HSP Success Story

Denver Health Turned To HealthSearch Partners To Find An ACMO. The Successful Search Brought Them Dr. Jasmeet (Jamie) Dhaliwal.

The search: Associate Chief Medical Officer
The organization: Denver Health
Primary organization contact: Dr. Read Pierce, Denver Health CMO, Dr. Stefka Fabbri, Search Committee Chairperson, Aaron Ortiz, Director of Provider Recruitment, Denver Health Medical Center
Candidate selected: Dr. Jasmeet (Jamie) Dhaliwal

Challenge

As Denver's population continues to grow, so do the demands for Denver Health's clinical services. The Chief Medical Officer (CMO) realized the need for an additional leadership role, an Associate Chief Medical Officer (ACMO). As the organization considered the ACMO search, Denver Health's Chief Human Resources Officer suggested a healthcare executive search resource she had engaged with at a previous organization – HealthSearch Partners (HSP). After evaluating its options, Denver Health reached out to Ivan Bartolome, President and CEO of HSP.

Solution

Read Pierce, MD, Denver Health's CMO, said the organization began the search for an ACMO for three reasons – to achieve parity for the CMO compared to both internal and external leadership teams, to align with a common model of umbrella responsibility for the CMO, and to add a leadership role for an aspiring physician leader who wanted to make an impact at Denver Health beyond his or her home clinical practice.

"At the outset, we decided we needed to partner with an outside search resource for an important new role like the ACMO," Dr. Pierce said. "We had engaged a number of search firms for previous searches, but none were as good at sitting down and understanding Denver Health, our uniqueness and our needs."

Aaron Ortiz, Director of Provider Recruitment for Denver Health Medical Center, a part of Denver Health, explained the organization was looking for a polished physician executive leader who could step in at the C-suite



Denver Health
Denver, CO

Denver Health is a comprehensive health and hospital system that provides high-quality care and proudly serves as the city's safety-net hospital. For more than 165 years, Denver Health has been guided by its mission to serve the people of Denver, to educate the next generation of healthcare professionals and to engage in research and community partnerships to better deliver the services that meet our patients' healthcare needs while strengthening our community.

level and lead the physician staff. "The candidate's specialty didn't matter, we wanted someone who had done this work in the past and who would be a good fit for the entire team," he said.

Following an initial series of meetings with key physician, nursing, and administrative leadership at Denver Health, Bartolome and Kurt Mosley, Associations Practice Leader for HSP, and Donna Warner, Consultant, gained critical insight into what the organization was looking for in terms of an ideal candidate. They learned the expectations for the candidate for the next 12-24 months, and critical issues that faced the organization that would shape the ACMO role and the executive search. Their deep dive into the organization included meeting with more than a dozen professionals individually and with the Search Committee as a whole.

Stefka Fabbri, MD, MPH, chaired the Search Committee. She said with HealthSearch Partners leading the search, the Committee and organization benefitted in several ways. "In the beginning I think there were around 70 individuals who expressed an interest in the ACMO position," Dr. Fabbri explained. "Throughout the process, we had touchpoint meetings with HSP to get updates on the status of the search and next steps. The search really boiled down to three stages. First, we were presented with the large pool of applicants. Then, HSP came back with a pared down list of about 16 candidates, what we called the long list. We considered the list and asked HSP to narrow it to a more manageable number. It was extremely helpful that HSP had each candidate's CV and an extensive personalized evaluation based on our expectations and whether, in HSP's opinion, he or she was a good fit for the position and for the organization. We interviewed all the candidates on the shorter list because they were all highly qualified. It was good that we had lots of options, but it also meant the committee worked long hours to talk to and evaluate each one of them.

"I consider the search to be successful because we were able to hire Dr. Dhaliwal," Dr. Fabbri said. "Thanks to HSP's knowledge, guidance, and preparation, we kept the process moving along, even with the large number of professionals who initially expressed an interest in the position. One of the biggest positives of the search was the working relationship that developed between the Search Committee, HSP, and our incredibly engaged HR team led by Aaron Ortiz."

Dr. Pierce points to a couple of key meetings with HSP that differentiated it from other searches in which he had been involved. "Dr. Fabbri, Aaron Ortiz, and I had detailed conversations with Ivan and Kurt around the importance of fit with the culture and the physician team," he explained. "The conversations also focused on tailoring the ACMO role to Denver Health, especially defining areas of responsibility. We wanted to be deliberate about customizing the job to fit our needs, not borrowing and recycling a standard Associate Chief Medical Officer job description. These conversations were instructive and helpful in ultimately getting a good candidate pool and in finding an excellent physician to fill the role."



Successful Searches, Satisfied Clients

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Jasmeet (Jamie) Dhaliwal, MD
Associate Chief Medical Officer
Denver Health

Results

Jasmeet (Jamie) Dhaliwal, MD, MPH, MBA, was very familiar with Denver Health having completed his residency in Emergency Medicine at the organization. He also earned his MBA from the University of Colorado Denver and his MD from the University of Colorado School of Medicine. "When I saw the position posted, I submitted my application through the Denver Health portal," Dr. Dhaliwal recalled. "Almost immediately, Kurt from HSP reached out to me. We had a great conversation followed by two additional virtual meetings."

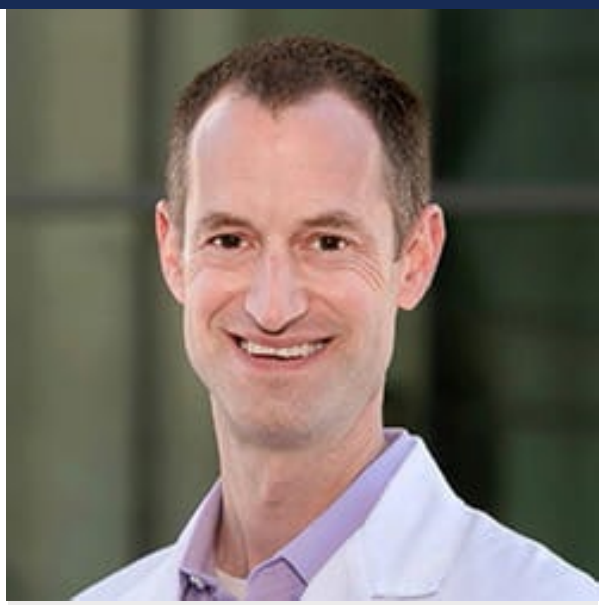
Dr. Dhaliwal said he was looking for the next step in his leadership journey and the ACMO opportunity and timing were right. "I knew the organization and I knew I aligned with its mission," he said. "As I reviewed the job description, and I met with folks from Denver Health, I got even more excited about pursing the position. Because I lived in Denver, the thought of not having to relocate was also a big plus."

Comfortable and supportive are terms Dr. Dhaliwal used to describe his experience working with HSP throughout the search. "I could tell HSP was mission driven and believed in Denver Health's core mission, as do I," he explained. "That made the interview process less stressful for me. It also provided transparency around how things were going to work during the search. The ongoing communication was excellent and I appreciated being informed about the status of the process every step of the way. HSP was helpful in walking me through the timeline and next steps. Even though there was a period of several weeks between my initial contact with Denver Health and HSP, Kurt and Ivan kept me informed and encouraged me to contact them with any questions or concerns. That was very reassuring."

Everyone associated with the ACMO search acknowledged how smooth the process was and how timely communication prevented surprises. The only surprise, they admit, was the large number of initial candidates.

Based on his experience with HealthSearch Partners, Ortiz says he would absolutely consider engaging the firm for another executive search. "I think HeathSearch Partners did an excellent job."

Dr. Pierce concurred. "Two things stood out to me that made this search experience with HealthSearch Partners different than other searches with which I have been involved". First, Ivan's and Kurt's willingness to sit down and have meaningful conversations on the front end so they could understand us, our place in the market and our role. Second, the integration between HSP and the search committee that informed how the search process went. The extensive involvement of HSP in the beginning to do the initial screenings, create candidate lists and meet with the committee. Then, over time, the committee's work increased and



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Read Pierce, MD
Chief Medical Officer, Denver Health

HSP's work slowed down. In searches with other firms, it has felt much more rigid, when the search firm completed a certain amount of work, it bowed out and handed the baton to us, whether we felt ready or not."

Dr. Pierce, Dr. Fabbri, and Ortiz agree that Dr. Dhaliwal was the ideal candidate to fill the role of ACMO at Denver Health and they look forward to his positive contribution to the organization, the Denver Health physicians, and the patients and community the organization serves.

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Stefka Fabbri, MD
Search Committee Chairperson

"We were looking for a polished physician executive leader who could step in at the C-suite level and lead the physician staff. The candidate's specialty didn't matter. We wanted someone who had done this work in the past and who would be a good fit for the entire team. I think HealthSearch Partners did an excellent job."

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