



CHIEF OPERATING OFFICER

Leadership Profile

August 2026

Prepared by Dan Young and Stephanie Odorisio



WittKieffer

CONTENTS

The Opportunity	01
Organization Overview	02
Position Summary	04
Candidate Qualifications	08
Goals and Objectives	09
The Community	10
Procedure for Candidacy	11

THE OPPORTUNITY

CHRISTUS Good Shepherd in Longview, Texas, seeks a results-oriented, inspiring, and experienced Chief Operating Officer (COO) to lead operations of this high-performing, growing health system with annual revenues exceeding \$650 million.

Located in Eastern Texas, CHRISTUS Good Shepherd is the heart of its tight-knit community, serving the people of Gregg County for nearly ten decades. The 450-bed nonprofit hospital is known for providing the highest-quality care with warmth and compassion. A proud heritage of innovation, dedication, and continuing community support has propelled the Good Shepherd to the forefront of healthcare delivery in East Texas. From a humble beginning in 1935 as the 47-bed Gregg Memorial Hospital, they have grown into a system of regional medical centers, primary and immediate care facilities, and health and wellness centers. CHRISTUS Good Shepherd Medical Centers have cared for their community for more than 180 years combined. They offer integrated, high-quality patient care and outcomes. With its excellent physicians and well-trained staff, CHRISTUS Good Shepherd is dedicated to its community.

CHRISTUS Good Shepherd includes [CHRISTUS Good Shepherd Medical Center – Longview](#), [CHRISTUS Good Shepherd Medical Center – Marshall](#), [CHRISTUS Good Shepherd – NorthPark Medical Plaza](#), and [CHRISTUS Good Shepherd Heart and Vascular Institute](#). They opened their new [CHRISTUS Orthopedics & Sports Medicine Institute](#) in 2022 and invested more than \$22 million to expand their NorthPark Medical Plaza in 2023.

The COO will be an engaging leader, a strategic communicator, and an experienced operations executive. This individual will proactively identify progressive, creative, and viable approaches to enhance the overall operations of the health system. The COO will continue to develop a tight-knit, high-performance team that is focused on service excellence and continuous improvement. The new COO will be committed to fostering an accountable and transparent environment that supports staff and their professional development.

The COO must be a highly engaging, authentic, and inspirational leader with exceptional critical-thinking skills who will lead and collaborate with departments and providers across the system to pursue excellence in all KRPs. Strong negotiation skills are a must, and the successful candidate will be able to reach agreements or workable solutions to issues or conflicts without compromising the organization's values or interests. The COO should be highly responsive and objective in decision-making processes and accustomed to leading in a sophisticated environment. This role provides an outstanding leader with a significant career opportunity at a highly respected community health system.

ORGANIZATION OVERVIEW

CHRISTUS Good Shepherd Health System

CHRISTUS Good Shepherd is a Catholic, nonprofit health system serving East Texas through two acute care hospitals in Longview and Marshall, totaling more than 450 beds. With a combined legacy of more than 180 years of service, CHRISTUS Good Shepherd has grown into a regional healthcare leader offering a broad continuum of care that includes Level III and Level IV Trauma Centers, the region's first Level III NICU, two freestanding emergency centers, comprehensive outpatient services, and medically integrated wellness facilities. More than 700 physicians and advanced practice providers within CHRISTUS Trinity Clinic deliver primary and specialty care across the region.

A hallmark of CHRISTUS Good Shepherd is its focus on high-performing service lines that drive clinical excellence, physician alignment, and organizational growth.

The **Cancer Center of Excellence** serves as a regional destination for comprehensive oncology care, providing a multidisciplinary approach that integrates medical oncology, radiation oncology, surgical oncology, diagnostic imaging, pathology, rehabilitation, genetics, survivorship, and supportive care services. Through coordinated care teams and collaborative treatment planning, patients have access to advanced cancer therapies close to home, reducing the need to travel outside the region for specialized services. The program's emphasis on early detection, patient navigation, individualized treatment plans, and survivorship support strengthens CHRISTUS Good Shepherd's role as a leading cancer care provider throughout East Texas.

The **CHRISTUS Orthopedics & Sports Medicine Institute** is one of the system's flagship service lines, providing comprehensive musculoskeletal care through an integrated model that combines orthopedic surgery, sports medicine, podiatry, physical therapy, rehabilitation, and specialty outpatient services. The institute offers expertise in total joint replacement, minimally invasive procedures, sports injury treatment, hand and upper extremity care, foot and ankle services, and post-surgical rehabilitation. Serving athletes, active adults, and aging populations alike, the institute continues to support strong growth in both inpatient and outpatient orthopedic services while enhancing access and patient outcomes throughout the region. [christushealth.org], [theosmcenter.com]

The **CHRISTUS Good Shepherd Heart & Vascular Institute** serves as a premier cardiovascular destination for East Texas. Built upon a highly collaborative care model, the institute brings together cardiologists, cardiovascular surgeons, electrophysiologists, vascular specialists, advanced practice providers, and rehabilitation professionals to provide comprehensive care across the continuum. Key clinical programs include structural heart services, heart failure management, arrhythmia treatment, coronary artery disease care, peripheral vascular disease treatment, valve disease interventions, cardiovascular prevention, and recovery programs. The institute's focus on coordinated care, advanced treatment options, and personalized patient management positions cardiovascular services as a cornerstone of the health system's strategy and regional market presence. [christushealth.org]

Additional specialties at CHRISTUS Good Shepherd include breast health, neurology, stroke care, cardiology, labor and delivery, sleep medicine, wound care, laboratory services, outpatient rehabilitation, emergency medicine, critical care, and graduate medical education through its Internal Medicine Residency Program.

Their mission is to extend the healing ministry of Jesus Christ, and they are proud to bring Catholic, faith-based care to the communities they serve throughout East Texas.

CHRISTUS Health

Based in Irving, Texas, CHRISTUS Health is a Catholic, nonprofit system comprised of more than 600 care centers, including hospitals, outpatient facilities, long-term care sites, clinics, and health ministries. The organization includes more than 45,000 associates and over 15,000 physicians providing care across the United States, Mexico, and Chile. Sponsored by the Sisters of Charity of the Incarnate Word in Houston and San Antonio and the Sisters of the Holy Family of Nazareth, CHRISTUS Health is dedicated to extending the healing ministry of Jesus Christ through compassionate, high-quality care.

CHRISTUS Health operates in more than 60 cities throughout Texas, Arkansas, Louisiana, Georgia, New Mexico, Mexico, and Chile. The system has experienced significant growth through both acquisitions and organic expansion, doubling in size over the past decade and generating annual revenues exceeding \$8 billion, including more than \$1 billion from operations outside the United States.

A transformational milestone occurred in 2016 with the merger of CHRISTUS Health and Trinity Mother Frances Hospitals and Clinics, creating a strengthened East Texas presence and establishing one of the region's most integrated healthcare delivery systems.

CHRISTUS Vision

CHRISTUS Health, past and present, has always been a leader, a partner, and an advocate in creating innovative health and wellness solutions that improve the lives of individuals and communities.

CHRISTUS Values

- Dignity:** Respect for the worth of every person, recognition and commitment to the value of diverse individuals and perspectives, and special concern for the poor and underserved.
- Integrity:** Honesty, justice, and consistency in all relationships.
- Excellence:** High standards of service and performance.
- Stewardship:** Wise and just use of talents and resources in a collaborative manner.
- Compassion:** Service in a spirit of empathy, love, and concern.

For more information, please visit: <https://www.christushealth.org>.

POSITION SUMMARY

REPORTING RELATIONSHIPS

The successful COO candidate will provide leadership and oversight of operations for CHRISTUS Good Shepherd Health System. The COO is responsible for promoting the CHRISTUS Health mission, core values, and vision through effective operational processes. This leader is responsible for ensuring quality of care, service excellence, community benefit, and business literacy in accordance with the CHRISTUS Health Strategy. The COO is responsible for positive relationships and effective communication with executives, directors, Associates, medical staff, sisters, community representatives, and board members as appropriate. The COO develops plans to implement care and services based on community needs and in a manner consistent with the CHRISTUS Good Shepherd strategic plan. The COO supports the President and serves as the President's leadership designee in the President's absence.

The COO reports to the President of CHRISTUS Good Shepherd Medical Center, Todd Hancock. They will be supported by a strong team, including the team below. Like most multi-state, sophisticated health systems, CHRISTUS Health System operates in a highly matrixed model with excellent corporate services based in Irving, TX.

Direct Reports to the COO Include:

- Vice President, Operations

RESPONSIBILITIES

Promoting CHRISTUS Philosophy and Values – Accomplishing the Goals and Objectives of the Ministry:

- Assists the president in directing a concerted effort to carry out the CHRISTUS philosophy and values of health care throughout the ministry. Fosters and maintains an atmosphere of warmth, personal interest, and positive emphasis, as well as a calm environment throughout the facilities.
- Supports efforts for integration of the culture across the organization(s). Provides leadership that fosters a work environment filled with hope, dignity, and mutual respect.
- Assists the President in continuously planning, developing, organizing, implementing, evaluating, and directing the hospital's strategic goals and objectives in the delivery of health care.
- Acts on behalf of the President, directing and coordinating hospital activities to ensure the provision of quality patient care.
- Exercise leadership and management responsibility to ensure the efficient delivery of services that meet the needs of patients, physicians, employees, and the community.
- Provide direction and leadership in the development of strategy, leveraging organizational strengths and relationships to execute on key operating/financial metrics and market growth.

Acting as a Liaison and Reporting Activities to Maintain Open and Effective Communication:

- Serves as a liaison between the President, Board of Directors, Advisory Board, medical staff, PHO, MSO, and other professional and supervisory staff to maintain and strengthen communication channels to further

enhance the provision of quality care. Integrates hospitals with communities, developing a favorable image among various publics by establishing and maintaining effective communication and education.

- Maintains effective work relationships with the medical staff and other health-related facilities and organizations through formal and informal working and transfer agreements. Maintains a sound working, empathetic relationship with physicians to attract and retain physicians who contribute to the hospital's success and function as a liaison between the Board and the medical staff.
- At the request of the President, represents the hospital in dealings with outside agencies, including governmental agencies and third-party payors, and in advisory and local Board meetings, and in medical staff activities.
- Serves on various committees and work teams and provides written/oral reports of such committee meetings to the President and Board of Directors as directed or as may become necessary.
- Creates written and oral reports/recommendations to the President and the Board of Directors concerning the operations of the ministry. As appropriate, recommends improvements to hospital facilities, including construction or renovation, and the purchase of new equipment, based on personal inspection of the premises, consideration of hospital policy, and knowledge of community needs and resources.
- Resolves or makes recommendations to the President to resolve problems concerning such areas as staffing, utilization of hospital facilities, and utilization of equipment and supplies.
- Attends and participates in workshops and seminars to stay abreast of current changes in the long-term non-acute and acute care fields, as well as maintain a professional status. Pursues a program of continuing education to maintain strengths and broaden personal concepts, philosophy, and ability as a leader in Catholic healthcare. Demonstrates an understanding of the issues surrounding society's marginalization of the poor, minorities, and women.
- Maintains an adequate liaison that is responsive to patients, families, physicians, and visitors expressing concerns or complaints regarding services. Supports an operation focused on service excellence for patients, associates, and physicians. Participates in civic and community programs and professional organizations to provide professional growth and exposure for the organization.
- Identifies potential strategic opportunities within the ministry and ensures implementation of strategies and tactics aligned with CHRISTUS Health's strategy and direction.
- Provides leadership and demonstrates active involvement in the community through membership on boards, community task forces, and other community service efforts.

Monitoring Utilization of the Hospital's Physician and Financial Resources:

- Assists in the preparation of the annual budget. Allocates resources to conduct the hospital's programs and activities, based on cost studies, reviews of departmental budget estimates, familiarity with operating procedures, and discussions with executive staff and department directors.
- Ensures government reporting requirements are met. Collaborates with the Ministry's Chief Financial Officer and the Ministry's Compliance Officer to ensure that adequate financial records and cost reports are submitted to authorized government agencies, as required by current regulations.
- Reviews and interprets monthly financial statements to ensure effective financial performance. Utilizes performance scorecards to maintain accountability.

- Assures that appropriate cost-effective supplies and equipment are on hand to meet the day-to-day operating needs of the hospital and its patients. Ensures that equipment is purchased through a group purchasing organization in compliance with approved processes.
- Assists in the administration of a competent and effective people and culture program.
- Responsible for the recruitment and selection of competent and high-performing staff and leaders. Supports organizational transformation by hiring and retaining top talent.
- Ensures that an adequate number of appropriately trained professional and auxiliary personnel are always on duty to meet patients' needs. Works collaboratively with the VP of Human Resources on human resources issues.
- Ensures that programs monitoring workforce competence are in place and makes necessary adjustments/corrections as needed.
- As requested, reviews associate complaints and grievances and works with the VP of Human Resources on appropriate resolutions.
- Supports the planning, conducting, and scheduling of in-service training classes, on-the-job training, and orientation programs, and ensures that current material and programs are continuously provided. Conducts/participates in leadership development courses, as requested.
- Assists in the preparation and implementation of a continuing education program of formal and informal education in healthcare, administrative, and management areas, to maintain, strengthen, and broaden the skills and expertise of staff.

Evaluating the Implementation of Policies and Procedures to Assure Quality Care:

- Interprets hospital policies and procedures to associates, patients, visitors, government agencies, etc., as necessary or instructed. Supports processes to standardize policies and procedures. Makes recommendations to the President as necessary to ensure continued compliance with current regulations, guidelines, and standards. Assists in the development and implementation of policies and procedures, which assure strict confidentiality of patient, associate, financial, and other sensitive information.
- Reviews and approves the implementation of new procedures and organizational plans within each hospital and service area.
- Reviews and assures the development of a plan of correction for deficiencies noted during surveys/inspections.
- Evaluates recommendations for the facility's committees (e.g., Quality, Medical Staff, Pharmaceutical, and Infection Control) for implementation. Coordinates consistent policies across the system to promote standardization.
- Assures that the hospital campuses are maintained in a clean and safe manner for patient comfort and convenience. Assures that the necessary equipment and supplies are maintained in an operable manner to perform such duties/services.
- Makes periodic inspections of the facilities to ensure that established policies and procedures have been implemented and are being followed by associates, patients, visitors, and the public. Makes rounds routinely to verify compliance with goals and objectives.

- Assures that all hospital associates, patients, and visitors' safety regulations are in place, including fire protection/prevention, smoking regulations. And infection control. Assures that the building and grounds are maintained for the safety of all. Supports national patient safety goals and a safe work environment.
- Fosters an environment that actively demonstrates that continuous quality improvement is an operating tenet of the organization; identifies and implements best practices and supports the transfer of such best practices to other organizations within CHRISTUS.

Management and Supervisory Activities:

- Assumes the administrative authority, responsibility, and accountability for directing the activities and programs of all hospital campuses and operational facilities of CHRISTUS Good Shepherd Health System.
- Ensures orientation and continuing education are provided for all executives and leaders.
- Effectively delegates administrative authority, responsibility, and accountability to other staff as deemed necessary to perform their assigned tasks.
- Regularly meets with appropriate executives and other direct reports to effectively communicate expectations and feedback. Collaborates with local ministry executives to ensure consistent leadership practices in the market.
- Consults with leaders concerning the operation of their services to assist in eliminating/correcting problem areas and/or improving services.
- Discusses associate problems and identifies potential solutions as needed or requested. Implements disciplinary action when appropriate. Ensures the appropriate administration of human resources policies, including the termination of associates when necessary, and documents and coordinates such actions through the Human Resources department.
- Assures the timely and appropriate evaluation of associate performance via the associate's direct supervisor, in accordance with established procedures.

Leadership/Quality Improvement:

- Continuously assesses and improves performance in areas within his/her areas of responsibility.
- Integrates operations across the hospital to ensure consistency and excellence.
- Develops and implements leadership scorecards and measurements to reduce variation in leadership and outcomes.
- Participates in interdisciplinary, interdepartmental quality improvement activities.
- Strives to transform planning/development into actual improvements in the quality of local community healthcare delivery.
- Acts as a role model and teacher of transformational and servant leadership.

CANDIDATE QUALIFICATIONS

EDUCATION/CERTIFICATION

- Graduate degree in business administration, health care administration, or other advanced health or business-related degree.

KNOWLEDGE AND WORK EXPERIENCE

- Progressive career experience as a senior operating officer of a healthcare facility with broad-based experience.
- Candidates who are currently a hospital President/CEO will be seriously considered.
- Multi-hospital system experience and Catholic healthcare experience preferred.
- Proven ability to interact with physicians and leaders in the business community, as necessary.
- Strong understanding of and demonstrated skill in leadership, strategic management, change management, communications, team building, continuous quality improvement, problem-solving, decision-making, innovation, financial management of operations, and stewardship of resources.

LEADERSHIP SKILLS AND COMPETENCIES

- Believes in exceptional patient care, education, research, and service to the community.
- Demonstrates ability to motivate others.
- Works well in a rapidly changing and stressful environment.
- Success in solving management issues and directing numerous and varied operations.
- Able to plan, organize, develop, implement, and interpret the necessary programs, goals, policies, and objectives that are necessary for providing quality care and maintaining a sound operation.
- Knowledge of hospital and healthcare practices and procedures, as well as laws, regulations, and guidelines pertaining to healthcare.
- Skilled in establishing a balanced perspective on mission effectiveness and business results is critical.

GOALS AND OBJECTIVES

- Assess opportunities for operational improvements, develop plans to implement them, and articulate their impact on the health system.
- Oversee completion of construction and growth projects across the system.
- Partner with the President and medical staff to grow primary care.
- Build trust with the team and develop plans and opportunities for growth for the leadership team reporting to the COO.
- Learn and understand the strategic direction and execute the strategy, keeping the President and team abreast and inclusive of progress.
- Partner with providers and nursing in pursuit of excellence in patient experience, patient flow, length of stay, quality, safety, and volumes.
- Establish credibility early and often by demonstrating the ability to bring teams together, to inspire, and to lead initiatives.
- Create a culture of excellence with the team, setting clear expectations and holding self and team accountable.
- Collaborate with the President and medical staff to grow key service lines and evaluate new service line opportunities.

THE COMMUNITY

LONGVIEW, TEXAS

The Longview area is a great place to live. From the cultural advantages of urban life to the natural serenity, country landscapes, and small-town atmosphere of the surrounding communities, you'll find it all in Longview, "The best view of East Texas."

Longview prides itself on being a great place to live, work, and raise a family. Situated between two major cities (Dallas, TX, and Shreveport, LA), Longview offers residents the chance to experience small-town life while taking advantage of the attractions of the surrounding cities. Longview is the central city in the Longview-Marshall Metropolitan Statistical Area (MSA). It is located on the U.S. Interstate 20 and U.S. Highway 80 corridor, which stretches 275 miles through a chain of MSAs from Shreveport-Bossier City, LA, to Dallas-Fort Worth, TX.

With affordable housing, quality healthcare facilities, low cost of living, and exceptional schools, Longview has something to offer everyone. For people seeking an escape from rush hour traffic and overcrowded venues, Longview is the perfect place. A typical commute across town takes less than 30 minutes, and traffic is essentially non-existent.

More than 14 colleges, universities, and technical schools with a total enrollment of approximately 56,000 are located in the Longview area. The area also has exceptional primary and secondary schools. There are 264 public, 43 private, and three Catholic schools within a 12-county area. Academic excellence is achieved through Magnet Schools, Blue Ribbon Schools, High Accountability Ratings, and a focus on higher education through programs such as the Texas Scholars Program.

Population (2025)

- Longview, TX: 83,236
- Gregg County, TX: 126,095

Relocation Resources

Longview Economic Development Corporation (LEDco)

- Information on major employers, workforce, education, quality of life, and economic development.
- <https://longviewusa.com/>

East Texas Online: Moving to Longview

- An honest relocation guide covering housing, schools, employment, healthcare, commute times, and lifestyle.
- <https://www.easttexas.com/cities/longview/moving-here/>

Longview Chamber of Commerce

- Good resource for understanding the business community, local events, and community engagement.
- <https://longviewchamber.com/>
- <https://longviewtexas.gov/3614/Moving-and-Relocation>

PROCEDURE FOR CANDIDACY

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

Dan Young Senior Partner 615-800-2296 dyoung@wittkieffer.com	Stephanie Odorisio Senior Associate 610-596-1120 sodorisio@wittkieffer.com
--	---

CHRISTUS Health 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 CHRISTUS Health 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 CHRISTUS Health 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 to learn more.

WittKieffer