



Position Specification

Chief Operating Officer, The Ohio State University Wexner Medical Center

Private and Confidential

Position Specification

Ref: Chief Operating Officer, Wexner Medical Center
The Ohio State University

The Opportunity

Our client, The Ohio State University Wexner Medical Center, seeks a chief operating officer (COO) who will enable its evolution from an academic health system to a comprehensive health platform with services and capabilities ranging from telehealth to enhanced community and home-based care to cutting-edge tertiary and quaternary care. All of this will be provided by an academic organization focused on leveraging the interprofessional training of 10,000 students and leading research conducted across seven health sciences colleges.

Reporting to Harold L. Paz, MD, the executive vice president and chancellor for Health Affairs at The Ohio State University and chief executive officer of the Ohio State Wexner Medical Center, the chief operating officer will lead the execution of the vision and strategy for all operations of the \$4+ billion clinical enterprise that includes seven hospitals, multiple ambulatory sites, an accountable care organization and a health plan. The position will also align with leaders of a nationally ranked college of medicine and more than 20 research institutes.

This leader will orchestrate a unified strategy across a complex organization to ensure alignment, collaboration and consistent implementation of operations across the enterprise. The COO will develop strategies to meet the needs of each area, ensuring appropriate resource utilization and service line rationalization, consistent patient experience and the highest quality care and outcomes at the lowest cost, with a focus on affordability and accessibility.

Our Client

A key component of The Ohio State University, one of the nation's largest major comprehensive public research universities, 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. The 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 1.87 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 health center driving breakthrough health care solutions to improve people's lives.

Key Ohio State Wexner Medical Center Facts

- There are seven hospitals at Ohio State that operate more than 1,500 inpatient beds and serve 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 2020 Statistics:
 - 62,352 patient admissions
 - 5,195 births
 - 1.87 million outpatient visits
 - 190,383 telehealth visits
 - 121,915 emergency department visits
 - 44,741 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 the Ohio State Comprehensive Cancer Center “exceptional” – the NCI’s highest ranking.
- The most recent 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 its programs in the top 10 nationwide.

- In 2020, The Ohio State University Wexner Medical Center was named to *U.S. News & World Report's* “Best Hospitals” list for the 28th consecutive year. *U.S. News* consistently ranks Ohio State as the top hospital in central Ohio. Nationally ranked specialties are Cancer; Cardiology & Heart Surgery; Diabetes & Endocrinology; Ear Nose & Throat; Nephrology; Neurology and Neurosurgery; Pulmonology and Lung Surgery; Rehabilitation; and Urology.
- *Becker's Hospital Review* selected the Ohio State Wexner Medical Center for its 2020 list of “100 Great Hospitals in America” for excellence in quality patient care and clinical research, leadership in innovation and rankings and awards.
- Ohio State Wexner Medical Center was the first hospital in central Ohio to achieve Magnet® status for nursing excellence, and the first hospital in central Ohio to earn Magnet redesignation.
- Ohio State Wexner Medical Center ranked fourth on *Forbes* list of America's Best Employers for Diversity. This ranking was compiled by surveying 60,000 Americans working for businesses across all industries with at least 1,000 employees.
- For more information, please visit <https://wexnermedical.osu.edu/>.

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 closer to achieving its 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 Ohio State Wexner Medical Center fulfill key goals toward population health management and reinforces its 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 throughout Ohio. The relationship has enabled members to collaborate and grow with the benefit of reducing operating costs and increasing the quality of care provided to patients.

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 2021 edition of "Best Graduate Schools," *U.S. News & World Report* ranked Ohio State's College of Medicine 34th among the nation's 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 Colleges and Universities) for total number of African American students enrolled. Admission to the medical school is competitive, with more than 7,100 student applications for approximately 200 admissions annually. More than 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.

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 John Glenn Columbus International Airport is just 10 minutes from downtown.
- **We're Affordable:** The cost of living in Columbus is 10% below the national average.

The Role

Reporting to Dr. Harold L. Paz, the executive vice president and chancellor for Health Affairs at The Ohio State University and chief executive officer of The Ohio State Wexner Medical Center, the chief operating officer (COO) will lead the execution of the vision and strategy for all operations of the \$4+ billion clinical enterprise that includes seven hospitals, multiple ambulatory sites, an accountable care organization and a health plan. The position will also align with leaders of a nationally ranked college of medicine and more than 20 research institutes.

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Key Responsibilities:

- Responsible for the overall fiscal performance of the health system, as well as the quality of care. Ensures coordination of activities, including clinical delivery and strategies, across the entire enterprise.
- Oversees the development, implementation and continuous improvement of home-based and remote care monitoring programs for acute/specialty care and for virtual care services and programs for patients at the bedside and in the hospital.
- Leads access and experience, patient flow and upstream/downstream care management and strategic partnerships, and ensures development and consistent delivery of care across all locations and settings.
- Continues to identify opportunities to advance the culture of excellence by setting the highest standards for delivery of care by instilling and maintaining organizational accountability.

- With other senior leadership, including the dean of the College of Medicine, develops and fosters effective collaboration between clinical departments, divisions, medical staff leadership, faculty and other affiliated services to ensure an integrated approach to providing services and fulfilling Ohio State Wexner Medical Center’s mission, vision and values.
- Participates in the successful identification and implementation of business development initiatives to increase/improve volume, financial performance, patient care, research and education.
- Attracts, retains and develops top talent, focusing on succession planning with the goal of developing a world-class leadership team.
- Fosters an engaged work force within a productive working locale through advanced leadership in human resources best practices. Supports and improves the direct association between employee satisfaction, and patient and family satisfaction. Provides, monitors and leads by example activities that foster an enhanced, healthy work environment for all. Focuses significantly on the development of members of the leadership team to undertake greater responsibilities and increased accountability.
- Provides leadership in executing the strategic plan; proposes productivity standards, monitors performance, initiates corrective action; develops and aligns incentives to retain faculty and staff.
- Works closely with the dean of the College of Medicine to ensure the mutually beneficial goals of the college and the medical center are met through a collaborative environment.
- Works with the chief strategy and transformation officer and the chief financial officer to ensure that the Ohio State Wexner Medical Center continues to clinically and financially excel in its local and extended market while meeting its objectives related to the tripartite mission of education, research and patient care.
- Sets and exceeds performance standards while providing the appropriate resources to achieve those performance goals.
- Continues to maintain or exceed a level of financial performance required to meet its ongoing obligations across all mission areas.
- Communicates openly and effectively, both internally and externally, with a wide variety of constituents to ensure continued support of major stakeholders (e.g., board, local and state governments, donors, community organizations, students, university).
- Manages all health system budgets and costs through careful planning and control of systems. Responsible for presenting annual budget to the Ohio State Wexner Medical Center Board at its June meeting.
- Creates a priority list for an annual capital expenditure plan that is successfully approved by the Ohio State Wexner Medical Center Board.
- Forecasts levels of operations efficiency, cost-effective application of capitals and realistic financial outcomes. Manages the financial success of the Ohio State Wexner Medical Center and supports advanced strategies to improve the financial status of the organization.

- Builds and retains exceedingly collaborative, effective relationships with physician and professional staff through collaboration in all areas of common interest, including organizational shared services with a focus on effectiveness, efficiency and cost control.

Key Relationships:

Reports To: Executive Vice President and Chancellor for Health Affairs, The Ohio State University, and Chief Executive Officer, The Ohio State University Wexner Medical Center

Direct Reports: Chief Administrative Officer, Hospital Division
Senior Associate Vice President for Health Sciences and Chief Clinical Officer
Chief Nursing Officer, Hospital Division
Associate Vice President, Medical Center Space & Facilities Planning
Executive Director, Ambulatory Services
Executive Director, Civic and Community Engagement
Executive Director, Outreach
Chief Population Health Officer
Director, Process Management Engineering
Executive Director, Primary Care Network

Other Internal Relationships: Chief Executive Officer, James Cancer Hospital and Solove Research Institute
Dean of College of Medicine and Vice President for Health Sciences
Chief Scientific Officer
Chief Financial Officer and Vice President for Health Sciences
Chief Communications & Marketing Officer and Associate Vice President
Senior Associate Vice President for Human Resources, Wexner Medical Center
Chief Strategy & Transformation Officer and Vice President

Candidate Profile

In terms of the performance and personal competencies required for the position, we would highlight the following:

Ideal Qualifications and Education:

- Master’s degree in business administration or health services management and policy or an equivalent combination of education and experience.
- Extensive experience managing at the senior level within a complex, multi-hospital health care delivery system.

- Experience with fiscal strategy development strongly desired.
- Demonstrated leadership, communications and consensus-building skills desired; experience in an entrepreneurial environment desired.
- Must possess exceptional communication and interpersonal skills.
- Must be able to effectively communicate and collaborate at all levels of The Ohio State University and Wexner Medical Center.

Enabling Strategy

- The ability to create and articulate an inspiring operational vision for the organization that will best position it for achieving its ambitious strategy.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the health care industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling and to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, passion in their beliefs and active drive.
- Encourages others to share the spotlight, and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

Application Procedure

Russell Reynolds Associates welcomes inquiries, nominations and applications. To receive full consideration, interested individuals **should electronically submit a professional resume** to Russell Reynolds Associates. Resumes will be reviewed immediately and will continue to be reviewed until the position is filled.

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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