



# Chief Executive Officer - Doctors Medical Center of Modesto

Leadership Profile

April 2026

*Prepared by Luke Morris, Molly Solomon*

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**



## Contents

<b>The Opportunity</b>	<b>1</b>
<b>Organization Overview</b>	<b>2</b>
<b>Position Summary</b>	<b>5</b>
<b>Candidate Qualifications</b>	<b>8</b>
<b>The Community</b>	<b>10</b>
<b>Procedure for Candidacy</b>	<b>11</b>

## The Opportunity

Doctors Medical Center (DMC) of Modesto, part of Tenet Healthcare Corporation, is seeking a highly visible, collaborative Chief Executive Officer located in Modesto, California. The hospital is the largest safety-net hospital in the region with a strong reputation. This is an outstanding opportunity with tremendous growth potential within one of the nation's largest, high-quality, growing investor-backed systems.

DMC is a full-service acute care hospital serving Modesto and the Central Valley, offering a broad range of inpatient, outpatient, and specialty services. The hospital has over 450 beds and is one of the region's largest, serving as a major referral center and Level II Trauma Center, handling high patient volume and complex cases. With 2,500 employees and 806 physicians on its medical staff, the hospital is part of The Central Valley Doctors Health System, comprised of three acute care hospitals and affiliated entities across the region. The CEO at DMC will have the opportunity to collaborate with leaders at the other two medical centers, Emanuel Medical Center and Doctors Hospital of Manteca, to ensure coordinated, quality care is provided in the region. DMC has a long history of community care and is recognized for many distinctions and accreditations.

Reporting to the Western Group President of Tenet Health, Nico Tejada, the CEO will oversee hospital operations, including human resources, customer service and satisfaction, financial management, medical operations, business information systems, practice profile analysis, and regulatory compliance. This is a great opportunity for the new CEO to work with a strong leadership team with an established market presence, and to work in a truly results-driven environment. This leader will establish best practices that position the hospital favorably against national benchmarks, focusing on patient experience, cost containment, utilization, culture, and ensure the hospital aligns with Tenet Health's vision and overall strategy.

The next CEO will be a highly relational leader with demonstrated experience building strong relationships with colleagues, physicians, board members, and other external constituents. This individual will be an external-facing leader, comfortable engaging with the community and interacting with legislators. This leader will ensure excellence in care, quality, safety, access, and affordability, while developing the team and fostering a sustained culture of trust and transparency.

The ideal candidate will have extensive senior-level leadership experience managing complex hospitals and overseeing operational functions. Building rapport and establishing effective relationships will be critical to the next CEO's success. The next leader will be a person of the highest integrity, earning respect and support when making difficult decisions and holding others accountable. This is an exciting time to join DMC and make a significant impact in its diverse communities served.

## Organization Overview

### Doctors Medical Center of Modesto

Serving the community since 1962, Doctors Medical Center of Modesto is a comprehensive healthcare facility dedicated to providing quality care for the Stanislaus County community. From preventative and diagnostic services to expertise in some of the most advanced technologies, Doctors Medical Center of Modesto's multidisciplinary team of physicians and healthcare professionals is dedicated to good health and well-being. DMC provides a tremendous, positive impact on the Central Valley:

- 24-hour Emergency Care in our Level II Trauma Center
- Level III Neonatal Intensive Care Unit (NICU)
- Joint Commission Certified Comprehensive Stroke Center— the highest level of stroke care and the only designated Comprehensive Center in the Central Valley
- Accredited Heart Attack (STEMI) Receiving Center
- Accredited Cancer Center
- Advanced Orthopedics for Knee and Hip
- Minimally Invasive Robotic Surgery

High-level hospital statistics:

- Admissions – 22,500
- ER Visits - 84,000
- Deliveries – 2,700
- Surgeries – 12,100
- EBITDA - \$40M – of note, net revenue is \$690M
- Employees – 2,500
- Physicians on Medical Staff - 806

DMC is part of The Central Valley Doctors Health System. An integrated healthcare system across the Central Valley consisting of three acute care hospitals (Doctors Medical Center, Emanuel Medical Center and Doctors Hospital of Manteca) and affiliated entities across the region. The Central Valley's primary goal is to ensure continuity of care between all of its facilities for the patients treated every day.

Working as a unified system, the Central Valley Doctors Health System provides opportunities to enhance care coordination and access to specialized services brought to the region, including trauma and emergency care, obstetrics and neonatal intensive care for newborns, stroke care and neurosurgical capabilities, comprehensive cancer care, and more. Hospitals and clinics serve many communities throughout the Central Valley, enabling patients to access a wide range of services at convenient locations close to home. The Central Valley is dedicated to providing quality, compassionate healthcare to the communities served.

### Tenet Healthcare Corporation (NYSE: THC)

Headquartered in Dallas, Tenet Healthcare Corporation is a diversified healthcare services company. It operates three main businesses: United Surgical Partners International (USPI), hospitals and physicians, and Conifer Health Solutions. Tenet's extensive network includes over 535 ambulatory surgery centers and surgical hospitals, 49 hospitals, and approximately 160 outpatient centers and other care sites.

Tenet is distinguished by its top-notch medical specialists and tailored service lines in every community it serves. Conifer Health Solutions provides healthcare-focused revenue cycle management and value-based care solutions, laying the groundwork for better health nationwide.

Founded in California in May 1969, Tenet began with the acquisition of four hospitals and other care facilities. Over the years, it has grown significantly in size, scope, and capability, expanding into new markets and fostering compassionate environments for patient care.

Tenet's care delivery network includes USPI, the largest ambulatory platform in the country, which operates ambulatory surgery centers and surgical hospitals. It also manages a national portfolio of acute care and specialty hospitals, outpatient facilities, a network of leading employed physicians, and a global business center in Manila, Philippines. Conifer Health Solutions provides revenue cycle management and value-based care services to hospitals, health systems, physician practices, employers, and other clients. United by a mission to deliver quality and compassionate care, Tenet continues to evolve and impact communities nationwide.



**49**

Acute Care Facilities



**~640**

Outpatient Centers and Other Facilities



**8.5M**

Patient Care Encounters



**100K**

Employees



**~6,000**

Physician Partners



**50**

Health System Partners



**\$25B**

Revenue Managed By Conifer



**4,700+**

Tenet Care Fund Grants Provided to Employees Since 2010

Financially, Tenet's net operating revenues for 2024 totaled about \$20.7 billion, up from \$20.5 billion in 2023. USPI's net operating revenues for Q4 2024 reached \$1.3 billion, up from \$1.1 billion in the same quarter of the previous year. Additionally, Tenet is expanding its use of surgical robotics, with robots now present in nearly 150 of its programs nationwide. Furthermore, Tenet and USPI have entered into a definitive agreement to acquire SurgCenter Development (SCD), including ownership interests in 92 ambulatory surgery centers, as part of a five-year partnership and development agreement to support SCD's facilities and physician partners.

## Mission, Vision, Values

Their Mission is to provide quality, compassionate care in the communities they serve. Creating an ethos of good health, wellness, and responsibility is central to their mission and an everyday commitment to their neighbors and families.

Their Vision is to consistently deliver the right care, in the right place, at the right time, and to be a premier organization to work, where patient care and saving lives remain their focus. Their vision reflects their aspirations for the future and the goals they work toward together. It provides hope for what's to come, including the opportunity to participate in some of the most important moments in their patients' lives and to continue improving the way care is delivered.

Their Values define who they are, what they stand for, and what they **CARE** about:

- Compassion and respect for others and each other, supporting their communities and advocating for their patients.
- Acting with integrity and the highest ethical standards – always.
- Results delivered through accountability and transparency.
- Embracing inclusiveness for all people in their workplace and in the communities they serve.

## Position Summary

The Chief Executive Officer has overall operational responsibility and oversees Doctors Medical Center of Modesto. The Chief Executive Officer will be responsible for leading by example, setting clear strategies and performance expectations in an environment of participation and collaboration with senior management, physicians, and the Joint Advisory Board(s).

### Reporting Relationships

The CEO reports directly to the Western Group President, Nicholas Tejada.

Direct reports to the CEO include:

- Chief Operating Officer
- Chief Financial Officer
- Chief Strategy Officer
- Chief Nursing Officer

### Responsibilities

- Ensures a positive working relationship with physicians; creates a culture of open progressive communication and mutual understanding between the physicians, facility leadership, and employees.
- Develops and leads a top-notch administrative team.
- Establishes a sense of mutual “pride of ownership” among constituencies, including physicians, employees, and the community. Nurtures a culture of shared purpose and goals among these groups, fostering greatly improved working relationships and ensuring consistent quality of patient care.
- Maintains a highly visible presence, interacting constantly with key stakeholders to inform and advise them of strategies, current healthcare trends, legislation, and activities. Representing the facility as a vital provider and employer by being an active civic leader in the community.
- Recruits and retains first-rate physicians to work with the facility.
- Exhibits strong communication, presentation, and listening skills to ensure facility-wide collaboration and coordination, especially concerning physicians, employees, and the community.
- Displays strong business acumen, a sophisticated knowledge of healthcare funding, and experience in competitive marketplaces with the ability to make complex and difficult decisions.
- In conjunction with the Chief Financial Officer of the facility, the Chief Administrative Officer will sign to certify the financials of the facility every quarter.
- Appropriately assesses strategic opportunities to enhance the facility’s market position.
- Assures the highest standards of healthcare delivery and outcomes, ensuring a constant patient focus.
- Shows creativity and judgment in developing and communicating an executable vision that includes new product lines and services, partnerships, and ventures.
- Continues to build solid, effective relationships with appropriate partners, payors, businesses, customers, and the community at large.

- Ensures positive employee relations and trust through communication, education, consistency, and dependability.
- Leads the development of progressive physician/facility strategies and executes plans to optimize the long-term potential of the facility.
- Fosters a work climate that attracts quality employees and provides and promotes the facility as a provider of choice for patients.
- Demonstrates successes in integrating medical staff and creating opportunities for growth and profitability.

As a leader in healthcare, Tenet is committed to providing the best possible care to every patient, with a clear focus on quality and service. Strong leadership is essential to delivering on this commitment, and we believe that the quality of our leaders can give us a significant long-term competitive advantage. We want to ensure every current and future leader in Tenet is successful, and we support that through our selection and hiring process and by providing coaching and training.

## Core Competencies

Core competencies that will enable a leader to succeed at Tenet Health are defined within the following five areas and are critical to performance.

### Drive Organizational Success

- Translates complex strategies into aggressive and achievable team/individual goals, targets, and action plans that deliver results (e.g., local employer outreach strategy, with target employers, assigned leads, and defined approach).
- Creates focus, energy, and commitment to key Tenet operational initiatives (e.g., highly visible champion for Tenet initiatives such as TGI, MPI, etc.).
- Maintains ongoing feedback, measurement, and assessment processes that determine progress to plan and, if necessary, lead to course correction (e.g., weekly reporting and team dialogue of physician sales activities).
- Builds consensus and commitment among various stakeholders, often with competing priorities (e.g., bringing physicians, managers, and employees together to improve patient service).
- Participates in talent planning to ensure recruitment and development of high-performing leaders. Shapes roles and assignments in a way that maximizes individual capability and performance contribution (e.g., identifies, develops, and mentors talent).

### Use Astute Judgment

- Demonstrates intellectual curiosity by seeking out new information and market awareness and uses that knowledge to improve the business (e.g., identify a weakness of a competitor in a service line, and bolster the facility image in that service).
- Uses a fact-based approach to assessing and designing solutions, and resists acting exclusively on anecdote (e.g., measuring market share by service line, vs. responding to a physician comment of a competitor's strength).
- Understands and addresses complex issues in the critical areas of healthcare, including payer mix, regulatory/legislative changes, physician partnerships, and acquisitions/divestitures.
- Defines unambiguous strategies for growth and operational excellence (e.g., identifies specific, aggressive goals for physician and patient satisfaction scores, BSC targets).

- Understands financial indicators/levers and delivers earnings and cash flow at or above budget, regardless of changes in the environment (e.g., pursues incremental and significant improvements in productivity and revenue generation).
- Critically and logically evaluates strategic and operational alternatives and selects tactics that mitigate cost risk and maximize revenue potential (e.g., prioritizing capital investment based on ROI, physician relationships, safety, etc.).

### **Lead Boldly**

- Takes decisive action in high-stakes situations, times of crisis and uncertainty (e.g., responds to local disasters, such as a hurricane).
- Takes calculated risks to stay competitive in the industry/market (e.g., recruiting a physician when the facility has an existing practice group).
- Promotes or asserts own position and ideas (e.g., believes in the value of a new HIT system, and actively promotes it to physicians).
- Champion's new ideas and initiatives that create operational/strategic advantage (e.g., implement a new nursing care model).
- Seeks out and decisively confronts and resolves issues or barriers to success, including uncompetitive or ineffective processes, practices, and people (e.g., challenges a specific billing practice).

### **Shape Strategy**

- Develops progressive physician/facility strategies that achieve/exceed service, quality, growth, and cost targets year after year (e.g., a facility master plan, partnership with a local LTAC).
- Develops and communicates strategies that achieve competitive advantage, in areas such as productivity, quality, culture, talent, internal/external volume, and revenue growth initiatives.
- Builds a credible, high-return physician growth/replacement strategy that recruits and retains first-rate medical staff (e.g., targeting a specific medical group, recruiting from specialized facilities for sub-specialty talent).
- Counters competitive threats by leading distinctive change initiatives (e.g., building a free-standing ER to defend service area).

### **Earn Unwavering Trust**

- Demonstrates high visibility networking and interacting constantly with key stakeholders to inform and advise on strategic initiatives, progress, healthcare trends, etc. (e.g., speaks at community events, sits on local boards).
- Builds solid, effective relationships with physician partners, payers, and customers (e.g., meets with key physicians quarterly).
- Exhibits excellent communication, presentation, and listening skills that secure commitment and alignment.
- Maintains high ethical standards and integrity consistent with Tenet values and compliance expectations.

---

## Candidate Qualifications

### Education/Certification

An undergraduate degree in Business, Healthcare Administration, or a related field is required. A master's degree is *strongly* preferred.

### Knowledge and Work Experience

A minimum of ten years of progressive experience in facility or healthcare management, culminating in successful leadership of a complex entity in a culturally diverse, competitive urban environment. The incumbent should possess the following experience, professional and personal attributes, and education:

- Demonstrated sophisticated understanding of healthcare and facility financial matters; strong, experience-based knowledge of managed care.
- Experience as a senior operational executive at a proprietary facility, or proven ability to consistently deliver positive margins in a complex and competitive environment.
- Current or recent experience as a CEO of a complex hospital.
- A proven background in developing and implementing successful strategies that ensure the delivery of high-quality, cost-effective healthcare. Possesses a verifiable history of driving growth through increased productivity and program development.
- A strong reputation for sustained, successful, inclusive, trust-based physician relations and proven success in attracting excellent physicians. The ability to understand physicians' viewpoints and needs and to work strategically with them in the best interests of patients and the facility.
- A highly effective manager with a demonstrated track record of bold leadership and of bringing teams to full utilization of their talents and abilities to achieve desired business results.

### Professional Attributes

- Must have independent judgment and decision-making ability. Excellent interpersonal skills.
- Visionary with the ability to think strategically and the communication and leadership skills to follow through on development plans.
- Demonstrated success in balancing cost and quality concerns and partnering with the medical staff to drive productivity and quality improvements.
- Superior knowledge of healthcare trends and legislation, coupled with strong business acumen.
- Track record of active community leadership. The Chief Executive Officer must be a visible, active participant in civic forums representing the facilities.
- Proven ability to deliver high-quality, cost-effective care through innovation, reputation, and positive employee and physician relations.

## Personal Attributes

- Ability to communicate effectively with diverse constituencies and deliver high-quality written and verbal presentations. Astute interpersonal, public relations, and negotiation skills. Excellent interpersonal skills and a dedicated listener.
- One who encourages feedback and collaborative efforts among staff to promote a higher standard of patient care, cost-effective delivery of services, and a team-oriented culture.
- An individual of the highest personal and professional integrity, principles, and knowledge, earning respect and support when making difficult decisions. Able to establish immediate credibility with peers, senior leadership, medical staff, and the Board.

## The Community

### Modesto, California

Modesto, a bustling town with a mid-size feel and small-town sensibility, is the largest city in Stanislaus County, located in the Central Valley of California, and serves as a regional hub for agriculture, healthcare, education, and transportation. Stretching through the heart of California, this expansive region boasts highly productive farmland, and Stanislaus County is a growing county. Modesto provides the amenities of a metropolitan area while retaining the charm and warmth of a small town with relatively affordable housing compared to coastal California. The pace of life is generally slower than in the Bay Area but more active than in nearby rural towns. The city is generally considered family-oriented with plentiful parks, youth sports leagues, and community programs.

Geographically located in the San Joaquin Valley on Highway 99, Modesto is easily accessible from throughout California. West of the valley and over the coastal mountain range lies the San Francisco Bay Area, a 90-minute drive from Modesto. It is conveniently located 75 miles from Sacramento and 93 miles from San Jose, and a two-hour drive from Napa Valley and the wine country. Eastwards are the foothills that house the famed Mother Lode gold country and lead to the majestic Nevada mountain range, Lake Tahoe (3 hours), and Yosemite National Park (2½ hours).

Modesto takes immense pride in its exceptional community life, abundant educational opportunities, and vibrant multicultural lifestyles. Enjoying mild weather throughout the year, the city offers a unique blend of metropolitan diversity and small-town charm, fostering an atmosphere of old-fashioned hospitality. Catering to all artistic tastes, Modesto presents a full spectrum of arts and entertainment. From talented local artists and resident companies to renowned international touring stars, the city's cultural scene thrives. Families are delighted with an array of attractions, festivals, museums, and agriculture tours and tastings. The city also boasts first-class hotels and four-star restaurants, ensuring a memorable experience for all visitors.

Rich in rivers and lakes, Modesto has an abundance of year-round recreational opportunities, both indoor and outdoor. Although not a "Big City", Modesto provides venues for excellent entertainment and inviting culture, which ranges from its Central California Art League Gallery, symphony, civic theater, opera productions, and musical concerts. Opened in 2007, the new Gallo Center for the Arts is a major performing arts center and community asset that has set a new standard for all the arts, education, and entertainment for the entire region of Central California while celebrating the diversity of the Central Valley. The city operates three municipal golf courses and maintains 77 parks.

Modesto boasts an excellent education system, with the Modesto City Schools District renowned for its instructional programs serving around 30,000 students in 22 elementary schools, four junior high schools, seven high schools, and an extensive alternative education program. The Central Valley also hosts esteemed higher education institutions, including California State University, Stanislaus, the University of the Pacific, and Modesto Junior College.

In many ways, Modesto stands as the cultural hub of the Central Valley, embracing and celebrating the region's diverse heritage. With an enchanting blend of modern amenities and small-town allure, Modesto offers an unparalleled living experience that captures the heart of its residents and visitors alike.

For additional information on the area please visit: [www.modesto.gov](http://www.modesto.gov).

## Procedure for Candidacy

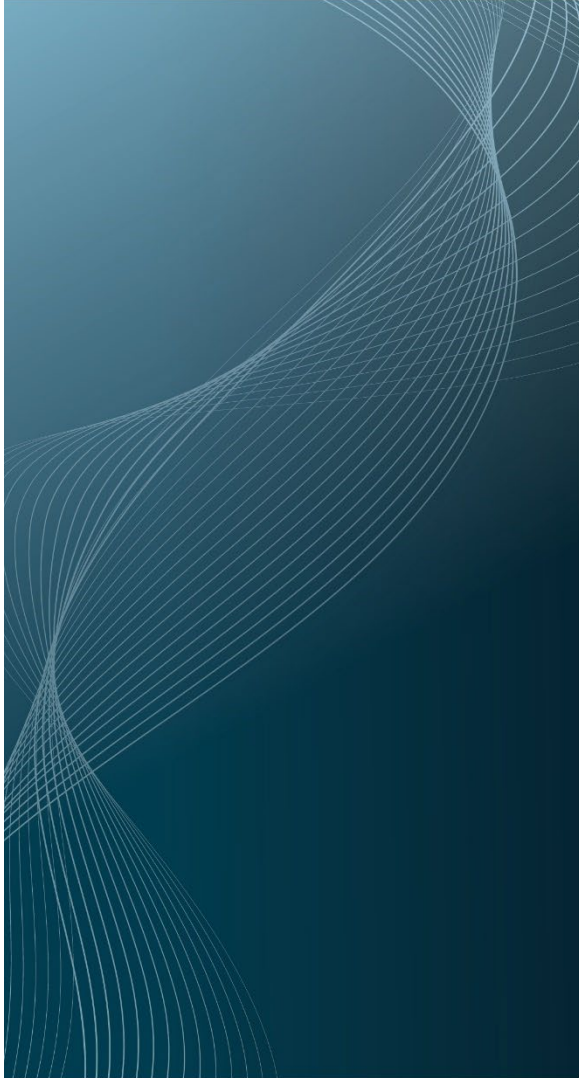
Please direct all nominations and applications to Luke Morris and Molly Gauss through the WittKieffer [Candidate Portal](#) or via email to [msolomon@wittkieffer.com](mailto:msolomon@wittkieffer.com).

<p><b>Luke Morris</b></p> <p><b>Principal</b></p> <p><b>(949) 797-3527</b></p>	<p><b>Molly Solomon</b></p> <p><b>Senior Associate</b></p> <p><b>(949) 797-3510</b></p>
--	---

*Tenet 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 Tenet Healthcare Corporation (HQ) 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.

All images and logos used in this leadership profile were attained from «Company» and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.

**WittKieffer**