



Chief Human Resources Officer

LEADERSHIP PROFILE

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THE OPPORTUNITY

Billings Clinic–Logan Health (BC–LH) seeks an accomplished and experienced health care executive to serve as its next Chief Human Resources Officer. This is an opportunity to join Montana’s largest independent, not-for-profit health system at a defining moment in its evolution. Formed through the integration of two highly respected healthcare organizations in 2023, BC–LH is building a stronger and more connected health system while remaining deeply committed to the communities, patients, and caregivers it serves throughout Montana, northern Wyoming, and the western Dakotas. The organization has established a unified mission, vision, values, strategic roadmap, and system-wide performance framework and is now focused on building the capabilities, culture, and leadership necessary to realize its long-term vision.

BC–LH is committed to ensuring that geography does not determine access to exceptional healthcare. Serving some of the most rural and frontier communities in the United States, the organization believes patients should have access to high-quality, compassionate care close to home, regardless of where they live. This commitment extends beyond clinical care and includes attracting, developing, and retaining exceptional people who are passionate about serving small urban, rural and frontier communities and advancing the long-term sustainability of healthcare across the region. The newly integrated health system is now home to a network of 25 hospitals in two states (including 16 regional 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 next Chief Human Resources Officer will help define what it means to be a unified health system in Montana and Wyoming. BC–LH is pursuing the benefits of systemness, not standardization. The organization seeks to leverage the strengths of a larger enterprise, including shared expertise, coordinated leadership development, and enterprise capabilities, while preserving the local relationships, community connections, and legacy successes that have made its hospitals, affiliates, and partner organizations successful. The successful candidate will understand how to build an integrated culture while honoring local identity and how to create alignment without imposing uniformity.

As a strategic partner to the CEO, system executive leadership team, and system board, the CHRO will play a central role in shaping the future workforce of the organization. This leader will continue progress on integration of the human resource function while connecting strategically into system and local initiatives to provide forward-looking workforce development, technology integration, total rewards, and other human resources function to support the organization.

ORGANIZATION OVERVIEW

Billings Clinic – Logan Health

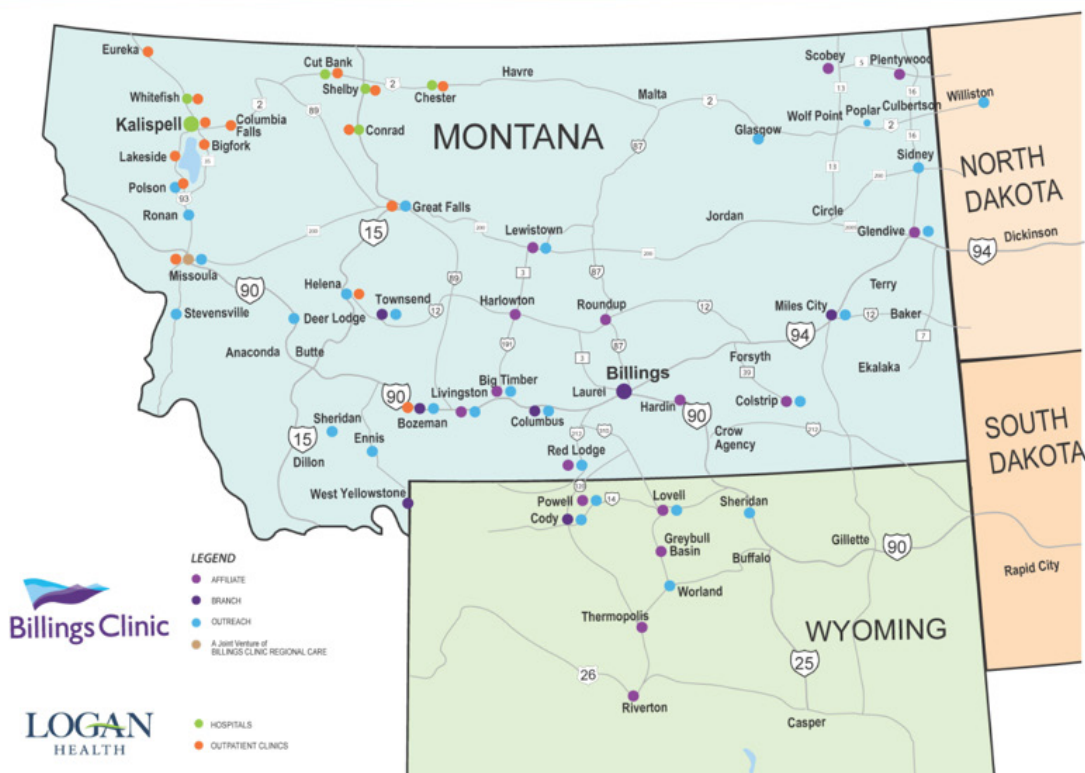
Billings Clinic – Logan Health (BC-LH) is a unified not-for-profit, Montana-based, independent health system focused on keeping patients and families close to home. The combined system serves Montana, northern Wyoming, and the western Dakotas.

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 enterprise 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



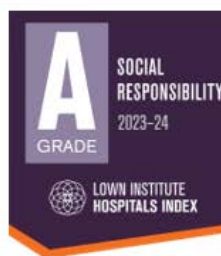
1.7K

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 Chief Human Resources Officer (CHRO) is responsible for the overall planning, development, implementation, and operations of a comprehensive human resources function for Billings Clinic – Logan Health. The CHRO will articulate HR needs and strategies of the organization to the system leadership team, stakeholders, and the system board of directors. In addition, the CHRO will ensure compliance with all applicable labor, equal opportunity, and other rules and regulations related to the workforce. The CHRO provides leadership and oversight for all human resources functions, including talent acquisition, workforce planning, leadership and organizational development, employee and labor relations, compensation and benefits, employee engagement, and HR operations. Serving as a trusted advisor to executive leadership and the Board, the CHRO will help shape the future workforce, culture, and leadership capabilities of Montana’s newest and largest independent health system.

Reporting Relationships

The CHRO will report to the CEO of Billings Clinic – Logan Health, Dr. Clint Seger.

Responsibilities

- Serve as the senior human resources executive for Billings Clinic–Logan Health, leading the development and execution of enterprise-wide human capital strategies that support the organization’s mission, vision, values, and long-term strategic priorities.
- Partner closely with the Chief Executive Officer, executive leadership teams, and Board of Directors to ensure workforce, culture, leadership, and organizational effectiveness strategies are aligned with organizational goals and future growth and integration initiatives.
- Provide strategic leadership during the continued integration of Billings Clinic and Logan Health, helping align people practices, leadership expectations, workforce strategies, and organizational culture across the combined health system.
- Translate the health system’s strategic and tactical business plans into HR strategic and operational plans and develops annual goals and objectives that are consistent with the strategy.
- Champion change management initiatives that strengthen organizational alignment and foster a unified culture across the system.

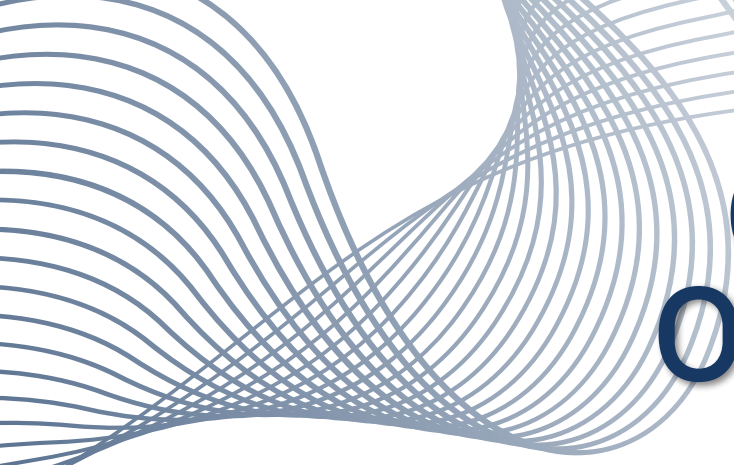
- Provide executive leadership and operational oversight for budget and other financial measures of the Human Resources function while continually improving the quality and effectiveness to eliminate waste, inefficiency, time, and expense.
- Oversee implementation of the Human Capital Management function within the broader implementation of Oracle as the organization's ERP system.
- Foster collaborative relationships across the health system to ensure human resources strategies effectively support clinical, operational, and business objectives.
- Oversee the design and implementation of best practices in health care system organizational structures, workforce planning models, succession planning processes, and talent management programs that support long-term organizational success.
- Advance recruitment, retention, wellness, and workforce development strategies that position BC-LH as an employer of choice across Montana and the broader region.
- Aligned with the office of the CEO, lead initiatives that enhance workforce engagement, employee experience, leadership effectiveness, and organizational culture.
- Establish comprehensive performance metrics, scorecards, and workforce analytics that support data-driven decision-making and continuous improvement across all human resources functions for BC-LH.



- Provide executive leadership for a progressive and proactive compensation, benefits, and wellness program. Provides leadership to continually assess the competitiveness of all human resource programs and practices against the relevant comparable competitors, industries, and markets.
- Support the development of a high-performing leadership team by advancing leadership development, succession planning, and talent review processes.
- Lead the development and execution of workforce strategies that address current and future staffing needs, strengthen retention, and support the organization's continued growth and operational priorities.
- Serve as a trusted advisor to the CEO, executive team, and Board on workforce trends, organizational effectiveness, executive succession, leadership development, employee engagement, and culture transformation.
- Ensure compliance with all regulatory agencies governing health care delivery and the rules of accrediting bodies by continually monitoring all operations, programs, and physical properties; initiates changes when required.
- Performs other related work as required or requested.



Billings Clinic Cancer Center



GOALS AND OBJECTIVES

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

- **Develop a Workforce Strategy Aligned with Semi-Urban, Rural and Frontier Healthcare**, create and execute a comprehensive workforce strategy designed to meet the unique opportunities and challenges of the geography in Montana and Wyoming, spanning from tertiary and highly specialized care in our semi-urban centers to rural and frontier healthcare delivery. Strengthen recruitment, retention, succession planning, and leadership development efforts to ensure communities across Montana and the broader region have access to exceptional local care close to home. Develop career architecture initiatives, job leveling, and new workforce structures for the integrated system.
- **Build Enterprise Leadership Capability**, develop a leadership culture that values humility, collaboration, accountability, and service. Strengthen executive and management capability across the system through consistent leadership development, executive coaching, succession planning, and talent assessment initiatives that support long-term organizational success.
- **Advance a Unified Culture While Honoring Local Identity**, along with the office of the CEO, co- Lead the continued evolution of a shared Billings Clinic-Logan Health culture and structure grounded in the organization's mission, vision, values, and leadership expectations.
- **Total Rewards Harmonization**, harmonize benefits, policies and HR practices and foster alignment across the health system while recognizing and preserving the unique histories, strengths, and community connections that define individual hospitals, clinics, and affiliated organizations.
- **Serve as a Strategic Advisor During a Period of Transformation**, act as a trusted advisor to the CEO and executive leadership team, helping guide organizational change, culture integration, and enterprise alignment. Ensure that the people strategy remains central to the organization's long-term success and commitment to local communities.
- **Implement new ERP**, partner with finance and other teams to drive a successful Oracle Fusion implementation initiative forward with go-live targeted for Q4 2027.
- **Enhance Employee Engagement and Organizational Effectiveness**, along with the office of the CEO, foster an environment where employees feel connected both to their local communities and to the broader organization. Advance initiatives that improve engagement, workforce well-being, retention, and organizational effectiveness while supporting high-performing teams across all communities and care settings.
- **Help to Design and Support an Operating Model for System Leadership**, partner with local and enterprise leaders to identify opportunities for greater collaboration, shared services, and workforce alignment while respecting the operational needs and independence of affiliated organizations. Help create an organization that benefits from system capabilities without imposing a singular operating model across every market.



CANDIDATE QUALIFICATIONS

Education/Certification

- Bachelor's degree in human resources, business administration, or a related field is required.
- Master's degree in human resources, business administration, or a related field required.

Work Experience

- A minimum of ten (10) years of progressively responsible management or supervisory level experience within a successful, complex health system, preferably as a Chief Human Resources Officer or senior human resources leader.
- Significant experience in executive leadership in areas such as workforce planning, employee relations, compensation and benefits design and administration, employment law, best practices in HR, and issues impacting the workforce
- Demonstrated experience as a leader and business partner, aligning human resource and executive strategies with system resources toward a vision for unified system results
- Demonstrated experience in organizational development and strategy in order to help move and change the organization.
- Prior experiences supporting the growth of an organization through mergers, acquisitions and partnership with leadership success in workforce and culture integration.
- Proven success in developing a high-performing HR team, establishing performance standards, and transitioning staff through organizational change, emphasizing the ability to recruit and manage a culturally diverse workforce.
- Experience operating in union environments.



Leadership Skills, Knowledge, and Competencies

- Highly professional and mature individual who is trustworthy and exemplifies honesty and integrity.
- Ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities to set its mission, values, and norms by holding colleagues accountable individually and as a group for results.
- Effective consensus builder and consummate team player. Ability to work with multiple stakeholders to bring about a broad perspective.
- Solid business acumen and strong analytical skills combined with a strong understanding of benchmarks and metrics. Is aware of details but does not get mired in them.
- Ability to approach one's work and the organization in new and breakthrough ways, including applying complex concepts, developing creative new solutions, or adapting previous solutions in promising ways.
- High emotional intelligence; superior ability to manage competing interests.
- Ability to use written and spoken communication in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.
- Practical human relations abilities to effect collaborative alliances, promote teamwork, and ensure a high level of internal and external customer satisfaction and engagement.
- Ability to succeed in a complex environment where decision-making may be diffused and ambiguous.
- Exemplary presentation skills to engage and motivate organizational stakeholders.
- An ability to organize and present data in a concise and easily understood manner, often to professionals, physicians, and board members.
- Skilled developer of relationships and partnerships.
- Ability to serve as a trusted advisor to executive team leaders.

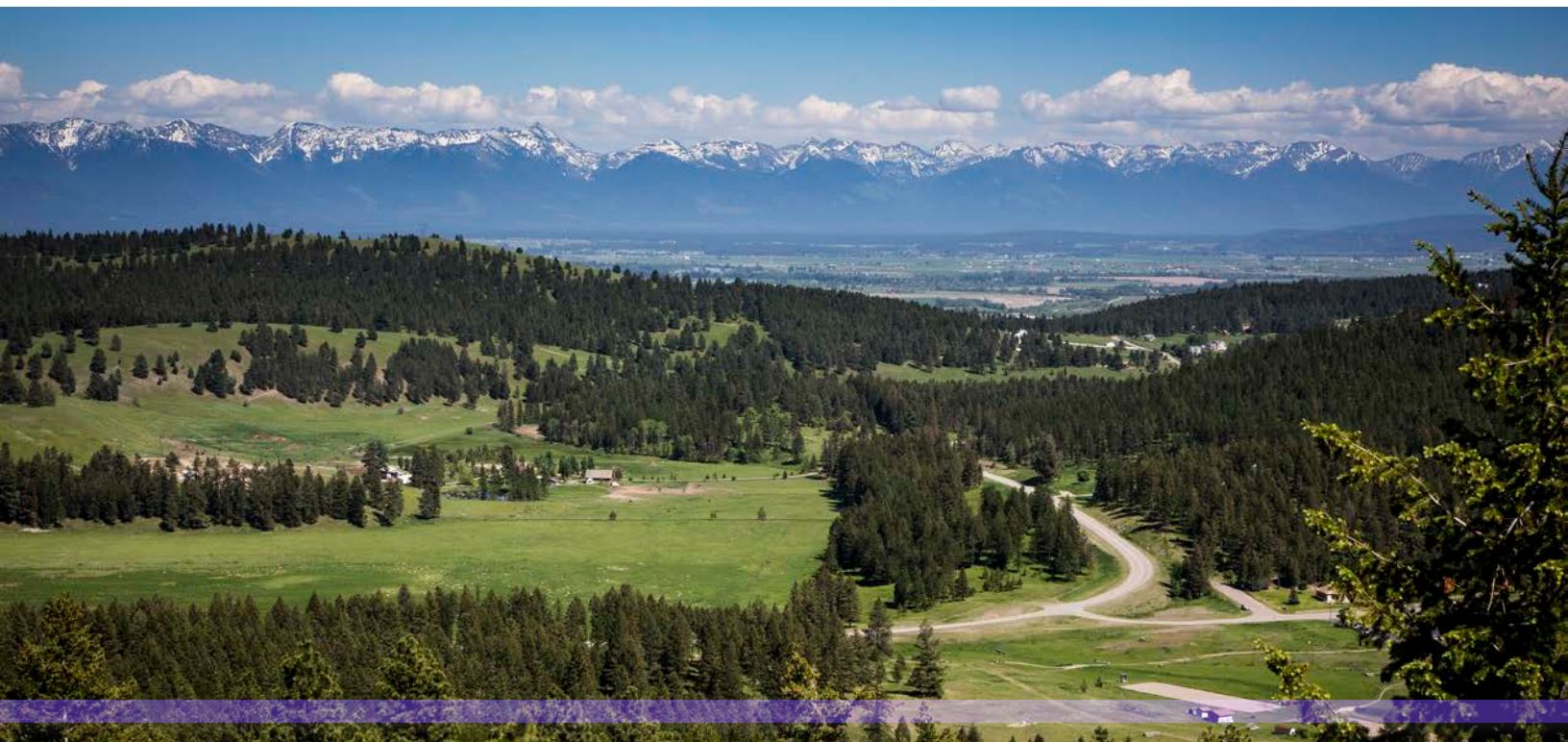
THE COMMUNITY

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 Stacy Lind through the WittKieffer Candidate Portal by [clicking here](#) or via email at slind@wittkieffer.com. Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and select the “Become a Candidate” button.

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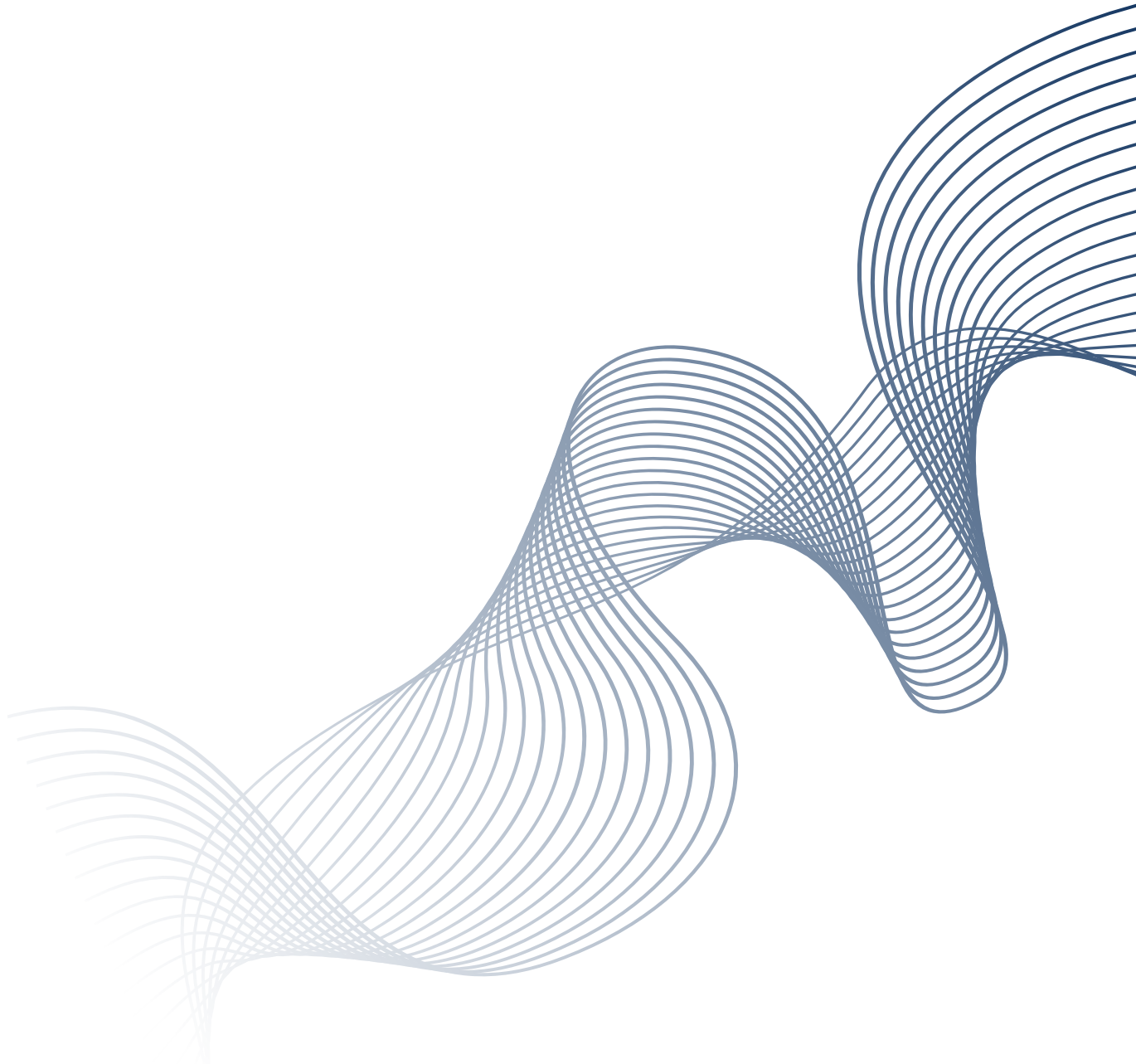
Senior Associate

slind@wittkieffer.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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