

# KAREN E. KNUDSEN, MBA, PHD

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## Executive Vice President of Oncology Services and Enterprise Director, Sidney Kimmel Cancer Center at Jefferson Health

*Development and expansion of a multi-state, comprehensive cancer service line and integrated NCI-designated cancer research organization, housed within a major academic health system*

### **Areas of Strength:**

- **Organizational Transformation**
  - **Strategic Planning & Implementation**
  - **Leadership Alignment**
  - **Philanthropic & Strategic Partner Development**
  - **Mergers & Acquisition**
  - **Integration of the Cancer Care & Cancer Discovery Mission**
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### **Executive Leadership History**

**Sidney Kimmel Cancer Center at Jefferson Health (JH)  
Thomas Jefferson University**

**Philadelphia, PA  
2008-present**

*The Sidney Kimmel Cancer Center at Jefferson Health (SKCC) is a matrix NCI-designated cancer enterprise, with a highly integrated cancer research and cancer care delivery mission. Under my leadership and concomitant with the expansion of Jefferson Health to a 14 hospital, ~\$7B academic health system across 2 states, SKCC has expanded to deliver cancer care across this geography, largely clustered for high acuity care into the main academic site and 3 regional SKCC Advanced Care Hubs. SKCC encompasses over 900 employees and ~200 physicians delivering cancer care, accounting for ~\$400M in annual revenue based on medical and radiation oncology alone. Surgical oncology is currently under migration to the SKCC service line.*

### **Executive Vice President of Oncology Services & Enterprise Director**

*Hired to turn around academic and clinical performance, implement a multi-site cancer service line, develop innovative partnerships, and enhance standing with the National Cancer Institute. Led to 8 direct reports in the enterprise cancer service line, and 9 direct reports in the academic structure of the center (not including the Department of Cancer Biology faculty). Note that service line and cancer research leadership was originally tied*

under one title from 2015-2019 (Enterprise Director), when re-organization at Jefferson Health shifted that responsibility to a newly created second title (EVP of Oncology Services). Enterprise Director now reflects oversight of the academic mission. Key accomplishments include:

Service Line Accomplishments:

- **STRUCTURE:** Development of a multi-site, enterprise cancer service line. Development of new administrative structure and cost-center to address cancer care delivery needs. Most recently, a surgical oncology division of SKCC was created, placing this discipline for the first time under organizational and operational control of SKCC.
- **MISSION REFINEMENT & STRATEGIC PLAN DEVELOPMENT:** Refined the SKCC mission in 2015, *to improve the lives of cancer patients and their families*, as achieved through innovation, compassion, and breakthrough discoveries. Developed and implemented the Cancer Care 360 Strategic Plan to meet this mission and guide SKCC priorities.
- **GROWTH:**
  - Increased index cancer patients diagnosed or receiving their first treatment at an SKCC site by ~300% since January 2015. As of the latest cancer registry tracking, SKCC treated >10,000 new index cancer cases/year.
  - Growth in new patient volume was achieved through both mergers/acquisitions as well as year over year growth in new patient visits in medical, radiation, and surgical oncology. Current volumes include ~48,000 infusion visits/year, ~3,700 unique radiation oncology patient starts, and ~29,000 outpatient surgical oncology procedures.
- **CREATION OF 3 REGIONAL ADVANCED CARE HUBS:**
  - Creation of 3 regional SKCC Advanced Cancer Hubs to achieve the SKCC goal of improving access to advanced cancer care through development of high-performing care delivery sites across 2 states.
  - Each Advanced Care Hub is led by a local physician-administrator dyad team that is charged with local execution of the enterprise strategy for care delivery and the academic mission. Physician leads are each clinical trialists and national academic leaders in oncology
  - Advanced Care Hubs operate with a base of generalists with rotating subspecialists.
- **NEW AMBULATORY CANCER CENTER:** Opened a 86,000 sq. ft. new ambulatory cancer center in July 2019 to serve the distinct population in that region. The SKCC Asplundh Cancer Pavilion is our first site to be developed with a cancer patient-centric care model, and has been a market differentiator
- **DEVELOPMENT & IMPLEMENTATION OF PROGRAMS TO ADDRESS HOLISTIC NEEDS OF CANCER PATIENTS:**
  - Opened the SKCC Neu Center for Cancer Support Services in 2017, offering psychosocial support for cancer patients in need, made possible through a philanthropic gift and with both an academic and a care delivery mission. Data to date demonstrate that patients navigated through the Neu Center show improved patient-reported outcomes, reduced Emergency Department admissions, and overall reduce cost of care.
  - Opened the SKCC Welcome Center in Center City in 2018, to provide a single point of contact for new cancer patients to receive care information, navigation, and supportive services. Now averages ~1,000 patients/month, and incorporates 259 programs including support groups, symposia, and wellness programs.
  - Philanthropic funds were secured in 2020 to purchase a mobile screening van and associated equipment, so as to enhance screening for prostate, breast, skin, and colorectal cancer in underserved areas of the Greater Philadelphia region.

- **INCREASED NATIONAL REPUTATION.**
  - SKCC is now ranked 28<sup>th</sup> in US News and World Report, resulting from increased recognition of SKCC exceptional outcomes and recruitment of national leaders in oncology.
  - SKCC leaders serve major national leadership roles in all the major clinical cancer organizations, including ASCO, AACI, ASTRO, AACR, SUO, AUA, and the NCI.
  - At present, I serve as President of the Association of American Cancer Institutes (AACI), was elected to the Board of Directors of the American Association of Cancer Research (AACR), and was appointed by the NCI Director to serve on the NCI Board of Scientific Advisors
  
- **FIRST IN FIELD CANCER RISK CLINIC:**
  - SKCC opened the first Men's Cancer Genetic Risk Clinic, one of only two in the nation.
  - Genetic counseling now offered on site or through telehealth
  
- **IMPLEMENTATION OF QUALITY PROGRAMS:**
  - Developed physician certification program to standardize care delivery across all SKCC sites. ViaOncology was tailored to SKCC care pathways, and was implemented to assist in meeting quality goals. SKCC is currently working in partnership with Elsevier to further refine ViaOncology for both medical and radiation oncology pathways.
  - Harmonized cancer screening guidelines across the health system, achieved through inclusion of and partnering with the leading SKCC scientists, other Jefferson Health service lines, and the payor contracts team. Implemented new guidelines into EPIC.
  
- **REALIZED VALUE-BASED SAVINGS:** Engaged our Center City medical oncology practice in the CMS Oncology Care Model (OCM) in 2018. SKCC Center City was one of only 33% of Centers to realize savings in OCM through delivering the highest quality of cancer care with reduced cost.
  
- **STRATEGIC PARTERSHIPS:**
  - Developed strategic partnerships with Color Genomic in 2018 to provide cancer risk genetic testing to all 38,000 Jefferson employees as part of an HR benefit. Used associated genetic counseling to navigate employees to appropriate cancer screening plans.
  - Negotiated strategic partnership with Foundation Medicine in 2016 to provide somatic testing to SKCC cancer patients prior to coverage provided from CMS. This partnership also has a major research mission through the Precision Medicine Exchange Consortium.
  - Negotiated practice acquisition of desirable private medical and radiation oncology groups in hospital systems acquired by Jefferson Health, and integrated into the SKCC service line.
  - Negotiated network affiliation partnerships with 3 non-Jefferson Health systems (Tower Health, Main Line Health, and Mercy Health) to offer SKCC clinical trials and assist with referral navigation for high acuity care.
  - Negotiated agreement to become the academic partner of the Sarah Cannon Cancer Center, to partner for clinical trial development and for bi-lateral clinical trial sharing.

#### Academic Accomplishments:

- **RESEARCH EXCELLENCE:**
  - In the last NCI renewal (2018), SKCC was evaluated overall by the NCI as *Outstanding*. This is the highest ranking in SKCC history.
  - Of 23 ranked criteria, SKCC improved merit scores in 16, and declined only in one area of NCI evaluation (Institutional Commitment).

- SKCC remains one of a select few Centers to be evaluated as *Exceptional* by the NCI in the category of Community Outreach and Engagement, a reflection of our strong alignment of cancer research and cancer care delivery need to the unique patient needs of our catchment area.
- ENHANCED RESEARCH FUNDING:
  - Year over year increases have been realized since 2015.
  - SKCC currently garners ~\$80M/year in cancer research funding.
  - Additional funding secured through philanthropy. Major examples include:
    - \$5M philanthropic gift in 2020 to fund translational prostate cancer research.
    - \$3M philanthropic gift in 2017 to fund the Neu Center for psychosocial support (see above), which has an integrated research and care delivery mission
    - \$70M gift of for the planned Caroline Kimmel Research Building
    - 3 newly funded endowed Professorships for basic scientists since 2015
    - 1 newly funded fellowship program for population scientists.
- INCREASED RESEARCH IMPACT: The impact of SKCC research has increased since 2015, with a number of paradigm-shifting discoveries that influenced clinical practice:
  - At our main academic site, ~19% of patients are enrolled on interventional treatment trials, of which 78% are investigator-initiated trials emanating from SKCC research discoveries
  - SKCC implemented and hosts the bi-annual International Consensus Conference on Prostate Cancer Risk. Publication of Consensus Conference resulted in national guideline changes for genetic testing.
- INCREASED CANCER RESEARCH TRAINING:
  - A new ACS-IRG training grant was obtained from the American Cancer Society in 2017, which funds pilot grants for SKCC junior faculty.
  - A new SKCC-led T32 Training Grant was obtained in 2019 for predoctoral and fellowship training in immune-oncology and infectious disease
  - A new SKCC-led T32 Training Grant was obtained in 2019 for predoctoral and fellowship training in translational cancer biology
- CHAIR, DEPARTMENT OF CANCER BIOLOGY:
  - The SKCC Director also serves as Chair of the Department of Cancer Biology, a position that I have held since 2015. There are 12 tenure-track faculty in the department.
  - The department has recruited 5 new tenure-track faculty since 2015, of which 4 are Assistant Professors in their first faculty position. All have obtained national funding, and 2 have received prestigious MERIT awards from the NCI.
  - Under my leadership, the Department of Cancer Biology developed a mission and strategic plan that positions the department to serve a major foundation of support for SKCC. The Department faculty contribute each year to setting annual goals, and as a result have increased both individual and programmatic funding year over year since 2016. The department garners over \$10.5M/year in NIH and DOD funding.

### Professional Experience

2000-2005	Assistant Professor, Dept. of Cell & Cancer Biology, Univ. of Cincinnati College of Medicine
2005-2007	Tenured Associate Professor, Univ. of Cincinnati, College of Medicine
2007-2008	Program Leader, Hormone Dependent Cancer Section, UC Barrett Cancer Center, University of Cincinnati, College of Medicine

2008-2010	Tenured Associate Professor, Depts. of Cancer Biology (primary) and Urology, Radiation Oncology, and Medical Oncology (secondary appointments), Thomas Jefferson University
2010-present	Professor, Depts. of Cancer Biology (primary) and Urology, Radiation Oncology, and Medical Oncology (secondary appointments), Thomas Jefferson University
2012-2014	Vice Chair, Department of Cancer Biology
2012-present	Hilary Koprowski Endowed Professor, Department of Cancer Biology
2012-2015	SKCC Prostate Cancer Program, Founding Leader
2012-2015	Deputy Director, Sidney Kimmel Cancer Center
2013- 2015	Director of Research, Department of Medical Oncology
2014-2015	Vice Provost, Thomas Jefferson University
2015-present	Chair, Department of Cancer Biology, <i>Thomas Jefferson University</i>
2015-present	<b>Enterprise Director</b> , NCI-designated Sidney Kimmel Cancer Center, <i>Thomas Jefferson University &amp; Jefferson Health (SVP level position with responsibility for the oncology service line and cancer research mission)</i>
	<b>Executive Vice President of Oncology Services</b> , <i>Jefferson Health (re-classification in 2019 of previously held service line leader position within Jefferson Health, resulting from Oncology Service Line expansion)</i>
2018-present	<b>Board of Scientific Advisors, National Cancer Institute</b> (*non-compensated Special US Government employee)
2020-present	<b>President, Association of American Cancer Institutes</b>

### Selected\*, Current Professional Appointments & Leadership Positions

*\*for a full listing, see Academic CV*

#### ONCOLOGY SOCIETIES

##### American Association for Cancer Research

- Editor-in-Chief, *Molecular Cancer Research* (2013-present)
- Elected Member, Nominating Committee (2016-present); Chair of Nominating Committee (2017)
- Board of Directors (2019-2021)

##### American Society of Clinical Oncology

- Faculty mentor, ASCO GU Fellows Program (2011, 2013, 2016, 2017, 2018, 2019, 2020)
- Member, ASCO Special Awards Selection Committee (2019-present)
- Program Committee, GU-ASCO Annual Meeting (2015-2018)
- Chair, Advanced Prostate Cancer Track (2016-18)
- Chair-Elect, ASCO-GU (2019)
- Chair, ASCO-GU (2020)
- Steering Committee (2020-present)

##### Association of American Cancer Institutes

- Board of Directors (2016-present), Elected Position
- President Elect (2018-2020)
- President (2020-2022)

#### NATIONAL

##### National Cancer Institute (NCI)

- Board of Scientific Advisors (2018-present)

#### NCI-designated Cancer Center External Advisory Boards:

- Northwestern Lurie Cancer Center EAB (2015-present)
- Wake Forest Cancer Center EAB (2015-present)
- University of Texas Southwestern EAB (2017-present)
- Dan L. Duncan Comprehensive Cancer Center at Baylor College of Medicine (2017-present)
- Moffitt Cancer Center (2017-present)
- St. Jude's Cancer Center (2017-present)
- University of Alabama Birmingham (2017-present)
- Vice Chair, University of Hawaii Cancer Center (2018-present)
- Dana Farber Cancer Center (2017, 2020, *ad hoc*)
- Chair, University of New Mexico Cancer Center (2019-present)
- University of Virginia (2019-present)
- University of Minnesota (2019-present)
- Duke Cancer Center (2019-present)
- University of Chicago Cancer Center (2019-present)
- University of California at San Francisco (2019-present)
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#### PHARMACEUTICAL & BIOTECHNOLOGY SECTOR

- **Atrin**:- Scientific Advisory Board (2016-present)
- **CellCentric**:- Consultant, Cell Centric (2011-present)
- **Context Therapeutics**: Scientific Advisory Board (2016-19)
- **Genentech**: Scientific Advisory Board (2019-present)
  
- **Celgene**:- *Ad hoc* Advisory Boards (2013, 2017, 2019)
- **Janssen**:- *Ad hoc* Advisory Boards (2017, 2018, 2019)
- **Sanofi**:- *Ad hoc* Advisory Boards (2013, 2016, 2017, 2019)

#### **Other Academic Information**

**Publications:** 170 peer-reviewed publications

<https://pubmed.ncbi.nlm.nih.gov/?term=knudsen+ke+&sort=date>

**H-index (Scopus calculated): 58**

#### **Current Funding:**

**P30 CA05560 (PI: Knudsen)**

Translational Research in Cancer (CCSG)

To support the cancer research activities of the Sidney Kimmel Cancer Center in order to increase the survival and quality of life of cancer patients by translating basic research discoveries into new strategies to prevent, diagnose, monitor and cure human cancer.

**R01 CA217329 (PI: Karen Knudsen; 2<sup>nd</sup> PI: Kelly)**

08/01/17-31/07/22

Targeting cell cycle alterations to improve treatment for advanced prostate cancer. The goal of this project is to examine translate knowledge of cell cycle alterations into clinical investigation.

**1 R01 CA176401 (PI: Knudsen)**

01/31/14-06/01/20 \* in No Cost Extension

RB Function in Prostate Cancer Progression

**R01 CA182569 (PI: Knudsen, 2<sup>nd</sup> PI: McMahon)**

7/1/15-6/30/20

USP22 Function in Advanced Prostate Cancer

**Prostate Cancer Foundation Challenge Award (PIs: G. Palapattu & Karen Knudsen)**

10/01/12-present

Testing targeted NK Cells (TaNKs) in Prostate Cancer

**Prostate Cancer Foundation Challenge Award (PI: Karen Knudsen)**

10/01/12-present

Impact of DNA repair defects on management of advanced prostate cancer.

**Prostate Cancer Foundation Challenge Award (PI: Kevin Kelly, R. Den & Karen Knudsen)**

10/01/12-present

Optimizing First Line Treatment for Men with Castrate Resistant Prostate Cancer

## Education

### EDUCATION

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1987-90 B.S. The George Washington University (Biology)

1991-96 Ph.D. University of California, San Diego (Biological Sciences)

2019 MBA Temple University, Fox School of Business (with Honors)

### FELLOWSHIP

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1996-1998 Postdoctoral Fellow, Ludwig Institute for Cancer Research (mentor: Dr. W.K. Cavenee)

1999 Postdoctoral Fellow, University of Cincinnati (joint with the Ludwig Institute)