

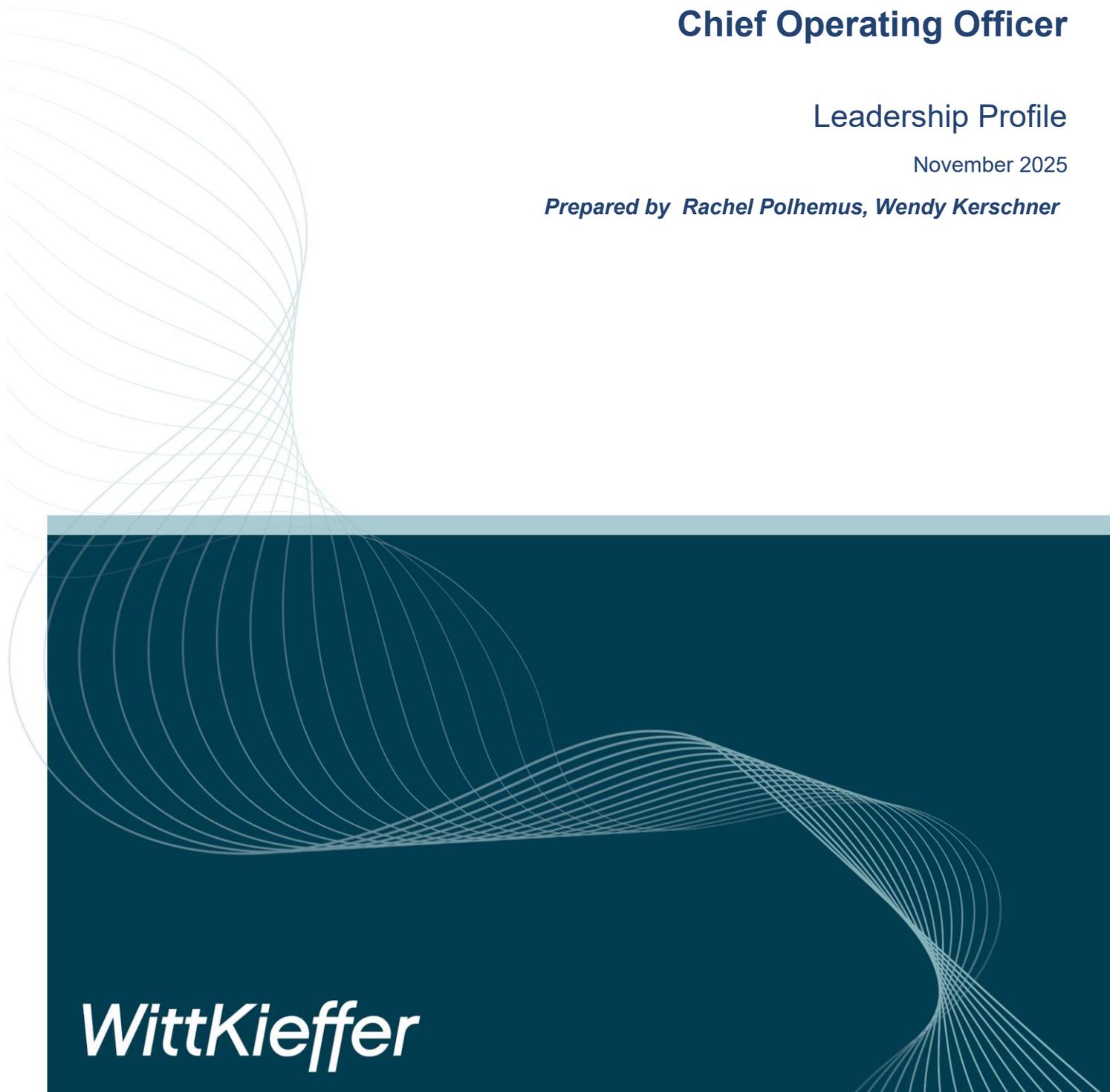


Chief Operating Officer

Leadership Profile

November 2025

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A decorative graphic consisting of numerous thin, overlapping, curved lines in a light blue-grey color, creating a sense of motion and depth. It starts on the left side and flows towards the right, partially overlapping a dark teal rectangular area at the bottom of the page.

WittKieffer

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The Opportunity

Mohawk Valley Health System (MVHS), is seeking its next Chief Operating Officer (COO) to lead operations across the community-focused healthcare system.

With more than 3,500 full-time equivalent employees, approximately \$800 million in annual revenue, and total assets of \$1 billion, MVHS serves the geographic area of Oneida, Herkimer, and Madison counties. Given its size, charitable mission, and role as a major employer, MVHS is an organizational pillar in Utica and the region. The health system is the second largest employer in the area and generates more than \$2 billion in economic activity.

In October 2023, MVHS opened Wynn Hospital, the newest hospital in New York State. This brand new state-of-the-art integrated health campus includes a 373-bed, 702,000 square-foot facility and a 1,550-car parking structure on 25 acres in downtown Utica. This transformational project has impacted how healthcare is delivered to the communities and supported the revitalization of downtown Utica and the surrounding area. The MVHS health system also includes the Faxton outpatient campus that houses the regional cancer center, the MVHS Rehabilitation and Nursing Center, and the Visiting Nurse Association of Utica and Oneida County, Inc. The MVHS Medical Group has 43 clinics for primary and specialty care throughout the region. MVHS has more than 20,000 inpatient admissions and 825,000 outpatient visits annually.

Reporting directly to MVHS's new CEO, Dr. Bill LeCates, the incoming COO will play a critical role in advancing operational excellence and supporting the organization's mission of delivering high-quality, patient-centered care. The ideal candidate will bring a proven track record of elevating and optimizing operations across complex health systems, with a clear focus on initiatives that drive measurable improvements in clinical outcomes, employee engagement, and patient satisfaction. This leader will combine outstanding project management skills with big-picture, system-level thinking, underpinned by sound financial acumen and a deep understanding of healthcare operations.

The incoming COO will be responsible for shaping and executing strategies that enhance operational efficiency, streamline processes, and strengthen organizational performance across the health system. A key component of this role includes directing the planning, modernization, and optimization of hospital facilities, ensuring they are safe, efficient, and aligned with both current needs and long-term strategic goals. The COO will also bring the skills to build high-performing teams, enhancing the management capabilities and leadership effectiveness of department heads and operational leaders across the system.

In addition, the COO will work in a close triad partnership with the Chief Nursing Officer and Chief Medical Officer to drive improvements in organizational quality metrics, foster a culture of accountability and excellence, and ensure that clinical, operational, and strategic initiatives are aligned to optimize outcomes. This collaborative approach will strengthen the organization's culture, support team engagement, and advance patient-centered care.

This position offers the opportunity to lead a high-performing team, influence system-wide initiatives, and make a lasting impact on the health system's growth and transformation while enhancing the experience of patients, staff, and the communities MVHS serves.

Organization Overview

Mohawk Valley Health System (MVHS) is the parent company of Wynn Hospital, MVHS Rehabilitation and Nursing Center (RNC), and Visiting Nurse Association of Utica and Oneida County, Inc. in Utica, New York.

MVHS serves the geographic area of Oneida, Herkimer, and Madison counties and is an integrated delivery system with more than 3,500 full-time equivalent employees and a combined operating budget of approximately \$775 million and over \$1 billion in total assets. MVHS was formed in March 2014 through the affiliation of Faxton St. Luke's Healthcare (FSLH) and St. Elizabeth Medical Center (SEMC), located in Utica, New York. The creation of this health system began the journey of more accessible, stronger healthcare services for Mohawk Valley residents, with the most recent milestone being the opening of the 373-bed Wynn Hospital in October 2023. MVHS is governed by a community-based Board of Directors and the System is operated by a single management team.

MVHS provides a wide range of services for the community, with centers of excellence, comprehensive cardiac services (designated HeartCARE®Center by ACC), stroke and neuroendovascular services (designated Comprehensive Stroke Center), advanced surgical services including orthopedics and robotics, trauma care (designated Level III Trauma Program) and women's and children's services. The system also includes a large outpatient facility that houses the regional cancer program and primary and specialty care medical offices.

MVHS also has a robust and growing medical education division that today includes seven residency programs: family medicine, dental, general surgery, OB/GYN, psychiatry, podiatry, and transitional care. The health system also operates the St. Elizabeth College of Nursing (SECON) and offers extensive EMS training. MVHS is a continually growing teaching hospital.

Wynn Hospital Campus

In April 2017, MVHS was awarded a \$300 million Health Care Facility Transformation grant from the New York State Department of Health to create an integrated healthcare delivery system in Oneida County. The affiliation and funding opportunities available through New York State created an opportunity to consolidate multiple inpatient services and build a new, freestanding medical center in downtown Utica.

The new medical center, Wynn Hospital, replaced two existing acute care hospitals. Opened in October 2023, the

hospital includes a 373-bed, 702,000-square-foot facility built in downtown Utica, NY. There is a 1,550-car parking structure, owned by Oneida County, which is adjacent to the hospital and is a part of the Wynn Hospital campus. The Wynn Hospital features all private rooms with the exception of 20 semi-private rooms and includes eight dedicated for pediatric patients. The "open-core" nursing unit design ensures close adjacency between patients and staff, enhancing visualization and connection to patients. This layout also provides easy access to frequently used support functions. Each inpatient unit features 30 private rooms, with two rooms on each unit convertible to semi-private as census levels increase. The standardized organization across nursing units promotes enhanced patient safety, error reduction, and enhances efficiency, allowing staff to work seamlessly throughout different areas.



Critical Care beds are co-located on one floor to optimize use and flexibility, ensuring quick connections to and from the Emergency Department and interventional areas such as Imaging. There is also an Intermediate Care floor, which houses an inpatient dialysis unit. Patients on inpatient floors enjoy unobstructed north- and south-facing views of the Mohawk Valley.

The Emergency Department (ED) is designed with 63 treatment rooms including: ED exam, quick turn, trauma, six Behavioral Health ED treatment rooms, and ten Observation beds. Its modular organization allows efficient flexing to respond to changing volume needs throughout the day. The ED has dedicated access to the Medical Imaging room and CAT Scan, with direct and easy access to other imaging modalities. The design supports the care of 90,000 visits annually and allows for easy expansion to the west of the site.

The Wynn Hospital is the flagship for an evolving downtown health and medical campus. A brand-new Medical Office Building is located directly across the street from the hospital. It houses the area's largest cardiology practice, MVHS retail pharmacy, laboratory services, outpatient imaging, and physician specialty offices.

The Utica National building, also across from the hospital, houses the growing Medical Education Division – providing administrative, human resources, and support services, as well as educational spaces, for the ever-growing number of nurse interns and residents.

Comprehensive Cardiac Services

MVHS is a tertiary care center for cardiac services, providing award-winning, patient-centered care – from prevention and treatment to cardiac rehabilitation.

MVHS received the prestigious designation of HeartCARE® Center: National Distinction of Excellence from the American College of Cardiology (ACC) and was the first in New York State to earn this recognition and one of only 36 hospitals nationwide to achieve this designation.

The team of physicians and clinical staff members at MVHS specialize in cardiac, cardiovascular, and thoracic surgery. Among the advanced cardiac services offered by the Wynn Hospital are Cardiac Catheterization, Electrophysiology, minimally invasive procedures and surgeries, TAVR, WATCHMAN Procedure, and open-heart surgeries. ECMO was a recent technological acquisition, which enables the cardiac team to stabilize a patient prior to transfer for a higher level of care.

Comprehensive Stroke Center

MVHS has the third-largest stroke program in New York State. The MVHS Stroke and Neuro-Endovascular Program at the Wynn Hospital is a DNV-certified Comprehensive Stroke Center, reflecting the highest level of competence for treatment of serious stroke events. MVHS is only the seventh Comprehensive Stroke Center in Upstate New York and the only one between Syracuse and Albany.

The DNV Comprehensive Stroke Center Certification is based on standards set forth by the Brain Attack Coalition and the American Stroke Association, and affirms that the medical center addresses the full spectrum of stroke care – diagnosis, treatment, rehabilitation, and education – and establishes clear metrics to evaluate outcomes.

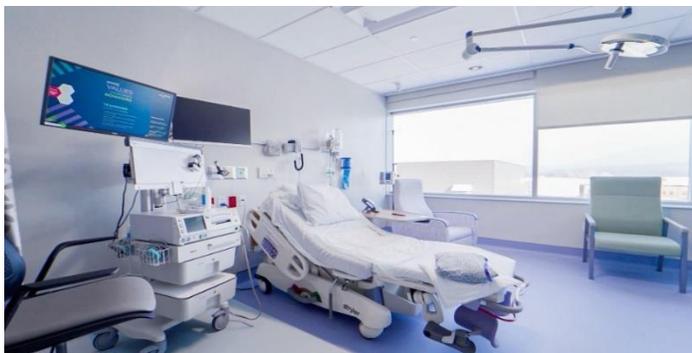
Comprehensive stroke centers are typically the largest and best-equipped hospitals in a given geographical area that can treat any kind of stroke or stroke complication. In a growing number of states, stroke center certification determines to which facility a patient should be taken for the most appropriate care. The MVHS board-certified neuroendovascular team, combined with the Artis Zee bi-plane fluoroscopic imaging system, brings MVHS access to the most advanced neuroendovascular and comprehensive stroke care in our region.

Women's & Children's Services

MVHS provides a full scope of Women's and Children's Services for optimal patient outcomes for women, babies, and children. Dedicated care teams specialize in supporting women, infants, and children through their care journeys in an efficient and compassionate manner.

The health system has a comprehensive Women's Health Services outpatient department. The Sammon Family Birthing Center, located in the Wynn Hospital, includes 8 LDR rooms, two antepartum rooms, three triage rooms, two operating rooms with three recovery rooms, and twenty private post-partum rooms.

The Wynn Hospital also has a state-of-the-art Level II NICU, with eight individual rooms.



MVHS takes care of the smallest patients from conception through birth and childhood. The partnership with Children's Miracle Network Hospitals allows MVHS to have the only Level II Special Care Nursery in the area, which means babies are able to stay close to home and their families while they become strong enough to go home.

Outpatient pediatric services are offered at two of the MVHS Medical Group offices, including the Children's Center. The Wynn Hospital also provides inpatient pediatric care in a secure six-patient pediatric unit. Pediatric patients who require a higher level of care are transferred to Golisano Children's Hospital in Syracuse.

Cancer Center

The MVHS Faxton Medical Campus houses the MVHS Cancer Center, which includes oncology/hematology, infusion, and radiation oncology.

At the Cancer Center, patients diagnosed with various cancers receive personalized care based on the belief that every patient and their needs are unique. From treatment options to symptom management, care is individually tailored to each patient.

For those patients requiring inpatient oncology care, services are provided on a specialized unit on the 8th floor of the Wynn Hospital.

Medical Education at MVHS - Commitment to Education and Research

MVHS is committed to developing the next generation of medical leaders and providing top-level training and education to ensure students are positioned to provide outstanding care in the region and beyond.

MVHS is building not only a graduate medical education division, but it is also establishing a medical campus. Over the last 3 years, the number of residency programs has grown from two to seven programs. For over 30 years, MVHS has had family medicine and dental residency programs. Today, in addition to these programs, the Medical Education Division includes residencies in general surgery, psychiatry, OB/GYN, podiatry, and transitional year. In addition, there are residency programs for Nurse Practitioners and PGY-I pharmacy. Plans for the addition of at least two other residency programs are underway.

Third- and fourth-year medical students are also being trained at the Wynn Hospital. MVHS has partnerships with the Lake Erie College of Osteopathic Medicine and the University of New England. The goal is for these students

to move to residency and train at MVHS, with the eventual outcome of building the supply of physicians in our area.

Research

The MVHS Research Office is embedded in the MVHS Department of Medical Education and the Cancer Center Office. It collaborates with SUNY Polytechnic, Masonic Medical Research Institute (MMRI), and SUNY Upstate Medical Center on research.

MVHS is accredited by the Accreditation Council for Graduate Medical Education (ACGME) for residency training programs in Family Medicine, OB/GYN, Podiatric Medicine, Psychiatry, Surgery, Pharmacy, and Dentistry. The MVHS Department of medical education has contractual agreements for training medical students from Lake Erie College of Osteopathic Medicine (LECOM) and the University of New England (UNE).

Nursing Education

MVHS owns and operates the St. Elizabeth College of Nursing (SECON), a single-purpose, non-profit college founded in 1904. The college offers an associate's degree in applied science (AAS) in nursing and has curriculum plans designed to meet stringent educational needs. The programs provide the best preparation to work in today's health care environment, featuring a one-to-one relationship with faculty, experience with top-of-the-line technology, and the most extensive hands-on clinical experience available in a nursing program today.

Student enrollment is 150 - 200 students each academic year. With 17 faculty members, the student-faculty ratio is 9:1. Each clinical experience is specifically tailored to meet the objectives of each course throughout the curriculum, many of which occur at the Wynn Hospital.

Because of the existing shortages of nurses and other professionals, MVHS and SECON are focusing on workforce development, which includes both the promotion of healthcare careers and programs to help support students. SECON offers a Nurse Education Loan (loan forgiveness program) and an expanded program that supports students in achieving their bachelors' degree.

MVHS Medical Group

The MVHS Medical Group is a large and expanding provider practice which is the access point for community members. The 17 distinct primary care practices are strategically located throughout the service area, which includes three counties. The 279 employed providers see 340,000 outpatient visits per year. MVHS has 24 separate specialty practices.

Presently, leadership is developing plans to grow these practices to meet the intense demand in the service area. Laboratory services are available at most of the outpatient physician practices.

MVHS has purposely built its special services, ensuring that advanced care and treatment are available locally and within the health system. Specialty areas include general medicine, cardiothoracic, vascular, orthopedics, neurointensivist and neurosciences, advanced endoscopy, wound care, bariatrics, immune health, behavioral health, psychiatry, pulmonary critical care, and urology.

The growth and expansion of services of MVHS Medical Group is key to the future of this regional health system.

Outpatient Facilities

In addition to its large physician practice footprint, MVHS has a strong foundation of outpatient facilities. Separate facilities and services provide Cancer Care, breast and imaging services, outpatient psych, wound, sleep,

bariatrics, a women's clinic, an HIV Clinic, endoscopy, and a comprehensive pre-admission testing service. These services are located at the Faxton Campus or in other separate buildings in Utica and New Hartford.

As part of its move to downtown, MVHS is the major tenant in a 90-square-foot medical office building across the street from Wynn Hospital. This facility houses a retail, specialty, and employee pharmacy, a walk-in lab, and soon-to-be-opened comprehensive imaging services, an ambulatory surgery center, and surgical specialty physician space.

Human resources and medical residency offices will soon be located in another building across the street from Wynn Hospital.

The executive team is in the early stages of identifying and prioritizing opportunities to further develop an outpatient services footprint in the region.

MVHS Rehabilitation and Nursing Center

MVHS Rehabilitation and Nursing Center (RNC) is a 202-bed skilled nursing facility with a 40-bed subacute rehabilitation unit, with a 5-star rating from the Centers for Medicare and Medicaid Services. The RNC offers short-term rehabilitation services as well as long-term care to its residents. Patients on the rehab unit receive around-the-clock care to work towards their goals, usually after an acute hospital stay, to be enabled to return to their home or community setting. Residents on the long-term care floors also receive around-the-clock care with the RNC striving to provide a home-like environment and activities to enrich residents' lives.

Visiting Nurse Association of Utica and Oneida County

The Visiting Nurse Association (VNA) of Utica and Oneida County is a certified home health agency, which also has earned a 4-star rating from the Centers for Medicare and Medicaid Services. Founded in 1915, VNA remains dedicated to providing the highest quality of individualized health care in the comfort of home.

VNA provides patients of all ages living in Oneida County with compassionate care and resources that are specially selected by a team of physicians, case managers, and therapists. Services for patients who qualify can include skilled nursing, physical therapy, occupational therapy, home health aides, and others. VNA patients either need short-term services following an acute hospital stay or may require long-term care to avoid disease exacerbation or hospitalization.

Mission

Mohawk Valley Health System (MVHS) and its flagship, Wynn Hospital, deliver premier healthcare to the region, keeping patients at the center of everything they do.

Vision

MVHS and the flagship, Wynn Hospital, will be the leading patient-centered medical and healing environment, the employer of choice, and the pride of Central New York.

Values

- Accountability
- Respect
- Teamwork
- Kindness

- Safety

Accolades

American College of Cardiology (ACC)

Mohawk Valley Health System (MVHS) was the first in New York State to receive accreditation of its cardiac catheterization by the American College of Cardiology (ACC) and, in 2018 was the first hospital in New York State designated as a HeartCARE Center. MVHS and the Wynn Hospital continue to earn these accreditations each year.

DNV Certification – Comprehensive Stroke Center

MVHS has the highest level of treatment for serious stroke events and the Wynn Hospital is the third largest stroke program in New York State. The Wynn Hospital is the best-equipped hospital in the area to diagnose and treat any kind of stroke or stroke complication. Wynn is one of only several Comprehensive Stroke Centers in Upstate New York and the only one between Syracuse and Albany.

Get With The Guidelines® - Stroke GOLD PLUS with Target: Stroke Honor Roll Elite and Target: Type 2 Diabetes Honor Roll

The Comprehensive Stroke Center at the Wynn Hospital of MVHS, the area's only designated Comprehensive Stroke Center, received the American Heart Association/American Stroke Association's Get With The Guidelines® - Stroke GOLD PLUS with Target: Stroke Honor Roll Elite and Target: Type 2 Diabetes Honor Roll.

Excellus Blue Distinction Center+ for Cardiac Care

Blue Distinction Centers and Blue Distinction Centers+ for Cardiac Care provide a full range of inpatient cardiac care services, including coronary artery bypass graft surgery, heart valve surgery, and angioplasty (percutaneous coronary intervention). These facilities demonstrate better quality and improved outcomes for patients.

National Committee for Quality Assurance Patient-Centered Medical Home Recognition

The National Committee for Quality Assurance (NCQA) and the NYS Department of Health recognize all of the MVHS medical offices as Patient-Centered Medical. The recognition notes the use of evidence-based, patient-centered processes that focus on highly coordinated care and long-term provider/patient relationships.



Excellus Blue Distinction Center+ for Bariatric Surgery

Blue Distinction Centers and Blue Distinction Centers+ for Bariatric Surgery provide a full range of bariatric surgery care; including surgical care, post-operative care, outpatient follow-up care, and patient education. These Centers have lower complication rates and fewer readmissions.

Commission on Cancer

The Cancer Center is nationally accredited by the Commission on Cancer. The Commission on Cancer (CoC) is a consortium of professional organizations dedicated to improving survival and quality of life for cancer patients through standard-setting, prevention, research, education, and the monitoring of comprehensive quality care.

CARF Accredited Commission on Accreditation of Rehabilitation Facilities (CARF) International

The mission of CARF is to promote the quality, value, and optimal outcomes of services through a consultative accreditation process and continuous improvement services that center on enhancing the lives of persons served. For more than 40 years, the CARF seal has been the hallmark of quality in human services.

Centers for Disease Control and Prevention's (CDC) Diabetes Prevention Recognition Program (DPRP) Full Recognition

The Centers for Disease Control and Prevention (CDC) established the CDC Diabetes Prevention Recognition Program (DPRP) as part of the National Diabetes Prevention Program. The DPRP provides information to people at high risk of type 2 diabetes, their health care providers, and health payers on the location and performance of local type 2 diabetes prevention programs.

Bariatric Surgery Accredited Program

Our Bariatric Surgery Program at our St. Luke's campus is an Accredited Center by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP).

MVHS Foundation

The mission of the MVHS Foundation is to build relationships and partnerships that inspire generosity in support of the Mohawk Valley Health System.

The MVHS Foundation is governed and represented by a Board of Directors comprised of community-based volunteers, including business leaders and individuals who hold MVHS and health as a personal priority.

The Foundation partners with dedicated friends and donors to achieve its commitment to patients and the community. The Foundation wrapped up a successful \$30 million fundraising campaign in November of 2024, exceeding its fundraising goal by \$30,381. This community campaign was strengthened and added to by the generous donation of \$50 million by the Wynn Family Foundation to support programs and innovation at the new Wynn Hospital. The multifaceted campaign helped advance the Wynn Hospital's building and supported MVHS's commitment to strengthening its role as a regional medical teaching campus. Businesses, organizations, foundations, individuals, and multiple generations of families came together to invest in the region's healthcare, reflecting a deep-rooted, long-term dedication to improving healthcare now and securing the caregivers we need for the future.

Commitment to the Community

MVHS and the Wynn Hospital serve a very diverse and culturally rich community. The City of Utica is one of the largest Refugee Resettlement areas in the Northeast, with 20% of the population being foreign-born. The region served by MVHS also includes an aging population, a large number of individuals with disabilities, and families with children living below federal poverty levels. Given the needs of these vulnerable communities, MVHS is committed to working with community partners to not only improve health status but the quality of life of its neighbors.

Every three years, the organization, with the local county health department and other local healthcare providers, conducts a community health assessment and companion implementation plan to address local priority needs. This assessment is currently being conducted for 2025.

MVHS enjoys strong partnerships with local organizations and facilitates the Mohawk Valley Healthy Lifestyles Partnership. Initially begun as a Health Equity Task Force during COVID, this group now focuses on heart disease, stroke, diabetes, and mental health in communities across the region. MVHS employs community health nurses, who work in tandem with community navigators hired by the Refugee Center to bring healthcare education and screenings to vulnerable communities. Last year, 2024, these teams conducted or participated in 450 events, educated more than 15,000 community members, screened more than 8,000 people for high blood pressure, and referred community members to primary care, insurance, and other social services.

Community initiatives continue to expand with a focus on working collaboratively with behavioral health organizations and local health and social services agencies to address the needs of those with mental health challenges as well as the homeless and high-risk patients. The organization is fortunate to be in a community where all partners – government, healthcare, social, and community organizations – work collaboratively to identify and address community needs.

Other community programs focus on diabetes education and nutrition – these programs align and collaborate with the Healthy Lifestyles program. Many of these programs begin with seed funding from grant opportunities and work is done to sustain the successful programs and elements of programs that benefit the community.



Position Summary

Reporting Relationships

The Chief Operating Officer of Mohawk Valley Health System reports directly to the President and Chief Executive Officer.

Direct Reports include:

- Vice President of Operations
- Vice President of Support Services

Responsibilities

The successful Chief Operating Officer candidate will:

- Provides leadership and is responsible for clinical services, which include laboratory, imaging, respiratory therapy, rehabilitation services and pharmacy. The COO will also be responsible for operational services, which include facilities, maintenance, environmental services, food and nutrition, and security.
- Assesses overall system operations while ensuring the delivery of high-quality, cost-effective care to the community, while also keeping patient satisfaction, employee engagement and provider satisfaction at the highest level. Inspires and develops alignment between functional areas.
- Works closely with the Executive Leadership Team to ensure operational, budgetary and growth targets are identified and achieved.
- Supports organization-wide initiatives to improve quality and safety, compliance, productivity, appropriate staffing, leadership development and efficient utilization of resources and cost control.
- Proactively keeps Senior Leadership and the Board of Directors informed of the operations of MVHS. Escalates issues as appropriate.
- Works closely with the management/leadership team of direct reports to mentor, grow and develop others and to build a pipeline of internal talent.
- Collaborates closely with the CMO to maintain and/or improve external provider/physician relationships.
- Participates in and/or leads System activities such as monthly and quarterly operating reviews, budget approvals, position control meetings, growth strategies and marketing plans for service lines.
- Represents MVHS through active participation in community and external events under the direction of the CEO.
- Advances a culture of trust, partnership and transparency with the physician and professional community. Develops positive relationships with stakeholders and evaluates new ways to engage and align MVHS through mutually beneficial relationships.

Goals and Objectives

- Develop personal and professional credibility, gain respect, and build trust internally and externally. The COO will establish trusting relationships across this diverse organization with all key constituents, including providers, clinical teams, employees, senior leadership, and the community.
- Ensure that MHVS operates with rigor to generate sustained financial performance, supporting growth initiatives of the enterprise. Identify opportunities to drive efficiency through expense utilization and through the enhancement of productivity controls.
- In concert with clinical leadership, partner on the oversight, development and implementation of quality improvement, performance improvement, and patient safety programs that improve access, quality care, patient experience, and growth.
- Assess the current state of facilities operations and make the necessary recommendations to enhance operational performance.
- Conduct a thoughtful assessment of the team and ensure talent development and team building, focusing on the solid bench and providing a culture of constant improvement with mentorship, guidance, and coaching.
- Participates in the development of the strategic plan that will focus on sustainability, physician alignment, growth, improved quality, patient experience and community and workforce development.
- Leads the drive to continuously improve, develop and implement an approach to patient experience in collaboration with other executives. Sets a vision to achieve top decile performance in patient experience. Uses those same methodologies to elevate clinical care and the supporting business infrastructure to a higher level of quality, complexity, and patient focus, with measurable, sustainable outcomes.
- Champions new processes and approaches that will prepare stakeholders for new and innovative ways of providing care. Promotes positive culture-building and system thinking across the organization.

Candidate Qualifications

Education/Certification

- Master's degree in Business Management or similar degree with emphasis on Health Care Administration, Business Administration or related field.

Knowledge and Work Experience

- Minimum ten years of leadership experience in a hospital or healthcare delivery system with both inpatient, outpatient and support services. Experience as a Vice President of Operations/Chief Operating Officer or comparable role leading sizable clinical service lines within a hospital/health system is strongly preferred. Understands how to best impact integrated care through enhancing services and promoting 'systemness' across the community.
- Experience overseeing organizational integration of services, programs, facilities, and employees.
- Facile with operational reports (census, bed flow, etc.) and business aspects including length of stay, throughput and hospital flow.
- A leader who can continue to embrace organizational improvement; is always looking for ways to enhance quality, safety, experience and operating performance.
- Ability to positively drive patient satisfaction, employee engagement, organizational improvement and operating performance.
- Proactive with a strong track record of prioritizing deliverables. Strong project management skills, excellent judgment and demonstrated ability to execute and delegate to achieve shared goals and deliverables.
- A skilled team leader and mentor of highly performing teams capable of building on and enhancing a climate of trust, cooperation and collaboration among team members. One who establishes accountability by communicating expectations clearly and monitoring results.
- Strong project management skills, excellent judgement and ability to execute and delegate to achieve shared goals and deliverables.

Leadership Skills and Competencies

- A track record of developing collaborative, trusting relationships with physicians and creating models of health system and physician alignment.
- Ability to lead and mentor high-performing teams and establish a climate of trust, integrity, transparency, cooperation and collaboration among team members. Demonstrates a genuine, open style and partners well with others at all levels.
- Ability to confidently make decisions based on available information then communicate that direction effectively to all constituents. Is humble and collaborative without a large ego.
- Displays a willingness to "roll up their sleeves" and get involved in the detailed operations when needed.
- Brings a passion to the role and exudes positive energy and enthusiasm for the challenges and opportunities presented to them. Is able to motivate others and gain positive momentum.

- Outstanding interpersonal, communication, listening and presentation skills.

The Community

Mohawk Valley Region

Strategically located between Albany and Syracuse along the Erie Canal, the Mohawk Valley region includes six counties: Oneida, Herkimer, Otsego, Fulton, Montgomery, and Schoharie. The region's counties have a population of approximately 622,000 people. The region comprises one-sixth of New York State and serves more than one million residents. The region celebrates its ethnic and cultural diversity, standing as one of the prominent Refugee Resettlement areas in the Northeast, with 20% of its population being foreign-born. The Mohawk Valley region boasts highly rated public schools, with Oneida County having the best schools in the Mohawk Valley. The region is centrally located and only a few hours' drive from New York City, Boston, Philadelphia, Toronto, and Montreal. The area is rich in history, with the region's original inhabitants, including the Algonquian people, traced back more than 10,000 years. Its suburban and rural surroundings make it desirable to raise a family and enjoy the outdoors. The area is also bordered by Adirondack Park, which comprises 6.1 million acres, including more than 10,000 lakes, 30,000 miles of rivers and streams, and a wide variety of habitats, including wetlands and old-growth forests. In the heart of the Mohawk Valley is Cooperstown. In addition to being the home of the National Baseball Hall of Fame and Museum, Cooperstown also offers beautiful scenic views of lakes and mountains and many outdoor activities to participate in, such as golfing, boating, hiking, bike riding, and more. Cooperstown also offers a variety of restaurants and has become a destination for great food.

The attractive city of Utica provides a wide assortment of entertainment options for its residents, including shopping, nature, parks, and special events such as the Boilermaker 15K Road Race. The Boilermaker, held on the second Sunday in July, is one of the country's largest 15K road races and attracts participants from all over the world. Besides hiking, biking, camping, skiing, snowmobiling, and vacationing in the nearby Adirondack Park, there are other area attractions, including the biking, hiking, and running trails in the Utica Marsh Wildlife Management Area, which is part of the Erie Canal System. Other local attractions include the Children's Museum of History, Natural History, Science &



Technology, the Munson-Williams-Proctor Arts Institute Museum of Art, the Oneida County History Center, and the National Distance Running Hall of Fame. Utica is also well known for the quality and diversity of its restaurants. Utica is home to the Utica Memorial Auditorium/Adirondack Bank Center and Utica University Nexus Center, the site of many large regional and worldwide sports tournaments. MVHS is the official healthcare provider of the Utica Comets and Utica City Football Club and supports many of its sporting events, including the International Ice Hockey Women's World Championship and the World's Box Lacrosse tournament among other events.

The Mohawk Valley region is fortunate to have access to a thriving arts community with a wide variety of performing arts and cultural activities. More than 10,000 events, performances, and art shows are presented annually. Arts in the Mohawk Valley contribute to the downtown revitalization program in Utica, playing an important role in drawing visitors to the area and instilling a sense of community pride in local residents. Stanley Center for the Arts is an organization offering support services and individual arts programs to art organizations, individual artists, and residents in Oneida, Herkimer, and Madison counties. The Stanley is noted as the "umbrella

operation for a trio of operations," including the Stanley Performing Arts Center in Education Institute and Arts Council Services. The Council administers the Arts in Education Institute (AEI). AEI employs teaching artists to work with teachers and students in classrooms from area schools. The Institute provides summer workshops and in-service opportunities for teachers to work directly with artists. The Stanley is also home to the Broadway Theater League, which annually showcases professional Broadway productions, including 42nd Street, Chicago, Cabaret, and Jersey Boys.

The region also offers numerous educational options, including respected liberal arts colleges such as Munson-Williams-Proctor Arts Institute (an upstate NY campus for Pratt); Hamilton College in Clinton, New York; and Colgate University in Hamilton, New York. Utica is also home to strong institutions, including the State University of New York (SUNY) Polytechnic Institute; Utica College; Herkimer Community College; St. Elizabeth College of Nursing; and the Mohawk Valley Community College.

Residents and visitors alike enjoy the recreational opportunities available during all seasons of the year. Winter sports enthusiasts can find dozens of places for downhill and cross-country skiing, snowboarding, snowshoeing, snowmobiling, ice skating, and ice fishing. Spring and summer are times when residents can take advantage of all the local agriculture, including areas where you can pick your own strawberries, blueberries, and apples, as well as enjoy the local farmer's markets for organic produce, cheeses, and meats. During the summer, the lakes, streams, ponds, and creeks become populated with fishermen, boaters, and swimmers, and for avid golfers, there are a large number of beautiful public courses available for play. Fall is a great time for hiking, and you are sure to see whitetail deer, wild turkey, and grouses, as well as the fall foliage that peaks in September and October. Hunters also take advantage of animal sightings during the fall season. The nearby Adirondacks offer a variety of these activities that can be enjoyed year-round.

Individuals who have relocated to this Central New York area are impressed with all it has to offer and with the sense of pride and community on display - it is a great place to raise a family and provides a wide variety of options for work and fun.

To further explore this amazing Upstate NY area, please visit:

www.oneidacountytourism.com/explore-the-area/utica/

www.discoverupstateny.com

Procedure for Candidacy

Please direct all nominations and applications to Rachel Polhemus, 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 by selecting the "Become a Candidate" button.

Rachel Loeb Polhemus Senior Partner 240-401-2019	Wendy Kerschner Senior Associate 630-575-6704
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The base salary range for this position is \$375,000 to \$425,000. 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.



Mohawk Valley Health System 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 Mohawk Valley Health System 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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