



Chief Strategy Officer

LEADERSHIP PROFILE

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WittKieffer



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THE OPPORTUNITY

Billings Clinic-Logan Health (BC-LH) seeks a visionary and collaborative executive to serve as its inaugural Chief Strategy Officer (CSO). Reporting directly to the Chief Executive Officer (CEO), this newly created position represents a unique opportunity to help shape the future of Montana's largest independent health system and advance a model of healthcare delivery designed specifically for the needs of rural and frontier communities. BC-LH has established a unified mission, vision, values, strategic roadmap, and balanced scorecard and is positioned to build upon this foundation through disciplined strategic execution, thoughtful growth, and deeper organizational alignment.

BC-LH is committed to ensuring that geography does not determine access to exceptional healthcare. The organization believes that patients across Montana, northern Wyoming, and the surrounding region should have access to the highest-quality care possible while remaining connected to their local communities whenever appropriate. This commitment requires more than growth and scale. It requires innovative thinking, effective partnerships, and a long-term commitment to strengthening healthcare delivery across a vast and geographically diverse region. The newly integrated health system is now home to a network of 25 hospitals in two states (including 16 affiliate hospitals), over 9,000 employees, and a sprawling clinic system covering 80 specialties. Today, the system is a \$2 billion net revenue operation.

The CSO will play a pivotal role in helping BC-LH define and execute its next chapter. The organization is not pursuing growth through consolidation or centralized control. Rather, it seeks to leverage the strengths of a unified health system while preserving the local governance, community relationships, and independence that allow affiliated organizations to thrive. BC-LH is pursuing the benefits of systemness, not standardization, and believes that the future of healthcare is built through partnerships, collaboration, and shared purpose. The successful candidate will help translate that philosophy into a sustainable strategic framework that supports local communities while strengthening the health system as a whole.

The ideal candidate will combine rigorous strategic thinking with humility, political acumen, and exceptional relationship-building skills. This leader will be energized by the opportunity to connect stakeholders across Montana, identify new opportunities to improve access and outcomes, and help ensure that exceptional healthcare remains available close to home for generations to come.

ORGANIZATION OVERVIEW

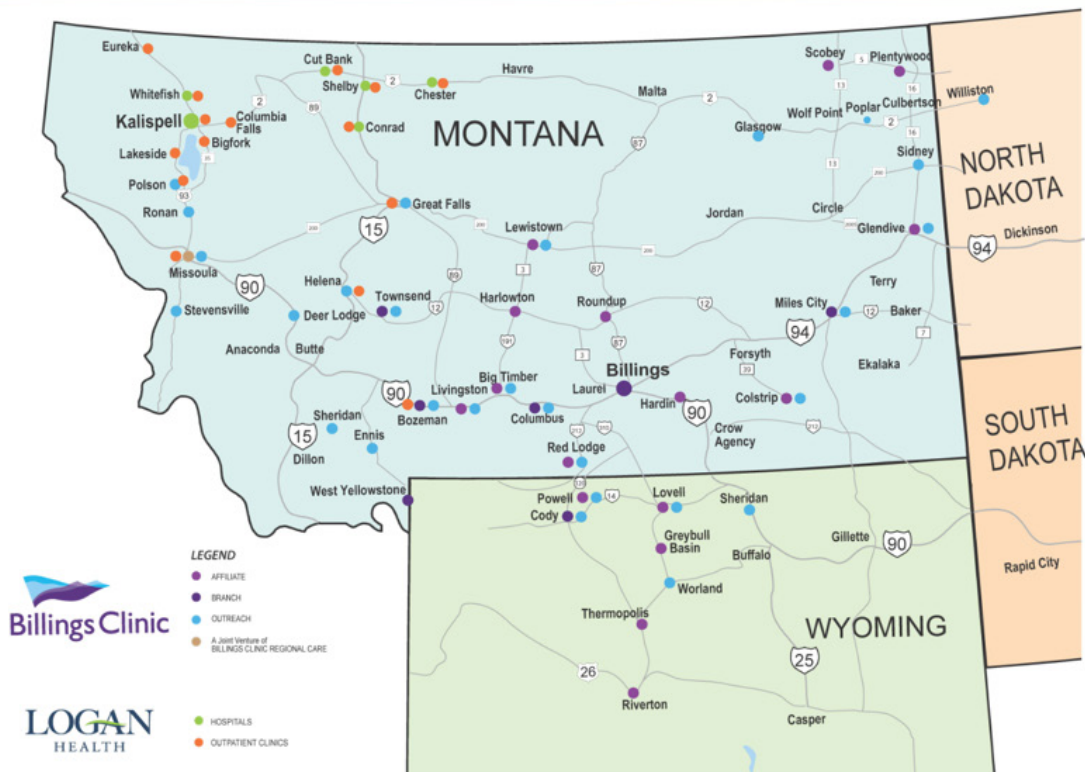
Billings Clinic – Logan Health (BC-LH) is a unified not-for-profit, Montana-based, independent health system focused on keeping patients and families close to home. The combined system serves Montana, northern Wyoming, and the western Dakotas.

With annual revenue of approximately \$2 billion, BC-LH encompasses 25 hospitals, including 16 regional partnerships with critical access hospitals and clinics. More than 9,000 employees, including 1,200 physicians and advanced practice providers practicing in 80 specialties, work together to provide patients, and their families, with a positive, proactive, patient-centered experience through innovative and effective approaches to high quality, safe health care. Annually, BC-LH provides 2.1 million clinical visits, 50,000 surgeries, and approximately 1700 air transports.


Billings Clinic


LOGAN
HEALTH

At a Glance



With strength in unity, Billings Clinic – Logan Health is positioned to adapt more robustly to the rapid and often-significant changes in today's health care environment. The health system is committed to sustaining and growing its services to meet the needs of the communities it serves.

Billings Clinic – Logan Health continues to integrate its legacy organizations and is advancing "system-ness" through culture work, integrating Electronic Health Record (EHR) systems, Enterprise Resource Planning (ERP), Group Purchasing Organization (GPO), and other platforms as well as specialty pharmacy, flight, physician cross-coverage, and administrative services. BC-LH has successfully executed multiple performance improvement efforts that have been transformational. In FY 2024, BC-LH developed new system-wide Mission, Vision, and Values; conducted a strategic planning process encompassing system and subsidiary levels; and developed a unified strategic roadmap and balanced scorecard. Efforts in FY 2025 and 2026 include: identifying unified KPIs and tracking these monthly; tied financial incentives to the strategic map, scorecard, and KPIs; and aligned local-level goals with subsidiary and system goals. The organization is finalizing an integrated name and brand which is expected to be released in late 2026.



At a Glance



2.1M

Clinical
Visits



1.15K

Medical
Staff



~50K

Annual
Surgeries



9K

Employees



100

Sites of
Care



172

LTC and
SNF Beds



1.7K

Air
Transports



~\$2B

Annual
Revenue



The core mission is to provide high-quality, compassionate care for all. This applies to patients, their families, employees, and the wider community. The unified system's vision is to "reimagine health care through connection, service and innovation." BC-LH values are: Be kind. Work together. Trust and be trusted. Strive for excellence.

For more information about Billings Clinic-Logan Health, visit:

- <https://www.billingsclinic.com/about-us/>
- <https://www.billingsclinic.com/>
- <https://www.logan.org/>





POSITION SUMMARY

The CSO will lead efforts to identify and oversee the development, implementation, and sustainment of strategies to grow and differentiate BC-LH as Montana's largest independent health system. These strategies may include developing business opportunities to establish partnerships and regional relationships, innovative business models and programs, and payer strategies. This highly visible role will work collaboratively across the organization and externally to enhance the reach of BC-LH. Key to formulating strategies for the long term, the CSO influences others to embrace a broader vision of the organization beyond its present state. As the inaugural leader of this function, the CSO will establish and build the health system's Strategy Office, creating the infrastructure, processes, and capabilities necessary to drive system-wide strategic planning, business development, market intelligence, and execution of high-priority initiatives. The CSO will foster alignment across the health system, translate strategic priorities into measurable action, and build a culture of strategic thinking, innovation, and accountability to support the health system's long-term growth and success.

Reporting Relationships

The CSO reports directly to the CEO, Dr. Clint Seger, and serves as a key member of the executive leadership team. Working closely with the CEO, Board of Directors, physician leadership, and senior executives, the CSO will identify and advance strategic growth opportunities, partnerships, affiliations, service line expansion, and market development efforts that strengthen the organization's position and advance its mission.

Responsibilities

- Lead the planning and development as well as monitor the deployment of business strategies to advance the mission of the organization.
- Monitor near- and long-term market trends as well as emerging need/interests among key stakeholders (e.g. patients, providers, payers, vendors, etc.) to forecast future trends and opportunities that inform strategies.
- Remain current on relevant and contemporary competitive intelligence to identify growth opportunities inside and outside the market area and develop the strategies to achieve that potential.
- Collaborate with senior leaders to develop strategic plans, road maps, and initiatives that align with organizational priorities and monitor/measure performance.

- Ensure strategies are well communicated and translated into actionable and quantitative plans.
- Actively engage senior management throughout the planning and deployment process to ensure alignment.
- Develop, execute, and monitor a planning process that periodically examines BC-LH's vision and strategy and continual progress towards the objectives and strategic priorities.
- Work with individual service line leaders around strategic and tactical planning, providing local market intelligence and relevant measurements, as well as structure and advice about the planning process.
- Use analytic resources to maintain a sense of the BC-LH's market relative to the mission, vision, and strategic goals of the organization. Understand the competitive environment and what it means for growth opportunities.
- Conduct in-depth market research to identify emerging trends, customer insights, and potential disruptions; analyzes competitor activity and assesses market share to identify opportunities and threats; develops strategic responses to market changes and competitive challenges.
- Seek out and evaluate opportunities for a wide variety of business development activities, including clinical affiliations, joint ventures, new businesses, physician partnerships, and consumer facing innovations.



- Oversee the governance and operations of ongoing business relationships and ensure business effectiveness for BC-LH's ventures and partnerships for both clinical and support functions.
- Collaborate with operational leaders to seek out and evaluate best practices that improve the effectiveness and efficiency of clinical programs. Develop a state-wide and national network of strategic thinkers to stimulate conversations about business opportunities.
- Assess organizational needs and build a high-performing strategy team with capabilities spanning strategic planning, business development, market intelligence, analytics, and health system transformation.
- Actively seeks strategic partnerships, collaborations, and alliances to enhance market presence, drive innovation, and leverage shared resources for mutual growth; drives external facing strategies to shape and support policy advocacy work; continually engages with internal and external stakeholders across the organization and local communities to maintain focus on the needs of both the patient population and care providers.
- Leads and implements significant organizational changes, driving innovation, business processes, structure, culture, and technology to enhance and maintain business operations.



Billings Clinic Cancer Center



GOALS AND OBJECTIVES

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

- **Advance a Health System Vision for Rural and Frontier Healthcare**, partner with executive leadership to position Billings Clinic-Logan Health as the premier independent health system serving rural and frontier communities throughout the region. Champion innovative strategies that improve access, quality, sustainability, and community impact while ensuring care remains close to home.
- **Strengthen Systemness Without Sacrificing Local Relevance**, lead efforts that increase coordination, collaboration, and alignment across the health system while preserving the strengths, identities, and community relationships of local organizations. Help create a model where communities benefit from the scale and expertise of a larger system without losing the responsiveness and accountability of local leadership.
- **Evaluate and Execute Strategic Growth Opportunities**, identify, assess, and advance opportunities for growth, partnerships, affiliations, service line expansion, and innovative care models that support the organization's mission and long-term sustainability. Ensure strategic decisions strengthen the health and vitality of the communities served across the region.
- **Build a Best-in-System Strategic Planning Capability**, establish a rigorous, data-driven approach to strategic planning, market intelligence, competitive assessment, and health system performance management. Translate strategic priorities into measurable outcomes and align organizational resources around initiatives that create long-term value.
- **Foster Alignment Across a Diverse Network of Stakeholders**, build trust and alignment among executive leaders, physicians, boards, community leaders, affiliated organizations, and regional partners. Demonstrate the ability to lead through influence and collaboration while balancing health system priorities with local needs and perspectives.
- **Develop a Sustainable Model for Independence and Partnership**, help define and advance a strategic framework that leverages the strengths of a unified health system while maintaining the independence, local governance, and community responsiveness that have made affiliated organizations successful. Identify opportunities to share capabilities, resources, and expertise while avoiding unnecessary centralization.



CANDIDATE QUALIFICATIONS

Education/Certification

- Bachelor's degree in business or health-related field required; Master's degree in Business, Finance, Hospital Administration, or related field preferred.

Knowledge and Work Experience

- Strategic/business development executive with a minimum of 15 years of progressive leadership experience.
- Successful past experience managing complex change initiatives in a healthcare environment required.
- Experience desired as an executive in a networked organization (e.g. many complex partnerships).
- Comfort with working in a collaborative and consensus building environment.
- Demonstrated ability to work effectively with diverse stakeholders that have a broad range of experiences and perspectives.
- Must be a strategic and visionary leader that takes initiative, has the stamina, emotional intelligence and strong interpersonal skills to operate strategically and effectively oversee the tactics in order to help drive and achieve differentiating business results.
- Successful track record of innovation and business development.
- Experience with rural and frontier health preferred.
- Forward thinking with the ability to engage others in casting a broader and focused vision.
- Demonstrated ability to lead highly complex projects to completion and sustainment.
- Able to earn the trust, confidence, and respect of the senior leadership team by listening, learning, and building credible relationships across the organization.
- Expert at effectively pivoting between strategic development and tactical deployment.
- Knowledge of the emerging impact of Artificial Intelligence in healthcare delivery and partnerships.



Leadership Skills and Competencies

- A dynamic, visionary and transformative leader who leads with courage and is not afraid to take measured risks in the achievement of long-term success.
- Adept at communicating throughout the organization and at all levels; translating the strategy to entity and individual role and responsibilities.
- Astute with applying change management principles to effectively lead and navigate ambiguity and uncertainty.
- Adheres to an uncompromising set of ethical and moral principles that are void of self-interest.
- Naturally inquisitive and innovative professional who is contemplative and purposeful.
- Builds high performing teams; develops and mentors talent.
- Is an active listener, attentive to the other person's message, and provides verbal and non-verbal cues signaling their attentiveness and comprehension.
- Able to proactively cultivate new and innovative approaches and solutions to business problems.
- Willing to challenge standard thinking with new ideas, approaches and solutions.
- A courageous leader who is not unduly influenced by the past, politics, culture or bureaucracy.
- Self-directed and able to work independently while being thoughtfully collaborative.
- Highest standards of integrity, ethics and performance.
- Excellent communication skills, written and oral, with the ability to represent the health system externally across a wide range of stakeholders.
- A hands-on leader who is willing to roll up their sleeves and do the work when required.
- Ability to develop, recruit, and retain a high-performing team of accomplished professionals.

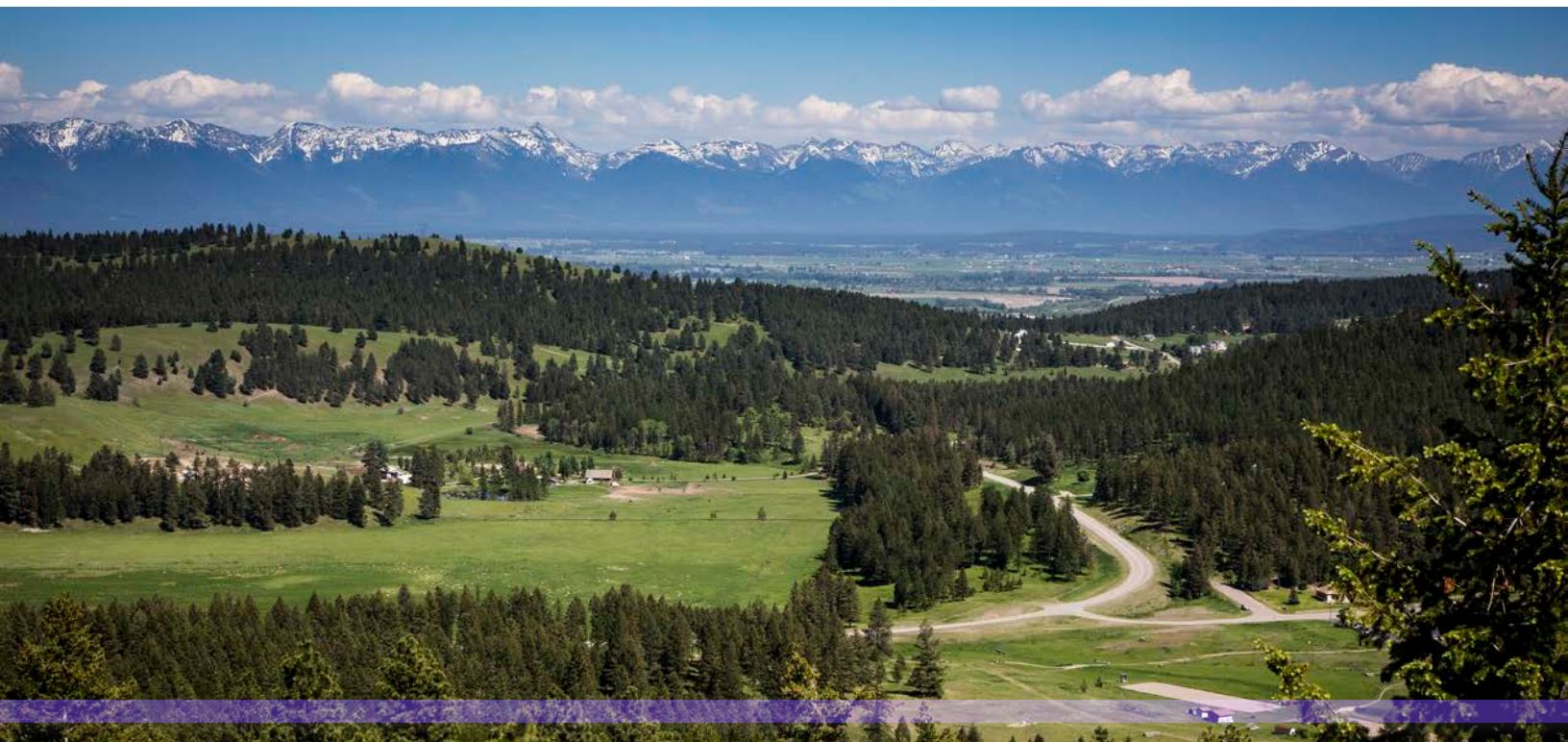
THE COMMUNITY

Kalispell, Montana

Kalispell sits in the heart of the Rocky Mountains in northwestern Montana, approximately 35 miles south of the Canadian border. As the county seat of Flathead County and one of Montana's fastest-growing communities, Kalispell combines the amenities of a thriving regional hub with unparalleled access to some of the nation's most spectacular natural landscapes. The city's population is estimated at approximately 31,800 residents, reflecting remarkable growth of more than 25 percent since 2020.

Just 35 miles east lies the breathtaking wilderness of Glacier National Park, a UNESCO World Heritage Site encompassing more than 1,500 square miles of pristine mountain scenery. Fifteen minutes to the south is Flathead Lake, the largest natural freshwater lake west of the Mississippi River in the contiguous United States, spanning nearly 200 square miles and renowned for its exceptionally clear waters. Surrounding the valley is the expansive Flathead National Forest, encompassing approximately 2.4 million acres of public land and providing habitat for grizzly and black bears, moose, elk, mountain goats, bighorn sheep, wolves, and other wildlife.

Covering more than 5,000 square miles, Flathead County is home to approximately 115,400 residents and remains one of Montana's leading centers of growth. Since 2020, the county has added more residents than any other county in the state and continues to attract newcomers seeking both economic opportunity and an exceptional quality of life. The regional economy is diverse and resilient, supported by healthcare, tourism, manufacturing, technology, education, construction, and a strong small-business sector.





At an elevation of 2,959 feet, Kalispell enjoys four distinct seasons and a comparatively moderate mountain climate. Summers feature warm days, cool evenings, and low humidity. Autumn brings crisp air and vibrant colors, while winters offer abundant opportunities for skiing, snowboarding, snowmobiling, and ice fishing. Spring arrives with blooming wildflowers in the valley and snow-capped peaks still visible on the surrounding mountains. The valley's location between mountain ranges and its abundance of lakes and rivers help moderate seasonal temperature extremes.

Education remains a cornerstone of the community. Kalispell is served by highly regarded public and private schools, Flathead Valley Community College, and nearby higher education opportunities throughout the region. Flathead Valley Community College continues to expand academic and workforce development programs that support the area's growing economy and talent needs.

Arts and culture play a vibrant role in life throughout the Flathead Valley. Local galleries, theaters, festivals, museums, and live music venues showcase the work of regional artists and performers year-round. Residents and visitors enjoy everything from outdoor summer concerts and community theater productions to fine art exhibits and seasonal cultural celebrations.

Recreation opportunities are virtually limitless. Whitefish Mountain Resort, consistently recognized as one of the premier ski destinations in North America, is less than an hour away, while Blacktail Mountain Ski Area overlooks Flathead Lake to the south. The region boasts numerous golf courses, including Kalispell's historic Buffalo Hill Golf Club. Hiking, mountain biking, fishing, boating, kayaking, hunting, camping, paddling, and wildlife viewing are all easily accessible throughout the valley. Glacier National Park alone offers more than 700 miles of hiking trails.

With panoramic views of Glacier National Park and the Whitefish, Swan, and Mission mountain ranges, Kalispell offers a rare combination of natural beauty, economic vitality, and community spirit. The Flathead Valley's welcoming residents, abundant outdoor recreation, growing economy, and unmatched scenery continue to make it one of the most desirable places to live, work, and visit in the American West.

For additional information on Kalispell, MT and the Flathead Valley:

- www.kalispell.com
- www.kalispellchamber.com
- www.discoverkalispell.com
- www.fcvb.org
- <https://www.fs.usda.gov/r01/flathead>

Billings, Montana

Billings, Montana's largest city with a population of more than 121,000 residents, serves as the medical, financial, retail, and commercial hub for a large regional trade area spanning Montana, Wyoming, North Dakota, and South Dakota. Located in the Yellowstone River Valley where the Great Plains meet the Rocky Mountains, Billings is framed by the iconic Rimrocks, dramatic sandstone cliffs that overlook the city, while the Yellowstone River flows along its southern edge.

Billings offers an exceptional quality of life, combining the amenities of a metropolitan center with immediate access to some of the nation's most spectacular outdoor recreation destinations. Residents are within driving distance of Yellowstone and Glacier National Parks and enjoy year-round opportunities for hiking, mountain biking, fly-fishing, rafting, skiing, snowmobiling, hunting, and camping. The city experiences more than 200 days of sunshine annually and benefits from a generally moderate climate relative to many northern regions.

The community is known for its affordability, short commute times, family-friendly neighborhoods, and strong educational opportunities. The average commute is approximately 16.5 minutes, significantly below the national average, allowing residents to spend less time in traffic and more time with family and enjoying the outdoors. The city boasts highly connected infrastructure, strong public and private school options, and a growing population attracted by both career opportunities and lifestyle advantages.

Billings continues to maintain one of the strongest economies in Montana. Health care, financial services, professional services, construction, retail, and tourism are major economic drivers. Billings generates approximately 20 percent of Montana's GDP and serves a regional population of more than 650,000 people.

Downtown Billings has experienced significant revitalization in recent years, featuring an expanding mix of restaurants, breweries, entertainment venues, public art, and locally owned businesses. The city hosts numerous cultural events, concerts, sporting events, and conventions throughout the year. Attractions such as ZooMontana, the Yellowstone Art Museum, Alberta Bair Theater, local theater companies, art and music venues, and the vibrant downtown historic district contribute to a dynamic community atmosphere. Tourism also plays a major role in the local economy, with Billings welcoming more than 2.6 million visitors annually.

For residents and visitors alike, Billings offers a unique blend of economic opportunity, outdoor adventure, and community connection, making it one of the most attractive places to live and work in the Rocky Mountain West.

For additional information on Billings, please access the following websites:

- <http://ci.billings.mt.us/>
- <http://www.billingschamber.com/>





PROCEDURE FOR CANDIDACY

Please direct all nominations and applications to Jason Petros, Trey Wilson, and Angela Raphael via email at araphael@wittkiever.com.

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Leader, Global Search

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Angela Raphael

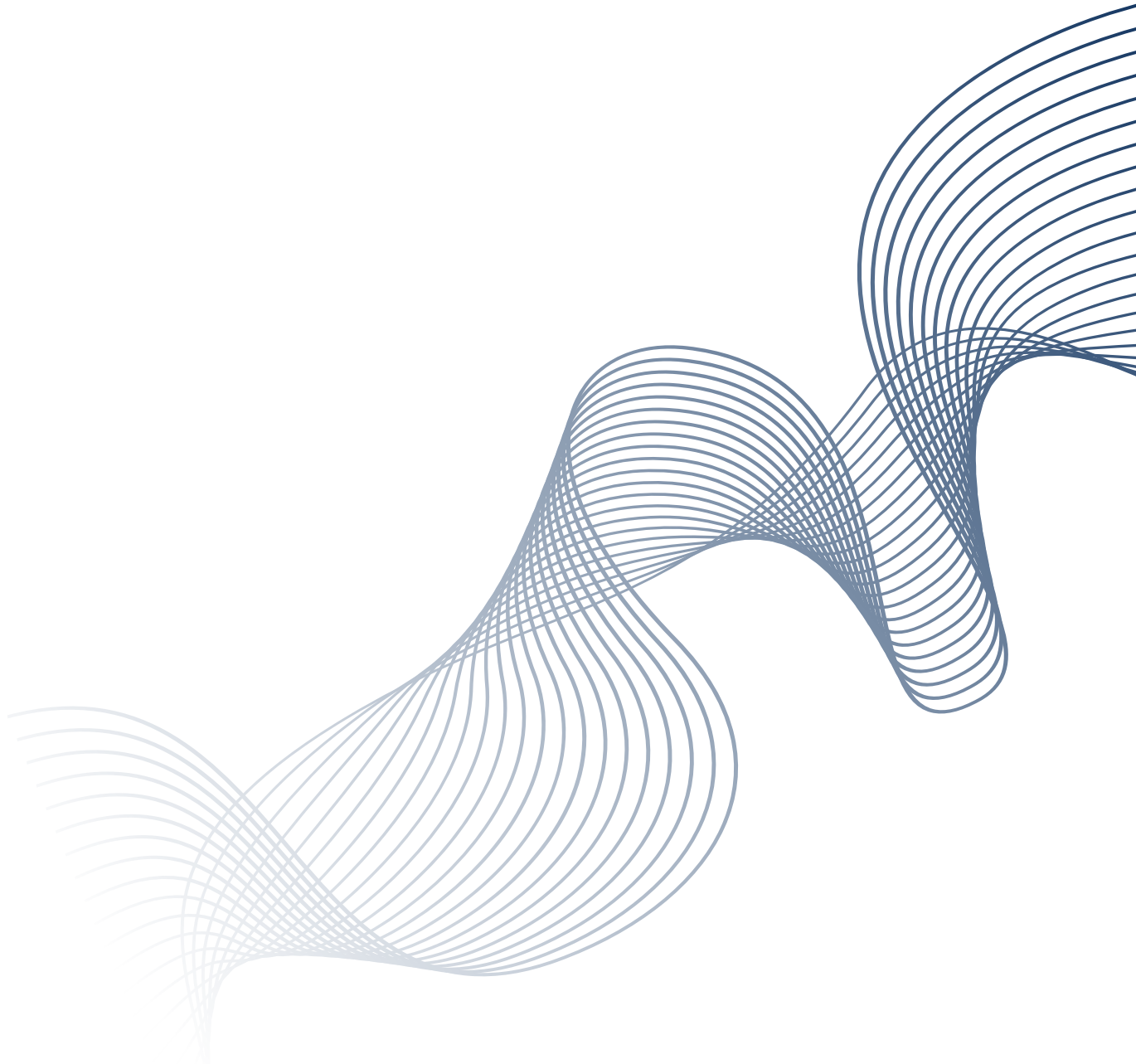
Senior Associate

araphael@wittkiever.com

Billings Clinic - Logan Health, as an equal opportunity employer, our policies and processes are designed to achieve fair and equitable treatment of all employees and job applicants. All employees and job applicants will be provided the same treatment in all aspects of the employment relationship, regardless of race, color, religion, sex, gender identity, sexual orientation, pregnancy, marital status, national origin, age, genetic information, military status, and/or disability.

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