

## Michigan Medicine Fellowship Preceptors



**David A. Spahlinger, M.D.**

*Executive Vice Dean for Clinical Affairs  
President, Clinical Enterprise Clinical  
Professor of Internal Medicine*

On Jan. 1, 2016, David A. Spahlinger, M.D., became executive vice dean for clinical affairs in the Medical School and president of the U-M clinical enterprise. The clinical enterprise of the U-M academic medical center includes U-M Medical Group physicians and other health professionals at University Hospital, the Frankel Cardiovascular Center, C.S. Mott Children's Hospital, the Von Voigtlander Women's Hospital, and the many U-M health centers located throughout Michigan.

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). Dr. Spahlinger, who is a clinical professor of internal medicine in the Medical School, oversees all activities of a clinical enterprise. In fiscal year 2015, the U-M hospitals and ambulatory care health centers registered 2.1 million outpatient visits, 48,000 hospital stays, 16,000 observation cases, 101,000 emergency visits, 52,000 operations and outpatient procedures, and 1,300 Survival Flight missions.

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. He served as chief medical resident from 1983-84. He joined Wooster Clinic in Wooster, Ohio, in 1984. While at the Wooster Clinic, he served as the head of finance and as a member of the board of directors for the 40-physician multispecialty group.

Dr. Spahlinger returned to the U-M Medical School faculty in 1994, and served as director of the Primary Care Program from 1994-97. During that time, Primary Care at U-M grew from 39 full-time employees to 144, 12 new health centers were created, 14 practices were acquired, and primary care managed 150,000 fully capitated lives.

In 1997, Dr. Spahlinger was appointed medical director of the new faculty practice plan — bringing together for the first time, all physicians providing care in all clinical departments across U-M to better manage and coordinate care across the institution for patients. The newly integrated Faculty Group Practice replaced the individual departmental practice plans that formed in 1972. From 1997- 2015, Dr. Spahlinger led the Faculty Group Practice (now called the U-M Medical Group) through times of great change in health care and academic medicine.

In 2004, the Faculty Group Practice participated in the Centers for Medicare & Medicaid Physician Group Practice (PGP) Demonstration Project. The PGP demo became the prototype for the Accountable Care Organization (ACO) section of the Affordable Care Act. Over the five years of the project, the U-M saved Medicare \$47 million dollars and earned \$17 million dollars in shared savings.

In 2007, the Faculty Group Practice began managing all ambulatory care services provided by U-M. During the past several years, through implementing innovative care models and increasing physician involvement, Dr. Spahlinger and the Medical Group have successfully improved physician satisfaction, patient satisfaction, patient access, and financial strength and performance for outpatient services. Building on these successes, Dr. Spahlinger established two ACOs. The Pioneer ACO, which the U-M participated in from its launch in January 2012 through December 2013, involved the collaboration of more than 1,800 U-M and Integrated Health Associates (IHA) physicians caring for over 24,000 Medicare fee-for-service patients.

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In January 2014, Dr. Spahlinger created the Physician Organization of Michigan (POM) ACO, in partnership with 11 physician groups (including the U-M physician group) across the lower peninsula of Michigan. This affiliation contains more than 5,700 physicians serving over 120,000 Medicare fee-for service beneficiaries in 22 counties.

In 2013, Dr. Spahlinger helped to establish the Medical School's League of Clinical Excellence to honor faculty members for outstanding service to the U-M's clinical mission. During the inaugural ceremony, UMMS Dean James O. Woolliscroft, M.D., added Dr. Spahlinger to the inaugural class of 32 inductees. In 2014-15, Dr. Spahlinger worked with other U-M leaders to envision and implement a new organizational structure for the U-M academic medical center, designed to make the most of U-M's tripartite mission of patient care, research and education. He was chosen to lead the clinical enterprise of the academic medical center.

He is past chair of the Association of American Medical Colleges (AAMC) Advisory Committee for Healthcare and past chair of the Association of American Medical Colleges Group on Faculty Practice. He continues to work with U-M patients and their families, as well as physicians and other health professionals at the U-M and across the state to ensure the academic medical center can achieve its mission to: (1) create the future of healthcare through the discovery of new knowledge for the benefit of patients and society; (2) educate the next generation of physicians, nurses, other health professionals and scientists; and (3) serve the health needs of our citizens.



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

*Executive Director for Administration*

*Chief Operating Officer, University of Michigan Medical School*

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. He is responsible for planning, organizing, evaluating and monitoring administrative and financial functions to ensure that the academic and administrative needs of the Medical School are addressed. This includes implementing the strategic direction and ensuring the appropriate resources and support are made available to carry out the school's tripartite mission. He earned both his B.B.A. and M.B.A., with high distinction, from the UM Stephen M. Ross School of Business, and his Master of Health Service

Administration from the U-M School of Public Health (SPH).

Mr. Comstock is responsible for overseeing the school's \$1.4 billion all-funds total financial budget, financial planning and analysis, and capital planning. He is the point of contact in the Dean's Office for all department, center and institute administrators. He serves on multiple leadership committees, including the dean's cabinet and FGP board of directors, and chairs the school's senior administrative staff groups. 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 also is a lecturer in the SPH Health Management and Policy Department.

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**T. Anthony Denton, J.D., M.H.A.**

*Senior Vice President and Chief Operating Officer, Clinical Enterprise*

T. Anthony Denton joined the University of Michigan in 1981 as an administrative fellow in Academic Health Center Administration. His career evolved, including Human Resources with an emphasis on labor relations, compensation and workforce planning strategies. Tony participated on the start-up team for MCare HMO during the mid-1980s, serving as manager of Corporate Affairs and Member Services.

Tony transitioned to Hospital Administration in the early 1990s. 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 has served and continues as an active member on multiple senior leadership committees in the Health System. He was chairman of the board of the Michigan Visiting Nurse Corp. from 1997-2003. Tony has been active on state and national boards, including a five-year term as Commissioner on the Board of the Joint Commission. Tony is currently a Trustee on the Michigan Health & Hospital Association Board of Trustees.

Tony has served on several community boards and councils, including the local Red Cross Board of Directors, and is presently a Co-Chair of the University of Michigan's United Way Campaign (2014-16). Tony has served as corporate chair for the area American Heart Association heart walks, and has been a county area chairman for the Juvenile Diabetes Research Foundation. Tony is also an advocate for "The Education Project for Homeless Youth" and Food Gatherers.

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