



DANA-FARBER
CANCER INSTITUTE

**Senior Vice President
Clinical Operations**

Dana-Farber Cancer Institute

Boston, MA

Position Specification

July 2017

Summary

Dana-Farber Cancer Institute (DFCI) is seeking a Senior Vice President of Clinical Operations, who is an experienced executive leader, with the personal qualities, skills and experience required of an operations leader and the capacity to contribute equally effectively to the strategic needs of a nationally renowned Cancer Institute. DFCI is rapidly expanding its ambulatory network, continuing its pioneering scientific and clinical discoveries and solutions, and caring for DFCI inpatients at Brigham and Women's Hospital and Boston Children's. This strategy to distribute its clinical resources to a broader geography will expand its concept of what constitutes a DFCI network site. It will be essential to develop updated metrics to measure and ensure the same standards of care and access to clinical trials across all sites.

This Senior Vice President of Clinical Operations is a new role and will report to the Executive Vice President and Chief Operating Officer. The SVP will be part of the senior clinical operations team that will become a triad with the appointment of the SVP. The triad includes the Chief Medical Officer (CMO) and the SVP for Patient Care Services/Chief Nursing Officer (CNO) and the SVP of Clinical Operations (SVP).

The SVP is accountable for Adult Ambulatory Clinical Operations, the Disease Centers Operations, the Satellite Clinical Operations, Stem Cell and Cell Therapies Operations and Adult Inpatient Operations. The DFCI system of care includes the sites under the DFCI license: Longwood Adult and Pediatric Ambulatory Services; thirty DFCI-licensed inpatient beds at the Brigham and Women's Hospital (BWH); four DFCI licensed hospital-based Satellites and two new sites underway; and three physician practice sites undergoing conversion to licensed hospital-based Satellites. Pediatric inpatient oncology patients are admitted to Boston's Children's Hospital (BCH) and the two hospitals have jointly appointed a senior nurse leader, who oversees the DFCI pediatric patients. The SVP with the CMO and CNO, in collaboration with colleagues at BWH and BCH, is responsible for ensuring a consistent high level of quality cancer care delivered to DFCI patients. The incoming leader will advance the integration of patient care operations in each health care site and among all the delivery sites of care.

All three institutions are Harvard Medical School (HMS) teaching affiliates. DFCI is the only hospital ranked in the top four nationally by *U.S. News and World Report* in both adult and pediatric cancer care.

DFCI and its two hospital partners have been recognized for their shared devotion to exceptional patient/family centered practices as reflected in successive ANCC Magnet Program designations and re-designations. DFCI clinical professionals share a deep commitment to the integration of innovation, science and caring practices. Together, they seek to advance academic adult and pediatric oncology care delivery, research, and educational missions to improve health and healthcare for DFCI oncology patients and families.

The SVP will partner with exceptional clinical and executive leaders in oncology care in the Longwood academic medical campuses and will be accountable for cultivating and maintaining these relationships. The SVP will ensure that the quality of care, the efficiency of care and cost of care is managed effectively. With the CMO and the SVP/CNO, this new leader will assure that the clinical practice across all sites is well integrated, consistent and accessible. The patient and family experience will continue to be an overarching priority.

The incoming leader will advance the integration of patient care operations through all the sites of DFCI care on campus and off campus. The SVP will extend the focus on the continuous improvement of quality and cost and promoting the "systemness" of DFCI care delivery.

The Opportunity

The Senior Vice President, Clinical Operations is the senior executive responsible for establishing and implementing the integration of the operations of clinical services at the Dana-Farber Cancer Institute. The SVP reports to the Executive Vice President and Chief Operating Officer. The new leader will be part of the leadership triad with the Chief Medical Officer (CMO) and the SVP/Chief Nursing Officer (CNO). The SVP will partner with both to ensure effective patient care operations at the Institute through aligned values, accountabilities, and incentives. The SVP, a member of the DFCI Executive Management Group (EMG), will be a thought leader and a participant in the development and evolution of the organization's future planning process. S/He will be the administrative leader, who partners with the CMO and CNO in patient care operations at the highest levels of DFCI and will ensure the integration of business processes and operations to support the next evolution of patient and family-centered collaboration.

Within a highly matrixed organization and complex network, the SVP establishes and maintains business relationships with key leaders at DFCI and Brigham & Women's Hospital. The priority is to ensure seamless operations that support the patient experience and delivery of the highest level of patient care, and works with the network strategy team to assess and plan for expanded clinical operations.

The DFCI is a world leader in basic and clinical research, training and application of advanced diagnostic and treatment methods relating to cancer. Founded in 1947 by Sidney Farber, MD, today DFCI employs nearly 5,000 people supporting more than 300,000 patient visits a year, is involved in some 700 clinical trials, and is internationally renowned for its blending of research and clinical excellence. DFCI's expertise in these two aspects of the fight against cancer uniquely positions it to develop and test the next generation of cancer therapies in both the laboratory and the clinic. See www.danafarber.org

The Organization

The new SVP will be the leader who is responsible for the integration of patient care and "systemness" to assure that there are coherent and clear administrative processes to ensure reliability, efficiency, and quality as tools to reduce the cost of cancer care and treatment. It is a unique opportunity and responsibility to lead, support, mentor and advance administrative systems that support patient care operations in a remarkable health care organization that is preparing for continued success, while also meeting the challenges of new health care policies and the uncertainties of health care finances.

DFCI, a principal teaching affiliate of Harvard Medical School, is a federally designated Center for AIDS Research, and a founding member of the Dana-Farber/Harvard Cancer Center, a federally designated comprehensive cancer center. Providing advanced training in cancer treatment and research for an international faculty, the Institute conducts community-based programs in cancer prevention, detection and control throughout New England. DFCI is supported by the National Cancer Institute (where it continues to be one of the highest recipients of grant funding), as well as other institutes of the National Institutes of Health, and the generous support of numerous foundations and individuals who contribute to the Institute's individual research and clinic programs or to the Jimmy Fund, the principal charity of the Institute, named for one of its pediatric patients.

When ranked among 141 independent hospitals, DFCI placed fourth in receipt of NIH research awards, preceded only by Massachusetts General Hospital, Brigham and Women's Hospital and Boston Children's Hospital—all founding members of the consortium Dana-Farber/Harvard Cancer Center.

DFCI is equally committed to cancer research to advance knowledge around cancer causes and cures, as well as the psychosocial concerns and symptom management that enhance total care for patients. They support a balance between research and care, with high standards for discovery and quality of care. This model is critical for making the most progress against this disease and for their mission.

DFCI is a financially strong organization. It invests in cancer research and care by generating a consistent operating margin, earning a return on its endowment, and through generous philanthropy. DFCI has a strong balance sheet with a \$1 billion endowment, \$2 billion in assets and \$1.3 billion in net assets supporting its "A" credit rating. While the healthcare industry is challenged, DFCI as a specialty cancer center is in a stronger relative financial position than most of the industry.

The organization budgets a 1.5 percent margin annually and has a demonstrated record of achieving or exceeding that margin for the last five years. Revenue growth in pharmacy has been strong, driven by the introduction of revolutionary cancer treatments that are helping patients with improved outcomes. DFCI projects continued strength within three primary focus areas of clinical care, research and philanthropy.

Mission and Values: The mission of DFCI is to provide expert, compassionate care to children and adults with cancer while advancing the understanding, diagnosis, treatment, cure, and prevention of cancer and related diseases. DFCI also provides training for new generations of physicians and scientists, nursing professionals and others involved in patient care and wellness. DFCI designs programs that promote public health particularly among high-risk and underserved populations, and disseminates innovative patient therapies and scientific discoveries to our target community across the United States and throughout the world.

Vision: Dana-Farber Cancer Institute's goal is the eradication of cancer, AIDS, and related diseases and the fear that they engender.

Patient Care: The delivery of clinical care is of utmost importance at DFCI. The Institute has a dual focus on both research and clinical care. As the research mission has focused increasingly on translational efforts, the importance of direct clinical care has only increased. Dana-Farber's patient care volume and portfolio of services has undergone dramatic expansion over the past 15 years as the Institute has become the largest provider of cancer care in New England.

Dana-Farber opened a state of the art Ambulatory facility to accommodate growth in the type of oncology care that can be provided in an outpatient setting. This environment is supported by an interdisciplinary care team of which nursing is at the core in delivering the highest quality and compassionate care to the patients and exemplifies the future of Ambulatory Cancer Care for the future. Care is provided to children and adults within the context of specialized treatment centers, each devoted to a specific type of cancer and/or blood disorder. Experts from different disciplines work together in each treatment center – a team approach that allows many patients to see all their specialists in one visit. The Disease Centers include: breast; cutaneous; endocrine; gastrointestinal; genitourinary; gynecologic; head and neck; hematologic oncology; hematology; melanoma; neurologic; sarcoma; and thoracic.

The Brigham and Women's Hospital is the site of adult inpatient care. The patients are cared for by DFCI physicians. For more than 60 years, DFCI and Boston's Children's Hospital have worked together to provide pediatric-focused therapies and patient care services to children with cancer, blood disorders, and related conditions. Outpatients are seen at Dana-Farber's Jimmy Fund Clinic, while patients requiring

hospitalization are treated at Boston Children's Hospital, all under the umbrella of the Dana-Farber/Boston Children's Cancer and Blood Disorders Center.

Integrated across the continuum of all cancer care delivered at DFCI, is robust psychosocial and palliative care for patients and their families, including specialized programs in integrative therapy, nutrition, survivorship and spiritual care.

The Position

With primary reporting to the Executive Vice President and Chief Operating Officer (COO) at Dana-Farber Cancer Institute, the SVP Clinical Operations develops and executes operational strategies for DFCI clinical services to drive patient experience and ensure the delivery of the highest level of patient care. The role of the Senior Vice President is to serve as the senior executive and lead for clinical operations at the enterprise level, serve as a partner to the CMO and key physician leaders, and the CNO and to provide active contributions to strategic planning and DFCI operations as a member of the Executive Management Group.

This leader will be a key contributor to shape systems and programs that meet and exceed quality, safety and regulatory standards. The SVP will be the accountable DFCI leader, who will collaborate with peers at BWH and Boston Children's to cultivate and steward the inter-organizational relationships that will support the quality, reliability, safety, and patient centric care provided to DFCI patients and families in all delivery sites. The SVP will provide the same role and presence with leaders at affiliated community based satellite sites.

The SVP will have specific responsibility for:

- Adult Ambulatory Clinical Operations
- Disease Centers Operations
- Satellite Clinical Operations
- Stem Cell and Cell Therapies Operations
- Adult Inpatient Operations

Specific Responsibilities:

- Collaborates with CMO, CNO and key leaders to create a shared vision for clinical patient care delivery systems to include both near- term (one to two year) and longer-term (five or more years) horizons.
- Develops short- and long-range operational plans and goals for clinical services, ensuring alignment with Institute goals, mission and vision; develops and implements related policies and procedures to support strategic goals and initiatives of the enterprise.
- Collaborates with leadership at Brigham & Women's Hospital and satellite partner hospitals to establish and maintain effective partnerships that support patient care, contractual relationships, and related initiatives.
- Develops and monitors operating, capital and expense budgets in collaboration with department and functional leaders to ensure fiscal responsibility within established parameters.
- Collaborates closely with physician and administrative leaders to develop and implement "best practice" guidelines, policies, procedures and standards for clinical services.

- In conjunction with department leaders, establishes overall staffing and retention strategy to support departmental and Institute goals and initiatives and to achieve and maintain a high level of clinical and customer service; supports staff development, training and advancement.
- Establishes and maintains a culture of service excellence, responsiveness and support of innovation, patient care and service delivery across the Institute, resulting in DFCI's differentiated patient experience.
- Through department leaders, ensures compliance with all internal policies, procedures and guidelines, state and federal regulations, and regulatory agencies.
- In collaboration with key clinical, administrative and physician leaders, assesses the efficiency and effectiveness of clinical operations at DFCI; develops, recommends and implements improvements to the patient experience, service and delivery of care.
- Ensures department leaders are integrated as essential contributors to the triad leadership model of DFCI, building strong, collaborative relationships with physician and administrative leaders.
- Actively participates in strategic discussions regarding the vision for DFCI.
- Ensures consistent DFCI patient care standards across functional areas with attention to the implementation of "systemness."
- Actively navigates this interdepartmental interface through a relationship-focused orientation.
- Demonstrates an appreciation for complementary and competing imperatives that frequently co-exist.
- Promotes hiring practices that reflect a commitment to creating a diverse and inclusive work environment.
- Fosters collaborative relationships with senior executives and physician leaders within DFCI and with key external partners.

The Candidate

The strongest candidate will be an experienced executive and operational leader, who will create dashboards and metrics to measure and assess the quality, reliability, safety and cost of care and identify trends that require interventions. The SVP will promote and contribute to care delivery innovation and operational effectiveness, and advance patient care systems.

The candidate will have the following experiences in his/her background:

- A strong record of accomplishment and demonstrated evidence that s/he will successfully lead change and build teams.
- Demonstrated strong business and political acumen.
- Possess and apply high emotional intelligence (EQ) to both DFCI clinical operational enterprise issues and priorities.
- Prior active contributions to enterprise and discipline-specific strategic direction-setting and planning with an academic institution or cancer institute.
- A deep understanding and appreciation for an academic research mission and active experience within a research-intensive enterprise.
- Has senior operational leadership experience in a complex, matrixed academic organization or national cancer institute and demonstrated ability to deal with the inherent complexity and ambiguity of multiple external relationships.

- Possess a deep understanding of the current healthcare environment and future anticipated trends: healthcare reform; finance and reimbursement; business and clinical relationships, etc.
- Demonstrates the ability to attract, develop and retain talent.

Leadership Attributes of the SVP will include:

- Contribute renewed thinking, innovation, and strength-of-character to further develop the capabilities and impact of clinical services team.
- Possess the skills and abilities, presence and character to influence and be an equal partner “at the table” with senior physicians and leaders in a research-focused clinical environment.
- Be an inclusive leader, a good listener, and gifted communicator with colleagues at all levels and practice settings.
- Demonstrate an ability to initiate and navigate honest conversations with staff and colleagues at all levels, including an ability to express perspectives counter to prevailing thought via informed reasoning.
- Be a data-informed decision maker; use metrics to monitor and analyze performance and model that leadership style throughout the organization.
- Set clear expectations, consistent with the mission, vision and values through a culture of caring and reliability.
- Demonstrate the ability to create and sustain momentum through relationship building, collaborative management; the ability to manage multiple and complex tasks; the ability to prioritize and implement; and experience in developing accountability and monitoring systems within the context of a complex, geographically dispersed, and matrixed system and local health environment.

Critical Success Factors

The new SVP will encounter both opportunities and challenges in his/her role. Specific priorities of the new leader in the first 12-24 months:

- Establish new norms and practices within the clinical operations leadership team to model and cascade the values and vision of continuous process improvement and reduced waste and unnecessary expense throughout the DFCI system of care.
- In concert with the CFO and business intelligence resources, design and implement a dashboard of effective analytic and reporting tools and apply insights to improve the operational effectiveness of the DFCI enterprise through attention to quality/safety, financial and workforce-related metrics.
- Be an active participant in discourse on the future of DFCI and contribute to enterprise strategic planning.
- Ensure consistent DFCI patient care standards across the Network, partnering facilities (BWH & BCH), and the Longwood main campus with attention to the implementation of “systemness.”
- Use the vision of a cancer diagnostic service that has been developed by physician champions to assess the compatibility and fit with other programs and implement the program if it is aligned with the enterprise goals.

Educational and Experience Requirements

- Advanced degree in healthcare administration or related field.
- 10 years of experience in a healthcare setting with proven experience in senior leadership roles; oncology and/or academic medical center experience preferred.
- Demonstrated experience leading clinical operations in a complex and highly matrixed organization, including working effectively with faculty, leadership and staff with a strong customer-service focus.

Compensation

A compensation package will be constructed commensurate with the experience and accomplishments of the selected candidate.

For More Information

Referrals and nominations are welcomed. Interested parties please send a letter of interest and resume to DFCI.SVP.ClinOps2216@ZurickDavis.com. For questions and additional information, please contact **Ellen Mahoney** or **Jacqueline Rosenthal** at **781.938.1975**. All communication with **ZurickDavis** will remain confidential.

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