



## Vice President, Total Rewards

Leadership Profile

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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.

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## Contents

<b>The Opportunity</b>	<b>01</b>
<b>Organization Overview</b>	<b>02</b>
<b>Position Summary</b>	<b>05</b>
<b>Goals and Objectives</b>	<b>06</b>
<b>Candidate Qualifications</b>	<b>07</b>
<b>The Community</b>	<b>08</b>
<b>Procedure for Candidacy</b>	<b>09</b>

## The Opportunity

The Vice President, Total Rewards role at Avera Health is a highly visible, on-site executive role responsible for advancing a comprehensive total rewards strategy that spans compensation, benefits, retirement, and employee well-being for a mission-driven, integrated health system of approximately 22,600 caregivers. This role succeeds Kimberly Enebo, a long-tenured and highly respected leader, and is designed to build on a strong foundation rather than drive disruptive change. Avera is seeking an experienced, health care-savvy total rewards leader who can quickly establish trust, read the room well, and thoughtfully evolve programs that honor Avera's culture, values, and legacy while remaining aligned with a dynamic market. This role is not designed to drive disruptive transformation, but rather to prioritize relationship-building, organizational assessment, and thoughtful evolution over time.

The Vice President (VP) will provide strategic leadership to an integrated Total Rewards and Employee Health organization of approximately 33 FTEs, overseeing Compensation (including advanced practice provider compensation), Benefits, and Employee Health. This includes guiding a seasoned and stable leadership team with deep institutional knowledge while continuing to shape and modernize programs to meet the evolving needs of a mission-driven health care workforce. On the compensation and benefits front, the VP will focus on strengthening market-based pay practices, advancing leadership and executive incentive models, and ensuring benefits programs remain both highly compliant and competitive. Retirement strategy, vendor partnerships, actuarial oversight, and alignment with church plan requirements are also critical components, requiring a leader who can pair technical expertise with strong relationship management.

Employee Health represents both a sizable portion of the team and a meaningful opportunity for future impact. Today, the function is largely compliance-oriented and embedded throughout the organization. Still, Avera sees a clear path to elevating this work by more intentionally integrating wellness, preventive care, and population health concepts into the overall total rewards framework. The VP will have the opportunity to help connect existing offerings, such as employee assistance programs, financial well-being tools, and health benefits, into a more cohesive, visible, and proactive experience for employees. Over time, this role will help shift the focus from compliance alone to a more holistic model of staying well every day, partnering with employees and primary care providers to support long-term caregiver health in a self-funded environment.

Culturally, Avera Health is defined by long tenure, deep institutional pride, and a strong sense of shared purpose rooted in service and ministry. Many leaders and team members have spent decades with the organization, creating a relationship-driven environment built on trust, collaboration, and humility rather than individual ego. Success at Avera is less about personal visibility and more about stewardship, partnership, and doing what is right for caregivers, patients, and the broader community. Leaders are expected to listen, build consensus, and lead with authenticity. This makes Avera especially compelling for executives who value legacy, continuity, and the opportunity to make thoughtful, value-aligned progress over time.

Sioux Falls further reinforces that culture, offering a high quality of life that aligns with Avera's people-centered philosophy. The community is known for affordability, minimal traffic, strong schools, and a genuine sense of neighborly care, contributing to a lower-stress lifestyle that many leaders find both grounding and sustainable. Avera itself is financially stable and growing, with significant capital investments underway, including a new Women's and Children's Center and expanded specialty facilities, while remaining steadfast in who it is and why it exists. Together, the organization and community offer a rare combination of professional influence, personal balance, and mission-driven impact for a collaborative total rewards leader eager to lead with purpose and partnership.

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## Organization Overview

Avera is a large rural health system based in Sioux Falls, SD, serving South Dakota and the surrounding areas of Minnesota, Iowa, Nebraska, and North Dakota. Avera's 644-bed tertiary hospital, Avera McKennan Hospital & University Health Center, is located in Sioux Falls. Five other regional centers are located in Aberdeen, Mitchell, Pierre, Yankton, SD, and Marshall, MN. Avera employs 22,600 people at 315 locations. These include 38 hospitals, 200 primary and specialty care clinics, 40 senior living facilities, home care and hospice, sports and wellness facilities, home medical equipment outlets, and more.

Avera's 1,354 providers offer 60 medical specialties with signature patient care programs including oncology, cardiology, orthopedics, and gastroenterology, as well as solid organ transplant, blood and marrow transplant, and cellular therapies, behavioral health and addiction care, women's and children's services, emergency medicine, and robust primary care.

As a Catholic health care ministry, Avera carries on the legacy of the Benedictine Sisters of Yankton, SD, and Presentation Sisters of Aberdeen, SD, delivering care in an environment guided by values of compassion, hospitality, and stewardship.

### Mission Statement

***Avera is a health ministry rooted in the Gospel. Our mission is to make a positive impact on the lives and health of persons and communities by providing quality services guided by Christian values.***

Avera is the health ministry of the Benedictine Sisters of Yankton, SD, and the Presentation Sisters of Aberdeen, SD. In the 1880s, courageous Sisters from both orders came to Dakota Territory from Switzerland, Ireland, and other parts of the United States to minister to settlers and American Indians on the Plains. They came on a mission of education, which soon expanded to include health care, in the face of epidemics that included diphtheria and influenza.

Sharing in the ministry of Jesus, the Presentation Sisters proclaim the Good News with missionary zeal in a spirit of love and joy. They share a common spirit, mission, commitment to people experiencing poverty, and dedication to building a just world for all. In 1775, Nano Nagle founded the Sisters of the Presentation of the Blessed Virgin Mary in Ireland. Nano is known for educating the poor and caring for the sick and aged. In 1901, 1906, and 1911, respectively, the Presentation Sisters founded St. Luke's Hospital in Aberdeen, SD, St. Joseph Hospital in Mitchell, SD, and McKennan Hospital in Sioux Falls. As their health ministry expanded, Presentation Health System was established.

The Benedictine Sisters trace their roots back to St. Benedict, a fifth-century Italian monastic whose rule included a commitment to stability, hospitality, and prayer. Knowing that the divine presence is everywhere, they listen attentively in all circumstances for sounds of the Lord guiding them as a community and as individuals to actions on the Lord's behalf. Over the centuries, the Benedictine men and women have established schools, hospitals, and orphanages; given spiritual counsel; taught agricultural methods; copied sacred and secular texts; and carried the Gospel to mission lands. The Benedictines founded Sacred Heart Hospital in Yankton and formed the Benedictine Health System.

In 2000, the Benedictine and Presentation Sisters merged their health ministries in a co-sponsorship model under the name Avera, derived from the Latin word meaning "to be well." Sisters remain involved in Avera leadership, holding operational and governance roles.

### Values

Avera seeks to heal the whole person—body, mind, and spirit—as we live out our three gospel values of Compassion, Hospitality, and Stewardship.

- **Compassion:** The compassion of Jesus, especially for the poor and the sick of body and spirit, shapes the manner in which Avera's employees, physicians, administrators, volunteers, and sponsors deliver health care. We express compassionate care through sensitive listening and responding, understanding, patience, support, and healing touch.
- **Hospitality:** Jesus' encounters with individuals were typified by openness and mutuality. The Avera community expresses hospitality by means of a welcoming presence, attentiveness to needs, and a gracious manner, seasoned with a sense of humor.
- **Stewardship:** Threaded through the mission of Jesus was the restoration of all the world to right relationship with its Creator. In that same spirit and mission, the members of Avera treat persons, organizational power, and Earth's resources with justice and responsibility. Respect, truth, and integrity are foundational to right relationships among those who serve and those who are served.

## Awards and Recognitions

Avera facilities have received [numerous recognitions](#) for the quality of clinical care and service. Each hospital is accredited by the Joint Commission, and many care programs hold specific accreditation. Among its recognitions as a system, Avera has achieved:

- No. 1 health system employer for South Dakota by Forbes in its ranking of Best Employers by State 2024 and 2025
- Avera McKennan received its sixth consecutive Magnet<sup>®</sup> recognition for nursing excellence
- Human Experience (HX) [Guardian of Excellence Award<sup>®</sup>](#), received by Avera McKennan Emergency Departments
- 5-Star Hospitals as recognized by the Centers for Medicare & Medicaid: Avera St. Luke's Hospital and Avera Heart Hospital
- [Numerous Top 100 hospitals throughout our footprint](#), two Top 20, and [numerous Performance Leadership Awards](#) as recognized by Chartis and the National Rural Health Association.
- Avera@Home: O'Neill, NE, and Mitchell, SD: Patient Satisfaction Award; Aberdeen, SD, and Spencer, IA: Caregiver Satisfaction Award, from Strategic Healthcare Programs.

## Avera Medical Group

More than 1,350 physicians, advanced practice providers, and allied health professionals collaborate to deliver comprehensive, seamless care through Avera Medical Group. Through more than 200 primary and specialty care locations, Avera Medical Group strives to improve the health of communities across the Upper Midwest by providing ease of referral to specialists, advanced technology, best-practice care, virtual visits, evening and weekend urgent care, and a seamless care experience. Avera Medical Group provides health care expertise that sets community standards and exceeds expectations in a way that is caring, convenient, affordable, and accessible.

Through Avera's Service Line concept, Avera physicians from across the system collaborate to identify best practices that result in consistent care, thereby improving quality and reducing costs. More cohesive transitions of care result from stronger relationships among physicians, which, in turn, improve outcomes and create higher-quality patient experiences.

## Avera Health Plans

Avera Health Plans, founded in 1999, is Avera's provider-owned health insurance division dedicated to helping the people and communities it serves by providing cost-effective, innovative health plans. With over 70,000 members totaling more than \$300 million in annual premium revenue, Avera Health Plans offers employer group,

individual, and Medicare Supplement plans. As part of its dedication to providing care and services to those in need, Avera Health Plans has participated in healthcare.gov since its launch in 2014, following the passage of the Affordable Care Act (ACA). Through the ACA and healthcare.gov, individuals and families can take advantage of unique benefits such as guaranteed coverage and reduced costs. In 2024, Avera Health Plans underwent a significant optimization effort, and it is now well-positioned for sustained growth.

## Financial Summary

Key highlights of Avera's financial profile are as follows:

- Cash and investments of 2.0 billion at June 30, 2025, with resulting cash on hand of 227 days.
- Total revenue of \$3.5 billion for the year ended June 30, 2025.
- Operating EBITDA margin of \$278.8.7 million, or 8.0%, at June 30, 2025.
- Operating margin of \$121.6 million, or 3.5%, at June 30, 2025.
- Outstanding public debt rated AA- by S&P Global and Fitch.

## Philanthropy

In 2020, Avera centralized its hospital foundations into a single, more powerful fundraising entity, Avera Foundation. Philanthropic support has been part of Avera's health ministry for more than 130 years, as the Sisters were joined by their neighbors and friends when they began caring for the ill, poor, and marginalized. Avera McKennan was founded in 1911 by Helen Gale McKennan, who, upon her passing, left a \$25,000 gift in her will for a new hospital in Sioux Falls that would care for all.

The Avera Foundation has been recognized for seven consecutive years by the Association for Healthcare Philanthropy with its High Performer designation—placing it among the top 25% of health care foundations and philanthropy organizations across the United States and Canada—and has set a new annual fundraising record in fiscal year 2025, raising more than \$59.7 million, the highest total in its history.

For more information on Avera, visit [Avera.org](https://www.averahospitals.org).

## Position Summary

The Vice President of Total Rewards serves as the strategic leader for compensation, benefits, and employee health and well-being across Avera Health, partnering closely with senior leadership to design and advance programs that support compassionate care and service excellence. This leader develops and oversees market-competitive compensation strategies, comprehensive benefits, and meaningful recognition programs that attract, retain, and engage caregivers while reflecting Avera's mission and values. The Vice President ensures total rewards offerings are aligned with organizational priorities, fiscally responsible, compliant with regulatory requirements, and clearly communicated, reinforcing the full value of Avera's investment in its people across the ministry.

## Reporting Relationships

Reporting to the EVP, Chief Human Resources Officer, with three direct reports (Compensation, Benefits, and Employee Health) and approximately 33 FTEs.

## Responsibilities

The successful Vice President, Total Rewards candidate will:

- Develop and lead a comprehensive total rewards strategy, including compensation, benefits, and employee health & wellness, aligned with Avera Health's mission and strategic priorities.
- Design and implement competitive, equitable, and innovative pay and benefits programs that support caregiver well-being and organizational performance.
- Partner with leadership to align total rewards strategies with workforce needs, financial goals, and the delivery of high-quality, compassionate care.
- Leverage data and analytics to inform decision-making, measure program effectiveness, and drive continuous improvement.
- Ensure compliance with all regulatory requirements and maintain effective governance structures for total rewards programs.
- Oversee benefits operations, ensuring effective, efficient, and high-quality service delivery across the organization.
- Manage vendor partnerships and contracts to optimize value, quality, and service for benefits administration.
- Collaborate across teams to integrate total rewards programs into the broader employee experience and strengthen engagement and retention.
- Communicate the value of total rewards in a clear and meaningful way to caregivers, leaders, and stakeholders.
- Lead and develop a high-performing team while modeling Avera's values and advancing a culture of service excellence, stewardship, and collaboration.

## Goals and Objectives

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

- Establish trust, visibility, and confidence across the system by building strong relationships with executive leaders, sponsors, directors, and caregivers, bringing a calm, collaborative presence that reads the room well and reinforces confidence in Total Rewards leadership.
- Develop and advance a clear Total Rewards strategy that aligns with Avera's strategic plan and pillars. Assess the current programs, prioritize what fits, and avoid disruptive change while continuously learning and improving.
- Evolve compensation models thoughtfully and inclusively by advancing market-based pay, advanced practice provider (APP) compensation, and productivity-based models, executive compensation, and emerging incentive programs while balancing market competitiveness with Avera's mission-driven care environment. Partner closely with operational leaders to support thoughtful compensation decision-making through education, collaboration, and alignment rather than forcing rapid change.
- Deliver best-in-class, compliant benefits through strong vendor and partner management by supporting retirement plan transitions as needed, guiding church-plan considerations, interfacing with actuaries, and positioning Avera for long-term sustainability and competitiveness.
- Begin unifying the employee well-being vision by listening to the executive team and employee health leaders, then thoughtfully connecting benefits, compensation, wellness, employee assistance, and financial well-being into a cohesive story that supports caregiver health, engagement, and performance across the system.

## Candidate Qualifications

### Education/Certification

- A Bachelor's degree in business administration, health care administration, management, or a related field is required.
- A Master's degree is preferred.
- Senior Professional in Human Resources (SPHR) from Human Resources Standards Institute (HRCI) is preferred.
- Senior Certified Professional (SHRM-SCP) from Society for Human Resource Management (SHRM) is preferred.

### Knowledge, Work Experience, and Leadership Skills

- At least 7-9 years of human resources experience is required
- Experience working in health care is strongly desired for this role.
- Experience designing and evolving APP compensation models, including productivity-based structures, while balancing market competitiveness and mission-driven care delivery in partnership with operational leaders.
- Experience in supporting system executive leadership teams is required.
- Exceptional operations management with strong attention to project deadlines and details.
- Experience with Workday is helpful, though not required.
- Ability to distill complex topics into crisp and concise narratives that audiences with varying degrees of familiarity with the subject matter can consume.
- Demonstrated ability to communicate effectively, appropriately, and inclusively with key stakeholders at all levels.
- Foster a work environment of inclusion and belonging for all team members.
- Strong analytical, critical thinking, and creative problem-solving skills.
- Ensures that all benefit-related activities comply with applicable regulations and standards.
- Develop goals and track performance against key indicators, assess departmental performance, and develop and implement process improvement or enhancements where appropriate.
- Created innovative processes and solutions in anticipation of market trends.
- Ensure benefits packages align with the organization's business objectives.

## The Community

Avera covers an expansive region totaling 72,000 square miles and approximately 100 communities across its footprint. The system is headquartered in Sioux Falls, SD, one of the Midwest's fastest-growing cities. The region offers a small-town feel with big-city amenities. It has been recognized nationally for its economic climate and has benefited from a strong philanthropic community that supports a wide range of causes and needs throughout the region.

### Sioux Falls, South Dakota

With a lower tax burden than other cities in the region, Sioux Falls is a welcoming and thriving business community that Forbes has named as one of the top Small Cities for Business and Careers each of the last 15 years.

The population of Sioux Falls' Metropolitan Statistical Area is nearly 300,000, yet the area is full of rolling plains visible for miles.



The downtown area is the pulse of this city, with the Big Sioux River running through streets full of restaurants, shops, businesses, bars, and cafes. Sioux Falls residents are fortunate to have an abundance of sports and outdoor activities available year-round. The city is known for its outdoor activities and green spaces, with many parks, recreational fields, and complexes, as well as world-class hunting grounds during the season. The city has about 80 different parks to choose from. The largest is Great Bear, with 220 acres of land for picnics, hiking, jogging paths, and more. For those desiring a blend of outdoor activity and exercise, groomed trails are available for cross-country skiing. In addition, a world-

class bike trail system is perfect for running, biking, or in-line skating to explore the city, get outside, and find peace in nature.

With plenty of independent restaurants offering everything from Mediterranean to Mexican cuisine, Sioux Falls' diversity and culinary talent have earned it the title of "the Paris of the Plains," and the New York Times has proclaimed Sioux Falls the place of "newfound culinary fame."

Not only does Sioux Falls offer an exceptional business climate, gorgeous park systems, and endless food and entertainment options, but it also offers one of the most competitive educational environments in the country. Sioux Falls' educational offerings are near the top in several national rankings. From public and private preschools to post-secondary opportunities in technical education and four-year degrees and beyond, Sioux Falls has it all.

For more information about Sioux Falls, please visit: [www.visitsiouxfalls.com](http://www.visitsiouxfalls.com) and [www.siouxfalls.org](http://www.siouxfalls.org).

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## Procedure for Candidacy

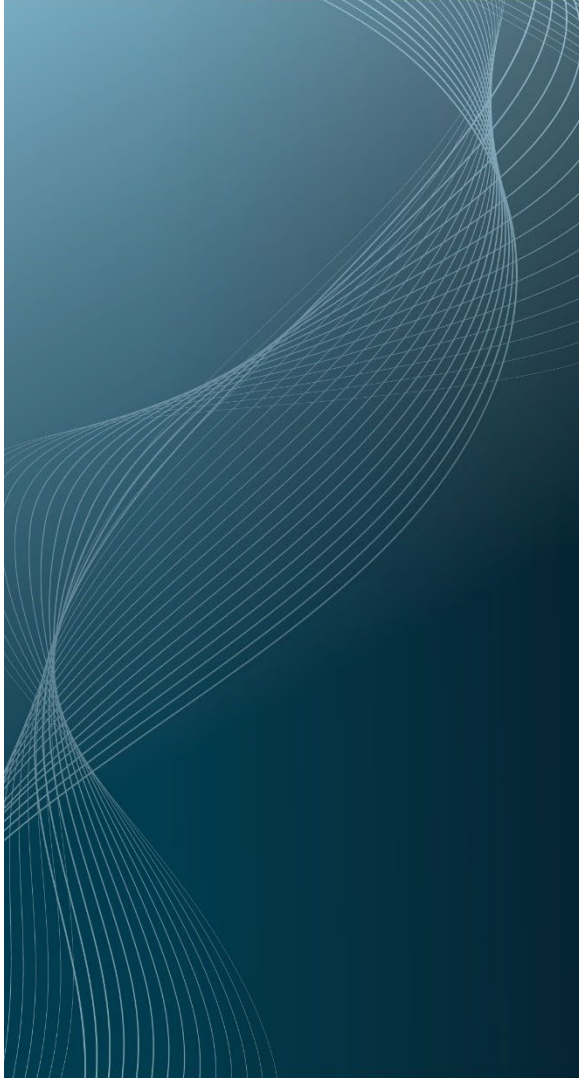
Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by [clicking here](#) or via email to [bliddell@wittkieffer.com](mailto:bliddell@wittkieffer.com). New users should select "Register Here" to create an account before proceeding. After 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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*Avera 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.*

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