



President and Chief Executive Officer

LEADERSHIP PROFILE

MAY 2026

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WittKieffer





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WELCOME



Thank you for your interest in the President and CEO opportunity at Rady Children's Health (RCH). Over the past 10 years, our collective progress has been truly exceptional. We have elevated our pediatric care to a national top 10 program. Through our merger, we have expanded our reach across greater Southern California. We have created the conditions for our providers to thrive and for our staff to be recognized at the highest levels of quality. We have enhanced facilities and capabilities across our footprint. And, thanks to strong community support and thoughtful financial stewardship, our growing endowment is approximately \$4 billion.

As you've likely learned by now, this is a strategically important and energizing moment for RCH—not only because we are building on the momentum of the successful merger of our two legacy organizations and deepening collaboration with our academic partner, the University of California, but also because healthcare is entering a period of extraordinary transformation. We are shaping a new, transformative vision—aspirational and bold—focused on the impact we will make for children, families, and communities across the nation and the world. It is a vision designed to spark pride, strengthen our differentiation, and translate ambition into action. We are seeking the leader who can help advance this vision and guide our next chapter.

Our vision and strategy are shaped by the evolving landscape of pediatric healthcare—and by the meaningful opportunities it creates for institutions ready to lead with clarity, speed, and purpose.

- Demographic shifts, reimbursement dynamics, compliance requirements, regulatory uncertainties, and evolving child health needs are reshaping the environment—creating a powerful opportunity for organizations that can adapt quickly, innovate thoughtfully, and deliver measurable impact.
- Evolving workforce expectations, facilities modernization, and the momentum behind integrated care models open new pathways to expand access, elevate the care experience, and strengthen outcomes for children and families.
- The merger and continued integration have positioned RCH as one of the largest pediatric healthcare systems in the country (by licensed beds and revenue). This scale creates a meaningful opportunity to standardize enterprise systems (ERP and EHR), optimize supply chains, strengthen workforce practices, and further attract, retain, and develop physician leaders, amplifying our ability to deliver outstanding pediatric care across the nation.
- Healthcare innovation will continue to accelerate. Building on our demonstrated track record, including AI initiatives and global genomics innovation, we will continue to unite the unwavering commitment to patient safety with a culture of learning, iteration, and continuous improvement that advances what's possible in pediatric care, while also making significant strides in technological innovation.
- Philanthropy and endowments will play an even greater role in shaping children's health. With a strong foundation already in place, we have the opportunity to grow existing resources, thoughtfully steward future gifts in the 10-figure range, and inspire multi-billion-dollar philanthropy across one of the most supportive children's health communities in the world.

In light of these transformative forces, RCH is well-positioned to become a model for the country and the world—trusted today and transforming tomorrow to deliver the next generation of pediatric care. We are proof that strong organizations can do two things at once: operate an efficient, high-quality delivery system that advances hope, health, and healing for every child and family we serve, and build a transformational care model that strengthens long-term viability. In partnership with our community investors, we will fuel innovative discovery and operational excellence, creating a unique opportunity to deliver impact now while preparing confidently for the future.

We have the building blocks to create something truly extraordinary. We are seeking a CEO who will help lead the way—bringing people together, accelerating progress in a transformational way, and elevating our impact for children and families. This is the context within which we hope you will explore this opportunity.

Your interest reflects a high level of accomplishment and leadership success. Our candidate profile has evolved to match this transformational vision, while sustaining the operational excellence that will help us progress toward becoming a top five pediatric healthcare system in the United States. We will continue to consider many traditional qualifications—including leadership experience at scale, a demonstrated background in pediatrics, vision and strategic execution, community engagement and donor fundraising, and complex board governance. At the same time, these strengths will increasingly serve as the foundation for success rather than the sole determinant. We are placing primary emphasis on transformational leadership: a leader with a clear, compelling match to this moment—ready to advance a bold agenda with urgency, optimism, and a strong bias to action.

While your qualifications and experience may bring you to the table for this search, to be a truly compelling candidate we must also see strong emotional and intellectual alignment with our mission, values, and culture. RCH has a culture rich with servant leadership, collaboration, and performance excellence. Leaders who thrive here are high on EQ and low on ego. They are open-minded and intellectually curious, always seeking opportunities to improve and innovate, with strong critical thinking, relational, and storytelling skills to lead effectively in complex, dynamic, mission-driven environments. They are decisive, grounded, and team-oriented, bringing focus and coordination to leverage our brand, expand our impact, and improve outcomes. They are humble and empathetic, honest and ethical, highly visible and engaged, and genuinely approachable. They invest in the growth and development of their teams, and they create environments where people feel valued, empowered, and able to do their best work.

If you believe you bring the qualifications, experience, and leadership attributes we seek—along with a deep commitment to this mission and to the patients and families we serve—we warmly invite you to explore this opportunity with us.

Sincerely,



S. Doug Hutcheson

Chair, Board of Directors

Rady Children's Health

ORGANIZATION OVERVIEW

A Merger of Equals



Mission

We're here for the kids: advancing hope, health, and healing.

Values

We are Defenders of Childhood who:

Lead with Compassion

Own Excellence

Listen with intent

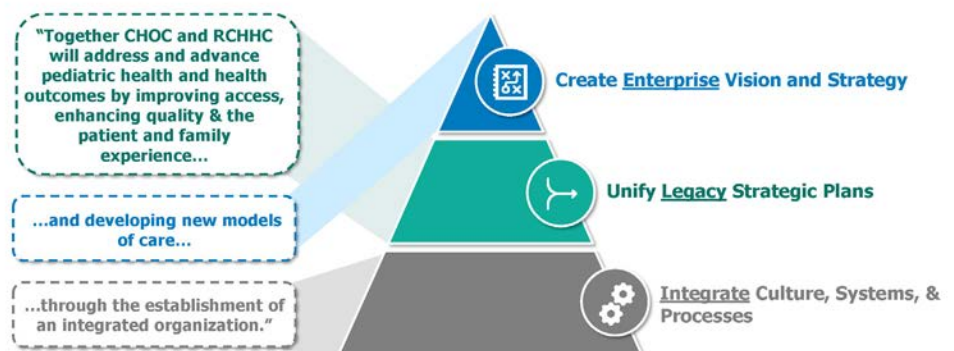
Encourage bold ideas

Do the right thing

We are better together.

Affiliation Aspiration

The affiliation serves as a working near-term vision as RCH continues its integration and planning work. Deep integration across RCH's more than 13,000 employees—from the back office to the front line—will be required to achieve the aspiration.



RCH AT A GLANCE

3 HOSPITALS



543 BEDS

RCH Hospital in San Diego



386 BEDS

RCH Hospital in Orange



54 BEDS

RCH at Mission Hospital

6 CENTERS OF EXCELLENCE



Heart



Research



Mental Health



Orthopedics



Neuroscience



Cancer

ACCOLADES



RCH San Diego



RCH Orange



FY25

RCH AT A GLANCE

LEADING-EDGE PROGRAMS



ONE OF THE NATION'S few pediatric hospitals providing transcranial magnetic stimulation



A LEADING INSTITUTE in pediatric innovation in the United States and internationally



CALIFORNIA'S ONLY PEDIATRIC PROGRAM offering advanced pencil-beam proton therapy for brain, solid tumors, and lymphomas

ACADEMIC AFFILIATIONS



UNIVERSITY OF CALIFORNIA, SAN DIEGO
Affiliated with RCH Hospital in San Diego



UNIVERSITY OF CALIFORNIA, IRVINE
Affiliated with RCH Hospital in Orange

DESIGNATIONS



THREE
Pediatric Trauma Centers



TWO GOLD LEVEL
Extracorporeal Life Support (ECLS) Centers



TWO LEVEL 4
NICUs



TWO LEVEL 4
Pediatric Epilepsy Centers



TWO MAGNET
RECOGNITIONS
from the American Nurses
Credentialing Center

DEFENDERS OF CHILDHOOD

>800K Patients Served¹

>13K Employees

>2,400 Medical Staff

>1,700 Residents, fellows and medical students who undergo pediatric training at RCH every year

37 Specialty areas offered

123 Ambulatory sites covering general pediatrics, sub-specialties, and wrap around services



Note: Data is FY25 except as noted | 1 Data is FY23

For more information, visit www.rchsd.org.

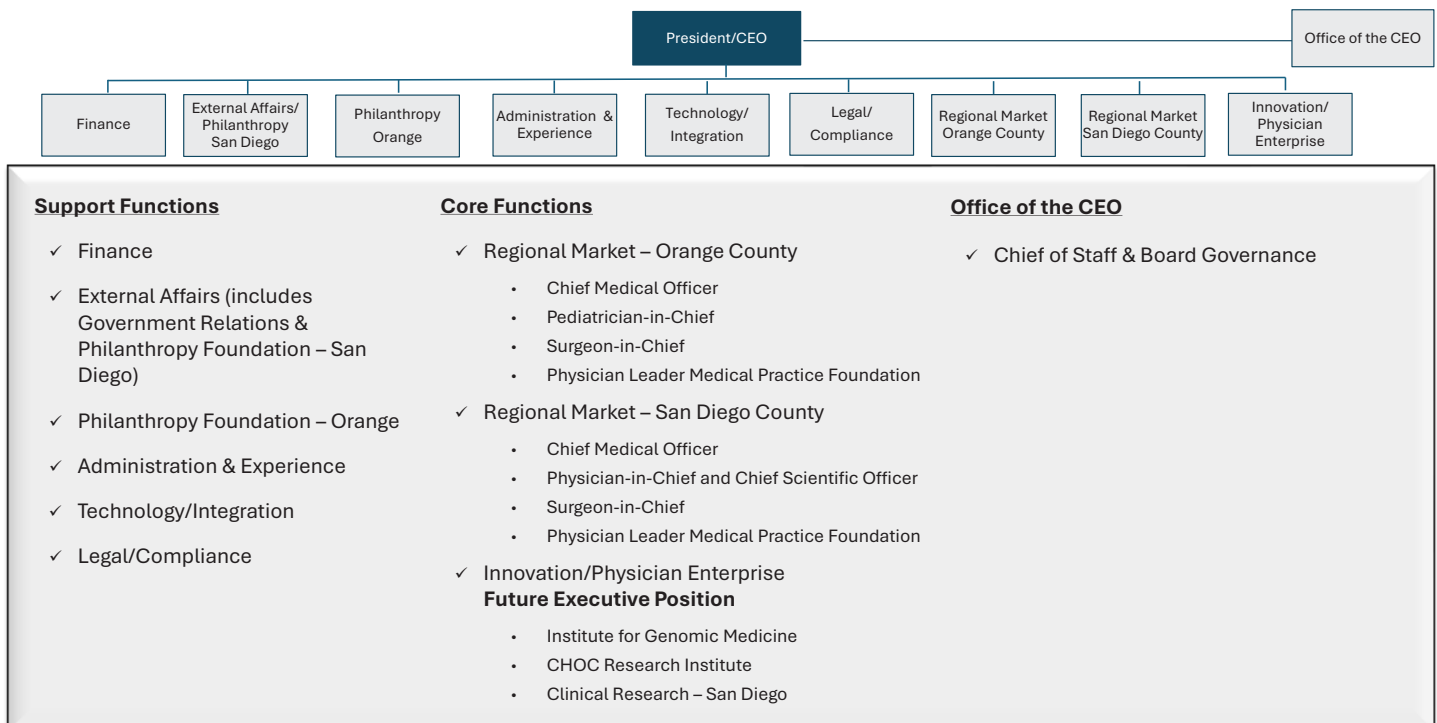
POSITION SUMMARY

Job Summary and Reporting Relationships

The President and Chief Executive Officer (CEO) of Rady Children's Health is responsible for the strategy and operations of the health system and all subsidiary organizations. The CEO ensures organizational integrity, the provision of high-quality care, efficient operations, financial results, and the development and implementation of a strategic plan that accomplishes the system's mission.

Reporting to the RCH Board of Directors, the President and CEO is responsible for guiding RCH's day-to-day operations, advancing the strategic roadmap, and establishing a unified children's health system that delivers exceptional care. All duties and responsibilities of the CEO will be performed in a manner that reflects the mission, vision, and values of RCH.

A high-level organization chart is provided here, and a summary of job responsibilities is outlined on the following pages. A full job description is available upon request.





Responsibilities

LEADERSHIP

- Assesses and monitors RCH's progress in demonstrating its mission and facilitates appropriate refinements. RCH plays a critical role in Southern California with the mission of advancing hope, health, and healing. The system is driven to become a global leader of innovation, research, and exceptional patient care and experience. The CEO, in coordination with the Boards of Directors, ensures the system meets its ambitious community (and, over time, growing global) mission and vision.
- Builds and maintains genuine and collaborative internal and external relationships with key constituents, including community members, physicians, members of the care team, the executive team, the Boards of Directors, academic partners, industry partners, and philanthropic donors. The CEO leads by example, establishes trust, and effectively partners with and influences others.
- Develops and maintains a strong executive team to accomplish RCH's mission and strategies, ensuring that leadership behaviors align with organizational values.
- Ensures a contemporary workforce development plan is in place to meet the system's future needs. Strives to achieve appropriate recognized internal and external benchmarks that demonstrate measurable success in this area.
- Builds productive relationships with board members, setting strategy, communicating effectively, building trust, and supporting board initiatives. Fosters healthy collaboration between and among board members and the executive team. Works with board leadership to ensure governance best practices are in place.
- Ensures the system's culture reinforces its values as defenders of childhood who: lead with compassion, own excellence, listen with intent, encourage bold ideas, and do the right thing.

STRATEGY/INNOVATION

- Collaborates with the executive team, the Boards of Directors, leadership, and medical staff to develop, prioritize, and pursue the system's strategic plan to meet its mission. The CEO ensures a robust strategic plan is in place and the system effectively implements all plans. To ensure adoption, the CEO communicates strategy across the organization and creates alignment of initiatives with the strategic direction. The CEO is ultimately responsible for successfully implementing the strategic vision.
- Creates an environment that fosters innovation. An important and critical component of the RCH strategic plan is advancing the organization's readiness to create and leverage innovations in all forms, from the bold to the practical, across research, technology, and operations.

OUTCOMES

- Sets clear expectations and drives performance toward high-quality, safe, and effective patient care, achieving key clinical and service outcomes aligned with internal goals and recognized external benchmarks. Fosters a systemwide culture of safety, creating an environment where employees, physicians, patients, families, and visitors are empowered to speak up and actively contribute to safe, reliable care. Ensures an engaged, supported, and mission-driven workforce that contributes to an exceptional patient and family experience.

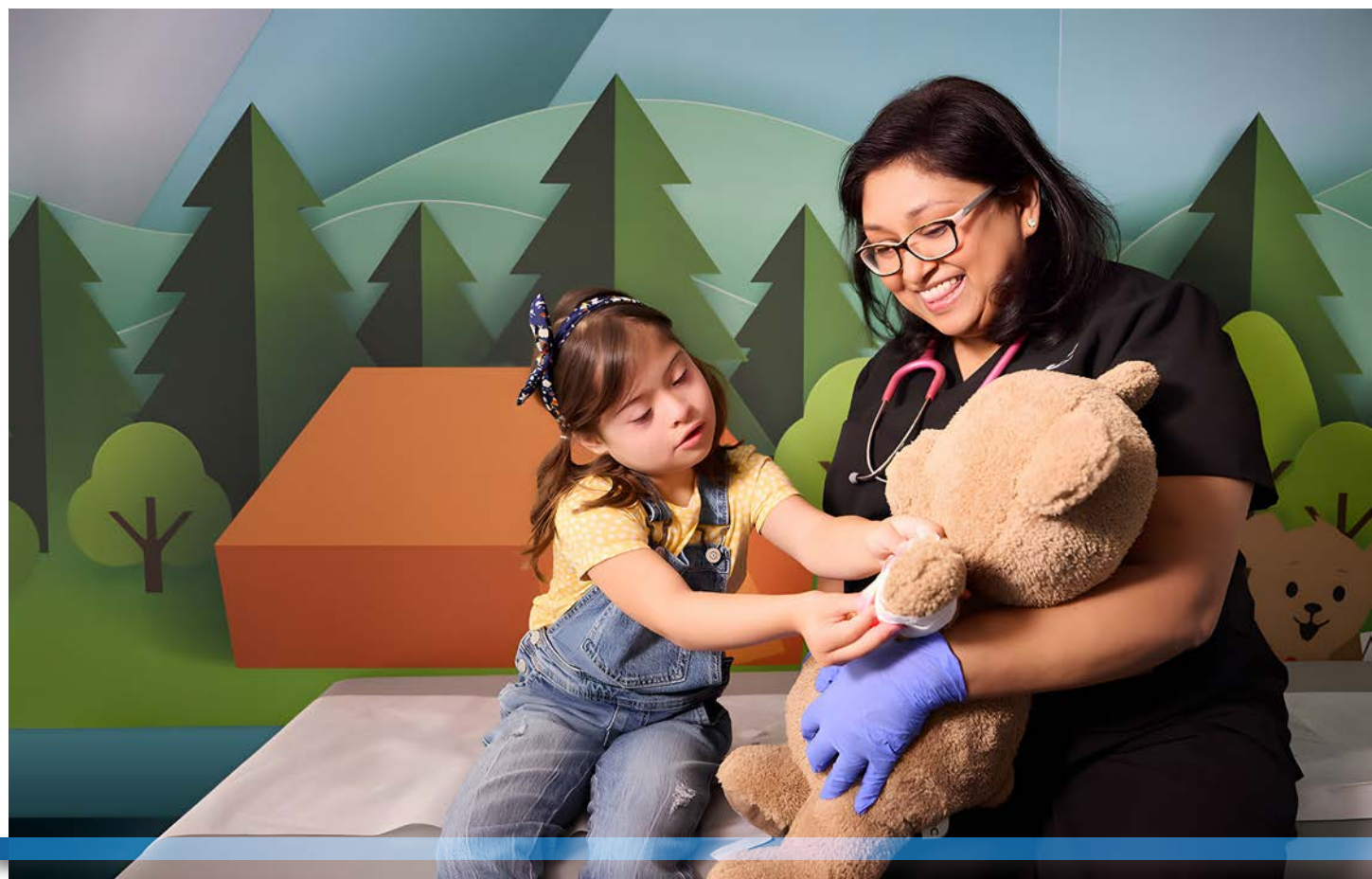
- Sets and directs the achievement of the organization's operational and financial goals. The CEO directs financially responsible decision-making and leads the organization toward greater efficiency and higher quality value for patients, populations, and payers. RCH enjoys a long history of sound financial decision-making and performance through seeking opportunities to enhance revenue and improve cost structures and efficiency. While not the CFO, the CEO provides leadership and sets the tone for financial stewardship.

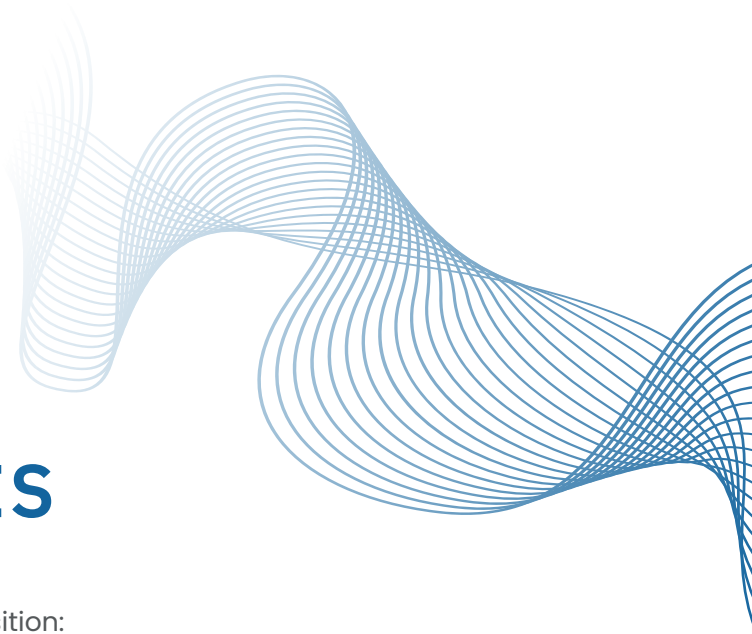
BRAND BUILDING

- Actively participates in advocacy and external efforts that align with RCH's mission, strategies, and community engagement. As the most senior leader of RCH and one of the most visible executive positions in the region and on the national stage, the CEO engages other leaders to reinforce and enhance RCH's reputation and impact. The CEO is expected to engage in activities that advance the vitality of regional and national pediatric healthcare delivery.

PHILANTHROPY

- Actively supports RCH's fundraising efforts and develops a strong philanthropic base in the community. RCH enjoys a rich history of community support. The community and RCH are committed to providing world-class care supported by a commensurate growing world class endowment. With the limitations of payor mix and governmental funding, community leaders invest with RCH, supporting the advancement of care and the discovery of new models of innovation. The community expects the CEO to be active and visible at community and national events, to be fully engaged in donor cultivation, and to excel at storytelling in ways that bring RCH's impact and future potential to life.





GOALS & OBJECTIVES

The following goals and objectives are priorities for this position:

LEADERSHIP

- Serve as a visible steward of RCH's mission, values, and culture, building trust and credibility across the health system, within the communities served, and on the national stage. Establish credibility and gain trust with the RCH Board of Directors; the legacy boards of Rady Children's Hospital San Diego, Rady Children's Hospital Orange County, and Rady Children's Hospital at Mission; and other RCH boards, including the Foundation boards (one each in San Diego and Orange County) and Rady Children's Institute for Genomic Medicine. Establish credibility and gain trust with senior leadership, employees, medical staff, university leadership, donors, and other key constituents. Build highly productive, trusting relationships with the medical staff to ensure the delivery of high-quality patient care.
- Steward the successful "merger of equals" drawing from key organizational strengths and culture of the legacy organizations. Ensure a successful integration that will result in a health system of the future, strategically positioned to bolster quality and access.
- Evaluate, strengthen, and develop the executive leadership team to ensure the right capabilities, structure, and succession are in place to execute strategy and support long term growth.

STRATEGY/INNOVATION

- Partner with the Boards and executive leadership team to refine and execute a forward-looking strategic plan that aligns vision, mission, growth, financial sustainability, clinical excellence, teaching and research priorities, and innovation. Ensure disciplined execution and system-wide alignment while positioning the organization to adapt to an evolving pediatric healthcare landscape.
- Foster a culture of innovation that advances new care models, research applications, technology, data analytics, and digital capabilities. Capitalize on this unique opportunity to invest in and drive innovation, leading the future of pediatric care balanced with operational discipline, patient safety, and financial vitality.
- Drive growth by expanding care models, sites, service lines, and partnerships to meet the needs of the patient base.
- Optimize RCH's existing partnerships and identify new strategic relationships to advance growth and improve access.

BRAND BUILDING

- Strengthen RCH's visibility and elevate the organization to become a global leader in children's healthcare. Ensure that RCH is recognized for clinical excellence, groundbreaking research, and national and international leadership in pediatric care delivery.
- Engage with community leaders, organizations, and stakeholders to strengthen RCH's role as a trusted pediatric partner in the region and across the nation.

PHILANTHROPY

- Engage deeply and lead RCH's fundraising efforts to guide the health system towards continued philanthropic success. Inspire engagement through powerful, mission-driven storytelling and actively cultivating relationships with current and potential donors, including corporations, foundations, government, academic institutions, and individuals.





CANDIDATE QUALIFICATIONS

EDUCATION

- An advanced degree in business, healthcare, or related field and/or a terminal clinical degree (e.g., MD/DO, PhD, PsyD, DNP).

LEADERSHIP

- Significant experience as a senior executive, President and/or CEO in a pediatric, adult hospital, or academic and research-oriented healthcare setting of significant size. Candidates will have demonstrated leadership experience in a large, complex, multi-site healthcare system.
- Authentic, demonstrated passion for pediatrics; an appreciation for the important and unique role an independent children's health system plays in the health and welfare of children and families and the vibrance of a community; deep alignment with RCH's mission, values, and culture.
- Strong business and financial acumen. Candidates must demonstrate a command of healthcare financial management, including resource allocation, funding, income statement, pro-forma, and balance sheet.
- Significant advocacy experience to proactively create the agenda for children's health advocacy issues. Extensive experience developing high-performing teams to lead effective operations, clinical quality, and financial performance and accountability.
- Extensive experience developing high-trust relationships and aligning physicians with enterprise strategy, clinical quality goals, and operational performance.
- A demonstrated history of productive board relationships, supporting collaborative and productive governance.

STRATEGY/INNOVATION

- Track record of success with innovation and partnerships in highly competitive healthcare markets; experience to cultivate partnerships and execute strategic priorities with discipline and precision.
- Strategic agility and orientation with a broad view of the healthcare ecosystem, delivery models, regulatory considerations, and regional/national trends impacting communities and the country.

OUTCOMES

- Track record of leading organizations to reach industry-leading clinical, financial, operational, and cultural outcomes.

BRAND BUILDING

- Experience leading and successfully growing an organization's brand value.
- Comfort and experience expertly representing a high-profile organization publicly.

PHILANTHROPY

- Demonstrated success in philanthropy and fund development, engaging and cultivating donors.

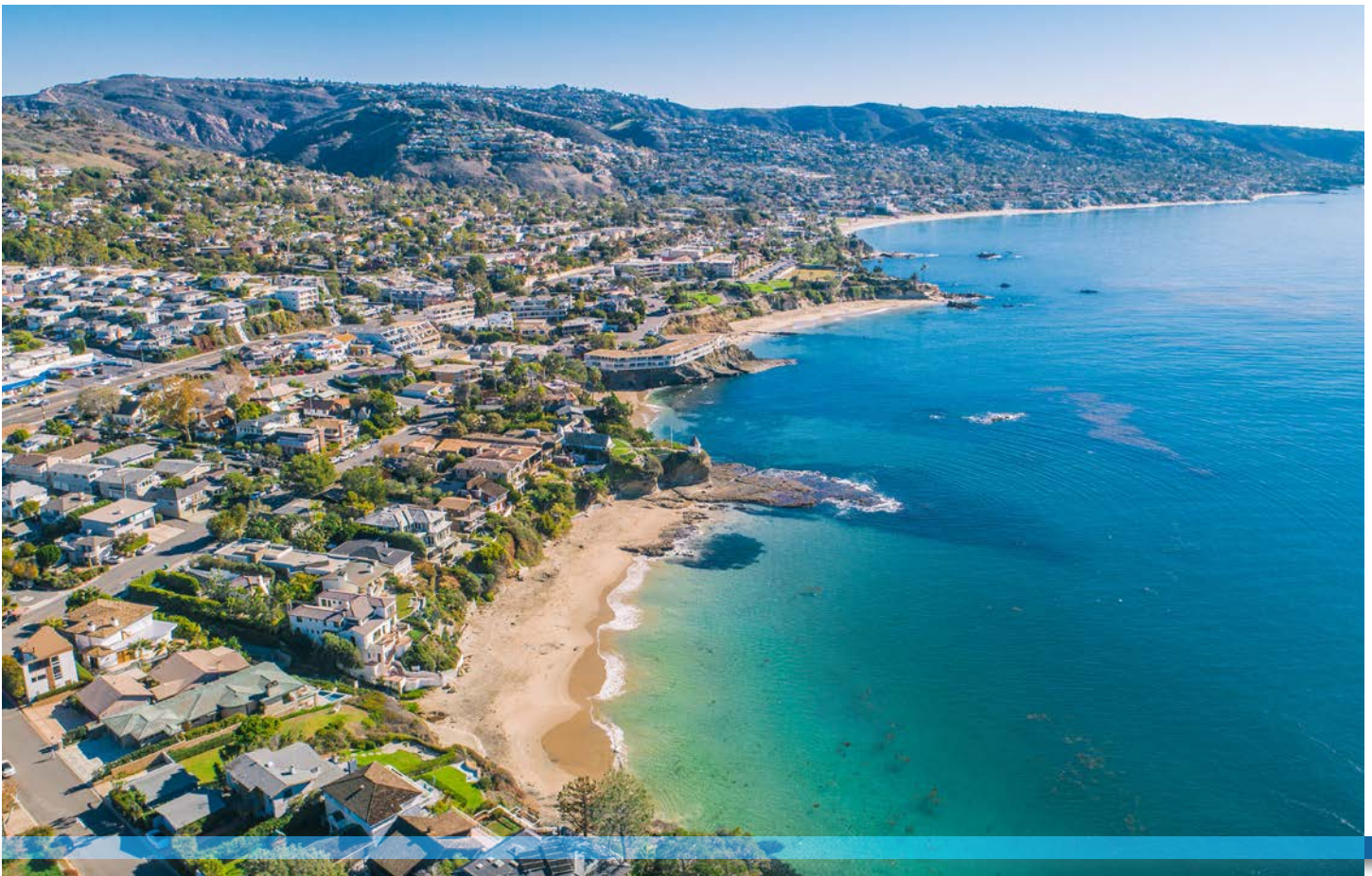
THE REGION

Southern California is one of the most dynamic, vibrant regions in the world, known for its cultural diversity, sunny weather, and an outdoor-focused lifestyle. Residents enjoy year-round access to beaches, mountains, and city attractions, along with great food, arts, and entertainment.

Southern California is a geography that offers a high quality of life and something for nearly everyone, with major metro areas including Los Angeles, Orange County, and San Diego. With the Pacific Ocean to the west and glorious mountains to the east, a range of recreational opportunities exist within an easy drive. The area is home to world-class food and entertainment, endless parks and trails, forests, an incredible arts and culture scene, nationally-known universities, top-tier public research institutions, and family destinations such as Disneyland, Knotts Berry Farm, and Sea World.

Southern California is home to approximately 25 million residents, accounting for nearly two-thirds of the state's total population. Some of Southern California's most popular beaches are Malibu, Laguna Beach, La Jolla, and Manhattan Beach. The region is also known for its mountain resort communities, such as Big Bear and Lake Arrowhead, and inland desert communities such as Palm Springs and Palm Desert. Most of Southern California has a Mediterranean-like climate, with warm and dry summers and mild and wet winters. Cold weather and freezing temperatures are rare. The area has a diverse economy, including entertainment and media, tech and startups, healthcare and biotech, aerospace and defense, tourism and hospitality, and e-commerce and creative industries.

For more information, visit www.orangecounty.net, www.sandiego.org and related regional and community tourism sites.





PROCEDURE FOR CANDIDACY

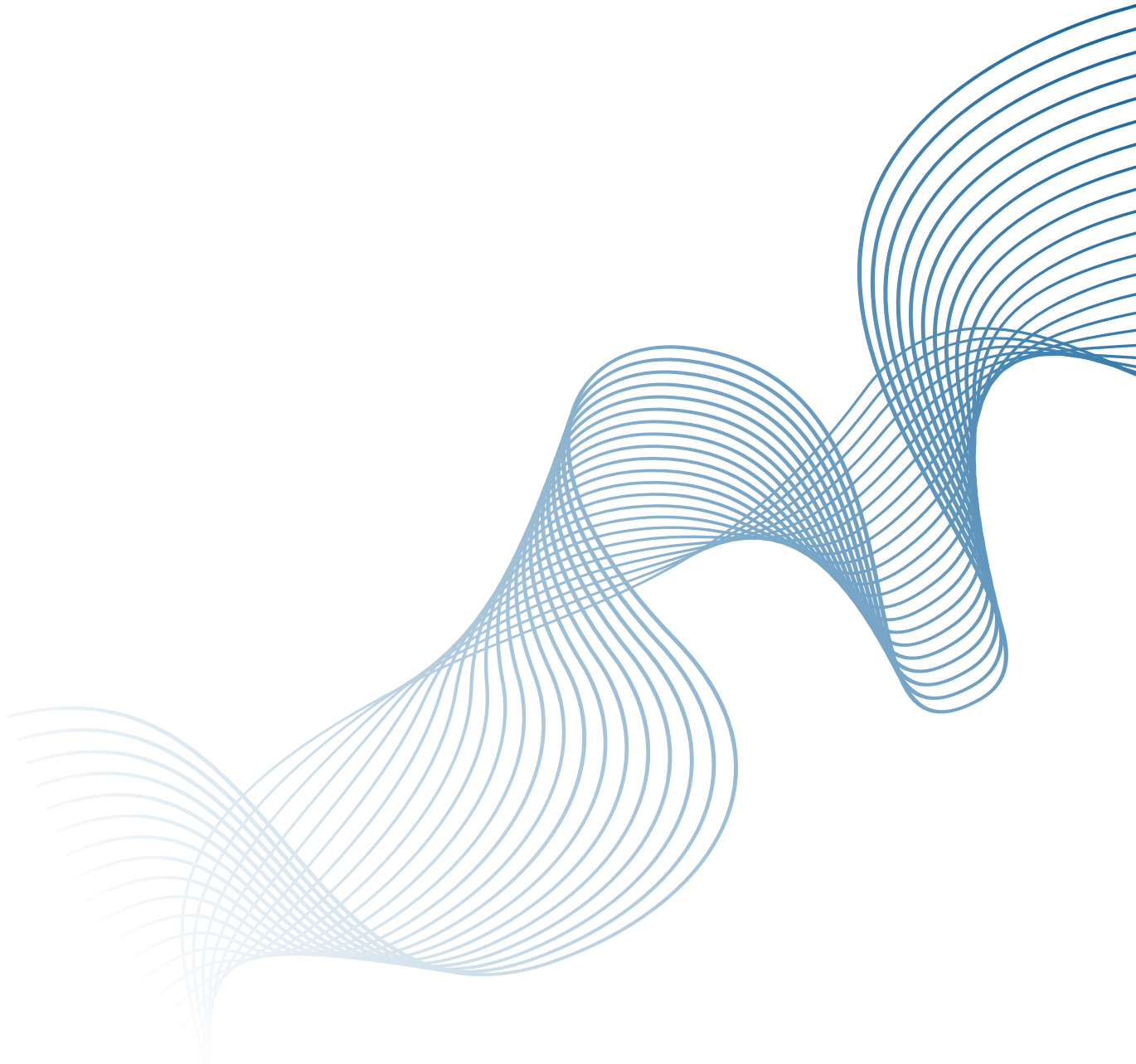
Please direct all nominations and applications to Andrew Chastain and Michelle Johnson through the office of Molly Solomon at msolomon@wittkiewfer.com.

Andrew Chastain	Michelle Johnson	Molly Solomon
President and Chief Executive Officer	Senior Partner	Senior Associate
(678) 302-1552	(320) 260-2727	(949) 797-3510

Rady Children’s Health 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.

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