

Position and Candidate Specification



The Ohio State University Wexner Medical Center and Health Sciences

Chief Strategy and Transformation Officer

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About the Organization

The Ohio State University
The Health Sciences at Ohio State
The Wexner Medical Center at Ohio State

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 68,000 undergraduate, graduate and professional students.

With nearly 37,000 full-time equivalent employees, Ohio State is Ohio's fourth largest employer. Located in Ohio's capital city of Columbus, it is a major educational and economic force through its teaching, research and service mission. With more than 575,000 living alumni around the world, the university community is vast and diverse, having an impact on our global society in education, research and public service.

The university's high-quality academic programs are extensive. There are 18 colleges and schools at Ohio State that collectively grant undergraduate degrees in more than 200 majors. The university's more than 53,000 undergraduates have broad opportunities to major in the arts, architecture, biological sciences, business, communication, education, engineering, food, agricultural and environmental sciences, human ecology, humanities, nursing, mathematics, physical sciences, music, natural resources, public health, social and behavioral sciences, social work and health and rehabilitation sciences. Graduate professional programs include these areas as well as dentistry, law, medicine, optometry, pharmacy and veterinary medicine.

One of Ohio's greatest assets, Ohio State is a world-class public research university and the flagship teaching and research institution in the state. The institution provides a distinctive educational experience for students and pursues cutting-edge interdisciplinary research that brings together scholars from diverse disciplines to solve key problems in society.

Ohio State's Strategic Plan

Time and Change; Enable, Empower, Inspire

Teaching and Learning: Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.

Access, Affordability and Excellence: Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.

Research and Creative Expression: Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields – driving significant advances for critical societal challenges.

Academic Healthcare: The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough healthcare solutions and improving people's lives.

Operational Excellence and Resource Stewardship: Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness and efficiency and innovation.

The Ohio State University Wexner Medical Center

The Ohio State University Wexner Medical Center consists of the Ohio State Health System, the Arthur G. James Cancer Hospital, the College of Medicine, Ohio State University Physicians, a hospital network of partner hospitals throughout Ohio and a health plan. It is one of the largest and most diverse academic health centers in the country and the only one in central Ohio. As a premier leading health center, Ohio State Wexner Medical Center is committed to continuously setting the standard for world-class care.

The Ohio State University Wexner Medical Center is aspiring to take a regional, national and international leadership position in a number of clinical areas of distinctiveness, including cancer, heart, neurology, transplantation, diabetes, musculoskeletal, digestive diseases and critical care. Ohio State Wexner Medical Center offers healthcare services in virtually every specialty and subspecialty in medicine through a unified physician practice of more than 1,200 preeminent physicians and over 1,600 faculty on staff. Its seven hospitals and the network of community-based offices and care centers manage more than 1.91 million outpatient visits each year.

Healthcare at The Ohio State University is driven by the mission to improve health in Ohio and across the world through innovation in research, education and patient care. A staff of more than 29,000 is earning international distinction by delivering high-quality, safe, efficient, patient-centered care.

Mission: Improve health in Ohio and across the world through innovation in research, education and patient care.

Vision: Push the boundaries of discovery and knowledge, solve significant health problems and deliver unparalleled care.

Values: Inclusiveness, Determination, Empathy, Sincerity, Ownership and Innovation.

Ambition: Become a leading academic medical center driving breakthrough healthcare solutions to improve people's lives.

We embody the **Buckeye Spirit** in everything we do through our shared values.

KEY OHIO STATE WEXNER MEDICAL CENTER FACTS

- **The Ohio State University Hospitals.** There are seven hospitals at Ohio State that operate more than 1,500 inpatient beds and service as a major tertiary and quaternary referral center for Ohio and the Midwest:
 - University Hospital
 - East Hospital
 - Richard M. Ross Heart Hospital
 - Ohio State Harding Hospital
 - Dodd Rehabilitation Hospital
 - Brain and Spine Hospital
 - Arthur G. James Cancer Hospital

- FY 2019 Statistics:
 - 64,534 patient admissions
 - 5,246 births
 - 1.91 million outpatient visits
 - 132,632 emergency department visits
 - 46,703 surgeries
- More than 2,000 active research studies and clinical trials in virtually every medical specialty.
- One of only 51 National Cancer Institute-designated comprehensive cancer centers in the United States; the NCI rated our center “exceptional” – the NCI’s highest ranking.
- The 2018 Blue Ridge Institute for Medical Research Rankings, a compilation of NIH funding rankings for U.S. medical schools, placed four of Ohio State’s programs in the top 20 and one of our programs in the top 10 nationwide.
- In 2019, The Ohio State University Wexner Medical Center was named to *U.S. News & World Report*’s “Best Hospitals” list for the 27th consecutive year. *U.S. News* consistently ranks Ohio State as the top hospital in central Ohio. Our nationally ranked specialties include an Ear, Nose and Throat program that is ranked third in the country.
- *Becker’s Hospital Review* selected us for its 2018 list of “100 Great Hospitals in America” for excellence in quality patient care and clinical research, leadership in innovation and our rankings and awards.
- First hospital in central Ohio to achieve Magnet® status for nursing excellence; first hospital in central Ohio to earn Magnet redesignation.
- Among the 9% in the U.S. to receive the highest rating of five stars in the most recent update to the Centers of Medicare and Medicaid Services’ Hospital Compare website.
- Annually since 1999, medical center clinical volunteers have provided free health screenings and information to the medically underserved in Columbus at Healthy Community Day.

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

The only freestanding cancer hospital in central Ohio and the first in the Midwest, The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – James) is an international leader in cancer prevention, detection and treatment. Understanding that no cancer is routine because every case is biologically different, OSUCCC – James physicians and scientists focus on basic, clinical and translational research to determine the molecular origin of each person’s cancer and how best to treat it, leading to better outcomes, fewer side effects and more hope. The OSUCCC – James is home to the Pelotonia Immuno-Oncology Research Institute and the only hospital in central Ohio to offer CAR-T therapy.

The OSUCCC – James is a 356-bed cancer hospital, the largest cancer hospital in the Midwest and the third largest in the nation, one of only 51 comprehensive cancer centers designated by the National Cancer Institute (NCI) and one of only a few institutions funded by the NCI to conduct both Phase I and Phase II clinical trials on novel anticancer agents sponsored by the NCI. With total annual research funding of \$82 million, including just over \$78 million from the NCI, OSUCCC – James researchers are advancing the understanding of cancer and translating that knowledge into new treatments, moving us closer to achieving our vision of a cancer-free world.

Ohio State University Physicians, Inc.

Ohio State University Physicians (OSUP) is a physician-led affiliated entity of The Ohio State University established in 2002. The Ohio State University Board of Trustees has designated OSUP as the practice plan for the physician faculty. OSUP manages and operates many clinics and ambulatory sites in Columbus and around central Ohio. Additionally, OSUP provides management support services to the physician enterprise, including access and capacity management, human resources, coding and compliance, information systems, finance and accounting, managed care contracting, general operations and revenue cycle management.

The Ohio State Health ACO, LLC.

The Ohio State University Wexner Medical Center was selected as a Shared Savings Program Accountable Care Organization (ACO) in January 2018 by the Centers for Medicare and Medicaid Services. Ohio State Health ACO works with approximately 13,200 Medicare beneficiaries. Through the coordination of care among doctors, hospitals and other healthcare providers, the goal is to ensure patients get the right care at the right time, while reducing overall healthcare costs. Becoming an ACO helps us fulfill key goals toward population health management and reinforces our commitment to value-based care.

The OSU Health Plan

The OSU Health Plan (OSUHP) provides health and wellness services to university faculty, staff and their dependents as well as administrative services to the Office of Human Resources for the self-insured health plan at Ohio State, delivering services to create a healthy workforce and to control the overall cost of healthcare coverage. OSUHP offers medical management, care coordination, population health management, health coaching, biometric screening, the Employee Assistance Program, concierge member service, network management and analytics. OSUHP also manages and markets a provider network, provides wellness services to external customers and administers a statewide Rx Collaborative.

The Ohio State Health Network

The Ohio State University Wexner Medical Center founded the Ohio State Health Network to create a partnership with 16 rural hospitals currently throughout Ohio. The relationship has enabled our members to collaborate and grow with the benefit of reducing operating costs and increasing the quality of care we all provide to our patients.

For more information, please visit <https://wexnermedical.osu.edu/> and <http://go.osu.edu/strategicplan>.

Health Sciences

Ohio State is one of two universities in North America with seven health science colleges on one campus. A robust portfolio of prominent institutions in our disciplines is provided:

- **Dentistry:** The college is the fourth largest public dental school in the United States and consists of nine academic divisions representing all major dental specialties. The divisions offer both patient care services and academic programs, allowing dentists to train as specialists. Also, the Outreach and Engagement activities include more than 60 active programs and more than 42 extramural sites, which continue to expand. The College of Dentistry provides comprehensive patient care in an unparalleled learning environment with internationally recognized faculty and a supportive network of alumni and friends. In addition, the research programs provide students another dimension beyond classroom and clinical education. Students and faculty members are able to participate in both clinical and laboratory research in areas such as dental materials science, oral and maxillofacial pathology, hard tissue biology, microbiology, neuroscience and immunology.
- **Medicine:** Founded in 1914, the college is known for curricular innovation, pioneering research and outstanding patient care. With more than 2,000 faculty members, the college comprises multiple clinical departments, seven basic science departments and the School of Health and Rehabilitation Sciences. The college is inclusive of more than 20 research centers and institutes and 25 core laboratories with ongoing collaborations with biomedical investigators across the university. In the 2020 edition of "Best Graduate Schools," *U.S. News & World Report* ranked Ohio State's College of Medicine 30th among the nation's medical schools and 11th among top public medical schools. And *U.S. News* ranked the College of Medicine second out of more than 150 medical schools (excluding historically black medical schools) for total number of African American students enrolled. Admission to the medical school is competitive, with more than 7,700 student applications for approximately 200 admissions annually. Over 800 residents and fellows participate in more than 60 accredited graduate and residency programs at Ohio State. It is one of the few schools in the world to offer five dual medical degrees: MD/PhD, MD/MBA, MD/JD, MD/MHA and MD MPH.
- **Nursing:** Over the last several years, the college has experienced fantastic growth in the size of its population, the breadth of initiatives and the stature of its academic programs and research. The college has more than 2,300 students and offers two undergraduate degrees, three master's degrees and two doctoral programs, as well as 10 certificates. The online Master of Science program is ranked #2 in the country by *U.S. News & World Report*; Ohio State's online bachelor's programs, which includes an online RN to BSN, are ranked #3 in the country. Last year, the college received approximately \$10.7 million in external awards for research and development and rose to #13 in the nation (#6 among public colleges of nursing) for NIH funding. The college created the first-ever EBP certificate of added qualification and launched a second Innovation Studio inside Pomerene Hall. This college continues to champion wellness for all and encourage students to [LIVE WELL](#).
- **Optometry:** The college is committed to educating optometrists through professional, residency and continuing education programs – and conducting research in vision science through graduate education and research programs; our primary vision clinic is complemented by specialized clinics, including services for children. The college recently celebrated its 100th birthday and matriculates 64 students per year.
- **Pharmacy:** The college works to improve medications and medication-related outcomes while exploring new frontiers in drug discovery and development, pharmaceutical sciences and translational clinical

research. Efforts in recent years have led to more than 40 patents for treatments ranging from cancer to heart failure. The college is ranked 12th in the nation for NIH funding, and is considered among the top 10 colleges of pharmacy in the nation by *U.S. News & World Report*.

- **Public Health:** Founded in 2007, and tracing its roots at Ohio State back to 1914, the college is united by a singular goal and unwavering mission – to protect and improve the health of the people of Ohio, the nation and the world. The college enrolls 321 undergraduates and 337 graduate students across 26 degree programs at the bachelor's, master's and doctoral levels, including 10 dual or joint degree programs with other Ohio State colleges. The college is ranked among the top 11 public schools of public health according to *U.S. News & World Report*, and its MHA program is ranked 10th in the nation.
- **Veterinary Medicine:** Established in 1885, the college has graduated more than 9,100 veterinarians, and alumni practice in all 50 states and 40 countries. Within Ohio, graduates make up 85% of the practicing veterinarians. Encompassing four hospitals and a large animal practice, the Veterinary Health System provides care for more than 72,000 canine, feline, equine and farm animal patients each year.

KEY HEALTH SCIENCES AT OHIO STATE FACTS

- The Ohio State University Center for Clinical and Translational Science (CCTS) is funded by a multi-year Clinical and Translational Science Award (CTSA) from the National Institutes of Health (NIH) and is one of only 64 members of an NIH consortium that speeds the translation of scientific discovery into better patient care.
- The Ohio State University currently leads a consortium of academic, state and community partners that aims to reduce overdose death by 40% over three years. As part of the federal HEALing Community Study, they were recently awarded a \$65.9 million federal research grant to address the opioid epidemic.
- Nine faculty members currently elected to the National Academy of Medicine and four to the National Academy of Sciences.
- *Collectively, the health sciences colleges at Ohio State hold \$324 million in grant funding.*

Position Summary

In an era of significant healthcare industry evolution, The Ohio State University Wexner Medical Center and the health sciences colleges at Ohio State are in a position to play an industry-leading role in the transformation from a traditional brick-and-mortar health delivery system to a health delivery platform. This vision, while still emphasizing traditional healthcare delivery, focuses on digital health, remote and alternative sites of care, precision medicine and the ongoing development of advanced therapies. The Chief Strategy and Transformation Officer is responsible for driving all aspects of strategy for the organization, including all seven health sciences colleges, and identifying key initiatives to guide this transformation. The execution of these strategies will be driven through both internal initiatives and industry partnerships that will be initiated and negotiated by this individual. The Chief Strategy and Transformation Officer will work across the academic health center to identify and ensure execution of strategic initiatives that drive the attainment of the organization's vision. This role reports directly to Hal Paz, M.D., M.S., the executive vice president and chancellor for health affairs and chief executive officer, Wexner Medical Center, and serves as a member of his senior leadership team.

KEY RELATIONSHIPS

Reports to Harold L. Paz, M.D., M.S.
Executive Vice President and Chancellor for Health Affairs, The Ohio State University
Chief Executive Officer, Wexner Medical Center

Direct reports Director/Administrative Director, Strategic Planning and Business Development
Director(s) of Strategic Planning
Senior Director, Business Development
Administrative Director, Technology and Innovation

Other key relationships Senior Vice President and Chief Strategy Officer, The Ohio State University
Board, Wexner Medical Center
Ohio State University Senior Leadership
Wexner Medical Center Executive Leadership
Medical Staff / Department Leadership
Healthcare industry leaders
External strategic partners

KEY RESPONSIBILITIES

Strategic Planning

- Develop and update the strategic plan for the health system and the health sciences.
- Develop strategic plans for various organizational components, including the strategic plan pillars, areas of concentration, research, education, talent and culture, marketing and branding, community relations, IT, analytics, development, outreach, facilities, financials and ambulatory expansion.

- Develop various high-impact business plans to support the strategic plans.
- Build alignment of the strategic plans with the budgets, long-range financial and capital plan.
- Monitor key external trends, sharing anticipated impact and driving strategy discussions with senior executive leadership.
- Present to and facilitate discussions with senior executive leadership groups and boards.

Strategy Execution

- Lead the implementation of the strategic plans for the health system and the health sciences.
- Coordinate with and among all strategic planning pillar leads to ensure key initiatives are successfully implemented.
- Lead the development of tracking systems and project management methodologies to measure progress on key initiatives and performance outcomes, including scorecards, dashboards and variance reports.
- Develop and implement the overall management system, including stewardship of the annual planning and leadership calendar and key milestones.
- Provide periodic updates on performance and progress of the strategic plan to key stakeholders, faculty members, senior leadership groups and boards.

Transformation and Business Development

- Identify and pursue new growth and business development opportunities for the health system and the health sciences.
- Identify key internal and external partners. Lead, coordinate and drive strategic partnership discussions that result in furthering the strategic ambition of the enterprise.
- Develop insights into decision-makers' expectations and what they will pay for. This includes development of competitive intelligence to understand and explore how disruptive competitors are creating value for their customers.
- Provide stewardship for the entire business development process, including partnership concepts, due diligence in coordination with other areas such as Legal, Finance and TCO, and drive timely decision-making with governance and senior leadership.
- Lead the structuring of various transactions, including strategic affiliations, mergers and acquisitions, strategic partnerships, etc., in collaboration with key stakeholders, including the legal team.
- Proactively identify new, innovative and transformative areas of emphasis and strategic partnerships to further the strategic plan and grow the health system and the health sciences.
- Facilitate a connected approach to transformation, considering the highly matrixed nature of the organization.
- Develop and scale a compelling narrative that conveys why a company needs to transform.

Strategic Analytics

- In collaboration with the analytics function, build a system of robust data analytics from collection, measurement and analysis to dissemination of actionable insights and implementation.
- Drive analytics of complex problems and reporting to executive leadership, boards and other key stakeholders.
- Lead various strategic transformation efforts using analytics as the core foundation.
- Ensure strategic plans and their implementation are based in sound data and thorough analytics.
- Lead the development and execution of a comprehensive strategic analytics strategy for the health system.

Candidate Profile

IDEAL EXPERIENCE

Strategic Leadership

15+ years of progressive experience in strategic planning, business/partnership development, innovation and transformation, with eight years at the vice president level or above. Healthcare, industry, digital, virtual health, pharma and/or device company leadership experience is strongly desired.

Complex Healthcare Settings

Significant experience working for a large, progressive integrated delivery system, academic medical center, specialty healthcare enterprise, healthcare strategy consulting, payer or healthcare technology company.

Education

Bachelor's degree required; master's degree in business, health administration or a related field is preferred.

Experience Developing and Negotiating Strategic Partnerships, Joint Ventures and Mergers & Acquisitions

Exposure to deals in both the traditional provider and payer space, in addition to digital health and other transformative healthcare companies.

Team Development

Track record of attracting talent and developing and mentoring high-performing teams.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Thinking

An innovative strategist who is adept at translating industry trends, market intelligence, data and facts into future scenarios and recommendations for the institution and is not afraid to push the boundaries of conventional thinking.

- Explains specifically how changes within the healthcare industry affect the institution.
- Translates broad corporate strategies into clear, specific objectives and plans for business units for the health system.
- Leads the development of an organizational strategy and justifies it with internal and market insight.
- Thinks three to five years ahead into the next business cycle, as well as proposes longer-term scenarios.

Collaborating and Influencing

The Chief Strategy and Transformation Officer will be skilled in working through the complex components and matrixed relationships at the health system. He/she will use data, market intelligence and business case development to foster support across the organization.

- Facilitates discussions across the health system to enable collaboration with each other and promotes collaboration across multiple parties.
- Engages people in dialogue to gain commitment and bring them "on board," linking their perspectives to the intent.
- Adapts own approach to various audiences, anticipating impact of words and actions, preparing for possible resistance and responding in an appropriate style, using a range of influencing styles.
- Identifies and meets with key players and stakeholders to help them shape a consensus collectively, and engages in a dialogue to reach a conclusion together, compromising as necessary for results.

- Develops an explicit understanding of which relationships are most important to the organization and its stakeholders and builds a network prioritizing these relationships.

Leading Change

During a period of significant healthcare industry change, the Chief Strategy and Transformation Officer will play a pivotal role in communicating, both internally and externally, the environment of change and solutions being employed by the institution.

- Communicates new direction or changes with clear rationale and appeal.
- Advocates for new direction, takes it on board personally, even countering conventional practice.
- Speaks at all available opportunities about the future direction of the health system.
- Adjusts communication style to changing situations and to respond to audience concerns.

OTHER PERSONAL CHARACTERISTICS

- Acts as a catalyst for change and champions transformation within the organization.
- Is results-oriented, sets high standards and holds others accountable.
- Builds and develops high-performing teams.
- Demonstrates integrity, trust, accountability, collaboration and empathy in all interactions.
- Develops and implements plans in alignment with the organization's mission and long-term interests.
- A leader who values both independence with collaboration and alignment among institutions that are separate and unique.
- Passionate about the mission and vision of the Wexner Medical Center and the health sciences colleges.