



PennState
College of Medicine



PennState Health
Milton S. Hershey
Medical Center

Search for the Chair, Department of Pediatrics and Pediatrician-in-Chief
Penn State College of Medicine, Penn State Health
Milton S. Hershey Medical Center
Hershey, Pennsylvania

THE SEARCH

The [Penn State College of Medicine](#) (PSCOM) and [Penn State Health](#) (PSH) – [Milton S. Hershey Medical Center](#) (MSHMC) are seeking an inspirational and people-centered academic physician leader who is an accomplished researcher, outstanding clinician, and dedicated educator to serve as the Chair of the Department of Pediatrics and as Pediatrician-in-Chief of the Penn State Health Golisano Children’s Hospital. The successful Chair will further advance the work within the department across all domains: research, clinical care, education, outreach, and philanthropy, broadening its reach and impact throughout Central Pennsylvania and beyond, while building upon the department’s national and international reputation as a key healthcare provider.

Penn State’s pediatric hospital, [Penn State Health Golisano Children’s Hospital](#), is widely viewed by the community as the crown jewel of the health system and is a significant priority for PSH. As the only academic Level I trauma center for children between Philadelphia and Pittsburgh—and home to the region’s only Level IV neonatal intensive care unit—Penn State Health Golisano Children’s Hospital plays a critical role in delivering advanced, high-acuity pediatric care, enabling families to access comprehensive, nationally recognized services close to home.

The strength of the [Department of Pediatrics](#) is characterized by a deep institutional commitment to scientific discovery, clinical excellence, education, patient experience, and quality. Five pediatric faculty have been inducted into the College of Medicine’s Academy of Distinguished Educators, many physicians rank in the top decile nationally for patient satisfaction, and numerous faculty are routinely recognized among the top doctors in America. Together, these achievements underscore a sustained focus on excellence, safety, and outcomes that continues to define pediatrics at Penn State.

This is a particularly exciting time for pediatric research at Penn State. The Department houses 50 research faculty undertaking life-changing discoveries across oncology, diabetes management, behavioral health, weight management, neonatology, and population health. Penn State is an internationally recognized destination for neuroblastoma care and research, supported by unparalleled philanthropy. [Four](#)

[Diamonds](#) contributes approximately \$16–20 million annually directly to pediatric oncology within the department, while [Children’s Miracle Network](#) adds roughly \$4 million each year to support pediatric research, innovation, and clinical programs. In 2025, a landmark \$50 million gift from the Golisano Foundation further accelerated this momentum. In its first year of a five-year plan, \$10M of that gift is supporting a new ambulatory pediatrics center that will increase outpatient visits and hematology-oncology infusion procedures. The gift also provides additional investment in the pediatric emergency department, development of a new NICU, recruitment of hard-to-find pediatric subspecialists, and a loan-forgiveness program to attract and retain physicians and trainees. In addition, the gift enables the children’s hospital to join a consortium of 15 children’s hospitals across the US as a learning community. The Department is further supported by a strong [Pediatric Research Resource Office](#) that provides meaningful infrastructure for investigators at all career stages.

Reporting to the [Dean of the College of Medicine](#), the Chair will lead and further expand an already- strong academic department. Overseeing pediatric services at the health system level, the Chair will ensure effective and efficient clinical operations in partnership with the [Chief Medical Officer](#) and the [Vice President of Penn State Health Children’s Services](#) across tertiary hospitals, community-based facilities, and all ancillary sites throughout its clinically integrated network. In addition, the Chair will balance the demands of maintaining a high level of academic rigor, clinical quality, and operational efficiency in alignment with the health system. The Chair will model and advance a vision of systemness—bridging and standardizing the delivery of clinical care, research, and education across an increasingly unified medical group in a growing health system. This is an outstanding opportunity for a dynamic academic leader, working in alignment with a cohort of collaborative and innovative chairs and a newly-appointed [CEO](#) of PSH, to engage and participate in further developing a regional system of care delivery during a period of strategic renewal and forward progress.

Leading the Department of Pediatrics as both Chair and Pediatrician in Chief, this physician leader will be a nationally recognized scholar with a proven commitment to growing and sustaining research and innovation, ensuring excellence in the delivery of care, elevating medical education and training programs, as well as an active pursuit of broad community engagement. With a proven ability to effectively inspire, mentor, and lead physicians, researchers, and educators, the next Chair will actively embrace and champion the values of engagement, quality, and financial sustainability. The next chair will bring integrity, intellect, and an ability to work collaboratively with numerous stakeholders. A core value of leadership integrity, along with a vision of how a modern academic department of pediatrics thrives in the current health care landscape, is expected.

The ideal candidate will inherit a talented, engaged pediatric faculty deeply embedded across the health system in a culture that values trust, collaboration, and shared accountability. Success requires a leader who empowers strong vice chairs and division chiefs in all of its domains: pediatric research, ongoing philanthropic and extramural investment, oversees complex clinical and academic operations, and partners closely with health system leadership within a service-line structure to drive pediatric strategy

and growth. At this moment of expansion and opportunity, the Chair will unify academic excellence with system leadership to shape the future of pediatric care for the region.

PSCOM has retained Isaacson, Miller, a national executive search firm, to assist with this search. As indicated at the end of this document, inquiries, nominations, and applications should be directed to the firm in confidence.

Penn State Health Milton S. Hershey Medical Center and College of Medicine

In 1963, the Milton S. Hershey Foundation offered \$50 million to Penn State University to establish a medical school and teaching hospital in Hershey, PA. With this grant and \$21.3 million from the U.S. Public Health Service, the University built a medical school, teaching hospital, and research center. Penn State's College of Medicine (COM) opened its doors to the first class of students in 1967, and the Penn State Health Milton S. Hershey Medical Center (Medical Center) accepted its first patients in 1970. Today, the Hershey Medical Center serves as the hub of the Penn State Health System, a multi-hospital system serving patients across 28 counties in central Pennsylvania with more than 20,000 employees system-wide and a combined budget of \$4.2 billion.

Together, the College and the Medical Center are central Pennsylvania's only university-affiliated medical center serving the region's needs for tertiary and quaternary care. Today, amid a rapidly changing healthcare landscape, especially in central Pennsylvania, the organization is transforming itself into a comprehensive university health system that includes primary, specialty, and acute care locations spanning the region. Among the core goals of the health enterprise, Penn State Health is ensuring that while Hershey Medical Center continues to serve as the system's academic hub and flagship hospital, patients now receive high-quality, cost-effective care closest to where they live. This recent and ongoing expansion provides new and growing research and learning opportunities across the region. For more on the system, please see the addendum at the end of this document.

The Department of Pediatrics

The Department of Pediatrics' mission is to provide the highest quality care, to improve patient care through excellence in biomedical research, and to educate and train the future academic and community leaders in pediatrics. Clinical faculty members in the Department of Pediatrics are employees of the Penn State Health Medical Group, which largely oversees clinical and physician services. The department includes 20 divisions and offers a wide range of specialized clinical services:

- Academic General Pediatrics
- Adolescent Medicine
- Allergy and Immunology
- Center for the Protection of Children

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- Children’s Heart Group
 - Children’s Heart Surgery
 - Critical Care Medicine
 - Endocrinology
 - Gastroenterology and Nutrition
 - Genetics
 - Hematology and Oncology
 - Hospital Medicine
 - Infectious Diseases
 - Neonatal-Perinatal Medicine
 - Nephrology
 - Neurology
 - Pediatric Complex Care
 - Pulmonology
 - Rehabilitation and Development
 - Rheumatology

Faculty engage learners at all levels, including students enrolled in the medical, physician assistant, and graduate schools, residents, fellows, and physician colleagues. There are seven ACGME-accredited fellowship programs.

The Department has approximately 225 faculty, with 50 researchers and 175 clinicians. Additionally, they have 48 residents, 19 fellows and 74 advanced practice providers.

As a fully integrated academic medical center, the department is dedicated to training the next generation of pediatricians through medical student education, residency and fellowship programs, and ongoing faculty mentorship, emphasizing both clinical excellence and innovation.

Pediatric clinical care is managed through a service line model, and currently prioritizes care and research in oncology and cardiology, obstetrics, and neonatal care, with expansion of surgical and epilepsy care, while also focusing on ambulatory primary care that ensures access to the underserved and remote patient populations. For more information, visit <https://med.psu.edu/departments-faculty/pediatrics>.

Research

Research within the department includes a growing, clinically integrated portfolio of basic, translational, and clinical investigation. Key strengths include oncology, neonatology/neonatal-oncology, pulmonology, and academic general pediatrics, supported by a robust laboratory and clinical research infrastructure. Pediatric oncology is the department’s largest area of research activity, anchored by Penn State’s national leadership of the [Four Diamonds](#)—supported Beat Childhood Cancer Research Consortium, a global network coordinating pediatric cancer trials and translational research to improve outcomes for children with high-risk malignancies. Complementary programs include studies in cancer biology, immunotherapy, and early-phase therapeutics, as well as pulmonary and neonatal research supported by the [Center for Host Defense, Inflammation and Lung Disease Research \(CHILD\)](#), and the [Neonatal Development Collaborative](#).

The department is also nationally visible in general pediatrics and population health, with work on saliva-based biomarkers for early autism diagnosis, the long-term developmental and educational impacts of prenatal opioid exposure, and childhood obesity and nutrition. These efforts are supported by the [Child](#)

[Health Research Center](#), which links pediatrics with cross-campus expertise in neuroscience, nutrition, public health, and health equity.

Research growth is supported by a diverse and generous philanthropic effort as well as extramural funding, with Four Diamonds and [Children’s Miracle Network](#) (CMN) serving as cornerstone sponsors that provide seed, pilot, and senior investigator support, accelerate translation to clinical trials, and strengthen competitiveness for NIH and other federal awards. Departmental research funding peaked in fiscal year 2023 and has remained strong, with approximately \$24–25 million in annual awards in 2023–2024 and approximately \$23 million across 95 awards in 2025. The department supports more than 50 unique principal investigators and maintains an active clinical research platform with approximately 60 open pediatric clinical trials, reflecting broad participation in investigator-initiated and consortium-based studies.

For more information on Penn State Health Department of Pediatrics, please visit <https://med.psu.edu/departments-faculty/pediatrics>.

PENN STATE HEALTH GOLISANO CHILDREN'S HOSPITAL

In October 2025, Penn State Health Children’s Hospital joined the newly formed [Golisano Children’s Alliance](#) and, in so doing, received a transformative \$50 million philanthropic gift from entrepreneur and philanthropist Tom Golisano. Through this investment, Penn State became part of a national network of leading children’s hospitals committed to expanding access to high-quality pediatric care and accelerating collaboration across institutions. Participation in the Alliance connects Penn State with peer academic children’s hospitals to share best practices, align on workforce and training models, advance research and innovation, and strengthen pediatric services—while maintaining full local governance and autonomy. This partnership reinforces Penn State’s strategic commitment to pediatric excellence, health equity, and system-wide growth across the Commonwealth.

ROLE OF THE CHAIR, PEDIATRICIAN-IN-CHIEF, AND SERVICE LINE LEAD

The Chair and Pediatrician-in-Chief reports to the Dean of the College of Medicine and partners closely with the Chief Medical Officer of PSH and Vice President of Penn State Health Children’s Services. The Chair directly oversees the following roles within the department:

- Vice Chair of Quality
- Vice Chair of Research
- Vice Chair of Faculty Affairs
- Vice Chair of Education
- Vice Chair of Clinical Affairs

The Chair will serve as both an academic chair and a service-line leader within an increasingly integrated health system. While advancing excellence across clinical care, education, and research, the Chair will anchor all missions in strong clinical operations and will lead the continued development of the pediatric

service line. This includes articulating and executing a strategic vision that aligns space planning, workforce needs, and financial stewardship, informed by a sophisticated understanding of budgeting, revenue generation, and the oversight of an infrastructure that supports sustainable growth in patient access and clinical programs.

The Chair will be a collaborative physician leader with the judgment and integrity to balance competing priorities and make difficult decisions in support of institutional change. Working in a close dyad partnership with service-line and hospital administrators in their dual role as Pediatrician-in-Chief, the Chair will align the operational execution of clinical priorities across departments throughout the system who jointly care for children while protecting and advancing research and education. Success in the role will depend on building an effective leadership structure with Vice Chairs and division leaders, fostering accountability, clear communication, and shared ownership of outcomes. The Chair will prioritize faculty and staff development, provide clarity around expectations and decision-making, and cultivate strong internal and external partnerships to ensure pediatric care remains responsive to the needs of children and families across the system and region.

KEY OPPORTUNITIES AND CHALLENGES

The Chair will join the PSCOM and PSH at a pivotal time of significant growth. The ideal candidate will be an accomplished physician scholar and executive who is a relationship-driven leader of a talented healthcare workforce, with a proven ability to build and lead through transformative change, by addressing the following opportunities and challenges:

Model a leadership style that applies a system-based approach and collaborative accountability.

The successful Chair will model a visible, system-oriented leadership style grounded in trust, collaboration, and shared accountability. This leader will be present across clinical, academic, and community sites to maintain regular face-to-face engagement with faculty, trainees, and staff and to establish credibility through consistent connection. With a clear understanding of system complexity, the Chair will actively network with peer chairs and senior administrators to advance a strategic pediatric vision. This leader will translate strategy into measurable outcomes by implementing regular dashboards with clear ownership, timelines, and follow-up across key domains such as access, faculty recruitment and retention, research funding, and educational outcomes. By empowering vice chairs and division chiefs with appropriate authority, resources, and succession planning—and by convening multidisciplinary, system-wide leadership forums with clear action items—the Chair will align pediatric strategy across Hershey and community sites and foster a culture of accountability that delivers results.

Work with the administrative and development offices of institutional research to increase funding opportunities.

As an accomplished physician scientist, the Chair will partner closely with research administration and

development to steer philanthropic assets and endowments toward the growth of research within the department. The Chair will also ensure that faculty have access to and knowledge of available resources to either grow or initiate their own research portfolios. To achieve this mission, the Chair will steward funds transparently, navigating spending processes with collegiality, compromise, and clear negotiation to honor donor intent and achieve shared goals. The Chair will actively engage donors and leverage unique opportunities, such as the Golisano Alliance, a recent unrestricted gift, to fund priorities that expand the pediatric mission. Working hand-in-hand with the Pediatric Research Resource Office, clinical trials staff, and central grant support, the Chair will prioritize seed and pilot investments to strengthen investigators' grant competitiveness, and translate philanthropy into measurable increases in sponsored funding and investigator-led trials.

Integrate and align clinical operations to ensure equitable and timely access across the service line.

The Chair will ensure the integration and alignment of pediatric clinical operations across the health system to further establish equitable, timely access to high-quality care across all of Penn State Health's facilities. Serving as the physician leader in a dyad partnership with the Vice President of Penn State Health Children's Services, the Chair will lead the pediatric service line with a strong commitment to clinical excellence and a clear understanding of the infrastructure required to support complex programs, including physicians, nurses, social workers, and care teams. A core focus will be strengthening care transitions and handoffs so patients are efficiently directed to the appropriate level of care across Hershey, Lancaster, Hampden, St. Joseph's, community hospitals, and outreach sites, creating a coordinated systemwide experience for patients and clinicians alike.

The Chair will drive alignment through standardized clinical pathways, staffing models, and surge and locum plans that reduce variability, control costs, and maintain consistent quality. Setting measurable targets to reduce clinic wait times and referral backlogs—particularly in high-demand specialties such as gastroenterology and neurology—the Chair oversees the implementation of scheduling and workflow improvements supported by Epic. The Epic implementation will be leveraged to standardize referral triage, scheduling, patient communication, and data capture, translating operational integration into sustained improvements in access and performance.

Build collaborative partnerships both externally across the region and internally to increase market share.

Serving as a visible, community-minded ambassador, the Chair is frequently in the community spotlight to promote local pediatric care at PSH. Charged with rebuilding and deepening regional partnerships with hospitals, independent practices, and allied systems to optimize referral flows and reduce leakage, the Chair will align internal service lines, surgical partners, and ambulatory networks to create seamless care pathways. Comfortable with frequent public speaking and events, the Chair will champion a unified Penn State Golisano Children's Hospital brand and make strategic decisions to advocate for and grow the

department's regional footprint, convert philanthropic and research strengths into patient growth, and negotiate shared resources to drive measurable market gains.

Further build upon and ensure continued excellence in all educational and training programs.

The Chair will champion and expand excellence across residency, fellowship, and faculty development, building on a long tradition of strong clinical training while addressing gaps in fellowship recruitment and career development. Functioning as a highly visible and accessible leader, the Chair will interact regularly on the wards and in trainee forums, mentor learners, support program directors, and restore structured faculty development. Partnering with [Graduate Medical Education](#) and the [Pediatric Clinical Research Office](#), the Chair will work to create new fellowships and APP training pathways, protect faculty education time, incentivize educational scholarship, and modernize curricula and assessment as the system transitions to Epic and other innovations. By aligning education with clinical and research priorities and strengthening recruitment and retention, the Chair will ensure programs remain accredited, competitive, and exemplary in preparing the next generation of pediatric clinicians and educators.

Create and nurture an environment that attracts, develops, and retains top talent.

The Chair holds responsibility for shaping a workforce strategy that supports clinical excellence, academic vitality, and long-term sustainability. From the outset, the role demands focused recruitment in critical areas, such as pediatric and interventional radiology, and requires experience in creating an environment that attracts and retains highly specialized talent. Success will depend on proactive, preventive approaches to physician and staff wellness; strong mentorship and leadership development; and clear, well-supported promotion and tenure pathways that reinforce academic commitment. At the same time, the Chair must address the strategic imperative to recruit and retain clinicians who are invested in living and working within the health system's communities, ensuring continuity of education, culture, and a high-performing clinical delivery model across the enterprise.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate must possess an MD, MD/PhD, or equivalent degree from an accredited institution, be board certified in general pediatrics or in a pediatric subspecialty, and have an academic record meriting appointment at the rank of Professor at Penn State University College of Medicine. Tenure eligibility will be dependent on credentials and accomplishments. While no one person will embody every one of these qualities, PSCOM and PSH seek the following criteria in the next Chair of Pediatrics and Pediatrician-in-Chief:

- Proven leadership of complex academic pediatrics enterprises, with demonstrated responsibility for large-scale clinical, research, and educational operations across distributed sites and practice settings.

- Demonstrated commitment to advancing the academic mission, including scholarly accomplishments, support for research infrastructure across basic, translational, and clinical science, as well as innovation in medical education and training programs.
- Judgment, innovation, and institutional awareness to advance the department and health system, grounded in a genuine passion for pediatrics as evidenced by an approachable and supportive leadership style.
- Dedication to being present across the enterprise—caring for patients, engaging faculty, residents, and trainees, and remaining in the trenches to model excellence in patient care, teaching, and teamwork.
- Strong operational, financial, and strategic acumen within integrated academic health systems, including the ability to set priorities, manage resources, and navigate enterprise-level governance and trade-offs.
- System-minded leader and collaborator with a track record of building interdisciplinary partnerships and aligning departmental goals with broader institutional priorities.
- Effective people leader with experience recruiting, developing, mentoring, and retaining faculty across academic ranks and practice models, while setting clear expectations and accountability.
- Highly effective communicator and relationship builder, politically and organizationally fluent, who inspires trust, leads change with credibility, and adapts with clarity and steadiness in complex environments.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Penn State Health has retained Isaacson, Miller, a national executive search firm, to assist the Search Committee in identifying and reviewing candidates. Applications, inquiries, and nominations may be submitted online:

[Isaacson, Miller Listing](#)

Patricia Hastie, Partner

Tiffany Weber, Managing Associate

Sarah Sweeney, Senior Search Coordinator

Isaacson, Miller

www.imsearch.com

*Appendix I***Penn State College of Medicine**

The first class of 40 students was enrolled in 1967 and received M.D. degrees in 1971. Today, PSCOM has approximately 580 medical students, over half of whom are women, and 25 percent identify as students of color. An additional 193 students are currently pursuing graduate degrees. Another 560 medical and surgical residents and fellows are part of the learning community on the Hershey campus. The PSCOM building houses faculty offices, classrooms, and research space and is interconnected with the Medical Center at multiple levels. Faculty members (more than 300) have generated increasing levels of extramural research support, currently totaling approximately \$100 million annually. NIH funding represents approximately 50 percent of total extramural research support. The institution received a prestigious NIH Clinical and Translational Science Award (CTSA) in 2011 (recently renewed for four years). PSCOM and Medical Center faculty and physicians continue to integrate the latest biomedical knowledge and technology with compassionate patient care while educating the next generation of scientists and physicians.

The PSCOM mission is to enhance the quality of life through improved health, the professional preparation of those who will serve the health needs of others, the discovery of knowledge that will benefit all, and a vision to be a world leader in the transformation of health care and in the enhancement of health for people everywhere.

PSCOM has a tradition of excellence in education that is scientifically and clinically rigorous with a deep foundation in scholarship and humanistic care. PSCOM, one of the most productive research colleges in the University, has nationally recognized investigators advancing the understanding of health sciences across a broad continuum. More than 1,600 faculty members have generated increasing levels of extramural research support, currently totaling approximately \$160 million annually. NIH funding amounts to nearly \$80 million, representing approximately 50 percent of the College of Medicine's total extramural research awards. Research remains a top priority for the University and the College of Medicine.

It was the first medical school in the country to have Departments of Humanities and Family and Community Medicine, and it is widely known as a pipeline for educating and training family physicians. Benefiting from the resources at University Park, a Regional Campus of PSCOM was established seven years ago. The evolution of the campus growth was part of a larger vision to build a community-connected medical campus for PSCOM in collaboration with Mount Nittany Health.

Penn State Health Milton S. Hershey Medical Center

The Medical Center is the centerpiece of Penn State Health (PSH), a growing multi-hospital health system

servicing patients and communities across 29 counties in central Pennsylvania. Currently licensed for 634 beds, it is located on the main campus in Hershey and is a full-service, quaternary care hospital with all major services represented in both pediatric and adult medicine. In FY 2025, there were nearly 59,000 admissions, more than 1.8 million outpatient clinic visits, approximately 214,000 emergency room visits, and more than 55,000 surgical procedures. Penn State Health Milton S. Hershey Medical Center is the only Level I Trauma Center for both the adult and pediatric populations in the area. The critical care surgery arm provides post-injury or major surgery care in a 30-bed surgical intensive care unit, and the acute care surgery practice meets the needs of patients requiring emergency general surgery, as well as follow-up after surgery. PSH shares an integrated strategic plan and operations with Penn State College of Medicine, the University's medical school.

In addition to the Medical Center, the system includes the Penn State Health Golisano Children's Hospital, a 160-bed hospital and the only Level I pediatric trauma center between Philadelphia and Pittsburgh, and Penn State Cancer Institute, both based in Hershey, Pennsylvania; PSH St. Joseph Medical Center in Reading, Pennsylvania; PSH Hampden Medical Center in Enola, PA; Pennsylvania Psychiatric Institute in Harrisburg, PA; and PSH Lancaster Medical Center in Lancaster, PA. Additionally, the system jointly operates various healthcare providers, including PSH Rehabilitation Hospital, Hershey Outpatient Surgery Center, Hershey Endoscopy Center, and Horizon Home Healthcare.

U.S. News & World Report has recognized Hershey Medical Center as one of the best hospitals in 2025 for gastroenterology, GI surgery, otolaryngology, and orthopedics. The Medical Center was also recognized as "high performing" in six additional specialties: cancer, geriatrics, neurology and neurosurgery, pulmonology, and urology. It was also listed as "high performing" in eight of nine adult procedures and conditions.

Penn State Health Golisano Children's Hospital

Penn State opened its children's hospital on the PSHMC campus in February 2013 as the region's most comprehensive and only pediatric trauma center. Pediatric services are provided at the Children's Hospital and at multiple outpatient and community sites spanning Berks, Dauphin, Cumberland, Lancaster, Lebanon, York, and surrounding counties, allowing families to access pediatric expertise close to home while remaining connected to a single, integrated academic children's program. For more information, visit <https://www.pennstatehealth.org/childrens>.

Children's Hospital Service Line Priorities

Penn State Health Children's Service Line is advancing a system-wide vision to improve pediatric health across Pennsylvania and beyond. Five strategic priorities guide this work:

1. *Drive pediatric oncology & congenital heart care and research with global impact:* Transform pediatric cancer and congenital heart programs through expanded infusion and pharmacy

capacity, state-of-the-art oncology research labs, and a single-destination on-campus Congenital Heart Center delivering lifelong comprehensive care.

2. *Grow obstetric and neonatal access supported by a system-wide NICU strategy:* Expand obstetric capacity and regional MFM/REI services, implement Level II NICU capabilities in community hospitals, and standardize NICU protocols, staffing, and transfer processes to strengthen perinatal care across the system.
3. *Grow tertiary and quaternary inpatient care at Penn State Health Golisano Children's Hospital:* Increase high-acuity services by establishing a Pediatric Cardiac ICU, expanding epilepsy monitoring and surgical capacity, promoting regional transfers for complex cases, and participating in national quality collaboratives.
4. *Create a comprehensive pediatric ambulatory primary and specialty care network:* Develop a freestanding pediatric ambulatory facility offering seven-day primary care, behavioral health, adolescent/eating-disorder programs, full outpatient specialties and diagnostics, while renovating regional sites and operationalizing a Children's Clinically Integrated Network.
5. *Assure pediatric care delivery to underserved, remote, targeted, and diverse populations:* Extend reach through expanded telehealth, specialized collaborative teams for Plain Sect and other high-need communities, partnerships with residential schools for screenings, and regional collaboration for child protective services and remote specialty resources.

Penn State Medical Group

Penn State Medical Group (PSMG) comprises approximately 1,400 physicians and over 1,000 advanced practice providers who care for adults and children across all medical specialties and subspecialties. It includes Penn State faculty physicians and employed non-faculty community-based providers.

Medical Group physicians and advanced practice clinicians provide care at MSHMC and PSH affiliates, centers, institutes, and clinics. These practices account for more than 1.1 million outpatient visits a year. The 63 ambulatory practice sites are in locations throughout central Pennsylvania.

PSMG is committed to providing safe, high-quality patient care with oversight through the MSHMC Quality Committee. The Medical Group has had Medical Directors of Quality and an established infrastructure that embeds Quality Physician Leaders in clinical departments to engage and support faculty in quality, safety, and performance improvement.

Penn State Health

Penn State Health (PSH), the health enterprise, was formed to provide a formal management structure to manage the Medical Center's relationships with other healthcare providers throughout Pennsylvania, including joint ventures and other collaborative agreements. In support of the strategic vision, the health system has partnered with other hospitals and healthcare systems to help them deliver high-quality clinical services in their local markets. PSH continues to seek new opportunities for outreach and

partnership in patient care, research, and education.

PSH's objective is to provide a range of fully integrated patient care services for the people of central Pennsylvania and beyond. These services will extend from the prevention of illness and maintenance of health through primary medical care to the highly sophisticated patient care expected at the nation's premier academic medical centers.

PSCOM is committed to the education of medical and nursing students, basic science graduate students, medical residents and fellows, other students in healthcare-related professions, and practicing health professionals. PSCOM seeks to enroll students of exceptional quality, and their education will be based on the present and future health needs of the Commonwealth of Pennsylvania and the nation. Special recognition is given to the education of primary care providers.

PSH strives to be a national leader in pursuing scientific investigation and developing programs to advance medical and scientific knowledge, which will ultimately contribute to the health of the public, the practice of medicine, and the education of health professionals.

PSH provides community outreach services to the public through health education, patient care, community activities, and research applications. The health system endeavors to provide health education to the public. In turn, community support for PSH's research missions fosters clinical applications that positively impact patient care.

Penn State Health and Highmark Health

The Penn State Health and Highmark Health strategic partnership is focused on improving access, quality, and affordability of health care close to home for people across south central Pennsylvania while creating new opportunities for medical education and research. At the heart of the partnership is a collective investment by PSH and Highmark Health of more than \$1 billion to develop a high-value, community-based healthcare network designed to keep care local and enhance collaboration with community physicians. Through this partnership, advanced population health management capabilities, analytics, and care models are being developed to more effectively manage chronic conditions, enhance health and wellness, improve outcomes, and lower the total cost of care for patients, members, and the community. In addition, there will be an intentional focus on the exploration and development of innovative, patient-focused co-branded healthcare insurance products, and on expanding support for PSCOM through funding for medical and health sciences education and advanced research. The partnership will reinforce the roles of MSHMC and Penn State Children's Hospital as the region's premier destinations for advanced care for adults and children, ensuring no patient needs to leave the region for complex care.

Highmark Health has joined PSH as a minority member, with three seats on the 15-member Board of Directors, and one seat on the MSHMC Board of Directors.

The Penn State Cancer Institute (PSCI)

Recognized as an American College of Surgeons Commission on Cancer-accredited facility, [PSCI](#) has evolved from its 2009 inception into a premier academic oncology center, spanning 178,000 square feet and encompassing clinical care, research, education, and outreach.

PSCI's research portfolio includes more than \$17 million in direct research funding, with Cancer Center members from 45 departments across nine colleges. As a member of the [Big Ten Cancer Research Consortium](#), PSCI benefits from its unique team-research culture, which drives rapid translation of ideas into treatment-changing paradigms. Additionally, PSCI participates in the National Clinical Trials Network cooperative group research activities. The Penn State Cancer Institute is a member institution of the ECOG-ACRIN Cancer Research Group and NRG Oncology. Faculty have played roles as national chairs, co-chairs, and as part of study teams for NCTN cancer-related studies. For more information on Penn State Cancer Institute, please visit <https://cancer.psu.edu/>.

The Penn State Clinical and Translational Science Institute

The [Penn State Clinical and Translational Science Institute](#) (CTSI) was established in 2007 and is a member of the National Institutes of Health Clinical and Translational Science Award Network. It is one of three network members in Pennsylvania and focuses on the health needs of the rural communities surrounding Penn State and PSH. The institute is one of seven interdisciplinary institutes under Penn State's Office of the Senior Vice President for Research.

The CTSI accomplishes its mission by providing research tools, advanced biostatistical expertise, funding programs to explore unique ideas, and a dedicated, diverse team to more effectively include the community in research. The Institute also trains the next generation of translational and clinical scientists. Through institute programs, Penn State has several opportunities for its medical and graduate students, including a dual degree in clinical and translational science. The institute also invests in Penn State's early-career scientists through a program that helps faculty devote more time to their research, promotes collaboration, and presents basic translational research.

The Penn State Neuroscience Institute

The [Penn State Neuroscience Institute](#) enables interdisciplinary teams of brain, spinal cord, and peripheral nerve experts to collaborate and conduct research. Its mission is to be recognized worldwide as a center of excellence in research, patient care, and teaching. Emphasizing excellence in basic and clinical research studies, the Penn State Neuroscience Institute promotes the translation of research findings into new treatments for neurological disease, such as brain tumors, epilepsy, Parkinson's disease, and stroke.

The Center for Medical Innovation

The [Center for Medical Innovation](#) (CMI) provides support and training for PSCOM clinicians, faculty, staff,

and students to translate groundbreaking innovations to technology commercialization and into the lives of patients around the world. The mission of the CMI is to provide a service-oriented organization within the Penn State system to drive economic and social value from Penn State medical innovation. The Center provides guidance and support to streamline the process of moving innovative technologies through the commercialization pathway to industry, to make a positive economic and social impact in the community. The CMI, working in partnership with the Penn State Office of Technology Management, serves PSH, PSCOM, and the scientific community to advance innovative research towards new products and services to positively impact human health. The Center builds strong industry partnerships; engages the economic ecosystem; and provides educational programming focused on entrepreneurship, innovation, and commercialization.

Hershey and Central Pennsylvania

Hershey is a thriving suburban town of approximately 20,000, in a metropolitan area of approximately 400,000, in one of the state's fastest-growing regions. Surrounded by diverse communities such as Harrisburg, Lebanon, and Lancaster, and less than 95 miles from Philadelphia and Baltimore, it provides residents and visitors with employment, cultural, and recreational opportunities that are attractive to people of all backgrounds. Central Pennsylvania's second-largest industry, Hershey Foods Corporation, is also headquartered in Hershey.

In earlier years, Hershey was a small settlement known as Derry Church. After Milton Snavely Hershey founded his chocolate factory and began building the community, the town was renamed Hershey. The saga of Milton Hershey is one of failure, success, and philanthropy. He grew up a poor farm boy, became a millionaire from his caramel candy business and subsequent chocolate empire, and devoted his personal fortune to the welfare of needy children. His legacy includes two corporations, a model community, and The Milton S. Hershey School, which cares for and educates about 1,800 disadvantaged children. Derry Township oversees the public school system serving Hershey, and it is of excellent quality.

Residents of Hershey have the opportunity to enjoy the numerous attractions that draw hundreds of thousands of visitors each year to Hershey Park, Hershey Museum and Theater, Hershey Gardens and Arboretum, and ZooAmerica for a wide variety of professional athletic, cultural, and entertainment exhibitions. The Hershey Symphony, an amateur orchestra initially started by the Medical Center, is one of several fine orchestras in Central Pennsylvania.

Tourism is another major industry, and Hershey Entertainment and Resort Company provides recreational and employment opportunities. The Giant Center is home to the Hershey Bears hockey team and hosts the Ice Capades and many top-name entertainers. Hershey is also home to the Antique Automobile Museum & Association.

The Hershey Educational and Cultural Center conducts various adult and children's classes, concerts, and other programs. The Hershey Community Theatre, with an interior design that is a direct reflection of

Milton Hershey's love of Venice, was cleverly designed to simulate a Byzantine castle, complete with balconies on windowed towers. This grand theater hosts some of the most popular Broadway plays and musical shows ever performed.

In addition to the many attractions in the Hershey community, the surrounding area has a wealth of employment opportunities, cultural experiences, and historical and family entertainment. Harrisburg, Pennsylvania's state capital, located twelve miles away, is the location of the State Museum of Pennsylvania; the Harrisburg Symphony; the Senators baseball team at Riverside Stadium; State Library of Pennsylvania; The Museum of Scientific Discovery; Pennsylvania State Archives; and City Island, which hosts year-round attractions and extensive special events for all ages. Harrisburg is also home to the Hispanic Chamber of Commerce, the Central Pennsylvania Gay & Lesbian Chamber of Commerce, and the African American Chamber of Commerce.

Nearby Lancaster County, a historical location for a number of Native American tribes, is home to the Lancaster Senior Games for individuals age 55 and above, the American Music Theatre, and also has tours of authentic Amish farm life. The Heritage Center of Lancaster County, with unique artifacts from the 18th and 19th centuries, depicts the area's culture, and its historic walking tour features guides dressed in colonial attire. In addition, Spooky Nook Sports, the largest indoor sports facility in the U.S., is home to USA Field Hockey, our national Olympic team.

Lebanon is a city of 25,000 people located between Harrisburg, Lancaster, and Reading. With many historic buildings from the 1800s, the city offers a sense of history and charm. Lebanon has also been listed as one of the least stressful cities in the US and one with a low unemployment rate. With access to major highways, Lebanon is an attractive place to live and visit.

Gettysburg, 49 miles from Hershey, is home to the Gettysburg Black History Museum and the Gettysburg National Military Park, with monuments and cannons along miles of winding roads silently marking the site of this decisive Civil War battle. The Eisenhower National Historic Site, located near the battlefield, was once the presidential retreat and retirement farm of our 34th president.

The communities are served by the Harrisburg International Airport, which offers flights to many major hubs and cities. Amtrak provides convenient train service to Philadelphia, New York City, and other cities nationwide. By car, Hershey lies less than two hours from Philadelphia, Baltimore, and Washington, D.C., and three hours from New York City and Pittsburgh. For more information, please visit <https://www.hersheypa.com>.

Additional information can be found at <http://hmc.pennstatehealth.org>; <http://med.psu.edu>; and <http://www.psu.edu>.

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