Vice President, Chief Administrative Officer, Medical Education

Leadership Profile

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The Opportunity

Sutter Health seeks a visionary, relationship-driven, and entrepreneurial leader to serve as its next Vice President, Chief Administrative Officer, Medical Education (CAO). This is a unique opportunity to help shape the future of medical education within one of the nation's leading integrated health systems at a time of significant growth and transformation. The CAO will advance Sutter's academic mission while strengthening the physician workforce, educational programs, and infrastructure needed to meet the evolving healthcare needs of Northern California and beyond.

As one of the largest not-for-profit health systems in the United States, Sutter Health serves more than 3.6 million patients through a broad network of hospitals, ambulatory sites, physician organizations, and community-based services. Guided by a commitment to high-quality care, innovation, research, and health equity, Sutter is expanding its academic enterprise to more closely integrate education, clinical excellence, discovery, and workforce development.

This role offers the opportunity to help build a transformational academic ecosystem spanning undergraduate medical education, graduate medical education (GME), faculty development, physician workforce strategy, and clinical education. Key initiatives include the development of the Mark & Mary Stevens School of Medicine in partnership with Santa Clara University and the continued expansion of Sutter's GME programs. With 34 residency and fellowship programs training more than 520 residents and fellows annually, Sutter aims to significantly grow its physician training pipeline, approaching 1,000 trainees by the early 2030s.

Together, the new medical school and growing GME enterprise reflect Sutter's commitment to reimagining the full continuum of physician training. Through innovative curricula, technology-enabled learning, interdisciplinary collaboration, community-based experiences, and a focus on whole-person care, Sutter is developing the next generation of physician leaders while improving access and outcomes across the communities it serves.

The CAO will serve as the senior administrative leader responsible for translating Sutter Health's ambitious academic vision into operational reality. This individual will work in a close administrative-physician dyad partnership with Dr. Lindsay Mazotti, System Vice President, Chief Academic Officer, who serves as the senior academic physician executive overseeing medical education, research, and academic program development across the enterprise. The CAO will report to Dr. Conrad Vial, Executive Vice President, Sutter Health and President, Sutter Health Network, who provides executive leadership and operational oversight to advance Sutter Health's academic and research mission and long-term educational strategy.

The successful candidate will have the opportunity to influence the future physician workforce by strengthening connections across medical student education, residency and fellowship training, faculty development, and physician recruitment and retention. They will help create an integrated learning environment that develops outstanding clinicians, educators, researchers, innovators, and future healthcare leaders.

Please see the "Procedure for Candidacy" section at the end of this document for information on expressing interest or submitting nominations or candidate materials.

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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 and has 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 4,200 licensed 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 34 accredited Graduate Medical Education programs and invests $60 million annually on research and clinical trials development. For the fiscal year ended December 31, 2025, Sutter Health had total revenues of more than $19 billion. Sutter Health is organized into six geographic divisions and has invested in infrastructure to reshape healthcare in Northern California including Home Health, Care Coordination, a Sutter-owned health plan, investments in physician/system joint ventures and 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.

Sutter Health's planned Sutter Medical Center, Santa Clara represents the largest capital investment in the organization's history and a major expansion of healthcare access, education, and workforce development in Silicon Valley. The project includes a new approximately 850,000-square-foot, 302-bed medical center featuring emergency, critical care, surgical, maternity, neonatal, and specialty services, as well as two complementary ambulatory care campuses that together will create a comprehensive, integrated regional healthcare destination. The $2.8 billion initiative is designed to address growing demand for healthcare services, expand access to coordinated care, leverage advanced technologies such as AI and telemedicine, and strengthen partnerships with Palo Alto Foundation Medical Group (PAFMG), community organizations, and educational institutions. The development is also expected to have a significant impact on graduate medical education, with plans to expand residency and fellowship programs in specialties including internal medicine, OB/GYN, surgery, and radiology.

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 the work 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. With its mission, vision and values as a guide, 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 as well as deliver more effective care to their Medicare patients and increase community access for Medi-Cal patients. The organization will also focus on delivering 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

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Health will transform its operating environment by engaging clinicians in new ways to promote alignment and change throughout the organization; cultivate 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: Caring for our patients first and our people always.

Sutter Health Vision: To be the most comprehensive, integrated and connected health system for getting and staying well.

Sutter Health Values:

- Excellence — We deliver high-quality, equitable care and take on the toughest challenges.
- Curiosity — We are constantly learning and creating new ways to advance healthcare.
- Teamwork — We collaborate with humility and solve for ONE Sutter.
- Compassion — We show empathy and understanding in every personal interaction.
- Inclusion — We respect our differences and similarities and cultivate a sense of belonging.
- Integrity — We earn trust by doing the right thing and delivering on our commitments.

Education at Sutter Health

Sutter Health has developed a comprehensive education enterprise that supports learners at every stage of the healthcare workforce, from medical students and residents to practicing clinicians and healthcare professionals seeking continuing education with the goal of becoming a strong academic health system. The organization offers a wide range of educational opportunities across clinical, non-clinical, and administrative disciplines, reflecting its commitment to developing skilled professionals who can meet the changing needs of patients and communities. Through these programs, Sutter seeks to combine academic excellence, hands-on training, and community engagement to prepare future healthcare leaders.

Graduate medical education (GME) sits at the center of Sutter Health's academic and workforce development strategy. Over the past several years, Sutter has transformed its GME enterprise from approximately 170 residents and fellows in 2020 to nearly 500 trainees today, reflecting one of the fastest periods of educational growth in the organization's history. Looking ahead, Sutter has established ambitious plans to expand to more than 1000 residents and fellows by early 2030’s, while increasing its portfolio from approximately 34 accredited residency and fellowship programs to more than 60 programs. This expansion is designed to strengthen the physician workforce pipeline across Northern California, address projected provider shortages, improve access to care, and support the long-term growth of the health system.

Residents and fellows train across a broad network of hospitals, ambulatory sites, and community-based care settings, gaining exposure to diverse patient populations and complex clinical challenges. Through continued program expansion, new specialty development, and enhanced academic partnerships, Sutter is positioning itself as one of the largest and most innovative community-based graduate medical education systems in California. The growth of GME represents a defining strategic priority for the organization and a key driver of future physician recruitment, retention, leadership development, and clinical excellence.

Medical student education is another significant area of focus for Sutter Health. Through its UME program and academic partnerships with over 11 core medical school partners, Sutter offers a broad range of clinical clerkships and elective rotations across more than 20 specialties, including internal medicine, family medicine,

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surgery, emergency medicine, obstetrics and gynecology, psychiatry, cardiology, critical care, pediatrics, and multiple pediatric subspecialties. These educational experiences are available across a diverse network of clinical sites, including major medical centers and regional hospitals in Oakland, San Francisco, Sacramento, Roseville, Santa Rosa, Modesto, and Crescent City, providing students exposure to a wide variety of patient populations, care settings, and clinical practices.

Beyond physician training, Sutter Health invests heavily in educating the broader healthcare workforce. The organization offers educational opportunities for nurses, advanced practice clinicians, and other health professionals, including an Advanced Practice Clinicians Residency Program designed to support the transition from training to independent practice. Continuing medical education and clinical pastoral education programs further support lifelong learning, ensuring that healthcare professionals remain current with advances in medical science, technology, and best practices in patient care.

Mark & Mary Stevens School of Medicine

Looking toward the future, Sutter Health is expanding its role as an academic leader through innovative educational partnerships. The Mark & Mary Stevens School of Medicine is a groundbreaking partnership between Sutter Health and Santa Clara University that seeks to transform medical education through the integration of healthcare delivery, research, innovation, and academic training. Announced in 2026, the school will be the first new medical school established in more than a century and is supported in part by a historic $175 million gift from philanthropists Mark and Mary Stevens. The initiative aligns with Sutter Health's vision of creating a leading learning health system where education, research, and patient care work together to improve health outcomes, while also advancing Santa Clara University's commitment to educating future leaders grounded in service, ethics, and whole-person care.

The school is designed to provide students with immersive, real-world clinical training across Sutter Health's extensive integrated healthcare network, allowing them to learn alongside residents, fellows, researchers, and multidisciplinary care teams. Its curriculum will emphasize patient-centered care, innovation, artificial intelligence, digital health, ethics, and evidence-based medicine, leveraging the resources of both organizations and the broader ecosystem. By combining academic excellence, clinical experience, and research opportunities within a large healthcare system, the Mark & Mary Stevens School of Medicine aims to address physician workforce shortages, prepare graduates for the rapidly evolving healthcare landscape, and help shape the next generation of physician leaders committed to advancing healthcare quality, access, and equity.

Financial Performance

For the fiscal year ended December 31, 2025, Sutter Health reported total revenues of approximately **$19.8 billion**, operating income of $509 million, and an operating margin of 2.6%. Sutter Health has demonstrated sustained financial stability, supporting significant investments in clinical services, facilities, workforce development, and medical education.

The organization maintains substantial financial resources and investment-grade credit ratings. Its financial position supports continued investment in strategic growth and its mission to improve access to high-quality health care throughout California.

Awards, Recognition & Innovation

Sutter Health is widely recognized for its commitment to quality, safety, and patient-centered care across its integrated network of hospitals and physician organizations. The organization includes many of California's highest-performing physician groups, while its hospitals have earned distinction for excellence in areas such as cardiac care, women's and children's services, cancer care, orthopedics, and patient safety. In 2026, six Sutter Health hospitals received the Centers for Medicare & Medicaid Services' (CMS) highest five-star quality rating,

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with an additional eight campuses earning four-star ratings. Complementing its strong clinical reputation, Sutter Health has established itself as a national leader in healthcare innovation through a human-centered design approach that promotes new care models, strategic technology partnerships, and a culture of continuous innovation across the enterprise.

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

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Position Summary

Reporting Relationships

The Vice President, Chief Administrative Officer, Medical Education reports directly to Dr. Conrad Vial, Senior Vice President, Sutter Health and President, Sutter Health Network.

Summary

The CAO serves as the senior administrative executive responsible for the operational leadership, integration, and execution of Sutter Health's Academic Affairs strategy across graduate medical education (GME), undergraduate medical education (UME), faculty affairs, physician workforce development, and related clinical education programs.

This role is accountable for designing and leading the administrative, operational, financial, and governance infrastructure required to support a high-performing, academically rigorous medical education enterprise across a complex, integrated, multi-site health system. The CAO translates strategic priorities into scalable operational models that advance educational excellence, accreditation success, physician workforce goals, innovation, and organizational growth.

Working in dyad partnership with Dr. Lindsay Mazotti, Chief Medical Officer for Medical Education and Science and in close collaboration with Dr. Dineen Greer, Vice President for GME and Designated Institutional Official (DIO), the CAO provides executive leadership for Academic Affairs operations, organizational development, enterprise governance, financial stewardship, educational quality, and administrative infrastructure while supporting continued expansion of Sutter's academic mission.

The role also provides executive administrative support for planning the Stevens School of Medicine in partnership with Santa Clara University, supporting the operational, governance, accreditation, and administrative functions necessary for a successful community-based academic medical school.

Goals and Objectives

Advance and Operationalize Sutter Health's Educational Strategy

The CAO will partner with education and health system leadership to develop and execute a comprehensive strategy that strengthens Sutter Health's role as a leading learning health system. The CAO will establish the administrative, operational, governance, and financial infrastructure necessary to support continued growth across graduate medical education, undergraduate medical education, faculty affairs, physician workforce development, and related educational programs. Success will require aligning educational priorities with Sutter Health's broader strategic goals for quality, access, innovation, and workforce sustainability.

Advance Workforce Retention and Physician Pipeline Development

As Sutter Health continues the rapid expansion of its graduate medical education enterprise, the CAO will play a central role in leveraging education as a strategic workforce development tool. Working in close partnership with physician, operational, and academic leaders, the CAO will develop and implement an enterprise-wide physician pipeline strategy that connects medical student education, residency and fellowship training, faculty development, and physician recruitment efforts. The ultimate goal will be to strengthen Sutter's ability to attract, develop, and retain exceptional physicians while ensuring that educational investments directly support the organization's long-term clinical, workforce, and growth objectives.

Support the Successful Development of the Stevens School of Medicine

The CAO will provide executive administrative support for the development of the Mark & Mary Stevens School of Medicine in partnership with Santa Clara University. This includes building the operational infrastructure, governance structures, administrative systems, and cross-organizational partnerships necessary to support a

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successful medical school launch and ongoing accreditation. The CAO will help ensure strong alignment between undergraduate medical education, graduate medical education, clinical operations, faculty engagement, research, and Sutter Health's mission and values.

Foster a Culture of Excellence, Quality, and Accreditation Readiness

The CAO will lead efforts to establish enterprise-wide standards, processes, and performance metrics that promote educational excellence, regulatory compliance, and continuous improvement. In close partnership with educational and physician leaders, the CAO will strengthen systems supporting ACGME and LCME accreditation, educational quality, learner outcomes, and operational effectiveness while ensuring continued readiness for institutional reviews, site visits, and future program growth.

Enhance Learner, Faculty, and Program Success

The CAO will champion initiatives that strengthen the experience, development, and well-being of medical students, residents, fellows, faculty, and program leaders across the academic enterprise. Working collaboratively with system leadership, the CAO will promote professional development, faculty engagement, academic innovation, and a culture that supports educational excellence, collaboration, inclusion, and lifelong learning in alignment with Sutter Health's mission of caring for patients first and people always.

Core Responsibilities

In partnership with the Chief Academic Officer:

- Lead the administrative infrastructure for Sutter's Academic Affairs enterprise, including graduate and undergraduate medical education, faculty affairs, physician workforce initiatives, learner programs, and affiliated academic partnerships.
- Translate Academic Affairs strategy into operational execution, developing the organizational structures, staffing models, shared services, and administrative capabilities necessary to support a growing academic enterprise.
- Oversee centralized Academic Affairs operations, including academic program administration, governance support, accreditation management, educational technologies, analytics, reporting, and continuous process improvement.
- Establish and maintain standardized policies, processes, and governance frameworks that ensure consistency, operational excellence, regulatory compliance, and quality across all academic programs and sites.
- Serve as the senior administrative liaison among Academic Affairs, clinical and operational leadership, finance, legal, compliance, human resources, information technology, and university partners to ensure alignment with enterprise priorities.
- Lead execution of Sutter's enterprise GME strategy, including residency and fellowship program development, expansion, operational standardization, accreditation readiness, educational quality improvement, and enhancement of the resident and fellow experience.
- Partner with physician and health system leadership to align academic program growth with physician workforce planning, recruitment priorities, and the development of an integrated continuum from medical student through physician practice.
- Provide executive administrative leadership for the Stevens School of Medicine partnership, including LCME accreditation, school operations, governance, academic infrastructure, and coordination with Santa Clara University leadership.

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- Oversee visiting student and learner programs across the enterprise, including onboarding, placement, scheduling, clinical capacity management, educational quality, learner experience, and physician pipeline development.
- Lead enterprise accreditation and regulatory compliance efforts, ensuring adherence to ACGME, LCME, CMS, state, and other applicable standards through institutional oversight, self-studies, site visit preparation, reporting, and continuous readiness.
- Develop and oversee enterprise performance measurement systems, including dashboards, analytics, and metrics related to accreditation, educational quality, learner outcomes, faculty engagement, operational effectiveness, and strategic goals.
- Provide administrative leadership and support for key Academic Affairs governance bodies, including the Graduate Medical Education Committee (GMEC), School of Medicine governance structures, and other institutional academic committees.

Candidate Qualifications

Education/Certification

- Master's degree required in healthcare administration, business, public health, education, or a related field; doctoral degree (e.g., EdD, PhD, DrPH) preferred.
- Minimum of 10 years in progressively responsible leadership roles in healthcare academic affairs, UME, or GME administration with a preference for extensive GME experience.

Knowledge and Work Experience

- Deep knowledge of undergraduate and graduate medical education, including educational program development, operations, finances, research, and accreditation requirements, with experience leading institutional and programmatic accreditation efforts, including LCME and ACGME standards and processes.
- Proven success managing complex academic functions across multi-site health systems, medical schools, or academic medical centers, with experience overseeing educational operations, accreditation, faculty affairs, and learner programs across multiple campuses and training sites.
- Demonstrated ability to lead in a dyad partnership with physician executives and other senior leaders, driving strategic priorities, operational excellence, and organizational alignment through collaboration and shared accountability.
- Experience aligning educational strategy with physician workforce planning and organizational growth objectives and a demonstrated record of leading significant growth within graduate medical education or academic medicine enterprises.
- Exceptional skills in strategic planning, change management, and team development, with a track record of leading organizational transformation, building high-performing teams, and advancing institutional goals through innovation and collaboration.
- Team-oriented and strategically minded leader with exceptional communication skills and a demonstrated ability to engage and collaborate with a broad range of stakeholders across academic, clinical, and administrative settings.

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- Demonstrated experience working with national, regional, or local medical education organizations and accrediting bodies, including the LCME, ACGME, AAMC, AACOM, or related professional organizations.
- Proven track record of leading change, innovation, and continuous quality improvement initiatives that advance institutional strategic priorities and educational excellence.
- Demonstrated leadership, team-building, and organizational development skills, with a collaborative leadership style and outstanding interpersonal and communication abilities.
- Ability to effectively influence and collaborate with senior leaders, faculty, learners, clinicians, researchers, and administrative partners across complex academic and healthcare environments.
- Demonstrated commitment to learner success and well-being across the educational continuum, including medical students, residents, and fellows, with enthusiasm for advancing academic medicine, interprofessional education, research, community engagement, and the mission and values of Sutter Health.

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The Community

Emeryville / San Francisco, California

Located in the heart of the San Francisco Bay Area, Emeryville and San Francisco offer an exceptional combination of cultural diversity, economic vitality, innovation, and natural beauty. The region is part of one of the nation's largest and most dynamic metropolitan areas, home to a highly educated and diverse population. Situated along the eastern shore of San Francisco Bay, Emeryville provides convenient access to San Francisco, Oakland, and Berkeley, connecting residents to the cultural, educational, and professional opportunities of the greater Bay Area.

The region is internationally recognized as a center for technology, biotechnology, healthcare, research, and higher education. San Francisco is home to leading healthcare and technology organizations, while Emeryville and the surrounding East Bay have established themselves as important centers for biotechnology, life sciences, and innovation. The area benefits from proximity to renowned academic and research institutions, including the University of California, San Francisco; the University of California, Berkeley; and Stanford University. This concentration of intellectual capital, healthcare expertise, and entrepreneurial activity creates exceptional opportunities for interdisciplinary collaboration, medical education, research, and professional development.

Residents enjoy a Mediterranean climate, vibrant neighborhoods, world-class dining, museums, performing arts, and professional sports. Outdoor recreation is abundant, with easy access to the San Francisco Bay waterfront, regional parks, coastal beaches, and hiking and cycling trails. The Napa and Sonoma wine regions, Monterey Peninsula, and Lake Tahoe are also within reach for weekend recreation. The region offers a wide range of residential communities, from vibrant urban neighborhoods to family-oriented suburban settings, with diverse public and private educational options. Although housing costs are among the highest in the nation, the Bay Area continues to attract professionals and families seeking outstanding career opportunities, cultural amenities, and a high quality of life.

Sacramento, California

As California’s state capitol, Sacramento is the core cultural and economic engine of a four-county (El Dorado, Placer, Sacramento and Yolo counties) metropolitan area exceeding 2.6 million residents – the fourth largest metropolitan area in the state. The Sacramento area has been cited as one of the most livable regions in America. It lies at the intersection of two major rivers, the American River and the Sacramento River, and features the tree-lined American River Parkway, 23 miles of trails allowing joggers, walkers and cyclists to enjoy one of the region’s many natural attractions. Sacramento is located in close proximity to the resort communities in Lake Tahoe, the Napa Valley wine region and the big city attractions of the San Francisco Bay area. The area has a pleasant, Mediterranean climate and offers multiple outdoor recreation, cultural and sports opportunities.

The city’s economy is broadly based, although government is by far the largest employer in the region. Healthcare is a large business sector along with information technology, leisure and hospitality, professional and business services, education, transportation and construction. Housing options in Sacramento are some of the most affordable and diverse in California. Greater Sacramento has been cited as one of the best places to live in America and is considered to be a fine community in which to raise families. The Sacramento area provides a wide variety of housing and there is tremendous choice in determining the type of community and neighborhood in which to live. There are many high-quality public-school districts and private school alternatives throughout the Sacramento area. The region hosts a wide variety of higher education institutions including California State University, Sacramento; several community colleges; as well as the University of California, Davis.

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Procedure for Candidacy

Please direct all nominations, questions and applications to Kimberly Smith, Ashley Rittgers, and Cody Burke via email at cburke@wittkieffer.com.

Kimberly A. Smith	**Ashley Rittgers**	**Cody Burke**
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The salary range for this role is $375,000-$540,000. Compensation takes into account several factors including but not limited to a candidate's experience, education, skills, licensure and certifications, department equity, training and organizational needs. Base pay is just one piece of the total rewards program offered by Sutter Health and this role offers a comprehensive benefits package.

It is the policy of Sutter Health and its affiliates to provide equal employment for all qualified individuals; to prohibit discrimination in employment because of basis of race, color, creed, religion, marital status, sexual orientation, registered domestic partner status, sex, gender, gender identity or expression, ancestry, national origin (including possession of a driver's license issued to individuals who did not present proof of authorized presence in the U.S.), age, medical condition, physical or mental disability, military or protected veteran status, political affiliation, pregnancy or perceived pregnancy, childbirth, breastfeeding or related medical condition, genetic information or any other characteristic made unlawful by local, state or federal law, ordinance or regulation. We promote the full realization of equal employment opportunities through a positive continuing program within each company, hospital, department, and service area. Equal employment opportunities apply to every aspect of Sutter's employment policies and practices.

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