

A large, decorative graphic on the left side of the page consists of numerous thin, white, curved lines that overlap and flow from the top left towards the bottom right, creating a sense of movement and depth against a dark teal background.

Vice President, Strategy & Business Development Greater Silicon Valley Division

LEADERSHIP PROFILE

August 2026

Prepared by: Mark Andrew, Molly Solomon

WittKieffer

Contents

The Opportunity 1

Organization Overview..... 2

Position Summary 6

Goals and Objectives..... 8

Candidate Qualifications 9

The Community 12

Procedure for Candidacy 14

The Opportunity

Sutter Health's Greater Silicon Valley (GSV) Division is seeking a seasoned Strategy and Business Development executive to lead the Division's strategic direction and growth initiatives. This is an excellent opportunity for a forward-thinking, visible leader to be part of the growth and transformation of the largest ambulatory program within Sutter Health in one of the most economically vibrant regions in the world.

With annual revenue of \$4.5 billion—of which the Palo Alto Medical Foundation (PAMF) contributes nearly \$3.5 billion—GSV represents the largest ambulatory care program within Sutter Health. PAMF is one of the premier medical groups in the country with nearly 3,000 providers and an extensive ambulatory footprint. To support the region's continued expansion, Sutter has committed \$1 billion in capital investments aimed at significantly enhancing healthcare services across the area.

The GSV Division has a broad ambulatory footprint extending north from Burlingame, south through Palo Alto, San Jose, and Santa Cruz. It also extends to the East Bay through Fremont and Alameda, and east to Livermore. Across that geography, PAMF is divided into five divisions, which include:

1. Alameda (East Bay) Division
2. Camino (South Bay) Division
3. Palo Alto Division
4. Mills Peninsula Division
5. Santa Cruz Division

The Vice President, Strategy (VP) is accountable for the overall strategic growth objectives of the GSV Division as well as developing and setting geographic division strategic direction and cascading enterprise system strategy, in partnership with the Divisional Leadership Team (includes Division CEO, CMO, and CFO). The VP has overall responsibility for growth, delivery system and physician development initiatives related directly to growth-oriented strategic initiatives, service line strategic planning and business development, physician network development and strategy, and strategic partnerships within the GSV Division service area.

The ideal candidate will be a seasoned leader who is mission-driven with a track record of demonstrated success in working directly and collaboratively with physicians and other senior executives, both inside and outside the organization. This individual's leadership style will be proactive, results-oriented, and demonstrate a history of achieving positive outcomes in complex, changing, and multifaceted environments.

This is an exciting time to join a rapidly growing and dynamic division within a high-quality health system that is operating extremely well, has an exceptional reputation, and is ideally positioned for transformation in the care delivery system.

Organization Overview

Sutter Health

Headquartered in Sacramento, California, Sutter Health is one of the largest not-for-profit health care systems in the United States. It has a strong history and heritage of serving communities in Northern California. Sutter Health's entities or predecessor organizations have been caring for patients for more than 100 years. Sutter Health relies on the dedication of more than 12,000 physicians and clinicians, and more than 63,000 employees, including 15,000 nurses, to deliver integrated care to 3.6 million patients.

Today, Sutter Health consists of 27 acute care facilities with more than 3,800 beds, more than 300 medical foundation clinics and urgent care sites, 37 ambulatory surgery centers, and a home health division with more than 700,000 annual visits. Sutter Health also has 19 accredited Graduate Medical Education programs and invests \$60 million annually in research and clinical trials development. For the fiscal year ending December 31, 2025, Sutter Health had total revenues of more than \$19 billion. Sutter Health is organized into five distinct divisions. It has invested in infrastructure to reshape healthcare in Northern California, including Home Health, Care Coordination, a Sutter-owned health plan, and investments in physician/system joint ventures. It is pursuing a diversification strategy into related healthcare businesses that will position the system for success in a rapidly changing environment, where the system will take financial risk for the total cost of care provided.



Serving more than 100 communities of Northern California, from the Oregon border to the San Joaquin Valley, and from the Pacific Coast to the Sierra Foothills, Sutter Health is a regional leader in cardiac care, cancer treatment, orthopedics, obstetrics, and newborn intensive care, and is a pioneer in advanced patient safety technology. Sutter Health invested more than \$10 billion in the past decade to build and improve healthcare facilities and launch cutting-edge technologies. As a not-for-profit, Sutter Health values giving back and has reinvested more than \$8 billion over the past 10 years to provide care for patients in need and to support community health programs. Sutter Health cares for more low-income Medi-Cal patients in Northern California than any other health system and proudly funds and partners with community programs to help ensure those in need have access to care and social services.

Sutter Health has a multi-year strategy to guide efforts to make healthcare more personalized, accessible, and affordable for all. Sutter Health is moving forward with a bold strategy to change the care model in the best interests of patients, clinicians, employees, and communities. Guided by its mission, vision, and values, the transformation will focus on three main categories. The first is a focus on expanding access by partnering with local employers to offer compelling, affordable, and differentiated products, deliver more effective care to their Medicare patients, and increase community access for Medi-Cal patients. The organization will also focus on providing more personalized, affordable care by partnering with clinicians to develop ambulatory practices of the future and create "new front doors" to serve patients where and how they want to receive care. This includes evolving services to meet the unique needs of the patient population served and delivering those services at market-competitive prices that reflect the organization's commitment to long-term affordability. Finally, Sutter Health will transform its operating environment by engaging clinicians in new ways to promote alignment and change throughout the organization, and by cultivating a "safety first culture" to create a high-reliability organization and bring more joy to those receiving and giving care.

Mission, Vision, and Values

Sutter Health Mission: Enhance the well-being of people in the communities they serve through a not-for-profit commitment to compassion and excellence in healthcare services.

Sutter Health Vision: Leads the transformation of healthcare to achieve the highest levels of quality, access, and affordability.

Sutter Health Values:

- Excellence and Quality — Exceed customer expectations by delivering premier clinical quality and maintaining the highest levels of safety
- Innovation — Continually create, seek out, and adopt new ways of providing value to customers, rapidly moving from idea to execution
- Affordability — Deliver healthcare efficiently by using resources responsibly
- Teamwork — Recognize that the power of combined efforts exceeds what one can accomplish individually, and are accountable to each other and the customers
- Compassion and Caring — Treat those they serve and one another with concern, kindness, and respect
- Community — Work to understand and best serve the diverse needs of the communities
- Honesty and Integrity — Act openly and truthfully in everything they do

Financial Performance

For the fiscal year ending December 31, 2025, Sutter Health had total revenues of \$19.7 billion. Financial Performance at Sutter Health has historically been strong, with recent annual operating cash flow exceeding \$1 billion. The organization has \$8.7 billion of cash and investments and more than \$5 billion of long-term debt. Sutter Health is rated A+ by Standard & Poor's and Fitch Ratings and A1 by Moody's with stable outlooks.

Sutter Health has recently reorganized into five distinct Divisions to achieve broader community presence and greater impact within those communities. Sutter patients can access high-quality, coordinated care across their entire network, and they are expanding access to services in each division as they recruit more physicians and clinicians into the network and open 25 new ambulatory care centers across their California footprint by 2027.

Sutter Health has invested in infrastructure to reshape healthcare in Northern California, including Home Health, Care Coordination, a Sutter-owned Health Insurance company, Sutter Health Plus, and investments in over 30 physician/system joint ventures. It has a diversification strategy into related healthcare businesses that will position the system for success in a rapidly changing environment, in which the system has taken on financial risk for the total cost of care provided.

Sutter Shared Services serves as a central hub that brings together multiple business service departments under one roof, allowing employees to collaborate, follow best practices, and efficiently use the latest technology. Sutter Shared Services has more than 2,500 employees across six business lines: Customer Contact Center, Finance, Revenue Cycle, Supply Chain, Biomedical Equipment, and Credentialing Verification.

Awards and Recognition

The doctors, hospitals, and other healthcare services of the Sutter Health network provide a consistent level of exceptional, personalized care to patients. The Sutter Medical Network includes many of California's top-performing, highest-quality physician organizations. Sutter-affiliated hospitals often receive awards for the quality of care they provide, including cardiac care, women's and children's services, cancer care, orthopedics, and advanced patient safety technology.

Sutter Hospital Campuses Earn Five-Star Rating from CMS

Seven hospitals within the Sutter Health network have earned five stars—the highest ranking possible—as part of The Centers for Medicare and Medicaid Services (CMS) Hospital Quality Star Rating for 2022, including:

- Mills-Peninsula Medical Center
- Novato Community Hospital
- Sutter Amador Hospital
- Sutter Auburn Faith Hospital
- Sutter Medical Center, Sacramento
- Sutter Santa Rosa Regional Hospital
- Sutter Tracy Community Hospital



Only 13.8 percent of the 3,121 hospitals evaluated nationwide received a five-star rating. Eighty-six percent of Sutter Health hospital campuses ranked with ratings of five, four, or three stars, with an average of 3.71 stars across the not-for-profit network. The national average for all hospitals ranked is three stars.

19 Sutter Health Affiliates Earn Recognition as Leaders in LGBTQ Healthcare Equality

Nineteen affiliates within Sutter Health's not-for-profit network earned recognition as a "Leader in LGBTQ Healthcare Equality" by the Human Rights Campaign Foundation (HRC), the educational arm of the country's largest lesbian, gay, bisexual, transgender, and queer (LGBTQ) civil rights organization. The annual survey, conducted by the Healthcare Equality Index (HEI), recognizes facilities that meet key criteria, including foundational elements of LGBTQ patient-centered care, LGBTQ patient services and support, employee benefits and policies, and LGBTQ patient and community engagement.

Six Sutter Medical Network Organizations Achieve IHA Top Quality Honors

Integrated Healthcare Association (IHA) has recognized six [Sutter Medical Network \(SMN\)](#) organizations for reaching a high level of quality care for Medicare Advantage patients. SMN consists of the Sutter medical foundations, its exclusively contracted medical groups, and contracted independent practice associations. These organizations agree to work collaboratively with the goal of achieving sustainable, high-quality outcomes and services at an affordable price.

Sutter Health Design & Innovation

Led by Sutter Health's first-ever Chief Innovation Officer, the not-for-profit network embraces a human-centered design approach to develop new product and service experiences, forge strategic partnerships with cutting-edge

startups and technology companies, and help create a culture of innovation across the organization. Sutter Health's Design & Innovation Team has helped bring creative collaborations to life with Augmedix, OpenIDEO, Lyft, and Velano Vascular, to name a few.

For additional information on Sutter Health, visit: www.sutterhealth.org

Position Summary

The VP, Strategy reports to the Executive Vice President, Chief Strategy & Growth Officer (CSGO) for Sutter Health, ensuring that all Silicon Valley Division growth initiatives are in keeping with Enterprise Strategy and system strategic plans and growth initiatives in support of a “One Sutter” integrated delivery network. The VP will have dotted line accountability to the President of the GSV Division as well as the CEO of Palo Alto Foundation Medical Group. The VP, Strategy is a member of the Division Leadership Team, which includes the Division Chief Executive Officer, Chief Medical Officer, and Chief Financial Officer.

The VP, Strategy supports the CSGO by maintaining effective relationships with the Divisional Leadership Team, medical group and staff leadership, Sutter Health leadership, and community physician leaders. The VP, Strategy will support the Operating Unit Board and sub-committee structure, representing the Division Leadership Team on certain strategy/growth presentations for Board approvals.

The VP, Strategy provides mentoring and oversight to assigned staff to ensure effective management of projects and achievement of intended results. Engagement deliverables will result in practical, significant, and measurable improvements in quality, service and efficiency across the organization and drive the growth agenda to serve more patients within the GSV Division service area. The VP, Strategy also looks to complete the care delivery network where there are gaps in service and builds collaborative relationships with regional and system leaders, entity management teams, physician leaders, and project resources including consultants, contractors, and other vendors.

The VP, Strategy monitors patient and community access to care and develops growth plans in keeping with the needs of patients served by the Area, in partnership with medical groups, clinical operational teams, area operational leadership and clinical service lines. The VP, Strategy is also responsible for cascading system strategic priorities set by the System Executive Leadership Team. In conjunction with the Area Geographic Leadership Team, the VP, Strategy is responsible for positioning Sutter Health assets within the Silicon Valley Division to support the provision of patient care and health and wellness in the community. In addition, the VP, Strategy must help to integrate systemwide clinical service lines to ensure that our patients are collectively provided with the best care, in the right location, by the right team.

Responsibilities

- Build and maintain strong relationships with physicians, team members, and community partners.
- Lead change management efforts to adapt to evolving healthcare trends and organizational needs. Represent the division as a visible and engaged leader, modeling Sutter Health's values, and champion innovation.
- Partners with physician leaders to include planning, development, and implementation of key initiatives. Communicates effectively with physician leaders to ensure positive partnerships.
- Assists in the development and implementation of strategic planning efforts to ensure growth and diversification of services within the GSV Division. Develops business plans and programs in support of the strategic plans, and coordinates with service line leadership on the overall strategy and direction.
- Collaboratively develops strategic priorities to make best use of available resources and optimize the effectiveness of strategic efforts.
- Understands and advances the key areas of sustainable competitive advantage for Sutter Health to help it remain a leader in its market.

- Oversees, in collaboration with the CSGO and the Divisional Leadership, the development of key measures of performance and goals against benchmarks for strategic initiatives. Develops a regular cadence of reporting and an accountability structure to promote attainment of those goals.
- Works 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.
- Uses analytic resources to maintain a sense of the GSV market relative to the mission, vision, and strategic goals of the organization. Understands the competitive environment and what it means for growth opportunities.
- Seeks out and evaluates opportunities for a wide variety of business development activities, including clinical affiliations, joint ventures, new businesses, physician partnerships, divestitures, and consumer facing innovations.
- Pursues opportunities to grow revenues, increase market share, and improve business performance in priority clinical programs.
- Oversees the planning and implementation phases of both clinical and operational partnerships to ensure they deliver on promised results within the metrics of their business plans.

Goals and Objectives

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

- Establish personal and professional credibility with physicians, System and Division leadership, leaders of Palo Alto Foundation Medical Group, employees, and the community based on trust, collaboration, and mutual support; be viewed as highly-engaged, effective, and visible through rounding and in-person interaction
- Partner with the CSGO and Division President and lead the execution and implementation of the strategic plan, translating strategy into business plans and goals.
- Secure stakeholder engagement and drive successful strategy development and translation into execution, growth-oriented business plans and market insights to drive executive decision-making. Develop strategies and processes that will positively impact financial and service line growth across the GSV Division.
- Drive ambulatory growth and integration through alignment with Sutter Health's strategic vision of reaching 1.3 million unique lives served and identify opportunities for growth in new markets.
- In partnership with the Sutter Health and Division leadership, communicate a vision for ambulatory services that preserves and leverages the local alignments, but advances “systemness” and cohesion between the geographically dispersed care sites.
- Lead, mentor, and invest in the professional growth and development of direct reports.

Candidate Qualifications

Education/Certification

- Master's degree in healthcare administration (MHA), business administration (MBA), or public health (MPH), or equivalent education/experience is required.

Experience

- 12+ years' experience in complex managed healthcare environment.
- Consulting experience is beneficial.
- Significant proven senior level healthcare management experience with demonstrated leadership in strategic and business planning, financial planning and analysis, program development and physician development.
- Experienced in project management, development, and facilitation of planning sessions with senior leaders, directors/trustees, management and consultants and proven ability in management/leadership skills.
- Experience engaging and working in a team environment.
- Proven effectiveness in leading the process of large-scale initiatives.
- Experience implementing large-scale/complex/political change initiatives.
- Experience supervising/ managing effective teams.

Leadership Skills and Knowledge

- Knowledge of health care operations/ health care delivery, project management, and quality improvement is required.
- Knowledge of the Northern California healthcare industry, particularly Sutter Health, preferred.
- Demonstrated skills in leading and effectively managing staff and project teams.
- Demonstrated skills in establishing and maintaining effective working relationships with senior management and physicians.
- Must have excellent communication skills, including written, verbal, presentation and interpersonal. Effective facilitation of group process and expertise in project management.
- Must have excellent problem identification, analysis, and resolution skills.
- Must have the ability to create an environment that encourages cooperation, motivation, innovation, and high-performance teamwork.
- Initiative-taker with strong organizational and critical thinking skills and the ability to work with multiple priorities.

- Ability to work effectively with a broad range of physicians, employees, and vendors to manage multiple projects simultaneously.
- Ability to work in a team environment and provide outstanding customer service.
- Demonstrated ability with quantitative and statistical analysis. Ability with descriptive statistics to collect, synthesize, and communicate information in a clear, concise manner for pending proposals and reports affecting a) multi-million-dollar investments of the medical center, b) decisions about the strategic performance of medical center, and c) program effectiveness including physician leadership.
- Must have strong computer skills, including spreadsheet, word processing, database, and presentation software.
- Ability to effectively oversee multiple projects simultaneously as well as manage/ lead/ facilitate large and diverse teams to deliver results within specified timeframes.
- Elevated level of operational thinking/ expertise to understand and analyze healthcare operations quickly and become a trusted advisor.
- Well-developed conceptual, analytical and negotiation skills are necessary, along with strong skills/ experience in creatively solving complex problems, developing actionable recommendations, and effectively strategizing with senior leaders.
- Must be meticulous and self-directed - able to work effectively in a team environment and independently.
- Results driven to drive quantifiable initiative success throughout Sutter Health.
- Demonstrate strong people skills and the ability to cultivate a strong network within Sutter Health to gain trust, respect, and support from senior leaders toward achieving organizational goals.
- Strong action planning skills and ability to manage multiple priorities/ projects simultaneously and meet tight, often conflicting deadlines.
- Exceptional verbal and written communication and presentation skills. Tact, diplomacy, and adaptability.
- The ability to gain cooperation and support through effective use of influence and persuasion– including up to senior leaders - to achieve desired outcomes.
- Demonstrate a strong customer service focus in all decisions and actions.
- Able to maintain an organized approach, clarity of purpose, and goal orientation in a rapidly changing environment involving multiple stakeholders of various levels from throughout the organization.
- Must be an adaptive person, demonstrating the ability to quickly come up to speed related to complex issues.
- Skilled in keeping others focused on the end goal – improving quality of patient care.
- Requires the technical/ process skills to effectively deal with and manage complexity.

- Able to analyze, frame questions and conceptualize the data and decision support tools needed to correlate/drive to desired outcomes.
- Clinical and/ or operational skills in assigned project management areas strongly desired.

The Community



The County of Santa Clara, also referred to as "Silicon Valley", is unique because of its combination of physical attractiveness and economic diversity. With its numerous natural amenities and one of the highest standards of living in the country, the County has long been considered one of the best areas in the United States in which to live and work.

Santa Clara County is a major employment center for the region, providing more than a quarter of all jobs in the Bay Area. It has one of the highest median family incomes in the country, and a wide diversity of cultures, backgrounds, and talents. The County of Santa Clara continues to attract people from all over the world. It has a rich history, ethnic diversity (over 100 languages and dialects are spoken), artistic endeavors, sports venues, and academic institutions.

Silicon Valley is the global center of technology and innovation. The headquarters for several of the world's technological giants to include Google, Yahoo, Meta, Apple, Nvidia, PayPal, Intel, Cisco, eBay and LinkedIn. It is also home to three major universities - Stanford University, Santa Clara University and San Jose State University - as well as excellent community colleges.

The County's population of nearly 1.8 million is one of the largest in the state, accounting for about one-fourth of the Bay Area's total population. There are 15 cities ranging from Palo Alto to Gilroy. San Jose is the largest city in the County, with a population of nearly one million, and is the administrative site of County Government. A significant portion of the county's land area is unincorporated ranch and farmland.

The Mediterranean climate of the region remains temperate year-round due to its geography and proximity to the Pacific Ocean. The area is warm and dry much of the year. In sports and recreation, San Jose is home to teams for professional soccer, minor league baseball, and the San Jose Sharks, the only professional ice hockey team in Northern California. Other local sports teams include the San Jose Earthquakes, San Jose SaberCats, and San Jose Giants. Numerous public and private golf courses are located throughout the County.

Local museums and art galleries include The Tech Museum of Innovation, the Rosicrucian Museum, the Children's Discovery Museum, the San Jose Museum of Art, the Triton Museum of Art, and many others. There are also abundant performing arts venues, including opera, symphony, musical theatre, repertory theatre, concerts, and children's musical theatre.

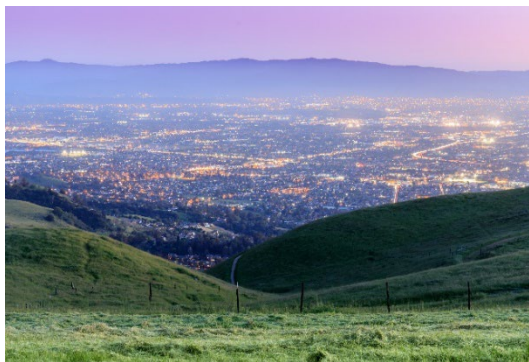
Palo Alto

Palo Alto is in the heart of Silicon Valley, home to Stanford University, and is recognized worldwide as a leader in cutting-edge technological development. It is an award-winning city recognized nationally as innovative and well-managed, one of a small number of California cities with a AAA bond rating. It is home to the corporate headquarters of many world-class companies and research facilities, including VMware, Hewlett-Packard, and Tesla. Palo Alto has a highly educated, culturally sophisticated citizenry that is actively engaged in making a difference locally and globally.

Mountain View

Nestled between the Santa Cruz Mountains and San Francisco Bay, Mountain View is a diverse community, ideally located in the heart of Silicon Valley (10 miles north of San Jose and 35 miles south of San Francisco). At just over 12 square miles, Mountain View is home to approximately 75,000 residents, many nationally and internationally known corporations, and a thriving small business base.

Mountain View prides itself on providing excellent public services and facilities that meet the needs of a caring and diverse community in a financially responsible manner. While leading the region in innovation and ideas, Mountain View remains committed to the traditional values of strong neighborhoods and citizen involvement. Mountain View boasts strong safety and public education records and is considered one of the best places to live in the Bay Area.



Los Gatos



The town of Los Gatos is nestled at the base of the Sierra Azules. It is located approximately 60 miles south of San Francisco, in the southwestern portion of Santa Clara County, where the Santa Clara Valley meets the lower slopes of the Santa Cruz Mountains. Los Gatos retains a mix of residential, commercial, and light industrial uses, continues to maintain its small-town image, and prides itself on being a self-contained community. Over 3,000 businesses serve residents and act as a destination for visitors attracted to its restaurants, hotels, and variety of shops within a pedestrian-oriented downtown setting. The town is also an inclusive community with a full mix of ages, family sizes, and incomes. Los Gatos has many parks and greenbelt areas, as well as a vibrant downtown area, which is listed on the National Register of Historic Places.

For additional information on the community, the following websites may be accessed:

www.sccgov.org

www.mountainview.gov

www.losgatosca.gov

Procedure for Candidacy

Please direct all nominations and applications to Mark Andrew and Molly Solomon via email to msolomon@wittkiewer.com.

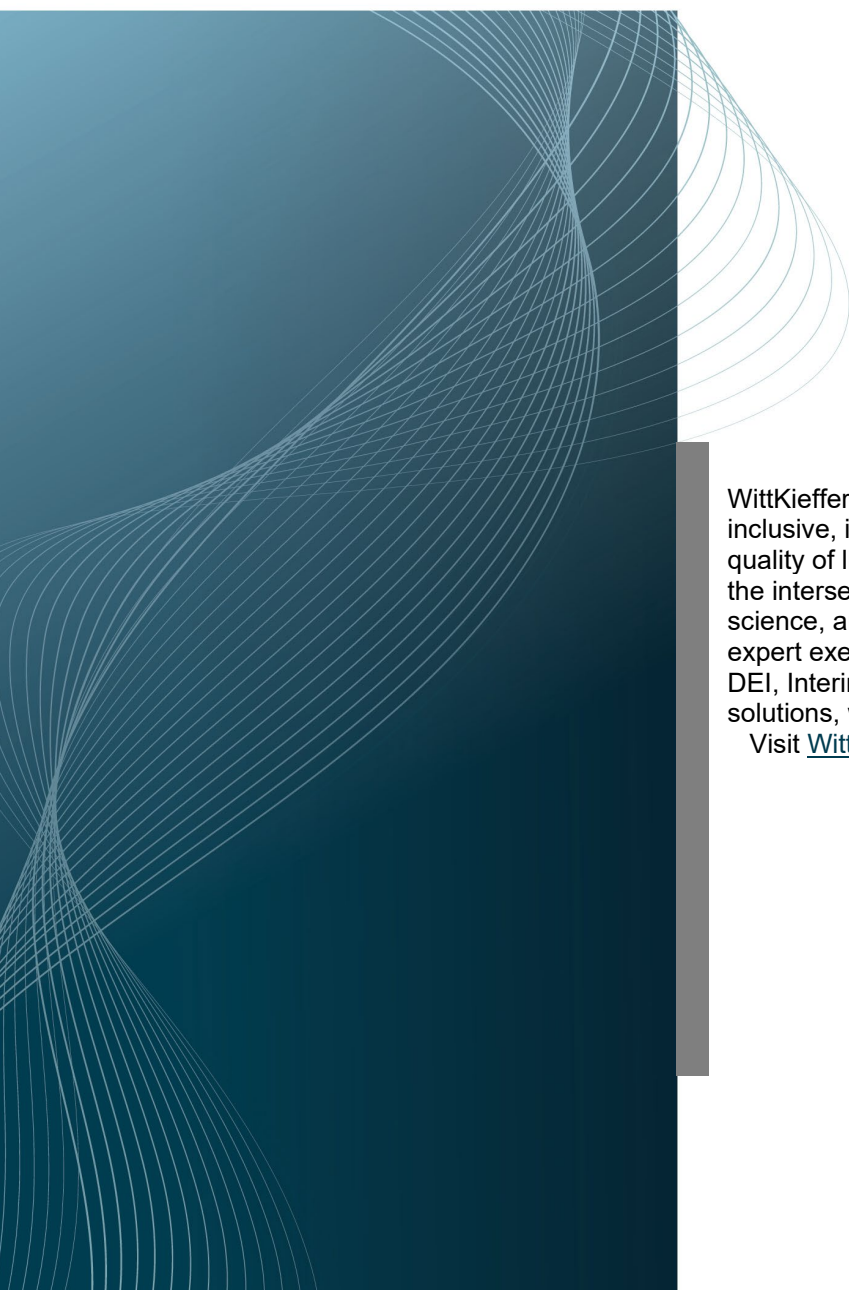
Molly Solomon
Senior Associate
(949) 797-3510

Mark Andrew
Senior Partner
(949) 797-3528

Sutter 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 Sutter 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 Sutter Health and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, DEI, Interim Leadership, Board Services and Leadership Advisory solutions, we strengthen organizations that make the world better.

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

WittKieffer