

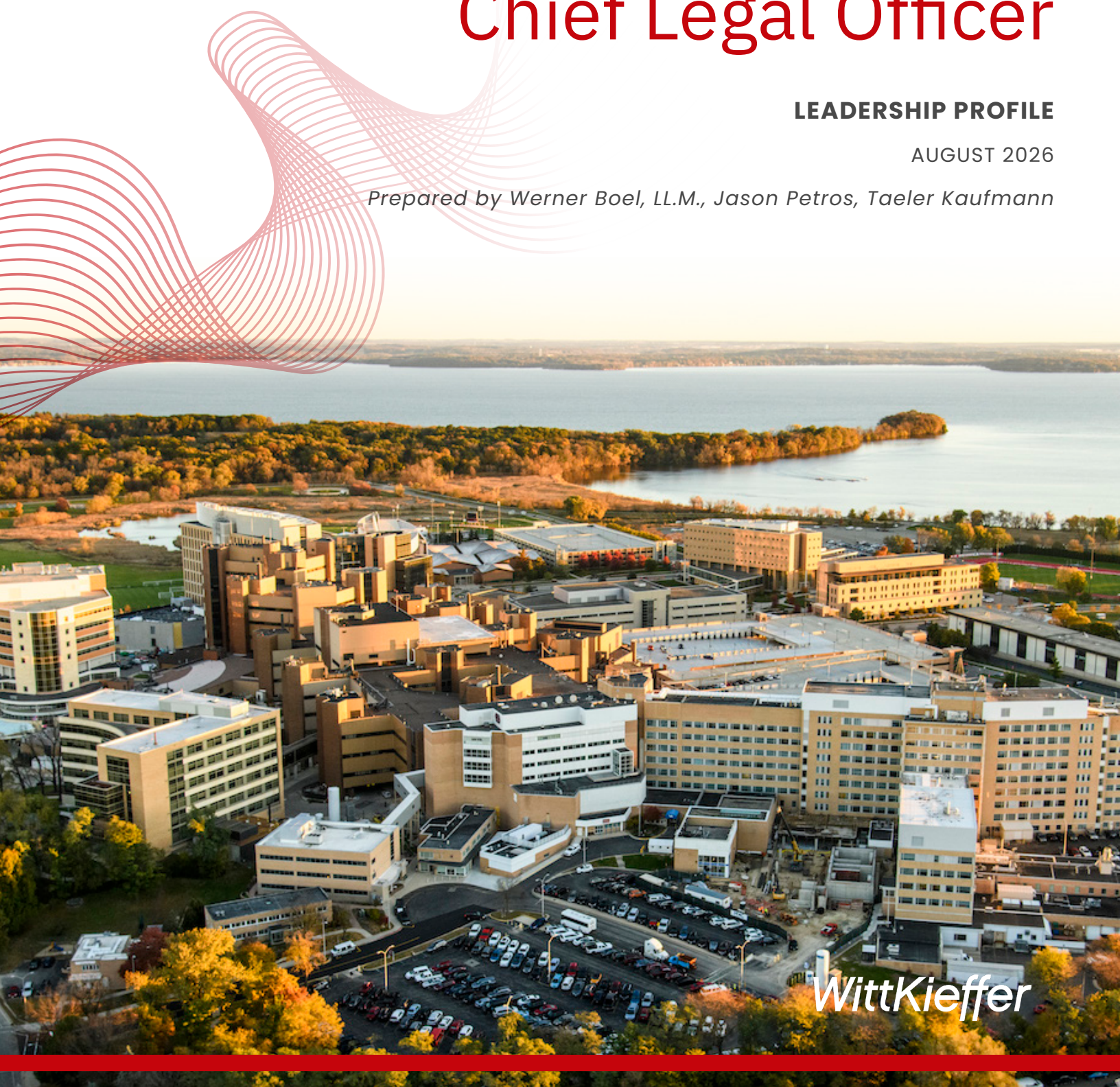
UWHealth

Senior Vice President, Chief Legal Officer

LEADERSHIP PROFILE

AUGUST 2026

Prepared by Werner Boel, LL.M., Jason Petros, Taeler Kaufmann



WittKieffer

An abstract graphic composed of numerous thin, red, curved lines that overlap and intersect to form a complex, flowing, and somewhat organic shape. The lines are more densely packed in some areas, creating a mesh-like effect, while in others they are more spread out. The overall impression is one of dynamic movement and interconnectedness.

CONTENTS

- 01** The Opportunity
- 02** Organization Overview
- 07** Position Summary
- 09** Goals and Objectives
- 10** Candidate Qualifications
- 12** The Community
- 13** Procedure for Candidacy



THE OPPORTUNITY

UW Health seeks a visionary, collaborative, and strategically minded legal executive to serve as its next Senior Vice President, Chief Legal Officer (CLO). Reporting directly to the CEO and serving as a trusted advisor to the Board of Directors and executive leadership team, the CLO will play a critical role in shaping the future of one of the nation's premier academic health systems.

UW Health is one of the nation's leading academic health systems and the integrated health system of the University of Wisconsin-Madison. Serving more than 800,000 patients annually across Wisconsin and northern Illinois, UW Health encompasses seven hospitals, more than 80 outpatient clinics, and a physician network of more than 1,800 employed physicians and advanced practice providers. Anchored by UW Hospital, which is consistently ranked among the nation's top hospitals, and the nationally recognized UW School of Medicine and Public Health, UW Health combines exceptional patient care, leading-edge research, and world-class medical education in support of its mission to improve health and well-being.

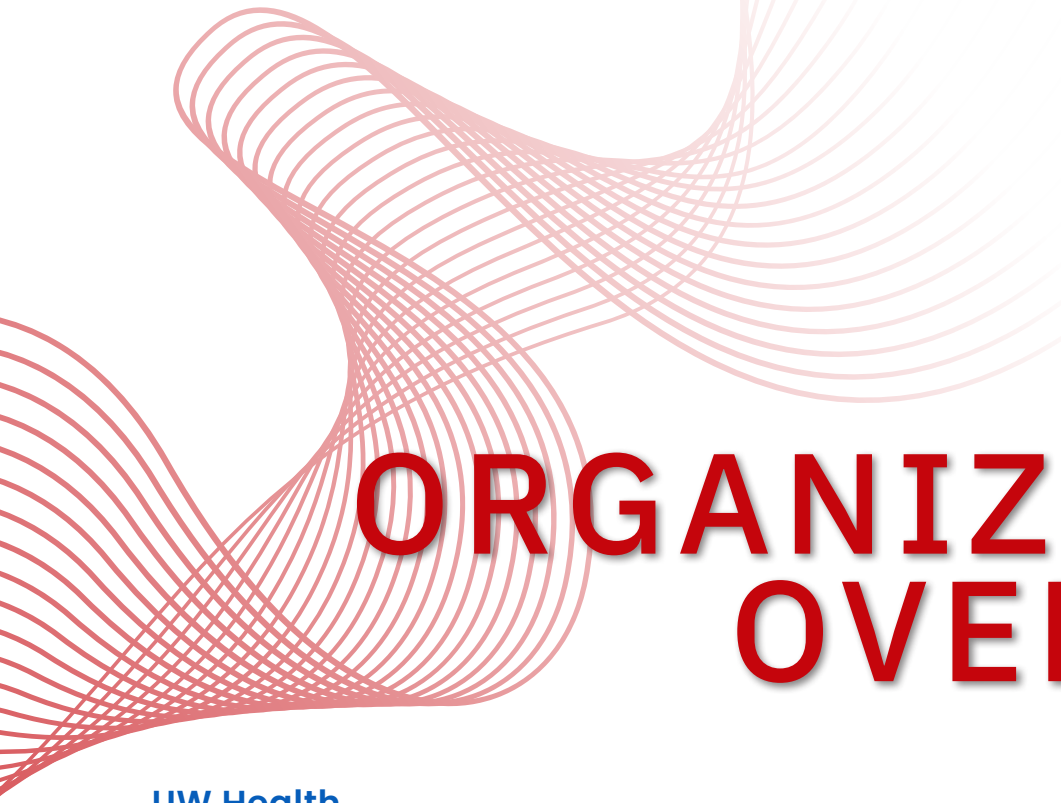
This is an opportunity to lead a highly respected legal function within a growing, complex organization that is nationally recognized for clinical excellence, innovation, research, and education. The CLO will provide strategic counsel on a broad range of enterprise matters, including corporate governance, legal services, risk management, labor and employment, workers compensation, physician enterprise operations, and organizational growth initiatives.

As UW Health continues to evolve, the incoming leader will help position the organization for future success by supporting strategic partnerships, affiliations, and potential mergers and acquisitions while ensuring an appropriate balance between innovation, growth, and risk management. The CLO will also play an important role in guiding the organization through an increasingly dynamic healthcare, regulatory, and workforce environment.

Leading a talented and experienced team, the successful candidate will have the opportunity to further enhance the legal function's impact as a proactive business partner across the enterprise. This includes fostering operational excellence, optimizing resources, and ensuring timely, practical, and solutions-oriented counsel that enables effective decision-making throughout the organization.

The ideal candidate will be a seasoned, results-oriented legal leader with a proven track record in complex healthcare organizations. The successful candidate will bring strong leadership and relationship-building skills, exceptional judgment, and the emotional intelligence required to partner effectively at all levels of the organization. Outstanding academic credentials are required, including a law degree from an ABA-accredited law school and active Wisconsin and Illinois State Bar membership or eligibility via reciprocity. A minimum of 15 years' experience supporting hospitals, health systems, or healthcare providers is required, with demonstrated expertise in healthcare regulation, contracting, physician alignment, transactions, and litigation. Prior experience as in-house counsel in an academic medical center, multi-hospital system or integrated delivery system is strongly preferred.

This is an exciting opportunity for a forward-thinking legal executive to help shape the future of healthcare delivery while advancing UW Health's mission through balanced, strategically aligned legal leadership.



ORGANIZATION OVERVIEW

UW Health

UW Health is the integrated health system of the University of Wisconsin–Madison, serving more than 860,000 patients each year across the Upper Midwest and beyond. With more than 2,000 physicians and 26,500 dedicated staff, delivering care through 6 main hospitals, 1 joint operating agreement hospital and 2 hospitals within main IL hospital, 7 medical centers and over 105 outpatient locations. Today, the system is a \$7.2 billion net revenue operation.

In partnership with the University of Wisconsin School of Medicine and Public Health, UW Health physicians lead cutting-edge research and train the next generation of health professionals. As an academic medical center, the organization drives breakthroughs in medicine that improve and extend lives across the nation and around the world.

In Illinois, UW Health brings this same level of expert, compassionate care to the local community. Patients in northern Illinois gain access to advanced treatments and trusted care teams close to home.

Mission

Advancing health without compromise through service, scholarship, science, and social responsibility

Vision

Remarkable health care

Values

Excellence, Innovation, Compassion, Integrity, Respect, Accountability, Diversity

UW Health Timeline

- 1907: College of Medicine is established at the University of Wisconsin, offering a 2-year medical curriculum
- 1920: Mary Cornelia Bradley Hospital for the Study of Children's Diseases opens
- 1924: Wisconsin General Hospital opens to patients and as the clinical training site for the University of Wisconsin medical program
- 1925: A full, four-year medical program launches at the now University of Wisconsin School of Medicine
- 1930: Wisconsin Orthopedic Hospital for Children opens to combat the polio epidemic, sharing pediatric staff with Mary Cornelia Bradley Hospital
- 1936: Dr. Frederic E. Mohs develops Mohs surgery, revolutionizing the treatment of skin cancer by allowing surgeons to precisely remove external cancer while preserving healthy tissue
- 1940: The anticoagulant Warfarin is developed by UW researchers
- 1941: UW is the first to show which wavelength of ultraviolet light produces skin cancer
- 1957: Mary Cornelia Bradley Hospital and Wisconsin Orthopedic Hospital consolidated
- 1957: First open-heart surgery is performed at Wisconsin General Hospital
- 1960: UW research lays the foundation for the U.S. Food and Drug Administration adoption of sun protection factor (SPF) ratings for suntan, sunscreen and cosmetic products
- 1966: The first kidney transplant is performed at Wisconsin General Hospital
- 1968: Using techniques developed at the UW, the first bone marrow transplant in the United States is performed at UW Children's Hospital
- 1973: First heart transplant is performed at Wisconsin General Hospital
- 1973: University of Wisconsin Comprehensive Cancer Center becomes one of the nation's first six National Cancer Institute-designated comprehensive cancer centers
- 1979: The 1.5-million-square-foot Clinical Science Center opens, providing facilities for UW Hospitals and Clinics, UW Clinical Cancer Center, UW Children's Hospital and clinical programs for the medical and nursing schools
- 1980: Jackson Clinic and Quisling Clinics merge as a private, multi-specialty physician practice and became known as Physicians Plus Medical Group (PPMG)
- 1985: UW Med Flight launches becoming one of the nation's earliest physician-based air medical programs and only program that staffs every flight with an emergency medicine physician
- 1987: UW Solution is developed at the UW Medical School, extending the viability of donor organs
- 1988: The first lung transplant in Wisconsin is completed at University Hospital
- 1989: The first heart-lung transplant in Wisconsin is completed at University Hospital
- 1995: University of Wisconsin Medical Foundation is established as the clinical practice for the UW Medical School faculty physicians

- 1996: UW Hospital and Clinics transitions to a self-sustaining public authority, eliminating state subsidies to gain capital autonomy and independent bond-issuing power needed to scale
- 1998: UW researchers announce the successful cultivation in the laboratory of human embryonic stem cells — primordial cells that have the capacity to develop into any tissue in the body
- 1998: UW Medical Foundation merged with Physicians Plus Medical Group becoming UW Health Physicians Plus
- 2003: University Community clinics merged into UW Health Physicians Plus
- 2005: The University of Wisconsin Medical School becomes the University of Wisconsin School of Medicine and Public Health, establishing the nation's first integrated school of medicine and public health
- 2007: American Family Children's Hospital opens, a freestanding 101-bed facility providing specialized pediatric care
- 2011: University Hospital is named top Wisconsin Hospital by U.S. News & World Report, maintaining that ranking to the present day
- 2015: University of Wisconsin Clinic Authorities and UW Medical Foundation merge operations and integrate under the shared public brand UW Health
- 2015: UW Health East Madison Hospital opens
- 2015: SwedishAmerican Health System, in northern Illinois, merges with UW Health
- 2016: UW Health Transplant Center celebrates its 50th anniversary
- 2019: UW Health launches the Isthmus Project, a commercialization partner supporting clinicians and researchers within UW Health and the University of Wisconsin School of Medicine and Public Health to move validated health care innovations to market
- 2020: UW Health performs Wisconsin's first double-lung transplant for a patient whose lungs were severely damaged by COVID-19
- 2021: UW Carbone Cancer Center expands advanced cellular therapy program, securing critical accreditations to accelerate the delivery of life-saving CAR T-cell therapies for patients with blood cancers
- 2021: SwedishAmerican Health System is rebranded as UW Health
- 2022: Pleasant T. Rowland Transplant Clinic opens
- 2022: UW Health Transplant Center completes 3,000th liver transplant
- 2024: UW Health Eastpark Medical Center opens
- 2024: Carbone Cancer Center adopts the UW Health | Carbone Cancer Center name for clinical care
- 2025: UW Health becomes the official title sponsor for all University of Wisconsin-Madison women's athletics
- 2026: UW Health becomes the official health care partner of the Green Bay Packers
- 2026: UW Health begins offering proton therapy to treat cancer

UW Health is a nationally recognized regional health system that includes:

- University Hospital, a 505-bed regional referral center that is home to a level one trauma center, American College of Surgeons verified Burn Center and one of the nation's largest organ transplant programs for both adult and pediatric patients as well as one of the nation's first certified comprehensive stroke centers and the UW Health | Carbone Cancer Center, one of 41 National Cancer Institute designated comprehensive centers in the country.
- East Madison Hospital, an 84 bed, community-based hospital with attached clinics and health and wellness facility. Eastpark Medical Center, located on the campus, is a state-of-the-art ambulatory center offering advanced treatments in cancer care, proton therapy and coordinated multi-specialty care for complex conditions.
- American Family Children's Hospital, a 111-bed comprehensive pediatric medical and surgical center featuring a level I pediatric trauma center and level IV neonatal intensive care unit.
- UnityPoint Health-Meriter, a 448-bed community-based hospital, provides a complete range of medical and surgical services through a joint operating agreement with UW Health.
- UW Health Rehabilitation Hospital, a 50-bed, post-acute inpatient rehabilitation facility.
- Eastpark Medical Center, a state-of-the-art 447,000 sq foot ambulatory center, designed to promote better health care access, advanced treatments and coordinated, multi-specialty care for complex conditions.
- UW Health SwedishAmerican Hospital, a 339-bed acute care hospital serving greater Rockford, northern Illinois and southern Wisconsin.
- UW Health Belvidere Hospital, a 34-bed inpatient/outpatient medical center, located in Belvidere, Illinois.
- Four regional cancer centers:
 - Beloit Hospital (Beloit, Wis.)
 - UW Health | Carbone Cancer Center Rockford (Rockford, Ill)
 - UW Health Cancer Center at ProHealth Care (Waukesha, Wis.)
 - UW Cancer Center Johnson Creek (Johnson Creek, Wis.)
- Quartz Health Solutions, Inc., a subsidiary health insurer providing coverage to more than 305,000 members throughout Wisconsin, Illinois, Minnesota and Iowa.
- Joint ventures and affiliations including cancer centers, pediatric congenital heart, inpatient rehabilitation, surgery centers and home health infusion among other programs.

National Recognition:

- U.S. News & World Report's Best Hospitals: #1 hospital in Wisconsin for the 15th year in a row, 9 adult specialties Nationally ranked, with cancer care and orthopedics ranked #1 in Wisconsin.
- Optum rated UW Health Transplant Center "excellent" for the following transplants: Blood/Marrow, Heart, Heart/Lung, Kidney, Kidney/Liver, Kidney/Pancreas, Liver, Lung, Pancreas
- Magnet®-designated facilities: University Hospital, East Madison Hospital, American Family Children's Hospital, SwedishAmerican Hospital
- Forbes named UW Health a best employer in both Wisconsin and Illinois
- Becker's Hospital Review named UW Health a top place to work in health care
- National Association of Specialty Pharmacy (NASP): UW Health Specialty Pharmacy awarded Specialty Pharmacy of the Year
- The University Hospital Stroke Center in Madison, WI is certified by The Joint Commission as a Comprehensive Stroke Center
- Practice Greenhealth: 7 national awards for achievements in environmental stewardship and sustainability
- Human Rights Campaign Foundation: Leader in LGBTQ+ Healthcare Equality

For additional information on UW Health, visit: www.uwhealth.org





POSITION SUMMARY

The Senior Vice President, Chief Legal Officer is UW Health's General Counsel and is appointed by the CEO of UW Health, subject to approval of the UW Health Board of Directors. The CLO will report to the CEO of UW Health and will provide independent advice to the UW Health Board of Directors, including through its Chair. Additionally, the CLO serves as the Secretary for the UW Health Board. The CLO will provide overall strategy as well as administration, direction, coordination, and evaluation of the operational, financial, space and human resource functions and activities for all areas of the Office of Corporate Counsel, including Corporate Governance, Legal Services, Risk Management and Workers Compensation. The CLO is responsible for leading, directing and administering these areas in accordance with the mission, vision and values of UW Health and its constituent organizations

Reporting Relationships

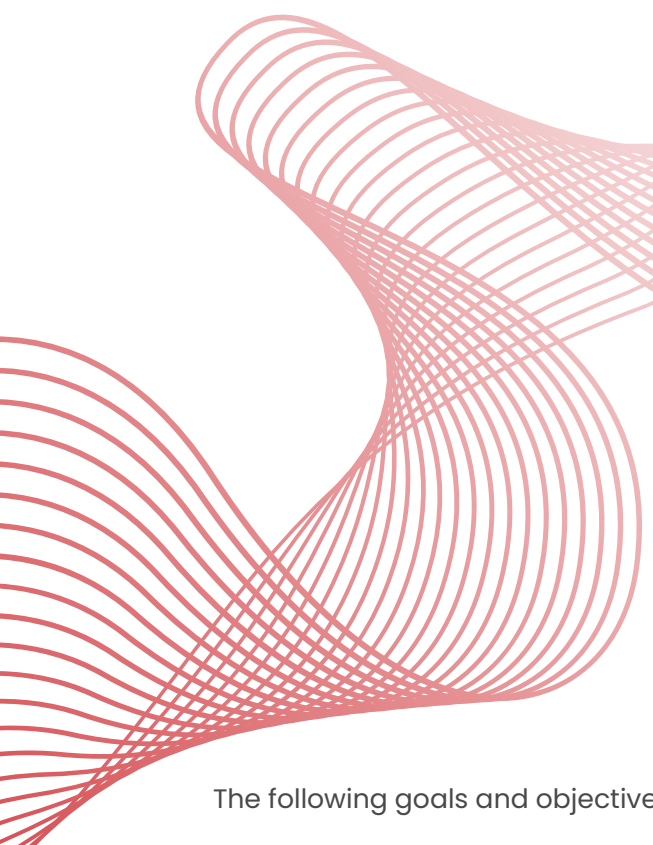
Reporting to Dr. Alan Kaplan, the CEO of UW Health, direct reports include: System VP/General Counsel, Legal Operations, Risk & Regulatory, System VP/Deputy General Counsel Corporate Affairs and Legal Services Supervisor.

Responsibilities

- Serve as the chief legal advisor to the CEO, Board of Directors, and executive leadership team, providing strategic counsel on legal, governance, regulatory, operational, and business matters affecting UW Health.
- Lead and oversee the Office of Corporate Counsel, including Legal Services, Corporate Governance, Risk Management, and Workers' Compensation, ensuring alignment with UW Health's mission, values, and strategic priorities.
- Support the effectiveness of the Board of Directors and its committees by advising on governance matters, ensuring compliance with board policies and practices, and serving as Secretary to the Board.
- Establish vision, strategy, culture, and operational priorities for the legal and risk management functions, ensuring resources, systems, and processes support UW Health's long-term success.
- Partner with executive leadership to help shape organizational strategy, define key initiatives, and support transformational efforts that advance UW Health's clinical, academic, research, and growth objectives.

- Provide legal and strategic guidance on complex healthcare matters, including regulatory compliance, labor and employment issues, physician enterprise operations, transactions, affiliations, partnerships, mergers and acquisitions, and enterprise risk management.
- Develop and implement integrated systems, processes, and operational frameworks that enhance efficiency, collaboration, accountability, and service excellence across the legal function.
- Advance a culture of quality, safety, innovation, and continuous improvement while ensuring legal operations effectively support world-class patient- and family-centered care.
- Serve as a highly collaborative member of the executive leadership team, demonstrating transparency, integrity, accountability, and a commitment to organizational success.
- Build, develop, and mentor a high-performing team while fostering an inclusive culture that attracts, retains, and empowers exceptional talent.
- Represent UW Health with key external stakeholders, including academic, governmental, community, and industry partners, building trusted relationships that advance the organization's mission and strategic priorities.
- Ensure the legal function delivers timely, practical, and business-focused counsel that enables informed decision-making while safeguarding the long-term interests and viability of the organization.



A decorative graphic consisting of multiple thin, red, wavy lines that flow from the top left towards the center, creating a sense of movement and depth.

GOALS AND OBJECTIVES

The following goals and objectives have been identified as priorities for this position:

- **Serve as a trusted strategic advisor to the CEO, Board of Directors, and executive leadership team**, providing practical, business-oriented legal counsel that supports UW Health's mission, growth strategy, and organizational priorities.
- **Strengthen and advance UW Health's legal, governance, and risk management infrastructure**, ensuring the organization is well-positioned to navigate an increasingly complex healthcare, regulatory, and reimbursement environment.
- **Enhance collaboration and alignment across UW Health and its academic partners**, fostering strong relationships that support the organization's clinical, educational, research, and operational objectives.
- **Lead legal strategy for organizational growth initiatives**, including affiliations, partnerships, joint ventures, and potential mergers and acquisitions, while balancing innovation, opportunity, and risk.
- **Provide executive leadership on labor and employment matters**, helping UW Health proactively address workforce challenges, labor relations issues, and evolving union activity.
- **Further develop the Office of Corporate Counsel as a high-performing strategic business partner**, ensuring timely, solutions-oriented legal support that enables efficient decision-making across the enterprise.
- **Optimize legal resource deployment and operational effectiveness**, leveraging internal talent, technology, and external counsel where appropriate to improve responsiveness, scalability, and value.
- **Support and strengthen enterprise-wide governance practices**, ensuring alignment between organizational strategy, board responsibilities, regulatory requirements, and institutional policies.
- **Build, mentor, and develop a talented legal and risk management team**, fostering a culture of collaboration, accountability, service excellence, and continuous improvement.



CANDIDATE QUALIFICATIONS

Education/Certification

- Juris Doctorate (J.D.) degree required.
- Eligible for admission to the Wisconsin State Bar and Illinois State Bar. A license to practice law in Wisconsin and Illinois within six (6) months of hire.
- Advanced degree in relevant area, e.g., MBA, MHA preferred.

Knowledge and Work Experience

- Minimum 15 years of progressive executive leadership experience, preferably in a large, customer service-driven healthcare system with an extensive knowledge and ability to advise on the regulatory and legal issues governing the provision of healthcare, and all aspects of the operations and corporate requirements of UW Health.
- Minimum of 15 years of legal experience in healthcare. Experience (in-house and/or law firm) in providing sophisticated legal representation to not-for-profit corporations and healthcare providers.
- Five plus years in a senior leadership role in one or more of the areas that are under the direction of this position.
- Career of progressively higher-level leadership roles in multiple types of hospitals and health care organizations
- Experience as in-house counsel in an academic medical center.
- Work experience in a multi-hospital system or integrated delivery system
- Broad-based knowledge of the full scope of operations in an accredited academic medical center or primary teaching hospital of comparable size and scope to UW Health
- Additional experience in a leadership role in ambulatory care and a physician practice

Required Knowledge, Skills, and Abilities

- Success in leading diverse and highly capable teams responsible for the delivery of excellent legal services. Strong track record and capacity to mentor others in leadership skills, style and philosophy.
- Be immediately recognizable as a leader, possessing outstanding communication, listening and interpersonal skills and the ability to quickly establish credibility and rapport with a broad set of senior executives and staff; demonstrate a strong understanding of industry and technology trends.
- Experience in organizations where continuous improvement has been part of the company's fabric.
- Extensive experience leading seasoned executives in diverse disciplines.
- Superior communication and people skills; unquestionable ethics, honesty and integrity in professional, business, and personal dealings.
- A proven track record of success in leading an organization to consistent financial and operations success.
- Leverage systems thinking and best practice orientation to identify innovative opportunities to work smarter; build ownership for change.
- A strategic business partner; proactive and visionary in his/her approach.
- Strong relationship building skills, with senior leadership, physicians and staff
- Open, honest and transparent leadership style
- Intellectual curiosity, creativity and strategic thinking skills, coupled with strong management capabilities.



THE COMMUNITY

Madison, Wisconsin

Wisconsin's state capital, Madison, is located 80 miles west of Milwaukee and 142 miles northwest of Chicago. *National Geographic* named Madison one of the "Top Happiest Cities in the World," and *Forbes* named Madison one of the "Most Livable Cities in America." The area is well known for its lakes, parks, rolling hills, year-round recreation, strong schools, and diversity of entertainment, nightlife, and culture.

Surrounding Madison is the city of Monona, and the villages of Maple Bluff and Shorewood Hills. Madison shares borders with its largest suburb, Sun Prairie, and three other communities, Middleton, McFarland, and Fitchburg. The city's boundaries also approach the villages of Verona, Cottage Grove, De Forest, and Waunakee.

Madison is sometimes described as The City of Four Lakes, comprising the four successive lakes of the Yahara River: Lake Mendota, Lake Monona, Lake Waubesa, and Lake Kegonsa. A fifth smaller lake, Wingra, is within the city and connected to the chain by Wingra Creek. Downtown Madison is located on an isthmus between Lakes Mendota and Monona.

Wisconsin state government and the UW-Madison are two of the region's largest employers. However, Madison's economy is evolving from government-based to consumer-based services and high technology, particularly in the health, biotechnology, and advanced manufacturing sectors, including Epic Systems Corp. and American Family Insurance.

Madison boasts a vibrant arts and cultural community. The Orpheum Theatre, Majestic Theatre, Monona Terrace, Memorial Union Terrace at UW-Madison, and the Overture Center for the Arts are among Madison's premier venues for live music and theater performances.

Museums include the UW-Madison's Chazen Museum of Art (formerly the Elvehjem), Wisconsin Historical Museum, Wisconsin Veterans Museum, Madison Children's Museum, and the Madison Museum of Contemporary Art. There are many independent art studios and galleries. Madison also has one of the world's major entertainment industry archives at the Wisconsin Center for Film and Theater Research, part of the Wisconsin Historical Society.





PROCEDURE FOR CANDIDACY

Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting UW Health with this recruitment, preferably via e-mail, to: tkaufmann@wittkieffer.com

Werner Boel, LL.M.

Senior Partner and Practice Leader
Legal and Compliance

678-302-1559

wernerb@wittkieffer.com

Jason Petros

Executive Partner & Solution
Leader, Global Search

630-575-6156

jasonp@wittkieffer.com

Taeler Kaufmann

Senior Associate

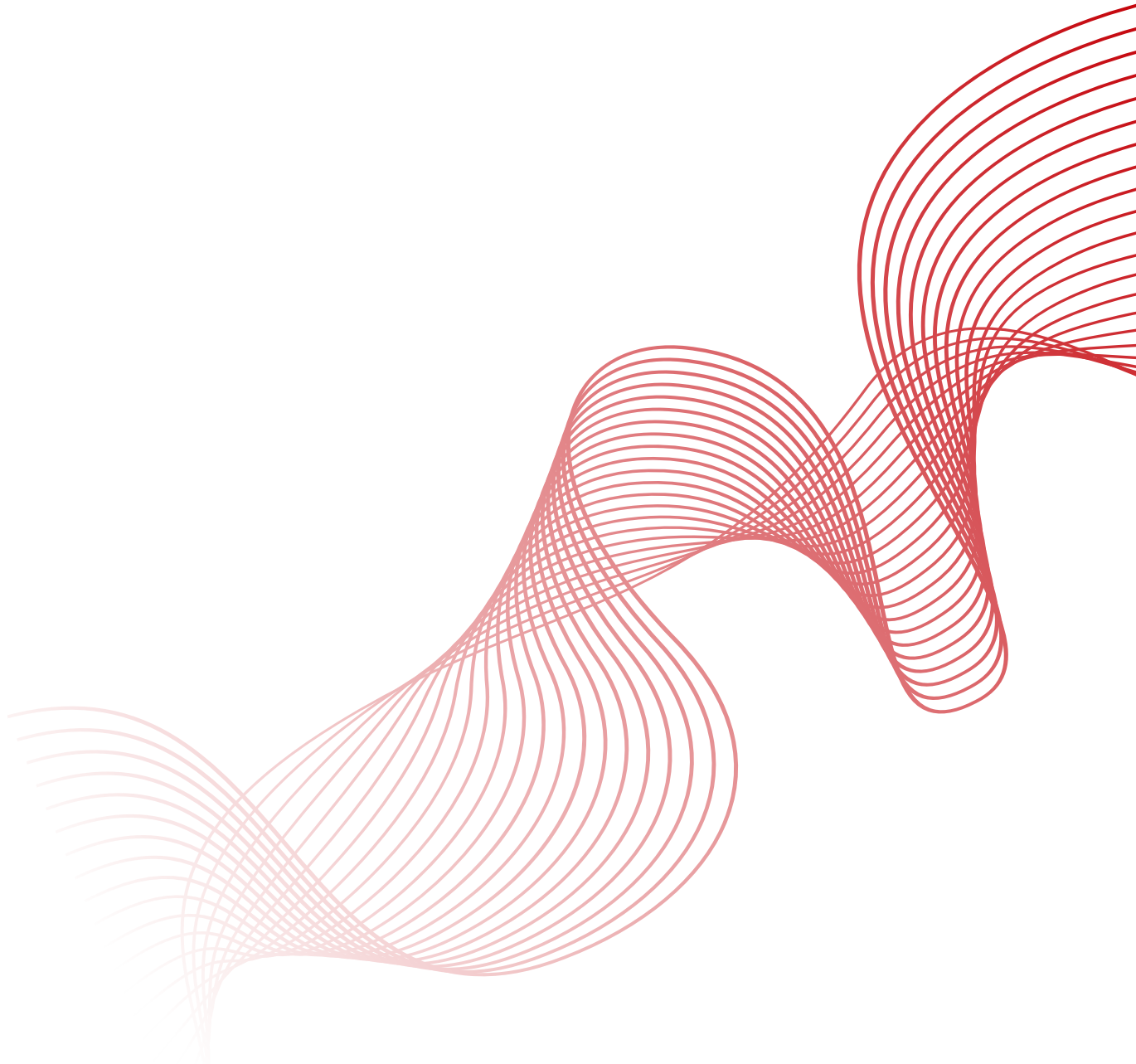
630-575-6157

tkaufmann@wittkieffer.com

UW 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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from UW Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from UW Health and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and leadership advisory firm developing impactful leadership teams for organizations that improve quality of life. We work exclusively with organizations in healthcare, science and education—the Quality of Life Ecosystem. Leveraging our unwavering focus on this complex ecosystem, we amplify clients’ ability to succeed through a deep understanding of the factors that influence leadership needs, capabilities and culture. Through our executive search, interim leadership and leadership advisory solutions, we strengthen organizations that make the world better. WittKieffer is proud to be 100 percent employee-owned.

Visit [WittKieffer.com](https://www.wittkieffer.com) to learn more.

