

## CHARTING YOUR ONCOLOGY LEADERSHIP CAREER

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2020 ASSOCIATION OF CANCER EXECUTIVES ANNUAL MEETING

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## Charting Your Oncology Leadership Career

- Oncology market trends
- Emerging roles in oncology leadership
- Crafting your oncology leadership resume
- Use and understanding of social media
- Taking your career to the next level

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## Challenges, 2020 Oncology & Research

- Challenges with Human Resources
- Need for top talent
- Creating opportunity for yourself based on your skills and specialty training – Now & In the Future
- How to put your best self forward during the interview process, while navigating their process? Coaching, Goals and Preparation
- Setting goals, current and long-term, with a roadmap to make it happen; understanding there will always be obstacles and challenges along the way

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# Charting Your Oncology Leadership Career

## Oncology Trends 2007-2013

**2007-2010:**

- ◆ Large growth in hospital-based oncology service lines
- ◆ Several waves of layoffs of Vice President roles
- ◆ Healthcare system mergers
- ◆ Large hospital systems starting to create System and Vice President of Oncology service line roles
- ◆ Top academic oncology programs grew their network

**2010-2013:**

- ◆ Continued growth within oncology services
- ◆ 2010-2012; there was a holding pattern for new position recruitment
- ◆ Continued hospital/healthcare mergers
- ◆ Large systems redefining their organizational charts at both a system level and a local hospital level to define how their clinical specialty areas should be structured
- ◆ In 2013 oncology started to see a large increase in executive positions being created

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## Oncology Trends 2013-2017

**2013-2017:**

- ◆ Continued growth in hospital-based oncology service lines
- ◆ Continued healthcare system mergers
- ◆ Some large healthcare systems are still redefining their org charts at both a system level and a local hospital level to define how their clinical specialty areas should be structured
- ◆ Oncology recruitment needs have increased due to retirements
- ◆ Growth in hospital owned insurance plans
- ◆ Academic health care systems continue to grow their networks (branding)
- ◆ Precision medicine
- ◆ Functional medicine
- ◆ Proton center growth
- ◆ Private equity/physician practice

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## Oncology & Healthcare Market Trends 2018 - Present

**2018- Present:**

- ◆ Small community hospitals merging with academic healthcare systems
- ◆ Increase in female leadership; to include board of directors
- ◆ 40% increase in the development of innovation centers by hospitals/healthcare systems from 2017 to present
- ◆ <https://www.beckershospitalreview.com/lists/66-hospitals-and-health-systems-win-innovation-prizes-2018.html>
  - ◆ Technology
  - ◆ Artificial Intelligence
  - ◆ Research & Development
- ◆ Large physician practice mergers/private equity
- ◆ Growth in the for-profit sector in a traditional not for profit environment
- ◆ Healthcare/real estate strategy continues to increase
- ◆ Ambulatory Centers (Discussion)
- ◆ Digital Health
- ◆ Overall outside partnership with Biotech, Med-Device, Computer Software/AI, and unique start-up companies that you might not even think of to engage with like pharma for example - in different ways
- ◆ 2019 there are currently 11 healthcare systems spending millions to advance some of what we will discuss here today <https://www.beckershospitalreview.com/healthcare-information-technology/how-11-health-systems-are-spending-millions-in-innovation-bonuses-for-new-innovates-19-2019.html>
- ◆ Community Healthcare Medicine I have noticed a desire to engage strategy, marketing and service lines in other structures increasing the need for more experts in their fields
- ◆ By the year 2020 54% of medical oncologist/hematologist will be over the age of 65
- ◆ Mid-Level Management Needs and Increase in Nurse Navigation
- ◆ Need for clarification around Nurse Navigation Models – Reading current great material and work that has been done; I think for certain systems there is much work to be done
- ◆ Precision Medicine Growth and Wellness Programs

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# Charting Your Oncology Leadership Career

## Oncology & Healthcare Market Trends 2018 - Present

- ◆ Skilled nursing facilities/LTC decline; however condo living facilities in the 55-70+ age range for healthy adults has increased (real estate investment – which we see in healthcare today all over)
- ◆ Increase in behavioral health in the next few years (growth in oncology psych-social)
- ◆ Quality Driven Data and Physician Contracts
- ◆ Population health program development (data)
- ◆ Telemedicine, disruptive technology, advanced computer software/AI, biotech & med-device advances
- ◆ Genomic testing increased to enable treating their patients through precision medicine
  - ◆ 57% of hospitals said in 2018 they were offering their patients genomic testing
- ◆ Private equity looking for opportunity with the proactive consumer
- ◆ Immuno-oncology growth
- ◆ 3,876 immuno-oncology therapies in the current global drug development pipeline representing a 91% increase since 2017
- ◆ *United States and China leading these efforts currently*

## Emerging Roles Oncology Leadership – Open Discussion

- ◆ C-Level/Vice President High Level Roles (2020 will be a good year for this not only in hospital systems but healthcare industry where you can utilize your skillsets and specialty knowledge)
- ◆ Medical Directors/Chairs – Medicine, Medical Oncology, Radiation Oncology, Surgery to include sub-specialties within Oncology – Breast, Lung, GI, GU
- ◆ Physician Leaders – Cancer Center Directors, Chief Scientific Officers – huge growth with this title across cancer/research healthcare industry (some with sub-specialties)
- ◆ Research – Significant Increase in all areas; Research Institutes, Innovation Centers/Programs, Drug Development, Immunotherapy, Principle Investigators in Medical Oncology and other sub-specialties
- ◆ Staff Physicians - Medical Oncology/Hematology, Internal Medicine
- ◆ Network Executive Roles, Multi-Site in differ divisions or across system
- ◆ Research Directors, Clinical Trials Office, AD Clinical Research, AD Translational Research, Chief Scientific Officers and Basic Science
- ◆ System Roles, Corporate Roles for leaders in divisions and sub-specialty areas for both Dyad Leaders (Physician & VP Exec)
- ◆ Oncology Service Line Directors/Executive Oncology Directors
- ◆ Biotech and Industry Opportunities – OPEN DISCUSSION
- ◆ Precision Medicine Leaders – Unique Leader & Skillsets needed
- ◆ Nurse Leadership & Training needed within Oncology Specialties

## Emerging Roles Oncology Leadership – Topics for Discussion

- ◆ Consultant/Advisors to Private Equity and Venture Capital Firms as they continue to invest in healthcare and life sciences
- ◆ Medical Device Opportunities
- ◆ Global Network Roles
- ◆ Analyst/Performance & Process Improvement Specialist/Leaders
- ◆ Healthcare Consumer Products
- ◆ Artificial Intelligence Software in the Clinical Setting – Leader Roles in Healthcare Technology
- ◆ Pharmaceutical Leaders – Nurses, Physicians and Business Leaders
- ◆ Population Health
- ◆ Lab Executives
- ◆ Physician Shortages
- ◆ Chief Scientific Officers
- ◆ Chief Technology Officer
- ◆ Research
- ◆ Interim Leadership/Project Management

## Candidate Expertise – Open Discussion

- ◆ Candidates with multi-site/system/network or global experience or current responsibilities
- ◆ Candidates with a clinical specialty background (depends on hire)
- ◆ 7+ years of leadership experience to include both strategy and operations (open to 3+ with right interpersonal skills)
- ◆ Master's degrees required in business roles
- ◆ Master's degree required in nursing roles; PhD preferred in many
- ◆ Technology savvy
- ◆ Community engagement
- ◆ Emotional intelligence
- ◆ Soft skills – differ by client
- ◆ Participatory/Team Approach
- ◆ Passionate about their field
- ◆ Direct and transparent leadership style

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## Resumes and Profile Tips

- ◆ Forget the objective statement, it does not capture attention from the hiring managers and wastes space
- ◆ Lead with your personal brand statement which should be loaded with relevant keywords
- ◆ Add a powerful quote from a recent performance review or someone you work with
- ◆ Include three or four value-driven bulleted statements with metrics
- ◆ Put together your relevant keyword list of areas of expertise in an attractive graphic box
- ◆ Avoid densely packed, hard to read information; make it appealing looking and easy to read
- ◆ Proofread your resume several times for typos, spelling and grammatical errors
- ◆ Keep the formatting attractive, consistent and clean
- ◆ Avoid the over-used, boring phrase "responsible for"; use strong words like pioneered, accelerated, envisioned, leveraged, etc.
- ◆ Put yourself in the hiring manager's shoes and give them information they are looking for
- ◆ Project list (consultant discussion)

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## Social Media

### LinkedIn:

- ◆ Keep profile up to date
- ◆ Have a professional image
- ◆ Identify and connect with others within healthcare and oncology
- ◆ Keep all postings professional on LinkedIn
- ◆ <https://www.linkedin.com/in/juliaewilliams/>

### Other Publications/Blogs:

- ◆ Expand electronic footprint by participating in studies
- ◆ Continue community engagement with online articles and news
- ◆ Post professional videos about your area of expertise and brand yourself

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## Relationships & Networking – Taking Your Career to the Next Level

Networking and developing relationships is key to the success of a long career

- ◆ Developing professional relationships:
  - ◆ Colleagues
  - ◆ Physicians
  - ◆ Other Industry leaders
- ◆ Sign up for committees within your healthcare organization/system, your hospital, a foundation, community organization/events
- ◆ Join professional organizations and attend conferences
- ◆ Join national oncology associations and attend conferences
- ◆ Identify a mentor that is willing to help you grow within your field of specialty
- ◆ Expand your network to PE/VVC, educate yourself on upcoming technologies in digital software/AI, Biotech, new medical devices and unique companies that touch cancer/cancer research in some way
- ◆ Plan for future, create an S-Corp, LLC by connecting with a CPA/Accountant regarding taxes etc. (WILL DISCUSS)

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## Taking Your Career to the Next Level - Q&A Topics

- ◆ The importance of building relationships/network in your local healthcare community and nationally
- ◆ Applying for jobs; the do's and don'ts
- ◆ Discussing salary with a potential new employer
- ◆ How to manage HR and ensure you get your questions answered
- ◆ How to prepare throughout entire process – phone, skype and in person
- ◆ How often to make a professional career move
- ◆ When it may be time to make a career move
- ◆ The different tracks for consulting during your career
- ◆ Market trends – offers
- ◆ What not to do during an interview
- ◆ How to professionally prepare to accept or decline a new employment offer
- ◆ Twitter, Facebook, Instagram – These should be personal with careful connecting ©

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**Julia E. Williams**  
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Julia currently serves as the Managing Director over Global Oncology & Research Services for ZRG Partners and is the President for JW Oncology Network. Julia has worked within healthcare services for almost 25 years in a variety of roles. Her unique experience over the years has afforded her the ability to have a broad understanding of the overall healthcare industry and the delivery of patient care. Over the last eighteen years, Julia has specialized in healthcare executive services that include consulting, advisory services and executive recruitment, with a range of work that includes Oncology Service Line Development, Clinical Research, Academic Medicine/Faculty Recruitment, Strategy & Business Development, Community Outreach, System Wide Clinical Integration and Physician Alignment Models.

Julia is an oncology specialist that understands the complex structures that reside within healthcare today, giving her a comprehensive understanding of clinical operations and how to successfully build a framework that integrates an oncology program across an entire system/network.

Julia has a passion for her work, as a two-time cancer survivor herself she believes we must always keep the patient first, always remaining patient centered. She sits on numerous National Cancer Committees and is honored to sit on the Advisory Council for The Susan G. Komen Foundation.

In addition to her day job, she currently is an Executive Advisor to EHMETHHEALTH and SimBioSys, Inc.



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