



## Chief Administrator, Cancer Institute

### Leadership Profile

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A decorative graphic consisting of numerous thin, overlapping, curved lines in shades of light blue and teal, creating a sense of motion and depth. The lines originate from the left side and curve towards the right, with some lines extending into the dark teal footer area.

**WittKieffer**

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## The Opportunity

Mass General Brigham (MGB) is seeking a transformative, strategic, and relational leader for the inaugural role of Chief Administrator (CA), Cancer Institute to help build and oversee this new Institute. The Cancer Institute will provide integrated, innovative care through a best-in-class comprehensive cancer center, harnessing MGB's clinical expertise, research capabilities, and community-oriented care. It will care for cancer patients locally, regionally, nationally, and globally, as well as house MGB's cancer-related research and education portfolios.

MGB is a not-for-profit 16-member institution with 12 hospitals, a health plan, a physician network, community health centers, home care and other health-related entities. Reporting directly to the MGB SVP of Operations (SVP) and indirectly to the MGB President of the Cancer Institute (President), the CA will play a pivotal role in advancing MGB's strategic focus on cancer services. The CA will aim to establish the Cancer Institute as the national model for cancer care. The CA will work collaboratively with facility leaders for the coordination of oncology services across the system, assuring exceptional patient care, facilitating groundbreaking research, and administering top educational programs for the next generation of leaders in cancer care.

Partnering with a physician leader, the President of the Cancer Institute, the CA will bring executive level thinking and a strategic mindset to the position. They must be able to build a cohesive vision for cancer services and lead the execution of a well-developed plan to achieve system level goals and objectives. The successful candidate will have a demonstrated ability to grow programs while building and maintaining strong relationships with a wide variety of clinical partners. Along with the President and other key physician leaders, this person will be the voice and face of MGB cancer services and must be able to manage complex relationships and multiple stakeholders. The successful candidate will be able to represent MGB nationally and will possess extensive awareness of similar cancer programs across the country. Additionally, the CA will contribute to marketing strategies and coordinate efforts with physician groups. The role involves working with leadership and steering committees to ensure effective coordination across the Cancer Institute, recommending and tracking performance metrics related to quality, patient satisfaction, and financial performance.

Ideal candidates will be performance-oriented, operationally adept, innovative leaders with a strong track record of enhancing performance in highly matrixed health system environments. They should have at least seven years of senior leadership experience and successful achievement in competitive and growing markets. A history of successfully managing a cancer service line in a complex organization is highly preferred. This highly visible role requires a relational and servant leadership mindset, with a foundation of mutual respect, transparency, humility, collaboration, and accountability. She/he will be passionate about the transformation of cancer care.

MGB is dedicated to diversity, equity, and inclusion and recognizes that an equitable and inclusive workforce – one that reflects the diversity of the patients in its local communities – results in greater innovation, creativity, and productivity. They believe that equal access to quality care, employment, and advancement opportunities across the full spectrum of human diversity – race, gender, sexual orientation, religion, ethnicity, national origin and all the other forms of human presence and expression – makes them better able to deliver innovative and ground-breaking healthcare and research.

## Organization Overview

### Mass General Brigham

As a not-for-profit integrated health system, MGB is committed to advancing patient care, research, teaching, and service to the community. Founded by Brigham and Women's Hospital (BWH) and Massachusetts General Hospital (MGH), MGB supports a complete continuum of care including two academic medical centers (AMCs), seven community and three specialty hospitals, a health plan, a physician network, community health centers, home care and other health-related entities.

The system – formerly known as Partners HealthCare – rebranded in 2019, adopting a new name that leverages the historic legacies of its founding members, MGH and BWH. By working together as one system, MGB intends to leverage its collective expertise, resources, and compassion to better serve patients and the community.

In March 2024, MGB announced that it would create interdepartmental disease-focused institutes that multiply MGB's ability to provide seamless, integrated care for patients. Working together, MGB intends to build the most impactful, patient-focused academic healthcare system in the world with the highest quality research-infused care that dramatically improves outcomes and experiences for all they serve.

### Mission:

MGB is committed to serving the community. The organization is dedicated to enhancing patient care, teaching and research, and taking a leadership role as an integrated health care system. MGB recognizes that increasing value and continuously improving quality are essential to maintaining excellence.

### Vision:

- To be dedicated to the delivery of superior care that is patient- and family-centered, accessible, and equitable.
- To provide a coordinated, cost-efficient, and transparent care model that will benefit patients across the continuum, from prevention to long-term.
- To touch the communities served, local or global, with sustainable improvements in the care provided and with a keen focus on underserved populations.
- To lead in research that fosters collaboration, bringing discovery to the patient's bedside, and sharing those successes with the world so future generations may benefit.
- To invest in education and training to nurture the next generation of leaders who can carry forward the lessons learned.
- To promote the development of the workforce by creating opportunities for achievement and advancement.
- To seek ways to deliver the highest quality health care to all.

### MGB fast facts:

- 1.9 million unique patients
- Largest Private Employer in Massachusetts: ~85,000 employees, ~7,300 Physicians, ~15,000 Nurses
- \$19 billion operating revenue
- \$2.7 billion research and academic revenue
- \$225 million invested in community benefits
- \$67 million+ investment in housing, mental health, economic mobility, and food insecurity through Mass General Brigham Community Health Impact Funds
- >3,700 ongoing clinical trials
- 13 Nobel Laureates
- Home to five Harvard-affiliated Nationally Ranked Teaching Hospitals

## Patient Care

From routine care to the most complex cases, MGB offers comprehensive, full-circle clinical care to patients, starting and ending at home.

## Research and Discovery

MGH is home to the largest hospital-based research enterprise in the United States with an annual budget of nearly \$1.2 billion in 2021. The Mass General Research Institute is comprised of more than 9,500 researchers that work across more than 30 institutes, centers, and departments. There are over 2,000 principal investigators, 1,500 postdoctoral fellows and 800 graduate students training in research at MGH at any given time. MGH ranks 1<sup>st</sup> amongst independent hospitals in annual funding received from NIH and 8<sup>th</sup> amongst all institutions. With over 5,200 researchers and 9,794 publications, discoveries made at the Brigham transform care for people everywhere. The Brigham is the second-highest recipient of National Institutes of Health (NIH) funding among independent hospitals nationwide. The [BWH Research Institute \(BRI\)](#) is one of the most powerful biomedical research institutes in the world with over \$640 million in total research funding and over 1,000 principal investigators. BWH has long had great success in research as measured by the number of important discoveries made, the size and scope of its research portfolio and the volume of publications annually.

## Education

MGB has over 100 accredited physician residency and fellowship programs, and over 2,000 trainees preparing to be the healers of tomorrow. MGH is the original and largest teaching hospital of Harvard Medical School and offers exceptional learning experiences for all health professions. MGH has 29 residency programs, 139 fellowship programs, 1,500 physician trainees annually, 300 Harvard Medical School students per year, 1,600 health professional students at the MGH Institute of Health Professions per year, more than 2,800 nursing and health professional students on rotation per year, 80+ training relationships with schools and universities, and about 10,000 Mass General clinical staff requiring continuing professional development. One of the Brigham's defining hallmarks is its long-standing commitment to medical education. The Brigham is a major teaching hospital with 1,100 trainees in over 140 of the most sought-after training programs in the world and it hosts Harvard Medical School students in rotations throughout its programs. As the Brigham's global health services expand, clinical trainees have rich opportunities to contribute and learn in challenging environments around the world.

## Community

The organization has five licensed and 15 affiliated community health centers. In 2021, MGB invested \$225 million in community benefits, which includes investments in licensed health centers, programs to respond to needs identified in the community health needs assessments, and the system's commitment to the Health Safety Net program.

## MGB Members and Affiliates

### Member Institutions

- Brigham and Women's Hospital
- Massachusetts General Hospital
- Brigham and Women's Faulkner Hospital
- Cooley Dickinson Hospital
- Martha's Vineyard Hospital
- Mass Eye and Ear
- Mass General Brigham Community Physicians
- Mass General Brigham Health Plan
- Mass General Brigham Home Care
- MGH Institute of Health Professions

- McLean Hospital
- Nantucket Cottage Hospital
- Newton-Wellesley Hospital
- Salem Hospital
- Spaulding Rehabilitation Hospital
- Wentworth-Douglass Hospital

### **Community Health Centers**

- BWH Brookside Community Health Center
- BWH Southern Jamaica Plain Health Center
- MGH Charlestown HealthCare Center
- MGH Chelsea HealthCare Center
- MGH Revere HealthCare Center

### **Affiliated Community Centers**

- Boston Health Care for the Homeless
- Codman Square Health Center
- DotHouse Health (formerly Dorchester House Multi-Service Center)
- East Boston Neighborhood Health Center
- Geiger-Gibson Community Health Center
- Lynn Community Health Center
- Mattapan Community Health Center
- Neponset Health Center (Dorchester)
- North End Waterfront Health
- Salem Family Health Center
- Peabody Family Health Center
- South Boston Community Health Center
- South End Community Health Center
- Upham's Corner Health Center
- Whittier Street Health Center

### **Rankings and Recognition**

In 2024, the following MGB hospitals were named among the top hospitals in the nation by U.S. News & World Report.

- Massachusetts General Hospital (MGH)
- Brigham and Women's Hospital (BWH)
- McLean Hospital
- Mass Eye and Ear (MEE)
- Spaulding Rehabilitation Hospital

### **Other 2024 top honor rankings by U.S. News & World include:**

- MGH: #1 psychiatry, #4 ophthalmology (in partnership with MEE), #6 rheumatology, #6 ear, nose and throat (in partnership with MEE), #6 neurology and neurosurgery, and #7 diabetes and endocrinology, #8 cardiology and heart surgery, and #9 gastroenterology and GI surgery.
- BWH: #1 obstetrics and gynecology, #2 in diabetes and endocrinology, #4 cancer (with Dana-Farber as the Dana-Farber Brigham Cancer Center), #4 rheumatology, and #8 urology.
- McLean Hospital named #2 in nation for psychiatry.

- Newton-Wellesley Hospital was ranked #6 in the Boston Metro Area and #7 in Massachusetts. Newton-Wellesley was also recognized as high performing for treatment in nine procedures/conditions: spinal fusion, congestive heart failure, colon cancer surgery, diabetes, hip replacement, kidney failure, leukemia lymphoma and myeloma, lung cancer surgery, and pneumonia.
- Brigham and Women's Faulkner Hospital was ranked high performing in medical specialties and procedures/conditions: gastroenterology and GI surgery, geriatrics, and orthopedics as well as procedures/conditions including congestive heart failure, diabetes, hip replacement, kidney failure, and knee replacement.
- Salem Hospital was ranked #10 in the Boston Metro Area and was also recognized as high performing for treatment in seven procedures/conditions: congestive heart failure, COPD, diabetes, heart attack, kidney failure, lung cancer surgery, and pneumonia.
- Wentworth-Douglass Hospital was recognized as high performing for treatment in congestive heart failure.

### Health Equity

MGB's system-wide initiative, United Against Racism (UAR), is a diversity, equity, and inclusion initiative to address the impact of racism on MGB patients, staff, and community. Born out of the understanding that systemic racism is a public health issue that impacts MGB's patients, workforce, and the communities it serves, UAR seeks to dismantle the barriers, systems, and actions inside and outside the walls of MGB to provide excellent medical care and equity for all.

### About the Cancer Institute

The integration of clinical departments and the formation of disease-focused institutes are critical, system-wide priorities for MGB. This endeavor, along with recently announced changes in the Boston cancer care landscape, has generated a unique opportunity for all MGB entities to come together in an unmatched way to combine world class research and unparalleled clinical care in support of cancer patients locally, regionally, nationally, and globally. In the coming years, MGB will invest extensive time and resources into bringing the system's cancer capabilities together in a thoughtful, rigorous, and harmonious fashion to support current and future cancer patients, with the goal of becoming a top five cancer program in the nation.

Across MGB, the Cancer Institute entails:

- Research & Academics
  - >900 cancer investigators
  - >1,000 active cancer clinical trials
  - \$403 million in annual cancer research funding (FY23)
  - Substantial scientific output
  - Leading training programs for the next generation of clinicians and scientists in cancer care
- Clinical enterprise
  - 12 owned sites & 14 affiliated sites
  - >600,000 ambulatory visits/year
  - >25,000 cancer surgeries and procedures performed annually
  - >300 dedicated Medical Oncology beds
  - >300 infusion chairs (owned or affiliated)
  - 2 proton therapy units & 28 LINACs (owned or affiliated)
  - Robust team of physicians, nurses, APPs, technicians, and administrators, all serving our patients
  - Member of the NCI-designated Harvard Cancer Center
- Community

- Far-reaching cancer community health and outreach programs

For more information about MGB, please visit: [Mass General Brigham](#).



## Position Summary

Under the leadership of the MGB SVP for Operations (SVP) and the MGB President of the Cancer Institute (President), the Chief Administrator of the MGB Cancer Institute (CA) serves as the senior administrative executive for all cancer services across the health system and has administrative oversight of all medical oncology, radiation oncology, and cancer surgery throughout MGB. The CA is ultimately accountable for the overall administrative and strategic leadership, operating results, and financial performance of all areas within the institute and serves as a leader across MGB. The CA oversees, directly or indirectly, all dedicated cancer-related administrative leaders across MGB.

The CA collaborates directly and continuously with Cancer Institute physician leaders, department chairs, division chiefs, and disease center leaders and jointly supervises the administrators who manage the day-to-day clinical, research, and education program operations. In addition, the CA is responsible—directly, or in partnership with senior leader colleagues — for several ongoing, broad organizational requirements, including:

- Ensuring that competent, efficient, and coordinated patient care is uniformly provided to patients in ambulatory, inpatient and community settings;
- Ensuring timely access to care
- Ensuring that all educational programs meet institutional and outside regulatory requirements;
- Ensuring that all research initiatives are appropriately supported;
- Directing and developing the organization of services and programs within the scope of responsibility of the CA;
- Managing all operating and capital budgets within the purview of the CA;
- Leading the management team toward attainment of identified short- and long-term goals and objectives;
- Advancing MGB's commitment to diversity, equity, and inclusion;
- Executing strategies and plans designed to achieve MGB's strategic objectives; and
- Collaborating with other institutional leaders to meet MGB strategic goals and objectives.

## Responsibilities

The successful Chief Administrator, Cancer Institute candidate will:

### Strong Leadership

- In partnership with the President, determine the overall vision, mission, direction, goals, and objectives of the MGB Cancer Institute.
  - Facilitate the strategic planning process, informed by market research and competitive analysis, designed to address patient need/demand and relative gaps and strategic opportunities for the system.
  - Ensure development and implementation of strategies and tactics that are aligned with achieving MGB's long-term goals.
- In partnership with the President, lead the initial establishment and integration of the MGB Cancer Institute.
  - Serve as one of the principal architects of the MGB Cancer Institute, including unification of the BWH and MGH departments and divisions that reside within the Institute.
  - In alignment with MGB leadership and the hospital presidents and COOs, oversee development and implementation of a plan to horizontally integrate activities and structures that are relevant to the MGB Cancer Institute.

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- Work collaboratively with the SVP, President, and the entire MGB leadership team to establish MGB Cancer Institute as a top five cancer program in the nation by 2030.
  - Identify areas of synergy between the MGB Cancer Institute and hospital sites that will foster academic excellence, scientific creativity, and clinical quality.
  - Ensure healthy and collaborative administrative relationships across MGB. Conduct regular rounds across all MGB Cancer Institute sites to engage with team members and encourage change when necessary.
  - Develop and implement systems and procedures consonant with MGB's policies. Assess administrative and financial needs and ensure policies and procedures are designed to support a changing environment.
  - Serve as a critical leader in MGB's Enterprise Asset Management efforts - leading performance improvement initiatives and working to optimize volume, utilization, and year-over-year performance.
  - Ensure that monitoring systems are in place to track compliance with all applicable accreditation, regulatory, and legal requirements.
  - Identify and develop leading practices and higher degree of standardization in the approach, tools, methods, reports, and analysis to support the various strategies and business needs.
  - Serve as the lead for cancer-related joint ventures, affiliations and partnerships that will support or advance the Institute.
  - Develop effective, clear, and precise methods of communicating with the SVP, the President, and with cross-system physician leaders, faculty, and staff on a regular basis.
  - Keep current regarding trends and developments in the healthcare and cancer fields.
  - Serve as a representative of the organization if/as requested.

#### **Operational Management: Clinical Administration**

- Ultimately be responsible for the operation and administration of all cancer patient care needs along the care continuum, including prevention, detection, diagnosis, treatment, and survivorship.
- Ensure proper integration of medical oncology, cancer surgery, radiation oncology, pathology, radiology, and other cancer-related sub-specialties into delivery of a single, cohesive, multidisciplinary care offering to cancer patients.
- In partnership with physician and administrative cancer leaders across MGB, ensures effective clinical administration offerings related to:
  - Ambulatory Clinic Administration
  - Inpatient Service Administration
  - Surgical/Procedural Service Administration
  - Access & Capacity
  - Clinical Trials
  - Data Collection & Registries
  - Policies, Procedures, Regulations, and Compliance
  - Quality & Safety Administration
  - Strategic Growth & Development
- Drive performance through system-thinking and creativity to create the ideal patient experience by continuously improving quality metrics, employee engagement, patient care services, expense reduction, managing staffing ratios, productivity and institute growth and expansion.
- Develop, support, and manage coordinated programmatic initiatives for care model development and care delivery improvement.
- At the direction of the President, drive the delivery of exceptional patient care by collaborating with clinical leaders to implement evidence-based practices, and innovative treatments.

- Ensure patient-centric approaches across the MGB Cancer Institute and administration of the highest quality and safety standards in clinical care.
- Partner with the President to implement new programs, coordinate and evaluate clinical outcomes, and establish value-based oncology services.
- Lead a culture of innovation, collaboration, and continuous improvement to advance cancer patient care in full alignment with the MGB Cancer Institute's teaching, research and community missions.

### Operational Management: Academic Administration

- Research
  - Lead and maintains the MGB Cancer Institute research administration infrastructure, including administrative staff, space, and equipment, in alignment with the MGB Chief Academic Officer.
  - Maintain an inventory of all research activities being conducted across the MGB Cancer Institute.
  - Oversee all research administration offerings related to:
    - Pre-Award Administration
    - Post-Award Administration
    - Policies, Procedures, Regulations, and Compliance
  - At the direction of the President, facilitate strategic investment that advance the institute's strengths in research discovery and novel therapeutics.
  - At the direction of the President, work with principal investigators to identify and support development of appropriate areas of research, including assistance with related recruitments and acquisition of required resources.
  - Ensure that all staff are conversant with institutional research policies and procedures, including appropriate application for and maintenance of necessary IRB or IACUC approvals, protection of intellectual property and compliance with MGB and HMS policies on research conduct and Conflict of Interest.
- Education
  - Work with the President, the AMC Department Chairs, the Chief Academic Officers, the Chief Medical Officers, and the Graduate Medical Education leadership in developing and maintaining quality training programs across the AMCs and within the Institute.
  - Ensure effective administrative management of the cancer-related residency rotations, fellowship programs, medical school programs, and continuing medical education programs.
  - Monitor issues that have impact on training and educational needs and ensure that the potential impact on these needs is considered as part of the decision-making process.
  - Oversee all educational administration offerings related to:
    - Affiliations
    - Program Design & Management
    - Policies, Procedures, Regulations, and Compliance
  - Ensure proper data collection and anticipate and ensure preparation of the necessary documents and records for periodic reviews.
  - Monitor training affiliation agreements with outside institutions; maintain and foster relationships with those institutions where our trainees rotate, and those institutions whose trainees rotate through MGB.
  - Extend teaching mission to all levels and encourages continuing education for employees.

### Operational Management: General

- Manage recruitment efforts and search processes on behalf of the President.
- Support the department-based administrative leaders as they ensure effective faculty development and general service offerings related to:
  - Appointments/Promotions/Search Processes
  - Credentialing
  - OPPE/FPPE
  - COI
  - Information Systems
  - Legal Services

**Financial Management**

- Maintain the solvency of all funds under the CA's purview.
- Examine, analyze, and interpret financial reports for the purpose of giving advice, preparing statements and projections, and ultimately managing resources.
- Lead standardization efforts aimed at cost savings, efficiency, and best practices.
- Be accountable for the management of cost centers, compliance with budgets, and resolution of potential problem areas.
- Partner with all required constituents to prepare annual budgets for the physicians organizations and the hospitals in the prescribed format for the responsible areas, and on behalf of institute advancements. Present and justify budget requests to leadership as appropriate.
- In coordination with MGB site leadership, take a leadership role in planning and space allocation for all current and future applicable services assets.
- Partner with MGB site leadership for all capital planning relative to the institute.
- In coordination with MGB site leadership, oversee all physical space that is dedicated to the institute.
- Oversee vendor relationships as applicable.
- Be responsible for the cost center fiscal management of all areas of responsibility.
- Develop and administer financial models and virtual operating statements that show a coordinated and holistic picture of MGB-wide cancer services.
- Establish and achieve financial goals and measures, monitors, and ensures the ongoing financial performance.
- Facilitate effective cost containment practices through monitoring of volume trends, proactive management of capacity (physical and human resource), supplies, service contracts, and professional services agreements.
- Oversee expense management issues; perform comparative analyses; develop and implement strategies for cost containment.
- Administratively direct the development and monitoring of physician compensation plans for the relevant departments, with a focus on productivity.
- Examine, analyze and interpret financial reports for the purpose of giving advice, preparing statements and projections, and ultimately managing resources.
- Oversee preparation of analyses and forecasting for introduction of new programs/services and service line centers.
- Approve all relevant capital purchases and track ongoing expenditures.
- Monitor all research, sundry, HMS, and operating funds as appropriate.
- Supervise the activities of subordinates who are responsible for being familiar with and approving all revenue/expense transactions, assign cost centers, monitoring compliance with budgets, and identify and investigate potential problem areas and propose solutions.
- Ensure that the highest standards of integrity, ethics, control, and confidentiality are maintained at all times across all financial and accounting matters under the purview of the CA.
- At the direction of the Chief Development Officer(s), and working with the President, serve as a primary fundraiser, build relationships with the philanthropic community and work with the Development Office team to secure gifts toward cancer education, research, and/or clinical care.

**Marketing Management**

- With the President, engage with marketing, public affairs, and business development leaders to develop and implement plans to promote the institute and create a strong referring physician, payer and patient awareness program to achieve targets.
- Advance patient experience activities through the use of customer relations management methodologies and a strong understanding of patient trends and preferences.
- Establish partnerships with key external academic, research, and clinical organizations, both locally and nationally, to expand the MGB Cancer Institute brand.

**Human Resources Management**

- Coordinate with Human Resources for the interviewing, hiring, personnel transactions (hiring, salaries, promotions, job descriptions, etc.) and implementation of institutional corrective action policy for staff.
- In conjunction with Human Resources leadership, serve as a primary resource for issues related to professional and non-professional staff benefits.
- Using appropriate management systems, initiate, approve, and coordinate with Human Resources for approval of human resources changes (i.e. salary adjustments, salary distributions, training records, etc.) for staff who reside under the CA's PeopleSoft tree (or delegates said work).
- Prepare performance reviews on direct reports.
- Take corrective and disciplinary action, up to and including termination, as necessary to maintain the highest level of staff productivity and effectiveness.
- Review workload issues to ensure appropriate staffing.
- Ensure that organizational structure and staffing comply with MGB spans and layers guidelines.
- Provide direct supervision to and is responsible for the conduct, operations, and results of the professional and non-professional staff.
- Develop and implements change management programs including efficiency and resource utilization projects.
- In times of transition, support areas that require interim leadership support.
- Actively consider opportunities to grow the abilities, skills, and support of employees through professional development, enhanced communication vehicles, employee-focused initiatives, and otherwise.
- Review, support, and ensure salary and wage equity for staff.
- Create a supportive, educational, and development-focused environment for all staff.
- Ensure the support and maintenance of a diverse, inclusive, and professional environment for all staff.
- Review salary and wage issues; works with the President, SVP, chairs/chiefs, and department-based administrative leaders to develop and implement compensation plans in coordination with MGB.
- Develop, implement, oversee and approve policies, procedures and systems and revises as necessary to maximize efficiency.
- Ensure compliance with regulatory bodies and make managers aware of policy and procedure changes.

**Other**

- Oversee general administrative matters.
- Develops letters, presentations, announcements, and other communications; all documents must be of the highest caliber of refinement and professionalism.
- Serve on committees as needed or assigned.
- Lead or participate in special projects and perform other related tasks as requested or required.

## Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Develop personal and professional credibility across the organization, gain respect and trust as a strong strategic and operational leader. The CA will be seen as a credible, trusted partner to physicians, their team, and MGB leadership.
- In partnership with others, lead the development of a strong vision for the Cancer Institute – one that others believe in and can rally around. Share that vision throughout all areas of oncology services and the organization.
- Provide form and structure to the Cancer Institute. Ensure the structure is appropriate to support enhanced cancer services. Develop a strong team culture that leads with transparency and accountability while empowering others to perform to their highest level.
- Lead the development of a consistent patient experience across all oncology sites of care.
- Monitor the external environment/industry to ensure MGB's oncology capabilities are market leading. The CA will be the key growth officer for cancer services across the region.
- Ensure physicians are engaged in the alignment and direction of oncology services and in concert with physician dyad, develop a structure to increase physician leadership and involvement in decision-making.
- Become a visible and invested member of the community, serving as an advocate of oncology services within the service area and beyond.
- Develop a vision for the organization that ensures continued success and viability for the future.
- Ensure that the mission and values of the organization are well articulated and supported.
- In partnership with the President of the Cancer Institute, develop an operational and a strategic plan that will result in the Institute being viewed as a national leader in clinical care, prevention, cancer research and education. The CA is expected to have comfort leading impactful change influentially in a highly matrixed and complex environment.
- Develop a comprehensive understanding of MGB's operational and clinical program structure to identify strengths and areas of opportunity to build a fully integrated and connected Cancer Institute, providing high quality, seamless, and coordinated care to the region.
- Identify, analyze, and pursue opportunities to grow cancer services and improve referral patterns.
- Create a culture of collaboration where all parts of the cancer programs are aligned, engaged, and focused on the creation of a best-in-class Institute.
- Assist and support in the recruitment and retention of highly qualified and diverse medical, surgical and radiation oncologists to support a highest quality patient care, outstanding research and exemplary education.
- Collaborate with key departments across the System to gain synergies in Cancer Care and improve the capabilities for patient care excellence and research.

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## Candidate Qualifications

### Education/Certification

- Graduate degree in business administration, health care administration, management or related field is required.

### Knowledge and Work Experience

- Must have a minimum of seven years of experience as a senior leader within an academic cancer center.
- Demonstrated track record of successfully leading teams.
- Experience working in a highly matrixed organization or environment is strongly preferred.

### Leadership Skills and Competencies

- **Leadership:** Truly outstanding interpersonal skills and a high degree of social facility in obtaining cooperation and support from a broad range of people are required. A demonstrated ability to interact with all members of the organization in ways that enhance understanding, respect, cooperation, and problem solving is essential.
- **Results orientation:** Results-driven approach with experience/ability to achieve results in a metrics based analytical environment. The ability to work independently and accurately and concisely disseminate information in both written and verbal formats is required. The ability to independently resolve quickly most problems encountered is essential.
- **Organizational Skills:** Outstanding organizational skills are necessary to manage many competing timetables and responsibilities and deadline pressures. The ability to delegate, effectively supervise, and plan for the timely and successful completion of short- and long-term objectives is essential. The responsibilities of this position require detailed, concentrated effort and constant re-establishment of priorities as well as complex and sensitive decision-making.
- **Collaboration:** Able to work effectively within a matrixed based organizational structure.
- **Business acumen:** Budget management, data and analytics market knowledge, knowledge and analytical skills to support health care delivery and hospital operations, ability to understand and integrate system budget challenges into proposed annual budgets.
- **Initiative:** A self-starter who can develop roadmaps, frameworks and plans in an area with minimal precedent. A successful track record of front-line management and the ability to provide support, direction, and development counsel to staff is required.
- **Communicator/Facilitator:** Interpersonal, presentation and organizational skills and professional demeanor; Demonstrated sensitivity, discretion, and judgment regarding confidential matters are essential. Excellent verbal and written communication skills are necessary to communicate effectively with a large and diverse constituency, including the chairs/chiefs, senior departmental leaders, hospital and PO leaders and administrative staff, research faculty at all levels, research trainees and staff, representatives of other offices, collaborating institution officials, granting agencies (NIH, industry and foundations), potential donors, representatives, and vendors. A good command of English language, including medical and scientific terminology, is critical.
- **Program Implementation:** Proven ability to develop and implement programs.
- **Project Management:** Proven ability to successfully manage highly complex projects.
- **Innovation:** Creativity in exploring and adapting new “measure to improve” and decision support approaches.



- **Confidence in complexity and ambiguity:** Understand and executes effectively amongst the complexities of an academic medical environment, and the broader enterprise. The ability to work collaboratively with chairs, chiefs, senior executives, physicians, service line administrators, operations management, and other employees in a complex matrix organization.
- **Judgement:** Demonstrated judgement in managing sensitive issues and when to escalate problems.
- **Team:** Takes personal responsibility in development a team and is passionate about a happy, highly functioning team with the most acceptable level of talent and performance for the responsibilities of the department.
- **Interpersonal:** Excellent interpersonal, oral communication skills. Possess a leadership style that is open and transparent and an exceptional capacity to build strong relationships. Manages conflict and achieves resolution effectively.
- **Time management:** Exceptional organizational skills and ability to prioritize effectively. Flexibility to work independently and to handle multiple tasks with project deadlines. A tenacious, can-do personality that works to correct mistakes and get things done as efficiently as possible, often utilizing resources across services.
- **Technology:** Competency in the latest digital capability to support decision support tools and environments (e.g., command center).
- **System and Fiscal Responsibilities:** Accountable for the budget performance of all accounts within the purview of the position. Responsible for managing an effective, efficient team of resources, with stewardship. Works within legal, regulatory, compliance, accreditation and ethical practice standards relevant to the position and as established by MGB. Complies with appropriate MGB policies and procedures. Brings potential matters of non-compliance to the attention of the supervisor or other appropriate staff.
- **Mass General Brigham values:** Embraces values to govern decisions, actions and behaviors. These values guide how we get our work done: Patients, Affordability, Accountability & Service Commitment, Decisiveness, Innovation & Thoughtful Risk; and how we treat each other: Diversity & Inclusion, Integrity & Respect, Learning, Continuous Improvement & Personal Growth, Teamwork & Collaboration.
- **Other:** This is a full-time, on-site leadership position. The CA attends meetings in and out of hospitals and clinics. This position requires travel to many MGB locations. The CA is expected to be available for early and late meetings and flexible to meet frequent deadlines. Some evening and weekend work will be necessary.

## The Community

### Boston, Massachusetts

Boston, the capital of Massachusetts, is the oldest city in America. Founded in 1630, its winding streets and stately architecture recall a legacy that is unmatched in the US, including key moments from the American Revolution, the abolition of slavery and the founding country's first university, newspaper, and labor union.

But Boston's notable past doesn't mean that the city is backward looking. Quite the contrary, it remains pioneering in intellectual and entrepreneurial fields, its historic universities attracting the very best scientists, philosophers, and writers from around the world. What's more, the city continues to foster a rich cultural life, offering a bewildering array of lectures, music gigs, poetry slam sessions, and symphony concerts to choose from.



Divided into distinct and characterful districts, Boston is a small city. It's easy to walk around and public transport is extremely efficient. Begin at Boston Common, where you'll find the tourist office and the start of the Freedom Trail. Rising above the Common is Beacon Hill, the city's most historic and affluent neighborhood. To the east is Downtown with a mix of Colonial sights and high-rise, modern office blocks. North of Beacon Hill, across the broad Charles River lies pretty Cambridge, home to Harvard University and Massachusetts Institute of Technology (MIT).

To get an overview of the city ascend the Skywalk Observatory on the 50<sup>th</sup> floor of the towering Prudential building. From here you'll be able to look out over the Harbor and to the islands beyond, where day-trippers escape to enjoy whale-watching cruises and lazy afternoons at one of the 30-odd islands in the bay.

With its mix of cutting-edge museums and galleries; historic cultural sites; sophisticated restaurants and shopping; fantastic outdoor activities, from sailing in the bay to cycling the Charles River Cycle Path, Boston is an endlessly interesting, year-round destination. The most popular time to visit is undoubtedly autumn, when the legendary New England foliage bursts into fiery colors.

With a population of 672,814, Boston is in Suffolk County and is one of the best places to live in Massachusetts. Living in Boston offers residents an urban feel and most residents rent their homes. In Boston there are a lot of bars, restaurants, coffee shops, and parks. Many young professionals live in Boston and residents tend to be liberal. The public schools in Boston are above average.

Visit [www.boston.gov](http://www.boston.gov) for information on all that the greater Boston area has to offer.

## Timeline

Potential interview dates for this position have been outlined as follows:

Paper presentation of qualified candidates to Search Committee: Week of January 13<sup>th</sup>

Round One interview dates: Week of January 27<sup>th</sup>

Round Two interview dates: February and March

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

## Procedure for Candidacy

Please direct all nominations, applications of interest and inquiries to the WittKieffer consultants assisting MGB with this recruitment via the WittKieffer [Candidate Portal](#). Other questions or concerns can be directed to Steve Davis, Kim Smith, and Angela Raphael via email at [araphael@wittkieffer.com](mailto:araphael@wittkieffer.com).

WittKieffer consultants supporting this search include:

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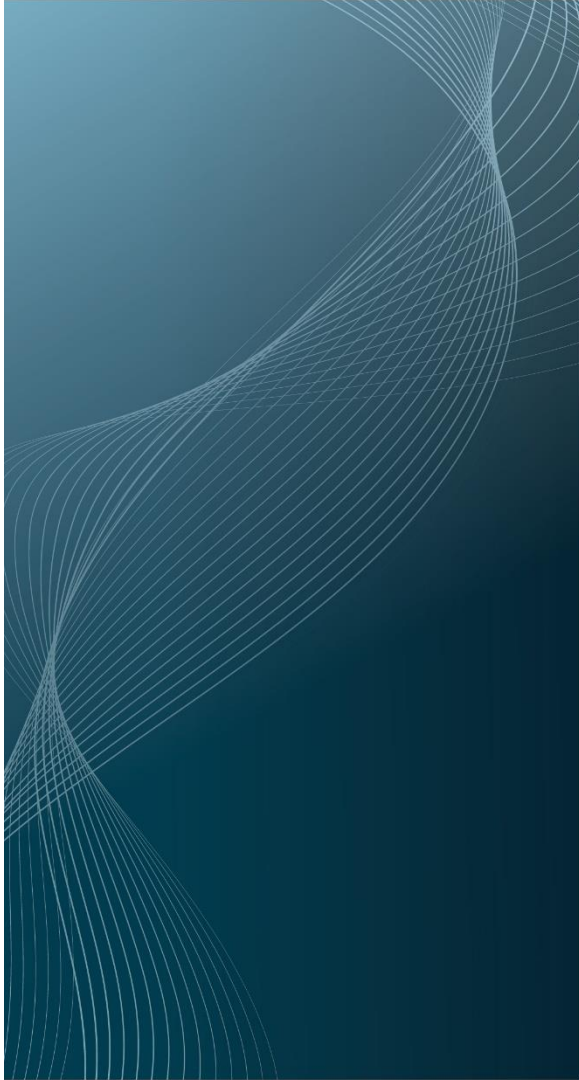
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