



The University of Vermont
LARNER COLLEGE OF MEDICINE

**SEARCH FOR THE DIRECTOR
HEALTH SERVICES RESEARCH CENTER
Burlington, VT**

The University of Vermont (UVM) seeks a highly accomplished tenure-pathway health services researcher to serve as Director of its Health Services Research Center in the Robert Larner, M.D. College of Medicine (LCOM). The Director will join the College at an important moment, as Vermont has implemented a statewide all-payer accountable care organization model, leading to remarkable opportunities for evaluation and further innovative health services research.

Reporting to the Senior Associate Dean for Research, the next Director will harness the strengths of LCOM and the unique opportunity to test highly innovative models of healthcare delivery in rural settings across Vermont and northern New England. UVM health services researchers collaborate across multiple colleges and departments at LCOM and the university. The Director will lead and grow UVM Health Services Research, promoting a collaborative interdisciplinary program focused on evaluating the impact of innovative healthcare delivery models, chronic disease prevention and management, organization and financing of health care, integrated health information systems, and health policy or other health service domains. Candidates may have health services research interests that lie in implementation and dissemination science, comparative effectiveness research, health economics, policy analysis, cancer policy, and community-focused interventions to address health disparities and health equity. Integral to the role will be engagement, education, and mentoring of faculty and graduate and post-graduate trainees in health services research, and providing access to design, data management, and analytic consultation resources for collaborating investigators and trainees.

The successful candidate will bring evidence of success leading, coordinating, and facilitating interdisciplinary research teams, hold a doctoral degree (MD, PhD, MD/PhD, or equivalent) and strong experience in health services research, and will be granted a faculty appointment in a department appropriate to expertise and interests. Demonstrated expertise in nationally and internationally recognized health services research is desired, along with a strong record of scholarly, peer-reviewed publications and extramural research funding consistent with appointment at the Associate Professor or Professor level. Candidates with a research focus on cancer care delivery, cancer policy and cancer health equity, will have the opportunity to partner with, and assume a leadership role, in the University of Vermont Cancer Center.

A complete list of the desired qualifications and characteristics of the HSR Director can be found at the conclusion of this profile, which was prepared by the UVM LCOM Search Committee and Isaacson, Miller, a national executive search firm. All confidential inquiries, applications, and nominations can be directed to the parties listed at the end of this profile.

THE ROBERT LARNER, M.D. COLLEGE OF MEDICINE

Located in Burlington, Vermont, the UVM campus sits between the shores of Lake Champlain and the slopes of the Green Mountains. LCOM has 830 full-time faculty and 432 staff. Since its founding 200 years ago, LCOM has educated physicians and scientists, conducted world class biomedical research, partnered in caring for patients and their families, and actively engaged with its community within Vermont and across the region. Today, LCOM enjoys about \$100 million (FY21) in grant funding annually, an award-winning integrated curriculum, and international recognition for research, clinical and teaching excellence, and strong community partnerships.

The Robert Larner, M.D. College of Medicine was established in 1822 and is the nation's seventh oldest medical school. In 2019, the College developed a [Statement of Professionalism](#) that serves as a core value for all missions. The College reflects the attributes of UVM by combining the ethos of a major research university with the innovative, personalized education of a smaller institution. The College has taken great pride in educating the next generation of physicians and biomedical scientists and has trained over 33% of the physicians in the state. It takes equal pride in its scientific stature and has competed successfully for significant extramural research funding, accounting for nearly half (\$99.5 million) of the entire University's sponsored project activity in FY21.

The College structure includes four basic science departments and 12 clinical departments and is home to 830 full-time faculty and 432 staff, with an additional 887 volunteer faculty (not including 613 residents and fellows) in Vermont, New York, and Connecticut. In addition to their own research efforts, faculty serve their wider professional communities through leadership of professional organizations and contribute to the research efforts in their fields through service on numerous National Institute of Health (NIH) study sections and advisory councils, as well as through editorial services for journals in their fields. The clinical faculty of the College are engaged in patient-centered research investigations and deliver outstanding patient care to the state and region through the UVMHN, which includes member hospitals located throughout Vermont and upstate New York.

The LCOM enrolls 124 medical students annually and, in 2021, received reaccreditation by the Liaison Committee for Medical Education (LCME) for another eight-year term, through 2029. This year more than fifty first-year students will participate in summer research, and two students will pursue full-year paid research fellowships after their third year. Approximately 120 doctoral students pursue multidisciplinary research in two umbrella programs: Neuroscience, and Cellular, Molecular & Biomedical Sciences. Sixteen post-doctoral fellows and 24 post-doctoral associates are trained in the College's programs.

UVM is an economic engine for the entire state, and LCOM plays a substantial role in creating a significant return on the state's investment. It is estimated that the total economic impact of the College exceeds \$400 million annually in Vermont, directly and indirectly supporting over 2,600 jobs in the state. The College is situated on UVM's main campus and is adjacent to the UVMMC, the University's main clinical, research and teaching partner.

For more information about Larner College of Medicine: <http://www.med.uvm.edu/>

THE UNIVERSITY OF VERMONT HEALTH NETWORK

The University of Vermont Health Network (UVMHN) is the parent organization of a five-hospital, cross-lake partnership that establishes a highly integrated health care system serving the communities of Vermont and northern New York. The hospitals include The University of Vermont Medical Center in Burlington, Vermont; Alice Hyde Medical Center (AHMC) in Malone, New York; Central Vermont Medical Center (CVMC) in Barre, Vermont; Champlain Valley Physicians Hospital (CVPH) in Plattsburgh, New York; and Elizabethtown Community Hospital in Elizabethtown, New York. This integrated health delivery system includes more than 1,000 physicians, more than 2,000 nurses, and countless other health care professionals. Over the next several years, the UVM Health Network will carry out centralized activities for the benefit of patients of all the partner organizations.

The University of Vermont Medical Center

A critical feature of UVM's academic profile and future potential is the strength of its partnership and shared mission with UVMMC. UVMMC is a full-service, sophisticated tertiary care, vertically integrated health care system that serves as a regional referral center—providing advanced care to approximately one million people in Vermont and northern New York—and as a community hospital for approximately 150,000 residents in Vermont's Chittenden and Grand Isle counties.

UVMMC, whose physicians have faculty appointments at UVM, is the main teaching hospital for the LCOM. Much of the LCOM clinical and health services research is conducted in collaboration with UVMMC, and facilities there for biomedical research and patient care have dramatically expanded and improved over the last 15 years.

OneCare Vermont

UVMMC has also played a key role in establishing two accountable care organizations (ACOs). The first, OneCare Vermont, was established in collaboration with Dartmouth Hitchcock Health and works with Medicare, Vermont Medicaid, and the Commercial Exchange Shared Saving Programs. OneCare Vermont comprises an extensive network of providers, including several of Vermont's hospitals, two New Hampshire hospitals, hundreds of primary and specialty care physicians and advance practice providers, federally qualified health centers, and several rural health clinics, to coordinate the health care of approximately 95,000 combined Medicare, Medicaid, and Commercial Exchange Vermont beneficiaries. In October 2021, the UVM Health Network became the parent company of OneCare Vermont, helping the two organizations avoid duplication of services. The second, the Adirondacks ACO, was formed in 2013 with hospitals, health centers, and providers in upstate New York.

HEALTH SERVICES RESEARCH AND SUPPORTING RESOURCES

The mission of the Center for Health Services Research is to facilitate and conduct rigorous quantitative health services research using secondary data. The Center's research is clinically and policy relevant and focused on enhancing quality, value, and satisfaction in the healthcare system. Vermont and northern New England provide unique opportunities to test highly innovative models of healthcare delivery in a rural setting, and UVM is well-positioned to play an increasingly important role in addressing the region's public health priorities, which include child and adolescent preventive services, educational outcomes, care transitions, opiate addiction, smoking, mental health, elder care, palliative care, obesity,

chronic disease, and oral health. This work requires collaboration with multiple partners and resources across the University of Vermont and the state of Vermont more broadly. Partners and resources supporting health services research at UVM include, but are not limited to:

The **State of Vermont**, which has long demonstrated a deep commitment to providing better quality care and reducing healthcare cost growth. In 2011, the State enacted a law establishing the first state-level single-payer health care system in the United States. However, full implementation was delayed, as the State adjusted its plans to federally mandated changes in health care. In September 2016, Vermont received federal approval to establish an all-payer reimbursement system for healthcare providers in the state starting January 2017. The Green Mountain Care Board voted to approve the all-payer waiver, requiring all insurers, whether private, Medicare or Medicaid to pay similar rates for services through a five-year arrangement concluding in 2022. Through this program, Vermont became the first state in the nation to have an all-payer system that covers all providers through an ACO-type structure.

The **UVM Cancer Center**, founded in 1974, represents over 200 faculty and staff at UVM and UVMHC, as well as community partners, involved in advancing cancer research, clinical care, education and advocacy in Vermont and beyond. Member research spans a continuum from mechanisms of disease development to disease progression and cancer control and population health—all in concert with diverse clinical research programs. A strength of the Center's research portfolio is strong interdisciplinary collaborations between basic scientists, behaviorists, and clinicians to advance research that has clinical relevance to patients in the region and beyond. The Center provides significant support to its members, including internal research funding, core facilities, grant support, continuing education, and more in support of the Center's overall mission to improve the lives of cancer patients through an integrated and innovative approach to research, education, and compassionate patient care.

The Larner College of Medicine's **Bioinformatics Shared Resource** offers services related to genomic sequence and expression, and the **Biostatistics Unit** is a service unit providing capabilities in biostatistics, statistical genetics, epidemiology, randomized clinical trials, experimental design, data management and processing, and survey research. The LCOM has recently committed \$2.5 million to further expand biostatistics and bioinformatics capabilities. The LCOM will be partnering with the **College of Engineering and Mathematical Sciences** on joint faculty recruitments as part of this investment. Integral to these efforts will be the **Vermont Complex Systems Center**, an interdisciplinary program established in 2009 to study the patterns common to complex systems, be they physical, biological, social, or synthetic. The Complex Systems Center will be a lead partner collaborating in the new Health Services Research Center's activities. The **UVM College of Nursing and Health Sciences** is another key partner that is active in health services research.

Finally, LCOM has a successful record of Center of Biomedical Research Excellence (COBRE) grant awards. Funded by the National Institute of Health's (NIH) National Institute on General Medical Sciences, COBRE grants support the establishment and development of innovative, state-of-the-art biomedical and behavioral research centers at institutions in IDeA-eligible states through awards in three sequential five-year phases. LCOM's COBRE grant awards include the **Vermont Lung Center**, The **Neuroscience Center of Biomedical Research Excellence**, the **Vermont Center of Immunobiology and Infectious Diseases**, and new in 2018, the **Translational Global Infectious Diseases Research Center (TGIR)**. The \$12.3 million award for TGIR represents the fifth COBRE grant from the NIH that the College of Medicine has secured over the past 17 years.

For a comprehensive list of partners and supportive resources to health services research, please refer to the appendix at the end of this profile.

THE ROLE

The Director of the UVM Larner College of Medicine's Health Services Research Center will hold a faculty appointment in a department appropriate to expertise and interests.

The Director of the Center, serving as convener and facilitator, will lead and grow health services research activity at UVM, promoting a collaborative, interdisciplinary program focused on evaluating the impact of innovative healthcare delivery models, chronic disease prevention and management including cancer care delivery, organization and financing of health care, integrated health information systems, health policy, and other health service domains. The Director will develop the Center as a go-to resource, a clearinghouse and hub for health services research at the university, in the state, and in the region.

Key priorities for the Director in leading the new Health Services Research Center at UVM will be the development and implementation of strategies to:

- Direct and grow the UVM Center for Health Services Research with focuses on innovative research, education and training, and community service.
- Promote a collaborative interdisciplinary health services research program focused on evaluating the impact of innovative healthcare delivery models, chronic disease prevention and management, organization and financing of health care, implementation and dissemination of novel health delivery paradigms, and integrated health information systems.
- Support new health services research activity. Research methodologies may be primarily quantitative, qualitative, or mixed methods. Approaches that include community-based behavioral interventions to promote health equity are pertinent and desired.
- For candidates with a cancer-focused research program, facilitate health services research in the areas of rural cancer disparities, survivorship, cancer prevention, cancer health equity, and cancer-related public health policy.
- Diversify and increase funding for health services research, including the cultivation of innovative funding sources and greater foundation and philanthropic support.
- Facilitate collaborative health services data access, including UVMMC and UVMHN electronic records data. Refine and implement a nascent statewide Vermont health data resource that includes integration of clinical records with universal insurance claims, Vermont public health data, patient registries, and other available healthcare databases. Promote research utilizing this statewide resource.
- Foster an environment that supports education and training, and engages, educates, and mentors faculty and student trainees in health services research, with emphasis on diversity, equity and inclusion. Work to expand educational opportunities for Health Services Research across UVM.

- Promote the Health Services Research Center as a resource at the state, regional, and national levels and work with community stakeholders, statewide organizations, and governmental leaders in the area of health policy.

THE IDEAL CANDIDATE

The Director of the UVM Health Services Research Center will join the College at an exciting yet challenging time, with the nation's health care system in a state of flux. This environment of uncertainty will require a proven health services researcher and leader who is nimble, adaptable, and resourceful, and who has deep interest in helping to shape the evolving landscape of health care at a state and national level.

The successful candidate will be an accomplished scientist with an MD, PhD, MD/PhD or equivalent terminal degree with a record of funding and scholarly activity to qualify for appointment to a tenured discipline at the Associate or Full Professor rank in the College of Medicine. LCOM is keenly, but not exclusively, interested in candidates with a research focus on cancer care delivery, cancer policy and cancer health equity. Such candidates will have the opportunity to partner with, and assume an Associate Director role, in the University of Vermont Cancer Center, reporting to both the Senior Associate Dean for Research and the UVM Cancer Center Director.

More specifically, the ideal candidate will bring many of the following experiences, skills, and qualities:

- Experience in health services research that is nationally and internationally recognized; a research focus on cancer care delivery, cancer policy and cancer health equity is encouraged, but not required.
- A strong record of scholarly, peer-reviewed publications and extramural funding in health services research, cancer care, cancer policy, cancer health equity, or related fields.
- Health services research interests that lie in implementation and dissemination science, comparative effectiveness research, health economics, policy analysis, utilization of large healthcare databases for research purposes and/or community-focused behavioral interventions to address health disparities and health equity.
- Demonstrated success and creativity in fostering research collaborations across disciplines, and proven ability to lead, coordinate, and facilitate interdisciplinary research teams.
- Experience or demonstrated interest in research related to health services in rural settings.
- A track record of supporting a diverse community and inclusive environment and being an ardent supporter of diversity, equity, and inclusion.
- Proven ability to effectively balance administrative/leadership, research, and departmental responsibilities; ability to effectively manage and allocate resources.
- Excellent interpersonal skills and proven capacity to build and maintain relationships internally and externally; accessible to faculty and administrative colleagues, as well as to government agency, foundation, and industry leaders.
- A high degree of personal and professional integrity paired with a fair, collaborative, and transparent leadership style.

COMPENSATION

Salary will be competitive and commensurate with academic qualifications and experience.

TO APPLY

Isaacson, Miller, a national executive search firm, has been retained to assist in this search. Review of applications will begin immediately and continue until the position is filled. The University of Vermont is especially interested in candidates who can contribute to the diversity and excellence of the academic community through research, teaching, and/or service. Applicants are required to submit a separate statement of advancing diversity and inclusive excellence.

Please direct all inquiries, nominations, referrals, or CVs with cover letters and diversity statements, in confidence to:

Pam Pezzoli, Partner
Iliana Gonzalez, Senior Associate
Diana Carmona, Associate
Melissa Barravecchio, Search Coordinator
Isaacson, Miller

<https://www.imsearch.com/search-detail/8884>

Electronic submission of materials is strongly encouraged.

The University is an educationally purposeful community seeking to prepare students to be accountable leaders in a diverse and changing world. Members of the University of Vermont community embrace and advance the values of Our Common Ground: Openness, Respect, Responsibility, Integrity, Innovation, and Justice. The successful candidate will demonstrate a strong commitment to the ideals of accessibility, inclusiveness, and academic excellence as reflected in the tenets of Our Common Ground.

The University of Vermont is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other category legally protected by federal or state law. The University encourages applications from all individuals who will contribute to the diversity and excellence of the institution.

Appendix

In line with the mission of the Center for Health Services Research to facilitate and conduct rigorous quantitative health services research, the Center must collaborate with multiple partners and resources across campus and the state of Vermont. Additional partnerships and resources include:

Vermont's Area Health Education Centers (AHEC) is a statewide network of community and academic partners working together and consists of a program office at UVM and three regional centers. Each program office is a separate 501(c)(3), non-profit organization capable of providing support for community healthcare systems. AHEC's efforts focus on achieving a well-trained healthcare workforce so that all Vermonters have access to quality care, including those who live in Vermont's most rural areas and the state's underserved populations. In addition to workforce development, AHEC brings educational and quality improvement programming to Vermont's primary care practices and supports community-based health education across the state.

Center on Aging, which anticipates the significant demographic shift taking place in Vermont, nationally, and internationally, that will transform the way the world of healthcare thinks about healthcare delivery. The center seeks to forge an ongoing collaboration among faculty, students, staff, and programs within UVM, the UVMMC, and the Vermont community, and partners with community and state representatives to find ways to improve the health of our seniors, keep them out of nursing homes, and encourage them to remain as contributing members of the workforce. Currently, the Center is exploring ways to develop programs and services for seniors that rely on volunteerism, programs that are meant to be preventative to maintain good health and decrease the likelihood of frailty.

The Center for Rural Studies (CRS) at UVM, since 1978, has worked with people and communities to address social, economic, and resource-based challenges through applied research, program evaluation, community data and indicators, and economic impact studies. As the opioid epidemic ravages rural counties in Vermont, New Hampshire, and Maine, **The Center for Rural Addiction (CORA)** at UVM provides a range of hardware, software, and technical and clinical assistance to rural providers—free of charge. CORA develops and disseminates resources on effective treatment and prevention approaches through multiple portals: a learning collaborative for providers; a community rounds workshop series; a best-practices training scholarship program for providers; and community-wide webinars.

The UVM Cancer Center's **Cancer Translational Research Laboratory (CTRL)** was established in January of 2014 to improve the development of collaborative transdisciplinary partnerships between scientists and physician investigators. The CTRL supports the initiation and development of translational research projects in early phases of the cancer translational research continuum and projects that encompass basic, clinical, and population health science research.

The Cardiovascular Research Institute of Vermont (CVRI-VT), which founded in 2002, is dedicated to reducing the incidence, morbidity, and mortality of heart and vascular diseases through improving prevention, diagnosis, and treatment. CVRI-VT cultivates collaborations among the different departments at UVM and The UVM Medical Center. CVRI-VT is broadly inclusive of investigators at UVM and UVMMC who are pursuing cardiovascular research and its key objectives are to improve communication, particularly across disciplines, departments, and colleges; increase collaboration; increase funding to

support cardiovascular research; and advance and highlight excellence in research nationally and internationally.

The **Green Mountain Care Board (GMCB)**, which, created in 2011 by the Vermont State Legislature, is charged with reducing the rate of health care cost growth in Vermont while ensuring that the State maintains a high quality, accessible health care system. The Legislature assigned the GMCB three main responsibilities: regulation, innovation, and evaluation. The GMCB regulates not only health insurance rates, but also hospital budgets and major capital expenditures. The Board also innovates, testing new ways to pay for and deliver health care as part of its role in building a new system. In addition, the Board evaluates innovation project proposals for what benefits should be included in Vermont's new health system, proposals for funding the new system, and the effect of the new system on Vermont's economy. The Vermont all-payer claims dataset also resides with the GMCB.

The **Jeffords Institute for Quality and Effectiveness** supports research endeavors directed towards improving the quality of care, patient safety, and operational efficiency at the UVMHC and its affiliated partners. This program strives to stimulate a priori thinking and planning for conducting hypothesis-driven and scientifically-sound research that generates knowledge that will improve clinical outcomes for populations. Together with existing research infrastructure at UVM, the Jeffords Institute facilitates analysis of electronic record data and provides consultation that supports the research process from idea conception to implementation and dissemination.

The LCOM's **Office of Health Promotion Research**, whose mission is to further knowledge and understanding of health promotion and disease prevention through the development of theory-based, rigorously controlled research in health education and health promotion. Current research is primarily focused on the promotion and surveillance of effective breast cancer screening through the Vermont Breast Cancer Surveillance System. Earlier research activity focused on tobacco control through smoking prevention and smoking cessation, AIDS prevention, diabetes prevention, and reducing alcohol use by youth.

The **Northern New England Clinical & Translational Research Network (NNE-CTR)**, a network of researchers, clinicians, and community partners across Vermont, Maine, and New Hampshire dedicated to achieving health equity through innovative, regionally relevant research. NNE-CTR provides a foundation for research impacting the health and healthcare of Northern New England and offers financial and research-related resources for investigators and community members who share a vision of eliminating health disparities and inequities in northern New England.

Vermont's Child Health Improvement Partnership (VCHIP), a population-based maternal and child health services research and quality improvement program of the University of Vermont formally established in 1999. Its mission is to optimize the health of children and families by initiating and supporting measurement-based efforts to enhance private and public child health practice. VCHIP also provides leadership to the National Improvement Partnership Network (NIPN) - a network of over 20 states that has developed Improvement Partnerships to advance quality and transform healthcare for children and their families.