

The Chief Executive Officer (CEO) of UVHMN role is an exceptional opportunity for a progressive health care executive committed to transforming health care through value-based care principles. This CEO position is distinct in the industry given the unique components that make up UVHMN and is an opportunity for an individual to truly impact the future of health care delivery in Vermont, the North Country of New York, and beyond.

Specifically, the CEO of UVHMN leads the clinical care enterprise for one of the country's most well respected rural academic health care delivery organizations in transforming health care delivery for Vermont and the North Country of New York. This position requires a deep level of expertise, emotional intelligence, and commitment to leadership in serving others. It also requires someone with the energy and aspiration to build on the momentum of UVMHN's successes to date and to be the national leader in value-based, integrated rural academic health care.

This position is a unique opportunity for a dynamic leader who can successfully direct the diverse clinical components of one of the country's most innovative and sophisticated health care delivery systems. The successful candidate will play a vital role in the innovation and advancement of academic health care for the communities UVMHN serves, health care delivery in the U.S., and beyond.

KEY RELATIONSHIPS

Reports to Board of Directors, UVMHN

Direct reports President and CEO, UVMHN Medical Group and EVP for Clinical Affairs, UVMHN
EVP Network Hospital Operations
EVP, Chief Financial Officer
SVP, UVMHN Chief Diversity and Inclusion Officer
SVP, UVMHN Chief Nursing Officer
SVP and General Counsel
SVP, Strategic Communications

Other key relationships President, University of Vermont
Dean, University of Vermont, Larner College of Medicine
Dean, University of Vermont College of Nursing and Health Sciences
Green Mountain Care Board
State and local government
Community advocacy groups
Providers and patients

KEY RESPONSIBILITIES

- Set the strategic direction of UVMHN.
- Lead through innovative, effective, and responsible management of resources, leveraging existing assets, with a focus on population health, value-based care, and innovation.
- Build upon the partnership with the University of Vermont, the UVM Larner College of Medicine, and the UVM School of Nursing and Health Sciences in support of education and research.
- Build and nurture collaborative relationships with key stakeholders in Vermont and northern New York.
- Foster an environment of trust, teamwork, accountability, transparency, innovation, and excellence.
- Provide leadership for all clinical programs, service/outreach, and research within UVMHN.
- Lead the institution's growth in – and commitment to – diversity, equity and inclusion, and employee engagement in a way that garners confidence and sustainability with internal and external communities.
- Present a compelling external face for UVMHN to state, regional, and national government leaders and other constituencies.
- Actively participate in an ambitious program of philanthropy to ensure the growth and prosperity of UVMHN. Strong coordination with foundations that exist at the University of Vermont and the UVM Medical Center will be required.
- Drive the building of alliances that effectively position UVMHN across its multiple missions.

DESIRED OUTCOMES

- Strategic execution on UVMHN's vision to boldly define the future path necessary to improve access to care and reinvent care delivery within the evolving health care environment by focusing on value-based care and population health initiatives.
- Solid and sustainable financial performance of each UVMHN member entity.
- Advancement of structural, technological, and cultural systemness across all network facilities and among all key constituents of UVMHN.
- Improved patient access and population health initiatives to address health care disparities, especially among historically underserved communities and patient populations.
- An organizational culture of equity and inclusion, cultivated through intentionality and resulting in a more diverse leadership team, workforce and UVMHN community that yields retention and pathways for success.
- The provision of high quality and cost-effective health care to all patient populations in Vermont and northern New York, working in partnership with state and local government entities in distinct regulatory environments.
- Growth and expansion throughout UVMHN of research and education, in partnership with the University of Vermont, the UVM Larner College of Medicine, and the UVM School of Nursing and Health Sciences.
- Optimized patient experience and engagement across UVMHN, attained through a focus on the needs of the patient and on continuous improvement in quality and safety.

IDEAL EXPERIENCE

Health System Leadership Experience

Successful leadership experience in roles of increasing scope and scale of responsibilities in a large, complex, multi-site health care system. Academic health system and rural health system experience are strongly preferred.

Operational and Financial Management

Managed large P&Ls in a complex health care environment with a record of strengthening financial, cost management, and efficiency performance.

Care Delivery Model Innovation and Population Health Management

Knowledge and experience working with health care providers, payers, and government entities to advance value-based care and population health models.

Partnership Development

Demonstrated experience establishing trust and cultivating beneficial relationships with multiple stakeholder entities, including state and local governments, health care providers, payers, community organizations, media, and academia. Experience managing in a unionized environment is a plus.

Lived Commitment to Diversity, Equity, Inclusion

A demonstrable record of cultivating equity of opportunity and work environments of inclusion and belonging that shape diverse leadership teams and organizations.

Clinical Experience

A background in clinical care as a physician or other health care provider is preferred.

CRITICAL LEADERSHIP CAPABILITIES

Acting Strategically

In a dynamic health care environment requiring continuous assessment of financial and regulatory conditions as well as adaptation and evaluation of network growth opportunities, the next UVMHN CEO must:

- Work closely and continuously with the Board in creating or evolving a longer-term strategy for the Network.
- Detail a clear and coherent multi-year strategy that helps to lead the future direction of health care delivery, value-based payment models, and competitive network providers.
- Communicate a compelling strategic vision for the Network that will enable agile and coordinated transition to a more completely integrated structural, organizational, technological, and cultural network.
- Engage in scenario planning with the Board, executive leadership, and hospital/entity leadership that incorporates new information and generative or disruptive thinking to gain significant advantage or impact.

Driving Results

As the principal leader of the UVMHN, the CEO is ultimately responsible for strong performance and continuous improvement at the Network level and across its constituent entities. As such, the new CEO must:

- Execute organizational changes at the system and entity level to ensure significant measurable positive results.
- Set benchmarks beyond standard practice to create best-in-class solutions and introduce them across the Network.
- As necessary, institute new business and care delivery models to drive higher performance relative to the market.
- Take calculated entrepreneurial risks to introduce new ideas, processes or approaches that will improve results.

Collaborative and Influential Leadership

As a health care system built through a series of collaborative affiliations and partnerships across the rural areas of two states with numerous government and external constituents, the CEO of UVMN must:

- Facilitate discussions that enable people, both internal and external to UVMHN, to collaborate.
- Promote collaboration and partnership among multiple parties across UVMHN, UVM, the community, the state governments, and beyond.
- Encourage and create opportunities for events where key stakeholders engage in dialogue and shape consensus.
- Build and leverage a network of meaningful relationships to UVMHN and its stakeholders.

OTHER PERSONAL CHARACTERISTICS

- Humility, kindness, and empathy
- Integrity and wisdom
- Accessibility and relatability
- Earns trust and inspires followership
- Transformational and visionary
- Passion and commitment
- Energetic
- Optimistic and courageous
- Cognizant of bias, emotional and cultural intelligence
- Diplomacy, political savvy
- Gentle humor