

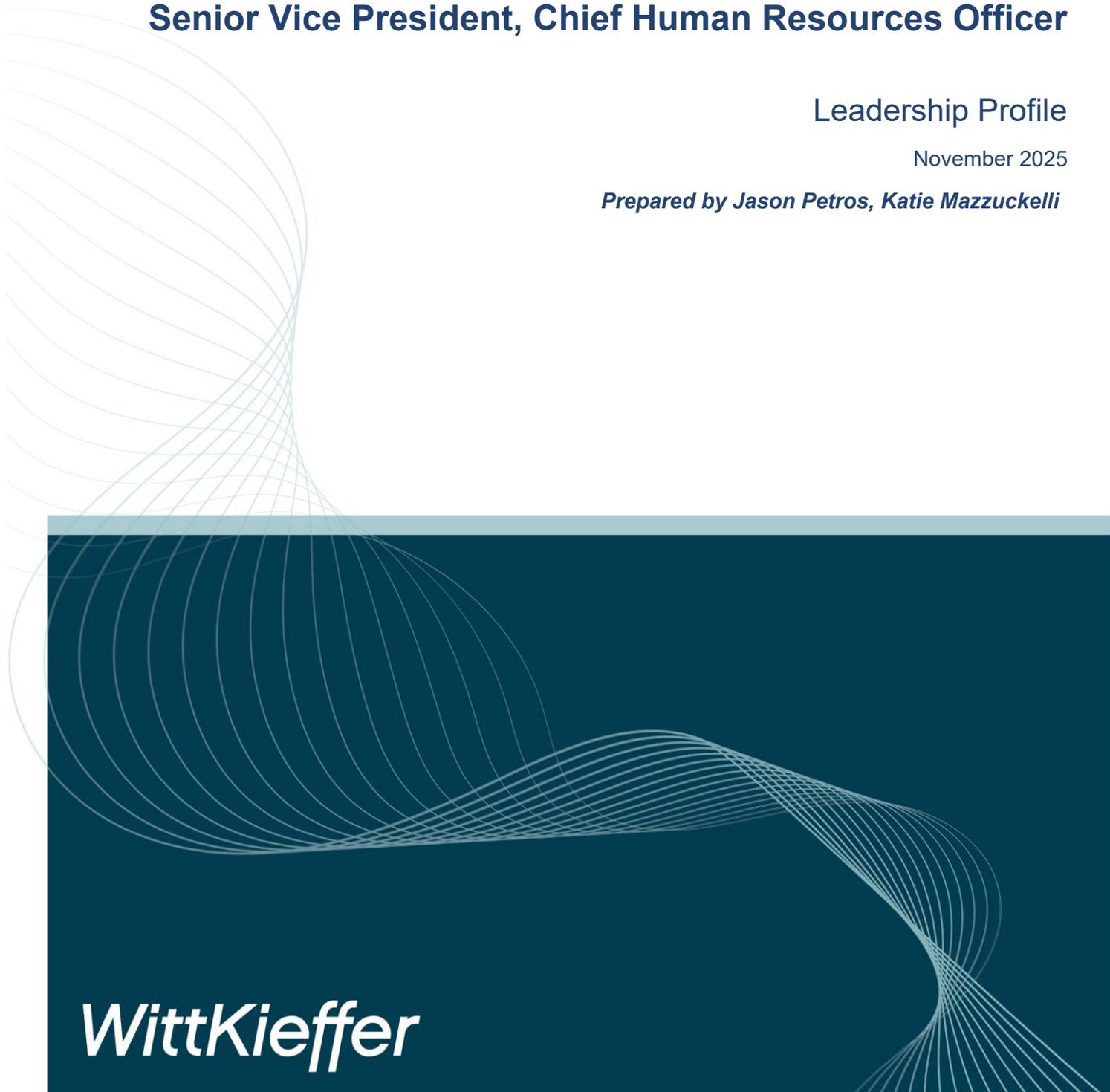


Senior Vice President, Chief Human Resources Officer

Leadership Profile

November 2025

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A decorative graphic consisting of numerous overlapping, light blue, curved lines that create a sense of motion and depth, flowing from the left side of the page towards the right.

WittKieffer

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The Opportunity

Aspirus, Inc. (Aspirus) seeks a contemporary, forward-thinking human resources (HR) leader to serve as its Senior Vice President, Chief Human Resources Officer (CHRO).

Headquartered in Wausau, Wisconsin, Aspirus is a thriving \$3.5B health system that continues to grow. The organization includes 18 hospitals, 75 community-based clinics, and nearly 14,000 team members—positioning Aspirus as a leading regional health system with a deep commitment to community-based care.

The CHRO will be a key member of the senior leadership team, overseeing all HR functions including Total Rewards, Talent Delivery, HRIS, Organizational Learning and Development, DE&I, Employee Health/Wellness, and HR Solutions. This leader will serve as a trusted strategic advisor to the President/CEO and senior leadership, helping shape and sustain a culture that reflects Aspirus' values and mission.

This is an opportunity to help shape the future of a committed, future-focused, and purpose-driven health system. The next CHRO will have the chance to build upon Aspirus' strong foundation and lead transformative strategies in talent acquisition, workforce engagement, and cultural integration. As Aspirus expands its footprint and impact, this leader will play a pivotal role in aligning people strategy with organizational vision—ensuring Aspirus remains an employer of choice and a beacon of care across Northern Wisconsin, the Upper Peninsula of Michigan, and Minnesota.

Ideal candidates will bring deep HR leadership experience in complex, multi-entity organizations. They will demonstrate success in building high-performing HR teams, supporting executive leadership, and driving strategic initiatives. While healthcare experience is beneficial, Aspirus welcomes leaders from diverse service-driven industries who bring fresh perspectives and a passion for mission-driven work.

Organization Overview

Aspirus Health is a non-profit, community-directed health system based in Wausau, Wisconsin. Aspirus' more than 14,000 team members are focused on improving the health and well-being of people throughout Wisconsin and Upper Michigan. Aspirus serves communities through four hospitals in Upper Michigan, 13 hospitals in Wisconsin, two hospitals in Minnesota, multiple primary and specialty care clinics, home health and hospice care, pharmacies, critical care and ground and air medical transport, medical goods, nursing homes and a broad network of physicians. Aspirus team members demonstrate caring, plan to impact the future, work with happiness and enthusiasm and recognize its power to make a difference and improve the health of its communities.

The Aspirus Mission

Aspirus' heals people, promotes health and strengthen communities.

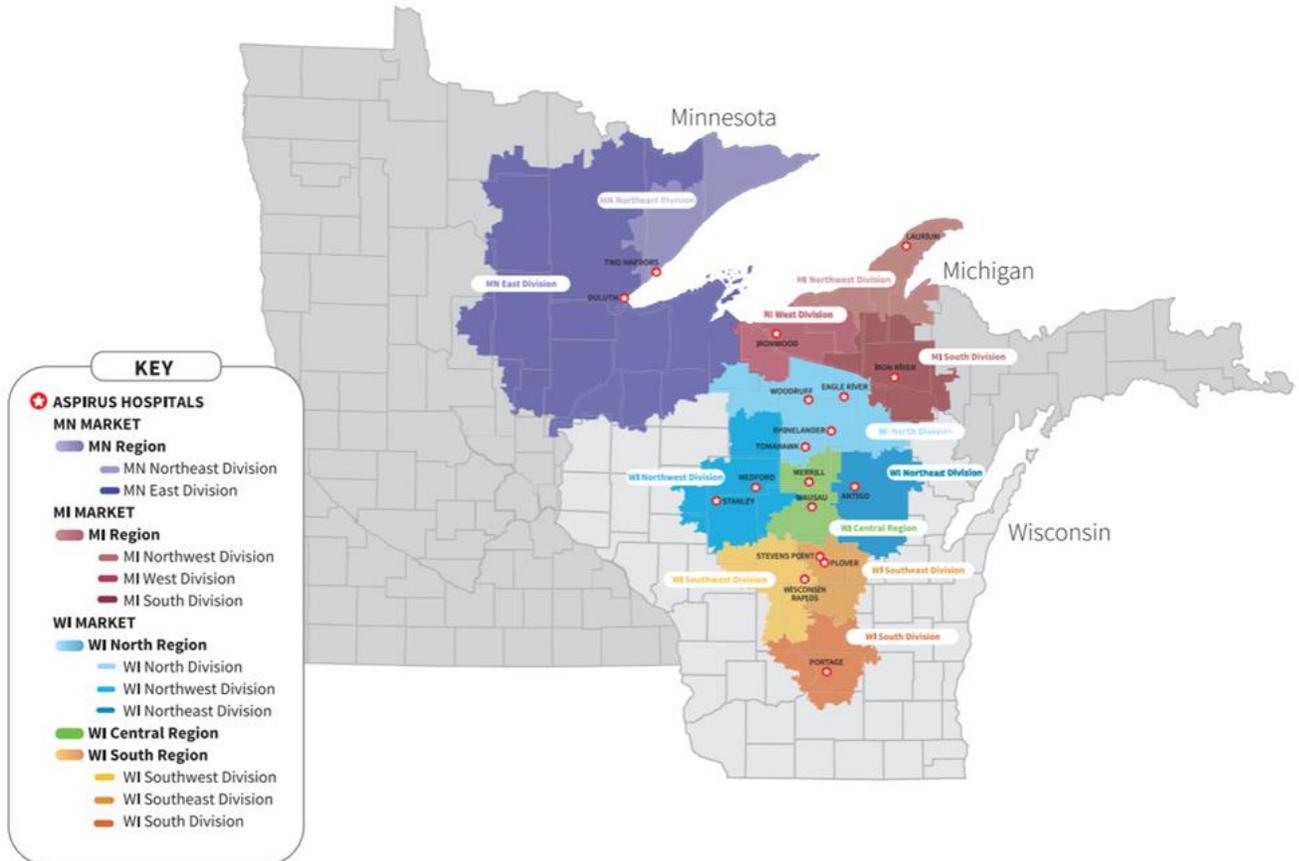
The Aspirus Vision

Aspirus is a catalyst for creating healthy, thriving communities, trusted and engaged above all others.

Aspirus Core Values

- **Compassion** - Demonstrate caring in all they do and cherish the honor of improving lives.
- **Accountability** - Commit to their work, recognize their power to make a difference, and embrace the responsibility to advocate for each person served.
- **Collaboration** - As a team, they improve their patients' lives; through partnerships they improve the health of their communities.
- **Foresight** - Plan and act today to impact the future and sustain and grow vital resources for those who need them.
- **Joy** - Work with happiness and enthusiasm; celebrate successes and build a positive environment.

Aspirus Health Service Area



CENTRAL WI REGION

Aspirus Wausau Hospital is licensed for 325 beds and is staffed by 374 physicians in 42 specialties. It is the flagship of the Aspirus system that serves patients across northern and central Wisconsin, as well as the Upper Peninsula of Michigan.

Aspirus Wausau Hospital provides primary, secondary, and tertiary care services as a regional referral center. Specialty referral service emphasis exists in cardiology and cardiothoracic surgery, orthopedics, Level II trauma center, and oncology. The hospital has an average daily inpatient census of 236, with approximately 14,600 discharges per year. Outpatient visits exceed 240,000, and there are also more than 27,000 annual emergency department visits.

Aspirus Wausau Hospital provides world-class cardiovascular care in addition to leading-edge cancer, trauma, women’s health, and spine and neurological care. The hospital is continually recognized nationally for the level of care it provides. Aspirus Wausau Hospital has earned high-quality ratings or awards from prominent quality agencies such as HealthGrades, Thomson Reuters, Truven Health, IBM Watson, Becker’s Hospital Review, Mission: Lifeline®, and *U.S. News & World Report*.

Aspirus Merrill Hospital & Clinics is a 30-bed critical access hospital that provides primary and specialty services to Merrill and rural Lincoln County. Services include inpatient hospital care, 24/7 emergency department, urgent care as well as surgery, cancer care, imaging, laboratory, and rehabilitation services.

NORTH WI REGION

Aspirus Medford Hospital & Clinics offers all the friendliness and flexibility of a 30-bed critical access hospital with the horsepower of a large health care system. In addition to the hospital, residents of Taylor, Price, Clark, and Marathon counties have convenient access to the pharmacy, five primary care clinics, two therapy centers, a public fitness center, and senior care services, which include a skilled nursing home and assisted living.

Aspirus Stanley Hospital & Clinics is a 24-bed critical access hospital that provides primary and specialty services to Stanley. Services include inpatient hospital care, swing bed services, and 24/7 emergency/urgent care. Aspirus Stanley Hospital is a destination for specialty care-including family medicine, internal medicine, gynecology, outpatient behavioral health, and general surgery.

Aspirus Eagle River Hospital & Clinics is a 25-bed critical access hospital in Wisconsin that proudly cares for Eagle River neighborhoods and surrounding communities. Eagle River Hospital offers inpatient hospital care, swing-bed program, 24/7 emergency department with a paramedic ambulance team caring for Eagle River residents and surrounding areas. It also has a surgery center, extensive radiology and laboratory services providing convenient diagnostic imaging and lab testing.

Aspirus Rhinelander Hospital & Clinics is a 73-bed facility that offers the best in health care services, including advanced medical imaging, high-tech surgical services, a state-of-the-art birthing center, comprehensive women's health services and a 13,000-square-foot cancer center equipped with the latest technology.

Aspirus Tomahawk Hospital & Clinics provides primary and specialty services to Tomahawk and rural Lincoln County through an 18-bed critical access hospital. Other services include inpatient hospital care, 24/7 emergency department/urgent care as well as surgery, imaging, laboratory, and rehabilitation services.

Howard Young Medical Center is a 99-bed acute care facility located in Woodruff that provides primary and specialty care to residents across northern Wisconsin, including Oneida, Vilas, and Iron counties, at a level not commonly found at a typical rural hospital. Howard Young Medical Center offers advanced medical imaging, high-tech surgical services, and comprehensive women's health services, all equipped with the latest technology, including the da Vinci Robotic Surgical System.

Aspirus Langlade Hospital & Clinics is a Catholic hospital, founded by the Religious Hospitallers of St. Joseph, and is sponsored by Catholic Health Partners, Inc. The Corporate Members of Aspirus Langlade Hospital are Aspirus, Inc. and the Religious Hospitallers of St. Joseph Health Corporation. Aspirus Langlade Hospital is a 25-bed critical access hospital. Services include imaging, occupational/physical therapy, birthing, emergency/trauma, lab, and rehab.

SOUTH WI REGION

Aspirus Wisconsin Rapids Hospital & Clinics, Inc. is licensed for 99-beds and has a current capacity of 63 inpatient beds. Services include an inpatient facility with all private rooms, a critical care unit, birthing, cancer center with medical and radiation oncology, a state-of-the-art diagnostic imaging department, a comprehensive laboratory, an emergency room, modern surgery and outpatient procedures unit, therapies (including physical, occupational and speech/swallowing), cardiopulmonary rehabilitation, diabetes and nutrition center, respiratory care, a wound center with two hyperbaric oxygen therapy chambers, a joint center, a sleep lab, a dental clinic which serves the dental needs of lower-income residents, and numerous other services.

Aspirus Divine Savior Hospital & Clinics is a 73-bed hospital with emergency/urgent care, surgery, inpatient Care, ICU, birthing center, and more. Conveniently attached to the hospital is the clinic which offers family medicine, pediatrics, geriatrics, endocrinology, general surgery, ophthalmology and OB/GYN services. On the Portage campus, you will also find the Aspirus Tivoli Community, a welcoming and modern facility that offers assisted living. The Wellness Center, located between the hospital and Tivoli, is the home to orthopedic, sports medicine, rehab, speech and language pathology and audiology clinic services. In The Wellness Center, you will also find La Vita, a medically integrated fitness center, as well as the Aspirus Childcare Center, which provides daycare for employees and the community.

Aspirus Plover Hospital & Clinics offers ambulatory surgical services, an emergency department, and robust imaging and lab services. The campus also has a large primary and specialty care clinic that provides general wellness visits, acute care, and many specialists for conditions patients may need care for.

Aspirus Stevens Point Hospital & Clinics is a fully accredited acute-care facility with 94 beds, offering expert, personalized care for residents of Stevens Point and Portage County. It offers a broad range of services, including emergency medicine/urgent care, surgery, ICU/CCU, diagnostic radiology, rehabilitation, sports medicine, occupational and behavioral health, pathology, and sleep diagnostics.

MICHIGAN REGION

Aspirus Keweenaw Hospital & Clinics is a non-profit, community-directed hospital based in Laurium, Michigan, with clinics and outreach services in Laurium, Calumet, Houghton, and Lake Linden. Aspirus Keweenaw is part of the Aspirus, Inc. exclusive hospital and clinic network that includes home health and hospice care, pharmacy, critical care, medical goods, and a philanthropic foundation. Aspirus Keweenaw Hospital is a 25-bed facility that provides 24/7 access to emergency care and is supported by five clinic locations. Aspirus Keweenaw is committed to delivering excellent local health care to keep families healthy and provide a successful community hospital for generations to come.

Aspirus Iron River Hospital & Clinics serves the needs of the south-central Upper Peninsula of Michigan and northern Wisconsin. Aspirus Iron River Hospital is a 25-bed critical access hospital with emergency/trauma, swing beds, stroke and cancer care, lab, radiology, wound care, and occupational, physical and speech therapy services. The Aspirus Iron River Clinic is next to Aspirus Iron River Hospital on the beautiful Ice Lake, and offers primary care, general surgery, and orthopedic surgery. Additionally, Aspirus Crystal Falls Clinic provides primary care services to patients of all ages along with memory clinic services.

Aspirus Ironwood Hospital & Clinics is a 25-bed critical access hospital that serves people of the Gogebic-Iron Range in Upper Michigan and northern Wisconsin with high-quality medical care and services. Aspirus Ironwood Hospital & Clinics includes Aspirus Eye Center - Ironwood and two primary care clinics located in Ironwood, Michigan and Hurley, Wisconsin.

Aspirus Ontonagon Clinic is a rural health clinic offering primary care, outpatient care, lab services, imaging and therapy services.

MINNESOTA REGION

St. Luke's Hospital in Duluth, Minnesota, and **Lake View Hospital** in Two Harbors, Minnesota, serve the people of northeastern Minnesota, northwestern Wisconsin and the Upper Peninsula of Michigan through a Level II Regional Trauma Center, nationally recognized heart and vascular center and more than 40 primary and specialty clinics. The hospitals employ nearly 300 physicians and advanced practice clinicians and 3,000 team members.

ASPIRUS MEDICAL GROUP, INC.

With 75 community-based clinics, 900 physicians and advanced practice clinicians, and 1.5 million clinic visits per year, the Aspirus Medical Group develops personal and caring relationships with its patients. As part of the Aspirus Health system, the Aspirus Medical Group has access to the resources of a comprehensive network of physicians, clinics, hospitals, and home care agencies to provide contemporary, cost-effective care.

ASPIRUS NETWORK, INC.

Aspirus Network, Inc., is a Clinically Integrated Network of leading primary and specialty care physicians, hospitals, and allied health care professionals. Aspirus Network negotiates contracts on behalf of its members with employers and health plans. It aligns all elements of the care continuum to advance quality and improvement efforts that produce better clinical outcomes, enhanced patient experiences and controlled costs. Provider members of Aspirus Network can help identify and drive quality improvement initiatives, serve as advocates for healthier communities, and provide ongoing feedback on the Network's strategic direction.

Today Aspirus Network, Inc. represents more than 1,000 physicians, 17 hospitals, 11 ambulatory surgery centers, and many ancillary health care professionals. Aspirus Network is a wholly owned subsidiary of Aspirus, Inc.

ASPIRUS HEALTH PLAN

Aspirus Health Plan is wholly owned by Aspirus and has enrollment of more than 45,000 members and growing. Aspirus Health Plan began insuring members on January 1, 2017, and expanded to offering Medicare Advantage January 1, 2021. Aspirus Health Plan is authorized to sell insurance products for Medicare Advantage, individuals, businesses headquartered in the following Wisconsin counties:

- Group and individual (HMO and POS)
 - Adams, Clark, Columbia, Florence, Forest, Iron, Juneau, Langlade, Lincoln, Marathon, Marquette, Oneida, Portage, Price, Sauk, Shawano, Taylor, Vilas, Waushara, and Wood.
- Medicare Advantage (PPO)
 - Adams, Clark, Columbia, Florence, Forest, Iron, Juneau, Langlade, Lincoln, Marathon, Marquette, Oneida, Portage, Price, Sauk, Shawano, Taylor, Vilas, Waupaca, Waushara, and Wood.

Aspirus Health Plan offers the following products:

- On- and off-Exchange individual policies
- Off-Exchange small group policies
- Large group risk policies
- Group self-funded and level-funded policies
- Medicare Advantage plans

Networks available:

- Signature Network (available to group and individual business)
 - Aspirus Network, Inc.
 - Aurora Health Care
 - Bellin Health
 - Children's Wisconsin
 - Gundersen Health System
 - Reedsburg Area Medical Center
 - The Medical College of Wisconsin

- ThedaCare
- UW Health

Freedom Network (made up of First Health Network providers) (available to large group risk and group self-funded policies)

- Medicare Advantage
 - Aspirus Network, Inc.
 - Reedsburg Area Medical Center
 - ThedaCare
 - UW Health

ASPIRUS AWARDS AND RECOGNITIONS

- Aspirus was the first Wisconsin system ever to earn the Top 15 Health System designation by IBM Watson/Truven – a recognition achieved for four consecutive years.
- Aspirus Health is one of only three health systems in the nation to be named a Platinum Well Workplace (2023-2026) by the Wellness Council of America (WELCOA) for meeting the highest standards of wellness support for employees.
- Aspirus Wausau Hospital has repeatedly been rated as having among the top cardiovascular programs in the country, receiving numerous annual distinctions from HealthGrades, Becker's Hospital Review, IBM Watson/Truven and others.
- Multiple Aspirus hospitals have received Environmental Excellence Awards for sustainability from Practice GreenHealth.
- Aspirus Ironwood Hospital and Aspirus Langlade Hospital in 2022 were identified by Chartis Center for Rural Health as top 100 critical access hospitals.
- Aspirus Wausau Hospital and Aspirus Langlade Hospital have earned recognitions for stroke care from the American Heart Association/American Stroke Association and the Wisconsin Stroke Coalition, respectively.

Position Summary

The CHRO will be accountable for continuously aligning all HR programs, processes, structures and strategies to support the execution of Aspirus' mission, vision, values and strategies. The CHRO will oversee all HR functions, including Total Rewards, Talent Delivery, HR Information System (HRIS), Organizational Learning and Development, DE & I and Employee Health/Wellness and HR Solutions. The CHRO will serve as a key strategic advisor to the President/CEO and senior leaders in developing long-term organizational strategies. The CHRO will drive key HR best practices and initiatives and provide strategic direction and expertise for the full scope of the HR function.

Reporting Relationships

The CHRO will report to the Senior Vice President, General Counsel and Administrative Services, Michael Holzhueter, and will be part of the senior leadership team. The CHRO will lead a team of approximately 128 FTEs.

Direct reports to the CHRO include:

- VP - System Operations & Labor Relations
- VP – System Talent Management
- VP – System Total Rewards

Responsibilities by Area

The CHRO will be responsible for the following, by area:

Total Rewards

- Develops and implements contemporary pay delivery and benefit programs for staff and leaders.
- Analyzes markets and makes recommendations on annual pay programs.
- Oversees the Aspirus At-Risk Management compensation program and other executive retention strategies, with accountabilities to the Aspirus, Inc. Compensation Committee.

Talent Delivery

- Develops and annually updates 3-year workforce recruitment plan to anticipate future needs.
- Assures recruitment and on-boarding processes are effective and efficient to reduce time-to-fill and foster retention.

HRIS

- Assures Infor Global HR System (GHR) is maintained in a timely and accurate way and that all HR systems are fully utilized to create efficient operations and relevant workforce information.
- Oversees development of HR metrics/reports for both the HR department and the system.

Organizational Learning and Development

- Takes a lead role in assuring the Aspirus culture supports the health system's mission, vision, values and creates an engaging environment which fosters diversity and inclusion.
- Assures core competencies are met at all levels of the organization.
- Assures leaders and staff are developed to their fullest capabilities and that learning systems are in place to address needs.
- Provides leadership in building a positive culture which fosters quality care and service.
- Develops leadership succession plans.
- Oversees regular employee engagement surveys and follow-up actions to address opportunities for improvement.
- Advises the President/CEO and executives on organizational matters, including organizational structure, teamwork, and development needs.

Employee Health/Wellness

- Assures all employee health requirements for employees are met, to include OSHA compliance.
- Oversees wellness and resiliency/well-being programs and ensures they are in place to meet the needs of all employees.
- Oversees the Aspirus system's workers compensation program and workplace safety initiatives.

HR Solutions Center

- Oversees the implementation of all Aspirus system-level programs through the HR Solutions Center.
- Ensures that programs are in place at all Business Units to effectively address positive employee relations and labor relations issues.
- Establishes Aspirus system-wide labor relations strategies and collaborates with Aspirus legal counsel and HR Vice Presidents to ensure local labor relations are coordinated effectively and within Aspirus system-wide policies and programs.

General

- Serves as a member of the Corporate Executive Council, which is the senior executive group accountable for all Aspirus strategies and operations.
- Chairs the Organizational Effectiveness Council, which is accountable for aligning all HR programs and processes to the organization's mission, vision, values and strategies.
- Serves as Executive staff liaison with the Aspirus, Inc. Compensation Committee, which is accountable for Executive and Physician Compensation oversight and the organization's management succession planning. In collaboration with the Senior Vice President/Chief Strategy Officer, develops annual system Pillar Scorecard and aligned/cascaded goals for Aspirus, Inc. Compensation Committee approval.
- Oversees the development of short-term (fiscal year) and long-term (3-5 years) HR strategies and annually develops "top box" metrics for the "people pillar" of the Aspirus System Scorecard.
- Provides coaching and mentoring to executive team and colleagues to create leadership bench strength capable of addressing challenges of a highly dynamic organization.
- Oversees HR annual operating budget and budgets for overall salaries and benefits for the organization.
- Continuously develops leaders within the HR function to grow leadership competencies and leadership depth.
- Assures Aspirus, Inc.'s community presence is realized by participating in community leadership organizations, business organizations, and service groups.

Goals and Objectives

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

- Forge deep partnerships with Aspirus' executive leadership and become fully embedded in the strategic fabric of the organization. The CHRO will be a visible, trusted advisor—bringing both operational excellence and strategic foresight to every dimension of HR.
- Design and execute a future-ready HR strategy that aligns with Aspirus' ambitious growth and cultural aspirations. This includes building scalable systems, fostering transparent communication, and supporting the CEO's vision for a unified, values-driven culture.
- Evaluate and elevate the HR function, ensuring the right structure, talent, and resources are in place to support a high-performing, service-oriented team that reflects Aspirus' commitment to excellence.
- Lead a bold talent agenda—viewing recruitment, retention, and workforce development as strategic levers for organizational success. The CHRO will champion innovative approaches to attract and grow top talent, while building pathways for internal advancement and leadership development.
- Serve as a catalyst for change, guiding the organization through transformation with empathy, clarity, and purpose. As Aspirus evolves, the CHRO will ensure the organizational design and culture are aligned to support agility, resilience, and long-term success.
- Strengthen engagement and belonging across the system. By listening deeply and acting decisively, the CHRO will help foster a workplace where employees and physicians feel valued, heard, and empowered to contribute meaningfully.
- Build collaborative labor relationships across multiple states, advancing a shared commitment to delivering exceptional care to the communities Aspirus serves.

Candidate Qualifications

Education/Certification

- Knowledge of healthcare HR normally acquired through completion of a Master's Degree in Business, Human Resources or related field
- Senior Professional in Human Resources (SPHR) as certified by the HR Certification Institute, a plus

Knowledge and Work Experience

- Eight to ten years of HR responsibility with at least five years of executive/management experience in a multi-organizational corporate environment
- Experience with healthcare, labor relations, compensation and benefits, recruitment, retention, organizational design, engagement, mergers/acquisitions, employee health/wellness, diversity/inclusion programs and leadership/employee development
- A combination of private sector and healthcare experience at a senior level of HR, preferred
- Extensive senior-level executive experience in HR and organizational development within a large, complex, multi-site services organization
- A proven track record of success in leading an organization with a highly engaged workforce and best-in-class HR practices
- Experience with labor relations and negotiations, preferred
- Strong business acumen

Leadership Skills and Competencies

- **Critical thinking skills** – strong ability to navigate ambiguity with confidence; naturally inquisitive and solution-oriented
- **Proactive** – takes initiative to anticipate needs and drive progress without waiting for direction
- **Strong communicator** – superior verbal and written communication skills; strong executive presentation skills; good listener; capable of interacting effectively at all levels of the organization and with multiple stakeholders, including physicians, Board members, leadership and staff
- **Excellent judgement** – high emotional intelligence; superior ability to manage competing interests
- **Collaborative** – a consensus-driven leader who works through influence and involves the right constituents to effect change; ability to create a climate of trust and collaboration
- **Team builder** – superior ability to lead, manage, mediate and negotiate; highly skilled coach and mentor
- **Team player** – able to serve as a trusted advisor to executive team leaders
- **Integrity and ethical management** – unwavering ethics and integrity; highly trustworthy; mission driven

The Community

Wausau, Wisconsin



Just a quick drive from all corners of Wisconsin, the greater Wausau area is centrally located and loaded with activities for everyone. Wausau sits in a shallow valley along the upper reaches of the Wisconsin River. Areas to the east are rolling and mixed with woods and farmland. Agricultural areas to the west are more level. Further to the north lie several areas of national and state forest. Like most Wisconsin towns, Wausau has a strong and friendly community feel, suitable housing and a family environment with much to offer.

The community has an excellent K-12 educational system, with high school graduation rates at 96 percent. Post-high school educational opportunities are available through a Technical College, two private Colleges and a two-year campus of the University of Wisconsin located in Wausau.

Wausau sits at the junction of Interstate 39, running North/South, and Highway 29, running East/West, making transportation to major metropolitan areas easy and convenient. American Eagle, Delta Connection, and United Airlines regional carriers from Central Wisconsin Airport serve the community.



The combination of big-city amenities, small-town hospitality, and the feel of the Northwoods makes Wausau/Central Wisconsin a great place to live. Surrounded by woods, lakes and hills, enjoy four seasons of outdoor recreation, a thriving arts community, which includes a nationally recognized art museum, entertaining festivals and events, and diverse shopping and dining. Outdoor recreation includes a downhill ski facility within the city limits, cross-country ski trails, five public golf courses and two country clubs, numerous parks, lakes and rivers.

For more information please visit: <https://www.visitwausau.com/live-work/community-organizations/>

Procedure for Candidacy

Please direct all nominations and resumes to Jason Petros and Katie Mazzuckelli via the WittKieffer Candidate Portal [here](#). Inquiries and nominations may also be directed to the consultants through the portal or kmazzuckelli@wittkieffer.com.

All inquiries, applications and nominations will be held in the highest confidence.

Jason Petros Executive Partner & Solution Leader, Global Search 630-575-6156	Katie Mazzuckelli Senior Associate 678-302-1560
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Aspirus, Inc values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Aspirus, Inc. documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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