

Position and Candidate Specification



St. Jude Children's Research Hospital

Chair, Diagnostic Imaging

PREPARED BY:

Elizabeth Bitton

Mark Furman, M.D.

Ashton Lange

April 2023

Assignment:

St. Jude Children's Research Hospital (St. Jude), founded in 1962 by the late entertainer Danny Thomas and located in Memphis, Tennessee, is one of the world's premier centers for research and treatment of catastrophic diseases in children (primarily childhood cancer, plus non-cancer blood disorders, infectious diseases, and rare neurological disorders). St. Jude is the only NCI-designated Comprehensive Cancer Center that is devoted solely to children. The mission of St. Jude is to advance cures and means of prevention for pediatric catastrophic diseases through research and treatment. Basic, translational, and clinical research efforts are directed at understanding biological mechanisms and disease pathogenesis, improving diagnosis, enhancing treatment outcomes, and preventing diseases or adverse consequences of treatment. Research conducted at St. Jude has helped increase the survival rate of acute lymphoblastic leukemia from 4% to 94% and the overall childhood cancer survival rate from less than 20% to almost 80%.

For more information, please visit www.stjude.org.

Operational Overview

More than 7,200 patients a year are seen at St. Jude, most of whom are treated on a continuing outpatient basis as part of ongoing research programs. The hospital also maintains 73 inpatient beds. St. Jude has treated children, adolescents, and young adults from across the United States and around the world. Patients are accepted either based on residency in our catchment area or based on their eligibility to enroll in an open St. Jude clinical research protocol. All patients accepted for treatment at St. Jude are treated without regard to the family's ability to pay. No patient is charged for treatment beyond what is covered by insurance, and those without insurance are never asked to pay.

The hospital's FY23 budget includes \$1.6 billion for operating expenses, \$119.9 million for maintenance capital, and \$36.9 million for strategic capital. St. Jude is supported by ALSAC (American Lebanese Syrian Associated Charities), described in more detail later. The clinical operating budget is about one-third of the total. Clinical research support is substantial.

Faculty

St. Jude employs more than 300 faculty. In keeping with its mission, the faculty is divided between scientists studying the basic processes that underlie pediatric catastrophic diseases and clinicians who run innovative clinical trials. These highly skilled and motivated individuals work together to advance our understanding of disease biology and translate those findings into improved clinical care. The faculty is organized into 22 academic departments, including basic science, translational and clinical disciplines. Each is chaired by a senior faculty member, the department chair, who has responsibility for the academic and research activities, administrative affairs, and budget allocations of the department. About 50 faculty members are also members of the St. Jude Comprehensive Cancer Center.

St. Jude faculty members Peter Doherty, PhD; Doug Green, PhD; Martine Roussel, PhD; Charles Sherr, MD, Ph.D.; and Robert Webster, PhD, are members of the National Academy of Sciences. Doherty; Sherr; William

Evans, PharmD; James Downing, MD; Mary Relling, PharmD; have been elected to the National Academy of Medicine.

In total, 12 St. Jude faculty members have been appointed to the collective National Academies.

In addition, Drs. Taylor and Scherr are Howard Hughes Medical Institute alumni.

Departmental Operations

St. Jude's Department of Diagnostic Imaging is made up four clinical sections and four research imaging "hubs" utilizing six imaging modalities to advance imaging research and clinical operations for pediatric oncology and catastrophic diseases, as well as many teams of research and clinical support. This includes a department-based team supporting imaging informatics, as well as a team of research support focused on AI and machine-learning, 3D visualization, and other areas of image processing and optimization.

The department employs fifteen physicians, more than forty imaging technologists, and six Ph.D. research faculty with large research support teams in the areas of metabolic imaging, molecular imaging, structural connectivity, and multimodal functional imaging. This includes the city's only cyclotron, which operates to create novel PET tracers for the entire institution. Clinical areas include pediatric body imaging, neuroimaging, nuclear medicine, and interventional radiology. The department utilizes state-of-the-art equipment in all modalities, supported by considerable investment from the institution.

Departmental Mission

Maximize the impact of biomedical imaging on patient care and research through innovation, application, and dissemination of cutting-edge methods to improve outcomes in catastrophic childhood diseases.

Departmental Vision

Establish St. Jude Children's Research Hospital as the benchmark and global leader in the development and use of imaging science to perfect the process of diagnosis, guide and optimize treatment and improve the quality of life of children with catastrophic diseases.

Departmental Values

1. Patient/Family-Centered Care: We continuously strive to meet the needs of our patients and families by providing compassionate care and relentlessly improving the patient experience in Diagnostic Imaging.
2. Excellence: We hold ourselves accountable to performing at the highest levels of patient care and research discovery and to continuously applying innovation in all we do.
3. Trust: We foster an atmosphere characterized by open communication, transparency, and diverse opinions resulting in mutual trust and respect.
4. Collaboration: We recognize and build upon our complementary strengths and work together for the common good of those we serve: the patients and families and St. Jude.

National Initiatives/Recognition

St. Jude is the national coordinating center for the National Cancer Institute–funded Pediatric Brain Tumor Consortium and the Nationwide Children's Cancer Survivor Study, funded by the National Cancer Institute. In

addition, St. Jude is part of the NIH-funded Pharmacogenomics Network, as the only site focused solely on children.

St. Jude is the only NCI-designated Comprehensive Cancer Center that is devoted solely to children. During the 2018 renewal of their NCI cancer center grant (CCSG), the St. Jude cancer center received an "exceptional" ranking.

The St. Jude Global effort is solely focused on raising pediatric cancer survival rates in low- and middle-income countries. The program unites healthcare providers through a global alliance, with the goal of one-day ensuring children everywhere have access to quality care. To date, nearly 200 pediatric cancer programs worldwide have joined the collaboration. St. Jude has also made a substantial commitment to a collaboration with the World Health Organization. This effort seeks to raise cure rates in low- and middle-income countries from 20% to 60% for children with six of the most common cancers by 2030.

St. Jude has one of the largest Good Manufacturing (GMP) facilities on any academic campus, developed as a shared resource to facilitate translation of discoveries into biologicals for clinical trials. Examples of key GMP products include vaccines, therapeutic antibodies, and gene therapy vectors for pre-clinical and clinical trials.

St. Jude patients use three housing facilities located on or near the St. Jude campus. The Tri Delta House, owned by St. Jude and located on campus, provides short-term housing (1-7 days) for 100 St. Jude patients and families. The Ronald McDonald House is owned by Ronald McDonald House Charities of Memphis, Inc., houses 53 children and families near the St. Jude campus, when treatment is expected to last eight days to three months. The Target House, funded by Target Corp. and owned by St. Jude, provides 98 two-bedroom apartments generally used for patients and families requiring more than three months of treatment. In early 2023, The Domino's Village, a state-of-the-art fourth housing complex, will open to provide an additional 140 apartments for St. Jude patients.

ALSAC

ALSAC® is the fundraising organization for St. Jude Children's Research Hospital. Founded in 1957 by Danny Thomas, ALSAC exists solely to raise and provide the funds and awareness necessary to operate and maintain St. Jude. ALSAC is America's largest healthcare charity. In fiscal year 2021, ALSAC achieved fundraising revenue of \$2 billion for the kids of St. Jude. ALSAC also is responsible for overseeing the management of the institution's investment portfolio.

Work Environment

In addition to its research and clinical accomplishments, St. Jude is known as an outstanding place to work. St. Jude has placed on the Glassdoor Best Place to Work list since 2018, earning spot number 25 on the 2023 list. This list is generated by Glassdoor and based on comments and reviews left by current and former employees. This ranking places St. Jude among an elite group of employers. Some highlights include a 96% approval rating for our CEO, Dr. James Downing, MD, and high marks for culture & values, diversity & inclusion, work/life balance, compensation & benefits, and senior management.

For almost a decade, St. Jude was ranked as one of FORTUNE magazine's "100 Best Companies to Work For." In 2020, we placed on FORTUNE's Best Workplaces in Healthcare and Biopharma. In 2019, we earned the No. 9 spot on People magazine's Companies That Care list. In 2018, Generation Z's high-achieving high school and college students ranked St. Jude as their most desirable place to work in the National Society of High School Scholars' career interest survey, overtaking Google. St. Jude has also received accolades as a top workplace for millennials, a best workplace for diversity, and a destination workplace for women. Employees of St. Jude enjoy an on-site pharmacy, health clinic, and fitness center; a focus on comprehensive well-being; top-of-the-line resources; an emphasis on work-life balance for employees and their families; and medical insurance at a far lower cost than the industry average. Employees cite the mission and culture as two of the most meaningful reasons for choosing St. Jude.

Memphis Community

Approximately 5,800 faculty, postdoctoral research associates, and staff reside in the Memphis metropolitan area, a region that includes western Tennessee, northern Mississippi, and eastern Arkansas. A sprawling city of 650,000 people, Memphis is the home of the blues and the birthplace of rock and roll. The hospital's 100-acre campus is nestled in the medical district of downtown Memphis, close to the bluffs of the Mississippi River and just minutes from the river island community of Harbor Town, which many St. Jude employees call home. Memphis offers a low cost of living, and Tennessee has no state income tax. The city is home to numerous cultural attractions, including historic Beale Street, Elvis Presley's Graceland, The National Civil Rights Museum, world-famous Sun Studios, Stax Records, a robust live theatre community, and a nationally recognized ballet company. Known for its contributions to music, Memphis offers exhaustive opportunities to see live music. Other attractions include the Brooks Museum, the Memphis Botanic Garden, the nationally recognized Memphis Zoo, and the historic Overton Park Shell outdoor concert venue. Memphis is home to the NBA's Memphis Grizzlies and 2023 NBA All-Stars, Ja Morant and Jaren Jackson Jr, Memphis 901 FC, the Triple-A National Champion Memphis Redbirds, and the FedEx St. Jude Championship Golf Tournament. Memphis' outdoor enthusiasts enjoy local parks such as Shelby Farms, Meeman-Shelby Forest State Park, and Overton Park, as well as the proximity to the Ozark Mountains in Arkansas and the Great Smoky Mountains in East Tennessee. Culture buffs appreciate the proximity to New Orleans, St. Louis, and Nashville. Foodies and epicureans can delight in residing in the city that renowned chef and television personality Alton Brown calls the "No. 1 food town in the U.S.," owing to its authentic BBQ; historic soul food restaurants; wings and fried chicken; and, of course, the "super bowl of swine," the Memphis in May World Championship Barbecue Cooking Contest.

For more information, please visit www.stjude.org.

The Chair of Diagnostic Imaging will lead the imaging enterprise and serve as a key member of the institutional faculty. In this capacity, the Chair is accountable for setting the strategic direction, providing support for faculty and staff, ensuring efficient and effective operations, and management of the academic activities of the department. The ideal candidate would be an academically focused radiologist, Ph.D. imaging scientist or nuclear medicine physician with a national or international reputation as a thought leader in oncologic imaging. The candidate should bring expertise in cutting-edge technologies that will advance the field and propel the mission of St. Jude. These technologies could include but not be limited to radiomics, AI, novel radiotracers, advanced MR technology, or cutting-edge interventional procedures.

The incumbent would continue to foster a strong relationship with our imaging partners at Le Bonheur Children's Hospital.

KEY RELATIONSHIPS

Reports to	Executive Vice President/ Clinical Director
Direct reports	Four Clinical Section Chiefs (including Pediatric Body Radiology, Neuroradiology, Nuclear Medicine, and Interventional Radiology) Four Research Hub Directors (Molecular Imaging Hub, Metabolic Imaging Hub, Structural Connectivity Research Hub, Multimodal functional MRI Research Hub) Molecular Imaging Core Director (cyclotron operations) Manager of the Image Processing and Data Science Resource
Other key relationships	Executive Vice President/Scientific Director Executive Vice President/Cancer Center Director Chairs and faculty of Global Pediatric Medicine, Oncology, Hematology, Neurosciences, and Biostatistics Chief Information Officer Institutional Cores including but not limited to Center for In Vivo Imaging and Therapeutics (CIVIT), Applied Bioinformatics, Clinical Trials Administration, Cytogenetics and Genomics and Biotechnology
Total reports:	Approximately 120 FTEs, including 15 physicians, 40 clinical imaging technologists, 20 Ph.D. researchers, and seven manager-level administrative leaders

KEY RESPONSIBILITIES

- Serves as the head of the Department of Diagnostic Imaging, ensuring excellence in patient care, patient safety, and imaging research. Ensures that imaging modalities meet the highest quality and practice standards and that diagnostic imaging is effectively integrated across the continuum of care. Participation in

clinical trials is a critical aspect of departmental activities and includes planning for patient volumes on the modalities, investigation of novel imaging sequences or radiotracers, post-processing (tumor segmentation, functional MR, connectivity MR, MR spectroscopy, 3D modeling etc) and central imaging review. The Image Processing and Data Science Resource (IPDSR) handles much of this activity and is ripe for development especially with regard to artificial intelligence, machine learning, radiomics and optimization of Flywheel.

- Advances innovative independent and collaborative imaging research to uncover biological mechanisms of disease and treatment and translate those to clinical practice to enhance patient care and improve patient outcomes.
- Develops and implements an operational plan for diagnostic imaging that supports the organization's current and future Strategic Plans and mission. Monitors progress toward accomplishment of goals and objectives.
- Ensures the imaging clinical modalities comply with all regulatory requirements in collaboration with the radiation and MR safety teams. Collaborates with risk management, compliance, and other disciplines to appropriately oversee and address the compliance program.
- Collaborates with the appropriate leaders and staff to design and provide imaging services and programs. Promotes interdisciplinary collaboration both within and beyond the cancer domain and family-centered care and participates in the development of cross-functional quality programs.
- Serves on designated hospital committees and may present to appropriate committees of the Board of Governors.
- Oversees the development and management of annual operations and capital equipment budgets for the Department of Diagnostic Imaging. Reviews and reports financial performance of the department, using benchmarks and other appropriate data to manage the departmental functions.
- Provides and promotes appropriate professional and leadership development opportunities for diagnostic imaging faculty, supporting the growth of junior faculty in both clinical and research arenas.
- Maintains a visible and accessible presence within the department and institution. Develops and implements mechanisms for successful collaboration with senior leadership and other key stakeholders in the institution.
- Creates an environment that recognizes and values diversity, equity, and inclusion and designs strategies that address the unique needs of a diverse workforce, patient population, and community.
- Collaborates and communicates with senior leadership and department faculty to establish a vision for diagnostic imaging education in order to influence curricula and promote the field of pediatric oncologic radiology, including clinical and/or managerial learning experiences at St. Jude and as a part of the Pediatric Biomedical Imaging Initiative (PBII) annual educational courses and Global Pediatric Medicine initiative.
- Collaborates with institutional leaders in the clinical enterprise of the hospital, including but not limited to the Scientific Director, VP for Quality and Safety, and the leadership group of the Clinical Director's Office.
- Provides a supportive and stimulating learning environment where evidence-based practice and innovation can flourish—mentors and coaches future leaders.

- Fosters the relationship with our imaging partners at Le Bonheur Children's Hospital.
- Performs other related duties as assigned in order to meet the goals and objectives of the department and the institution.

The successful candidate will be a passionate, collaborative leader with the ability to break down silos and grow a department of leaders in diagnostic imaging in an environment that is focused on achieving both academic and clinical excellence in pediatric oncology and other catastrophic childhood diseases. The ideal candidate will engage and empower the departmental administrative leadership team, medical and academic leadership and staff to contribute to both the creation and implementation of solutions and to be held accountable for results. The ideal candidate will demonstrate a history of academic and clinical productivity, personal credibility, executive presence, anticipation of needs and concerns, attention to personal motivation and sustained performance of staff, and will exhibit a personal interest in mentoring and coaching diagnostic imaging physicians and researchers. Relocation to the Memphis area is a requirement.

IDEAL EXPERIENCE

10+ years of progressive leadership experience

Pediatric leadership is preferred, but substantial oncology experience or quantitative approaches to medical imaging are also potential backgrounds of interest. Leadership within an academic or high-performing oncology program is highly preferred.

Experience leading an academic department and fostering junior faculty

Financial acumen demonstrated by the development and successful management of annual budgets

Reflecting staffing, capital, and other operating expenses.

Experience leading a multi-disciplinary team and fostering leaders

Encompassing quality, patient safety, patient satisfaction, and resource allocation. Will have been a member of similar teams during advancement of his/her career.

Knowledge and understanding of clinical methodologies and standards in other large healthcare delivery organizations

Experience and understanding of clinical research protocols and translational research is strongly preferred

Eligible for a State of Tennessee License if appropriate

CRITICAL LEADERSHIP CAPABILITIES

Team Leadership Skills

The successful candidate will oversee a high-performing department within an environment and culture that seeks to be a global influence in pediatric medicine. She/he will engage and empower the administrative

leadership team, clinical and academic leadership and staff to contribute to both the creation and implementation of solutions and to be held accountable for results.

- Delegates roles thoughtfully to work at a strategic level.
- Collaborates with each member of the diagnostic imaging leadership team to establish clear, challenging performance goals and metrics for the year.
- Periodically reviews the department's progress against plans, focuses attention beyond the project at hand to the full year or more.

Ability to Engage and Influence Others

This individual will establish credibility as a well-respected, high-impact, low-ego executive within an energized senior leadership team by demonstrating an open, accessible, and visible leadership and communication style, as well as outstanding execution and project management skills. She/he will develop respected and mutually successful relationships early on with the senior leadership team, research and physician staff, departmental staff, and community leaders, transitioning quickly from strategic to tactical discussions with enthusiasm, commitment, and determination. The ideal candidate also will enjoy taking an active role in opportunities to enhance fundraising aspirations, outreach efforts, and tangible financial results.

- Invites and uses the opinions and perspectives of other senior leaders, medical leadership, medical staff, etc.
- Engages key stakeholders in a dialogue to gain commitment and bring them "on board," linking their perspective to the intended goal of advancing patient care and continued commitment to quality.
- Adapts own approach to the audience, anticipating impact of words and actions, preparing for possible resistance, and responding in an appropriate style, using a range of influencing styles.
- Resolves internal conflicts by discussing individual issues with each person.
- Checks with both sides of a discussion to ensure a common understanding.
- Takes initiative to maintain contacts across the medical center.

OTHER PERSONAL CHARACTERISTICS

- Deals diplomatically but assertively with all levels of staff.
- Is able to make sound, timely decisions affecting St. Jude's goals and growth.
- Uses excellent persuasion, negotiation, communication, facilitation, and collaborative problem-solving skills.
- Sets expectations and gives clear direction. Is a proven strategic thinker with problem-solving and analytical skills and is able to make difficult recommendations and decisions.
- Is skilled in oral and written communications, including oral presentations and public speaking.

FOR ADDITIONAL INFORMATION, PLEASE CONTACT

Mark Furman, M.D. Office telephone: 617.531.5701
Consultant E-mail address: mfurman@spencerstuart.com
 Cellular telephone: 508.361.3629

Assisted by Angie Browne

Office telephone: 617.531.5707
E-mail address: abrowne@spencerstuart.com

Elizabeth (Liz) Bitton Office telephone: 617.897.3334
Consultant E-mail address: ebitton@spencerstuart.com
 Cellular telephone: 617.448.7650

Assisted by Kimberly Harvalis

Office telephone: 617.897.3324
E-mail address: kharvalis@spencerstuart.com

Ashton Lange Office telephone: 617.897.3330
Associate E-mail address: aslange@spencerstuart.com