

UW Medicine

Assistant Vice President for UW Medicine Human Resources
University of Washington
Seattle, Washington

The University of Washington (UW) invites nominations and applications for the Assistant Vice President for UW Medicine Human Resources (AVPHR).

Reporting to the [Vice President, University of Washington Human Resources](#), the Assistant Vice President for UW Medicine Human Resources leads a broad, matrixed HR operations function embedded within UW Medicine—serving medical centers, clinics, and shared services. The AVPHR oversees recruitment, workforce systems, organizational development/training, employee relations, learning technologies, and project & reporting functions within the UW Medicine health system. This role ensures that HR operations support UW Medicine’s strategic, financial, and operational goals through integrated talent strategy, equitable policy application, efficient workforce systems, and responsive HR service delivery across a complex and unionized healthcare environment.

UW Medicine is an integrated clinical, research, and learning health system with a single mission to improve the health of the public. More than 35,000 UW Medicine faculty, staff, trainees, and students work to improve health for all people through excellence in clinical, research, and education/training programs. With these integrated programs, UW Medicine health professionals provide the most up-to-date care for each individual patient, lead one of the world’s largest and most comprehensive medical research programs, and provide innovative learning programs for students, trainees, and practitioners in the health professions. As the only comprehensive clinical, research, and learning health system in the five-state WWAMI (Washington, Wyoming, Alaska, Montana, Idaho) region, UW Medicine provides a higher degree of healthcare, ranging from primary and preventive care to the most highly specialized care for the most complex medical conditions. The AVPHR oversees the UW Medicine HR team serving the health system; the School of Medicine and the faculty that serve as UW Medicine practitioners are supported by central HR and the Office of Academic Personnel and Faculty.

The AVPHR acts as a strategic partner to [UW Medicine senior leadership](#) (Dean/CEO, President of Hospitals and Clinics, Hospital CEOs, CFO, and other members of the UW Medicine Executive Leadership team), advising on workforce planning, labor relations, compliance, and organizational design. In addition, the AVPHR leads enterprise level HR transformation efforts—aligning people strategy with institutional goals, shaping culture, driving process improvement, and ensuring the health system attracts, retains, and develops a highly qualified, diverse workforce ready to meet current and future challenges.

To be successful, candidates must have a deep understanding of modern HR practices and a commitment to transparent, strategic, and consensus-driven decision-making in service of UW’s values and impact. A

bachelor's degree with a minimum of 10 years of progressively responsible HR leadership experience—ideally in a healthcare, academic, or unionized environment—with a broad portfolio including operations, employee relations, benefits/compensation, workforce systems, and change management is required. A master's degree and/or HR certifications (SHRM-SCP, SPHR, PMP/certified change management, or equivalent) are preferred. A full description of the opportunities and challenges facing the AVPHR and a list of desired qualifications, characteristics, and specific responsibilities are included on pages 5-8 of this document.

The University of Washington has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All inquiries, nominations, and applications with cover letters should be submitted in confidence to the search firm as indicated at the end of this document.

ABOUT UW MEDICINE

UW Medicine is a family of organizations that are operated or managed as part of an integrated health system. UW Medicine employs 35,000 people in the Puget Sound region, with an economic impact over \$12.5 billion. The system serves the five-state WWAMI region: Washington, Wyoming, Alaska, Montana, and Idaho. [UW Medicine](#) has an expansive clinical footprint, with over 1,400 licensed beds across three hospitals, with more than 1.8 million outpatient visits across over 300 outpatient sites.

UW Medicine is led by Timothy Dellit, MD, who serves as the CEO of UW Medicine, executive vice president for medical affairs, and the Paul G. Ramsey Endowed Dean of the UW School of Medicine (CEO/EVPMA/Dean). Dr. Dellit previously served as chief medical officer for UW Medicine, executive vice dean for clinical affairs for the School of Medicine (SOM), and vice president for medical affairs and president of UW Physicians. He is board-certified in infectious disease, where he retains a faculty appointment.

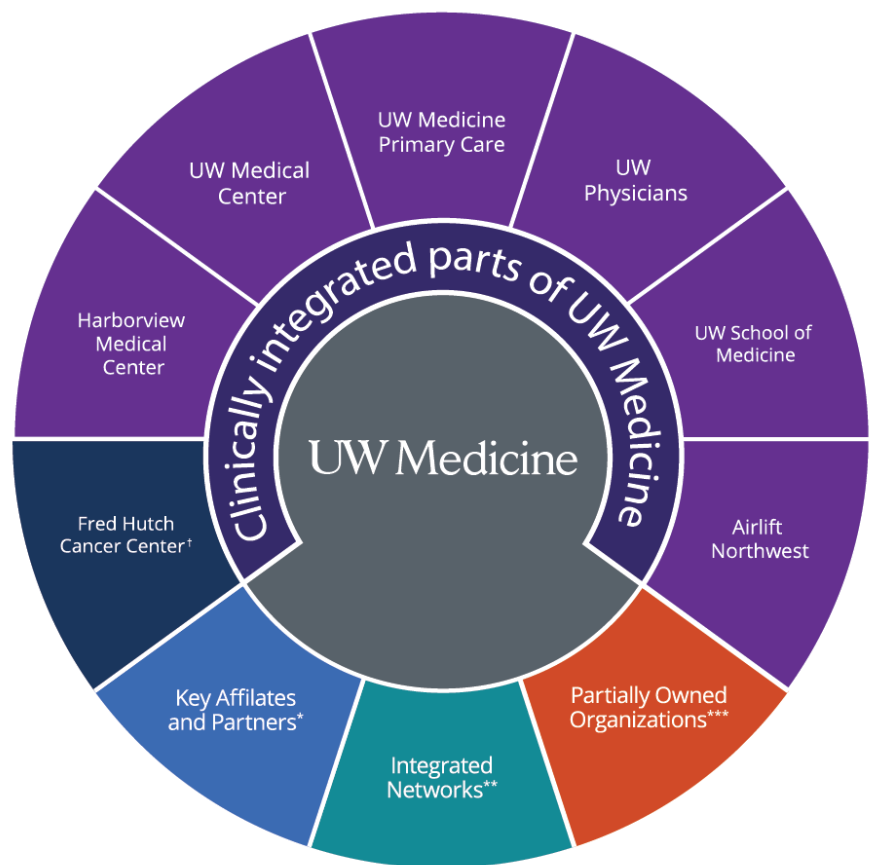


Figure 1. [Click here](#) for additional information on key affiliates and partners, integrated networks, and partially owned organizations.

Clinically integrated parts of UW Medicine include the following organizations: Airlift Northwest; Fred Hutchinson Cancer Center; Harborview Medical Center; UW Medical Center (Montlake and Northwest campuses); UW Medicine Primary Care Clinics; UW Physicians; and UW School of Medicine. For additional information on UW Medicine’s entities, partners, and affiliates, see [Appendix II](#).

For an overview of UW Medicine and its current activities, visit www.uwmedicine.org/factbook.

ROLE OF THE ASSISTANT VICE PRESIDENT FOR UW MEDICINE HUMAN RESOURCES

Reporting directly to the Vice President of UW Human Resources, the Assistant Vice President for UW Medicine Human Resources leads a unit of 105 employees. With responsibility across UW Medicine, including Harborview Medical Center, UW Medical Center (Montlake and Northwest), Airlift Northwest, Primary Care and Population Health, Faculty Practice Plan Services, and shared services, the AVPHR’s decisions influence HR delivery for approximately 20,000 employees and many distinct operational units. Across the system, the AVPHR shapes the employee experience—from hiring, onboarding, performance management, training and professional development to separations. Their leadership directly affects UW Medicine’s reputation for service excellence, operational responsiveness, workforce stability, and institutional culture. By guiding and aligning HR policy, workforce strategy, labor relations, and system compliance, the AVPHR helps ensure the health system remains a workplace of choice, enabling high-quality patient care through stable, engaged, high-performing teams. Additionally, their work serves as a critical line of defense against institutional risk—legal, compliance, and financial—and ensures that HR practices support long-term organizational resilience, equity, and strategic agility.

For a detailed list of the key responsibilities of the AVPHR role, see [Appendix I](#).

KEY OPPORTUNITIES AND CHALLENGES FOR THE AVPHR

The Assistant Vice President for UW Medicine Human Resources will be expected to address the following opportunities and challenges:

Create consistency and alignment with central HR and University leadership

UW is at an exciting moment of leadership change, having recently welcomed [Robert J. Jones as its 34th President](#) and [Heather Horn as Vice President of UW Human Resources](#). In addition to working with new leadership to enact their vision, the AVPHR also operates at the intersection of multiple, often competing domains within UW Medicine. In this context, the incoming AVPHR must function as a strategic bridge, navigating a matrixed structure reporting to the Vice President for UWHR with a dotted line to [Brad Simmons, the President of UW Medicine Hospitals and Clinics](#)—balancing accountability to central UWHR and partnership obligations to UW Medicine leadership. As such, this position demands skilled leadership of multidisciplinary teams within a high-volume, high-stakes academic healthcare environment, as well as an understanding of how people and systems work together to shape workplace culture. As a strategic orchestrator, the AVPHR will be a conduit for leadership’s vision, helping to translate it into a consistent,

impactful HR operational strategy. The AVPHR will continue to forge relationships with leaders across UW HR to be more strategic about where their units align and greater clarity about how they diverge, creating more organizational effectiveness across both.

Build and leverage efficient, cost-effective, and compliant systems and processes within a complex and ever-changing regulatory context

The AVPHR must bring deep knowledge of HR best practices and an adaptive approach that can tailor and scale those within a multi-faceted system. State and federal regulations, labor contracts, and shifting operational priorities create a constantly evolving regulatory backdrop for the AVPHR to navigate. New and emerging problems will require new and creative solutions. They must negotiate sensitive issues—sometimes under tight deadlines or political pressure—maintaining tact, diplomacy, and discretion when working with senior administrators, clinical leadership, and union stakeholders. Historically, HR processes have placed an administrative burden on UW Medicine staff, taking them away from their work and mission. To ease this burden, the AVPHR must continue to leverage existing systems, such as Workday, and pilot new ones, applying independent judgment and creative problem-solving to deliver compliant, cost-effective solutions, systems, and processes that meet institutional needs in the present and the future.

Strengthen and build relationships across the UW Medicine system

UW Medicine is a complex ecosystem with differing priorities, missions, and populations of employees and patients. The AVPHR and their team must act as the strategic bridge across the enterprise, leveraging points of similarity and, where needed, tailoring specific solutions. Effectively managing in an environment like UW Medicine requires adept change management and communication skills, the ability to juggle shifting priorities and resources, and a positive, steadfast leadership style that centers trust and authentic relationship-building across clinical, compliance, and administrative functions, some of which are unionized. In this moment of organizational change, the AVPHR will have the opportunity to strengthen existing relationships and forge new ones across the UW Medicine ecosystem by positioning the HR function as a consultative, service-oriented partner, finding collaborative solutions, and enabling the office to proactively guide strategy rather than being reactive. Doing so will require the AVPHR to educate organizational leaders about the resources HR can (and cannot) offer, provide guidance on rules and regulations, and, where appropriate, escalate issues to leadership.

Lead and unify a high-functioning team of HR experts

The AVPHR will inherit a team of experts who have been driving HR operations within a complex organizational context. While they have been operating at a high level, the complexity and diversity of UW Medicine's ecosystem requires an orchestrator at the top who can strategically develop, empower, and deploy their team. To be successful, the AVPHR must lead with a spirit of service and ensure that their team has the tools, support, and training to deliver on UW Medicine's mission of improving the health of the public. Working with their leadership team, the AVPHR will identify short- and long-term strategic

priorities for the office and outline clear and measurable performance targets and metrics to ensure that any change or growth is grounded in data, mission-aligned, and balances impact with HR staff capacity. As a natural collaborator across the system, the AVPHR will find ways to deepen connections between HR teams and silos to create a more consistent UW Medicine HR culture.

Continue to help UW Medicine build a future-oriented, engaged, and empathetic workforce

UW Medicine has a deep economic and humanitarian impact on the region and beyond. Staffing across UW Medicine's ecosystem directly affects the delivery, quality, and safety of care for the diverse populations UW Medicine serves. The AVPHR must be keenly aware of that obligation. To ensure the highest quality of care, the AVPHR must be a strategic steward for UW Medicine's workforce with a deep understanding of recruiting and talent development within a competitive regional and national employment market. Working in collaboration with other leaders in UW Medicine and central HR, the AVPHR will craft policies, programs, and trainings that are relevant and ensure that employees have the skills to succeed and the incentives to stay and thrive.

QUALIFICATIONS AND CHARACTERISTICS

Successful candidates will exhibit the following skills and proficiencies:

- Bachelor's degree required; advanced degree (e.g., MHA, MBA, Master's in HR/Organizational Development) strongly preferred.
- At least 10 years of progressively responsible HR leadership experience—ideally in a healthcare, academic, or unionized environment—with a broad portfolio including operations, employee relations, benefits/compensation, workforce systems, and change management.
- Demonstrated success in leading large, matrixed HR operations, balancing central and embedded organizational demands, and delivering workforce strategies aligned with institutional goals.
- Deep knowledge of employment law, collective bargaining, regulatory compliance, and HR best practices in a healthcare/academic setting.
- Strong strategic thinking, business acumen, and data-driven decision-making skills.
- Exceptional interpersonal, negotiation, and influencing skills—able to lead and advise senior clinical and administrative leaders; manage sensitive employee relations issues; build cross-functional partnerships; communicate effectively across levels.
- Proven ability to lead organizational change, design and implement transformation initiatives, and navigate complex stakeholder environments.
- Preferred credentials: SHRM-SCP, SPHR, PMP/certified change management, or equivalent.

COMPENSATION

The salary range for this position will be \$345,000 - \$400,00 annually, commensurate with experience and qualifications, or as mandated by a U.S. Department of Labor prevailing wage determination.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the [Isaacson, Miller website linked here](#). Electronic submission of materials is strongly encouraged.

Rebecca Kennedy, Angelo Alexander, and Cortnee Bollard
Isaacson, Miller

Our Commitment

The University of Washington is proud to be an affirmative action and equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, protected veteran or disabled status, or genetic information.

To request disability accommodation in the application process, contact the Disability Services Office at 206-543-6450 or dso@uw.edu.

Applicants considered for this position will be required to disclose if they are the subject of any substantiated findings or current investigations related to sexual misconduct at their current employment and past employment. Disclosure is required under Washington state law.

APPENDIX I. KEY RESPONSIBILITIES OF THE AVPHR

The following is an overview of the responsibilities for the AVPHR:

Strategic Leadership & Workforce Strategy

- Set direction and oversight for all embedded HR operations teams (Recruitment; Workforce Systems; OD & Training; Employee Relations; Learning Technologies; Projects & Reporting).
- Partner with UW Medicine executive leadership to align workforce strategy with institutional goals, budget constraints, clinical needs, and regulatory obligations.
- Lead enterprise-level HR transformation initiatives—organizational redesigns, talent pipeline development, succession planning, workforce planning, and scalability strategies.

Operational Excellence & Compliance Oversight

- Ensure consistent, compliant HR service delivery across UW Medicine locations and employment types, including unionized units.
- In collaboration with central UWHR and the embedded teams, provide strategic direction and oversight for core HR operations including Recruitment, Workforce Systems, Organizational Development & Training, Employee Relations, Project Management, and Learning Technologies; ensure that embedded HR services for UW Medicine align with central policy, institutional standards, and operational needs across all units.
- Partner with Compliance, Risk, Legal, and operational leaders to mitigate risk and uphold regulatory standards.

Change Management, Culture & Organizational Development

- Lead culture, engagement, and change management efforts tied to HR transformation, policy or system changes, and organizational restructuring.
- Serve as a strategic advisor and change leader—guiding senior administrators and managers through complex change, fostering inclusion, equity, and employee well-being, and promoting a unified HR identity across central HR and UW Medicine.
- Develop and oversee leadership development, onboarding, coaching, and succession frameworks to ensure readiness and retention of future leaders.

Stakeholder Engagement & Cross Functional Collaboration

- Maintain strong, trusted relationships with senior clinical and academic leaders, administrative heads, UWHR, Compliance, Legal, Finance, Equity offices, and relevant external bodies/regulators.
- Represent UW Medicine HR in policy discussions, regulatory reviews, shared governance, and institution-wide HR forums.

- Serve as a liaison between embedded HR operations and central HR functions (like benefits, compensation, labor relations, HR systems, well-being) to ensure seamless, integrated services across a matrixed environment.

Organizational Oversight, Metrics & Risk Management

- Monitor and improve upon HR performance metrics—time-to-fill, retention, diversity and inclusion measures, compliance audits, employee satisfaction, and service delivery KPIs.
- Monitor and report on HR operational performance to senior leadership; use data-driven insights to drive process improvements, resource allocation, and strategic adjustments.

APPENDIX II. UW MEDICINE ENTITIES, PARTNERS, AND AFFILIATES

Fully Integrated Entities

Fully integrated entities within UW Medicine include the following organizations dedicated to patient care, research, and learning for students, trainees, and practitioners.

UW School of Medicine

Founded in 1946, the [School of Medicine](#) (SOM) at the University of Washington provides innovative and cost-effective medical education and clinical care while conducting cutting-edge research. Guided by the mission to improve the health of the public through excellence in clinical care, research, and education, the school is consistently considered among the top medical schools in research and in training the next generation of physicians and scientists.

The School of Medicine is home to over 10,000 faculty, 4,924 paid faculty, over 5,000 non-paid clinical faculty across the WWAMI region, 5,100 students and trainees, and over 10,000 total employees. The school is second in the nation in total federal research grants and contracts, with over \$1 billion in sponsored research across the SOM and affiliates. Faculty with clinical practices are members of UW Physicians or Children's University Medical Group faculty practice plans.

UW Physicians

[UW Physicians](#) is the practice group for more than 2,600 providers and other healthcare professionals associated with UW Medicine who care for patients throughout the WWAMI region. Members of UW Physicians are active faculty in the UW School of Medicine and teach future healthcare professionals in one of the most highly regarded and competitive medical schools in the nation. They practice at UW Medicine entities, Fred Hutchinson Cancer Center, and Seattle Children's. UW is the sole corporate member of UW Physicians.

Airlift Northwest:

[Airlift Northwest](#) is dedicated to providing safe, efficient and compassionate air medical transport for critically ill and injured infants, children and adults, 24 hours a day, 7 days a week. The region's first air medical transport service, Airlift Northwest has flown more than 100,000 patients since its founding in 1982. Its helicopters and fixed-wing aircraft are strategically located at eight bases throughout the Pacific Northwest and Southeast Alaska. On-board medical experts handle everything from advanced cardiac life support to neonatal resuscitation, all while flying patients to the best available care for their condition. Airlift is owned by the University of Washington.

Fred Hutchinson Cancer Center

[The Fred Hutchinson Cancer Center](#) is an independent non-profit organization that serves as UW Medicine's cancer center, leveraging the unique strengths of each organization to deliver compassionate patient care and conduct innovative research. The Fred Hutch/UW/Seattle Children's Cancer consortium is the only NCI-Designated Comprehensive Cancer Center in Washington. Home to three Nobel laureates, and with a track record of global leadership in bone marrow transplantation, HIV/AIDS prevention, immunotherapy, and COVID-19 vaccines, The Fred Hutchinson Cancer Center cared for over 63,000 patients in FY24 while faculty published over 1,300 research articles and received 58 patents.

Harborview Medical Center

[Harborview Medical Center](#) is a comprehensive 540-bed regional, academic healthcare facility owned by King County and operated by University of Washington. Harborview is dedicated to serving a broad spectrum of patients, including the most vulnerable residents of King County. Harborview also serves as a major teaching site for the UW SOM residents, fellows, and students. Harborview is the only designated Level I adult and pediatric trauma and burn center in the region and is the disaster preparedness and disaster control hospital for Seattle and King County. All faculty and staff at Harborview are University of Washington employees. In November 2020, King County voters approved issuing up to \$1.74 billion in phased general obligation bond funding over 20 years for health and safety improvements at Harborview, including a clinic and construction of a new ten-story tower. Harborview Medical Center generated over \$1.4 billion in revenue in FY24.

UW Medical Center

[UW Medical Center](#) and the previous Northwest Hospital integrated in 2020 to form one hospital operating across two campuses. UWMC – Montlake is a primary teaching hospital for UW Medicine, with 5,500 employees working out of the center. Located in the southern part of the university campus, the medical center is also the primary academic hub of the SOM and located adjacent to the other health sciences schools. UWMC – Northwest is a full-service medical center in North Seattle, leveraging 281 beds and over 2,000 employees to provide an opportunity for further clinical growth and integration of clinical and training programs. UWMC generated \$2.5 billion in revenue in FY24.

UW Medicine Primary Care

[UW Medicine Primary Care](#) is a network of community-based primary and urgent care clinics located across 16 sites throughout the Puget Sound region. UW Medicine Primary Care uses the patient-centered medical home model to deliver accessible, continuous, patient-centered, coordinated, compassionate, and culturally appropriate care. The clinics provide a wide spectrum of primary and secondary care services and include ancillary services on site such as laboratories and digital radiology facilities. UW is the sole corporate member of UW Medicine Primary Care.

Key Affiliates and Partners

UW Medicine has longstanding affiliations with many organizations. While each affiliation is unique, these relationships enable activities and collaboration throughout the region that complement UW Medicine's strategic plan and advance UW Medicine's single mission.

Seattle Children's

Seattle Children's is a freestanding children's hospital with academic ties to the University of Washington. SOM faculty provide pediatric and pediatric subspecialty care at Seattle Children's, which also serves as a primary pediatric training site for SOM residents, fellows, and students. The hospital serves the most expansive catchment area of any children's hospital, generating over \$3.8 billion in gross revenue across 390,000 patient visits in 2023. Seattle Children's is also home to the 4th largest pediatric research institute, with more than \$250 million in extramural awards in 2023.

VA Puget Sound Health Care System

The VA Puget Sound Health Care System includes the Seattle VA Medical Center and American Lake VA Medical Center in Tacoma, WA. The system employs almost 4,500 people and oversaw more than 1 million outpatient visits in 2023. VA Puget Sound is active in the education of health care professionals, training approximately 1,800 health care professionals per year.

Boise VA Medical Center

The VA Boise Healthcare System is one of the leading health care systems serving Veterans in the VA Northwest Health Network. The Boise VA Medical Center is a teaching hospital that provides a full range of services and conducts research in partnership with the Idaho Veterans Research and Education Foundation. Boise VA Medical Center is located on the site of Fort Boise, which was established in 1863.

Other Clinical Affiliations

UW Medicine, through the University, is one of two equal corporate members and founders of Children's University Medical Group (with Seattle Children's). In addition, UW Medicine is a part owner of a limited liability company (LLC) created with LifePoint that was established to own and operate community hospitals in Washington, Alaska and Idaho. Through this arrangement, UW Medicine provides expertise on quality and complex clinical care at LLC facilities, which are co-branded "A UW Medicine Community Health Partner.

UW Medicine, through the University, also is one of the three founding owners of a clinically integrated network called Embright (with MultiCare Health System and LifePoint) and the sole corporate member of UW Medicine Choice Care. These two organizations were created to enter into value-based healthcare contracts to provide patient care following the earlier establishment of the UW Medicine Accountable Care Network in 2014.

UW Medicine established the UW Medicine Post-Acute Care Network (UW Medicine PAC Network) in 2017, through which UW Medicine contracts with a variety of post-acute care providers in the region to improve care for patients throughout the care continuum. This network includes skilled nursing facilities, home health and hospice, adult day health, and home care partners.

This document has been prepared based on the information provided by the University of Washington. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the University of Washington would supersede any conflicting information in this document.