

UVMMC Summary

Job Profile	R_Min	R_Mid	R_Max	Company	Total Base Pay Amount	1/1/24 Market Base P50	Base Pay Market Percentile	12/2023 VPP Payment	Current Base + 12/2023 VPP Payment	1/1/24 Market TCC P65	12/23 TCC Market Percentile
B879 - VP, Clinical Operations	\$	\$	\$	UVM Medical Center	\$305,790	\$		\$22,485	\$328,275	\$	
C509 - Chief Medical Officer	\$	\$	\$	UVM Medical Center	\$534,800	\$		\$35,162	\$569,962	\$	
D885 - VP / CFO UVMC	\$	\$	\$	UVM Medical Center	\$386,105	\$		\$26,906	\$413,011	\$	
L005 - Chief Nursing Officer	\$	\$	\$	UVM Medical Center	\$313,807	\$		\$23,074	\$336,881	\$	
D899 - VP of Diversity, Equity & Inclusion	\$	\$	\$	UVM Medical Center	\$257,500	\$		\$15,450	\$272,950	\$	
D547 - Vice President Human Resources	\$	\$	\$	UVM Medical Center	\$392,700	\$		\$29,453	\$422,153	\$	
C850 - President and COO	\$	\$	\$	UVM Medical Center	\$697,059	\$		\$88,528	\$785,587	\$	

UVMCC Details

Job Title		Job Code	Pay Market	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description	
VP Clinical Services		B879	UVMCC - Northeast	SubIndustry:Health Care Facilities/Size:All/Region:Northeast			■	■		
Data Cuts										
Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
1		Top Executive, Professional Services	175	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2022	Hospitals/Net Revenue > \$450M/	39		■	■	Plans, organizes, and directs operations of the professional services division, including departments such as diagnostic imaging, pharmacy, laboratory, rehabilitation, respiratory therapy, etc. Reports to the CEO or COO.
1		Top Professional Services Executive	7060	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2022	Subsidiary Organizations – Hospitals/Greater Than \$500 Million/	18	18	■	■	Responsible for planning, directing and overseeing three or more of the organization’s professional functions (e.g., diagnostic imaging, laboratory services, behavioral health, rehabilitation and pharmacy services). Typically reports to the chief operating officer.
1		Top Professional Services Executive	DNA010-EX	Towers Watson: Health Care Executive Survey Report 04/01/2022	All - Profit Status/All - Organization Classification/Noncorporate_Incumbent Revenue Responsibility: All - Incumbent Revenue Responsibility	11	21	■	■	Has primary responsibility for all clinical divisions, departments and programs Ensures that overall mission and goals are achieved by participating in the formulation of clinical objectives, services, policies and procedures Develops and maintains administrative and regulatory compliance systems and optimal resource allocation criteria Monitors performance and budgets of clinical services Serves as liaison with all clinical professional, administrative and support staff Serves as a member of the senior management group and various key committees

Job Title		Job Code	Pay Market	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description	
Chief Medical Officer		C509	UVMCC - Northeast	SubIndustry:Health Care Facilities/Size:All/Region:Northeast			■	■		
Data Cuts										
Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
1		Chief Medical Officer (CMO)	4320C	Mercer: IHN - Module 4C - Healthcare System & Hospital Executives 03/01/2022	Facility Type: System-Owned Hospital; Total Net Revenue - USD: \$200 Million or More//	123	123	■	■	Responsible for the direction, planning, and coordination of all medical-related activities; establishes and implements standards for medical practices and policies. Participates in the education of medical staff including interns and residents, if applicable. Consults with the President/Chief Executive Officer (CEO) on medical and administrative problems affecting patient care. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.
1		Chief Medical Officer/Top Medical Affairs Executive	7010	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2022	Subsidiary Organizations – Hospitals/Greater Than \$500 Million/	170	171	■	■	Responsible for planning, coordinating and overseeing the strategic medical affairs of the organization. Establishes and implements standards and policies to align medical staff goals with those of the organization. Ensures medical staff complies with all legal and regulatory requirements. May be responsible for clinical integration, accountable care organization (ACO), medical group, quality and/or patient safety. May also have oversight of population health and value-based care initiatives. Typically reports to the president/chief executive officer or top physician executive/chief physician executive. This position requires an MD. Also see job 7007.

UVMMC Details

1		Subsidiary Chief Medical Officer (MD/DO)	658	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2022	Hospitals/Net Revenue > \$450M/	82				Physician administrator accountable for ensuring the quality and effectiveness of clinical care. Develops and implements programs to improve clinical quality. Monitors clinical care provided by medical and other professional staff. Develops medical staff by-laws and policies in conjunction with medical staff committees. Leads physician recruitment and credentialing activities. May oversee one or more of the following: medical education programs, one or more medical group(s), or departmental medical directors and chiefs of clinical services. May maintain a limited clinical practice (up to 20% of time) but primary duties are medical administration.
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Job Title	Job Code	Pay Market	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
VP / CFO UVMMC	D885	UVMMC - Northeast	SubIndustry:Health Care Facilities/Size:All/Region:Northeast					The VP/CFO is a key member of the senior leadership team for the University of The University of Vermont Medical Center (UVMMC) and is responsible for setting and guiding the organization towards its strategic financial goals. Together with the Network leaders for these functions, the VP/CFO sets expectation and monitors the performance of Accounting, Payroll, Accounts Payable, Treasury, Budget, Contracting and Revenue Cycle to ensure UVMMC's needs are being met. The VP/CFO is responsible for ensuring the organization has adequate internal control systems, responding to internal audit reports and recommendations, and maintaining the organizations overall financial systems.

Data Cuts

Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
1		Chief Financial Officer (CFO)	4230C	Mercer: IHN - Module 4C - Healthcare System & Hospital Executives 03/01/2022	Facility Type: System-Owned Hospital; Total Net Revenue - USD: \$200 Million or More//	178	179			Responsible for the financial viability of the provider organization through the administration of policies and procedures related to its accounting practices. Directs all fiscal activities such as accounting, budgets, audits, taxes, and the preparation of regulatory and governmental agency reports. Typically reports to the President/Chief Executive Officer (CEO) or the Chief Operating Officer (COO). Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.
1		Chief Financial Officer/Top Finance Executive	7015	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2022	Subsidiary Organizations – Hospitals/Greater Than \$500 Million/	132	132			Responsible for planning, organizing and directing all functions related to the financial management, budgeting, accounting and reimbursement of the organization and its entities. Establishes and implements policies and procedures related to accounting practices. May have responsibility for information systems. Typically reports to the president/chief executive officer.
1		Subsidiary Chief Financial Officer	427	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2022	Hospitals/Net Revenue > \$450M/	63				<p>Chief Financial Officer (Independent)</p> <p>Plans, organizes, and directs all activities related to financial management at a hospital or system, including financial planning, budgeting, accounting systems and controls, patient financial services, reimbursement, external financing, and treasury and investment. May also oversee information systems, materials management, and/or managed care contracting.</p> <p>Chief Financial Officer (Subsidiary Hospital)</p> <p>Develops budgets, manages operational accounting for the facility, prepares internal reports for management, and advises the other members on the executive team on cost control and operational effectiveness. Often oversees admitting and identification of charges for services rendered.</p>

Job Title	Job Code	Pay Market	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
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UVMHC Details

Chief Nursing Officer	L005	UVMHC - Northeast	SubIndustry:Health Care Facilities/Size:All/Region:Northeast						
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Data Cuts

Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
1		Chief Nursing Officer/Top Executive, Nursing (Operations)	121	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2022	Hospitals/Net Revenue > \$450M/	188				Plans, organizes, and directs all or most nursing operations. Has responsibility and accountability for nursing units and operations in one or more hospitals/locations. Participates with CEO, top physician executive and other senior leadership in clinical transformation and the development and implementation of new patient care models. Reports to the CEO/COO or to system CNO/CNE.
1		Chief Nursing Officer/Top Patient Care Executive	7046	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2022	Subsidiary Organizations – Hospitals/Greater Than \$500 Million/	232	233			Responsible for organizing, planning, directing and evaluating all nursing services functions. May have responsibility over other patient care areas (e.g., social services, emergency medicine, pharmacy, rehabilitation and respiratory care services). May have oversight of advanced practice providers (APPs). Recommends and implements policies and procedures to improve efficiency and delivery of quality nursing services. Typically reports to the president/chief executive officer or chief operating officer. This position requires an RN.
1		Top Nursing Executive	4380C	Mercer: IHN - Module 4C - Healthcare System & Hospital Executives 03/01/2022	Facility Type: System-Owned Hospital; Total Net Revenue - USD: \$200 Million or More//	228	229			Responsible for evaluating, developing, recommending, and implementing provider organization's policies and procedures related to the delivery of safe and efficient quality nursing care. Plans and directs the activities of a staff of managerial, professional/technical, and auxiliary nursing personnel. Typically reports to the President/Chief Executive Officer (CEO) or Chief Operating Officer (COO). Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Job Title	Job Code	Pay Market	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
VP of Diversity, Equity & Inclusion	D899	UVMHC - Northeast	SubIndustry:Health Care Facilities/Size:All/Region:Northeast					The Vice President of Diversity, Equity & Inclusion is a senior leader who serves as a catalyst to leverage best practices and resources at UVM Medical Center to promote a culture of inclusion where individuals from all racial and ethnic identities, ages, nationalities, social and economic status, sexual orientation, gender identity/expression, job class, religious, political and ideological perspectives, language skill and physical and mental abilities are able to thrive and be engaged. The VP of Diversity, Equity & Inclusion provides strategic and programmatic leadership for diversity and inclusion initiatives that advance diversity as a critical component of a productive healing environment that drives improvement in Health Equity outcomes. The VP of Diversity, Equity & Inclusion focuses on recruitment, retention and organizational equity for our people and ensures equitable care for our patients.

Data Cuts

Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
1		Chief Diversity & Inclusion Officer	526	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2022	Hospitals/Net Revenue > \$450M/	11				A C-Suite officer with accountability to make sure all the key tenets and goals of the organization's diversity and inclusion strategy are being fully implemented across the organization and that metrics are in place to determine if goals and aspirations are achieved. This position is focused on the community and building relationships, rather than HR oriented, to assure the diversity of the community is served by the organization.

UVMCC Details

1		Chief Diversity, Equity and Inclusion Officer	7028	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2022	Subsidiary Organizations – Region/Division/Market/All Organizations/	5	5	█	█	Responsible for planning, developing, implementing and evaluating all aspects of the strategy to enhance diversity, equity and inclusion. Collaborates with departments to enhance diversity. Leads and ensures strategies designed to promote diversity, equity and inclusion as well as increase cultural diversity in the organization. Typically reports to the president/chief executive officer, chief administrative officer or chief human resources officer/top human resources executive.
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Job Title	Job Code	Pay Market	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
Vice President Human Resources	D547	UVMCC - Northeast	SubIndustry:Health Care Facilities/Size:All/Region:Northeast			█	█	The vice President, Human Resources will be responsible for the strategic and transformational leadership of all aspects of HR at the UVMCC. The VP, HR will be a thought leader in advancing organizational capabilities and effectiveness by contributing to the network wide efficacy of a matrixed shared service model. S/he will be charged with aligning HR initiatives with the affiliate and network near & long-term strategic imperatives. The role is integral to the success of UVMCC, HR Function, Shared Service Centers of Excellence (COEs) and provides deep expertise, thought leadership and partnership regarding the design, development, and deployment of our people strategies; while partnering with our COE and Affiliate leadership to design and manage enterprise-wide employee solutions. The VP, HR will lead the HR function at UVMCC through thought leadership and be a strategic asset to the Academic Medical Center, UVMHN Medical Group and Network HR Leadership Council. S/he will be responsible for the development of a strong effective and respected human resources organization network-wide. The VP, HR will ensure that the HR organization is expert; proactive and viewed by its internal clients at all levels to be credible in the business, strategic, responsive and vital to the organization's success. Specific Responsibilities: The VP, HR will be focused on embedding talent, total rewards, organizational development, HR operations & technology, engagement & labor management as core processes throughout the affiliate & network. S/he will be accountable for supporting the organization's people agenda i.e., to acquire, develop, engage and retain exceptional talent to drive long-term performance and results. S/he will direct the continuing development and deployment of performance management, learning and leadership development programs to build organizational skills, foster change management competencies and achieve goal alignment in support of strategic imperatives and opportunities. S/he will also focus on developing a strong employee engagement program that facilitates open communication with leadership, educates employees on how they contribute to enterprise-wide goals, and promotes a commitment to continuous improvement at all levels within the organization. S/he will evaluate the organization on a recurring basis, propose changes that will make the HR organization better aligned with affiliate and network objectives, increase organizational clarity and reduce redundancy and costs. Further responsibilities include: Quickly develop credibility with employees at all levels of the

Data Cuts

Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
1	10	Chief Human Resources Officer (CHRO)	4260C	Mercer: IHN - Module 4C - Healthcare System & Hospital Executives 03/01/2022	Facility Type: System-Owned Hospital; Total Net Revenue - USD: \$200 Million or More//	19	19	█	█	This is the top human resource management position with responsibility for the development and implementation of organization-wide policies and programs encompassing all, or nearly all, aspects of human resource management including employment, employee/labor relations, employee benefits, compensation, employee training, placement, organizational development, safety, security, drug control, ADA and EEO compliance, and employee assistance. Works directly with top management in developing human resources strategies and policies. Frequently reports to a Chief Executive Officer (CEO), Chief Operating Officer (COO) or Top Administrative Services Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

UVMHC Details

1	10	Chief Human Resources Officer/Top Human Resources Executive	7055	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2022	Subsidiary Organizations – Hospitals/Greater Than \$500 Million/	29	29	█	█	Responsible for developing and implementing human resources policies and programs. Ensures all human resources programs (e.g., employment, compensation and benefits, employee or labor relations, education and training and employee health and safety) support and are aligned with the organization's human resources strategies. Typically reports to the president/chief executive officer or chief administrative officer.
1	10	Human Resources Executive (Second Level)	AHR003-EX	Towers Watson: Health Care Executive Survey Report 04/01/2022	All - Profit Status/All - Organization Classification/All - Corporate/Noncorporate_Incumbent Revenue Responsibility: \$1.5 Billion to \$3 Billion	12	19	█	█	Under the direction of the Top Human Resources Executive, has primary responsibility for executing the strategy, plans, policies, procedures and administration for activities such as employee relations, compensation, job evaluation, payroll, pension, benefits, recruiting, training and development, performance management, organization development, employee diversity and equity, and other activities that are typically viewed as human resources disciplines
1	10	Top Executive, Human Resources (CHRO)	500	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2022	Hospitals/Net Revenue > \$450M/	67		█	█	With senior executive staff, develops, implements, and administers personnel-related policies and programs on a strategic level in support of organizational goals. Oversees employment, compensation, benefits, employee and labor relations, training and development, and organization development.

Job Title	Job Code	Pay Market	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
President and COO	C850	UVMHC - Northeast	SubIndustry:Health Care Facilities/Size:All/Region:Northeast			█	█	

Data Cuts

Weight	Adjustment	Job Title	Job Code	Source	Scope	Orgs	Base Incs	50th	TCC 65th	Job Description
1	20	President/Chief Executive Officer	7000	Sullivan, Cotter & Associates: Manager & Executive Compensation in Hospitals and Health Systems Survey Report 01/01/2022	Subsidiary Organizations – Hospitals/Greater Than \$500 Million/	200	200	█	█	Responsible for establishing and achieving short- and long-term objectives and the overall viability of the organization and its entities. Develops policies and procedures and provides guidance with their implementation. Typically reports to the board or senior leadership if owned, leased or contract managed by another corporate organization. This is the most senior executive at a corporate organization, health plan, medical group, region/division/market or system-owned or -operated hospital facility in which all operations and, often, shared services (e.g., finance, human resources, legal and information services) are managed by this position. Only one employee, the most senior individual, per organization entity should be reported. Also see job 7002.
1	20	President/Chief Executive - System-owned	4050C	Mercer: IHN - Module 4C - Healthcare System & Hospital Executives 03/01/2022	Facility Type: Subsidiary Hospital System//	265	265	█	█	Top management position in a system-owned or -operated hospital facility. Responsible for the overall operation of the facility including departments such as finance, legal, and human resources as well as the clinical departments. May report directly to the system senior management or to the Board of Directors. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.
1	20	Subsidiary Chief Executive Officer	052	Integrated HC Strategies (IHS): National Healthcare Leadership Survey 02/01/2022	Hospitals/Net Revenue > \$450M/	110		█	█	The top executive at a health care system/hospital. Responsible for directing the overall operation of the system or hospital. Establishes strategic plans and guides their implementation. Guides changes needed to reach financial goals. Selects and directs executive staff. Provides leadership and support to the Board of Directors. Represents the organization to major external authorities and constituencies. Reports to the Board of Directors.