The University of Virginia seeks nominations and applications for a visionary leader to fill the newly created position of Executive Vice President, Health Affairs (EVPHA).

The University of Virginia Health System consists of four components: The University of Virginia Medical Center, School of Medicine, School of Nursing, and The Claude Moore Health Sciences Library.

The U.Va. Health System has been recognized by numerous sources such as U.S. News & World Report “Top Doctors”; American’s Top Doctors for Cancer; Thomson Reuter’s Top Cardiovascular Hospitals; Best Doctors in America ® 2011-2012; and Good Housekeeping. U.S. News & World Report’s “America's Top Doctors” directory ranks 48 U.Va. Health System physicians among the top 1 percent in the nation in their respective fields.

Position Summary

The EVPHA will report directly to the President of the University of Virginia and will work closely with the Executive Vice President and Provost and the Executive Vice President and Chief Operating Officer in advancing the goals of the University. The primary responsibility of the new EVPHA is to align the key components of the health system to achieve the goal of becoming a top academic medical center.

The EVPHA will have executive responsibility for a complex health system that includes the University Hospital, the Transitional Care Hospital, the Emily Couric Cancer Center, the Battle Building, multiple ambulatory clinics, and home health care. The EVPHA will have responsibility for implementing and updating the strategic plan for the Health System that the Board of Visitors recently adopted.

The EVPHA will work closely with the University Physicians Group to improve clinical care. The Hospital CEO, with a total Medical Center budget of $1.2b and 7,000 employees, will report to the EVPHA. The Deans of the School of Medicine and the School of Nursing will report to the EVPHA for clinical responsibilities, and to the Provost for academic responsibilities. In addition, the Director of the Health Sciences Library will report to the EVPHA.

The University of Virginia Health System is an agency of the state of Virginia, and its governing board is the Board of Visitors of the University of Virginia. The EVPHA will serve as the liaison to the Medical Center Operating Board, a standing committee of the Board of Visitors.

The UVa. Medical Center is a nationally renowned medical teaching facility which provides outstanding patient care, educates future health care leaders, and advances innovation through research. In 2011, the facility expanded to 577 beds and 28,575 patients were admitted. The emergency room had 60,756 visits; and 14,584 inpatient and 52,167 outpatient surgeries were performed. It is accredited by the Joint Commission. The Medical Center provides expert care and features a network of more than 800 physicians who provide every level of medical care. They serve patients from Charlottesville and the surrounding communities, as well as those from Virginia, the Mid-Atlantic states, and the Southeast.
The faculty of the School of Medicine currently number 1,033, with strengths in both clinical and basic science specialties. There are 95 faculty in the School of Nursing, including 16 National Academy fellows. The direct research expenditures for these two schools are $167M in the current academic year and both schools enjoy national reputations. In addition, the Director of the Health Sciences Library will report to the EVPHA. Further information about the Health System is available at http://www.healthsystem.virginia.edu.

The EVPHA will have responsibility for development and fundraising and work cooperatively with the President, Deans, Senior Vice President for Development and Public Affairs, and the development staff in securing philanthropic support for the Health System and for the University.

POSITION SPECIFICATION

Key Relationships

Reports to: President, University of Virginia

Direct reports: Hospital, CEO
Director, Medical Library
Dean, School of Medicine
Dean, School of Nursing

Collaborates with: University Physicians Group
Clinical partners
Executive Vice President and Chief Operating Officer
Executive Vice President and Provost

Key Priorities

- Work with the President, EVP Provost, and EVP COO and the ongoing support of the University community, to achieve our three missions—providing innovative, superlative care; training health professionals; and creating and sharing health knowledge through increased engagement with other institutions;

- Provide visionary leadership fostering innovation, patient safety, and clinical quality; build bridges, internally and externally, to create opportunities that will further clinical, educational, and research initiatives and strengthen strategic goals;

- Advise the President on all Health Affairs-related policies, programs and operations;

- Build relationships with the Clinical Chairs in the new strategic plan to align incentives that continue to support education, research, and patient care;

- Play a catalytic role in enhancing the visibility of the School of Medicine, while developing meaningful relationships with legislative leaders within the State and at the Federal level;

- Support an environment that recognizes excellence and promotes a positive atmosphere of achievement, professionalism and pride for students, faculty, and staff.
CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Candidate

The successful candidate will have an outstanding national and international reputation in research, education, and clinical arenas including direct patient care. He/She should have extensive experience in leading and managing complex, academic health centers with notable executive level experience in the private, public, and/or nonprofit sectors. He/She should have a record of transformative, collaborative, and visionary leadership and be highly regarded in his or her fields. He/She will be a passionate supporter of the mission of service, excellence, and continuous improvement focused on patient-centered care, quality, safety, and fiscally sound operations. In addition, he/she will have a track record that includes:

- Passionate commitment to academic medicine and enthusiasm for leadership and innovation as shown through explicit advocacy for the advancement of medicine, scholarship, research, education and clinical practice;
- Superior communication, relationship building, transparency and fairness;
- Professional and personal integrity, success in complex budgetary and administrative settings, and knowledge and skills appropriate to executive functioning within a university;
- Broad vision of the future of health care and assertiveness in taking risks and presenting and selling ideas, combined with a mature sensitivity to the values and expectations of others;
- Effective collaboration as part of an executive leadership team characterized by trust, open communication, and shared goals;
- A thoughtful and well-articulated understanding of the competitive and ever-changing national and international environment for health care delivery and professional education;
- Familiarity with the accrediting and regulatory environments within which the health system must operate;
- Skill in working with both laypersons and professionals to meet organizational goals;
- Ability to frame problems and identify solutions that will best position the health system in the current, uncertain environment for health care;
- Demonstrated ability to lead a team, to deal with both routine and extraordinary circumstances, and to function effectively with a variety of constituencies;
- Patient-centric focus and successful experience in creating cultures conducive to patient care quality, professional ethics, and a healthy workplace;
- Deep knowledge and skills appropriate to executive functioning within a university;
- Exposure to academic medicine and the economic and risk dynamics associated with both clinical and research activities in those environments;
- A strong record of fostering and facilitating excellence in teaching, research and patient care and service;
• Ability to recruit, motivate, develop, and retain a high-performance workforce;
• Empathy and understanding of multiple points of view to successfully lead an organization toward desired goals;
• Sensitivity to diversity and instilling values related to equity and inclusion, and;
• A terminal degree in a health field with a record of academic, clinical, and administrative accomplishments.

Critical Competencies for Success

• Leadership: In a climate where health care changes will intensify, create a sustainable business model to enable the University Health System to continue to innovate and compete successfully for the best talent at all levels. Develop sophisticated performance management tools to enable better decision making and planning. Provide leadership that brings innovative and creative solutions for major business issues that impact the University Health System performance.

• Relationship Building: As one of the executive leaders within the University, develop strong relationships internally and externally with colleagues, stakeholders, and staff. Actively collaborate in devising strategies focused on driving clinical excellence and cost effectiveness that will enable the University of Virginia and its clinical partners to face challenges in the health care market. Build relationships to align incentives that continue to support education, research, and patient care. Be accessible and responsive, serve others by effectively addressing problems, and invest the time to be a visible presence. Demonstrate an ability to interact effectively with people at all levels in the organization – be both empathetic and motivating. Actively engage in mentorship and the development of talent.

University of Virginia Overview

The University of Virginia is distinctive among institutions of higher education. Founded by Thomas Jefferson in 1819, the University sustains the ideal of developing leaders who are prepared to shape the future of the nation. The University is public, while nourished by the strong support of its alumni. The students who attend have been chosen because they show exceptional promise. The University remains the No. 2 best public university in the 2012 edition of the U.S. News and World Report rankings. Since U.S. News began ranking public universities as a separate category, U.Va. has ranked either No. 1 or No. 2.

The University of Virginia comprises eleven schools in Charlottesville (the School of Architecture, the College and Graduate School of Arts & Sciences, the McIntire School of Commerce, the School of Continuing and Professional Studies, the Darden School of Business, the Curry School of Education, the School of Engineering & Applied Science, the School of Law, the School of Medicine, the School of Nursing, and the Batten School of Leadership and Public Policy), plus the liberal arts College at Wise in southwest Virginia. The University offers 51 bachelor’s degrees in 47 fields, 83 master’s degrees in 66 fields, six educational specialist degrees, two first professional degrees (law and medicine), several dual graduate degrees, and 59 doctoral degrees in 58 fields.
The University's schools and programs rank among the best in the United States. The Schools of Architecture, Commerce, and Law all rank among the top ten in their fields in the *U.S. News and World Report* rankings. The University's language departments, such as Spanish, German, and French, regularly rank among the highest in the nation; other leading programs at the University include English, biomedical engineering, economics, history, medicine, nursing, physics, cell biology, physiology, and psychology. By building on the legacy of the founder, the University of Virginia continues to play a key role in shaping the future of the nation and the world.

At the heart of the University's campus – or the Grounds, as it is called at U.Va. – is the “Academical Village,” a U-shaped group of buildings designed by the founder Thomas Jefferson and set around an open space known as the Lawn. Jefferson envisioned this arrangement as well suited to the frequent contact and shared learning between professors and students that define the ideal college experience.

Today, the Lawn remains the center of University life. Each year thousands of visitors tour the Rotunda, which is also a venue for lectures, social events, student activities, and meetings. The Academical Village is considered one of the world’s great cultural treasures, and the University Architect continues to abide by the principles that define the historic core of the Grounds while planning for the future needs of the institution. U.Va. was the first University in the United States to be chosen as a UNESCO World Heritage Site. The University community includes approximately 13,900 full and part-time employees, including the U.Va. Health System. There are more than 20,000 students – 13,700 undergraduates and 6,600 graduate and professional students.

While national rankings are notable achievements, the University’s success can best be measured by the quality of the students who attend. They are diverse, smart, and engaged. U.Va. students bring with them a sense of creativity, engagement, and vitality that manifests itself inside and outside the classroom. The University has a strong culture of student self-governance, and student interests and activities make the University an exciting place.

Environmental sustainability is an articulated goal and priority for the University of Virginia by the Board of Visitors and President Sullivan, as well as the Commission on the Future of the University, the Faculty Senate, the Student Council, the City of Charlottesville, and Albemarle County. As explained by President Sullivan, "...we see the environment as our shared treasure. As we consider the numerous environmental challenges that we face, we affirm our commitment to protect and preserve the environment through education, research, and dedication to continuous improvement in operations across the University."

Membership in the U.Va. community means experiencing a variety of artistic, cultural, athletic, and outdoor activities year-round. Theatergoers attend on-Grounds productions by the Department of Drama and Heritage Theatre Festival. The University of Virginia Art Museums present special exhibitions and maintain a permanent collection of more than 10,000 objects from around the world. U.Va. also sponsors an evening concert series and concerts by local bands and symphony orchestras.

U.Va. football games at Scott Stadium draw approximately 350,000 spectators annually. The John Paul Jones Arena, home to the U.Va. basketball teams, also hosts concerts, family shows, and community events. In addition, the strength of U.Va.’s baseball, soccer, lacrosse, and other athletic programs attracts a significant following. The University offers various indoor and outdoor fitness facilities, including the 54,300 square foot Aquatic & Fitness Center, outdoor
tracks for jogging, and fields for intramural sports and individual recreation. University employees receive discounts to selected arena shows and events and a reduced rate for memberships to University fitness centers.

The operating budget for FY 2012-13, for all the University of Virginia, totals $2.6 billion. Of the total budget, $1.4 billion relates to the Academic Division, $1.2 billion to the Medical Center, and $36.3 million to the University of Virginia's College at Wise. State general funds represent 10.2% of the Academic Division budget and 5.8% of the total University of Virginia operating budget. Including endowment investments held by the seven related foundations reported as component units, the combined University system endowment is approximately $5.35 billion. The University maintains triple-A bond ratings from all three major credit rating agencies.