



Executive Vice President, Care Delivery

Leadership Profile

Prepared by Rachel Polhemus, Wendy Kerschner

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The Opportunity

Meritus Health seeks a dynamic, results oriented executive to serve as its next EVP, Care Delivery. This is a unique opportunity to serve as a key member of a high-performing, quality-driven senior leadership team. Reporting directly to the President and CEO, Maulik Joshi, the EVP will play a central role in integrating processes, services, and operational structures, leading teams through change, and strengthening the system's reputation for exceptional care across its communities. The success of this position is based on the results achieved in multiple areas.

Meritus Health, Western Maryland's largest health care provider, is located at the crossroads of Western Maryland, Southern Pennsylvania, and the Eastern Panhandle of West Virginia. With nearly 4,500 employees, more than 500 medical staff members, and 250 volunteers, Meritus Health serves over 200,000 residents of the tri-state region and is an anchor organization for the community. Meritus Medical Center, the flagship facility of the health system, has 327 beds, is a level 3 trauma center and is a Joint Commission-accredited hospital. Meritus Medical Center is a teaching hospital, serving as a clinical training site for multiple residencies, several medical schools, and more than 1,000 nursing and allied health students annually. Meritus School of Osteopathic Medicine has matriculated its first class of students this year.

Meritus is a high-performing, not-for-profit health system with a strong regional presence and a reputation for innovation and stability. The organization's success is driven by dedicated employees, leaders, and clinicians who are talented, collaborative, and community-focused, all working together to fulfill Meritus' mission. Meritus is on the Baldrige journey and has won the state level award and has applied for the national award.

The system is seeking an EVP with proven expertise in operational improvement, particularly in advancing clinical integration and care delivery. The ideal leader will have a track record of achieving results through consistent, effective methods while fostering employee engagement and partnership. The EVP will build trusting relationships with employees and providers, driving results and improving efficiencies through collaboration, accountability, and shared ownership. The EVP will drive innovation in all settings and support Meritus' transformation into an academic medical center, fostering strong partnerships with medical education programs, research initiatives, and community-based care. These efforts will strengthen the system's reputation for delivering exceptional, academically informed care throughout its communities.

This is an exceptional opportunity for a talented, system-oriented and experienced leader. The EVP will provide strategic and operational expertise to a growing, innovative nonprofit healthcare system. This executive will need to be highly agile and an exceptional leader, communicator and creative problem solver. They must be a contemporary thinker concerning integrated, high-quality, efficient care and how these goals are achieved within an evolving health system. Candidates need to have a graduate degree in business administration, health care administration, management or related field. A physician background is a plus.

Organization Overview

Meritus Health, Inc. is a regional, not for profit community-based, academic healthcare delivery system committed to serving the healthcare needs of Washington County, Maryland, and surrounding areas in Maryland, Pennsylvania, and West Virginia.

Meritus Health traces its origins to October 26, 1905, when the Washington County Hospital Association opened a small, community-focused hospital in Hagerstown, Maryland. Today, Meritus Health offers a comprehensive continuum of care, including general and specialty services for medical, surgical, pediatric, geriatric, and obstetrical patients, as well as an integrated network of physician practices and outpatient services. With approximately 4,300 employees and 500 medical staff, Meritus Health is the largest private employer in the five most western Maryland counties.

The hospital currently offers a range of acute general hospital inpatient services, including adult medical/surgical care, obstetrics, radiology and diagnostic services, inpatient and outpatient mental health services, a regional Level III Trauma Center, an intensive care unit, an intermediate care unit, and a pediatric unit.

The Meritus Medical Group has 250 employed providers across over twenty specialties.

Meritus has annual revenues of approximately \$750+ million.

Meritus Medical Center

The Medical Center is an acute general hospital with 327 total physical beds. The Medical Center is designated as a Level III Trauma Center by the Maryland Institute for Emergency Medical Services Systems, one of nine trauma centers in Maryland. The main hospital building is an approximately 525,000 square foot, six-story complex supported by an approximately 40,000 square foot two-story administrative building.

The Medical Center offers an extensive range of inpatient and outpatient services, including neonatology, psychiatry, Level III trauma care, stroke care, wound care, a joint replacement program, and cardiac diagnostic laboratory services. In calendar year 2024, the Medical Center assisted in the births of approximately 2,100 babies, handled more than 70,000 emergency room visits, and admitted more than 17,500 patients.

Connected to the Medical Center is a two-story condominium medical office building owned by Robinwood Medical Center Condominium, Inc. and known as the Robinwood Professional Center ("RPC"). Key Meritus Health patient service operations in the RPC include three imaging suites, two outpatient rehabilitation clinics, three primary care practices, 15 specialty care practices, a laboratory patient service center, and a pharmacy.

In addition to hospital-based services, Meritus Health offers a broad range of outpatient services, including primary care, specialty services, mental health counseling, medical laboratory services, occupational medicine, home care, and urgent care. In total, these service offerings comprise a broad continuum of care for residents of the tri-state region, which constitutes Meritus' primary and secondary service areas.

Key services provided include:

Acute Inpatient and Outpatient Hospital Services

The Medical Center offers a comprehensive range of medical services. The hospital is equipped with advanced technologies and offers specialized programs, including a Level III trauma center, a Primary Stroke Center, and a Wound Care Center. Other outpatient services include services provided at the John R. Marsh Cancer Center and Meritus Physical Therapy. Voluntary and Involuntary Adult Inpatient Psychiatric Care

Meritus Health provides comprehensive behavioral health services, including both voluntary and involuntary adult inpatient psychiatric care. These services address a range of mental health conditions, ensuring that patients receive appropriate care in a secure environment.

Obstetrics and Maternal Services

The Meritus Family Birthing Center at the Medical Center offers expectant mothers expert medical care in a family-centered environment. Each birthing suite is fully equipped for labor, delivery, postpartum, and newborn care, allowing mothers and babies to remain together throughout their stay.

Home Health and Durable Medical Equipment

Meritus Equipped for Life provides a wide range of durable medical equipment and products to support patients at home. Offerings include oxygen equipment, hospital beds, CPAP machines and supplies, wheelchairs, medical alert services, and aids for daily living. Equipment repairs and installations to further patient safety and comfort are also offered.

Outpatient Physical Therapy

Meritus Physical Therapy delivers comprehensive rehabilitation programs with a team of occupational, physical, and speech therapists, as well as social workers. Many staff members hold advanced certifications in areas such as hand therapy and orthopedics. Facilities feature state-of-the-art equipment and a heated indoor pool for aquatic therapy.

Urgent Care, Primary Care, and Specialty Services

Meritus Health operates two urgent care centers providing treatment for conditions ranging from earaches and sore throats to sprains and strains. Primary care services are available for patients of all ages, focusing on preventive care, wellness, and chronic disease management. Specialty services include cardiology, oncology, orthopedics, and more, providing

Telehealth Services via Meritus Now

Meritus Now offers a secure and user-friendly virtual care option for both primary and urgent care needs. Accessible seven days a week, patients can connect with healthcare professionals without the need to download an app, facilitating convenient consultations from any location.

Behavioral Health Services: Brook Lane

Meritus Health became affiliated with Brook Lane in 2024. This affiliation culminated from a comprehensive, multi-month evaluation process designed to identify how each organization could best leverage its strengths to address the evolving mental health care needs of the region and state. By joining forces, Brook Lane and Meritus Health have created a comprehensive care network that integrates clinical excellence with a shared commitment to our community's values.

Brook Lane employs approximately 500 staff across four locations. Its main campus in Hagerstown houses a 58-bed hospital, recognized as the second largest freestanding psychiatric hospital in Maryland. The campus offers partial hospitalization (day treatment) programs for both adults and children, as well as residential treatment for children and adolescents. Laurel Hall, Brook Lane's special education school, operates at two sites: one on the main campus and another in Frederick. Additionally, Brook Lane operates three outpatient centers: North Village in Hagerstown, Mack Avenue in Frederick, and South Cumberland Marketplace in Cumberland, each staffed with licensed clinicians who provide therapy for individuals of all ages. The InSTEP program, located at the North

Village office, delivers outpatient and intensive outpatient services for individuals with substance use treatment needs.

The School-Based Mental Health program embeds Brook Lane therapists in all middle and high schools in Washington County, ready to provide needed therapy on-site. Brook Lane also remains the leading provider of mental and behavioral health continuing education seminars and free community programs in the region.

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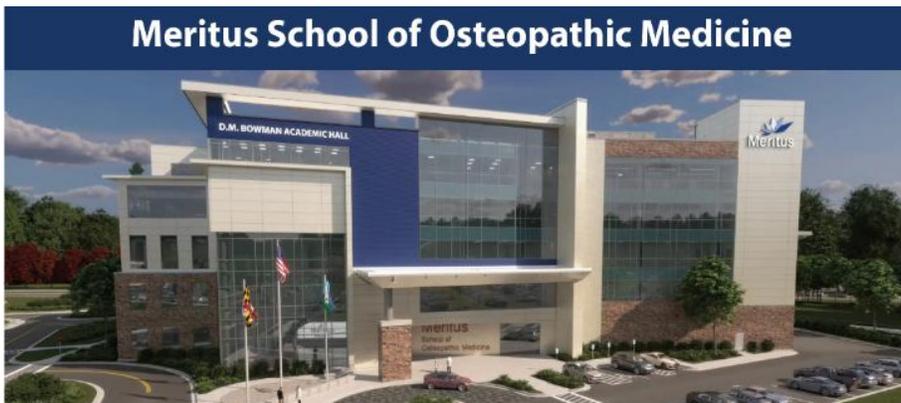
Maryland Physicians Care

Meritus holds a 25% ownership stake in Maryland Physicians Care (MPC) - a managed care organization (MCO) administering services to Maryland's HealthChoice enrollees. Western Maryland Health System, St. Agnes Medical Center and Holy Cross Health System are the other majority owners. Founded in 1996, MPC believes in helping its members make informed decisions about their health through free, high-quality healthcare services. In addition to MPC's wellness and prevention programs, MPC offers qualifying HealthChoice recipients valuable health care benefits and services at no cost. MPC has 215,000+ Medicaid members and has annual revenues of over \$1.1 billion.

Academic Programs

In 2021, Meritus Health embarked on a bold, mission-driven initiative to address the growing national and regional physician shortage through the creation of a community-based academic health system.

This initiative led to the formation of MSOM in 2022, with the purpose of establishing the Medical School, alongside Meritus Commons, a purpose-built student housing complex.



DM Bowman Academic Hall

Meritus School of Osteopathic Medicine

The Meritus School of Osteopathic Medicine, affiliated with Meritus Health, received conditional approval in 2024 from the Maryland Higher Education Commission to operate as an in-state degree-granting institution, along with pre-accreditation from the Commission on Osteopathic College Accreditation. It is the first new medical school in Maryland in over a century, joining only Johns Hopkins University and the University of Maryland in offering

medical education in the state. Located on the Meritus Medical Center campus, the school welcomed 90 students in its inaugural class and plans to expand to 180 students in future cohorts. Its main facility, the 200,000-square-foot D.M. Bowman Academic Hall, is scheduled for completion by December and will include adjacent student housing. According to Meritus President and CEO Maulik Joshi, DrPH, the school was founded to address the critical shortage of physicians and is expected to drive generational change in healthcare.



Meritus Commons fully furnished apartments for over 400 individuals

For additional information about the organization, please visit www.msom.org.

Residency Programs

Meritus currently offers an ACGME-accredited Family Medicine Residency Program known for its comprehensive training and community-based care. In July 2025, a newly accredited Psychiatry Residency Program was launched, offering a robust curriculum focused on serving the mental health needs of the region. In addition, Meritus is launching a General Surgery Residency Program in July of 2026, further broadening the scope of specialized training available.

Accolades

With a long-standing history of caring for the community, Meritus Health continually pursues excellence to enhance the region's health status. Meritus Health continually improves its healthcare quality and patient satisfaction while maintaining high-quality standards. Meritus Health's success is recognized by many awards from the national, regional, and state organizations listed below.

- Healthgrades 2025 Honors, including the Specialty Excellence Award, which places the hospital among the top 10% nationwide for surgical care. Meritus is also five-star rated for four services, including hip fracture treatment, spinal fusion surgery, respiratory failure treatment, and diabetic hospitalizations. In addition to this top honor, Meritus ranked second among Maryland hospitals for surgical care. The hospital has also maintained a five-star rating for respiratory failure treatment for the past nine years and diabetic hospitalizations for the past two years. These achievements further affirm Meritus' status as a premier destination for specialty care and underscore the organization's longstanding commitment to excellent patient care.
- Best-in-State Employer award from Forbes 2024. Employers on the list have been identified in an independent survey from a vast sample of over 160,000 employees working for companies employing at least 500 people within the U.S., according to Forbes.

- Six consecutive "A" Hospital Safety Grade Ratings from The Leapfrog Group. Meritus Medical Center received an "A" Hospital Safety Grade from The Leapfrog Group, a national nonprofit upholding the standard of patient safety in hospitals and ambulatory surgery centers. This national distinction celebrates Meritus' achievements in prioritizing patient safety by protecting patients from preventable harm and errors. The new grades reflect performance primarily during the height of the pandemic. Only 12% of the hospitals nationally have achieved A's six consecutive times.
- Stroke and Diabetes Honors from American Heart Association. Meritus Medical Center has received the American Heart Association's Get With The Guidelines - Stroke GoldPlus quality achievement award for its commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability.
- Best of the Tristate 2024. Meritus Health is honored to have been voted Best Hospital, Best Urgent Care and Best OB/GYN

For additional awards please visit [Hospital Awards | Meritus Health](#)

2030 Strategic Plan

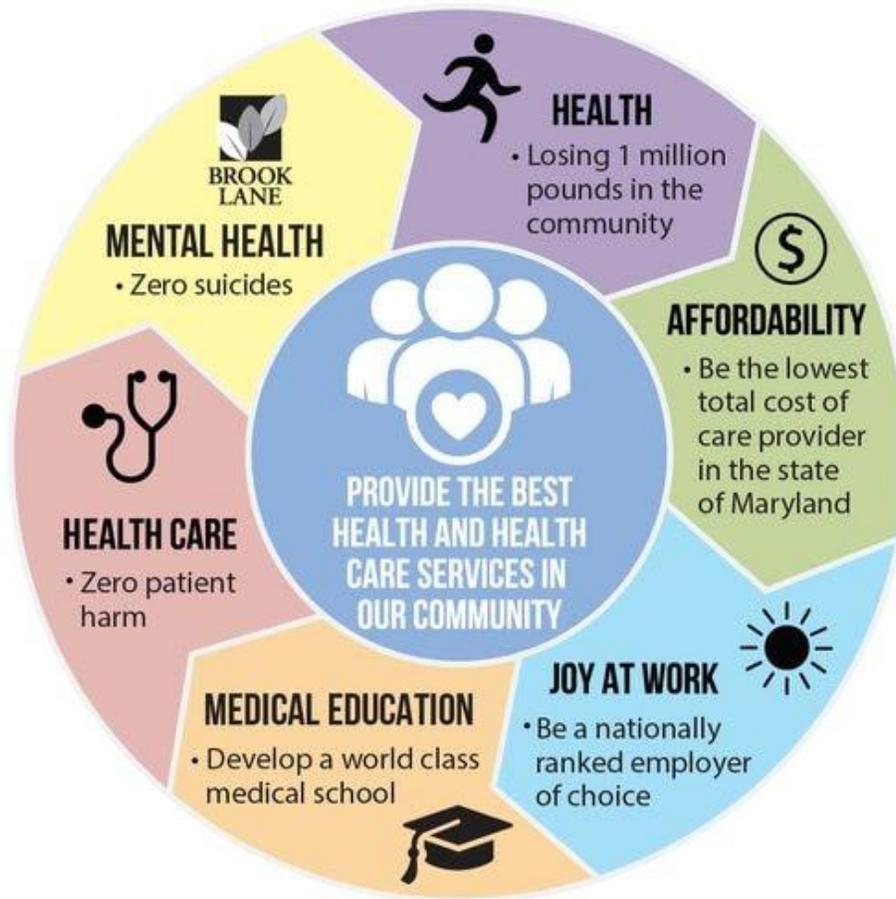
The Meritus Health strategic plan has Bold Goals to be achieved by the year 2030 to support its Mission, Vision and Values.

Mission: Improve the health of our community.

Vision: To be the best health system.

Values: At Meritus, we support our mission and vision by living our values each and every day. By following our pledge, "I ACT", we each support Meritus with:

- **I = Integrity** - We do the right thing, no matter what!
- **A = All in for quality and outcomes** - Quality improvement isn't just something we talk about, it's a commitment we each live.
- **C = Community obsessed** - We are our community, and we are here to take care of our neighbors. This isn't just about medical care; it's about caring for the whole person.
- **T = Teamwork** - Nobody can do it alone! At Meritus we are one team that is diverse and inclusive, and we support another and our goals.



Utilizing the quadruple aim framework, the 2030 Bold Goals were created to:

- Improve the health in our community: Lose 1 million community pounds.
- Improve the health in our community: Have zero suicides in our community
- Improve health care: Zero Harm Events at Meritus locations.
- Having joy at work: Nationally recognized employer of choice
- Medical care that is affordable for our community: Lowest total cost of care provider in the state of Maryland
- Provide world-class medical education: Develop a world-class medical school.

Position Summary

Reporting Relationships

Direct Reports to the EVP, Care Delivery:

- Chief Operating Officer
- Vice President, Team Member Services

Responsibilities

The successful EVP, Care Delivery candidate will:

- Partner strategically with the senior leadership to implement an effective operating model and leadership structure to ensure continued success, growth, and integration
- Champions an integrative care model that aligns ambulatory, inpatient, and behavioral health services across the health system.
- Provides operational leadership and directly manages hospital operations across multiple sites, ancillary services.
- Supports organization-wide initiatives to improve quality, safety, and service. Focuses on the transition and assimilation of newly acquired assets, standardizing operations, enhancing patient experience and quality, promoting innovation, and shaping employee culture.
- Drives integration between the health system and MSOM, fostering alignment across clinical, academic, and research missions. Ensures operational and cultural connectivity to promote institutional goals.
- Assesses overall health system operations while ensuring that Meritus Health provides high-quality, cost-effective care to its community, while also improving patient, provider, and employee experience to the highest levels.
- Works closely with the management team of direct reports to mentor, grow and develop others. Identifies opportunities to build a pipeline of internal talent.
- Develops the system's approach and resources to support a common structure for operational improvement.
- Maintains relationships with the necessary healthcare providers in the region. Continuously assesses business development and partnership opportunities in the market.
- Represents the health system through external activities under the direction of the President and Chief Executive Officer.

Goals and Objectives

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

- Establish oneself as an approachable and authentic leader who will prioritize visibility and inclusivity and earn the trust and respect of the Board, executive team, medical leadership, physicians, staff, and community partners. Inspire and lead in a manner that encourages innovation, service excellence, and high engagement.
- Build a strong relationship with the CEO, Executive Leadership Team, and the providers. Advance a culture of trust, partnership, and transparency with the physician community.
- Promote culture building and system thinking across the organization and actively champion new processes and approaches that will enable new and innovative ways of providing care, particularly in support of initiatives that further evolve and integrate ambulatory and acute care.
- Facilitate the ongoing integration of Brook Lane, strengthening quality initiatives and aligning organizational culture across teams.
- Develop an integration plan further to connect the new medical school with the health system, aligning clinical, educational, and research priorities to advance a cohesive academic medical center model.
- Develop a robust leadership development program through the organization, ensuring strategies are in place to develop managers and create a bench of leaders throughout the organization.
- Actively integrate within the community through all aspects of community leadership, engaging with business and political leaders, developing productive and collaborative relationships with regulatory bodies, and the state hospital association. The EVP is required to live in Washington County.

Candidate Qualifications

Education/Certification

- Graduate degree in business administration, health care administration, management or related field. A physician background is a plus.

Knowledge and Work Experience

- Minimum of ten years of healthcare senior leadership with demonstrated leadership accomplishments within an integrated health system environment. Experience in a hospital and/or healthcare delivery system with both inpatient and outpatient services.
- Experience in an academic medical center setting is preferred but not required.
- Solid understanding of hospital finance, inpatient and outpatient revenue mechanisms, payment methodologies, and familiarity with financial and operating statements.
- Facile with operational reports (census, bed flow, etc.) and business aspects, including length of stay, throughput, and hospital flow.
- Successful track record of restructuring and redesigning systems and aligning incentives that have diminished silos and helped improve the performance and characteristics of being a system organization.
- A leader who can continue to embrace organizational improvement is always looking for ways to enhance quality, safety, experience and operating performance.
- Results-oriented leader with demonstrated ability to lead the development and execution of strategic initiatives and improve operating performance.
- A skilled team leader and mentor of highly performing teams capable of building on and enhancing a climate of trust, cooperation, and collaboration. One who establishes accountability by communicating expectations clearly and monitoring results.
- Outstanding interpersonal and communication skills; a track record of being highly engaged in a diverse market service area that has many cultural nuances. This includes being an experienced supporter and champion of diversity, equity, and inclusion.

Leadership Skills and Competencies

- Agility is an essential skill and mindset needed for this role. The ability to move fast, continuously learn and improve and drive to results are musts.
- They will have a strong track record of building collaborative and trusting relationships across multiple sites/entities. Has a personality and style that quickly develops trust and credibility; is accessible, politically astute, and able to work effectively in complex and ambiguous environments.
- Has a hands-on approach and reputation for follow-through. Is decisive, intuitive, and results-oriented. They recognize and value processes but are not constrained by them. Is transparent and fosters a culture that cultivates agile decision-making.
- An entrepreneurial orientation with a track record of developing system thinking, integration, and behavior. Should have a track record of creating an environment that inspires innovation.

- Possesses exceptional communication and listening skills and a track record of establishing and maintaining an organizational climate that models inclusion, respect, openness, and clarity of purpose. This includes a visible comfort and desire to interact with people at all levels in the organization.
- Has an open and accessible personal style; is calm, thoughtful, and encourages input and ideas from others. Is a consensus builder with superb facilitation skills, a team player who has a track record of managing effectively through transitions while bringing people together.
- Is highly organized and disciplined with a strong work ethic and sense of urgency. Demonstrates self-initiative and self-confidence, is highly intelligent, a quick study, and is able to accept delegated responsibilities and to initiate change.
- Experience developing positive employee relationships, engaging employees in the mission of the organization, and providing inspiring leadership.

The Community

Hagerstown and Washington County

The population of Washington County, Maryland, is approximately 155,813 and is predominantly rural in nature. Hagerstown is the county seat and has over 43,000 residents with a charming downtown filled with cultural attractions, restaurants and boutiques. Hagerstown is approximately 70 miles from Washington, D.C. as well as Baltimore, Maryland. Washington County borders southern Pennsylvania to the north, northern Virginia to the south, and the eastern Panhandle of West Virginia to the south and west. Hagerstown is often referred to as a "hub city" with several major road, rail and air transportation intersections that are critical to economies on the eastern seaboard. Hagerstown offers a regional airport with flights to major cities that also hosts private planes. It is also convenient to three major airports, all within a 1.5-hour drive to Hagerstown (Baltimore, Washington Reagan, Washington Dulles).



Local community leaders continually strive to enhance the community through a range of inclusive programs and services. Families living in Hagerstown and surrounding areas will have their choices of exceptional public and private schools, including Hagerstown Community College and the University System of Maryland at Hagerstown. The Maryland Theatre and the Washington County Museum of Fine Arts are exceptional cultural institutions and offer year-round programming. The Maryland Symphony Orchestra, located in Hagerstown, is one of only four professional symphony orchestras in Maryland, and audience members from South Central Pennsylvania, West Virginia's Eastern Panhandle, the Shenandoah Valley of Virginia, and the Baltimore-Washington Metropolitan area are drawn to concerts held at the historic Maryland Theatre in the downtown area.

Most recently, there is a new independent baseball team, the Hagerstown Flying Boxcars, who play at Meritus Park.

Outdoor recreation is one of the most popular reasons people love visiting Washington County. The majority of Maryland's Appalachian Trail is in our county, running North/South. The Chesapeake & Ohio Canal and the Potomac River make up or Southern border. With five National Parks and eight State Parks, there are an abundance of options for hiking, biking, kayaking, boating, birding, photography, or whatever you like to do outdoors. Whitetail Ski Resort is also close by in Mercersburg, PA, offering skiing, snowboarding, and snow tubing for the whole family.

The residents of Hagerstown and Washington County are close-knit, communal, and proud of their community. There are strong community organizations such as the Greater Hagerstown Committee and the Chamber of Commerce.

Local leaders continually strive to enhance the community through a range of inclusive programs and services.

Below are some popular sources for information on local happenings and activities:

<http://www.greaterhagerstown.com/>

<https://www.visithagerstown.com/>

<http://www.hagerstown.org/>

Procedure for Candidacy

All applications, nominations and inquiries are invited. Review of applications has begun and will continue until the position is filled.

Please direct all nominations and applications to Rachel Polhemus and Wendy Kerschner through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

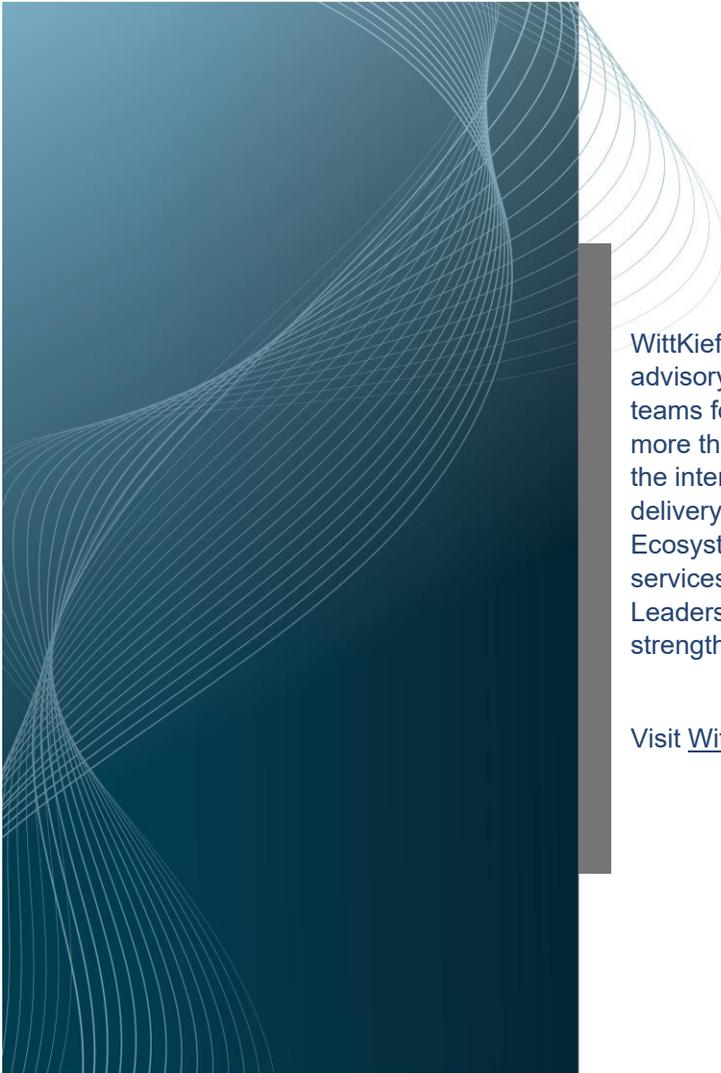
<p>Rachel Polhemus</p> <p>Senior Partner</p> <p>240-644-6023</p>	<p>Wendy Kerschner</p> <p>Senior Associate</p> <p>630-575-6909</p>
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The base salary range for this position is \$500,000 to \$600,000. In addition, this executive will be eligible for an annual incentive bonus, retirement, and additional benefits. The salary of the finalist selected for this role will be determined based on various factors, including but not limited to level of experience, education, accomplishments, internal equity and budget.

Meritus 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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Meritus Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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