, and agriculture toward a more service-based economy. Most national financial services organizations, such as Bank of America and Key Bank, base their Maine operations in Portland.

With a lengthy list of awards and accolades, Portland is one of the safest, most attractive, and livable cities in New England. Portland boasts a strong economy, a multitude of museums, theaters, symphony, and other musical performances, cultural attractions, and nationally acclaimed restaurants. In recent years, Portland has become known as a "foodie" destination. Long known for serving the freshest lobster and seafood, Portland has gained a national reputation for innovative restaurants, craft brews, and a growing number of award-winning chefs.



The region provides a wealth of outdoor recreation opportunities, all quite close to home and work. Some of New England's finest downhill skiing is in Maine and New Hampshire, plus hundreds of miles of trails are available for hiking, running, and cross-country skiing, and water sports. For those who prefer spectator sports, Portland is home to the Maine Mariners, a professional ECHL ice hockey team; the Maine Celtics, the minor league affiliate of the Boston Celtics; the AA Portland Sea Dogs, a farm team of the Boston Red Sox; and Hearts of Pine, a professional soccer team competing in USL League One. For those seeking major league action and Fenway Park, Boston is less than a two-hour drive away.



The community is viewed by the region's staff and leaders as an ideal location for families, with strong schools and a values-based population. The region provides a variety of living options from the more urban environment of Portland to island and rural settings throughout the area. Portland is home to a diverse immigrant community with a rich tapestry of backgrounds and cultures.

The region is home to several colleges and universities, including Roux Institute of Northeastern University, Maine College of Art, Bowdoin, Bates and Colby Colleges, the University of New England, and the University of Southern Maine. Portland has been selected by U.S. News & World Report as one of the best places in the U.S. to live a long, healthy life in retirement.

More information about Portland and the State of Maine can be found at:

- <https://www.portlandregion.com/>
- <https://visitmaine.com/>

## Procedure for Candidacy

All nominations, expressions of interest, and applications, including a cover letter and CV, should be directed to Kimberly Smith and Tricia Porter, preferably via e-mail, to [tporter@wittkiewer.com](mailto:tporter@wittkiewer.com).

The consultants can also be reached by telephone through the desk of Tricia Porter at (207) 401-2298.

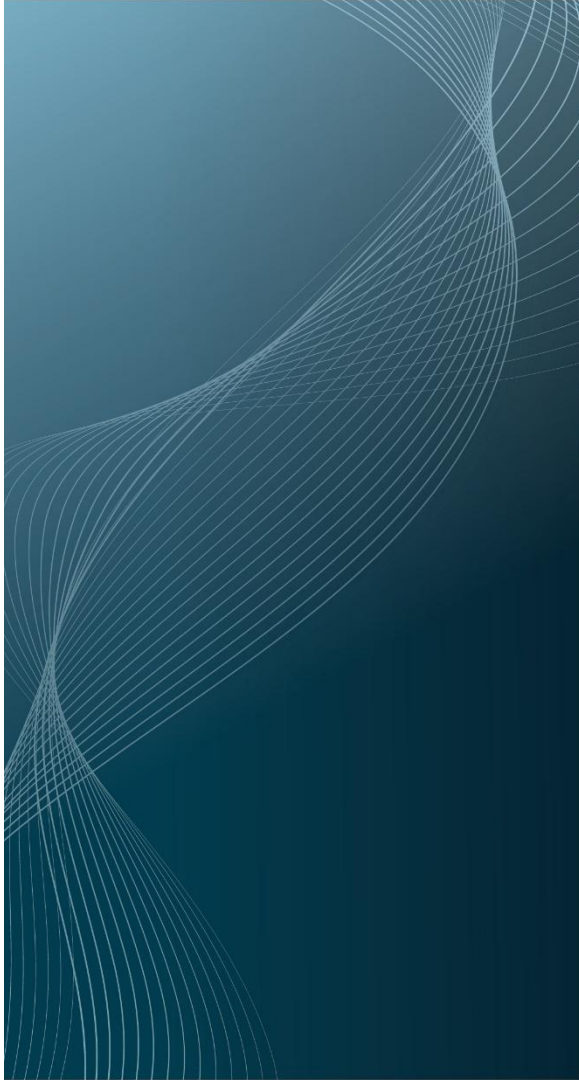
**Kimberly Smith** Executive Partner & Market Leader (781) 564-2625

**Tricia Porter** Senior Associate (207) 401-2298

*MaineHealth is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, disability, or genetic information.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from MaineHealth documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were obtained from MaineHealth and/or are owned by Witt/Kieffer Inc. via Getty Images



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.

**WittKieffer**