

JOHN THOMAS LANGELL, MD, PHD, MPH, MBA, FACS

April 16th, 2019

Presidential Search Committee
Northeast Ohio Medical University
4209 OH-44
Rootstown Ohio, 44272

Dear Presidential Search Committee,

I am pleased to submit this letter expressing my interest in being considered for the position of President of Northeast Ohio Medical University (NEOMED). I believe this an incredible opportunity to lead an outstanding organization to become the leading community-based academic healthcare university in the country. This is a transformative time in healthcare with a mandate to deliver more transparent, lower cost and higher quality care. I believe these challenges are the impetus for change that will drive truly innovative universities to lead the national healthcare transformation. Innovative and forward-thinking organizations that embrace change can create new and disruptive models that will transform the healthcare landscape. This is a time of tremendous opportunity to redefine how high-value healthcare education is delivered and I believe NEOMED is in an outstanding position to be at the forefront in reshaping the future of healthcare education.

Northeast Ohio Medical University's five-year strategic plan sets the pathway for it to become the leader in community-based healthcare education and fulfill its mission to improve the health, economy and quality of life of the diverse communities of Northeast Ohio through education, research and service. NEOMED is positioned to be a leader in healthcare innovation by breaking away from outdated university models and emphasizing an interdisciplinary approach to education and discovery that focuses on developing, growing and empowering students, staff and faculty to become more effective community partners and leaders in their respective fields. NEOMED has already established a trajectory as an innovation-focused university that will allow it to become a prominent leader in healthcare transformation by thinking differently about how we educate and develop future healthcare leaders through impactful community and regional academic partnerships.

My background, experience and leadership philosophy are well matched for serving as the next President of NEOMED. Throughout my career I have sought to be innovative in my own approach to professional development. While I hold the traditional academic credentials as a funded and published researcher, practicing clinician, tenured educator and administrator, I have combined these traditional skills with leadership training and expertise in innovation, finance and business operations. I take a broader systems-based approach to academic healthcare that focuses on fostering excellence in our core missions while also ensuring accountability and fiscal and operational excellence that drives impact through business modeling, risk assessment and innovation. My entire academic career has been focused on innovating and transforming healthcare education and research and promoting interdisciplinary academic endeavors and I am excited for the potential opportunity to lead NEOMED on its journey to becoming the national leader in community-based health sciences education.

INSTITUTIONAL LEADERSHIP PHILOSOPHY AND EXPERIENCE

Good institutional leadership should promote collaboration and entrepreneurial thinking to drive innovation, quality and financial performance. In partnership with the NEOMED Board of Trustees and organizational leadership, the new President has an incredible opportunity to build a benchmark 21st century model in academic healthcare education based on an interdisciplinary and integrative approach. Accomplishing this will require effective leadership that builds a culture of trust and unifies stakeholders around a meaningful mission and vision. I am well prepared to help lead this

transformation having nearly three decades of experience in higher education and having served in senior leadership positions in academic healthcare, industry, nonprofit organizations and in the federal government. My experiences in healthcare delivery, administration and leadership have allowed me to develop a successful and proven leadership style that leverages five core tenets: (1) create a culture of trust (2) be fair and transparent (3) lead by example (4) work to achieve consensus and (5) recognize the value of every member of the team. Key to my leadership approach is breaking down silos and bringing together diverse sets of stakeholders from across disciplines. I believe a good leader should create an inclusive environment and should leverage the power of an organization's diversity and experience. The delivery of optimal value-based performance requires a dedicated focus on providing high quality services, programs and products to patients, students, faculty, staff and the community while driving efficiencies and reducing operational waste.

In addition to my academic leadership experience, I have served as chief executive officer for a total of eleven years at four government healthcare facilities. Most recently, I served as the CEO of the largest medical facility in the Air Force Reserve, where I was responsible for the leadership and management of 500+ healthcare providers. In this capacity, I managed large operational budgets, established a strategic pathway to accomplish our mission, provided guidance for oversight of medical care and secured funding for facility construction and program development. I was responsible for providing comprehensive healthcare delivery, ensuring the qualification and credentialing of providers, establishing educational training programs and providing comprehensive management and support. The art of good leadership was critical to my successes and was achieved through a focus on developing organizational trust, alignment of resources around the mission and vision and empowering my team to achieve outcomes. These efforts were recognized through four separate "#1 Medical Facility of the Year" awards.

I also bring a wealth of experience in both strategic and operational implementation of Lean-Six Sigma programs as a change agent and Lean-Six Sigma black belt. I have led operational program implementation at large academic and government organizations where I have achieved substantial operational efficiencies and financial savings while maintaining or improving the quality of the products and services provided. As a member of the University of Utah Healthcare senior leadership team, my efforts contributed to the University's achievement of becoming a CMS 5-star hospital, number one ranked hospital in Utah, and twice being recognized by Vizient as number one in quality and in their top ten list eight times.

Leading Northeast Ohio Medical University will require visionary leadership to shape strategy, engage people and drive impact. I believe organizational strategy should be created and shaped through shared governance and operationalizing that strategy requires a team approach and organizational alignment around a common vision. My approach is to empower a values-focused leadership team and to leverage the pool of talented people that make up the NEOMED to build upon past successes and develop a higher performing organization focused on improving healthcare education, research and service. As President, I would nourish and grow these critical areas while resourcing and empowering the organization around key initiatives and operational metrics.

ADVANCING HEALTHCARE EDUCATION

Healthcare education, research and service are three foundational and interrelated elements of NEOMED's mission. Educational programs focused on developing future healthcare leaders both supports and disseminates better ways of delivering healthcare. I understand the critical impact that quality educational programs can have. I have been engaged in novel curriculum development to improve educational impact through interdisciplinary programs in healthcare and technology innovation and have established cross-disciplinary graduate degree tracks in medicine, business and engineering. I also understand the student perspective having served as a research advisor and mentor for more than 40 masters and doctoral students. I believe that educational effectiveness should be both system-based and consumer-based and include quality metrics focused on efficacy of delivery formats and knowledge acquisition as well as student perceptions of the educational experience. Effective programs must translate these metrics into developing impactful healthcare leaders. NEOMED's community-based healthcare programs and regional partnerships provide the infrastructure to implement creative new approaches to educational delivery and offers a tremendous opportunity for the new President to help NEOMED lead a renaissance in health sciences education nationally.

GROWING THE RESEARCH ENTERPRISE

Driving breakthrough healthcare solutions through impactful research is critical to advancing medicine and requires a strategic approach to resource allocation and faculty recruitment, development and retention. Changes in the healthcare research landscape are reshaping the concept of academic research, which is evolving to recognize non-traditional products of academic pursuit in addition to traditional basic science and clinical outcomes research. I have led innovative changes to the Retention, Promotion and Tenure Guidelines that have reshaped the policies at the University of Utah to also recognize these non-traditional efforts. High impact research requires recruiting and retaining high quality faculty, which necessitates appropriate resourcing, margin of excellence funding and supporting work-life quality initiatives and a balanced faculty portfolio management program. I have been dedicated to academic research in basic science as well as clinical and translational science activities for more than twenty-five years. I understand the critical importance of research in improving healthcare and advancing science, as well as the administrative and budgetary barriers that researchers and departments face in pursuing these efforts. As NEOMED strives to establish itself as a national leader in education, research and service, it will be important to strategically grow research initiatives that are aligned with its growth trajectory and provide synergistic capabilities to meet its mission, to improve the health, economy and quality of life of the diverse communities of Northeast Ohio, while also growing its reputation nationally.

TRANSFORMING HEALTHCARE THROUGH INNOVATION

Healthcare faces an imperative to lower costs, improve access and quality, eliminate waste, and reduce patient harm. We must accomplish this while also creating advances in medicine and finding better ways to train future healthcare leaders that also controls costs and emphasizes empathy. Simply working harder and being the best under the current system will not be enough. Academic healthcare is on the brink of change and NEOMED should be a leader in this transformation. This means diverging from traditional approaches by creating and adopting innovative ways of doing business. Innovation allows an organization to be creative in exploring new organizational structures, business models, processes, products and services that deliver higher value to stakeholders while creating new opportunities. Northeast Ohio Medical University has already begun its journey to become a leader in healthcare education, research and innovation through its forward-thinking community-based educational model, regional academic partnerships, and the development of the Research, Entrepreneurship, Discovery, and Innovation Zone. I see this as an outstanding opportunity to build upon these foundational efforts at NEOMED to drive further successes and set a new standard for others to follow.

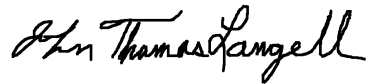
As Vice Dean of the University of Utah School of Medicine and Executive Director of the Center for Medical Innovation, my role has been to lead programmatic initiatives in innovation designed to partner cross-disciplinary university faculty and student resources with industry and government economic initiatives. I have led ecosystem creation and established long-term programmatic support for collaborative initiatives through philanthropic, institutional, commercial and government funding. I accomplished this by forging cross-campus relationships between the Health Sciences and the School of Business, College of Engineering and College of Law and the College of Fine Arts. Over the past ten years these programs have resulted in a culture of innovation and collaboration that has yielded novel clinical processes, new approaches to impactful education and the development of cutting-edge technologies through translational research. These programs have served as a benchmark for other universities and were recognized by the National Science Foundation I-Corps program in technology innovation. Recently, the Milken Institute credited these programs as a key driver in achieving the University of Utah's ranking as the #1 university in the country for technology commercialization and its ranking as #40 of the world's top 100 most innovative universities by Reuters.

Innovation and impact are the driving forces for healthcare transformation. To be successful, institutions need to think differently and not just measure their impact based on traditional comparison metrics, but instead become leaders of disruptive change, break new ground and establish new metrics of success. Northeast Ohio Medical University's healthcare focus, nimbleness and dedication to innovation leave it uniquely poised to help lead this transformation. Innovation has been a defining theme of my professional career and will be one of my focal points if selected as President of NEOMED.

SUMMARY

This letter serves to express my genuine interest in the position of President of NEOMED and to provide a short summary of my qualifications. I have a passion for both the academic mission and the immense potential I believe a truly innovative healthcare-focused university can have in redefining how education, research and value-based healthcare are delivered in a more impactful way. I believe that NEOMED is well positioned to become a national leader in transforming healthcare education and delivery and I am pleased to submit my candidacy to lead this organization toward that goal.

Very sincerely,

A handwritten signature in black ink that reads "John Thomas Langell". The signature is written in a cursive, flowing style.

John Thomas Langell, MD, PhD, MPH, MBA, FACS