



## AVP Physician and APP Services

### Leadership Profile

May 2026

*Prepared by April Allen | Toni Davis*

A decorative graphic consisting of numerous thin, overlapping, curved lines in a light blue color. These lines originate from the left side of the page and flow towards the right, creating a sense of movement and depth. They are layered over a dark teal rectangular area at the bottom of the page.

**WittKieffer**

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## The Opportunity

MultiCare Health System seeks a dynamic, accomplished executive to serve as its next Associate Vice President (AVP) of Physician and APP Services. This is a distinctive opportunity to join a nationally recognized, mission-driven health system in a fully virtual leadership role, offering the flexibility of remote work while advancing exceptional, patient-centered care across a growing, integrated enterprise.

MultiCare is a not-for-profit, community-based, and locally governed health system that has served communities across Washington state since 1882, when Tacoma's first hospital was founded. Today, MultiCare is one of the region's largest health systems, with 13 hospitals and more than 300 primary, urgent, pediatric, and specialty care locations across Washington, Idaho, and Oregon. Guided by its mission and values, MultiCare focuses on delivering accessible, cost-effective, clinically consistent, and consumer-focused care while achieving world-class outcomes and exceptional experiences for patients and providers. The organization is on a strong growth trajectory, with an ambitious vision to serve one-third of the population—approximately 5 million lives—across Washington, Oregon, Montana, Idaho, and Alaska through a combination of direct services, strategic partnerships, and innovative care-delivery models.

To support this growth, MultiCare continues to expand into new markets, strengthen alignment among physicians and APPs, and advance a population health strategy grounded in performance excellence, data-driven decision-making, and a robust provider enterprise. The AVP of Physician and APP Services will play a critical leadership role in advancing these priorities by overseeing physician and APP compensation, recruitment, contracting, compliance, and strategic partnership initiatives across a complex, multi-market system.

The ideal candidate will be a healthcare leader with deep expertise in physician and APP compensation, contracting, and compliance, paired with the technical acumen to oversee complex compensation administration systems and data flows. This leader will also provide executive oversight of physician and APP recruitment, partnering closely with a strong, self-sustaining recruitment director to align recruitment strategy, compensation models, and contracting frameworks. The AVP will demonstrate a strong command of Stark Law, the Anti-Kickback Statute, and fair market value principles, and will show strategic insight into evolving compensation models that align provider incentives with quality, access, patient experience, and financial sustainability. Success in the role requires the ability to partner credibly with physicians, senior executives, and legal and finance leaders, to navigate diverse market dynamics, and to lead through influence across a matrixed organization. The AVP will be both analytical and relational—capable of managing operational detail and system complexity while articulating compensation philosophy, guiding change, and building trust. Experience leading high-performing, stretched teams through periods of transformation, along with a consultative mindset and executive presence, will be essential.

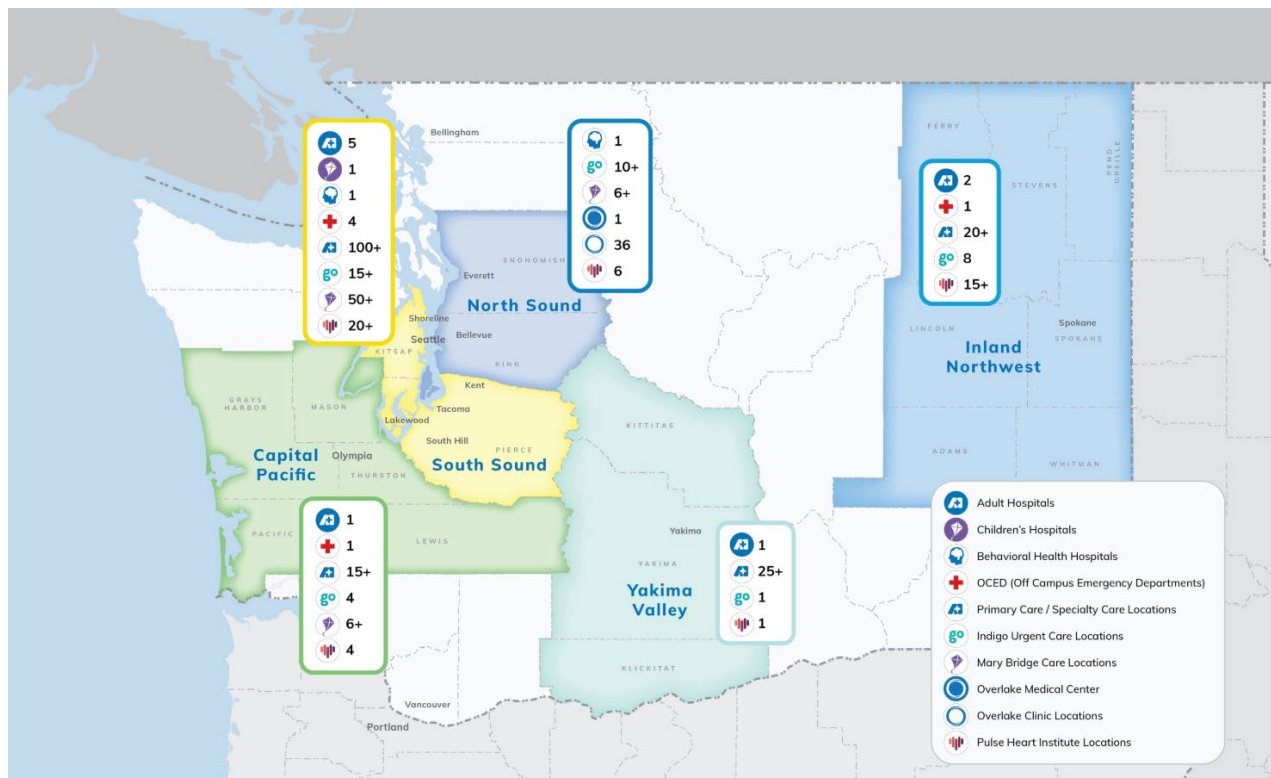
This role offers the option of being fully remote or support for relocation to the regional area. If remote, this leader would need to work Pacific Standard Time hours and travel onsite at least once a quarter, or as needed for major events. MultiCare Health System does not hire employees domiciled in the following states: California, New York, Florida, New Jersey, Missouri, Louisiana, Illinois, Connecticut, Maryland, Washington, D.C., Hawaii, Pennsylvania, Massachusetts, and Vermont.

# Organization Overview

## MultiCare Health System

MultiCare is a not-for-profit health care organization that has been caring for communities in Washington State since the founding of Tacoma’s first hospital in 1882. With more than 28,000 team members, including employees, providers, and volunteers, MultiCare has grown from a Tacoma-centric, hospital-based organization into the largest, not-for-profit, community-based, and locally governed health system in the state of Washington.

MultiCare is a comprehensive system of health, serving patients throughout the Pacific Northwest, and includes an extensive array of inpatient care, primary care, virtual care, urgent care, dedicated pediatric care, and specialty services — including MultiCare Behavioral Health Network; MultiCare Indigo Urgent Care; Mary Bridge Children’s Hospital & Health Network, a comprehensive regional network of health services for children; MultiCare Pulse Heart Institute, the state’s largest and highest quality cardiac and vascular program; MultiCare Rockwood Clinic (RWC) and MultiCare Medical Associates (MMA). While still in process, MultiCare has recently amalgamated its ambulatory platform, bringing RWC and MMA under a new organizational and leadership structure called MultiCare Medical Partners.



A network of care includes 13 hospitals:

- MultiCare Allenmore Hospital, Tacoma
- MultiCare Auburn Medical Center, Auburn
- MultiCare Capital Medical Center, Olympia
- MultiCare Covington Medical Center, Covington
- MultiCare Deaconess Hospital, Spokane
- MultiCare Good Samaritan Hospital, Puyallup
- MultiCare Tacoma General Hospital, Tacoma

- Mary Bridge Children’s Hospital, Tacoma — the region’s only children’s hospital and state-designated Level II Pediatric Trauma Center and Level IV NICU for Western Washington that has been awarded the top children’s hospital for 4 of the last 5 years
- MultiCare Valley Hospital, Spokane Valley
- MultiCare Yakima Memorial Hospital, Yakima
- Overlake Medical Center, Bellevue
- Navos Behavioral Health Hospital, West Seattle
- Wellfound Behavioral Health Hospital, Co-owned with Virginia Mason Franciscan Health

MultiCare is leading the change in markets to deliver accessible, cost-effective, clinically consistent, and consumer-friendly healthcare. MultiCare’s commitment to the mission — Partnering for Healing and a Healthy Future — and its dedication to the health and well-being of those it serves remain constant and unwavering.

**Samaritan Health Services Affiliation:**

In October 2025, the Boards of Directors for the Corvallis-based Samaritan Health Services and Tacoma-based MultiCare Health System approved an affiliation between the two organizations, marking a major milestone in advancing access to high-quality, community-based healthcare across Oregon and the Pacific Northwest. This affiliation is expected to be completed in mid-2026. Samaritan will then become MultiCare’s first health system in Oregon. For more information about this affiliation, visit: <https://samhealth.org/about-samaritan/our-organization/samaritan-multicare-affiliation/>

**MultiCare’s Mission, Vision, and Values:**

### The MultiCare Way

Our teams of compassionate professionals embody our **mission, vision and values**.

We use the **Speed of Trust behaviors** to promote a culture of trust and transparency.

We embrace the principles of high reliability to eliminate avoidable harm.

**MISSION**  
Partnering for healing and a healthy future.

**VISION**  
MultiCare will be the Pacific Northwest’s highest value system of health.

**VALUES**  
Respect • Integrity • Stewardship  
Excellence • Collaboration • Kindness • Joy

### Respect

We embrace the infinite worth of all people, treat everyone with care and compassion, and affirm the dignity of each person with every interaction.

**SPEED OF TRUST BEHAVIORS**

- Listen first
- Confront reality
- Clarify expectations

**HRO CARE BEHAVIOR**

- Be a respectful team member

### Integrity

We speak and act honestly, do what is right and stand firmly by our principles, no matter the circumstances.

**SPEED OF TRUST BEHAVIORS**

- Talk straight
- Right wrongs
- Create transparency
- Keep commitments

**HRO CARE BEHAVIOR**

- Embrace a questioning mindset

### Stewardship

We nurture all of MultiCare’s resources — including our most valuable resource, our people — to continually improve our organization for the benefit of our customers and communities.

**SPEED OF TRUST BEHAVIOR**

- Practice accountability

**HRO CARE BEHAVIORS**

- Communicate clearly
- Pay attention to detail
- Be a respectful team member
- Embrace a questioning mindset

### Excellence

We seek to excel in all facets of how we approach our work, how we improve ourselves and our organization, and how we care for our patients, our communities and each other.

**SPEED OF TRUST BEHAVIORS**

- Deliver results
- Get better

**HRO CARE BEHAVIORS**

- Communicate clearly
- Pay attention to detail
- Be a respectful team member
- Embrace a questioning mindset

### Collaboration

We actively work with others to achieve goals, recognizing that the power of our combined efforts will exceed what we can accomplish individually.

**SPEED OF TRUST BEHAVIORS**

- Show loyalty
- Extend trust

**HRO CARE BEHAVIORS**

- Communicate clearly
- Be a respectful team member

### Kindness

We will always act with generosity, consideration and concern for others, without the expectation of reward in return. We treat everyone as they would want to be treated.

**SPEED OF TRUST BEHAVIORS**

- Listen first
- Confront reality
- Clarify expectations

**HRO CARE BEHAVIOR**

- Be a respectful team member

### Joy

We cultivate joy for our patients, families and colleagues through the active practice of gratitude. We find joy in being connected to the work we do and why we do it.

**Practice gratitude**

*“We hold the key to lasting happiness in our own hands. For it is not joy that makes us grateful; it is gratitude that makes us joyful.”*

— Brené Brown

## System Strategic Priorities



### *Performance Excellence*

- Top decile performance, people, quality, service
- Bottom quartile performance on total cost of care
- Top quartile on margin and bottom quartile in total cost of care



### *Population-Based Care*

- Innovate access
- Transform care delivery
- Engage patients
- Redesign the business model



### *Expanding Access to Care and Services*

- Grow existing services
- Add new programs and sites of care
- Expand into new geographies

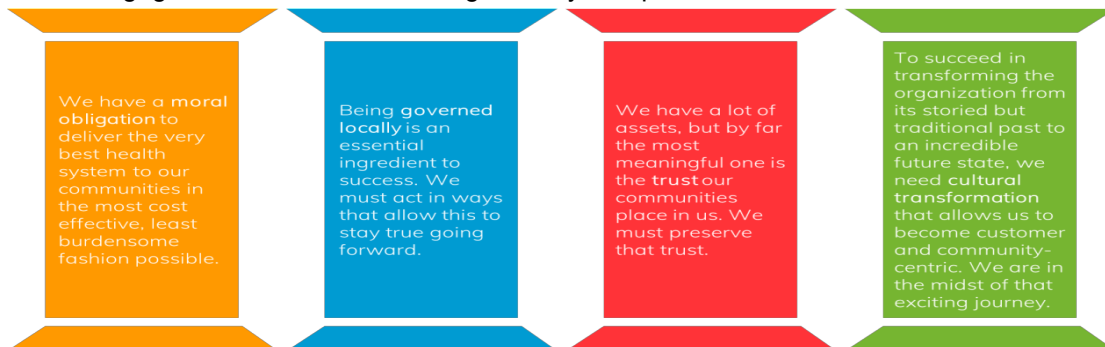
## MultiCare’s Culture

The key characteristics of MultiCare’s culture include:

- Creating an environment of trust with the communities they serve and their most valuable resource, their team members
- Seeking to become a High Reliability Organization to eliminate errors and avoidable harm
- There is no higher priority than the safety of the patients they serve and of their employees
- Cultivating an organizational commitment to life-long learning and performance excellence
- Embracing service excellence principles
- Championing the people and communities they serve

## Governance & Management Structure

MultiCare is organized as a tax-exempt and charitable Washington 501(c)(3) not-for-profit corporation, governed by an experienced and dedicated volunteer board of directors. MultiCare’s Board of Directors is comprised of 11 members whose engagement and decisions are guided by four pillars:



The guiding principle behind the governance and operating models is that decisions about patients and providers should be made as close to the patients and their families as possible – and that MultiCare supports local teams with systems and processes that deliver economies of scale and expertise.

MultiCare's regional and network Boards focus on quality, experience, and access for their communities/populations and include:

- Behavioral Health Network
- Capital Pacific Region
- East Pierce Region
- Inland Northwest Region
- Mary Bridge Network
- MultiCare Connected Care
- MultiCare Pulse Heart Institute
- South King County Region
- West Pierce & Kitsap Region
- Yakima Valley Region

## Leadership Structure

MultiCare believes in mission first and people always. As such, below are the key guiding principles in the leadership model at MultiCare:

1. Hybrid Organization - neither a holding company nor an operating company
  - Shift necessary authority towards in-market, customer-facing organizations
  - Realize economies of scale and expertise
  - Enhance speed to decision-making and execution
  - Best-in-Class Performance Outcomes
2. Scalable, Extendable, Reliable, and Repeatable
3. Unleash Human Potential/Talent Investment

The organizational structure is designed to 1) advance MultiCare's strategic and operational performance agenda, 2) be flexible and scalable, and 3) facilitate rather than impede success.

- MultiCare seeks to be neither a holding company nor an operating company but a hybrid organization that realizes the benefits of deep local and industry segment knowledge and execution acumen that are inherent in a holding company approach, while also realizing any available economies of scale and expertise that arise from an operating company approach.
- MultiCare's market-facing performance mostly occurs at the Collaborative Business Unit (CBU) and Network level. Because of this, corporate shared services and infrastructure must operate in a way that is accretive to each CBU/Network's performance in its competitive marketplace.
- MultiCare's market-facing businesses/service lines that compete with "pure-play" businesses must compete effectively with those pure-play businesses, and the linkages back to MultiCare need to be advantageous for both the market-facing businesses and MultiCare.
- MultiCare is proud of its exceptional history of partnership and collaboration, which are part of MultiCare's culture and values. Leaders within MultiCare are expected to proactively work together to achieve optimal success for each CBU/Network and for MultiCare as a whole. This work often entails partnering with other industry participants, including community physicians, payors, vendors, and other collaborators, to improve quality, safety, value, access, and performance.
- MultiCare seeks to be market essential both as a leading high-value, high-quality system of health in the Pacific Northwest and as an operating organization and networks in regions and sub-regions.
- The respective Foundation Boards focus on philanthropic activities, volunteers, and building relationships in the community.

## Joint Ventures, Partnerships, and Key Strategic Relationships

In addition to MultiCare's wholly owned or controlled entities, the system has a broad array of partnerships with community organizations, educational institutions, innovators, and physicians.

A few key relationships are highlighted below:

- **Carol Milgard Breast Center:** Founded in 2009, it provides a patient-centered, state-of-the-art breast imaging center jointly owned by MultiCare and Virginia Mason Franciscan Health and is managed by TRA (Tacoma Radiology Associates).
- **Physicians of Southwest WA:** An Independent provider network and network contracting entity. Since 1995, PSW has helped transform healthcare in communities throughout the U.S. by bolstering the physician-patient relationship and improving quality of care, all under the guiding principle that healthcare is human. Through its expertise, data analysis, and a diverse and flexible set of business offerings focused on innovation and collaboration, PSW aims to meet our partners where they are. MultiCare became a member in March 2018 and today holds a membership interest of about 74%.
- **Sea-Mar Community Health:** Sea Mar Community Health Centers (FQHC), founded in 1978, is a community-based organization committed to providing quality, comprehensive health, human, housing, educational, and cultural services to diverse communities, specializing in service to Latinos in Washington State. MultiCare partnered with Sea-Mar in 2018 to provide Sea-Mar's EPIC platform and collaborate around access to primary and specialty care services.

For more information, please see: [www.multicare.org](http://www.multicare.org)

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## Position Summary

The Associate Vice President (AVP) of Physician and APP Services serves the President of MultiCare Medical Partners in the key areas of Physician and APP recruiting, compensation design and administration, and contracting. In recruiting, the AVP will ensure the organization achieves its Physician and APP recruiting goals by delivering an industry-leading experience to candidates from sourcing through onboarding. In compensation, the AVP will provide subject matter expertise in designing and administering Physician and APP compensation models that align behaviors with desired outcomes and enhance clinician engagement through simplicity and transparency. The AVP will also ensure the accurate and timely administration of Physician and APP compensation plans. In contracting, the AVP will ensure that the MHS Physician and APP contracting process provides rigorous compliance safeguards while maintaining a simple, clear end-user process. The AVP will provide extensive, ongoing training to all MHS system stakeholders, designated contract initiators, and system leadership on compliance, fair market valuation, commercial reasonableness, and MHS system process flow. The incumbent will lead and/or direct teams and apply change management principles to navigate MultiCare's transformational efforts successfully. This person will work closely with executives on all aspects of the business, leading where needed and assisting with execution across the organization. Hospital-based leaders may have a dual matrixed reporting structure.

### Reporting Relationships

The AVP of Physician and APP Services will report to the President of MultiCare Medical Partners, who leads the Clinical Enterprise MSO and reports to the EVP, Chief Clinical Enterprise & Care Delivery Officer. The team consists of approximately 29 FTE's.

### Responsibilities

The successful AVP candidate will:

- Serve the President of MultiCare Medical Partners in the key areas of Physician & APP recruiting, Compensation design/administration, and contracting.
- In the area of recruiting, the AVP will ensure that the organization is successful in achieving its Physician & APP recruiting goals by delivering an industry-leading experience to candidates from sourcing to onboarding.
- In the area of compensation, the AVP will provide subject matter expertise in the design and administration of Physician and APP compensation models that align behaviors with desired outcomes and enhance clinician engagement through simplicity and transparency. Compensation will include accountability for the accurate and timely administration of Physician and APP compensation plans.
- In the area of contracting, the AVP will ensure that the MHS Physician and APP contracting process simultaneously provides rigorous compliance safeguards and a simple, clear end-user process.
- The AVP will provide extensive and ongoing training to all MHS system stakeholders, designated contract initiators, and system leadership in the areas of compliance, fair market valuation, commercial reasonableness, and MHS system process flow.
- The incumbent will lead and/or direct teams and use change management principles to navigate MultiCare's transformational efforts successfully.
- This person will work closely with executives on all aspects of the business, leading where needed and assisting with execution across the organization.
- Hospital-based leaders may have a dual matrixed reporting structure.

## Goals and Objectives

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

- Stabilize and strengthen physician & APP compensation administration by reducing compensation error rates, optimizing end-to-end systems (KMS, EZCall, Simpliphy, Workday), and ensuring reliable, compliant payroll execution across markets.
- Oversee and advance physician and APP recruitment strategy and execution by partnering closely with a strong recruitment director to ensure timely, market-responsive hiring across employed and independent models, alignment with compensation and contracting frameworks, and strong physician experience from offer through onboarding.
- Lead the evolution of physician and APP compensation strategy by refining and advancing compensation models that balance productivity, quality, patient experience, shift-based roles, and payer dynamics—while remaining fully compliant with Stark and Anti-Kickback regulations.
- Serve as a trusted enterprise partner to physician leaders and executives across diverse markets by advising on compensation philosophy, contracting, and market-specific employment models, and effectively navigating complex stakeholder relationships.
- Rebuild capacity, engagement, and sustainability within a stretched team by prioritizing retention, enhancing team structure and leadership on the compensation side, filling key vacancies, and restoring healthier workloads and work-life balance.
- Ensure ongoing governance, compliance, and continuous improvement by partnering closely with legal, finance, IT, and system owners to support regular compensation plan reviews, strengthen controls, and continuously improve foundational models built during the recent system redesign.

## Candidate Qualifications

### Education/Certification

- Advanced degree (e.g., MBA, MHA, PhD, MD, MSN) preferred.
- Project Management Certification is strongly preferred.

### Knowledge, Skills, and Work Experience

- Ten (10) years of experience working in a clinical, operational, and/or financial functional area, including being a member of an executive team.
- Proven project management, planning, and execution skills.
- Ability to form and leverage project teams, effectively delegate project assignments, manage team deliverables, and position as the strategic team leader.
- Proven track record working with C-level executives, smart, entrepreneurial leaders, both as a facilitator and as a contributor with a point of view.
- Six (6) years of previous experience and demonstrated skills in progressive management roles, in both a managerial and supervisory capacity.
- Process improvement work experiences, such as lean or six sigma, are preferred.

## The Community

### South Puget Sound Region



The South Sound Region encompasses Pierce County and South King County, the two most populous counties in the Puget Sound Region. With nearly three million people, the area includes multiple cities, including Tacoma, Puyallup, and Gig Harbor. The state capital, Olympia, is further south but is also included in the metropolitan area. Geographically, the area is characterized by a complex array of saltwater bays, islands, and peninsulas carved out by prehistoric glaciers. The region is rapidly growing due to the Pacific Northwest's economic boom.

### Tacoma, Washington

Tacoma, Washington, is a mid-sized urban port city, home to a vibrant, creative community of writers, artists, musicians, photographers, filmmakers, passionate entrepreneurs, and small business owners. An energized, high-tech industry invigorates the city and is continuing to expand and develop. It also serves as a base for large companies like State Farm Insurance, BNY Mellon, Columbia Bank, and Key Bank.

True urbanites are drawn to downtown Tacoma for competitively priced living spaces with sweeping mountain, city, and water views, as well as charming neighborhoods with big-city amenities. Tacoma is the second-largest city in the Puget Sound area, and the third-largest city in the state.



A haven for hikers, runners, and cyclists, Tacoma is alive with activity from students attending the University of Washington Tacoma, the University of Puget Sound, Evergreen State College Tacoma campus, local trade, technical, and community colleges, and nearby Pacific Lutheran University.

Tacoma's gourmards and culinary connoisseurs have cultivated a foodie scene that's made national press. At the same time, its world-renowned museums, top-notch meeting and convention spaces, professional sports teams, and huge headliner concerts have drawn visitors from across the globe.

Tacoma is just 20 minutes away from the Seattle-Tacoma International Airport (Sea-Tac), 32 miles southwest of Seattle, 58 miles northwest of Mount Rainier National Park, and 31 miles northeast of the state capital, Olympia.

Tacoma is easily accessible from downtown Seattle and other neighboring cities. Once you are in the Puget Sound area, there are several ways to get to and around Tacoma and its neighboring cities, such as Pierce Transit, Sound Transit, and the Washington State Ferries System.

At the heart and soul of Tacoma are its residents. Tacoma's residents thrive amidst unique neighborhoods, a vibrant network of parks, business districts, community centers, public libraries, and schools.

Tacoma's main public school district is Tacoma Public Schools. The district contains 36 elementary schools, 11 middle schools, 5 high schools, 1 alternative high school, a Science and Math Institute, and 1 school of the arts (Tacoma School of the Arts).

With a vivacious urban core, Tacoma is alive with culture. The welcoming city inspires many to celebrate the melding of old and new, observing historic architecture amidst urban design. Tacoma's downtown Cultural District is home to the world-famous Chihuly Glass Museum, the Washington State History Museum, the Tacoma Art Museum, and the Greater Tacoma Convention and Trade Center. The City's many districts flourish with culture.

For more information on Tacoma, Washington: <http://www.tacomachamber.org>

## Gig Harbor, Washington



Gig Harbor, Washington, is a scenic, suburban community in Pierce County, on the Key Peninsula. It is reachable from Tacoma via the Tacoma Narrows Bridge and is the “gateway to the Olympic Peninsula”. The area is a popular tourist destination due to its scenic surroundings, historic waterfront, boutiques, and fine dining. The city's population is 10,000, and the area attracts many families, retirees, and commuters seeking a serene residential lifestyle. The Peninsula School District, with three high schools, provides public education in the area.

For more information on Gig Harbor, Washington: [Gig Harbor Chamber of Commerce - Gig Harbor Chamber of Commerce, WA](#).

## Procedure for Candidacy

Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by [clicking here](#). New users should select "Register Here" to create an account before proceeding. After logging in, navigate to "Open Positions" and locate the role by entering the institution's name and clicking on the search wheel.

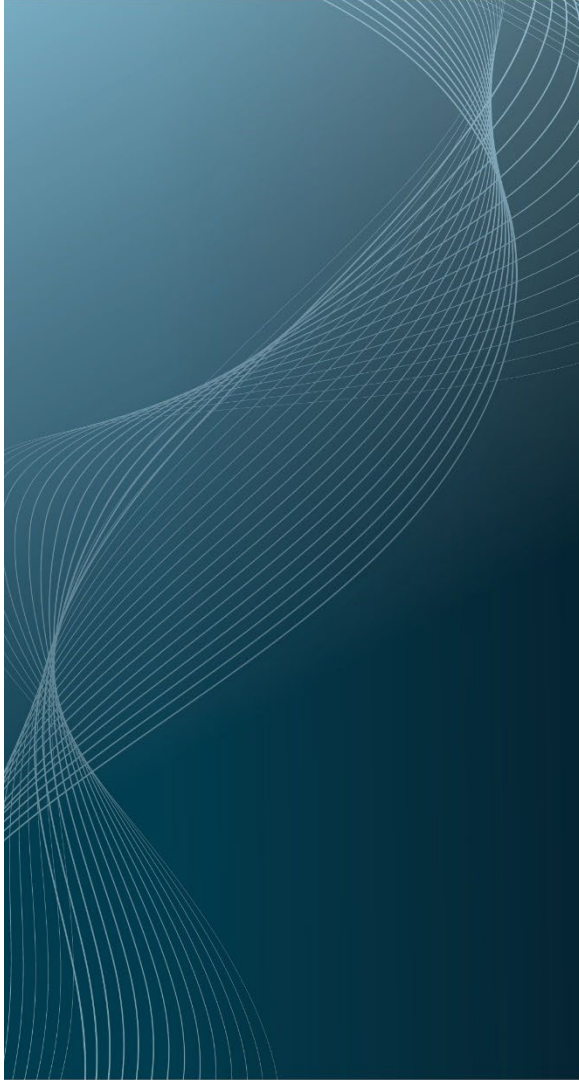
The salary range for this role is \$211,682-\$258,149. The final hiring salary is commensurate with experience.

<b>April Allen</b> <b>Principal</b> <b>502-296-8066</b>	<b>Toni Davis</b> <b>Senior Associate</b> <b>678-302-1554</b>
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*MultiCare 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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