



HEYMAN ASSOCIATES

ORGANIZATION and POSITION PROFILE



THE OHIO STATE UNIVERSITY

WEXNER MEDICAL CENTER

The Ohio State University

Chief Communications and Marketing Officer

April 2020

The Ohio State University Wexner Medical Center is seeking candidates for the position of Chief Communications and Marketing Officer.

Ohio State Wexner Medical Center is one of the nation's highest-ranked academic health centers. With exceptional researchers, physicians and administrative staff, the Wexner Medical Center is looking to add a top-notch Chief Communications and Marketing Officer (CCMO) to its team.

The CCMO will lead strategic communications and marketing for the following organizations: Wexner Medical Center, the James Cancer Hospital and Solove Research Institute, the College of Medicine, as well as seven health science colleges, more than 20 research institutes and multiple ambulatory care sites. As a member of the executive team, the CCMO is responsible for the creation of innovative communication and marketing strategies that will build the organization's brand, increase revenue and engage target audiences. The CCMO will be a groundbreaking leader with creative, strategic and financial acumen, who will build and maintain Ohio State Wexner Medical Center's reputation, increase visibility across a variety of audiences and place a stronghold on its competitive position in higher education through the development, implementation and oversight of a clearly articulated strategic marketing and communications strategy that reflects the mission and business objectives of these organizations.

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 15 colleges 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 and 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 Health Care: The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care 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 and Richard J. Solove Research Institute, 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 health care 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.

Health care 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 health care 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:

- Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
- University Hospital
- East Hospital
- Richard M. Ross Heart Hospital
- Ohio State Harding Hospital
- Dodd Rehabilitation Hospital
- Brain and Spine 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 (NCI) 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 2019 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 is 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 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 health care providers, the goal is to ensure patients get the right care at the right time, while reducing overall health care 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 health care 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>.

Nationwide Children’s Hospital

The Ohio State University and Nationwide Children’s Hospital have a long, productive history together. The Ohio State College of Medicine’s Department of Pediatrics first became affiliated with the small, but growing Columbus Children’s Hospital in 1916. Over a century later, the depth and strength of the affiliation between Ohio State and Nationwide Children’s have also grown. Nationwide Children’s Hospital (NCH) is one of Ohio State’s largest medical training “classrooms.”

Our alliance weaves through many departments at Ohio State Wexner Medical Center, including Otolaryngology – Head and Neck Cancer, Psychiatry and Behavioral Health and Neurology.

Most recently, Ohio State Wexner Medical Center, The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – James) and Nationwide Children’s Hospital announced a collaborative plan to bring the first proton therapy treatment facility to central Ohio, set to open in 2021.

Pelotonia

As government funding for cancer research becomes ever more competitive, the OSUCCC – James sought other ways to support the vision of creating a cancer-free world. Pelotonia is an annual grassroots bicycle tour that was established in 2008 to raise money for cancer research at the OSUCCC – James. Thanks to the generous underwriters of the event, every dollar raised by riders since Pelotonia began goes to help our 293 researchers translate scientific discoveries to innovative patient care and prevention strategies that contribute to Pelotonia’s single goal of

ending cancer. Pelotonia dollars support four key areas: the Pelotonia Fellowship Program, Idea Grants, Equipment and Recruitment. Pelotonia has raised more than \$208 million for cancer research at the OSUCCC – James.

Health Sciences

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

The College of 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.

The College of Medicine enrolls more than 2,500 students in 12 programs, including 850 medical students. Approximately 9% of applicants are accepted as medical students to the college, and more than 50% of those accepted matriculate to Ohio State. Approximately 50% of the matriculating class is from out-of-state, 22% are underrepresented in medicine and, for the past six years, more than half of the entering medical school class have been women. *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.

The Other Health Sciences Colleges

College of 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.

College of 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 2nd 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 1st in the country. Last year, the college received approximately \$10.7 million in external awards for research and development and rose to 13th in the nation (6th 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.

College of 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. New clinical facilities will open in the coming year, representing a major new investment by the college in its training and patient care missions. The college recently celebrated its 100th birthday and matriculates 64 students per year.

College of 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*.

College of 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.

College of 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. The college is ranked 4th by *U.S. News & World Report*. 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 opioid overdose death by 40% over three years. As part of the federal HEALing Community Study, they were recently awarded a \$65.9 million NIH 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.

About Columbus

Columbus is a great place to start out, to stay, to raise a family and to explore.

We're Big: 14th largest city in the U.S. and the second largest in the Midwest behind Chicago.

We're Diverse: Our diverse population makes us a top test market. There are 109 languages represented in Columbus.

We're Accessible: The average commute is just 20.8 minutes, and Port Columbus airport is just 10 minutes from downtown.

We're Affordable: The cost of living in Columbus is 10% below the national average.

The Position:

Ohio State seeks a dynamic leader who can position the institution for continued excellence. The CCMO will oversee the development and implementation of innovative, creative, strategic and measurable communications and marketing programs that are fully aligned with the strategic priorities established by the Wexner Medical Center leadership team and will enhance the reputation and standing of Wexner Medical Center to help position it as one of the premier academic health centers locally, regionally, nationally and internationally. The CCMO will galvanize greater awareness and understanding of the Wexner Medical Center, OSUCCC – James and its affiliates by fusing brand, image, services, clinical capabilities, faculty insight and research accomplishments. This person will lead the creation of inspiring designs, content and campaigns that will build the business's brand, eventually driving acquisition and revenue. This position will represent Ohio State Wexner Medical Center to the community, locally and elsewhere, while providing strategic counsel to the Chancellor and other leaders across the Wexner Medical Center and all affiliates.

Reports to: Hal L. Paz, MD, Executive Vice President and Chancellor for Health Affairs for The Ohio State University and Chief Executive Officer for Ohio State Wexner Medical Center

Summary:

The CCMO will oversee the development and implementation of innovative, creative, strategic and measurable communications and marketing programs that are fully aligned with the strategic priorities established by the Wexner Medical Center leadership team. He or she will help enhance the reputation and standing of Ohio State Wexner Medical Center to help position it as one of the premier academic medical centers locally, regionally, nationally, and internationally. The CCMO will galvanize greater awareness and understanding of the Wexner Medical Center, the James Cancer Hospital and Solove Research Institute and its affiliates by fusing brand, image, services, clinical capabilities, faculty insight and research accomplishments. This person will lead the creation of inspiring designs, content and campaigns that will build the business's brand, driving acquisition and revenue. This position will represent Ohio State Wexner Medical Center to the community, locally and elsewhere, while providing strategic counsel to the Chancellor and other leaders across the Wexner Medical Center and all affiliates.

Responsibilities:

- Establish and successfully implement a multi-year strategic communications and marketing plan. The plan must clearly align with the vision, mission and key priorities of the Wexner Medical Center. Oversee, manage and measure effectiveness to ensure direction is clear and that the strategic and operational goals are consistently being met. This plan must include, but is not limited to:
 - A local, national and international media relations program
 - Internal communications for a network of 35,000 employees
 - A compelling narrative for the organization itself
 - Proactive and reactive crisis communications
- Develop clear and captivating targeted communications for diverse audiences including faculty, staff, patients, students, trustees, volunteers, alumni, donors and local communities.
- Oversee and drive employee engagement programs and critical internal communications. Create and exercise ownership over a robust internal communications program, effectively communicating with and engaging 35,000 employees.
- Establish a thought leadership program that positions the Chancellor, Wexner Medical Center and key members of the leadership team as leaders in critical areas of expertise.
- Enhance the Ohio State Wexner Medical Center's reputation and rankings as assessed by *Doximity*, *U.S. News & World Report* and other outside organizations. Build and maintain strategic relationships.
- Lead the creation of the Marketing and Strategic Communications Department's vision, ensuring those values are adopted among all communication and marketing teams, leading in the formation of the department's working culture.

- Expertly integrate traditional and digital platforms to extend the reach of the Wexner Medical Center, engaging broader and far-reaching audiences.
- Build, inspire and manage a high-performing team that works collaboratively across the organization.
- Understand and communicate emerging trends in higher education, medicine, health care, marketing and communications to ensure the Wexner Medical Center remains relevant.
- Take the needs and interests of others into account both within the health system and Health Science Colleges when developing a course of action.
- Develop and maintain strong partnerships within Ohio State Wexner Medical Center and all adjacent organizations to ensure messaging is consistent across the enterprise.

Qualifications and Experience:

Candidates for the position of CCMO will be selected from a diverse pool according to these criteria:

- Bachelor's degree required; master's and/or other postsecondary degrees a plus.
- 15+ years of work experience, with a steady increase in responsibility in the areas of communications and marketing.
- Demonstrated success in team leadership, management and restructuring.
- Experience with branding, including having been responsible for developing and implementing programs that support strategic priorities of a large, multi-layered organization.
- Comprehensive and thorough understanding of key communications practices within a complex setting. Health care experience preferred.
- Advanced knowledge of strategies and best practices for communications, including, for example, sophisticated and creative use of social media. Ability to capitalize on emerging technologies to further business objectives.
- Experience developing and overseeing an effective and engaging internal communications program for a large network of employees.
- Familiarity with marketing analytics programs.

- Demonstrated success working collaboratively and strategically across multiple functions, ensuring alignment among organizations that operate independently of one another.
- Knowledge and experience in all aspects of assigned functions, as well as in development and management of operational and capital budgets.
- Experience developing and executing strategies that position executives as thought leaders.
- Demonstrated ability to build strong relationships of trust and confidence with senior leaders, peers, journalists and global thought leaders. Ability to collaborate, influence and effectively engage with a wide range of internal and external stakeholders.
- A thorough understanding of the Chancellor's main objectives and the ability to translate those into actionable communication and marketing strategies.

Ohio State Wexner Medical Center is committed to providing a competitive compensation package commensurate with the new CCMO's responsibilities.

The executive and leadership search firm *Heyman Associates* is assisting Ohio State Wexner Medical Center and the appointed search committee with the CCMO's recruitment process. Qualified candidates should confidentially submit their current resume, along with a supporting cover letter of interest, electronically to estenquist@heymanassociates.com

To build a diverse and inclusive workforce, all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability status or protected veteran status. The Ohio State University Wexner Medical Center is an Equal Opportunity/Affirmative Action employer.

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