



## Senior Vice President, Chief Human Resources Officer

Leadership Profile

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A decorative graphic consisting of numerous thin, overlapping, curved lines in shades of light blue and white, creating a sense of motion and depth. It starts from the left side of the page and flows towards the right, partially overlapping the dark blue footer area.

**WittKieffer**

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## The Opportunity

Aspirus, Inc. (Aspirus) seeks a collaborative and team-oriented human resources (HR) leader to serve as its Senior Vice President, Chief Human Resources Officer (CHRO).

Based in Wausau, Wisconsin, Aspirus is a \$2B+ organization with more than 11,000 employees and serves communities through clinics and hospitals located in Wisconsin (13 hospitals) and Upper Michigan (4 hospitals). The corporate structure of Aspirus includes Aspirus Network, Inc., a Clinically Integrated Network; Aspirus Health Plan, a managed care health plan; and Aspirus Medical Group, a medical group that employs more than 1,000 physicians and advance practice providers.

Aspirus continues to grow and recently announced a Letter of Intent with St. Luke's Duluth in northeastern Minnesota to expand healthcare across the region. The combined organization will operate a total of 19 hospitals and 130 outpatient locations, with nearly 14,000 team members, including 1,300 employed physicians and advanced practice clinicians. Following due diligence, regulatory reviews, and necessary approvals, Aspirus and St. Luke's hope to complete the affiliation process in early 2024.

The CHRO will be an integral member of the senior leadership team and 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. This leader is expected to serve as a trusted strategic advisor to the President/CEO and senior leadership.

The CHRO will build upon Aspirus' strong foundation to accelerate and innovate recruitment strategies that will continue to support the system's differentiated culture. As Aspirus continues to expand and integrate, the CHRO will serve a significant role in supporting and implementing a cultural tone set forth by the President/CEO. This is an outstanding leadership opportunity for a progressive, action-oriented leader to join a financially sound health system that is committed to being a high-performing, community focused organization, as well as an attractive employer of choice for Northern Wisconsin, the Upper Peninsula of Michigan and Minnesota.

Candidates will have significant experience in HR leadership in a multi-organizational corporate environment. They should have proven experience in all functional areas of HR. The CHRO will be able to articulate success in developing and leading HR teams, providing HR support to leadership in a complex system and have strong business acumen. Experience in the healthcare industry could prove valuable but is not required. Diverse industry experience in complex, service-driven organizations would be compelling for consideration.

## Organization Overview

Aspirus Health is a non-profit, community-directed health system based in Wausau, Wisconsin. Aspirus' more than 11,000 employees are focused on improving the health and well-being of people throughout Wisconsin and Upper Michigan. Aspirus serves communities through 4 hospitals in Upper Michigan, 13 hospitals in Wisconsin, 75 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.

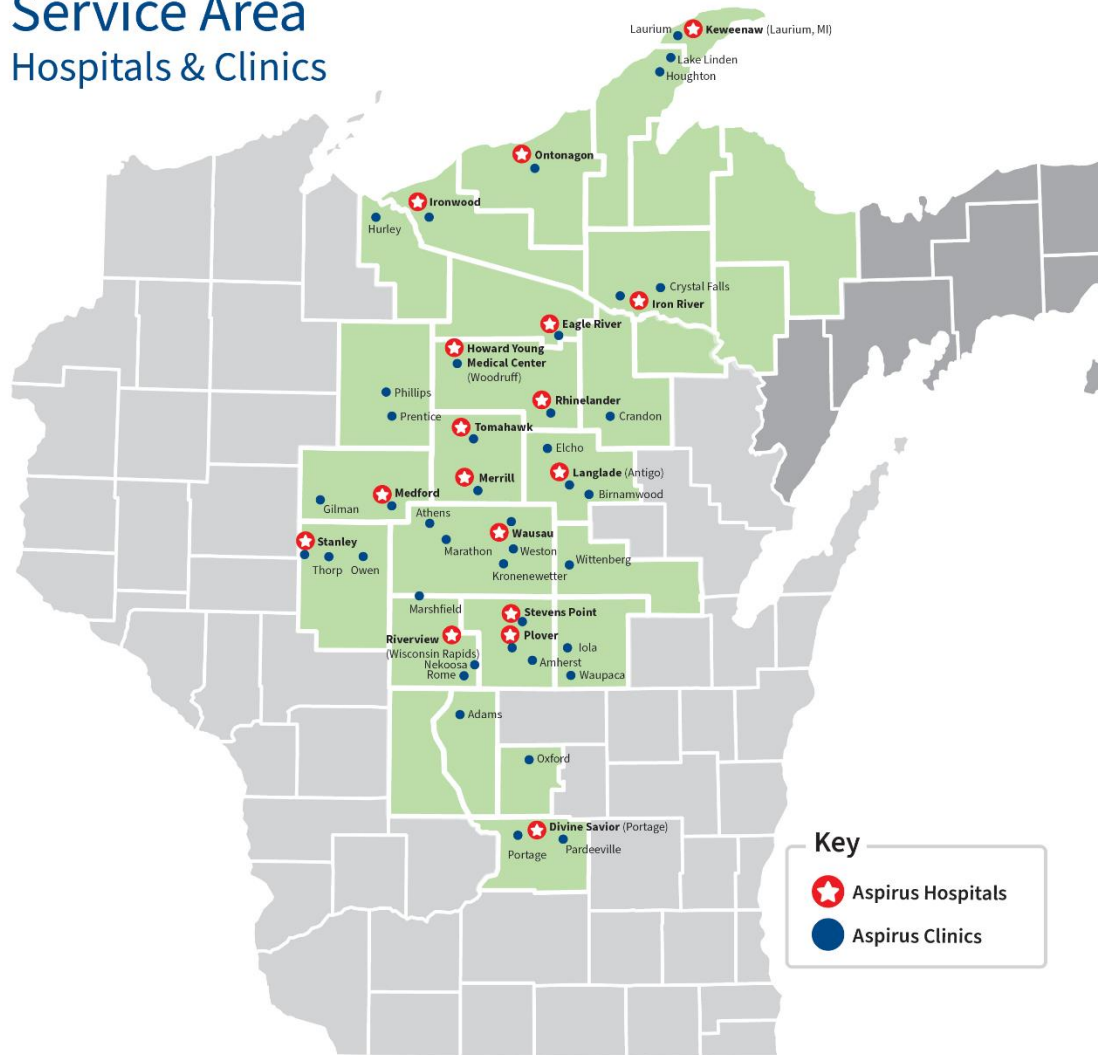
### **The Aspirus Vision**

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.

## Service Area Hospitals & Clinics



### 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 Riverview 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 Child Care 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.

## UPPER PENINSULA 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, and occupational, physical and speech therapy 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 Hospital & Clinics** is a licensed 25-bed critical access hospital dedicated to serving the residents of Ontonagon County, Michigan, and the surrounding area. Aspirus Ontonagon offers a wide range of

services, some of which are unique for a small rural setting, including inpatient and outpatient physical therapy, imaging services including x-ray, CT, ultrasound, mammography, and fully operational lab.

## 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 143 FTEs.

Direct reports to the CHRO include:

- VP - HR Solution Center
- VP - System Talent Management
- VP - System Total Rewards
- VP - HR, Upper Peninsula Region
- VP - HR, North WI Region
- VP - HR, Central WI Region
- VP - HR, South WI Region

## 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:

- Form a partnership with the Aspirus leadership team and become fully integrated into the organization. Become established as a strategic and operationally oriented leader in HR. Demonstrate the values, experience and presence necessary to effectively serve as a trusted and respected leader on all HR matters affecting the organization.
- Develop an HR strategic plan that aligns with the Aspirus strategic and operating plans, ensuring the organization's ability to scale. Create a cadence of communication, in support of the vision set by Aspirus's Chief Executive Officer, which will support the organization's cultural aspirations.
- Perform an overall evaluation of the current HR organization including infrastructure, resources, projects, structure and staff. Provide the leadership and management to enable a high performing, service-oriented team.
- Develop and deploy a well-defined vision and strategic direction for recruitment and retention across Aspirus. The CHRO will view talent as a strategic resource and build supporting programs to identify, develop, advance and retain top talent both from outside and within the organization. The CHRO will develop innovative solutions to address workforce challenges across the organization.
- Serve as a change management leader across the system. As Aspirus continues to transform, the CHRO will encourage and promote change and ensure appropriate organizational structures and designs are in place to support the organization's evolution.
- Identify opportunities to strengthen employee and physician engagement across the health system. The CHRO will review recent employee engagement surveys, develop strategies to increase employee engagement at all levels, and review previous initiatives focused on employee rewards and recognition.
- Assist in the maintenance and creation of strong relationships with labor unions across multiple states, actively collaborating to create partnerships that will better advance the delivery of the highest quality patient care on behalf of the patients and communities that 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

- **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
- **Analytical thinking** – refined ability to advance effectively while dealing with ambiguity
- **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/community-organizations>

[organizations](https://www.visitwausau.com/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](mailto:kmazzuckelli@wittkieffer.com).

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

*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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