



**DIRECTOR, BANNER MD ANDERSON  
CANCER CENTER**

**Position Description**

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## The Opportunity



- 28 Acute Care and Critical Access Hospitals
- Banner MD Anderson Cancer Center
- Banner – University Medicine division
- Banner Network Colorado
- Banner Medical Group and Banner – University Medical Group with nearly 2,000 physicians and advanced practitioners and more than 200 Banner Health Centers and Clinics
- Banner Home Care and Hospice
- Outpatient Surgery
- Urgent Care
- Behavioral Hospital
- \$7.8bn in revenue in 2017
- AA- bond rating
- Over 49,000 total employees
- Provided over \$753m in community benefit and \$86m in charity care in 2017

Banner Health is one of the leading non-profit integrated health systems in the country. Headquartered in Phoenix, Arizona, Banner Health operates 28 hospitals, including three academic medical centers, two large multi-specialty medical groups, one large physician network and other related health entities, services and insurance products.

Operating in six states, Banner Health provides comprehensive health and medical services working with leading providers, both employed and independent, throughout the west. The System is one of the leading providers of healthcare services in Phoenix, Tucson and the northern part of Colorado. Banner Health also operates the largest home health company in Arizona, 44 urgent care centers, and a large pharmacy network. Banner Health is a leader in population health management with over 400,000 members in value-based commercial, Medicare Advantage and Medicaid plans. Banner Health has been recognized as a “Top Leadership Team/Large System” by HealthLeaders magazine.

Banner MD Anderson Cancer Center (BMDACC) is the leading cancer center in Arizona. Since its formation seven years ago it has grown to over 150,000 annual patient visits, 7000 new patients annually and over 150 providers. It is increasingly recognized in the Southwest for its multidisciplinary disease-site teams and expertise, exceptional patient experience, and the extent of its treatment, diagnostic and support services. The Center is a multi-site, multi-state oncology program with sites in both Arizona and Colorado. It has a robust research program and was the first Center in Arizona to perform Car-T therapy for adults.

Banner Health’s mission is: “Making healthcare easier, so life can be better.” The mission recognizes the need to take access and care delivery from complex to easy, from costly to affordable and from unpredictable to reliable. One of the major strengths of the BMDACC is that it offers well developed comprehensive, integrated programs in conjunction with MD Anderson Cancer Center.

The new Director will have the opportunity to be a critical part of shaping the future of the Center. Reporting to Dr. Marjorie Bessel, Banner Health’s Chief Clinical Officer, this position will be responsible for directing and overseeing the Center system-wide in both Arizona and Colorado. The structure is a dyad model with the new Director working closely with a business executive partner.

This is a transformational position. The ideal candidate will be a visionary leader with the desire to lead one of the largest and fastest growing Cancer Centers in the West and who possesses the skill and vision to direct an integrated, high-performing, and interdisciplinary cancer center operating in multiple sites across multiple states.

The ideal candidate will be able to inspire physicians, providers and employees, execute strategically and tactically across a large, complex system, and possess clarity and vision about the rapid evolution of cancer care and how to prepare for the challenges and opportunities those changes will bring. S/he will prioritize clinical cohesion, integration, and quality, and possesses a passion to create forward-looking cancer services driven by a relentless focus on clinical quality, outcomes and ease of use for customers.

## Banner Health

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### Overview and Key Milestones

Banner Health celebrates its 20-year anniversary in 2019. On Sept. 1, 1999, nonprofits Samaritan Health System and Lutheran Health Systems announced their merger. Lutheran Health Systems had a long-standing history dating from 1938 as a respected health care provider in rural communities located across Western and Midwestern states. Samaritan Health System was formed in 1911 and provided clinical excellence in California and Arizona, primarily in the metro Phoenix market. At the time of the merger, Banner Health had 22,500 employees, with 32 hospitals and 2,882 beds.

Over the next 20 years Banner Health evolved from a health system of hospitals to a more fully integrated system through a series of expansions, acquisitions and partnerships. It greatly expanded its relationship with leading providers, focused on clinical excellence and expanded its services. The System opened 3 new hospitals, acquired the Sun Health network (2008), a two-hospital system and expanded several existing facilities. In 2015 Banner entered into a 30-year academic affiliation agreement with the University of Arizona, acquiring the assets of the University of Arizona Health Network. In 2016 the System acquired Urgent Care Extra which today operates 42 urgent care facilities in Arizona.

Banner Health operates 16 hospitals and medical centers throughout the State of Arizona including the metropolitan areas of Phoenix and Tucson as well as Casa Grande, Payson and Page. Banner's Arizona Division is the leading provider of healthcare services in the metropolitan Phoenix area as well as the state. These facilities and their affiliated providers provide clinical excellence to the areas they serve, with many having deep roots in their local communities.

### Banner – University Medicine

Banner – University Medicine is the academic medicine division of Banner Health, anchored in Phoenix and Tucson. This division includes three academic medical centers: Banner – University Medical Center Phoenix; Banner – University Medical Center South and Banner – University Medical Center Tucson. Banner University Medical Center – Tucson is the teaching and research hospital for the University of Arizona College of Medicine and the Banner University Medical Center Phoenix supports the UA College of Medicine in Phoenix.

The Division combines the talent and resources of Banner Health's Arizona operations with the leading academic medical training centers in Arizona. The University of Arizona has two fully accredited Medical Schools, located in Phoenix and Tucson. The UA School of Pharmacy ranks in the top 10 nationwide in pharmacology.

### Banner Health – Western Division

Banner Health's western division includes hospitals and medical centers in Northern Colorado, California, Nevada, Wyoming and Nebraska. Banner Health is a leading provider of health services in the Northeastern part of Colorado operating five hospitals and medical centers. As part of its focus on Colorado it has also entered into a partnership with Kaiser. Banner Health continues its commitment to serving rural populations.

# Banner MD Anderson Cancer Center

## Overview and Key Milestones

Banner MD Anderson Cancer Center (BMDACC) was created in 2011 as a partnership between Banner Health and MD Anderson Cancer Center. Since then, the Center has experienced remarkable growth and has become a trusted destination for many cancer patients throughout the region. In a recent survey, BMDACC was ranked as the number one choice for cancer care in the region.

Today, in addition to the main Cancer Center at Banner Gateway Medical Center, the program provides services at eight other Banner Hospital campuses in Arizona and Colorado. BMDACC saw over 7000 new patients last year and had 152,000 total patient visits. The Center did 75 stem-cell transplants and performed the first adult Car-T procedure in Arizona.

## Scope of Services



The Center employs over 100 physicians and nearly 60 advanced practice providers, including approximately 35 hematologists/medical oncologists, 25 surgical oncologists, and 15 radiation oncologists, as well as critical care and internal medicine physicians, with many additional physician and advanced practice provider recruitments underway. BMDACC's providers represent over 20 specialties. The services are outlined in the table below.

- **Surgery**
  - Robotics/minimally-invasive
  - Microvascular free-flap
  - Fellowship sub-specialization
- **Medical Oncology**
  - Stem-cell transplantation
  - CAR-T cell therapy
  - Phase I drugs (1<sup>st</sup> in human)
  - Extracorporeal therapies
- **Oncology-specific support services**
  - Palliative/supportive care
  - Genetic test/counseling
  - Integrative oncology
  - Rehab, speech pathology, nutrition
- **Radiation Oncology**
  - 15 linear accelerators (mid-2019)
  - Comprehensive brachytherapy (5 HDR units)
  - Radiosurgery
- **Medical specialties**
  - Advanced GI endoscopy (EUS/ERCP)
  - Interventional pulmonary
  - Oncologic endocrinology
- **Diagnostic imaging**
  - MRI-guided biopsy
  - Y-90 liver-directed therapy
  - Therapeutic nuclear medicine
    - 177-Lutetium

**Research and Clinical Trials**

The Center has currently 80 active clinical trials, over 400 patients accrued and over 40 research staff. The program has had numerous publications in the most respected medical journals, which include four recent publications in the New England Journal of Medicine. The research program is robust, continues to grow with its affiliation with MDACC, and is increasingly recognized for its success.

**Growth and Expansion**

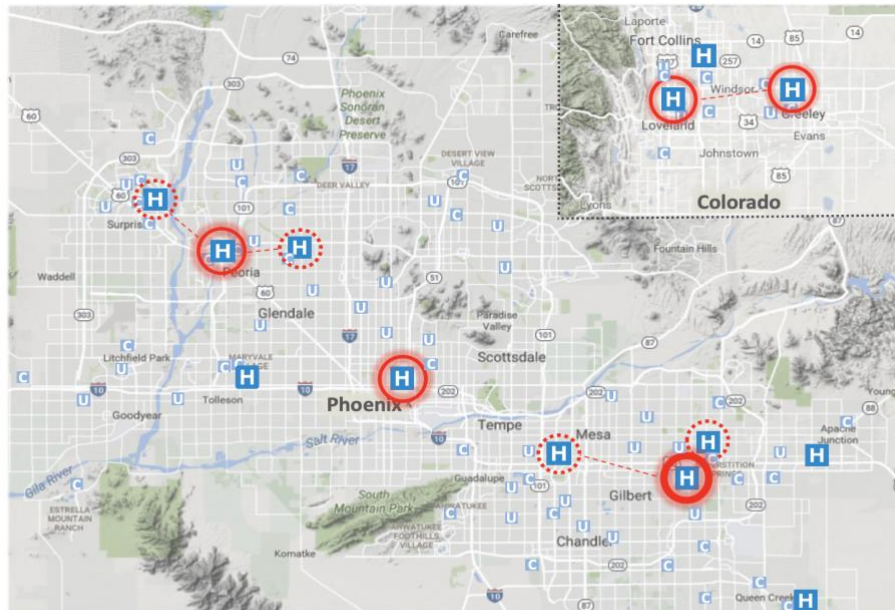
BMDACC has grown substantially since its inception, with robust year-over-year increases in patient visits and new patients. BMDACC is currently in the midst of significant growth, including a major expansion at the Banner University Medical Center in downtown Phoenix as well as expansion at the other hospital campuses in Arizona and Colorado. The goal is to have a fully functional integrated service line across all Banner Health locations.



**Fundraising / Foundation**

The Cancer Center has raised over \$35M in philanthropy since its inception. In recent years the center has raised nearly \$4M for Myeloma research from grateful patients. The Center is supported by its Foundation which has current assets of \$15M.

## BMDACC Facilities Map



## Community Description

### Phoenix Overview

The Phoenix Metropolitan area, often referred to as the Valley of the Sun, includes greater Phoenix and the cities of Chandler, Scottsdale, Mesa, Glendale, Tempe and Peoria. Phoenix is the United States fifth-largest city with a population of over 1.6 million. The greater Phoenix metropolitan area has a population of 4.5 million and is one of the fastest growing metropolitan areas in the US. Arizona is a very culturally diverse State. In addition to a large Hispanic population Arizona is also home to 22 Native American tribes.

### Regional Economy

The area is home to Arizona State University and numerous Fortune 500 and 1000 companies including Avnet, PetSmart, Go Daddy, Discount Tire, Fender, Insight, Apollo and Sprouts. Other major companies that have a large presence in Phoenix include Intel, American Airlines and American Express. The metropolitan area is 5th in the nation for job growth. The area is also a major tourist and conference destination with 10 million visitors from the US and around the world. The area ranks among the nation's top cities for five-star resorts.

### Lifestyle and Recreation

The area is home to a variety of different residential options ranging from vibrant downtown Phoenix, Scottsdale and Tempe urban living to world-class suburban areas. The Phoenix area is one of the few cities with franchises in all four major professional sports leagues. There are six lakes within 75 miles of Phoenix. It is also home to some of the best golf courses in America.

### Education

The area offers a variety of public, charter, private and parochial schools including Basis, the number 1 ranked private school in the US. Several of the public high schools in the State are ranked in the top 100 high schools in the US.

### Additional Information

<https://www.phoenix.gov/visitors>



<https://www.visitphoenix.com/>  
[https://en.wikipedia.org/wiki/Phoenix,\\_Arizona](https://en.wikipedia.org/wiki/Phoenix,_Arizona)

## Position Summary

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**Position Title:** Director, Banner MD Anderson Cancer Center

**Reports To:** Dr. Marjorie Bessel, Chief Clinical Officer, Banner Health

**Position Summary** The Director, Banner MD Anderson Cancer Center (Director, BMDACC) will provide vision, direction, and leadership for all clinical programs across BMDACC and the associated cancer service line. S/he will have overall clinical and research responsibility for BMDACC, and financial, strategic and operational responsibility working with executive business partners. The Director will work collaboratively with leadership across the Cancer Center, Banner Health, and MD Anderson to develop and execute organizational strategies and objectives. S/he will be a key leader within Banner Health and will serve as member of the health system's Clinical Leadership Team. The Director is a visible leader within the communities served by the Cancer Center and plays a key role in the Center's community engagement and philanthropic efforts.

The Director will be responsible for the ongoing development, planning, coordination and expansion of BMDACC's clinical programs and activities across the full continuum of its facilities/providers. S/he will lead the expansion and integration of clinical offerings and assure the highest levels of clinical care and quality are consistently provided across the Center. The Director, BMDACC will lead and collaborate across the Cancer Center, including with Division Chiefs and other leadership, to ensure that the clinical activities of the Cancer Center are efficient, accountable, team-based, multidisciplinary, and support the patient-centered mission of the cancer center.

The Director, in collaboration with Banner Research, oversees all oncological clinical research across BMDACC and will foster/enable the continued expansion of the Center's research activities/output, clinical trials and patient accruals. The Director will ensure effective integration of clinical research across the clinical activities of the cancer center and with MD Anderson.

This position will directly oversee all physicians and medical personnel across the Cancer Center, including the Division Chiefs of Medical Oncology, Radiation Oncology, Surgical Oncology, Internal Medicine, Critical Care, Pathology, Advanced Practice Providers, and Diagnostic Imaging. S/he will have indirect oversight of Cancer Center nursing staff, the Director of Pharmacy, and other non-medical administrative, professional and support staff. S/he will have responsibility for recruiting outstanding physicians in alignment with clinical and research needs, expansion into new service areas, projected increases in patient volumes, and in support of organizational strategy and objectives.



The role is an outstanding opportunity to lead a robust, innovative Cancer Center within a large, expanding and regionally-leading health system that is recognized as a national leader in clinical quality, operational effectiveness, and patient satisfaction. The Director will be a key leader within Banner Health, charged with building and maintaining a cohesive cancer service line that demonstrates a strong commitment to the highest standards of clinical care, education and training, and research.

As part of medical staff privileges at Banner University Medical Center – Phoenix, the Director will have an academic title with the University of Arizona School of Medicine as well as an adjunct faculty position with MD Anderson Cancer Center.

## Duties and Responsibilities

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### **Key Duties and Responsibilities**

Key duties and responsibilities of the position include:

- Provide outstanding strategic, clinical and research leadership; work collaboratively and effectively with Division Chiefs, administrative, and clinical leadership across BMDACC to ensure unified direction and the consistent provision of high-quality, integrated, patient-centered care;
- Lead and continue to develop the system-wide vision, clinical and operational performance of the cancer care delivery system in collaboration with key stakeholders across Banner Health and MD Anderson;
- Build and maintain collaborative and productive relationships across the BMDACC, Banner Health, and The University of Texas MD Anderson Cancer Center;
- Ensure an open, accountable, and collaborative culture within the Cancer Center; proactively communicate with clinical and administrative leadership, physicians and staff to ensure that clinical operations are aligned with the overall vision, strategy, and focus of the cancer program;
- Serve as a key member of the team responsible for shared oversight of the overall operations of BMDACC's continuum of providers/facilities, including overseeing the development, implementation, and effectiveness of BMDACC's clinical vision, strategy, focus, and short and long-range goals and objectives;
- Identify opportunities to expand the service line and ensure appropriate provider and care coordination with Banner Health Network; build and develop the clinical profile and activities of the Center;

- Champion and expand team-based, multidisciplinary and integrated clinical care and clinical research; ensure the highest quality of clinical care is consistently provided across BMDACC, in alignment with best practices and protocols;
- Ensure evidence-based best practice benchmarking / dashboards in clinical care quality and organizational efficiency; ensure accountability and serve as an example and champion of the highest quality of clinical care;
- Direct implementation, coordination, monitoring, evaluation and improvement of clinical outcomes, evidence-based cancer research and standards, value-oriented oncology programs, and innovative clinical methodologies and opportunities;
- Work collaboratively with senior management to evaluate and maximize the effectiveness of care delivery, patient safety, and related operational metrics;
- Maintain overall accountability for the development, management and adherence of the cancer center budget; participate in the annual update of financial statements and ensure organizational fiscal standards and expectations are met;
- Oversee and direct the human resources cost, development, and growth functions for BDMACC medical providers and contribute to the oversight of all non-provider staff; review and approve recruitment, selection/promotion of staff, performance evaluation, salary determinations and disciplinary actions;
- Serve on system-wide clinical leadership committees; oversee system-wide committees within oncology; review qualifications, credentials, performance, and professional character and competence of providers in the discipline;
- Partner with CEOs in achieving the operational goals as outlined in the “Oncology Services Agreement” with MDACC;
- Foster teamwork and create organizational capacity for innovation, creativity and critical thinking and ensure staff have the authority, accountability, training, information and resources to achieve their full potential; oversee the development and ongoing promotion of educational offerings and opportunities;
- Develop and mentor providers to promote professional excellence and growth; ensure strong mentorship, growth opportunities and foster a culture of continuous career development;
- In collaboration with Banner Research, oversee all clinical oncologic research, including familiarity with research operations, regulatory affairs, finances, administration and clinic support;
- Serve as a key leader in supervising research activities including cooperative group participation, collaboration with MD Anderson, industry-sponsored trials, and investigator-initiated trials;
- Participate in philanthropic activities including identification of potential donors, cultivation, solicitation, stewardship and public speaking engagements; attend fundraising activities as appropriate;
- Maintain part-time clinical practice at the cancer center;
- Participate as an active member of the medical executive committee at Banner Gateway Medical Center;

- Ensure compliance with all Federal and State regulations and established organizational policies and procedures;
- Champion and ensure the successful utilization of technology including electronic medical records and telemedicine in support of enhanced performance;
- Effectively identify challenges and areas for improvement within BMDACC and across multidisciplinary teams; actively listen and collaborate;
- Exhibit the highest standards of personal and professional integrity and accountability at all times; exhibit continual conduct and leadership consistent with the values of Banner Health.

## Goals and Objectives

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### Key Goals and Objectives

Within 18-24 months, the successful Director, Banner MD Anderson Cancer Center will have:

- Established themselves as a collaborative and effective leader across the organization; built trusting relationships with Cancer Center physicians, across Banner Health, and with MD Anderson;
- Successfully expanded and developed clinical programs; recruited outstanding physicians/faculty in alignment with projected growth in clinical volumes and areas of need across the Cancer Center;
- Proven themselves as a visionary with the ability to see the big picture, to identify future challenges/opportunities and proactively prepare;
- Provided effective leadership in the development of the Cancer Center’s “Vision 2.0” plan; articulated vision and helped develop and implement strategic plans through collaboration and proactive listening with staff and physicians;
- Successfully furthered clinical integration and development of a unified cancer program across all BMDACC sites, including the Cancer Center’s new locations in Colorado;
- Enhanced the Cancer Centers’ profile in the communities it serves as the leading regional destination for cancer care; established him/herself as a visible leader in the community and an effective fundraiser;
- Fostered research excellence and increased output; built the clinical trials portfolio and accruals in alignment and collaboration with MD Anderson and Banner Research goals and objectives;
- Implemented effective multidisciplinary, team-based models across the organization; championed a team-based culture, and ensured interdisciplinary collaboration between oncology divisions and integration with research;
- Achieved consistently high levels of patient satisfaction and clinical quality across the Cancer Center; ensured the Cancer Center functions as a “high reliability” organization;
- Developed and established adoption of effective benchmarking; maintained cohesive, metrics-based approaches that ensure adherence to evidence-based best practices, transparency and accountability;

- Established themselves as a trusted and effective mentor and leader; provided opportunities and direction for career development;
- Provided outstanding clinical operations leadership; ensured efficient and integrated care delivery;
- Consistently demonstrated the highest standards of professional excellence and integrity in his/her work and conduct.

## Candidate Profile

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### **Candidate Qualifications**

Candidates for the position of Director, BMDACC must be a recognized clinical leader in his/her area of specialty, with a minimum of 10 years clinical experience post-fellowship including leadership experience in a high-quality academic cancer environment. S/he will possess a reputation as a skilled and accomplished leader, clinician, and researcher, with demonstrated ability to recruit outstanding faculty, mentor colleagues and foster research. S/he will have successful experience in effective clinical operations and administrative leadership and participating in the development and execution of strategic plans. Candidates must be board certified and fellowship trained in oncology (surgical, radiation, or hematology/medical oncology) and eligible for unrestricted medical licensure in the State of Arizona.

Candidates should possess an outstanding record of clinical activities and leadership, scientific achievement, research support, scholarly accomplishments and mentoring. The Director will be a dynamic practice leader with excellent communication and interpersonal skills and keen strategic vision. S/he will possess the drive and capability to expand and maintain an outstanding Cancer Center team and to, collaboratively and strategically, develop and implement plans that fully realize the potential of the cancer center's relationship with MD Anderson.

The candidate will possess a broad understanding of trends and developments in oncology, including new and innovative treatments such as precision medicine, Car-T, and immunotherapy, with the ability to develop and integrate a sophisticated and multidisciplinary cancer care program across a complex health system.

The successful candidate will possess a passion for fostering and performing outstanding clinical oncology care; for building / enabling oncology research; and for the education, mentorship, and development of physicians/faculty. S/he will possess enthusiasm and commitment to enhancing the scope and scale of world-class clinical care and research available to the people of the Arizona, Colorado and beyond, in alignment with the vision of Banner Health and MD Anderson, and that realizes the full potential of the relationship.

### **Candidate Characteristics**

Additional characteristics of the successful candidate include:

- A commitment to, and passion for, building multidisciplinary programs in world-class clinical care and research and understanding of the key determinants of success in building outstanding clinical care and clinical research;
- Commitment to fostering / maintaining a culture that prioritizes outstanding clinical practice at the highest level; someone who keeps the needs of the patient at the center and leads by example; exhibits humility and courage;
- Enthusiasm, innovative ideas, and a commitment to working in partnership with teams both locally and with MD Anderson;
- The strong desire to build and expand a leading multi-site regional oncology program in a dynamic, growing environment;
- Able to perform effectively in a highly integrated and matrixed organization;
- The ability to be an advocate for physicians as well as hold them accountable; will enforce adherence best-practices and also recognize high performance;
- A strong work ethic; ability to see initiatives / projects through to completion and adapt effectively to changing dynamics and circumstances;
- A thoughtful and transparent leader; someone who takes responsibility and ensures evidence-based accountability for themselves, providers and staff;
- A strategic and operational leader who can build consensus and create/facilitate teams that successfully achieve operational, clinical, and research goals; experience in clinical operations leadership and an understanding of cancer center finances;
- A leader who fosters a culture of accountability and problem-solving; who displays and teaches resiliency and adaptability;
- A strong record of clinical research; an interest in fostering nationally-recognized clinical research and increasing the research output of the Cancer Center;
- Someone who can approach issues granularly and effectively uses metrics and data to make decisions, determine plans of action, and evaluate outcomes;
- Experience with industry sponsored or cooperative group clinical trials and strong relationships with industry;
- A person of high integrity; politically savvy; the ability to excel in a dynamic, growing organization.

## Procedure for Candidacy

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### Contact Information

Meyer Consulting has been exclusively retained to conduct this search. Applications, nominations, and requests for additional information should be directed to Banner Health's search consultants, Ryan Hubbs and Mike Meyer.

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**About Meyer  
Consulting**

Meyer Consulting is an executive search and strategic consulting firm serving organizations across the healthcare sector. The firm's leaders have several decades of experience working for numerous globally-leading organizations dedicated to cancer care and research, both in the US as well as in Europe.

Meyer Consulting organizes the Cancer Care at the Crossroads Summit, a high-level meeting dedicated to addressing critical issues in cancer care. Held annually in New York City, CCX draws key global leaders across the health sector from multiple countries.

For more information visit:

[www.meyerconsultinginc.com](http://www.meyerconsultinginc.com)

<http://www.meyerconsultinginc.com/ccx2019.html>