

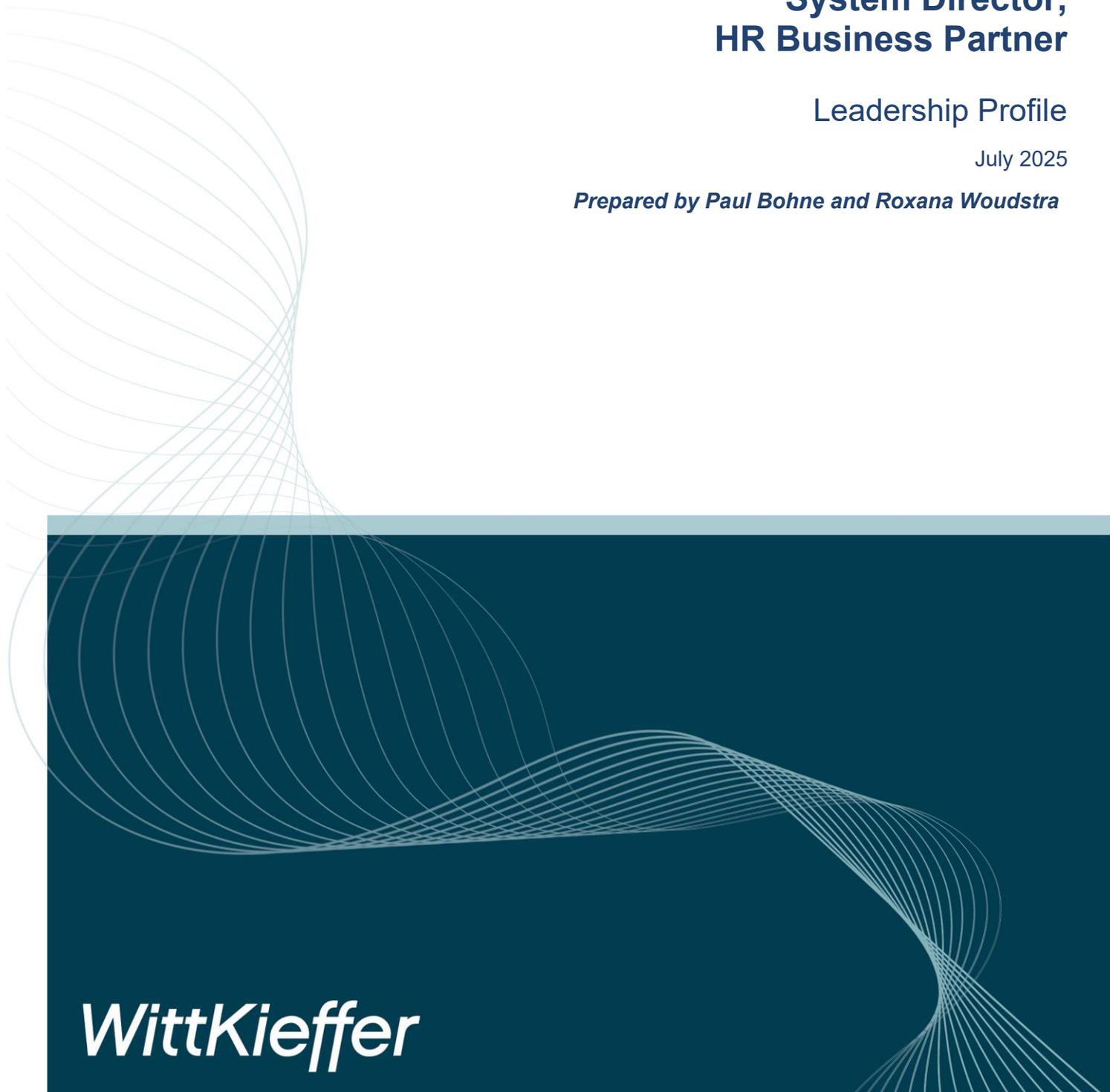


**System Director,  
HR Business Partner**

Leadership Profile

July 2025

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**WittKieffer**

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## The Opportunity

United Health Services (UHS) seeks a dynamic, goal-oriented, relational human resources leader to serve as its System Director, Human Resources Business Partner (System Director). This position serves as a vital leader and an engaged partner with the Human Resources and leadership teams of UHS, with a focus on leadership and advancing the success of UHS' HR business partner model and team. It is a highly visible and instrumental role in further advancing HR solutions and services across UHS.

Reporting to the Vice President / Chief Human Resources Officer, Sheri Lamoureux, the System Director is a senior strategic HR position managing a team of Human Resource Business Partners that work as trusted collaborators/advisors to senior leadership and management in the areas of engagement, change management, organization effectiveness, work environment, culture and leadership and build programs aligned with the organization's vision and objectives. The System Director will have a full perspective of the business, leading the shaping and execution of workforce planning and strategic HR initiatives that directly support UHS's long-term organizational goals. This includes leading efforts to anticipate future workforce needs, align talent strategies with evolving healthcare demands, and ensure the organization is equipped to deliver high-quality care across its diverse service areas. The System Director possess a solid understanding of all HR functions and works collaboratively with business clients and/or HR partners across centers of excellence including Talent Acquisition, Talent and Workforce Experience and Total Rewards. This role will also oversee HR strategy and workforce planning. The ability to be agile in all HR domains while supporting change management and process improvement initiatives will be crucial for this role.

UHS is a not-for-profit regional healthcare delivery system consisting of healthcare providers and supporting organizations primarily serving New York's Southern Tier and surrounding areas. United Health Services providers are geographically dispersed through Broome, Tioga, Chenango, Delaware, Otsego, and Tompkins counties. United Health Services is the largest healthcare system and private employer in the Greater Binghamton region, employing approximately 7,000 employees and serving over 600,000 residents. As a teaching hospital, United Health Services trains over 70 physicians per year in residency and fellowship programs. United Health Services is the parent corporation responsible for planning, coordinating, monitoring, and supporting system development and integration.

The ideal candidate will bring strong business acumen and extensive HR leadership experience in hospital or health system settings. Success in complex, consensus-driven environments is highly valued. Comprehensive HR expertise is essential, including employment practices, Joint Commission standards, strategic planning, recruiting, employee development, relations, employment law, and workforce planning. The System Director should also have a solid understanding of Total Rewards, Talent and Workforce Experience, and Talent Acquisition to develop strategic plans that proactively address workplace challenges. This role requires a modern, engaging, and forward-thinking leader who champions a performance- and metrics-driven HR approach. Exceptional communication skills, the ability to lead through influence, and a strong alignment with UHS's mission and values are critical for success in this role.

This is an opportunity for a seasoned, strategic HR leader to enhance HR operations and service delivery while fostering strong, trusted relationships across a collaborative, mission-driven health system. The anticipated salary range is \$175,000–\$200,000, with individual compensation determined within this range. United Health Services also offers a comprehensive benefits package. This role is also eligible for an annual performance incentive. Details on how to apply or nominate a candidate can be found in the "Procedure for Candidacy" section of this document.

For more information on United Health Services, please visit <https://www.nyuhs.org/> **United Health Services, Inc. and the members of the UHS System neither are affiliated with, sponsored, endorsed nor approved by, nor otherwise associated with, Universal Health Services, Inc. (NYSE: UHS), UHS of Delaware, Inc. nor their affiliates.**

## Organization Overview

United Health Services is a regional healthcare delivery system consisting of healthcare providers and supporting organizations primarily serving New York's Southern Tier and surrounding areas. United Health Services providers are geographically dispersed through Broome, Tioga, Chenango, Delaware, Otsego, and Tompkins counties. United Health Services is the largest healthcare system and private employer in the Greater Binghamton region, employing nearly 7,000 employees and serving over 600,000 residents. As a teaching hospital, United Health Services trains over 70 physicians per year in residency and fellowship programs.

United Health Services is the parent corporation responsible for planning, coordinating, monitoring, and supporting system development and integration. The system includes the following additional members and affiliated organizations:

- UHS Binghamton General Hospital – Binghamton, NY – 220 Beds
- UHS Wilson Medical Center – Johnson City, NY – 280 Beds
- UHS Delaware Valley Hospital- Walton, NY – 25 Beds
- UHS Medical Group – Various Locations – 430+ physicians and allied health professionals
- UHS Senior Living at Ideal – Endicott, NY
- UHS Home Care – Various Locations
- UHS Foundation, Inc.
- Southern New York Indemnity Company, LLC



United Health Services is the regional referral center for such medical specialties as cardiac surgery, neurosurgery, renal dialysis, neonatal intensive care, trauma care, reconstructive surgery, chemical dependency care and physical rehabilitation. It also is the home of the Decker Center for Advanced Medical Treatment and a cancer care center and is a major teaching affiliate of the Clinical Campus at Binghamton of Upstate Medical University, located in Syracuse, NY.

### United Health Services Hospitals

United Health Services Hospitals is comprised of **United Health Services Binghamton General Hospital** and **United Health Services Wilson Medical Center**; acute care facilities located in the Binghamton metropolitan area. United Health Services Hospitals was formed in 1981 by corporate consolidation of Wilson Medical Center and Binghamton General Hospital. With 500 inpatient beds and extensive outpatient services, United Health Services Hospitals offers tertiary, acute, and rehabilitative services, including: cardiology, structural heart, cardiovascular surgery, neurosurgery, pain management, medical oncology, surgical oncology and radiation oncology, orthopedics, neonatal intensive care, trauma, reconstructive surgery, physical rehabilitation, behavioral health, addiction treatment services, and transitional care. United Health Services Hospitals is the only regional provider of many of these services. United Health Services Hospitals also provides primary care and specialty physician services in sites dispersed throughout its primary service area.

United Health Services Hospitals is currently approved by the Accreditation Council for Graduate Medical Education (ACGME) and the Council on Podiatric Medical Education (CPME) for Residency programs in internal medicine, family practice, preliminary medicine, transitional year and podiatry. In addition, United Health Services Hospitals is approved for Fellowship Programs in Sports Medicine, Geriatrics, and Cardiovascular Disease and Gastroenterology. In addition, United Health Services Hospitals has non-accredited Graduate Medical Education Programs in Neuro Critical Care and Endovascular Surgical Neuroradiology. There are a total of 86 Residents and Fellows practicing in these United Health Services Hospitals Graduate Medical Education Programs.

## **United Health Services Medical Group**

United Health Services Medical Group is a multi-specialty group that predominantly practices in United Health Services Hospitals licensed sites. The group consists of approximately 430+ physicians and allied health professionals representing twenty medical and surgical specialties with offices in Broome, Chenango, Delaware, Otsego, and Tioga counties.

## **United Health Services Chenango Memorial Hospital**

United Health Services Chenango Memorial Hospital is a 138-bed facility located in Norwich, New York. The hospital includes inpatient and outpatient surgical care units, a women's health center and a maternity and obstetrics unit. It also staffs an intensive care unit, general surgery, cardiology, diagnostic heart care center, orthopedics, diagnostic imaging and laboratory department as well as a 24 hour physician-staffed emergency care department for the Norwich and Chenango County community.

## **United Health Services Delaware Valley Hospital**

United Health Services Delaware Valley Hospital is a 25-bed Critical Access Hospital located in Walton, New York, offering diagnostic imaging, special procedures, a 24 hour emergency department, and short stay inpatient care, an Addiction Treatment Program, and three primary care centers within Delaware County and Sullivan County.

## **United Health Services Senior Living at Ideal**

United Health Services Senior Living at Ideal is a geriatric campus, located in Endicott, New York. It serves over 250 elderly persons and individuals with chronic illness through its skilled nursing facility, adult home care program, assisted living program, as well as residential services in independent living apartments.

## **United Health Services Home Care**

United Health Services Home Care operates a licensed home health agency which provides high-tech nursing care, respiratory services, home medical equipment/supplies, and personal care services. United Health Services Home Care also operates a Medicare certified agency (Twin Tier Home Health,) which provides nursing, physical therapy, occupational therapy, social work, nutritional services, and home health aide care. United Health Services Home Care serves Broome, Chenango, Cortland, Delaware, Tioga, and Tompkins Counties.

## **United Health Services Foundation, Inc.**

The United Health Services Foundation is an independent not-for-profit corporation, whose purpose is to raise money to fund improvements at United Health Services. Through gifts, endowments, and fundraising efforts, the United Health Services Foundation works to support the mission of United Health Services.

## **Southern New York Indemnity Company, LLC**

Southern New York Indemnity Company is a limited liability captive insurance company domiciled in the state of Vermont whose purpose is to provide a long-term, cost-effective source of medical professional and general liability insurance, event reporting, claims management, and adjustment, as well as risk management and education services to all members of the United Health Services system in support of its strategic direction.



## Mission, Vision and Values

### Our Mission

United Health Services is a comprehensive regional health system whose mission is to improve the health of those we serve through our commitment to excellence in all that we do.

### Our Vision

United Health Services, the region's leading integrated healthcare system, will demonstrate exceptional value in the delivery of coordinated, patient-centered care.

### Our Values

We are committed to the values of United Health Services, which we believe reflect those of the people and communities we serve. These values guide our actions and decisions. We are committed to living by these values each and every day.

***Our values are Compassion, Trust, Respect, Teamwork and Innovation.***

**Compassion.** We create a healthy and healing environment by instilling hope and practicing caring, kindness and empathy that comes from the heart.

**Trust.** We build empowered relationships based on safety, expertise, reliability and honesty.

**Respect.** We make everyone feel valued by listening and reacting promptly in a positive and courteous way.

**Teamwork.** We work together to provide an outstanding patient experience, embrace our unique perspectives and support one another, United Health Services and the community we serve.

**Innovation.** We drive sustainable change by being forward-looking, continuously learning and challenging ourselves.

## Our UHS Leadership Competencies



### Human Focused

Demonstrates wholehearted commitment to UHS patients, employees and community in words and actions.



### Organizational Excellence

Pursues continuous improvement to ensure UHS achieves high levels of performance.



### Strategic Thinking & Judgment

Anticipates, analyzes and makes decisions that deliver long-term value and are in the best interest of UHS.



### Accountability & Execution

Takes responsibility and action to achieve results, taking into account the interdependency of performance across UHS.



### Adaptability

Demonstrates flexibility and resilience in navigating changes within UHS.



### Communication & Coaching

Provides targeted, ongoing communication and coaching that informs and develops UHS people-capabilities.

## Position Summary

### Reporting Relationships

Reporting to the CHRO, direct reports include 4 HR business partner colleagues within the main hospital locations as well as matrixed functionality with HR Business Partners in the Affiliates who provided dedicated support to key components within UHS's organizational structure, including its medical group, Binghamton hospitals, affiliated hospitals and nursing home/post-acute entities. This position also oversees Employee Relations and workforce-related policies.

### Essential Functions

Essential functions are those tasks, duties and responsibilities that are performed with or without reasonable accommodation.

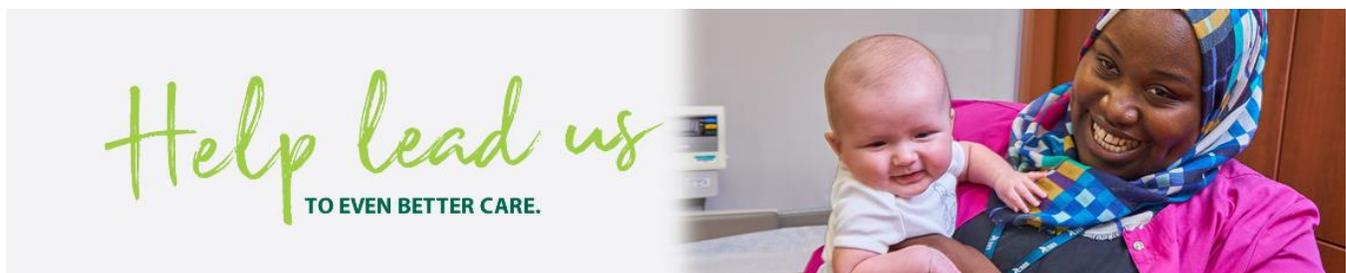
- Works with division leaders to customize overarching HR Strategic Plan to their specific divisions. Partners with divisions on the achievement of division specific workforce-related goals.
- Develops strategic partnerships with senior leaders, subject matter experts, and internal clients throughout the organization to identify and intervene on initiatives that address organizational strategic goals and needs.
- In conjunction with the CHRO, integrates HR services with organizational initiatives; implements HR operational strategy, networking with other HR professionals to determine best practices in support of organizational direction; ensures delivery of high-quality HR processes.
- Interacts across the HR organization, including Centers of Excellence (COEs) from Talent and Workforce Experience, Total Rewards and Talent Acquisition.
- Provide change management and leadership coaching to successfully embrace opportunities of scale and growth. Assess needs and identifies interventions that address issues of retention and employee engagement.
- Advocating for data-driven decision-making by harnessing analytics to deliver insights that guide and influence strategic actions of business leaders.
- Facilitates difficult interactions among organizational stakeholders to achieve optimal outcomes; resolves escalated conflicts among stakeholders.
- Builds consensus and settle disputes on HR policy and practice decisions.
- Influence how Workday HCM supports talent strategies by ensuring the system enables effective people management, aligns with evolving business needs, and promotes collaboration with HRIS and COEs to enhance usability and drive improved outcomes.
- Maintains advanced knowledge in the use of data, evidence-based research, benchmarks, HR and business metrics to make critical decisions.
- Recommends business practice/work process improvements to identify opportunities for leveraging human capital; builds business cases for HR initiatives; ensures all HR initiatives have ROI that adds to organizational value.
- Translates the vision, mission and strategy into projects and initiatives with milestones and delivery schedules. Maintains a System perspective when making HR/business decisions

- Analyzes root causes of work environment issues; builds and manages interventions and solutions in collaboration and cooperation with key stakeholders.
- Proactively leads and manages business partners and employee relations specialists effectively.

## Goals and Objectives

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

- **Foster Relationships:** Develop strong relationships with direct reports and support the team in building and maintaining balanced relationships with their business partners. This is based on establishing trust, collaborative relationships, mentoring and developing the team, ensuring the performance and accountability of the team in supporting UHS leaders and advancing contemporary and reliable HR practices that support UHS' goals. This leader will be both a driver and agent of change – this leader should be situationally and culturally aware to effectively self-regulate and calibrate one's pace of change so that approaches and expectations are appropriate for the culture.
- **Support Enhancements to the Centers of Excellence / Business Partner HR model.** Partnering with COEs and the Business Partner team to align workforce strategies with organizational goals, anticipate future talent needs, and support data-driven decision-making. Providing direct feedback and strategic support to the Business Partner team to strengthen the HRBP model, enhance service delivery, and drive consistency across the organization. Supporting initiatives that connect talent acquisition, development, and retention efforts with long-term workforce planning, ensuring the organization is equipped to meet future challenges, and aligning risk management with strategic priorities. Identifying opportunities to refine processes, improve stakeholder engagement, and elevate the employee experience through collaborative innovation across HR functions.
- **Contribute to enterprise-wide strategic initiatives.** This includes the Magnet status journey, High-Reliability and Just Culture, capability building, or Engagement and Culture of Safety survey strategy, provider service line strategy and structure, strategic staffing and competitive total rewards packages to attract and retain talented staff.
- **Ensure Consistency in Employee Relations:** Leverage the opportunity to ensure that managers are consistent in their investigative processes and decision-making. Maintain the high standards of reliability and thoroughness that have been established over the past nine years. Ensure that all investigations are airtight, well-documented, and aligned with organizational policies.
- **Advocate for the HR Team:** Serve as a strong advocate for the HR team, providing support and ensuring robust communication channels. Promote the HR team's initiatives and achievements and facilitate effective communication within the team and with other departments. Ensure that the HR team feels valued and empowered to perform their roles effectively.



## Candidate Qualifications

### Education/Certification

A four-year bachelor's degree and a graduate degree in HR, business administration, health care administration, management or related field, from an accredited institution are required.

### Knowledge and Work Experience

- A minimum of 5-7 years of progressive HR leadership experience, with at least 5 years in a management or a role within a healthcare organization. While HR leadership experience within a health system is preferred, UHS invites progressive, intellectually strong/curious, purpose-driven leaders with progressive HR delivery experience from service-oriented industries to apply.
- Proven experience in HR strategy, workforce planning and managing complex HR issues within a highly regulated environment.
- Strong understanding of healthcare-specific HR challenges, including physician and nursing workforce dynamics, and labor dynamics, with healthcare laws would be advantageous.
- A strong record of improving HR service delivery and operational excellence. Ability to strategically align HR initiatives to business imperatives and to proactively identify strategic and organizational issues.
- A combination of vision, energy and inspiring leadership, with a solid track record of fostering employee engagement and a purpose-driven, welcoming, inclusive culture.
- Strong financial acumen and analytical skills.
- A solid foundation of leveraging HR technology and modern tools.
- Excellent analytical and information system knowledge. Ability to trend and interpret information and use data-drive evidence to make decisions.
- Proven ability to develop and advance human resources strategic and tactical plans, drive performance, and achieve or surpass stated goals.
- Excellent analytical and information system knowledge.
- Experience with the full range of human resources modalities, with a focus on leading a comprehensive human resources department that is customer focused.
- Successful track record in human resources communications and planning.
- A proven track record of building a diverse workforce.

## Leadership Skills

- Passionate about the mission of UHS. An individual driven by purpose and fostering engagement.
- Someone who demonstrates confidence, humility and servant leadership.
- Superior interpersonal qualities and a demeanor and style that will quickly establish credibility at all levels of the organization.
- Takes ownership of initiatives and drives them to completion working in partnership with COEs as appropriate, with the ability to balance a sense of urgency with prudence
- Mentors and develops staff to expand their knowledge, skills and abilities. In addition, shapes how they perform their roles in accordance to the UHS Way (UHS' culture and values).
- A creative problem solver who knows best practices and has a proven record in developing a highly engaged work force as demonstrated by low turnover rates.
- An innovative individual who brings a fresh perspective and is a positive catalyst for change; energetic, flexible, enjoys working with people at all levels of the organization, and able to adapt and thrive in a changing environment.
- Agile and results-driven with a contemporary management style which emphasizes empowerment, coaching, mentoring, accountability, accessibility and team development; must be team-oriented and team-driven. Must be comfortable in a 'roll up your sleeves' work culture.
- Exhibit UHS leadership competencies including being patient focused, organizational excellence, strategic thinking and judgement, accountability and execution, adaptability, and communication and coaching.
- Politically astute with a diplomatic style; able to navigate and pull together seemingly disparate groups.
- Visionary, transformative and courageous leadership skills, with a strong intellect and excellent strategic skills; capable of taking appropriate and well-planned risks.
- Highly intelligent and self-motivated but intuitively understands when to partner/seek out expertise across organization to enhance execution.



## The Community

The United Health Services System has facilities that serve patients across the Southern Tier of New York, and the facilities and staff are an integral part of the communities they serve.

### Binghamton/Broome County

Situated between the Catskills and the Finger Lakes in the Southern Tier of upstate New York, Broome County combines small-town charm with the cultural attractions of a major city. Binghamton is a welcoming small city located at the center of the region, the birthplace of IBM, and home to Binghamton University, the premier public university in the Northeast. Greater Binghamton consistently receives high quality-of-life ratings from national surveys and is especially noteworthy for its proud and diverse ethnic heritage. Also known as the Triple Cities, encompassing Binghamton, Johnson City and Endicott, as well as both Broome and Tioga counties. Together, their combined population is more than 251,000, with living costs about 13% lower than the national average. The area is also a great place for families with an excellent selection of affordable homes in downtown, suburban and rural settings. Nightlife and cultural activities are top-notch, featuring local clubs, craft breweries, restaurants and award-winning wineries in the nearby Finger Lakes region. Every "First Friday" celebrates local artists and there are frequent festivals for music and food. Be sure to sample a delicious spiedie sandwich! Binghamton also boasts semi-pro baseball and hockey teams, great theater, its own zoo and beautiful hand-carved antique carousels. Love the outdoors? The area offers downhill and cross-country skiing, golf, fun trails to hike or bike, and much more. Reliable public transit, a regional airport and major highway systems make commuting or traveling easy. Major cities, including New York, Boston, Albany, Hartford and Philadelphia, are all within a few hours' drive.

### Walton/Delaware County

Nestled in the western foothills of the Catskill Mountains, Walton offers excellent schools and the best of small-town living amid beautiful natural surroundings. Enjoy fly fishing, canoe and kayak adventures, hiking, mountain biking and skiing. The town features a classic movie theater, good restaurants and local arts and crafts, plus nearby breweries, wineries and museums. And the Meredith Dairy Fest and Delaware County Fair are favorites for all ages.

### Norwich/Chenango County

With an area of 900 square miles and a population of approximately 50,000, Chenango County is known for its warm, friendly people, unrivaled lifestyle and beautiful natural surroundings. The county has been the home of many well-known businesses including Procter and Gamble Pharmaceuticals, Borden's evaporated milk, Elmer's products and Champion. Currently businesses including Chobani Yogurt, Raymond Corporation and Golden Artist Colors call Chenango home. Norwich is the county seat and home to about 7,000 residents. The area offers much to see and do, including the annual Colorscape Chenango Arts Festival, antique shows and the historic Earlville Opera House, as well as a classic car museum and old-time movie theater. Go boating, river rafting or kayaking. Watch pro motocross at Unadilla racetrack. Enjoy good food at many local restaurants or a wee dram of scotch at the Blarney Stone Pub. Here too, are welcoming neighborhoods, a great selection of homes and highly rated public and private schools for growing families.



## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV/resume and a letter of interest. Review of applications has begun and will continue until the position is filled.

Please direct all applications, nominations and inquiries to the WittKieffer consultants Paul Bohne and Roxana Woudstra via e-mail at [UHS\\_SrDirectorHR@Wittkieffer.com](mailto:UHS_SrDirectorHR@Wittkieffer.com) or through the WittKieffer Candidate Portal by [clicking here](#); an easy way to nominate, express interest, or apply for the position.

|                                                                       |                                                                     |
|-----------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>Paul Bohne</b><br><b>Managing Partner</b><br><b>(240) 401-6375</b> | <b>Roxana Woudstra</b><br><b>Associate</b><br><b>(781) 564-2638</b> |
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The anticipated salary range is \$175,000–\$200,000, with individual compensation determined within this range. United Health Services also offers a comprehensive benefits package. This role is also eligible for an annual performance incentive.

*United Health Services 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 United Health Services 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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