emplify HEALTH

Enterprise Chief Operating Officer/Chief Nursing Officer, Acute Care

Leadership Profile

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The Opportunity

Emplify Health is seeking an exceptional enterprise leader to serve as **Enterprise Chief Operating Officer/Chief Nursing Officer, Acute Care (COO/CNO)** to help shape the future of one of the Midwest's most dynamic and evolving integrated health systems. The organization continues its transformation into a unified, enterprise-focused health system. Reporting directly to the Enterprise President, Heather Schimmers, this newly created COO/CNO role will serve as a key architect of Emplify Health's future operating model.

Emplify Health is a not-for-profit, physician- and clinician-led health system formed through the integration of Bellin Health and Gundersen Health System, two highly respected, legacy organizations with deep regional roots and longstanding commitments to community-based care. Together, Emplify Health now spans 11 hospitals and more than 100 clinics across Wisconsin, Minnesota, Iowa, and Michigan's Upper Peninsula, serving diverse urban and rural populations. The organization includes approximately 15,000 team members and is unified by a shared purpose to "amplify empathy" in healthcare, bringing together clinical excellence, compassion, and innovation to improve outcomes across the continuum.

The **COO/CNO** will lead enterprise acute care operations, creating one high-performing operating model across Emplify Health's multiple acute care operations. The Enterprise COO/CNO, Acute Care, will work in conjunction with the Enterprise COO, Ambulatory Care, to strategically link all operations across the enterprise.

This role represents far more than operational leadership. It is an invitation to help define the next chapter of Emplify Health's evolution and establish a high-performing enterprise operating model that will serve patients, communities, physicians, and caregivers for generations to come.

Emplify Health seeks a leader who is equally comfortable setting strategic direction and driving execution. Successful candidates will be known for building high-performing teams, leading through influence, and delivering measurable results in complex healthcare environments.

Emplify Health values leaders who can navigate change with emotional intelligence, bring people together around a common purpose, foster accountability, and create cultures where physicians, caregivers, and leaders thrive.

Ideal candidates will bring:

- Significant executive leadership experience in complex healthcare organizations
- Demonstrated operational and financial accountability, including P&L responsibility
- Experience leading transformation, integration, or enterprise operating-model initiatives
- A track record of developing talent and building high-performing teams
- Exceptional communication skills and the ability to engage effectively with executive leaders, physicians, and governing boards
- A relentless focus on execution, outcomes, and continuous improvement

This is a rare opportunity to join a respected and mission-driven health system at a defining moment in its evolution. The successful leaders will help build an enterprise operating foundation that improves care delivery, strengthens organizational performance, and creates lasting value for the patients and communities Emplify Health serves. For executives who are energized by transformation, passionate about healthcare operations, and motivated by the chance to leave a lasting organizational legacy, Emplify Health offers an extraordinary platform for impact.

Candidates will have the option to set their primary work location in either the Green Bay or La Crosse, Wisconsin, market areas.

Organization Overview

On December 1, 2022, Bellin Health and Gundersen Health System joined forces to redefine what healthcare could be for communities across Wisconsin, Iowa, Minnesota, and Michigan. Together, they built something bigger: a regional network with the depth and reach to deliver high-quality care at the right place and time, and backed by a wider range of specialties and sub-specialties than either system could offer alone. Two like-minded, high-performing systems united around one bold idea, empathy amplified, to lead healthcare forward under a unified brand: Emplify Health. Since integrating, the two regions continue to receive accolades for their work in and outside of the healthcare space, including:

- Emplify Health received the 2024 Advocacy All-Star Award from the Wisconsin Hospital Association.
- Emplify Health by Bellin Green Bay Hospital was named the 2024 Patient Experience & Safety Award.
- Emplify Health by Gundersen was awarded the 2023 Healthcare Climate Challenge (Healthcare Without Harm): Partner for Change Award.
- Emplify Health by Gundersen reached Epic Gold Star 9 in 2024.
- Emplify Health by Bellin Green Bay Hospital was recognized in 2026 as one of the Top 50 Cardiovascular Hospitals in the U.S., a distinction awarded by Premier, Inc. 50 Top Cardiovascular Hospitals program, published by Modern Healthcare.

More information regarding Emplify Health's vision, mission, strategic plan, and its legacy systems is below.

Our Purpose

Together, we inspire your best life by relentlessly caring, learning, and innovating.

Our Aspiration

Leading with love, we courageously commit to a future of healthy people and thriving communities.

Our Spirit

Belonging, Respect, Excellence, Accountability, Teamwork, and Humility

Bellin Health System History

Bellin Health traces its roots to 1908, when Dr. Julius Bellin opened a 15-bed house in Green Bay, Wisconsin, driven by a vision of care so trusted that the community would later rename the hospital in his honor. Over more than a century, that single building grew into the region's premier integrated health system, with a footprint spanning northeast Wisconsin and Michigan's Upper Peninsula and a reputation built on excellence in cardiac, orthopedic, sports medicine, digestive health, mental health, and primary care. A century of growth never changed the mission: a community-driven commitment to care close to home, carried forward today as Emplify Health.

That growth was matched by a deepening commitment to quality. As a founding member of the Institute for Healthcare Improvement and the Wisconsin Collaborative for Healthcare Quality, Bellin helped shape healthcare improvement well beyond its own service area, establishing itself as a national leader in population health, work grounded in the belief that individuals, healthcare systems, and community organizations are stronger when they work together. That commitment was validated in 2017, when Bellin's accountable care work posted the highest quality score and the lowest per-patient cost among all participants in the CMS Next Generation ACO program

nationwide.

Bellin has carried that same rigor into care for its youngest patients, pioneering family-centered models that keep parents and children connected throughout treatment and expanding access to pediatric and adolescent care across the region in partnership with leading children's health systems.

Excellence in Serving the Community

In addition to award-winning patient care, Bellin is known for deep community engagement. The health system has hosted the Bellin Run, one of the nation's largest 10K events, for 50 years, drawing more than 10,000 runners and walkers to the streets of Green Bay each year to celebrate health, wellness, and community. Bellin also puts on the Bellin Women's Half Marathon & 5K, the only event of its kind in the region, along with year-round wellness initiatives and charity events that bring its mission to life beyond the clinic walls.

Spectrum of Care

The health system belongs to Bellin Health Partners, a clinically integrated network that includes Bellin Health, its employed providers, and independent affiliated providers, as well as Holy Family Memorial in Manitowoc, Wisconsin, and its employed providers. Bellin Health comprises the following:

- **Bellin Memorial Hospital**, the system's 244-bed, flagship hospital in Green Bay, Wisconsin. This general medical and surgical hospital has routinely received state and national awards for safety and quality of care.
- **Behavioral Health Center**, a licensed 80-bed freestanding hospital providing top-quality inpatient, outpatient, and addiction treatment services for individuals across the region. The center also offers mental health counseling services for patients and their families in Green Bay and at various locations, staffed by psychiatrists, psychologists, and therapists.
- **Oconto Hospital and Clinic**, a critical access facility located 30 minutes to the north in Oconto, Wisconsin, offers care close to home for patients outside the Green Bay metro area. This facility includes a 10-bed hospital, 24/7 emergency care, primary care, cancer care, diagnostic services, surgical services, and swing-bed services.
- **Bellin Medical Group**, consisting of 29 primary and specialty care physician clinics located throughout northeast Wisconsin and Michigan's Upper Peninsula, provides physicians, nurse practitioners, and physician assistants to advance the health and wellness of area residents. Additionally, Bellin offers on-site clinics at employer-partner locations throughout the region and operates retail health clinics known as **ExpressCare.**
- **Bellin Health Marinette Ambulatory Surgery Center**, a state-of-the-art Ambulatory Surgery Center open five days a week to meet patients' needs for outpatient procedures or surgeries. This beautiful center has 4 operating rooms and 14 private pre-and post-recovery rooms.
- **Bellin Orthopedics, Sports Medicine, and Rehabilitation** is a regional leader in orthopedic, sports medicine, and rehabilitation care, with a team of 21 physicians and 18 advanced practice clinicians. The service line features state-of-the-art facilities, including a flagship clinic in the Packers Titletown District adjacent to Lambeau Field and a second clinic within a multispecialty medical and surgical center. As a provider of choice across northeast Wisconsin, the team delivers fellowship-trained orthopedic, sports medicine, podiatry, rheumatology, and subspecialty care. The service line also includes four outpatient therapy centers, Wisconsin's largest athletic training outreach program serving 26 high schools and club teams, and rehabilitation services offered across 26 regional outreach locations. Physical, occupational, and speech therapy programs provide specialized care for a wide range of conditions.

- **Bellin College** was founded in 1909 and has a distinguished reputation for providing students with a high-quality education to prepare them for the demands of the rapidly changing healthcare environment. The College specializes in nursing, medical imaging, and post-graduate physical therapy. A focused curriculum, extensive hands-on practice, service learning, and dedication to the values of Excellence, Integrity, Community, and Caring, aid students in succeeding academically and professionally.

- **Bellin Health Home Care Equipment** *(previously Bel-Regional Home Medical, Inc.)* provides durable home medical and respiratory equipment that has been approved for home use. Working in conjunction with physicians, the professionally trained staff helps select the appropriate equipment for each patient's needs. Equipment is delivered to the home, where instructions and materials are provided for its operation and use. Continuity of care is assured through education and communication with the physician.

- **Bellin Home Health Agency** works with area physicians to help their patients maintain an independent lifestyle through assistance. Some of the services offered include skilled nursing care, physical therapy, occupational therapy, speech therapy, and home health aide services.

- **HealthPartners** is a highly rated, regional health plan in partnership with Emplify Health by Bellin to deliver high-quality, affordable healthcare across Northeast Wisconsin. This collaboration is personified by a shared commitment to improving health outcomes and member experience across the region.

- **Bellin Health Surgery & Specialty Center** is a state-of-the-art facility offering a wide range of specialized medical services, procedures, and treatments to provide comprehensive care that meets the diverse needs of the community.

Awards and Recognition

- Forbes list of America's Best Midsize Employers in 2022, ranking #244 out of 500 employers
- Forbes has ranked Bellin Health as one of the Best Employers by State in 2021; #6 in Wisconsin
- U.S. News & World Report has ranked Bellin Hospital as top in Northeast Wisconsin and tied for #4 statewide, according to its 2020-2021 Best Regional Hospitals list
- Newsweek's list of World's Best Hospitals 2021
- Bellin Hospital has earned six consecutive CMS 5-Star Ratings
- Newsweek Magazine's Best Maternity Hospitals 2020 list, making it one of just two hospitals in Wisconsin to earn the designation
- 2020 Wisconsin Collaborative for Healthcare Quality (WCHQ) Top Quality Award - recognized for exceptional quality improvement leadership
- Moody's - A2 Bond Rating in 2020
- S&P Global Ratings - A+ Bond Rating in 2020
- American Heart Association/American Stroke Association's Get with The Guidelines® Stroke Gold Plus Quality Achievement Award in 2020. Also received the Association's Target: Type 2 Diabetes Honor Roll award

- America's 100 Best Joint Replacement Centers and 100 Best for Orthopedic Surgery by Healthgrades (2019-2022)

Practice Culture

Bellin Health is aligned with the Medical College of Wisconsin-Green Bay to cultivate the next generation of physician leaders who train locally to stay local. Among national leaders in Team-Based Care, the system creates phenomenal physician satisfaction through a strategic redesign of the office visit and between-visit workflow, and operates under a physician/administration dyad structure, which means physicians have a strong voice in the organization. Physicians enjoy working at Bellin Health, as evidenced by a nearly 92% retention rate.

AboutHealth Wisconsin

AboutHealth is a Wisconsin clinically integrated network of systems that drive quality and reduce healthcare costs across the state. Founded in 2015, AboutHealth includes: Gundersen Health System, ProHealth Care, ThedaCare, Aspirus, and Bellin Health. As a clinically integrated network of systems, the network is focused primarily on challenges facing the healthcare industry: increasing efficiency, being nimble in addressing emerging needs in their respective communities, and making tough resource decisions. For more information, visit https://abouthealth.com/ and www.bellin.org

Bellin Health Foundation

The Bellin Health Foundation was established in 1994 with a mission to bring local health initiatives to life. With the help of our donors and friends, we envision access to world-class healthcare without financial compromises. Giving opportunities through the foundation helps advance our common goals in that direction. These shared efforts create and preserve robust solutions for health-centered challenges.

Gundersen Health System History

Gundersen Health System's story began in 1891, when Norwegian-born surgeon Dr. Adolf Gundersen opened a small practice in La Crosse, Wisconsin, driven by a singular conviction: that every patient deserved care delivered with both skill and heart. When Lutheran Hospital opened its doors in 1902, Dr. Gundersen became its first medical director, laying the groundwork for what would become one of the region's most trusted health systems.

That founding spirit carried Gundersen through more than a century of growth, as the clinic and hospital became one and a small La Crosse practice grew into a comprehensive regional network spanning western Wisconsin, southeastern Minnesota, and northeast Iowa. Through every evolution, one thing never changed: care for neighbors, by neighbors, a legacy that lives on today as Emplify Health.

Envision

Gundersen's innovation extends beyond hospital walls. In October 2014, it became the first health system in the nation to produce more energy than it consumed, a milestone reached through a mix of efficiency upgrades and renewable energy projects spanning biomass, wind, geothermal, and more. The goal was never just sustainability for its own sake: it was about cleaner air for patients, lower costs for the system, and a stronger local economy. That work has earned Gundersen national and global recognition as a leader in healthcare sustainability.

For additional information, visit www.gundersenenvision.org/envision/

Spectrum of Care

Gundersen is a physician-led, integrated health system delivering comprehensive care across the lifespan. Its community-based model combines local access to care with advanced specialty and tertiary services throughout the region.

The Gundersen region includes:

- A 325-bed medical center and Level II Trauma Center in La Crosse, providing advanced inpatient, specialty, and tertiary care.
- Seven hospitals, including the La Crosse medical center and six Critical Access Hospitals serving communities across Wisconsin, Minnesota, and Iowa.
- A comprehensive network of 65 clinics, supported by urgent care, ExpressCare, virtual care, emergency services, and medical transport.
- Thirteen pharmacy locations, including specialty pharmacy and mail-order services.
- More than 30 pediatric primary care locations and over 45 children's services, including pediatric specialty care, inpatient services, NICU, PICU, and a Pediatric Mobile Clinic.
- A full continuum of behavioral health and addiction services, including inpatient and outpatient care, psychiatry, psychology, substance use treatment, recovery services, partial hospitalization, and emergency mental health care.
- Extensive specialty and surgical programs spanning heart and vascular care, cancer, neurosciences, orthopedics, digestive health, kidney care, pulmonology, women's health, and numerous medical and surgical specialties.
- Comprehensive rehabilitation and restorative services, including inpatient rehabilitation, physical, occupational, and speech therapy, sports medicine, physical medicine and rehabilitation, orthotics and prosthetics, and spine and joint care. 2
- Specialized support services, including dialysis, imaging, laboratory services, infusion therapy, eye care, dental specialties, podiatry, hospice, and palliative care.

Primary Care

Gundersen offers a care model known as “Medical Home.” This model ensures a continuous relationship with a primary care doctor and team, providing physical exams, immunizations, screenings, and preventive care. Gundersen’s network spans 33 clinics across the Tri-State Region, with more clinics being added to ensure convenient access to care close to home.

Acute Care

- From minor illnesses to severe trauma and emergencies, Gundersen Health System offers options to match the level of care needed at more locations.
- Gundersen Emergency Services in La Crosse is a Level II Trauma Center, the highest in the Tri-State region. In addition, six community hospital emergency rooms are available 24/7.
- Urgent Care locations in La Crosse, Onalaska, Boscobel, Friendship, Hillsboro, West Union, and Whitehall.
- ExpressCare Clinic in La Crosse, offering convenient, affordable care for minor illnesses (ages 2+).



Gundersen Lutheran Medical Center in La Crosse, Wisconsin, is the core of Gundersen's care network. The Hospital is a 325-bed acute-care regional referral center, offering a level of care typically found only in large metropolitan areas. In 2019, the Hospital had more than 50,000 emergency room visits, nearly 15,000 admissions, and over 20,000 combined inpatient and outpatient surgeries. The Hospital is Commission on Accreditation of Rehabilitation Facilities (CARF) accredited and has excellent patient and physician satisfaction scores. Through the Gundersen Heart Institute and Gundersen Cancer Center, the system can deliver world-class treatment in these specialty areas, among others, and is nationally recognized in several other specialties.

Gundersen Boscobel Area Hospital and Clinics is proud to bring innovative care to residents in southwestern Wisconsin. With their electronic medical record system, patients can manage their care conveniently from the palm of their hand. Through the MyChart patient portal, they can view lab test results, refill prescriptions, request appointments, and communicate with their care team, all in a simple, secure way.

From emergency or urgent care to sports physicals for school athletes, they can help with a broad range of primary and specialty care close to home.

Gundersen Moundview Hospital and Clinics has been meeting the healthcare needs of Adams County, Wisconsin, and the surrounding area since 1959, offering a variety of services including: 24-hour emergency care, family clinic, inpatient care, outpatient services, diagnostic testing, surgical procedures, and senior services. Their goal is to provide accessible, affordable, high-quality healthcare.

Gundersen Palmer Lutheran Hospital and Clinics provide comprehensive care for the whole family in northeastern Iowa. From emergency or urgent care to sports physicals to getting that all-important flu shot, they can help with a broad range of primary care. They are also home to Fayette County Community Health and Gundersen Palmer Home Health, Hospice, and Medical Equipment services.

Gundersen St. Elizabeth's Hospital and Clinics is a trusted community health and wellness provider, bringing innovative care to patients and families with a Hospital in Wabasha, Minnesota, and a clinic in Alma, Wisconsin. Gundersen Health System’s newest affiliate (2020), Gundersen St. Elizabeth’s, offers a broad range of primary care from highly trained specialists.

Gundersen St. Joseph's Hospital and Clinics, located in Hillsboro, Wisconsin, is proud to be the community’s health and wellness provider, bringing innovative care to patients and their families. Gundersen St. Joseph's Hospital and Clinics is a regional center of the Gundersen Health System, featuring a new hospital and clinic in Hillsboro, established in 2020. Additionally, they operate clinics in Elroy and Wonewoc.

Gundersen Tri-County Hospital and Clinics, located in Whitehall, Wisconsin, is proud to serve as the community’s health and wellness provider. As a regional center of the Gundersen Health System, it encompasses the Whitehall Hospital and Clinic, a Care Center (nursing home), and senior living apartments. Additionally, they operate clinics in Blair and Independence.



Gundersen Inpatient Behavioral Health Hospital is a 30-bed facility that provides mental health and chemical dependency detoxification services. Patients are supported and protected in a healing environment during their hospitalization. At all times, safety is their primary concern. A team approach provides consistent quality care.

For more than 70 years, **Gundersen Medical Foundation** has united supporters around a shared purpose: the health and well-being of their community. That support fuels everything that keeps Gundersen at the forefront of patient care, a respected medical education program, wide-reaching research efforts, and community health outreach that turns generosity into real impact.

Donor dollars drive research that touches patients personally: funding clinical trials, powering well-equipped labs staffed by top researchers in their fields, and backing grants that tackle health and social issues across the community. As part of Children's Miracle Network Hospitals®, Gundersen also ensures every dollar raised locally stays local, supporting area children with special healthcare needs, regardless of diagnosis or where they're treated.

The Foundation's mission at work: patients cared for, medicine taught, breakthroughs researched, and healthy living championed, all because a community chose to invest in itself.

Quartz Health Solutions, Inc. is co-owned by Gundersen Health System, UW Health, and UnityPoint Health - Meriter. The company manages four nationally recognized, provider-sponsored health insurance plans: Quartz Health Plan Corporation, Quartz Health Plan MN Corporation, Quartz Health Benefit Plans Corporation, and Quartz Health Insurance Corporation. As a third-party administrator, Quartz also provides services for self-funded health benefit programs.

For additional information, visit www.quartzbenefits.com

Innovation

Emplify Health is committed to becoming one of the nation's 10 most innovative health systems. Through Edge, its innovation division, the organization develops and pilots new care and operating models, invests in emerging healthcare companies, incubates employee-driven ventures, and advances AI-enabled solutions that improve care delivery, operations, and the patient experience.

Accomplishments

Gundersen offers an outstanding patient experience.

Gundersen Health System's Overall Patient Experience Rating is 4.7 out of 5 stars, based on more than 91,000 reviews. All ratings are submitted by actual patients and verified by an independent patient experience company, National Research Corporation.

Learn more by visiting: Guide to Patient Experience Surveys and Star Ratings

Excellence in Patient Care

Emplify Health by Gundersen La Crosse Hospital is ranked a four-star facility for receiving care (2022) by the Centers for Medicare & Medicaid Services (CMS). Gundersen earned three-year reaccreditation from the

Commission on Cancer (CoC) of the American College of Surgeons, a distinction highlighting Gundersen's cancer care as among the best in the nation.

Excellence in Serving the Community

The Wisconsin Hospital Association (WHA) awarded Gundersen Health System the Global Vision Community Partnership Award for its work in ending homelessness in the La Crosse area through the La Crosse Collaborative to End Homelessness program.

The Best of La Crosse County 2019 survey recognized Gundersen Health System and staff with 25 honors. The annual survey celebrates services, dining, entertainment, and more.

Gundersen Regional Hospitals Among the Best in the Nation

Gundersen St. Joseph's Hospital and Clinics and Gundersen Tri-County Hospital and Clinics are among the Top 20 Critical Access Hospitals (CAHs) based on their percentile rank across five categories of Hospital Compare Process of Care measures. Gundersen St. Joseph's was among the honorees for quality, and Gundersen Tri-County was recognized for patient satisfaction.

Gundersen Named 'Most Wired'

Gundersen has been named to Hospitals & Health Networks (H&HN) magazine's "Most Wired" list five times. This recognition is awarded to U.S. hospitals and health organizations that excel at using information technology to enhance various aspects of their performance, particularly the quality and safety of patient care.

For additional information related to Gundersen Health System, visit www.gundersenhealth.org.

Emplify Health Business Plan Summary

Emplify Health is a physician-led regional health system serving a largely rural, multi-state footprint across Wisconsin, Iowa, Minnesota, and Michigan's Upper Peninsula. The business plan reflects a meaningful shift in strategy: future growth will come from disciplined, selective choices rather than broad expansion.

The operating environment is more constrained than in prior years. Population growth is uneven, competition is intensifying, workforce shortages are limiting capacity, and capital is finite. At the same time, many existing assets are underused, which creates opportunity to grow by improving access, routing, and utilization before building new capacity.

The plan centers on precision growth. Core hub markets such as Brown County and La Crosse should be defended and expanded. Adjacent growth markets such as Outagamie County should be pursued selectively. Rural and structurally constrained markets should be optimized, held, or redesigned through partnerships, alternative care models, and better use of existing infrastructure.

Access is the primary growth lever. Faster scheduling, extended hours, easier navigation, and stronger referral capture will determine where patients choose to receive care. Service-line growth should be pursued not for its own sake, but where it is strategically aligned with our goals, mission, and vision, and supported by financial performance, workforce realities, and downstream value to the enterprise.

The plan also calls for stronger discipline around service-line economics. Not every service line or market deserves the same level of investment. High-performing services with strong access should be prioritized for expansion, while unprofitable or structurally constrained services may need redesign, partnership, or a different delivery model.

For leadership, the implications are practical. Capital, talent, and management attention need to be aligned to the markets and services that can drive sustainable growth. Employer and direct-to-employer opportunities should be expanded, current assets should be used more effectively, and partnerships should be used where regulation or economics limit traditional growth.

Enterprise growth priorities

- Defend and expand core hub markets
- Increase downstream capture from existing spoke markets
- Optimize utilization of current facilities and assets
- Develop service-line specific access strategies
- Expand employer and direct-to-employer offerings
- Redesign care delivery in constrained rural markets
- Align growth initiatives with workforce capacity
- Use partnerships where regulatory or economic barriers exist

Bottom Line

Emplify Health's next phase of growth depends on focus, access, and execution discipline. The organization will win by concentrating its efforts where it can compete effectively, protecting high-value services, and using existing assets more effectively.

Position Summary

The Enterprise Chief Operating Officer/Chief Nursing Officer, Acute Care (COO/CNO), is accountable for creating a single high-performing acute care operating model across Emplify Health and providing enterprise leadership for nursing practice. This leader owns the performance of the assigned enterprise, not simply the oversight of individual hospitals, practices, regions, or business units.

Area of Responsibility

Enterprise accountability for the following service lines and departments:

Bellin: Anesthesia, Bellin Hospital, Cardiac Short Stay, Case Management, Cath lab/IR Procedural, Chaplaincy, CNS Team, Diagnostics - Imaging, Endoscopy Lab (GI & Pulmonary), EVS, Hospital Based Clinicians (Hospitalists, Intensivists, EM), Inpatient Behavioral Health, Laboratory/Pathology, Neuro Procedural, Nurse Educators, Nursing Services, Nursing Units: Emergency Dept, Maternity, NICU, ICU, Cardiac, Pediatrics, Nursing Units: Observation Unit, Medical Unit, Ortho/Neuro Unit, Surgical Unit, Inpatient Rehab Unit, Nutrition Services, Oconto Hospital (CAH), Oncology/Hematology (Palliative Care, Hospice), Operating Rooms, Periop, PSH Clinic/Prepare, Respiratory Care, Sterile Processing, SSC, Transport Valet, Utilization Management, Virtual Nursing.

Gundersen: Anesthesia, Cath Lab, Central Staffing, CV Surgery, Emergency Services, Ethics, EVS, Fac Ops, Float Pools (inpatient staffing), Food Service, GI Lab, Gundersen AIR, Gundersen Tri-State, Hospice, Hospital Operations, Hospitalists, HUC, ICU *Intensive Care Unit, Inpatient BH/EmPATH, Inpatient Palliative Care, Inpatient PT/OT, Inpatient Renal, Intensivists, IR Clinicians, IR Lab, IVT, L&D/PP *Labor & Del, Post Partum, Lab/Pathology, Laundry, Med Surg, Nursing Homes + Post Acute, OR, OSC, PATT *Preadmission Testing and Teaching, Peds Hospitalists, Peds, NICU, PICU + docs & nursing, Pre-Post Op, Pulm Lab, Radiology/Nuclear Med, Respiratory Therapy, Security, Social Services, Spiritual Care, Sterile Processing, Trauma, UM *Utilization Mgmt, Virtual Nursing.

Reporting Relationships

The Enterprise COO/CNO, Acute Care, reports to the Enterprise President; direct reports to the COO/CNO include: (in the high-performance operating model, the enterprise is broken into business units).

- Business Unit 2 Administrative Vice President
- Business Unit 3 Administrative Vice President
  - *Freestanding surgery center may matrix to COO, Ambulatory Care*
- Critical Access Hospital Administrators (Gundersen Region Only)
  - Shared Accountability - One Enterprise.
- Nursing leaders in each region

Shared Accountability with the Enterprise Chief Operating Officer, Ambulatory Care

- One Enterprise. Two Operating Leaders. Shared Outcomes.
- The Enterprise COOs will function as partners in leading Emplify Health's care delivery system. They will develop strategy together, execute together, and hold their respective organizations accountable for measurable results.
- Translate enterprise strategy into operational priorities and measurable outcomes.
- Establish clear expectations, metrics, and accountability within the new business unit structure.

- Create disciplined operating rhythms to evaluate performance, identify gaps, and ensure timely corrective action.
- Hold business unit leaders accountable for the commitments and metrics established for their areas.
- Reduce unnecessary variation and create consistent enterprise standards where doing so improves quality, safety, experience, workforce outcomes, affordability, or financial performance.
- Develop strong leaders who have meaningful authority to operate their businesses paired with clear accountability for results.
- Partner closely with physician, APP, nursing, and administrative leaders in designing and improving care delivery.
- Make decisions based on what is best for Emplify Health and the communities we serve rather than optimizing an individual geography or business unit.
- Work together to ensure seamless care across the acute and ambulatory continuum.
- Develop and execute enterprise care delivery strategy.
- Establish aligned business unit goals and performance scorecards.
- Conduct disciplined performance reviews and hold leaders accountable for results.
- Address issues that cross acute and ambulatory care together rather than determining which area owns the problem.
- Align capacity, workforce, capital, and resources around enterprise priorities.
- Partner on growth and care delivery transformation.
- Create consistency where enterprise standardization adds value while preserving appropriate local decision-making.
- Build strong business unit leaders capable of independently managing performance and solving problems.
- Determine regional issues and use a system lens for solutions aimed at the best outcome for the enterprise.
- Ensure decisions support the entire Enterprise Pyramid rather than optimizing one metric at the expense of another.
- Maintain a strong partnership with all shared service teams to drive the outcomes of the Enterprise Pyramid.

Essential Job Duties/Major Responsibilities:

- Deliver acute care performance against all Enterprise Pyramid goals.
- Improve hospital quality, safety, and patient experience outcomes.
- Optimize patient flow, throughput, length of stay, and capacity utilization.
- Achieve productivity, labor, expense, and operating margin expectations.
- Reduce unnecessary operational and clinical variation across hospitals.
- Establish clear performance expectations and accountability for hospital and business unit leaders.
- Strengthen workforce engagement, recruitment, retention, and leadership development.

- Partner with physician and clinical leaders to improve care delivery and clinical outcomes.
- Ensure acute care strategy supports community health and healthcare affordability.
- Work with the Ambulatory COO to optimize transitions of care and move care to the most appropriate setting when clinically appropriate.
- Develop and lead the enterprise acute care and nursing strategy, identifying the strategic initiatives required to achieve five-year Enterprise Goals. Translate that strategy into clear priorities, measurable outcomes and accountable owners, and lead the team through disciplined execution to ensure initiatives deliver the intended operational and clinical results.
- Chief Nursing Officer Accountability: As Enterprise Chief Nursing Officer, this leader will also own enterprise nursing strategy, including professional practice, nursing quality and safety, workforce strategy, leadership development, recruitment and retention, and the role of nursing in care transformation.
- Nursing will be positioned as a critical driver of quality, safety, patient experience, workforce engagement, affordability and operational performance.

Success in these roles is not defined by activity. It is defined by outcomes.

The Enterprise COOs are responsible for turning strategy into measurable operational performance. They will create clarity, establish meaningful metrics, empower leaders to lead, and hold teams accountable for delivering their commitments. They are not expected to solve every operational problem personally. They are expected to build leaders, structures, and operating systems that reliably solve problems, execute strategy, and sustain performance. Together, these two leaders will balance people, experience, quality, safety, financial stewardship, community health, and affordability while advancing Emplify Health toward its ultimate aspiration of being the Healthcare Partner of Choice.

Core Competencies for all Leaders

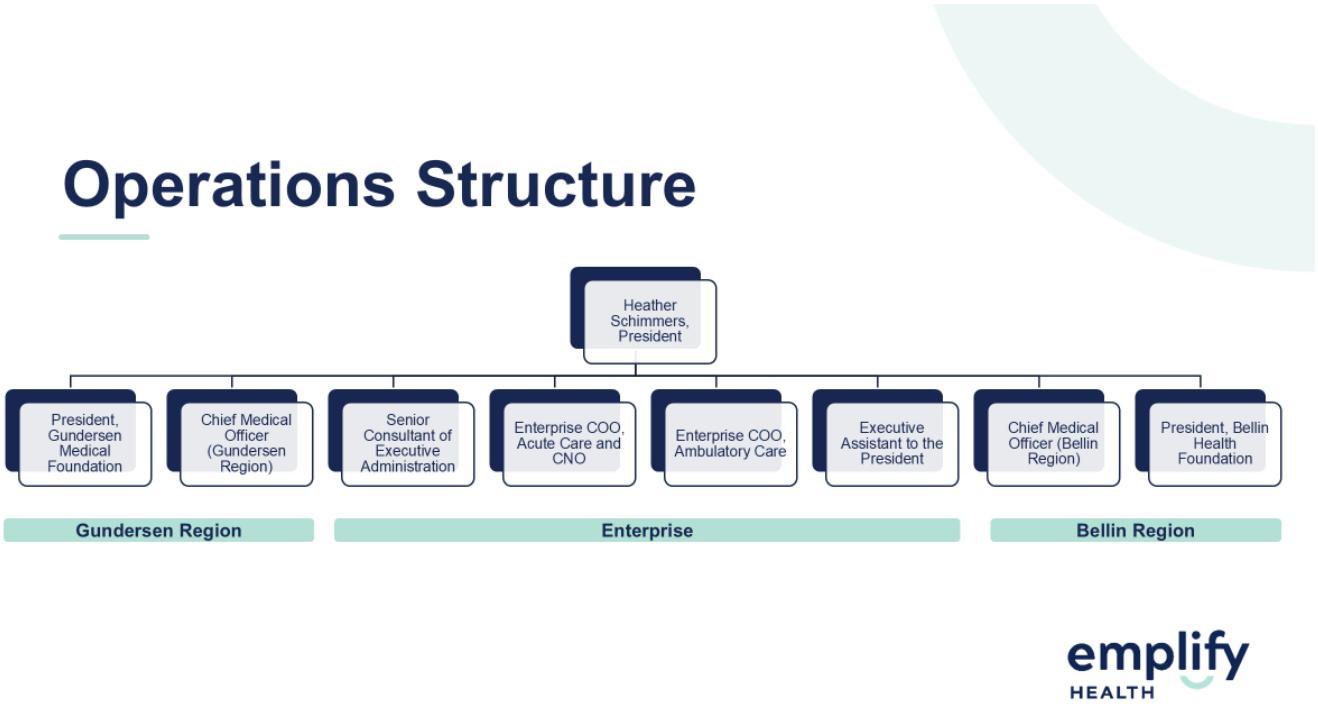
- Organizational Strategy and Implementation - Recognizes market trends, judges the impact on their AOR, contributes to responsive strategic plans, develops AOR operational plans, articulates these plans, and ensures they are communicated to gain alignment and commitment of all AOR staff.
- Fiscal Management - Effectively uses established processes to ensure accountability for effective operations and resource management.
- Human Resource Management - Effectively uses established processes to: select, align, develop, motivate, manage, and retain a team of highly skilled employees.
- Excellence in Service and Quality - Achieves seamless delivery of quality patient care, safety, excellence in patient experience, and customer service. Utilizes Continuous Quality Improvement principles and platform planning in decisions, improvements, and system design.
- Organizational Leadership - Provides leadership and accomplishes objectives by ensuring the integration of processes and initiatives while modeling collaboration. Participates in and supports brand/service delivery teams as requested.
- Maintains accountability for implementation of requirements of regulatory agencies.
- Serves as liaison to the community.
- Duties and responsibilities as defined by specific department (if applicable).

Accountability for the Five-Year Enterprise Goals

This role is accountable for advancing the Emplify Health Enterprise Pyramid and delivering measurable progress toward our five-year goals.

- Workforce Engagement | PG 4.07 - Build engaged, accountable, and high-performing teams. Develop strong leaders, strengthen retention, and ensure employees understand how their work contributes to the Mission, Vision, and enterprise strategy.
- Patient Experience | Net Promoter Score 85th Percentile - Create consistent, reliable, and compassionate experiences across the continuum of care. Improve access, communication, coordination, and transitions while holding leaders accountable for patient experience outcomes.
- Quality GPA | 5.0 - Create the operating discipline necessary to achieve exceptional clinical outcomes. Partner with clinical leaders to reduce unnecessary variation, establish reliable processes, and ensure quality is owned at every level of operations.
- Safety GPA | 4.0 - Build a culture of safety, transparency, learning, and continuous improvement. Ensure leaders identify risk, learn from events, and reliably execute improvement plans.
- Annual Operating Margin | 3% - Deliver financial commitments through disciplined management of productivity, labor, capacity, expenses, growth, and operational performance. Ensure business unit leaders understand and own their financial performance.
- Community Health Score | 85.5% - Ensure operational strategies contribute to healthier people and thriving communities and improve health-related quality of life across the populations we serve.
- Healthcare Affordability | Affordability Score <= 1.00 - Improve the affordability of care by reducing unnecessary variation and cost, increasing productivity, optimizing the site of care, and redesigning care delivery to create greater value for patients and communities.

Organizational Chart



Goals and Responsibilities

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

Goal 1: Advance a Unified Enterprise Operating Model

Objective - Lead the transition from a historically regional operating structure to a fully integrated enterprise operating model that aligns strategy, operations, and resource allocation across Bellin and Gundersen.

Key Measures of Success:

- Establish standardized operating practices and governance structures across regions.
- Eliminate duplication, inefficiencies, and regional silos that impede enterprise performance.
- Develop and implement an enterprise operating cadence with consistent performance reviews and accountability mechanisms.
- Foster collaboration among business-unit dyads and regional leaders to support enterprise priorities and decision-making.
- Ensure operational decisions are made with a system-wide perspective while preserving community responsiveness.

Goal 2: Drive Operational Excellence and Performance Improvement

Objective - Improve operational performance, quality, efficiency, and service outcomes through disciplined execution and data-driven management.

Key Measures of Success:

- Nursing leaders in each region
- Achieve annual operating and strategic performance targets.
- Establish dashboard reporting and accountability frameworks across all areas of responsibility.
- Improve productivity, throughput, capacity management, and resource utilization.
- Lead enterprise initiatives that enhance patient experience, workforce effectiveness, and overall operational performance.
- Demonstrate measurable improvements in key operating indicators within the first 18-24 months.

Acute Care Focus

- Optimize inpatient throughput, capacity management, and operating room utilization.
- Improve deployment of nursing and clinical labor resources.

Goal 3: Strengthen Financial Performance and Stewardship

Objective - Serve as a financially disciplined executive capable of translating operational excellence into sustainable financial results.

Key Measures of Success

- Maintain accountability for budget performance and P&L results.
- Improve operating margin performance through effective resource deployment and expense management.
- Ensure business-unit leaders are accountable for financial outcomes and variance management.

- Provide clear operational and financial reporting to executive leadership, finance committees, and governing bodies.
- Align capital and operating investment recommendations with enterprise priorities and strategic objectives.

Goal 4: Build High-Performing Leadership Teams and Organizational Capability

Objective - Develop leadership talent, strengthen accountability, and create a culture that attracts, develops, and retains exceptional leaders.

Key Measures of Success

- Assess organizational talent and implement succession and leadership-development plans.
- Ensure leaders are appropriately positioned and supported to achieve organizational goals.
- Build teams characterized by trust, accountability, collaboration, and high performance.
- Strengthen leadership effectiveness through coaching, development, and performance management.
- Improve employee engagement and leadership effectiveness scores over time.

Acute Care Focus

- Evaluate and help design the future nursing leadership and operational structure across the enterprise.

Goal 5: Lead Change Management and Cultural Integration

Objective - Serve as a visible and trusted change leader who successfully guides teams through transformation while strengthening organizational culture.

Key Measures of Success

- Lead enterprise-wide change initiatives using transparent and effective communication.
- Foster alignment and engagement among physician, clinical, operational, and administrative stakeholders.
- Create an environment of accountability paired with respect, collaboration, and psychological safety.
- Demonstrate measurable progress on strategic integration and transformation initiatives.
- Build trust across historically independent regions while reinforcing a unified organizational culture.

Goal 6: Accelerate Strategic Growth Through Execution

Objective - Translate enterprise strategy into executable operational plans that support organizational growth, market differentiation, and long-term sustainability.

Key Measures of Success

- Partner with business-unit leadership to develop and execute multi-year strategic growth plans.
- Ensure growth opportunities are evaluated, prioritized, and operationalized successfully.
- Support service-line expansion, access strategies, capacity planning, and operational readiness initiatives.
- Align operational resources and infrastructure with enterprise growth objectives.
- Deliver measurable progress on strategic initiatives included in Amplify Health's annual operating and strategic plans.

Candidate Qualifications

Education/Certification

- Master's degree required.
- Registered Nurse required.
- If holding clinical credentials, eligibility for licensure in applicable states across Emplify Health's footprint is required.

Knowledge and Work Experience

10+ years of progressive leadership experience; 5 years of experience in senior leadership capacity where ability to execute operational strategy was demonstrated; strong record of selection, development, performance management, and retention of effective, self-motivated staff.

Leadership Skills and Competencies

- Demonstrated ability to lead through influence in a complex, evolving organization, with a strong orientation toward collaboration, alignment, and accountability.
- Strategic thinker with the ability to translate vision into actionable plans, operational priorities, and measurable results.
- Systems thinker with deep understanding of performance improvement methodologies, change management principles, and enterprise transformation.
- Proven ability to drive measurable improvement in clinical outcomes using structured quality frameworks and data-driven decision-making.
- Skilled at building trust and credibility across all levels of the organization.
- High emotional intelligence with the ability to navigate complexity, manage conflict, and build strong, authentic relationships across diverse stakeholder groups.
- Strong executive presence with excellent communication skills, including the ability to clearly articulate complex concepts and inspire alignment across clinical and operational leaders.
- Demonstrated commitment to transparency, safety, and just culture principles, with experience fostering environments of accountability and continuous learning.
- Effective team builder who develops talent, mentors future leaders, and creates an environment that supports engagement, growth, and performance.
- Ability to operate with resilience, adaptability, and decisiveness in a dynamic environment, particularly during periods of change and organizational integration.
- Demonstrated capacity to synthesize emerging quality, safety, and regulatory trends and translate insights into forward-looking strategy.

The Communities

Green Bay, Wisconsin



Wisconsin's oldest city, Green Bay, is located at the head of its namesake, Green Bay, a sub-basin of Lake Michigan, at the mouth of the Fox River. A center for arts, outdoor recreation, and, of course, football, Green Bay is Wisconsin's third-largest city, after Milwaukee and Madison. It is conveniently located 100 miles north of Milwaukee and four hours from Chicago and Minneapolis. Residents take advantage of their proximity to Lake Michigan and the Northwoods with winter activities, including snowmobiling and skiing, as well as summer favorites like hiking, golf, biking, boating, and fishing. Green Bay is also home to rich historical museums, spectacular visual and performing arts, wonderful shopping, and even an old-fashioned amusement park, originally built in the 1930s, featuring Elvis Presley's favorite roller coaster, the Zippin Pippin. Nature and wildlife lovers will also appreciate the area's state parks, zoos, wildlife refuges, and a botanical garden.

Served by an international airport, the city's economy is highly diversified and continually growing. As the economic hub of northeast Wisconsin, and with an abundance of natural resources, Green Bay's largest employers remain the education, healthcare, and paper and shipping industries. Green Bay is also home to seven area colleges and universities, including the University of Wisconsin Green Bay and St. Norbert College in De Pere. The historic downtown waterfront continues its redevelopment renaissance with the addition and expansion of housing, hotels, and corporate headquarters, including the Titletown District and TitletownTech, a national partnership between the Green Bay Packers and Microsoft. Community leaders work in partnership to conserve resources, grow the economy, and increase quality of life. Leaders work in conjunction with K-12 and post-secondary educators to ensure students are community, college, and career ready; continuing a tradition of cultivating generations of a strong work ethic that is second to none.



In addition to being known worldwide for its contributions to industry and agriculture, Green Bay is best known for the Green Bay Packers, with a fan base that spans Wisconsin, the U.S., and international markets. Despite being the National Football League's smallest city to host a team, Green Bay is nicknamed "Titletown" for the number of NFL titles it has won over the years, more than any other team. Founded in 1919, the 13-time National Champion Green Bay Packers are the only NFL team owned by their fans, and Lambeau Field is hallowed ground for sports fans in the area. The city is also home to other sports teams, including the UW-Green Bay Fighting Phoenix, the U.S. Hockey League's Green Bay Gamblers, and the Northwoods League Baseball team, the Green Bay Rockers

For more information, please visit: https://www.greenbay.com/.

La Crosse, Wisconsin



Classic steam paddle wheelers still ply the Mississippi's waters in La Crosse, just a small part of this historic and charming city. Spreading from the edge of the river to the base of steep bluffs, La Crosse enjoys a glorious natural setting and cultural scene. Mark Twain was once so impressed by the city that he later wrote about it in his book *Life on the Mississippi*, calling it a "choice town." The city's Main Street ends at Grandad Bluff, rising 570 feet above the city with a park offering views of the city, the surrounding bluffs, and three states: Wisconsin, Minnesota, and Iowa. Riverside Park in the city's historic downtown provides a perfect vantage point for watching river traffic and/or boarding a paddle wheeler for sightseeing cruises. Yacht cruises and eco-tours on the river are also available.

After time enjoying the river, La Crosse natives and its many summer tourists stroll through the city's downtown, exploring many unique shops, relaxing hotels, entertainment, museums, galleries, and award-winning restaurants. At one end of the downtown sits the recently renovated La Crosse Center, a 7,500-seat multi-purpose indoor arena, banquet hall, and conference center. It is continually filled with concerts, sporting events, trade shows, conventions, conferences, and weddings.



La Crosse is a true college town with three regional colleges and universities: the University of Wisconsin-La Crosse, Western Technical College, and Viterbo University. Emplify Health partners with the La Crosse School District, other local health organizations, and government agencies to support the Health Science Center and advance students in medical fields.

La Crosse has long been a Midwest hub for arts and culture, often representing the cultures of the area's large Hmong, Native American, and European populations. Throughout the year, venues such as The Pump House Regional Arts Center, The La Crosse Community Theater, and the Viterbo Fine Arts Center host live performances, concerts, and art exhibitions. The city is also home to the Blue Stars Drum & Bugle Corps, a member of Drum Corps International. The city's celebration of arts and culture has had a lasting impact on the national and global arts scene, with legendary screenwriter Nicholas Ray (*Rebel Without a Cause*) and critically acclaimed film director Josey Losey hailing from the city. The city's diverse culture is celebrated year-round through festivals such as Hmong New Year, Irish Fest, RiverFest, and an internationally known Oktoberfest, which celebrates the city's German roots and brewing history.

La Crosse is also home to a rich sports scene with the UW-La Crosse Eagles, Viterbo V-Hawks, Northwoods League Baseball's La Crosse Loggers, and the La Crosse Steam Softball team. The city is only a few hours away from other teams playing in Minneapolis, Madison, Milwaukee, Chicago, and Green Bay.

For more information on La Crosse, please visit: https://www.explorelacrosse.com/.

Procedure for Candidacy

Please submit all applications, nominations, and inquiries to **the search team** through the WittKieffer Candidate Portal by **clicking here**. New users should select **"Register Here"** to create an account before proceeding. After logging in, navigate to **"Open Positions,"** then locate the role by entering the institution's name and clicking the search wheel.

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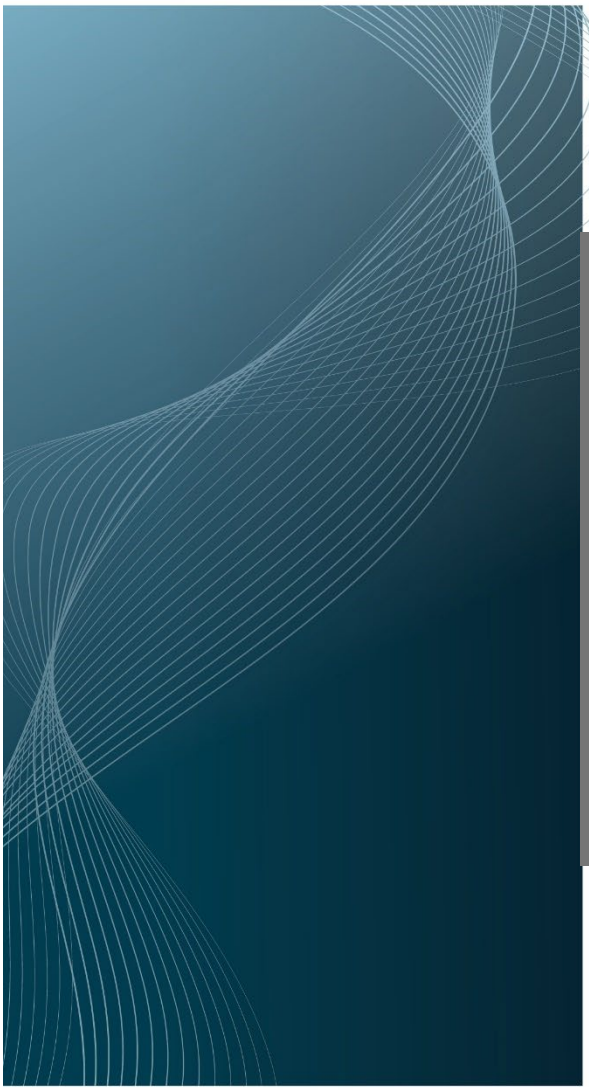

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