

Position and Candidate Specification



University of California Davis Health

System Chief Operating Officer

PREPARED BY:

Jennifer P. Heenan
Kathryn S. Sugerman
Maitreya F. Rich

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About the Institution

UC Davis Health is improving lives and transforming health care by providing excellent patient care, conducting groundbreaking research, fostering innovative, inter-professional education, and creating dynamic, productive partnerships with the community.

The organization is a major driver of economic prosperity in the Sacramento region and Northern California, and the second largest employer in Sacramento, behind the State of California. The health system generates more than \$10 billion in annual economic output and more than 40,000 jobs. For every employee or dollar of output directly supported by UC Davis Health's operations, the Northern California economy gains an additional 1.1 jobs or \$1.10 of output, respectively. Through its Anchor Institution Mission (AIM), UC Davis Health strategically leverages this economic and human capital to address the socioeconomic and structural drivers that compromise the health and wellbeing of the city and region's most vulnerable communities.

The University of California, Davis (UC Davis) is a top five 'Best Public University' in the country and one of 20 in the US with a billion dollars in research funding. UC Davis is currently completing a tech hub on its Sacramento (health) campus that also includes 250,000 sq ft of new wet lab space to be occupied by the medical school. UC Davis Health harnesses the power of the university's national ranking, including research to tackle the most pressing health care issues facing the world today. UC Davis Health clinicians and researchers include partners from world-renowned schools including the world's #1 School of Veterinary Medicine, the nation's #1 School of Agriculture and Environmental Sciences and a highly engaged College of Biological Sciences and College of Engineering.

UC Davis Health is highly technologically engaged and has numerous partnerships with tech organizations like Amazon Web Services, General Catalyst (a prominent healthcare VC firm), BioIntellisense (remote patient monitoring) and CHIME. UC Davis Health is currently at Level 9 for EPIC Gold Stars (Level 10 expected in 2023), Level 5 for MyChart Diamonds, one of the 16 highest ranked healthcare organizations for healthcare analytics and the only Level 10 WIRED inpatient and outpatient organization in California. UCDH has launched multiple digital health programs as part of building out a robust platform for expanded patient engagement.

As the region's only academic health center between San Francisco and Portland, and the Pacific Ocean and Salt Lake City, UC Davis Health focuses on discovering and sharing knowledge and partnering with local organizations to promote the highest quality of care across a very large region. UC Davis Health is a hub of innovation that encompasses UC Davis Medical Center, UC Davis School of Medicine, the Betty Irene Moore School of Nursing at UC Davis and UC Davis Medical Group. UC Davis Health's overall approach to the marketplace is "complete and not compete" with other regional health systems.

UC Davis Medical Center

UC Davis Medical Center, based in Sacramento, is the system's flagship hospital and a nationally renowned academic medical center where clinical practice, teaching and research converge to advance human health.

A few highlights about the medical center:

- A **646-bed** multispecialty academic medical center
- Its **Level 1 trauma center** provides **nation-leading outcomes** and Serves 33 counties covering a 65,000-squaremile area north to the Oregon border and east to Nevada
- Recognized as one of the “**Most Wired**” hospitals in the U.S. by CHIME
- Ranked Sacramento's **top hospital by U.S. News & World Report** and among nation's best in 9 adult and 4 children’s medical specialties
- Recently achieved its third **Magnet designation** since 2014. The only hospital in Sacramento and one of less than 10% nationally to earn the designation.

UC Davis Medical Center's programs include:

- **UC Davis Comprehensive Cancer Center**, one of 71 National Cancer Institute-designated comprehensive centers nationwide
- State-of-the-art emergency departments that include the region's only Level 1 adult and pediatric trauma centers– **one of only three institutions in California with both.**
- The internationally recognized UC Davis MIND Institute, perennially the **#1 funded program in the US**, is devoted to finding treatments and cures for autism spectrum disorders, fragile X syndrome, and other neurodevelopmental disorders.
- UC Davis Children's Hospital, a **nationally ranked pediatric hospital** with more than 120 physicians in 33 pediatric subspecialties, partners with the Shriner’s organization.
- One of the **nation’s busiest regional burn centers** for adults and children. In partnership with Shriner’s hospital, it provides the only Northern California regional adult and pediatric burn programs.
- A **national-leading stem cell research** program and Good Manufacturing Practices (GMP) facility which routinely develops personalized genetic therapies for patients and medical research.
- A **pioneering telehealth** program, which provides remote, underserved communities access to academic specialty and subspecialty care, including active real-time virtual care partnerships with more than 30 regional community hospitals around California.
- A **nationally recognized and award-winning** farm to fork production kitchen which provides culturally relevant healthy food to patients, families and employees at UC Davis Health, enhances food literacy in the community and partners with local and regional collaborators to address food and economic insecurity.

UC Davis Ambulatory Care Network

Ambulatory Services will be the key driver for growth and further evolution for UC Davis Health. Today, the ambulatory footprint extends to 32 sites and over 72 clinical practices in the greater Sacramento area, with over 1.7 million provider visits annually in primary and specialty care, lab, imaging, dietary, social work, therapies and other ambulatory ancillary providers.

In addition to growth through additional sites, significant expansion and enhancement is planned on the system’s Sacramento campus, around the Sacramento metro region, and across all of Northern California through care delivery partnerships which will bring additional clinical services and clinicians to urban and rural communities. Future plans also include the expansion of digital patient care platforms and the UC Davis Health Patient Contact Center (PCC) to further enhance the experience for patients, physicians and staff and optimize

efforts around access excellence, as well as development of a ‘digital front door’ that will engage directly with patients at home before and after their care. PCC team members will provide support to UC Davis Health physician practices for appointment scheduling, referral processing and scheduling template management, amongst other essential support services to free up valuable provider time for the higher priority of patient care. UC Davis Health is also developing ways to reduce low-value physician work through other expansions of technology and advanced practice providers.

UC Davis Health was recently ranked in the top 10 nationally by Vizient for the outstanding quality of its ambulatory care in the outpatient clinics and emergency department. The Vizient Ambulatory Care Quality and Accountability Awards measure the quality of outpatient care in five areas: access to care, quality, efficiency, continuum of care, and equity.

UC Davis Rehabilitation Hospital

Opened to patients in the spring of 2023, the UC Davis Rehabilitation Hospital houses 52 beds in 58,000 square feet of space. This brand-new facility represents a first-of-its-kind approach to physical rehabilitation services through a partnership with Kindred Health / LifePoint.

The UC Davis Rehabilitation Hospital is the only freestanding rehabilitation hospital in Sacramento County and offers many new-to-market physical therapies and treatments. The hospital is a much-needed bridge between acute care hospitalization and returning patients to their homes. In addition to serving UC Davis patients, the facility has contracts with other health plans and non-UC Davis Health providers, to admit patients from any health system who require acute inpatient rehabilitation therapy.

UC Davis Medical Group

The UC Davis Medical Group is a 1,300-member physician group offering nationally renowned primary and specialty care at UC Davis Health, and other hospitals throughout the region. The Community Physicians Network operates 17 primary care clinics around the area, with many locations also offering specialty services. The Network includes:

- Physician offices in Sacramento and in nine other communities around the region, from Auburn to Elk Grove to Davis
- Most major health plans
- Same- and next-day appointments for urgent care
- Telehealth consultation and telehealth express care with UC Davis Health primary care and specialty physicians
- A ranking of [9 Gold Stars](#) (out of 10) by EPIC for use of electronic communications between providers and patients

UC Davis School of Medicine

Since its inaugural class of 1968, UC Davis School of Medicine has had a prominent role in training California’s physician leaders, fostering breakthrough research, providing patient-centered care, and nurturing trusted community partnerships. It is among the nation’s leading medical schools across multiple specialties, and ranked in the Top 10 nationally by [U.S. News & World Report in family medicine, primary care and diversity](#).

The medical school is also a national model for developing innovative pathway programs training physician-scientists and future physicians committed to serving under-resourced urban, rural and American Indian and Alaska Native communities, among many others.

In fiscal year 2021-22, our medical school's trailblazing research teams achieved \$396 million in external research, contributing substantially to the historic \$1 billion in external research funding achieved by UC Davis overall. The school is ranked 32nd among the nation's leading medical schools for National Institutes of Health funding.

The school's strength as a research powerhouse lies in a collaborative culture and innovative partnerships across UC Davis. UC Davis is the most comprehensive collection of colleges in the University of California system, and UC Davis Health regularly taps into these other nationally ranked colleges and schools. This includes partnerships with the UC Davis School of Veterinary Medicine (#1 in the US), College of Engineering (Top 50 in the US) and College of Agricultural and Environmental Sciences (#1 in the world), along with many public and private-industry research partners. With more than 500 principal investigators and their research teams conducting groundbreaking basic, translational, and clinical research, the school's scientific discoveries are helping UC Davis Health deliver tomorrow's health care today. The school is home to some of the nation's most prominent research centers and programs, including one of the nation's inaugural Clinical Translational Science Centers.

Highlights:

- Ranked in the national Top 10 for primary care, diversity and family medicine
- Ranked in the top 50 for research with a national reputation for life-changing biomedical discoveries
- Ranked 32nd among the nation's leading medical schools for National Institutes of Health funding
- A national leader in establishing innovative medical school pathway programs training physicians who practice in under-resourced rural, urban, and American Indian and Alaska Native communities
- A combined M.D.- Ph.D. program that is training the next generation of physician-scientists to conduct highimpact research and "bench to bedside" discoveries to deliver better clinical care
- Ranked 22nd nationally in its Public Health graduate program with fully accredited master's degree programs in public health and informatics

Betty Irene Moore School of Nursing at UC Davis

The Betty Irene Moore School of Nursing at UC Davis prepares successful leaders in health care. As one of the only graduate nursing schools committed to activating change where it's needed the most, the school goes beyond clinical education with programs that provide graduates with the skills, confidence and vision to be change agents on many levels and with many different titles.

The Betty Irene Moore School of Nursing at UC Davis was established in March 2009 through a \$100 million commitment from the Gordon and Betty Moore Foundation. The School of Nursing admitted its first classes in fall 2010. Currently, it offers four graduate degree programs:

- Doctor of Philosophy
- Doctor of Nursing Practice — Family Nurse Practitioner

- Master of Health Services — Physician Assistant Studies
- Master’s Entry Program in Nursing

The graduate degree programs are led by the Nursing Science and Health-Care Leadership Graduate Group, an interprofessional team of more than 55 faculty members from disciplines including nursing, medicine, health informatics, nutrition, biostatistics, pharmacy, sociology and public health.

The school is ranked in the Top 25 nationally for its master’s degree nursing program by U.S. News & World Report and in the Top 40 for its physician assistant program.

Research at the Betty Irene Moore School of Nursing at UC Davis is the engine that drives new solutions that put individuals, as well as families and communities, at the center of care. The research interests of our professors are diverse and involve robust collaborations across UC Davis Health and beyond. Researchers focus on family caregiving, healthy aging, technology to support health and reducing health disparities.

Health system leaders aspire for a fully integrated academic health system in this next evolution of UC Davis Health. The synergy of strategic plans and proximity of the Betty Irene Moore Hall—just across the street from UC Davis Medical Center—offer a new opportunity to create new models for nursing care and contribute to better health outcomes. The School of Nursing collaborates throughout the system in education, clinical practice and research. Faculty at both the medical and nursing schools work together to develop innovative education to prepare future professionals to deliver excellent care team experiences.

The school also partners with multiple units to lead the Healthy Aging initiative with a vision to create the healthiest and highest-functioning older adult population in Northern California. The school’s Family Caregiving Institute brings researchers from multiple disciplines across UC Davis to support the nation’s more than 40 million caregivers.

The UC Davis Health Clinical Strategic Plan: 2022-2027

UC Davis Health is set on a journey of transformation that has been catalyzed by the COVID-19 pandemic. Healthcare delivery is focused on a personalized level of custom medicine, from complex gene therapies to the integration of care into the population’s daily lives and schedules. With this field-leading approach, UC Davis Health is transforming health in the region and beyond by making investments to address challenges, expanding physical capacity and moving to value-based models of care delivery and reimbursement.

The vision, mission, values and patient promise set the course for UC Davis Health’s journey over the coming years and serve as the guideposts for the investments and activities of the Clinical Strategic Plan:

Mission

Grounded in equity, we provide unparalleled care across California, transforming lives and communities. Our teams research and develop trailblazing therapies and technologies, educate and prepare a future-ready workforce and drive excellence into all we do.

Vision

Tomorrow's Health Care Today.

Values

Kindness, Trust, Inclusion.

Patient Promise

Patients are at the center of everything we do.

Four Pillars & Transformational Catalysts

UC Davis Health has set an ambitious agenda that incorporates development, investment and growth. This rapid evolution requires structures and processes are in place to form "One UC Davis Health," which enables aligned funds flow, operating models and decision-making structures. These collaborative efforts guide a synergized mission to fulfill the four operational pillars:

Four Pillars

- Develop a Regional System of Care by developing a robust network of partners and ensuring that we can meet patients wherever they are.
- Deliver Exceptional Patient and Care Team Experiences by centering activities and processes around making patients' and care teams' experiences with UC Davis Health outstanding.
- Advance Health Equity and Address Disparities by actively engaging the community, ensuring care delivery models and strategic initiatives advance equity and serving patients as whole people – including addressing social drivers of health through an Anchor Institution Mission (AIM) for Community Health Initiative.
- Define and Grow Integrated Service Lines by organizing care teams, patient flow processes, clinical assets and backend systems around the patient's journey.

Four Transformation Catalysts

The transformation catalysts work in synchronization with the four pillars. These catalysts include:

- Investing in the future of medicine, which will create funding opportunities to support innovators and entrepreneurs to design and test new models of care delivery, diagnosis and treatment.
- "Digital Davis," which will expand the ability to connect with and care for patients wherever they are, provide enhanced convenience and ensure the best data and analytics informs every care decision.
- Integrated Research and Innovation, which will link world-class research directly to clinical programs and provide unparalleled access to clinical trials for patients and partners, ensuring discoveries are rapidly translated from bench to bedside.
- Operational excellence and business process innovation, which will drive efficiency, access and throughput while alleviating capacity constraints to allow us to always deliver exceptional, efficient care.

For more information, please visit: <https://health.ucdavis.edu/about/>

Position Summary

Reporting to David Lubarsky, MD, Vice Chancellor of Human Health Sciences and the Chief Executive Officer of UC Davis Health; and working in close coordination with the Chief Clinical Officer (CCO), the Chief Strategy Officer (CSO), and other members of the leadership team; the System Chief Operating Officer (System COO) will lead the execution of the vision and strategy for all operations of the nearly \$3 billion clinical enterprise. This includes a 650-bed flagship hospital, NCI-designated cancer center, first-in-market rehab partnership, and growing portfolio of comprehensive ambulatory services with a network of multispecialty clinics, surgery centers, imaging centers, and outpatient clinical affiliations. The position will also align with leaders of nationally ranked schools of medicine and nursing. In conjunction with the core leadership team, the System COO will orchestrate a unified strategy across a complex organization to ensure alignment, collaboration, consistent implementation, and optimization of operations across the enterprise. The System COO will collaborate to develop strategies to meet the needs of each area, ensuring appropriate resource utilization and service line optimization, consistent patient experience and the highest quality care and outcomes at the lowest cost, with a focus on affordability and accessibility.

Location: UC Davis Health is headquartered in Sacramento, California. Relocation to this area is required.

Compensation Range: The University of California, Davis is required to provide a reasonable estimate of the compensation range for this role. This range takes into account the wide range of factors that are considered in making compensation decisions, including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. The full annual salary range for the System COO position at UC Davis Health is \$626,000 to \$1,155,300. It is not typical for an individual to be offered a salary at or near the top of the range for a position. Salary offers will be commensurate with a final candidate's qualifications and experience. The annual salary the University reasonably expects to pay for this position is \$875,000 to \$915,000.

KEY RELATIONSHIPS

Reports to Vice Chancellor of Human Health Sciences and Chief Executive Officer, UC Davis Health

Direct reports Chief Operating Officer, Ambulatory Services
Chief Nursing Executive
Associate Chief Operating Officer (2)
Director of Hospital Operations Finance
Directors of Executive Operations
Total Team: 7,700

Indirect Reports Human Resources
UC Davis Police
Facilities

Relates to Internally Clinical Department Chairs
Chief Clinical Officer
Chief Financial Officer
Chief Medical Officer(s)
Chief Information & Digital Health Officer
Chief Strategy Officer
Chief Experience Officer
Dean, UC Davis School of Medicine
Dean, Betty Irene Moore School of Nursing
Associate Vice Chancellor, Health Equity, Diversity & Inclusion

Relates to Externally Patients, families, and visitors
Government and regulatory bodies
Healthcare associations
Health policy influencers
Joint venture partners
Community, public stakeholders, and donors

KEY RESPONSIBILITIES

- As part of UC Davis Health's executive leadership team, model servant leadership and communicate/collaborate with the Chief Clinical Officer, Chief Strategy Officer, Chief Financial Officer, COO Ambulatory Services, Dean SOM, Dean SON and many others to develop strategies, operating policies, business plans, and capital allocation plans.
- Responsible for the overall fiscal performance of inpatient and ambulatory services. In collaboration with the CCO, ensure exceptional quality of care and coordination of activities and services, including clinical delivery and strategies across the entire enterprise.
- Communicate a customer-oriented patient-centered vision, positioning the value proposition to customers, developing deep insight capabilities in healthcare consumerism, integrating customer insights in decision making, and leveraging data analytics.
- In conjunction with the executive leadership team, drive organic growth through effective service line optimization strategies including demonstrated success determining where to invest and how to prioritize services in order to best serve the community in a fiscally sound manner. Understand when/how to outsource capabilities, particularly in a union environment.
- In partnership with the CCO and CSO, oversee the development, implementation and continuous improvement of home-based and remote-care monitoring programs for acute/specialty care and for virtual care services and programs for patients at the bedside and in the hospital.
- In partnership and collaboration with the Chief Information and Digital Health Officer, evaluate artificial intelligence and machine learning capabilities that can strengthen the future care ecosystem.
- Evaluate emerging technologies, while considering the short- and long-term implications on service delivery and culture.
- Lead access, patient flow and upstream/downstream care management while ensuring development and consistent delivery of care across all locations and settings.

- Working closely with the CCO, forge effective relationships and open dialogue with the UC Davis Medical Group (UCDMG), understanding the needs of academic faculty, as well as affiliated physicians, and working with them to craft strategies and plans.
- Collaborate with the other COOs across the UC Health system.
- Integrate organizational units and functions to reconcile goals and assign priority to a large number of competing programs, ensuring alignment with the overall strategy of UC Davis Health. Partner with the School of Medicine and the Betty Irene Moore School of Nursing to advance the clinical, research, and education missions at UC Davis Health.
- Provide for the development and implementation of managerial controls to ensure that up-to-date business management techniques are being utilized. Coordinate activities between divisions and direct operational matters by addressing issues concerning personnel, budget, space, and materials. Develop SMART goals and standardized expectations of administrative and hospital staff.
- Partner with the CCO, the COO of Ambulatory Services, the CIO, the Executive Director of the UCDMG, and others to promote movement of care to the outpatient environment, office, or home setting whenever possible, while working to expand the pipeline for indicated complex inpatient referrals.
- Ensure compliance with all legal and statutory requirements, including those of the Joint Commission, Title 22 of the California Administrative Code, California Department of Public Health, Office of Statewide Health Planning and Development, Center for Medicare and Medicaid Services Conditions of Participation, California Department of Health and Human Services, and the State Board of Pharmacy. Work with relevant regulatory bodies to forward the health system objectives, and to ensure current feedback concerning the latest regulations, laws and encumbrances involved with managing UC Davis Health.
- In partnership with the CCO, improve clinical care and optimal utilization of personnel by developing a sound management organization with optimal human resource allocations. Develop people and systems to provide a talented, caring and highly competent staff committed to the University's vision and values, striving to make UC Davis Health an employer of choice.
- Ensure the long-term prosperity of UC Davis Health by growing and leveraging diverse revenue streams in partnership with the CSO and CCO. Develop and oversee the management of the operational budget. Coordinate budgetary considerations in direct consultation with the VC-CEO and School of Medicine to help assure success of the academic mission. Work closely with the Chief Financial Officer regarding the development of the UC Davis Health budget and overall financial accountability.
- Contribute to short- and long-range capital planning, development and construction efforts managed through the office of the CFO. Contributions should include close partnership between the CFO, CCO, COO of Ambulatory Services, and their respective teams through participation on various related committees and planning summits. Oversee the direction and maintenance of the Hospital Disaster Plan (integrated into the Regional Area Disaster Plan) and provide periodic reports to the Medical Staff Executive Committee regarding changes in the plan and drills.
- Support UC Health as an active participant at the Office of the President (OP) level, including for meetings with the UC Board of Regents, the Regent's Health Services Committee, and appropriate subcommittees as a representative of UC Davis Health. Represent UC Davis Health on OP weekly calls, meetings, workgroups and strategic planning meetings.

- Serve on committees, work groups and advisory groups that have a direct impact on patient care operations. Represent the system at professional meetings and community events. Work in partnership with leadership on all UC Health campuses to leverage best practices.
- Represent UC Davis Health in public settings, including local on Boards of Directors, in media interviews, community meetings, etc.
- Actively support and implement the system's Health Diversity, Equity and Inclusion programs to diversify staff in all selection and promotional opportunities; communicate program objectives to staff; establish and maintain a bias-free work environment; provide opportunities for staff to-obtain further training and expertise, and work to enhance the likelihood of upward mobility for all interested employees.
- Support the [UC Davis Principles of Community](#).

EDUCATION, KNOWLEDGE AND WORK EXPERIENCE

- Master's degree in business administration or health services management and policy or an equivalent combination of education and experience.
- Experience in complex health systems required, AMC experience preferred.
- A proven focus on operations optimization via advanced business models related to load balancing, process/product standardization and throughput
- Understand the intersection of resource needs and financial discipline to meet the overall strategic and operational objectives of the organization. Experience in development, supervision and monitoring of budget and projection expectations across the entire health system. Maintain a close working relationship with the CFO in all financial matters.
- Extensive experience managing at the executive leadership level within a complex health care delivery organization. A proven track record of integrating care across a continuum and eliminating disparities in care and outcomes while providing exceptional patient experiences.
- Comprehensive and thorough understanding of all elements of health care delivery optimization, including strategy, business planning, service line optimization, and financial conditions. Broad-based knowledge of AI capabilities and health care analytics.
- Able to effectively respond to factors that drive competitive advantage under dynamic conditions, such as health care industry changes, competitor actions, legal/regulatory changes, and technological trends.
- Able to identify and address patient and community needs, as well as the scope and level of care required by patients served. Become a community partner and a supporter of governmental alliances to support the mission of the University.
- Experience in organizational management skills at the executive level and demonstrated commitment to meeting affirmative action goals in recruitment, selection, and development of staff.
- Effective communication to interact with all members of the organization in order to enhance understanding, respect, cooperation, and problem-solving and to communicate organizational goals and objectives.
- Ability to build and maintain a strong management team to achieve success on organizational goals.
- Demonstrate and set high standards of behavior, performance, quality, credibility and integrity. Raise performance to levels that would not otherwise be achieved.
- Knowledge of legal principles, compliance standards, regulatory agency requirements, state and federal laws, University policies and contracts and ethical business practices.

- Demonstrate a commitment to enhancing diversity of staff, faculty and volunteers. Assure cultural competency in the delivery of patient care.

UC Davis Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

CRITICAL LEADERSHIP CAPABILITIES

Setting Operation Strategy

- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.
- Ground decision-making in comprehensive data analytics and thoughtful to support decisions and engender alignment across the organization to embrace its overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with navigating through ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A smart risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization and its people.

Leading Teams

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Completes, and does not compete, with other members of the executive team; encourages others to share the spotlight and visibly celebrates and supports the success of the team as a whole.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages / encourages others to aspire and achieve the greater purpose for the organization as a whole.

Driving Sustainability

- Firmly believes that both sustainability and profit are in the organization's best long-term interest.
- Integrates economic, societal, and environmental factors into a purpose-driven strategy, turning sustainability into a competitive advantage.
- Understands and incorporates viewpoints from all key stakeholders to drive decision making and share the benefits.
- Delivers breakthrough innovations and business models that create value for all stakeholders, continually challenging traditional approaches.
- Sets audacious business and sustainability goals, driving concerted action and investments, and stays the course in the face of setbacks or push-back from short-term oriented stakeholders.

FOR FURTHER INFORMATION, PLEASE CONTACT:

Jennifer Heenan Office telephone: 310.443.3558
Mobile telephone: 310.980.4865
Email address: jheenan@spencerstuart.com

Assisted by Norma Krafft Office Telephone: 310.443.3501
Email address: nkrafft@spencerstuart.com

Kathryn Sugerman Office telephone: 310.443.3525
Cellular telephone: 202.258.2822
Email address: ksugerman@spencerstuart.com

Assisted by Kimberly Harvalis Office telephone: 617.897.3324
Email address: kharvalis@spencerstuart.com

Maitreya Rich Office telephone: 310.443.3534
Mobile telephone: 323.496.6710
Email address: mrich@spencerstuart.com