



**Baystate
Health**

ADVANCING CARE.
ENHANCING LIVES.

Director of Compensation

Leadership Profile

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WittKieffer

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Organization Overview

Baystate Health

Baystate Health (BH), based in Springfield, Massachusetts, is a five hospital, not-for-profit, integrated academic health system serving over 800,000 people throughout western New England. With roots dating to the founding of Springfield Hospital in 1883, BH has been providing high quality, compassionate healthcare in the Pioneer Valley for more than 140 years. With an annual budget over \$3 billion, the health system includes approximately 1,000 beds, more than 13,000 employees and operates on the Cerner EHR platform across the care continuum. BH is one of the largest health systems in New England with more than 1,500 physicians (65% employed) and 640 advanced practice professionals delivering care across the region. Facilities and services include:

Baystate Medical Center (BMC) is a 730 licensed-bed tertiary academic medical center in Springfield, Massachusetts. BMC Emergency & Trauma Center is the busiest single-site emergency department in Massachusetts, providing the most comprehensive surgical care to the most seriously injured and ill patients. They are the region's only Level 1 Trauma Center serving over 105,000 adult and pediatric patients. The hospital also offers pre- and post-natal care for mothers giving birth at its Wesson Women & Infants' Unit, which is home to the region's only Level III Neonatal Intensive Care Unit (NICU) as well as the Baystate Reproductive Endocrinology program. BMC is also home to the UMass Chan Medical School - Baystate. BMC has received Magnet® designation from the American Nurses Credentialing Center (ANCC) four consecutive times, anticipating its fifth, placing it among leaders nationally in nursing excellence and quality patient outcomes.

Baystate Children's Hospital (BCH), located within BMC, is a 107-bed, 57-bassinet accredited, full-service children's hospital and pediatric-specific emergency department in western Massachusetts. It provides primary and advanced medical care to babies, children, adolescents, and their families.

▪ **Three Community Hospitals:**

- **Baystate Franklin Medical Center (BFMC)**, located in Greenfield, Massachusetts, is an 89-bed acute care community hospital serving Franklin County, North Quabbin, and surrounding regions. The hospital boasts a state-of-the-art surgical center, emergency care, orthopedics, and cancer care. In addition, the hospital delivers more than 400 babies each year in The Birthplace, where birthing experiences are customized to the patients' needs.
- **Baystate Noble Hospital (BNH)**, located in Westfield, Massachusetts, is an 85-bed, acute care, community hospital that offers a variety of inpatient and outpatient services, including cardiology and cardiac rehabilitation, gastroenterology, women's health services and emergency care for over 80,000 residents in Westfield and surrounding communities.
- **Baystate Wing Hospital (BWH)**, is a 68-bed, acute care, community hospital located in Palmer, Massachusetts, which offers emergency care and a broad range of inpatient and outpatient services including primary and specialty care, cardiovascular services, endocrinology, gastroenterology, and neurology. The hospital also offers Convenient Care, which is walk-in treatment for illness or injury.

- **Baystate Community Health Centers** are anchors of public-health efforts in their respective Springfield neighborhoods, working in partnership with community members and groups to address some of the more pressing health challenges facing area residents. These centers are key amongst the important services provided by the Department of Medicine, and offer comprehensive primary care for babies, children and adults of all ages as well as on-site access to specialty care services and serve as the primary ambulatory training sites for both the internal medicine and med/peds residency programs. The health centers also represent the home of the BeHealthy Partnership, Baystate Health's Medicaid ACO.
 - Baystate Brightwood Health Center – Centro de Salud
 - Baystate High Street Health Center: Adult and pediatrics
 - Baystate Mason Square Neighborhood Health Center
 - Wesson Women's Clinic
- **Baystate Medical Practices** is the multi-specialty group of over 800 physicians and 418 advanced practice providers in primary care, specialty, and surgical disciplines with more than 100 practices across 50 sites of service. Care is provided at urban, suburban, and rural practices, community health centers, convenient care clinics and via virtual visits. Baystate Primary Care offers patient-centered care that includes family practice, internal medicine, med/peds and pediatrics.
- **Health New England** is Baystate Health's non-profit health plan offering a range of services including commercial, Medicaid, and Medicare supplemental coverage. With 200,000 members, it is one of the largest managed care organizations in western Massachusetts. Health New England leads Baystate Health's work in caring for the underserved through the BeHealthy Partnership, its Medicaid Accountable Care Organization.

Specialized Programs & Services

- **Davis Family Heart & Vascular Services** at Baystate Medical Center, a Watson Health top 50 Cardiovascular hospital, is home to the Heart & Vascular Program treating heart and vascular conditions from heart attacks to symptoms of vascular disease. Care also includes the Cardiac Rehabilitation and Wellness Program certified by the American Association of Cardiovascular and Pulmonary Rehabilitation. Heart and Vascular services are operationally structured by a service line model across the system.
- **D'Amour Center for Cancer Care** provides integrated cancer care for adult and pediatric patients. Baystate is the only comprehensive cancer program – including leukemia, pediatric cancer, and gynecologic cancer care – and the only clinical research program in western Massachusetts. Cancer services are operationally structured by a service line model across the system.
- **Behavioral Health** services at Baystate offer comprehensive mental health, behavioral medicine, and employee assistance programs with services including Adult Psychiatric Treatment Unit (inpatient hospital); Child Psychiatric Treatment Unit (inpatient hospital); Adult and Child Partial Hospitalization Programs; Integrated behavioral health services available at 13 primary care sites and outpatient behavioral health and psychiatric services for adults and children.
- **Baystate Neurovascular Suite** at Baystate Medical Center, the only of its kind in the region, specializes in emergency neurosurgery, cerebrovascular surgery, cutting edge endovascular intervention, stroke treatment, and surgery for traumatic brain injury. Neuroscience care is operationally structured as a service line across Baystate Health.

- **Baystate Health and Wellness Center** offers care locations in Longmeadow, Palmer, Greenfield, and Northampton; providing a wide range of primary care, specialty adult and pediatric physician practices, and outpatient services such as imaging, lab services, and mammography.
- **Baystate Home Health and Hospice Services** provides high-quality care and supplies to patients and families, primarily in their homes. Comprehensive in-home health care, hospice, and palliative care is provided by its staff of over 230, managing more than 140,000 visits annually.

Baystate Health Fast Facts

- 1.8 million outpatient visits, including comprehensive sick and preventive care
- Over 197,000 emergency and urgent care visits annually
- Over 50,000 hospital discharges annually
- More than 37,000 surgeries performed per year
- Over 4,400 babies born at Baystate Health hospitals annually
- More than 225,000 hospital medicine encounters annually



Mission

"Our mission is to improve the health of the people in our communities every day, with quality and compassion."

Awards and Recognition

Baystate Health has been recognized as a healthcare leader in many areas including Magnet Designation, Watson Health Top 50 Cardiovascular Hospital, CHIME Most Wired Award, Forbes Best Employer by State, and many more. [Click here](#) for additional recognitions and awards.

UMass Chan Medical School

When UMass Chan was inaugurated in 1969, an academic university medical center was established at the same time, the UMass Medical Center. UMass Chan faculty serve as the medical staff of this facility. UMass Chan is one of five campuses in the University of Massachusetts system. Academic advancement has been a driving force for the faculty of the University of Massachusetts. Over the last 10 years, UMass Chan has advanced to 18th nationally in NIH funding in the basic sciences and is now one of the nation's top 50 medical schools in funding for clinical studies. The basic science and clinical faculty share in this achievement. UMass Chan consistently ranks among the top medical schools in the country for primary care and has established a vision to become one of the top 10 academic health science centers in the United States. Research growth at the institution has been significant. Total research awards are currently \$435M in FY '22. The UMass Chan Medical School, as the Commonwealth of Massachusetts' only public medical school, maintains a strong commitment to public service, including the provision of health services to vulnerable populations.

UMass Chan is led by Dean Terence Flotte, M.D., who is also the UMass Chan Provost and Executive Deputy Chancellor, reporting to Chancellor Michael Collins, M.D. The Worcester campus includes, in addition to the School of Medicine, the Graduate School of Biomedical Sciences and the Graduate School of Nursing. Together, Dean Flotte and Chancellor Collins have led several important initiatives including redesigning the medical education curriculum and expanding basic, clinical, and translational research.

Position Summary

The Director of Compensation is crucial in shaping Baystate Health's compensation policies and structures. The ideal candidate will have healthcare experience with an understanding of physician compensation. This role is responsible for developing and implementing compensation plans for all Baystate Health employees, including staff, providers, and executives. Key responsibilities include creating policies related to salary, benefits, and bonuses, and managing the implementation process of these plans. Additionally, the director ensures all compensation plan documents are current and oversees a team comprising analysts, consultants, and a manager dedicated to physician and advanced practitioner compensation plans and programs. The director plays a vital role in fostering a work environment that supports employee satisfaction and organizational performance.

Reporting Relationships

Reporting to the Vice President of Human Resources Operations and Total Rewards.

Responsibilities

The successful Director of Compensation candidate will:

- Overseeing the development and implementation of the Baystate Health compensation philosophy, policies, and procedures with transparency and less complexity as a goal.
- Communicates with other human resources departments and team members, so they are able to explain compensation-related topics in a way that leaders, providers and employees can understand how Baystate Health's compensation system works.
- Coordinates the implementation of all annual compensation programs such as annual base pay increases, COLA, incentive and variable compensation plans, executive compensation annual review and equity/market review and adjustments.
- Reviewing salary data from external sources such as industry surveys to determine what salaries are appropriate for various positions within the company.
- Oversees the updating and the consistent utilization of the BH external benchmarking database such as Pay Factors.
- Evaluating and recommending annual pay increases, bonuses program, and BH Administrative Variable Compensation Plan as well as Provider Incentive Plans to retain and drive the performance of existing employees and recruit new team members to the enterprise.
- Monitoring employee turnover rates and exit interview data to determine whether compensation and market position are influencing these key HR metrics.
- Maintain an up-to-date working knowledge of laws and regulations regarding discrimination in compensation practices to ensure compliance with legal standards.
- In collaboration with the Director of Employee Relations and Staff Attorney recommending changes to the BH compensation policies based on new laws or best practices
- Ensuring that all employees are treated fairly and consistently concerning compensation decisions and practices.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Gain a solid understanding of Baystate Health compensation and benefits and processes.
- Develop an organized, simple and contemporary approach to the compensation systems/process and make improvements, as needed.
- Establish credibility and solidify working relationships with staff, management, and senior leadership of Baystate Health by being visible, collaborative and proactive.
- Partner with Workforce Planning, Benefits and Employee Health Services to ensure that the compensation plans effectively support Baystate Health's mission, vision, values, goals and aim to provide a total rewards and wellness package that and goals, allowing Baystate Health to remain market competitive and
- Build a strong team among staff of the compensation department.
- Evaluate the skills of the staff and develop a plan to enhance managerial and technical capabilities. Mentor staff and provide opportunities for professional development.
- Review and evaluate the procedures and systems relating to job codes, salary structures, and incentive compensation plans.
- Develop a strategy to effectively communicate total compensation to the Baystate Health employee population.

Candidate Qualifications

Education/Certification

- A bachelor's degree in human resources, business or related healthcare field is required. A master's degree in business administration (MBA) or HR and/or a certification as a Compensation Professional is preferred.

Knowledge, Work Experience and Personal Characteristics

- A minimum of five years of experience in compensation field, ideally in a healthcare setting.
- Past experience includes progressive advancement as a compensation analyst or compensation manager previously.
- Ideally experience should include physician and executive compensation in addition to exempt and non-exempt staff and leadership. Additional applicable experience in human resources or as a financial analyst is helpful. Experience with administering compensation programs in organizations with collective bargaining agreements is preferred but not required.
- Experience utilizing technology to improve compensation processes and service.

- Significant level of technical expertise with large enterprise Human Capital Management systems. Able to optimize the coordination of complementary systems (e.g., Workday and Halogen) and provide leadership in system upgrades.
- Excellent analytical and project management skills required.
- Excellent interpersonal skills, with the ability to deal with a diverse workforce in a complex environment.
- Excellent communication skills, with the ability to think on one's feet; ability to give quick, confident responses that are within the context of the law and human resources policy and to be articulate in emotionally charged situations; ability to function independently without close supervision.
- A self-starter with a high degree of self-confidence that ensures business initiatives are in alignment with Baystate Health's operating principles.
- Demonstrated ability to work calmly and collaboratively displaying a high degree of emotional maturity.
- Possesses a positive outlook; a high-energy, can-do person who is confident and inspires confidence in others.

The Community

Springfield, Massachusetts



Springfield, Massachusetts, situated on the Connecticut River, has a metro-area population of approximately 700,000. Springfield is located in south/central Massachusetts, near the Connecticut border. It is about an hour and a half drive to Boston, MA and a thirty-minute drive to Hartford, CT.

The Springfield - Hartford region is known as the Knowledge Corridor because it hosts over 160,000 university students and over 32 universities and liberal arts colleges - the second highest concentration of higher learning institutions in the United States. There is also an excellent selection of private and public elementary and high schools in the area.

The city is also home to major employers, including MassMutual Insurance, Smith & Wesson and General Dynamics.

Springfield provides a mix of arts and entertainment offerings, which include the following attractions:

- The Dr. Seuss National Memorial
- The George Walter Vincent Smith Art Museum
- The Museum of Fine Arts
- Six Flags Amusement Park of New England (Agawam, MA)
- The Springfield Science Museum
- The Springfield Symphony Orchestra
- The Zoo in Forest Park
- City Stage
- The Connecticut Valley Historical Museum
- MGM Casino
- The Big E

Rural, suburban and urban locales offer a variety of residential options, including 17 neighborhoods, such as South End, known for its rich Italian heritage, and Forest Park Heights, featuring more than 600 Victorian Painted Lady mansions. Other communities in the area that attract leaders at Baystate Health include Longmeadow, East Longmeadow, Northampton, Amherst and Suffield, CT.

Procedure for Candidacy

Please direct all applications, nominations and inquiries to April Allen or Anissa Conner assisting Baystate Health with this recruitment, preferably via e-mail, to aconner@wittkiewer.com

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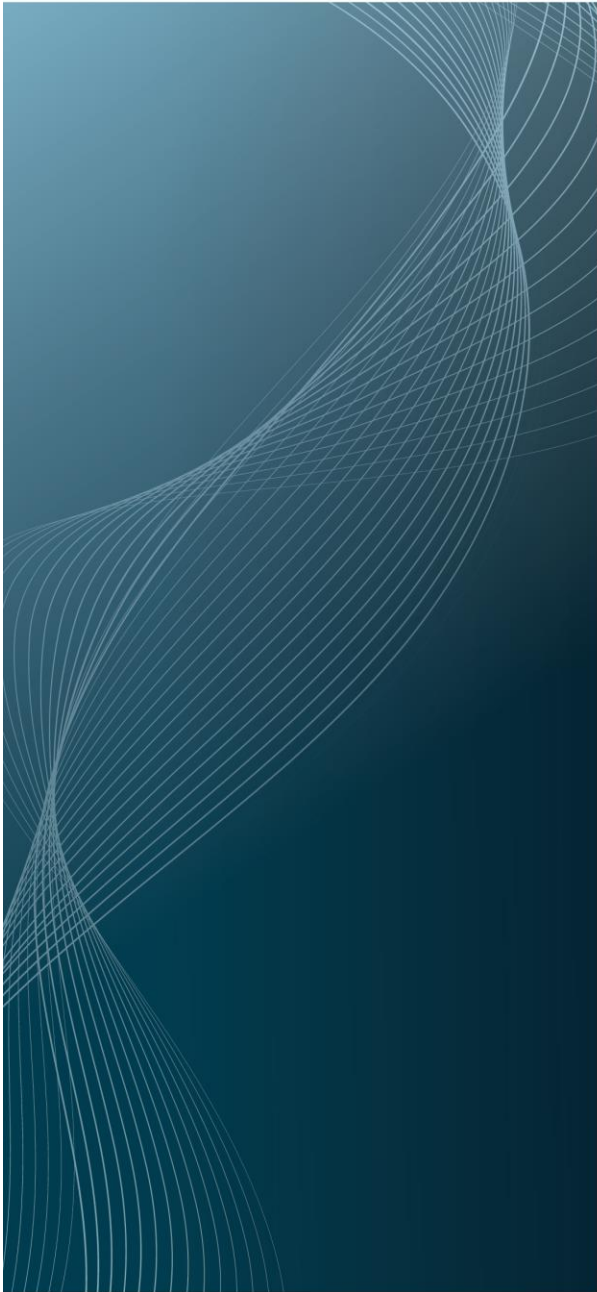
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Baystate Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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