This leadership profile is intended to provide information about Lehigh Valley Health Network and the position of Vice President of Human Resources. It is designed to assist qualified individuals in assessing their interest in this position.
The Role of the Vice President of Human Resources

The Vice President of Human Resources is responsible for oversight and accountability for Human Resources operations, talent acquisition, employee relations and employee health services. S/he is responsible for directing and evaluating Network programs related to recruitment, retention, employee relations, labor relations, employee health services and talent management. S/he will develop and oversee programs designed to attract, retain and engage employees while ensuring Network compliance with federal, state and local regulations governing employment and labor relations.

Lehigh Valley Health Network (LVHN): An Overview

Lehigh Valley Health Network (LVHN) facilities, services and programs include:

Three full-service hospitals:
- Lehigh Valley Hospital-Cedar Crest in Salisbury Township, which includes an additional clinical campus, Lehigh Valley Hospital-17th Street in Allentown;
- Lehigh Valley Hospital-Muhlenberg in Bethlehem;
- Lehigh Valley Hospital-Hazleton in Luzerne County.

Children’s Hospital at Lehigh Valley Hospital is also part of the LVHN network and is the only Children’s Hospital in the Lehigh Valley, including inpatient and ambulatory care, a Children’s ER, more than 25 pediatric specialists and numerous child-specific services such as rehab and burn care.

Additionally, LVNH offers community health centers offering doctors' offices and lab and imaging services at convenient locations in Bangor, Bath, Bethlehem Township, Emmaus, Hamburg, Hazleton, Kutztown, Macungie, Moselem Springs, Quakertown, Trexlertown and Upper Bucks (in partnership with Grand View Hospital)

Physicians number more than 1,340 including primary care and specialty physicians – with more than 630 employed by the health network.

Pharmacy services are at three of the hospital campuses.

Other services include imaging services to obtain accurate diagnoses with the latest high-tech diagnostic equipment, home health and hospice services, CareWorks retail health clinics in Allentown and Schnecksville, community clinics, including 40 primary and specialty clinics to care for people who are uninsured or underinsured, Health Network Laboratories, providing laboratory tests from the most critical medical applications to simple pre-employment drug screenings.

Valley Preferred which links employers and individuals with quality health coverage.
The network’s key clinical areas are cancer treatment, cardiovascular medicine, mental health, neurosciences, pediatrics, surgery services, trauma, women's health, perinatal care, kidney transplantation and burn treatment. The health network’s motto is "A Passion for Better Medicine."

LVHN prides itself on treating patients and employees with the utmost respect to deliver the best care possible. As part of our mission, we constantly monitor the following areas to insure the best outcomes:

**Privacy** - Consistently respects patients’, customers’ and colleagues’ right to privacy (i.e. discuss confidential information in private, pulled curtain or closed door). Serves as role model for respecting patients’, customers’ and colleagues’ right to privacy.

**Respect** - Consistently demonstrates respect and appreciation for each person regardless of cultural background, race, ethnicity, age, gender, religion, disability, sexual orientation or role. Serves as a role model to others for an appreciation for diversity.

**Dependability** - Consistently enhances team effectiveness through dependability. Finds ways to encourage others to enhance team effectiveness through dependability.

**Demeanor** - Consistently respects patients, customers and colleagues and maintain a professional demeanor.

**AIDET** (Acknowledge/Introduce/Describe Duration/Explain/Thank) - Consistently demonstrates AIDET behaviors with patients, customers and colleagues. Serves as a role model for AIDET behaviors with patients, customers and colleagues.

**Teamwork** - Team player who consistently helps those in need. Collaborates to solve problems.

**Courtesy** - Consistently puts patients, customers, colleagues first. Serves as a role model in the department by putting patients, customers and colleagues first.

**Dignity** - Consistently represents LVHN in a positive manner. Consistently handles conflict and complaints effectively and politely. Resolves conflicts or complaints in a timely manner while maintaining privacy. Serves as a role model identifying potential conflict situations with patients’, customers’ and colleagues’ complaints and acts to diffuse them.

**Empathy** - Consistently assists patients, customers and colleagues before they ask. Anticipates needs and is proactive.

**Patient Centered Experience** - Consistently demonstrates Patient Centered Experience (PCE) behaviors with patients and customers. Serves as a role model for PCE behaviors with patients and customers.
Opportunities and Expectations for Leadership

The new Vice President of Human Resources will be asked to address the following critical leadership issues, among others.

- Integrating and maintaining the Network vision, mission and values in HR service delivery.
  - Engages in activities, designs programs, analyzes data, develop policies and creates opportunities to ensure employees reflect the mission, vision, values and key priorities.
  - Works closely with management to translate strategic priorities into human resources initiatives and service delivery that promote LVHN’s strategic vision.
  - Develops and implements operating objectives for Human Resources to support healthcare reform initiatives impacting the Network.
  - Researches best practices, analyzes trends to support programs/initiatives and proactively offer ideas for continuous improvement to ensure staffing needs consistently meet key priorities.

- Develops comprehensive workforce plan for recruiting and retention to meet the human capital needs of the strategic plan.
  - Provides overall leadership and guidance to talent acquisition, talent management and retention of staff.
  - Oversees talent acquisition initiatives and strategies to ensure human capital needs to support and meet organizational initiatives.
  - Establishes and monitors talent acquisition metrics (vacancy rate, turnover, days to fill, etc.) and other key HR metrics supporting HR service delivery. Reviews reports periodically with key stakeholders and the SVP HR. Develops annual workforce plan to support critical hard to fill positions and key initiatives for the network.
  - Researches best practices, analyzes trends to support programs/initiatives and proactively offer ideas for continuous improvement to ensure staffing needs consistently meet our key priorities.

- Serves as consultant to management regarding human resources issues.
  - Counsels management on employee relations issues.
  - Oversees and guides the employee relations philosophy and administration of employee relations function.
  - Ensures the Fair Treatment Process is consistently followed to resolve work related issues.
  - Partners with operational and clinical colleagues and others to support their human resource management needs and concerns.
  - Works with leaders to ensure they receive the required human resource resources and programs.
- Develops and administers HR operating policies, procedures and programs established by the Board and the senior management staff.

  - Provides input and guidance to the SVP HR and the Board on HR policies, programs and procedures that affect the workplace environment.
  - Ensures Human Resources policies and procedures are current, available on the HR website and consistently applied across LVHN.
  - Provides leadership for human resources programs and plans to identify enhancements of human resources practices, cost effective benefit design and competitive compensation program to recruit and retain talented leaders and staff.
  - Provides educational resources to employees and the development of a progressive human resources information system.
  - Formulates and approves long- and short-term goals, objectives, plans and operating budget for the HR department. Monitors progress and initiates action to achieve operational and financial targets.

- Ensures LVHN is in compliance with all applicable labor, equal employment opportunity and employee relations laws.

- Assists in the development and implementation of HR policies and procedures including:

  - Employee compensation, including design and administration of wage and salary, performance management and employee benefits programs.
  - Talent Acquisition - recruitment, selection and retention of staff.
  - Training and development programs designed to improve employee job skills across LVHN.
  - Employee Health services - pre-employment physicals, prevention, impaired employee procedures and occupational illness and injury programs effectively meet the networks' needs.
  - Effective employee relations services that address and resolve employee concerns, provide employee counseling services and monitor general levels of employee morale and job satisfaction.

- Evaluates the HR department’s progress of meeting LVHN objectives and key priorities.

  - Oversees preparation of various HR records and reports necessary to evaluate effectiveness of meeting LVHN objectives and key priorities.
  - Continually assesses the effectiveness of HR priorities regarding the retention and recruitment of staff.
  - Evaluates the impact of new programs, services and regulatory actions regarding the recruitment, retention, engagement and development of people.
  - Participates in various surveys to ensure LVHN's HR services are competitive in the market. Looks for best practices to support LVHN as best place to work.
- Conducts human resources benchmarking including other organizations which may be germane to healthcare human resources programs and internal audits to ensure compliance with established policies or regulatory agency standards.

- Assists in the development and implementation of LVHN Human Resources Mission, Vision and Philosophy in conjunction with the SVP HR and colleague HR Leaders.

- Ensures that culture and pride behaviors are embedded in programs and practices to provide the foundation for outstanding employee and patient/customer satisfaction.

- Ensures the continued professional development of network leaders in collaboration with organizational effectiveness/development team, including:
  - The timely and effective on-boarding of managers - for new managers and experienced managers.
  - The provision of continuous educational programs for leaders (e.g., insights, manager fundamentals, essentials for new managers, lunch/learns and other programs as required).
Personal Qualifications and Personal Qualities

The ideal candidate will have the following professional qualifications and personal characteristics:

- Ten (10) years executive HR experience in healthcare or business/industry.
- Demonstrated track record of developing a high performing HR department that is regarded as a strategic partner for the organization.
- Large healthcare systems experience strongly preferred.
- Master’s Degree in Human Resource Management or related field required.
- Bachelor’s degree in Industrial Psychology, Human Resource Management, Business Administration or related field required.
- SHRM-CP/SHRM-SCP or CHHR preferred.
- Superior strategic skills including business acumen, decision making ability, problem solving, and negotiating skills.
- Ability to deal with ambiguity.
- Creative, innovative management style and strategic agility.
- Strong operating skills in the areas of priority setting, planning/organizing.
- Can lead, develop and motivate direct reports and other team members.
- Skilled in process management.
- Must display leadership skills, relish leading.
- Ability to face adversity head-on, lead crisis management and be adept at effectively sizing up people.
- Must drive for results and be a top performer.
- Strong organizational skills and presentation skills.
- Political savvy and comfort interfacing with senior management.
- Strong personal and interpersonal skills in areas of customer focus, managing diversity, negotiating, managing vision and purpose, ethics, integrity and composure.
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin on April 15 and will continue until the position is filled. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the LVHN's consultants Greg Santore and Monica Burton at LVHNHR@wittkieffer.com. The consultants can be reached by telephone at Phone number.

Greg Santore
Principal and Practice Leader
Witt/Kieffer Executive Search
609-413-5715
gsantore@wittkieffer.com

Monica Burton
Consultant
Witt/Kieffer Executive Search
646.517.0502
mburton@wittkieffer.com

Lehigh Valley Health Network 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 Lehigh Valley Health Network 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.
Appendix I

Lehigh Valley Health Network Human Resources Organization Chart
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