

POSITION AND CANDIDATE SPECIFICATION

The James



THE OHIO STATE UNIVERSITY

COMPREHENSIVE CANCER CENTER

**The Ohio State University Arthur G. James Cancer
Hospital and Richard J. Solove Research Institute**

CHIEF EXECUTIVE OFFICER

ABOUT THE ORGANIZATION

The James Cancer Hospital and Solove Research Institute

The Ohio State University, one of the nation's premier public research universities, and its Wexner Medical Center, one of the leading academic medical centers in the nation, seek a dynamic and strategic leader and physician to serve as the next Chief Executive Officer (CEO) for its James Cancer Hospital and Solove Research Institute. Under the new leadership of University President, Walter "Ted" Carter, Jr., and Executive Vice President and CEO of the Wexner Medical Center, John J. Warner, M.D., this is an exciting time for an experienced healthcare leader to join this forward-thinking institution, with limitless possibilities for increasing impact and prominence through pioneering, cutting-edge, interdisciplinary approaches to cancer health care delivery, research, and teaching. This leader will lead the teams that create lasting impact for patients and families across the state of Ohio, the nation and the world. Located in the thriving city of Columbus, the James Cancer Hospital, as part of the Wexner Medical Center, has expanded significantly in its clinical and research footprint in recent years and boasts a strong foundation for the James to continue its ascent as one of the nation's leading cancer programs.

The James Cancer Hospital and Solove Research Institute

The Ohio State University Comprehensive Cancer Center—Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC—James or The James) is an international leader in cancer prevention, detection, treatment and survivorship, and is driven by its vision to create a cancer-free world, one person, one discovery at a time. The James is the only cancer program in the United States that features a National Cancer Institute (NCI)-designated comprehensive cancer center aligned with a nationally ranked academic health center, and a free-standing cancer hospital on the campus of one of the nation's largest public universities.

Each year, the more than 5,000 outstanding faculty and staff of the James provide world-class cancer care for patients and families with approximately 15,000 inpatient stays and over 700,000 outpatient visits. They also perform approximately 12,000 surgeries per year within the James' 19 operating rooms, as well as roughly 70,000 infusions, 54,000 radiation treatments, and 43,000 mammograms.

The James is perennially ranked by *U.S. News & World Report* as a top cancer program in the United States, and has been consistently recognized for sustained excellence as one of the top hospitals in the country for patient experience (95th percentile and above), including seven consecutive Press Ganey Guardian of Excellence Awards and four consecutive Pinnacle of Excellence Awards. For more than a decade, the James also has achieved Magnet designation, the highest honor an organization can receive for quality patient care and professional nursing practice.

The James is positioned to soon become the second largest cancer hospital in the U.S. by inpatient bed count. Following the extraordinary success of its 21-story, 356-bed, state-of-the-art cancer hospital that opened in December 2014, the cancer program has experienced remarkable clinical growth. Ohio State's health enterprise continues to grow and currently is undergoing

nearly \$3 billion in additional capital improvements to include a new nearly \$2 billion hospital tower (to include an additional 150 new dedicated James cancer beds) connected to the James, a new Interdisciplinary Health Sciences Center, and an expanding Innovation District to promote and expand cross-disciplinary research and ideation.

The James has multiple outpatient locations throughout the Central Ohio region, including the Stefanie Spielman Comprehensive Breast Center, 15 mammography locations, as well as two mobile units, that provide convenient access for patients and families. Its newest location, The James Outpatient Care facility, opened in July 2023 and is located in Ohio State's Innovation District. This unique, state-of-the-art 385,000-square-foot ambulatory center offers comprehensive outpatient cancer care in one location, including oncology clinics, infusion, and ambulatory surgery. The facility also includes central Ohio's first proton therapy center, in partnership with Nationwide Children's Hospital.

As a transformational cancer program integrating scientific research, education and innovative patient care, patients at The James have access to the best science, advanced treatment methods, and next-generation therapies. The James was the first hospital in the United States to make a clinical diagnosis based on digital pathology alone, and is home to one of the world's largest collections of digital pathology images, providing an end-to-end digital solution for primary diagnosis of disease, research, education, consultations and all aspects of pathology. Its Total Cancer Care Program, a medical information and biorepository research protocol that involves an innovative lifetime partnership with patients, is designed to help understand the differences between cancer patients and to find ways to individualize prevention, detection and treatment of patients with cancer. It also provides the ability to recontact patients at any time for clinical follow-up and to offer participation in clinical trials for which they are eligible.

The OSUCCC-James is one of 56 NCI-designated Comprehensive Cancer Centers and has been ranked as "exceptional" by the National Cancer Institute (NCI) for three consecutive cycles. It is one of only a few centers funded by the NCI to conduct both phase I and phase II clinical trials on novel anticancer drugs sponsored by the NCI, and has nearly 700 clinical trials currently available. It has more than 1,700 cancer researchers with funded principal investigators from 11 of Ohio State's 15 colleges. It is a founding member of the National Comprehensive Cancer Network, a not-for-profit alliance of 33 leading cancer centers devoted to patient care, research, and education, as well as one of two founding members of the Oncology Research Information Exchange Network (ORIEN). It also is a member of the Big Ten Cancer Research Consortium and the Alliance of Dedicated Cancer Centers.

This summer, Ohio State also opened the Pelotonia Research Center in Ohio State's innovation district. This laboratory building is equipped with new spaces, technologies, and resources needed for researchers to work across disciplines to accelerate new discoveries. Innovation at the Pelotonia Research Center will focus on areas including cancer, gene- and cell-based therapies, artificial intelligence, and also will include a second home for the Pelotonia Institute for Immuno-Oncology, dedicated to studying the immune system's role in fighting cancer, and the Center for Cancer Engineering.

Wexner Medical Center

A key component of The Ohio State University, one of the nation's premier public research universities, The Ohio State University Wexner Medical Center is driven by its mission to improve health in Ohio, and across the world, through innovation in research, education, and patient care.

The Wexner Medical Center is one of the largest, and most diverse academic medical centers in the country, and the only one in central Ohio, and is aspiring to take a regional, national, and international leadership position in several clinical areas of distinctiveness, including cancer, heart, neurology, transplantation, diabetes, musculoskeletal, digestive diseases, and critical care. The Ohio State University Wexner Medical Center consists of the Ohio State Health System, the James Cancer Hospital, the College of Medicine, Ohio State University Physicians, the Ohio State Health Network—a network of partner hospitals, and healthcare organizations throughout Ohio, and a health plan. Although the James is a separate, free-standing cancer hospital, it has unique opportunities available among top cancer programs due to its close alignment, collaboration and matrixed organizational structure with other components of the Wexner Medical Center, as well as its physical proximity with other Wexner Medical Center inpatient and outpatient locations and the core Ohio State University academic campus.

A workforce of nearly 26,000 colleagues is earning international distinction by delivering high-quality, safe, efficient, patient-centered care. The Wexner Medical Center provides services to approximately 61,000 adult inpatients and over two million outpatients annually, has seven hospitals with more than 1,500 licensed beds, and serves as a major tertiary, and quaternary referral center for Ohio and the Midwest. The Wexner Medical Center offers health care services in virtually every adult specialty and subspecialty in medicine through a unified physician practice of more than 2,000 preeminent physicians and over 2,700 faculty on staff.

The Ohio State University

Founded in 1870 as part of the Morrill Land-Grant Act, The Ohio State University is one of the nation's largest major comprehensive public research universities, serving more than 65,000 undergraduate, graduate, and professional students. One of Ohio's greatest assets, Ohio State is a world-class public research university, and the state's flagship teaching, and research institution. The institution provides a distinctive educational experience for students, and pursues cutting-edge interdisciplinary research that brings together scholars from diverse disciplines to solve vital societal problems.

With nearly 40,000 full-time equivalent employees, Ohio State is Ohio's fourth-largest employer. It is located in Ohio's capital city of Columbus, and is a major educational and economic force through its teaching, research, and service mission. With more than 575,000 living alumni worldwide, the university community is vast, and diverse, impacting its global society in education, research, and public service. The university's high-quality academic programs are extensive. There are 15 colleges at Ohio State collectively grant undergraduate degrees in more than 200 majors.

Ohio State has one of the most comprehensive health sciences campuses in America—with colleges of Medicine, Nursing, Pharmacy, Dentistry, Optometry, Public Health, and Veterinary Medicine, and school of Health and Rehabilitation Sciences in close proximity to the James, and other Wexner Medical Center locations, which fosters collaborations with other university

departments, and makes Ohio State unique in its potential to promote scientific partnerships and the direct translation of research discoveries into new medical therapies and technologies.

About Columbus

Columbus is the state capital of Ohio, the largest city in Ohio and 14th largest city in the United States, and is the second fastest growing metropolitan area in the Midwest. From historic communities, and suburban living to college crowds, and nightlife, Columbus is a great place to live. The city is accessible with easy commutes and low cost of living relative to comparable metropolitan areas. The city is renowned for its leading technological companies, vast academic resources, thriving industry, an eclectic mix of entertainment, dining, shopping, and easily accessible opportunities for sports and recreation for participants, and fans alike.

The university and medical center are home to an exciting, growth-oriented culture of innovation and discovery. Together, these entities have established a bold vision to ensure that the university will be among the leading public universities in the nation for research, and creative expression to address critical societal challenges, and that the medical center will pioneer breakthrough healthcare solutions to improve people's lives. For more on Columbus, please visit [About Columbus](#).

Community Partners

The OSU-CCC James is fortunate to have a broad network of supporters and collaborators across the region, nation, and world. Its success would not be possible without strong relationships with many key organizations, including the following:

Pelotonia

Pelotonia is a nonprofit organization, centered around an annual bicycle ride, dedicated to raising funds for cancer research at the OSUCCC-James. Pelotonia was founded on the idea that together, we can achieve our One Goal of ending cancer by working collectively as a community. Pelotonia exists to engage, inspire, and challenge a community committed to change the world by accelerating innovative cancer research. In 2023, Pelotonia raised more than \$25 million while celebrating 15 years of One Goal, accelerating funding for innovative cancer research. To date, the Pelotonia community has raised more than \$283 million. With support from generous funding partners, Pelotonia directs 100 percent of every dollar raised by participants to cancer research at the OSUCCC-James. Pelotonia funds have supported the recruitment of many renowned cancer faculty to Ohio State, funded idea grants to seed and accelerate new and innovative research ideas, fellowships, scholarships, instruments of discovery, statewide initiatives, and other strategic cancer research investments including the establishment of the Pelotonia Institute for Immuno-Oncology.

Nationwide Children's Hospital

Nationwide Children's Hospital is one of the nation's preeminent children's hospitals, serving children and families across central Ohio and beyond. The Ohio State University and Nationwide Children's Hospital have a long and deep connection and partnership on many programs and initiatives in support of our clinical care, research, and educational missions. Ohio State's College of Medicine's Department of Pediatrics, comprised of more than 600 faculty members, is located at Nationwide Children's Hospital, and the Abigail Wexner Research Institute at Nationwide

Children's Hospital. Nationwide Children's and the OSUCCC-James collaborate on a variety of clinical programs for adolescents and young adults and co-funded research studies and clinical trials to serve adult and pediatric patients, in addition to the proton therapy center.

James Cancer Network

The James Cancer Network is the community provider and hospital affiliate organization of The James. This network of seven affiliates extends the reach of OSUCCC-James cancer expertise and state-of-the-art care to cancer patients in communities throughout the entire state of Ohio, and beyond. The James Cancer Network provides community-based cancer programs and provider groups, with access to consultation for cancer program operations, tumor boards, continuing education and grand rounds, patient education and support programs, access to clinical research and use of The James Cancer Network brand for their cancer services via a master administrative services affiliation agreement.

POSITION SUMMARY

Chief Executive Officer

The James Cancer Hospital and Solove Research Institute

The Ohio State University seeks a strategic and dynamic leader, responsible for the James Cancer Hospital's overall strategic direction, clinical, and operational excellence, and sustained growth. This pivotal role requires an experienced healthcare executive with a profound understanding and passion for advancing cancer care, prevention, treatment, and survivorship of cancer through education, research, and patient care. The Chief Executive Officer provides the overall leadership, vision, direction, and development for the James Cancer Hospital structure, programs, multidisciplinary clinical service lines, and staff. The CEO is also responsible for fostering greater impact and alignment for the entire cancer program and Ohio State University's broader health enterprise, through close collaboration with the Comprehensive Cancer Center, and Wexner Medical Center executive leadership, faculty, staff, and other University leaders.

KEY RELATIONSHIPS

Reports to Chief Executive Officer, The Ohio State University Wexner Medical Center and Executive Vice President, The Ohio State University

Current direct reports

Chief Medical Officer
Executive Director, Clinical Services
Chief Financial Officer (dual report with WMC CFO)

Other key relationships

Director, The Ohio State University Comprehensive Cancer Center
Dean, Ohio State University College of Medicine
Wexner Medical Center Chief Operating Officer
Wexner Medical Center Chief Clinical Officer
Wexner Medical Center Chief Financial Officer
Wexner Medical Center Chief Strategy and Transformation Officer
President of OSU Physicians, Inc. and the Faculty Group Practice
Other key Wexner Medical Center and James leaders in areas such as nursing, quality, patient experience, communications and marketing, government relations, and advancement
Other University Leadership
Department Chairs, Division Chiefs and Medical Directors
Faculty, Staff, and Learners
Community leaders
National and international cancer leaders

KEY RESPONSIBILITIES

- Provide effective leadership for all aspects of the cancer program's patient-care delivery platform.
- Execute a comprehensive strategic plan for the James, fully aligned with the University and Wexner Medical Center's strategic plans and priorities.
- Drive the delivery of exceptional patient care by collaborating with clinical leaders to implement evidence-based practices, and innovative treatments.
- Ensure patient-centric approaches and the highest quality and safety standards in clinical care.
- Lead a culture of innovation, collaboration, and continuous improvement to advance cancer patient care in full alignment with the University's teaching, research and service missions.
- Ensure compliance with legal and regulatory requirements, as well as other licensure and accreditation standards, and industry best practices.
- Oversee the fiscal health of the James, including budget development, resource allocation, financial sustainability, and alignment between the clinical and academic missions of the cancer program.
- Explore and secure funding opportunities through philanthropy, partnerships, and grants.
- Facilitate the growth and enhancement of cutting-edge cancer programs.
- Foster an environment that promotes interdisciplinary collaboration among clinicians, researchers, and other stakeholders.
- Foster the development of the next generation of cancer physicians, researchers, and other healthcare professionals.
- Enhance community engagement and outreach programs to promote cancer prevention, awareness, early detection, and survivorship.
- Represent the center in interactions with government agencies, policymakers, and community stakeholders.
- Advocate for resources and policies that support cancer care delivery, innovation and discovery and improve outcomes, experiences and value for patients and families.

DESIRED OUTCOMES

- Propel Ohio State's cancer program to the next level of eminence and comprehensive impact across all mission areas, fully recognized as one of the nation's most outstanding cancer programs by any leading metric.
- Preserve and enhance the James's status as a leader in the community for providing world-class care with unparalleled patient care quality, safety, and experience.
- Significantly improve patient access through continued ambulatory and population health program expansion.
- Fully leverage the breadth and depth of resources and relationships across the Ohio State health enterprise, and broader University, to improve health locally, regionally, nationally, and internationally, through innovation in education, research, and patient care.
- Increase the OSUCCC – James's brand identity regionally, nationally, and internationally.

CANDIDATE PROFILE

The Ohio State University James Cancer Hospital

IDEAL EXPERIENCE

Senior leader in academic medicine

Previous successful senior leadership role in an NCI-designated comprehensive cancer center. Strong understanding of cancer care, healthcare operations, and academic medicine, and in a highly matrixed, multidisciplinary, and interprofessional environment. Strong record as a scholar and leader and deep knowledge of funds flow arrangements, health care delivery models, organizational structures, and how the tripartite mission areas can interact for optimal impact.

Demonstrated operational and financial management experience

Previous experience overseeing, and successfully leading teams, fiscal stewardship, and managing budgets.

The proven ability to motivate a senior leadership team, and provide the necessary guidance, and direction to achieve strategic goals, as well as navigate the complex financial pressures facing healthcare delivery organizations.

Faculty and Physician Development

Demonstrated excellence in attracting, recruiting, and developing diverse, world-class strategic, clinical, and operational leaders and physician-scientists, team building, vision and strategy setting, and execution of multi-faceted decisions.

Experience with External Relations

Proven success in engaging as a leader in the community and championing philanthropic objectives, policy priorities, and community engagement goals.

Academic credentials

Recognized achievement in clinical, research, and educational pursuits that would warrant appointment as a full professor; M.D., M.D./Ph.D., D.O., and appropriate board certification required, with additional degrees, certification, or licensure desirable.

CRITICAL LEADERSHIP CAPABILITIES

Leading People

- Provides vision, leadership, and management for the cancer hospital, retaining, attracting, and developing leaders, faculty and staff, and setting clear expectations for faculty contributions.
- Motivates individual team members, empowering them to innovate and to initiate projects or strategic objectives independently, and taking ownership of roles based on unique strengths and abilities.
- Partners with a variety of stakeholders and navigating highly matrixed organizations to develop, inspire, communicate, and operationalize a shared vision.

- Engages and energizes internal and external community members through active listening, open communication, and other initiatives.
- Fostering a culture of innovation, collaboration, and continuous improvement to advance cancer patient care, education and research.

Acting Strategically

- Inspires and unites the team, and aligning people, programs and processes to drive the execution of a transformational agenda, growing the scale and level of excellence across the cancer program in collaboration with other internal and external partners.
- Demonstrates excellence in retaining, attracting, recruiting, and developing world-class faculty and staff talent, team building, vision- and strategy-setting, and executing multi-faceted decisions.
- Stays abreast of major changes in the rapidly evolving healthcare arena and develops innovative solutions to stay ahead of local, regional and national competitors.

Driving Results

- Restructures or re-engineers the cancer care delivery to ensure a measurable and positive impact on patients and their families.
- Promotes a culture of accountability and sets benchmarks independent of, and beyond the current organizational best practices.
- Identifies ways to transform clinical practice and create greater synergies between the clinical and academic missions throughout the cancer program and with the broader Ohio State health enterprise.
- Creates best-in-class programs and solutions and drives successful execution of those across the cancer program.

OTHER PERSONAL CHARACTERISTICS

- Upholds the highest standards of ethical conduct, fostering a culture of integrity, accountability, and ethical decision-making throughout the organization.
- Presents as a strategic leader with a passion for advancing cancer care, enhancing the patient experience, and research.
- Exhibits strong political savvy, emotional intelligence, authenticity, and the ability to communicate effectively, and transparently.
- Exemplifies a collaborative and inclusive leadership style.
- Is adaptable and forward-thinking in the rapidly evolving field of oncology.
- Exhibits resilience in the face of challenges and demonstrates the ability to adapt.
- Maintains a deep commitment to patient-centered care, ensuring that all strategies, and initiatives prioritize the well-being and experience of cancer patients.

The Ohio State University is an equal opportunity employer. To build a diverse workforce, the University encourages applications from individuals with disabilities, minorities, veterans, and women. All qualified applicants will receive consideration for employment without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, disability status, or protected veteran status.

FOR ADDITIONAL INFORMATION, PLEASE CONTACT

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