

Position and Candidate Specification



University of Utah Health

Chief Executive Officer, University of Utah Health and Senior Vice President for Health Sciences, University of Utah

PREPARED BY:

Mark I. Furman, M.D.
Kathryn S. Sugerman
Shannon L. Yeatman
Sanna E. Bryant

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University of Utah

Founded in 1850 and located in the bustling urban landscape of Salt Lake City, the University of Utah stands as the state's flagship institution and the region's hub of higher education. Also known as "the U," the University of Utah is a Tier 1 research university and a member of the exclusive Association of American Universities. Home to the state's only academic medical center, the University of Utah offers world-class patient care, education, and biomedical research to the communities it serves. Driven by the goal to become a top 10 public university with unsurpassed societal impact, the University of Utah is committed to making social, economic, and cultural contributions that improve the quality of life throughout the state, the nation, and the world. The University of Utah is one of the state's largest employers with over 4,100 faculty members and over 30,000 full-time and part-time employees. The university educates more than 35,000 graduate, undergraduate, and professional students and generated \$758M in research funding in fiscal year 2023.

The University of Utah offers over 100 undergraduate majors at the undergraduate level and more than 90 major fields of study at the graduate level. Its academic divisions include: the College of Architecture and Planning, the David Eccles School of Business, the School for Cultural and Social Transformation, the School of Dentistry, the College of Education, the John and Marcia Price College of Engineering, the College of Fine Arts, the College of Health, the Honors College, the College of Humanities, the S.J. Quinney College of Law, the Spencer Fox Eccles School of Medicine, the College of Mines and Earth Sciences, the College of Nursing, the College of Pharmacy, the College of Science, the College of Social and Behavioral Science, and the College of Social Work.

The University of Utah faces an unprecedented era of opportunity. Located in the middle of the nation's most vibrant economic region—Mountain West—in the fastest-growing state in the U.S., with the nation's fastest-growing economy, in a community increasing in cultural diversity, the University of Utah is at the very center of innovation discovery. Since 2000, the U has launched 330+ companies and more than 750 products, generating 37,000+ life science jobs. The co-location of a comprehensive research university and an academic medical center makes the U one of just 12 equivalent institutions in the country.

University of Utah Health

University of Utah Health (U of U Health) is the only academic medical center in the state of Utah and provides patient care for the people of Utah, Idaho, Wyoming, Montana, western Colorado, and much of Nevada. It also serves as the training ground for scientists and the majority of the state's physicians, nurses, pharmacists, dentists, therapists, and other health care professionals.

With an annual budget of \$5.7 billion (FY23), U of U Health comprises five hospitals and twelve community health care centers, five schools and colleges and a library, a highly ranked \$521.5M (FY23) research enterprise, the University of Utah Medical Group, a health plan, and one of the nation's largest reference laboratories. U of U Health is also home to numerous institutes and 19 academic centers reflecting the health system's strengths in oncology, cardiology, metabolic health, genetics, ophthalmology, orthopedics, neuroscience, psychiatry,

precision medicine, population health, and global health. Staffed by more than 26,000 employees, U of U Health is recognized nationally as a transformative health care system and regionally as a provider of world-class care.

University of Utah Health Hospitals and Clinics

University of Utah Health Hospitals and Clinics is staffed by more than 16,000 clinical and support services team members, 5,000 practicing clinicians, including more than 2,000 physicians who support five hospitals (University of Utah Hospital, Huntsman Cancer Institute, Huntsman Mental Health Institute, University Orthopaedic Center, and the Craig H. Neilsen Rehabilitation Hospital); 12 community health centers; 9 urgent care locations; and numerous specialty centers for cardiology, gastroenterology, men's and women's health, fertility services, surgery, neurologic conditions, and more. U of U Health physicians also provide all pediatric care through a formal affiliation agreement with Intermountain Health-operated Primary Children's Hospital on campus.

Covering approximately 10 percent of the continental United States, U of U Health's clinical footprint includes a Level 1 trauma center and the region's only comprehensive burn center. Eight AirMed bases offer air transportation to care facilities within a 1,700-mile radius. A growing network of 22 affiliate hospitals and 55 telehealth partner sites further extends that reach through urban, rural, and frontier populations of the six-state Mountain West.

U of U Health Hospitals and Clinics is a comprehensive health system with 2.4 million annual patient visits. It is one of the state's largest providers of ambulatory care services, with more than 50 general and specialty clinics for outpatients across the region. Providers and staff deliver care in nearly 200 specialties and are market leaders in bone marrow transplants, burn care, dermatology, HIV, transplants, oncology, neurology, neurosurgery, ophthalmology, orthopedics, otolaryngology, plastics, psychiatry, and physical rehabilitation.

The hospitals and clinics serve as the training grounds for health care providers from physical therapy to dentistry, pharmacy, occupational health, and all specialties in medicine and nursing.

Huntsman Cancer Institute

Huntsman Cancer Institute (HCI) is the only National Cancer Institute-designated Comprehensive Cancer Center in the Mountain West, serving a vast region including Utah, Idaho, Montana, Nevada, and Wyoming. Covering 17% of the continental U.S. landmass, HCI addresses the largest geographic area of any cancer center. HCI's commitment to pioneering cancer research and treatment is evident in its operation of over 300 clinical trials and support for 250 research teams. The institute has made significant strides in genetic research, discovering more genes associated with inherited cancers than any other center. With a vision of a cancer-free frontier, HCI announced plans in June 2023 to open a second comprehensive cancer center in Utah County. This growth is accompanied by consistent recognition for excellence, as HCI is frequently ranked among the top cancer hospitals in the nation by U.S. News & World Report and is highly rated for patient satisfaction. The HCI CEO reports to the President of the University, with significant coordination with the SVPHS.

University of Utah Health Plans (UUHP)

In 2023, University of Utah Health Plans celebrated 25 years of improving health, providing access to the highest quality of care, and delivering exceptional value to over 282,000 members, clients, and the community. U of U Health Plans specializes in the administration of medical, behavioral health, and pharmacy benefits for fully

insured and self-funded employer groups, individuals, and families as well as Medicaid and Medicare. It also offers an extensive provider network, including U of U Health and many other hospital and provider systems throughout the state.

U of U Health Plans recognizes the importance of population health and payment reform and has developed extensive care management and value-based payment programs that improve health and align provider reimbursement with value and positive outcomes. Being integrated with U of U Health uniquely positions it to bring greater value, enhance cost efficiency, and increase focus on members and clients.

Spencer Fox Eccles School of Medicine (SFESOM)

The Spencer Fox Eccles School of Medicine (SFESOM) houses 24 clinical and basic science departments and nearly 1,900 physicians and research faculty. With an entering class of 125, the school has nearly 530 MD students spread across four years and several joint degree programs.

SFESOM trains two-thirds of Utah physicians, offering an MD program, several PhD programs, the No. 13 ranked research enterprise among public institutions, and the No. 4-ranked physician assistant program among public institutions in the nation. It also offers degrees in public health, medical laboratory science, cardiovascular perfusion, occupational and environmental health, and several research disciplines. Convenient co-location with University of Utah Hospital and relative proximity to the rest of the health system and its affiliates provides learners with deep exposure to pioneering efforts in health care value and quality.

A robust Graduate Medical Education office oversees more than 900 trainees in 36 residency and 106 fellowship specialties. As a research institution, SFESOM is known for its work in genetics, cancer, biomedical informatics, neuroscience, cardiology, hematology, ophthalmology, orthopedics, and obstetrics/gynecology, among other disciplines.

School of Dentistry (SOD)

The School of Dentistry's (SOD) four-year DDS program began in 2013 with an entering class of 20 students. Now with 200 students spread across four years and a 50-student entering class size, the SOD is housed in the stunning 89,000-square foot Ray and Tye Noorda Oral Health Sciences Building. The school is rooted in its mission to provide comprehensive oral health care to communities in need across the state of Utah. Now with eight clinical sites from Ogden to St. George and a mobile dental outreach program, the SOD is actively bringing oral health care to urban and rural Utah. The school's vision engages faculty, students, and residents to collaborate on research, clinical, educational, and outreach initiatives. The SOD continues to graduate students prepared to enter the most prestigious advanced dental residency programs across the country. The school includes a 10 resident per year general practice residency and is actively planning the development of four dental specialty residency programs. In collaboration with their medical student colleagues, SOD dental students and residents are reimagining comprehensive health care, including integrated medical and dental records.

College of Nursing (CON)

As Utah's premier nursing institution with nearly 700 students, the College of Nursing (CON) prepares the next generation of highly skilled registered nurses, nurse practitioners, nurse midwives, gerontologists, and health care leaders. In addition to three bachelor of science (BS) tracks and three master of science (MS) tracks in nursing education, nursing informatics, and gerontology, the CON offers eight BS to Doctor of Nursing Practice

(DNP) and two MS to DNP specialty tracks and is the only nursing school in Utah to offer a PhD program in nursing. It also offers a dual DNP-PhD, one of only seven nationwide.

The CON excels in interdisciplinary gerontology education and holds a \$43 million active grant portfolio. Funding also enables the CON to enhance nursing diversity, prepare nurses to be leaders of community-based primary care teams, and educate health care workers in rural Utah about office-based addiction treatment. The CON houses a nationally recognized simulation center and specializes in informatics and systems science through the Center of Excellence for Exposure Health Informatics. More than half of the college's 100+ faculty members provide in-person and telehealth care across all patient populations.

College of Pharmacy (COP)

With nearly 300 PhD and PharmD students, the College of Pharmacy (COP) represents a collaborative effort of the college's four academic departments: medicinal chemistry, molecular pharmaceuticals, pharmacology and toxicology, and pharmacotherapy. The success of this collaborative effort is recognized by a No. 14 national ranking among pharmacy schools (U.S. News & World Report, 2022). The COP also boasts one of the strongest pharmacy research programs in the nation, with \$17M-\$22M in annual extramural funding that consistently gives rise to high-impact publications, patents, citations, and awards.

The COP is committed to excellence and innovation in the education of future pharmacists, high impact research in the pharmaceutical sciences, and service to our community and profession. As leaders in the application of pharmaceutical sciences to personalized medicine, we are helping transform patient care through discovering novel therapeutics and optimizing outcomes for existing medications.

College of Health (COH)

With more than 1,300 undergraduate and 600 graduate students, the College of Health (COH) is among the largest colleges on the University of Utah campus. Its 18 undergraduate programs, 16 master's programs, three clinical doctorates, and five doctoral programs span 12 distinct program areas within six departments. Additionally, the COH supports 30 laboratories and three rehabilitation clinics that perform research and provide valuable services to the community, profession, and university.

The COH has adopted an integrated, comprehensive, individualized, and systemic approach to health and wellness. The college helps U of U Health link metabolism, physical activity, neurosciences, and other disciplines to preventing and treating chronic diseases. Through research and by teaching and modeling prevention, rehabilitation, restoration, and health maintenance, the COH plays a crucial role in U of U Health's overarching effort to transform health care.

ARUP Laboratories

ARUP Laboratories is a national clinical and anatomic pathology reference laboratory and a nonprofit enterprise of the University of Utah. Known for its quality, service, and depth of expertise, ARUP offers more than 3,500 tests and test combinations, ranging from routine screening tests to highly specialized laboratory tests. This faculty-led laboratory operates 24/7 with more than 4,500 employees, processing approximately 70,000 samples per day for hospital and health system clients throughout the United States. Clients include more than 50 percent of the nation's university medical centers, pediatric hospitals, and teaching hospitals. In 2022, ARUP

contributed \$814 million in revenue and tested more than 20 million specimens, impacting the care of nearly 17 million patients.

Spencer S. Eccles Health Sciences Library (EHSL)

The Eccles Health Sciences Library (EHSL) aims to create a world where every person has access to the evidence-based information needed to make informed health care decisions that contribute to better care and better outcomes. This vision is met by participating in health education and training, facilitating health research, being a part of the Network of the National Library of Medicine, transforming rural health care and providing spaces for study and collaboration. The EHSL is the central hub for evidence-based health information and leads campus research with systematic and scoping review services. A \$10 million grant from the National Library of Medicine solidifies the library's national distinction as the Regional Medical Library for Region 4 and as the continuing home of the NNLM Training Office.

Institutes, Centers and Initiatives

- Huntsman Cancer Institute
- Huntsman Mental Health Institute
- Utah Clinical & Translational Science Institute
- Nora Eccles Harrison Cardiovascular Research and Training Institute
- John A. Moran Eye Center
- University Orthopaedic Center
- Cardiovascular Center
- Clinical Neurosciences Center
- Utah Diabetes & Endocrinology Center (also listed as Utah Diabetes and Metabolism Research Center)
- Center for Genomic Medicine
- Immunology, Inflammation, and Infectious Disease Initiative (3i)
- Digital Health Initiative
- Data Exploration and Learning in Precision Health Intelligence (DELPHI)
- Center on Aging

New Facilities

University of Utah Health's Campus Transformation continues to bring new levels of access and care to patients. The major projects completed within the last four years include the Care Navigation facility in South Jordan, the Sugar House Health Center, Hospital Area E, the Interventional Radiology floors in University Hospital, and the Craig H. Neilsen Rehabilitation Hospital.

Two new buildings opened in 2023: the Kathryn F. Kirk Center for Comprehensive Cancer Care and Women's Cancers and the Healthcare, Educators, Leaders, & Innovators Complex (HELIX) office building, as well as improvements to North Medical Drive, including a new parking garage. The Kathryn F. Kirk Center for Comprehensive Cancer Care and Women's Cancers expands Huntsman Cancer Institute's (HCI) ability to serve patients. The new center includes a floor dedicated to women's cancers, a new endoscopy center, increased services for blood and marrow transplant patients, an expansion of the HCI Wellness and Integrative Health Center, and 48 new inpatient hospital rooms. HELIX serves as a collaboration and office space for University of Utah Health faculty and staff and is the new home for many medical school departments and faculty.

Ongoing and planned construction includes the U West Valley project, the Kem and Carolyn Gardner Mental Health Crisis Care Center, the Utah Mental Health Translational Research Building, the James Levooy Sorenson Discovery & Innovation Center, and the Spencer Fox Eccles School of Medicine building.

KEY UNIVERSITY OF UTAH HEALTH FACTS

Financial highlights:

- \$5.7 billion expense budget
 - \$3.2 billion University of Utah Health Hospitals and Clinics
 - \$1.4 billion School of Medicine
 - \$814 million ARUP
 - \$73.5 million Other
 - \$36.8 million College of Health
 - \$32.4 million College of Pharmacy
 - \$35.2 million College of Nursing
 - \$28.0 million College of Dentistry
 - \$6.2 million Eccles Health Sciences Library
- \$232 million in uncompensated care (FY23)
- \$176.3 million in philanthropic donations

Patient Access:

- 2.4 million patient visits
- 55 telehealth sites
- 5 hospitals
- 1,061 beds
- 12 community health centers
- 22 affiliate hospitals
- 3,200 providers
- 2,600 full-time nurses

Research (FY23):

- \$521.5 million in grant funding
- 4,354 active projects
- 186 patents filed
- 949 research faculty/investigators
- 4,447 publications
- 13 members of the National Academies of Sciences, Engineering and Medicine

Education:

- 1,446 health sciences professionals trained
- 6,468+ students enrolled
- 2,422 faculty

Awards, accolades, and rankings:

- Top 10 national ranking for 14 years in a row for quality inpatient health care among leading academic medical centers Quality Leadership Award (Vizient)
- Ranked top 10 nationally for nine years in a row for ambulatory care (Vizient)

- #1 in Utah: For the ninth consecutive year, *U.S. News & World Report* ranked University of Utah Hospital the top hospital in Utah
- 5-star quality rating from the Centers for Medicare and Medicaid Services.
- For the ninth consecutive year, University of Utah Health Hospitals and Clinics has achieved CHIME Healthcare's Digital Health Most Wired Hospitals Award
- In 2020, the National Cancer Institute (NCI) renewed the designation of Huntsman Cancer Institute (HCI) as a Comprehensive Cancer Center.
- Recognized by the Institute for Healthcare Improvement as an Age-Friendly Health System

CULTURE

Mission:

University of Utah Health serves the people of Utah and beyond by continually improving individual and community health and quality of life. This is achieved through excellence in patient care, education, and research. Each is vital to our mission, and each makes the others stronger.

- We provide compassionate care without compromise.
- We educate scientists and health care professionals for the future.
- We engage in research to advance knowledge and well-being.

Vision:

A patient-centered health care organization distinguished by collaboration, excellence, leadership, and respect.

Values:

- Compassion
- Collaboration
- Innovation
- Responsibility
- Diversity
- Integrity
- Quality
- Trust

THE OPPORTUNITY

This position, and institution, are unique in the country. As one of only a few public academic medical centers in which the quadruple missions of clinical care, research, education and community collaboration all report to a singular leader, U of U Health is nimbler than many of its peers. The University of Utah is also a uniquely collaborative place, in a city and state that have been one of the best kept secrets in the country—and ones that are facing substantive growth projected for the next ten years. For decades, some of the world's brightest minds, with the most entrepreneurial spirits, have come to the university for an intended 3 to 5 years, to work on their most passionate and groundbreaking endeavors. Twenty-five years later, these faculty and staff find themselves rooted in one of the most innovative, beautiful and modest places in the country—quietly changing the face of health, science, and training for the rest of the nation. With the right visionary, confident, and perceptive leader, U of U Health will rise to new heights in the hands of a fiercely dedicated and avidly collaborative faculty and staff.

POSITION SUMMARY

The Senior Vice President for Health Sciences (SVPHS) is responsible to the President of the University of Utah for the coordination and administration of the academic agenda and health services in the health-related schools and the health care system of the University of Utah. The SVPHS is responsible for ensuring the quality of the intellectual mission, the clinical mission, and the fiscal health of all matters relating to the health sciences. That responsibility requires the SVPHS to exert effective leadership in strategic planning, quality control, the business of health care, the culture of health care, and recruitment. The SVPHS position is mirrored by the Senior Vice President (SVP) for Academic Affairs, who has responsibility for the academic mission of the rest of the University. These two SVP positions, along with the President to whom they report, form the senior leadership of the University of Utah, and their history of collaboration, collegiality, and shared responsibility have proven remarkably effective for the University.

The SVPHS also serves as Chief Executive Officer (CEO) of the University of Utah Health (U of U Health), with fiduciary and fiscal responsibility for more than 70 percent of the University's expense budget as reflected in the academic, clinical, and research enterprises of hospitals and clinics within U of U Health, U of U Health Plans, University of Utah Medical Group, the Spencer Fox Eccles School of Medicine, School of Dentistry, College of Pharmacy, College of Nursing, College of Health, Associated Regional and University Pathologists (ARUP), and Eccles Health Sciences Library.

Additionally, the SVPHS represents U of U Health internally and externally with the University academic community, healthcare professionals in Utah, and the surrounding intermountain states, as well as federal and state legislators. The SVPHS coordinates relationships among U of U Health and its major clinical affiliates.

U of U Health is exceptionally well aligned by structure and shared values yet demonstrates a high level of responsibility and accountability at the unit level. This unique culture fosters innovation, integration, and rapid response to opportunities, as well as the development and promotion of talent, and is an important component of the organization's success. The new SVPHS must be an individual who demonstrates a leadership style that is

compatible with this culture, as well as one who embraces the change leadership necessary to succeed in a rapidly evolving environment.

KEY RELATIONSHIPS

Reports to Taylor Randall - President, University of Utah

Direct reports CEO, Hospitals and Clinics
CEO, Health Plans
AVP, Clinical Affairs
AVP, Research
AVP, Education
AVP, Strategy
AVP, Health Equity, Diversity & Inclusion
AVP, Health Policy
AVP, Faculty
Chief Marketing Communications Officer
Chief Philanthropy Officer
Chief Wellness Officer
Dean, Spencer Fox Eccles School of Medicine
Dean, College of Health
Dean, College of Pharmacy
Dean, College of Nursing
Dean, School of Dentistry
Director, Eccles Health Sciences Library
Institute/Center Directors
Senior Director, Finance
Senior Director, Human Resource Management
Assistant VP, Capital Programs and Space Management
Director, Operations & Logistics

Other key relationships University of Utah Board of Trustees
University of Utah Health Community Board of Directors
Senior Vice President for Academic Affairs
CEO/Director and other leaders, Huntsman Cancer Institute
Vice President, Research
Department Clinical and Research Chairs
Other University Leaders
ARUP Laboratories Board of Directors
Faculty
Staff
Students
Patients and families
Donors
External constituencies (e.g., other state healthcare providers, government leaders, regulators, accreditors, healthcare associations, national medical peers)

KEY RESPONSIBILITIES

The role of the SVPHS will include a wide range of responsibilities, including but not limited to the following:

- **Strategic Vision** – Develop, articulate, and implement a strategic vision for U of U Health that is consistent with the U of U Health strategic plan. Advocate for U of U Health’s multiple missions. Exhibit a service and community orientation to unite the community and meet the needs of underserved populations. Inspire a complex organization to a common purpose with the business acumen required to successfully grow a multi-billion-dollar enterprise that exists for the common good.
- **Culture** – Develop and foster an environment of respect, collaboration, competence, transparency, innovation, and principle-driven management. Maintain a positive work environment, promoting a service-oriented culture, and a culture of inclusion and engagement where everyone is valued. Discern and build upon current cultural strengths.
- **Business and Operations** – Leverage the strengths of the clinical enterprise with the academic/research enterprise. Provide overall guidance and direction to ensure U of U Health is operated in an ethical, efficient, and financially-sound manner and that capital is utilized in the most efficient way. Develop a structured process to optimize decision-making and process outcomes. Ensure continuation of clinical excellence in quality, cost and patient experience.
- **Governance** – Work in close collaboration with other U of U Health and University of Utah leaders to provide leadership and direction for U of U Health and all health sciences academic programs.
- **Organizational Relationships** – Optimize the internal organization of U of U Health, establishing clear structures of responsibility and authority to support highly efficient and effective patient care, research, and education functions.
- **Community Relationships** – Cultivate strong, credible and trusting relationships with alumni, donors, government leaders, national peers, and related external stakeholders in advancing the mission and goals of U of U Health. Act as an effective representative, advocate and spokesperson for U of U Health with various community, governmental and citizen organizations.
- **Fundraising** – Serve as an ambassador to donors and industry partners. Convert relationships and strategic vision into philanthropic funding to advance the agenda of U of U Health.
- **People** – Select, recruit, develop and lead a cohesive, results-oriented senior management team. Invest in retention, development and engagement of faculty and staff throughout the organization.

DESIRED OUTCOMES

- **Growth** – Oversee successful and continuous expansion of the health system to make access to outstanding quality care available to all. Continue to enhance community impact by expanding the community clinic presence and affiliate network.
- **Campus Transformation** – Oversee the development of the health sciences, including the opening of the U West Valley project, the Kem and Carolyn Gardner Mental Health Crisis Care Center, the Utah Mental Health Translational Research Building, the James Levoy Sorenson Discovery & Innovation Center, and the Spencer Fox Eccles School of Medicine building.
- **Sustainability** – Affirm and strengthen the focus on environmental sustainability by lowering U of U Health's carbon footprint through energy efficient projects, preparing facilities and care providers to be resilient in the face of climate-related changes and events, and empowering future health care providers with education and research on sustainable health care.
- **Rural Health Care** – Expand access to high-quality, affordable health care in rural, tribal, and medically under-resourced communities throughout the region.

- **Research Enterprise** – Improve quality and quantity of basic, clinical, and translational science research. Articulate research trajectory and expansion. Put in place strategic goals and management metrics to increase the impact of our research enterprise and advise leadership.
- **Education Enterprise** – Implement changes to sustain momentum in building and integrating an innovative and inter-professional educational strategy to achieve exceptional learning. Advance educational agenda to attain increased value in education through new technologies, health system science, and workforce development.
- **Community Collaborations** – Work toward unsurpassed societal impact by engaging with communities across the region. Develop bi-directional partnerships to transform our institution and the communities we serve.
- **Ambulatory Strategy** – Utilize a multidisciplinary approach and implement programmatic improvements to achieve a more patient-centric model of care with continued excellent outcomes.
- **Population Health** – Synergize the strength of U of U Health Plans, provider partnerships, and advances in providing cost-effective care to achieve continued advances in the population health arena.
- **Value** – Build upon our pioneering efforts with quality achievements, patient service ratings, patient reported outcomes, and cost awareness (Value Driven Outcomes Tool) to move to the next level of value.
- **Integration** – Promote integration and alignment of the entire organization to create a sustainable, integrated health care system; build a strong system where the medical group, interdisciplinary care teams, and the hospitals and clinics are aligned in vision and mission and work collaboratively to provide exceptional care to the state and the region.
- **National Reputation** – Enhance U of U Health’s national reputation by strengthening the clinical, education and research enterprises, while establishing regional and national links through and with business leaders, legislators, healthcare delivery and academic health leaders, and foundation officers and the communities they serve.
- **Recruitment and Retention** – Attract top candidates to further elevate the quality of people in our organization, and ensure hiring, retention, development, and engagement practices to unleash the power of diversity to optimize our collective success.
- **Innovation** – Building on the tradition of biomedical innovation and leveraging the new Center for Medical Innovation, expand commercialization activities and enhance collaboration with startup companies in the Silicon Slopes region.

IDEAL EXPERIENCE

Executive Leadership in Complex Academic Environments

Substantial and progressive leadership experience within academic health centers at the level of dean, department chair, institute director, or similar leadership role within a large academic health center.

Record of Academic Excellence

Balanced and in-depth knowledge and recognized excellence across the spectrum of community collaboration, education, research, and patient care.

Systems Thinker

Leader with a broad institutional mindset and understanding of how to be a “university citizen”.

Business Acumen

Comfort with accountability for a \$5.7B operating budget.

Skilled in Philanthropy

Experience with strengthening existing and cultivating new donor relationships.

Terminal Degree in the Health Sciences

With a strong record of scholarship, national/international recognition, and academic credentials sufficient to engender respect within U of U Health and the community at large and recognized history of dedication to clinical care.

CRITICAL LEADERSHIP CAPABILITIES

Collaborating and Influencing

Successful candidates will possess the ability to understand and thrive in a highly relationship- and consensus-driven organization that is moving toward organizational integration. Quickly comprehending the multiple second and third-order consequences of decisions, this leader will effectively balance numerous competing needs to make the best strategic and tactical decisions for the organization. The SVPHS will work successfully with all stakeholders in a diplomatic fashion and be able to articulate instances where compromise solutions are reached with limited negative repercussions.

The SVPHS will do this by:

- Connecting productively with key partners, influencers and community leaders to forge long-term collaborations and partnerships that benefit U of U Health as well as patients and families. Establishing good relationships with the state’s executive and legislative branches of government within the context of the unique cultural realities in Utah.
- Valuing and further strengthening the relationships between the health sciences and main university campuses.
- Leading the dialogue around access to world class healthcare for all communities. The SVPHS must be a champion of access and belonging in healthcare delivery, scholarship, leadership, and education, and must

promote a high standard of the consideration of serving all communities in all critical strategic and tactical decisions.

Leading People

Within a large, complex and integrating academic health sciences setting, ideal candidates will inspire, motivate and hold accountable the SVPHS' individual team, as well as colleagues, stakeholders, and influencers throughout the organization.

The SVPHS will do this by:

- Working to motivate individual team members, empowering them to initiate projects or strategic objectives on their own, and taking on ownership of leadership roles based on insight into individual motives and ability.
- Providing vision, leadership and management for the academic enterprise; attracting, retaining and developing faculty and leaders; and setting clear expectations and targets for faculty contributions in collaboration with Deans, Chairs, and individual faculty members.
- Taking actions and hosting events intended to engage and energize all stakeholders beyond direct reports through active listening, open communication and other initiatives.

Leading Change

In a dynamic and evolving environment that is committed to a transformational approach to advancing the mission of University of Utah Health Sciences, the SVPHS must develop cooperative strategies, engage in mutual problem solving and lead the implementation of vital change initiatives.

The SVPHS will do this by:

- Creating change leaders and involving key influencers in the design and implementation of the change initiative.
- Identifying changes consistent with the strategy for health sciences and transformative in implementation and gaining the necessary buy-in through customized influence efforts.
- Adapting agreed-upon plans to the political realities and constraints of the organization, targeting the most influential people regardless of formal role, and listening to and engaging people in a reasoned way.
- Establishing sustainable practices that encourage and reinforce innovation and change thinking.

OTHER PERSONAL CHARACTERISTICS

- Humility and kindness
- Integrity
- Accessibility
- Relatability
- Inspirational
- Charismatic and confidence without arrogance
- Passion and commitment
- Energy
- Optimism
- Wisdom
- Diplomacy and political presence
- Servant leadership
- A listener and effective communicator, able to engage in difficult conversations for the benefit of the institution

SALT LAKE CITY

At a city elevation of 4,330 feet above sea level, the University is set on the east bench of the Salt Lake Valley. To the west stretches the valley, to the east the towering mountains of the Wasatch Range. The University is located in incorporated Salt Lake City, which has a population of 193,744 people; the city sits at the north end of Salt Lake Valley, which has a population of 1,153,340. Beyond that, the entire Wasatch Front - from Provo to the south and north to Ogden, with Salt Lake in the middle, encompasses well over 2.3 million people.

Salt Lake City is frequently listed by national magazines and websites among the “best places to live.” A variety of factors are responsible for this well-deserved distinction, including recreational options, the business environment, climate and a low crime rate. Salt Lake City is the 23rd largest metropolitan area in the United States. Forbes recently ranked Salt Lake City as the 14th best place for business and careers. [University of Utah Health Plans](#) is pleased to be the exclusive health partner to [Silicon Slopes](#). In this role, U of U Health supports Silicon Slopes by offering health expertise, affordable health care solutions and educational opportunities to Utah’s tech community. The two-way partnership will serve mutual needs in health, business, technology development, and workforce acquisition. This is a crucial partnership as Utah is in a time unlike any before it. A booming tech industry combined with the nation’s fastest-growing population presents considerable opportunities and challenges. A U of U Health and Silicon Slopes partnership is uniquely poised to meet these needs by promoting health, wellness, academic and business opportunities to the bright minds that will transform our future.

In 2017, Salt Lake City was ranked as the nation’s second-friendliest city according to *Travel+Leisure* magazine. The international airport is just nine minutes from downtown and getting around is easy on TRAX, the city’s ever-expanding light rail transit system. TRAX lines now connect campus with the airport and much of the Salt Lake Valley.

Utahns spend much of their time outdoors. In 2018, Utah became the first state to earn three stars in the iconic MICHELIN Guide for being an exceptional destination. From campus, seven world-renowned ski resorts are just 30 minutes away. Five National Parks are within a five-hour drive. Forty golf courses are strategically located throughout the valley and nearby mountains. Hundreds of miles of hiking and biking trails can be accessed just to the east of campus. For a quick getaway, the historic mining town of Park City, home to the Sundance Film Festival, is just a 30-minute drive from Salt Lake City.

More information about the Salt Lake City area is available at www.visitsaltlake.com and www.ci.slc.ut.us. More information about the state of Utah is available at www.utah.com.

FOR ADDITIONAL INFORMATION, PLEASE CONTACT:

Mark Furman, M.D. Office Telephone: 617.531.5701
E-mail address: mfurman@spencerstuart.com

Assisted by: Angie Browne
Office telephone: 617.531.5707
E-mail address: abrowne@spencerstuart.com

Kathryn Sugerman Office Telephone: 310.443.3525
E-mail address: ksugerman@spencerstuart.com

Assisted by: Kimberly Harvalis
Office telephone: 310.443.3510
E-mail address: kharvalis@spencerstuart.com

Shannon Yeatman Office Telephone: 404.504.4436
E-mail address: syeatman@spencerstuart.com

Assisted by: Melinda Lee
Office telephone: 404.504.4407
E-mail address: mkleee@spencerstuart.com

Sanna Bryant Office Telephone: 404.504.4489
E-mail address: sbryant@spencerstuart.com