



**Chief Quality Officer**

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.

**WittKieffer**

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## The Opportunity

Emplify Health seeks a collaborative, forward-thinking, enterprise leader to serve as its next Chief Quality Officer (CQO). This is a unique opportunity to shape and unify quality and safety strategy within a newly formed, high-potential integrated health system, advancing a consistent, systemwide standard of clinical excellence during a period of continued transformation and growth.

Emplify Health is a not-for-profit, physician- and clinician-led health system formed through the integration of Bellin Health and Gundersen Health System, two highly respected, legacy organizations with deep regional roots and longstanding commitments to community-based care. Together, Emplify Health now spans 11 hospitals and more than 100 clinics across Wisconsin, Minnesota, Iowa, and Michigan's Upper Peninsula, serving diverse urban and rural populations. The organization includes approximately 15,000 team members and is unified by a shared purpose to "amplify empathy" in healthcare, bringing together clinical excellence, compassion, and innovation to improve outcomes across the continuum.

As a recently integrated system, Emplify Health is at an inflection point, bringing together distinct cultures, clinical practices, and performance infrastructure into a cohesive, high-performing enterprise. The CQO will play a central role in this evolution, establishing a unified vision for quality, reducing variation across legacy organizations, and advancing systemwide alignment around evidence-based care delivery in partnership with operations teams. This leader will have the opportunity to build on strong existing foundations, including nationally recognized programs and high-performing sites, such as Emplify Health's Bellin Hospital, which has consistently earned CMS 5-star recognition for quality and patient outcomes.

Reporting to the Chief Executive Officer, the CQO will partner with colleagues to set strategy and inspire excellence in quality, safety, and clinical performance across the enterprise. This includes standardizing care models, advancing data-driven performance improvement, strengthening regulatory readiness, and embedding accountability structures across all levels of the organization. The CQO will serve as a key partner to physician and administrative leaders, aligning clinical priorities with operational and financial goals, fostering a culture of transparency, collaboration, and continuous improvement, while inspiring others to take ownership of quality across the organization.

The ideal candidate will bring a demonstrated track record of leading quality transformation within a complex, multi-site health system, particularly in environments undergoing integration or scale. They will be a visible, trusted leader who can influence across a matrixed organization, engage physicians and clinicians, and translate data into actionable improvement. Deep expertise in quality metrics, CMS performance frameworks, and patient safety is essential. Candidates must hold a Bachelor's degree in a healthcare-related field. A Master's degree and/or Medical degree are preferred. Additional training in public health, healthcare administration, or quality improvement is preferred.

Candidates will have the option to set their primary work location in either the Green Bay or La Crosse, Wisconsin, market areas.

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## Organization Overview

On December 1, 2022, Bellin Health and Gundersen Health System joined forces to redefine what healthcare could be for communities across Wisconsin, Iowa, Minnesota, and Michigan. Together, they built something bigger: a regional network with the depth and reach to deliver high-quality care at the right place and time, and backed by a wider range of specialties and sub-specialties than either system could offer alone. Two like-minded, high-performing systems united around one bold idea, empathy amplified, to lead healthcare forward under a unified brand: Emplify Health. Since integrating, the two regions continue to receive accolades for their work in and outside of the healthcare space, including:

- Emplify Health received the 2024 Advocacy All-Star Award from the Wisconsin Hospital Association
- [Emplify Health by Bellin](#) Green Bay Hospital named 2024 Patient Experience & Safety Award
- Emplify Health by Gundersen awarded 2023 Healthcare Climate Challenge (Healthcare Without Harm): Partner for Change Award
- Emplify Health by Gundersen reached Epic Gold Star 9 in 2024
- [Emplify Health by Bellin](#) Green Bay Hospital was recognized in 2026 among the Top 50 Cardiovascular Hospitals in the U.S., a distinction awarded through Premier, Inc. 50 Top Cardiovascular Hospitals program, published by [Modern Healthcare](#)

More information regarding Emplify Health's vision, mission, strategic plan, and its legacy systems is below.

### Our Purpose

Together, we inspire your best life by relentlessly caring, learning, and innovating.

### Our Aspiration

Leading with love, we courageously commit to a future of healthy people and thriving communities.

### Our Spirit

Belonging, Respect, Excellence, Accountability, Teamwork, and Humility

## Bellin Health System History

Bellin Health traces its roots to 1908, when Dr. Julius Bellin opened a 15-bed house in Green Bay, Wisconsin, driven by a vision of care so trusted that the community would later rename the hospital in his honor. Over more than a century, that single building grew into the region's premier integrated health system, with a footprint spanning northeast Wisconsin and Michigan's Upper Peninsula and a reputation built on excellence in cardiac, orthopedic, sports medicine, digestive health, mental health, and primary care. A century of growth never changed the mission: a community-driven commitment to care close to home, carried forward today as Emplify Health.

That growth was matched by a deepening commitment to quality. As a founding member of the Institute for Healthcare Improvement and the Wisconsin Collaborative for Healthcare Quality, Bellin helped shape healthcare improvement well beyond its own service area, establishing itself as a national leader in population health, work grounded in the belief that individuals, healthcare systems, and community organizations are stronger when they work together. That commitment was validated in 2017, when Bellin's accountable care work posted the highest quality score and lowest per-patient cost of any participant in the CMS Next Generation ACO program nationwide.

Bellin has carried that same rigor into care for its youngest patients, pioneering family-centered models that keep parents and children connected throughout treatment and expanding access to pediatric and adolescent care across the region in partnership with leading children's health systems.

## Excellence in Serving the Community

In addition to award-winning patient care, Bellin is known for deep community engagement. The health system has hosted the Bellin Run, one of the nation's largest 10K events, which has been taking place for 50 years and draws more than 10,000 runners and walkers to the streets of Green Bay each year, celebrating health, wellness, and community. Bellin also puts on the Bellin Women's Half Marathon & 5K, the only event of its kind in the region, along with year-round wellness initiatives and charity events that bring its mission to life beyond the clinic walls.

## Spectrum of Care

The health system belongs to Bellin Health Partners, a clinically integrated network that includes Bellin Health, its employed providers and independent affiliated providers, and Holy Family Memorial in Manitowoc, Wisconsin, and its employed providers. Bellin Health comprises the following:

- **Bellin Memorial Hospital**, the system's 244-bed, flagship hospital in Green Bay, Wisconsin. This general medical and surgical hospital has routinely received state and national awards for safety and quality of care.
- **Behavioral Health Center**, a licensed 80-bed freestanding hospital providing top-quality inpatient, outpatient, and addiction treatment services for individuals across the region. The center also offers mental health counseling services for patients and their families in Green Bay and at various locations, with a team of psychiatrists, psychologists, and therapists.
- **Oconto Hospital and Clinic**, a critical access facility located 30 minutes to the north in Oconto, Wisconsin, offers care close to home for patients outside the Green Bay metro area. This facility includes a 10-bed hospital, 24/7 emergency care, primary care services, cancer care, diagnostic services, surgical services, and swing bed services.
- **Bellin Medical Group**, consisting of 29 primary and specialty care physician clinics located throughout northeast Wisconsin and Michigan's Upper Peninsula, provides physicians, nurse practitioners, and physician assistants to advance the health and wellness of area residents. Additionally, Bellin offers on-site clinics at employer partner locations throughout the region and has retail health clinics known as **ExpressCare**.
- **Bellin Health Marinette Ambulatory Surgery Center**, a state-of-the-art Ambulatory Surgery Center open five days a week to meet patients' needs for outpatient procedures or surgeries. This beautiful center has 4 operating rooms and 14 private pre-and post-recovery rooms.
- **Bellin Orthopedics, Sports Medicine, and Rehabilitation**, as the healthcare partner to the Green Bay Packers, Bellin Health's reputation for excellence in orthopedic care extends beyond the region, attracting patients from all over the United States. Bellin's orthopedic facilities include a world-class clinic in the shadow of Lambeau Field within the Packers Tiletown Development, and are a provider of choice in northeast Wisconsin for orthopedic and specialty rehabilitation services. This department includes a multidisciplinary acute care hospital, two large outpatient sports medicine clinics, and the state's largest athletic training outreach program, which serves 24 local high schools. In addition to outpatient orthopedics and sports medicine, physical and occupational therapists provide the following services: women's health and

incontinence care, spine rehabilitation, vestibular and falls treatment, lymphedema, pediatrics, chronic pain treatment, orthotics, and hand therapy.

- **Bellin College** was founded in 1909 and has a distinguished reputation for providing students with a high-quality education to prepare them for the demands of the rapidly changing healthcare environment. The College specializes in nursing, medical imaging, and post-graduate physical therapy. A focused curriculum, extensive hands-on practice and service learning, and dedication to the values of Excellence, Integrity, Community, and Caring, aid students in succeeding academically and professionally.
- **Bellin Health Home Care Equipment** (*previously Bel-Regional Home Medical, Inc.*) provides durable home medical and respiratory equipment that has been approved for home use. Working in conjunction with physicians, the professionally trained staff helps select the appropriate equipment for each patient's needs. Equipment is delivered to the home, where instructions and materials are provided for its operation and use. Continuity of care is assured through education and communication with the physician.
- **Bellin Home Health Agency** works with area physicians to help their patients maintain an independent lifestyle through assistance. Some of the services offered include skilled nursing care, physical therapy, occupational therapy, speech therapy, and home health aide services.
- **Health Partners Robin** is a partnership with Bellin Health, ThedaCare, and other partners to deliver local health care with a highly rated health plan from HealthPartners. It focuses on affordability and excellent member experiences that improve health outcomes and quality of care.
- **Bellin Health Surgery & Specialty Center** is a state-of-the-art facility offering a wide range of specialized medical services, procedures, and treatments to provide comprehensive care that meets the diverse needs of the community.

## Awards and Recognition

- Forbes list of America's Best Midsize Employers in 2022, ranking #244 out of 500 employers.
- Forbes has ranked Bellin Health as one of the Best Employers by State in 2021; #6 in Wisconsin.
- U.S. News & World Report has ranked Bellin Hospital as top in Northeast Wisconsin and tied for #4 statewide, according to its 2020-2021 Best Regional Hospitals list.
- Newsweek's list of World's Best Hospitals 2021.
- Bellin Hospital has earned six consecutive CMS 5-Star Ratings.
- Newsweek Magazine's Best Maternity Hospitals 2020 list, making it one of just two hospitals in Wisconsin to earn the designation.
- 2020 Wisconsin Collaborative for Healthcare Quality (WCHQ) Top Quality Award - recognized for exceptional quality improvement leadership.
- Moody's - A2 Bond Rating in 2020.
- S&P Global Ratings - A+ Bond Rating in 2020.
- Leapfrog Hospital Safety - 'A' grade for spring 2021 - 'Straight A' status (at least five consecutive safety grade 'A's).

- American Heart Association/American Stroke Association's Get with The Guidelines® Stroke Gold Plus Quality Achievement Award in 2020. Also received the Association's Target: Type 2 Diabetes Honor Roll award.
- America's 100 Best Joint Replacement Centers and 100 Best for Orthopedic Surgery by Healthgrades (2019-2022).

## Practice Culture

Bellin Health is aligned with the Medical College of Wisconsin-Green Bay to cultivate the next generation of physician leaders who train locally to stay local. Among national leaders in Team-Based Care, the system creates phenomenal physician satisfaction through a strategic redesign of the office visit and between-visit workflow, and operates under a physician/administration dyad structure, which means physicians have a strong voice in the organization. Physicians enjoy working at Bellin Health, as evidenced by a nearly 92% retention rate.

## AboutHealth Wisconsin

AboutHealth is a Wisconsin clinically integrated network of systems that drive quality and reduce healthcare costs across the state. Founded in 2015, AboutHealth is: Gundersen Health System, ProHealth Care, ThedaCare, Aspirus, and Bellin Health. As a clinically integrated network of systems, the network is focused primarily on challenges facing the healthcare industry: increasing efficiency, being nimble in addressing emerging needs in their respective communities, and making tough resource decisions. For more information, visit <https://abouthealth.com/> and [www.bellin.org](http://www.bellin.org)

## Bellin Health Foundation

The Bellin Health Foundation was established in 1994 with a mission to bring local health initiatives to life. With the help of our donors and friends, we envision access to world-class healthcare without financial compromises. Giving opportunities through the foundation helps advance our common goals in that direction. These shared efforts create and preserve robust solutions for health-centered challenges.

## Gundersen Health System History

Gundersen Health System's story began in 1891, when Norwegian-born surgeon Dr. Adolf Gundersen opened a small practice in La Crosse, Wisconsin, driven by a singular conviction: that every patient deserved care delivered with both skill and heart. When Lutheran Hospital opened its doors in 1902, Dr. Gundersen became its first medical director, planting the roots of what would grow into one of the region's most trusted health systems.

That founding spirit carried Gundersen through more than a century of growth, as clinic and hospital became one and a small La Crosse practice grew into a comprehensive regional network spanning western Wisconsin, southeastern Minnesota, and northeast Iowa. Through every evolution, one thing never changed: care for neighbors, by neighbors, a legacy that lives on today as Emplify Health.

## Envision

Gundersen's innovation extends beyond hospital walls. In October 2014, it became the first health system in the nation to produce more energy than it consumed, a milestone reached through a mix of efficiency upgrades and renewable energy projects spanning



biomass, wind, geothermal, and more. The goal was never just sustainability for its own sake: it was about cleaner air for patients, lower costs for the system, and a stronger local economy. That work has earned Gundersen national and global recognition as a leader in healthcare sustainability.

For additional information, visit [www.gundersenenvision.org/envision/](http://www.gundersenenvision.org/envision/)

## Spectrum of Care

The community-based healthcare philosophy ensures that patients receive top-quality care close to home. Gundersen's expanding network encompasses 33 regional medical clinics, six regional hospitals, and numerous virtual care options for added convenience. Locations and services include:

- 21 Eye, Dental/Orthodontics, Podiatry, and Sports Medicine Clinics
- 30-bed Behavioral Health Clinics
- 30-bed Inpatient Behavioral Health Hospital
- 5 Renal Dialysis Centers
- 8 Inpatient Nursing and Rehab Facilities
- 17 Pharmacies
- 3 Worksite Wellness Centers
- Air and Ground Emergency Transport
- Quartz and Senior Preferred Health Plans
- Information and Referral Services
- Medical Missions

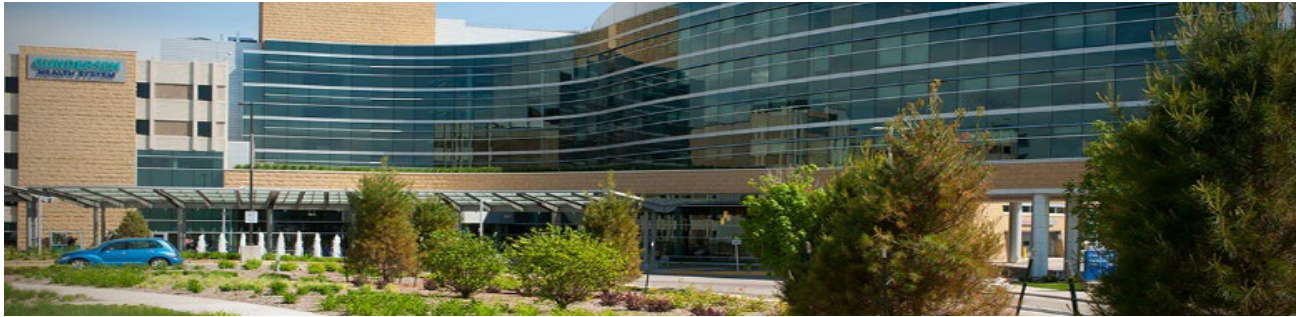
Recently, Emplify Health has proudly expanded its presence in the Gundersen region by establishing operations at the former HSHS/Prevea Health Clinic in Mondovi. The clinic, which was closed in April 2024 due to HSHS/Prevea scaling back operations in western Wisconsin now serves as a testament to our commitment and investment in the local community. Click [here](#) to learn more about our investment.

## Primary Care

Gundersen offers a care model known as "Medical Home." This model ensures a continuous relationship with a primary care doctor and team, providing physical exams, immunizations, screenings, and preventive care. Gundersen's network spans 33 clinics across the Tri-state Region, with more clinics being added to ensure convenient access to care close to home.

## Acute Care

- From minor illnesses to severe trauma and emergencies, Gundersen Health System offers options to match the level of care needed at more locations.
- Gundersen Emergency Services in La Crosse is a Level II Trauma Center, the highest in the Tri-State region. In addition, six community hospital emergency rooms are available 24/7.
- Urgent Care locations in La Crosse, Onalaska, Boscobel, Friendship, Hillsboro, West Union, and Whitehall.
- ExpressCare Clinic in La Crosse, offering convenient, affordable care for minor illnesses (ages 2+).



**Gundersen Lutheran Medical Center** in La Crosse, Wisconsin, is the core of Gundersen's care network. The Hospital is a 325-bed acute care regional referral center, offering a level of care typically found only in a large metropolitan area. In 2019, the Hospital had more than 50,000 emergency room visits, nearly 15,000 admissions, and over 20,000 inpatient and outpatient surgeries combined. The Hospital is Commission on Accreditation of Rehabilitation Facilities (CARF) accredited and has excellent patient and physician satisfaction scores. Through the Gundersen Heart Institute and Gundersen Cancer Center, the system can deliver world-class treatment in these specialty areas, among others, and is nationally recognized in several other specialties.

**Gundersen Boscobel Area Hospital and Clinics** is proud to bring innovative care to residents in southwestern Wisconsin. With their electronic medical record system, patients can manage their care conveniently from the palm of their hand. Through the MyChart patient portal, they can view lab test results, refill prescriptions, request appointments, and communicate with their care team, all in a simple, secure way.

From emergency or urgent care to sports physicals for school athletes, they can help with a broad range of primary and specialty care close to home.

**Gundersen Moundview Hospital and Clinics** has been meeting the healthcare needs of Adams County, Wisconsin, and the surrounding area since 1959, offering a variety of services including: 24-hour emergency care, family clinic, inpatient care, outpatient services, diagnostic testing, surgical procedures, and senior services. Their goal is to provide accessible, affordable, high-quality healthcare.

**Gundersen Palmer Lutheran Hospital and Clinics** provide comprehensive care for the whole family in northeastern Iowa. From emergency or urgent care to sports physicals to getting that all-important flu shot, they can help with a broad range of primary care. They are also home to Fayette County Community Health, as well as Gundersen Palmer Home Health, Hospice, and Medical Equipment services.

**Gundersen St. Elizabeth's Hospital and Clinics** is a trusted community health and wellness provider, bringing innovative care to patients and families with a Hospital in Wabasha, Minnesota, and a clinic in Alma, Wisconsin. Gundersen Health System's newest affiliate (2020), Gundersen St. Elizabeth's, offers a broad range of primary care from highly trained specialists.

**Gundersen St. Joseph's Hospital and Clinics**, located in Hillsboro, Wisconsin, is proud to be the community's health and wellness provider, bringing innovative care to patients and their families. Gundersen St. Joseph's Hospital and Clinics is a regional center of the Gundersen Health System, featuring a new hospital and clinic in Hillsboro, established in 2020. Additionally, they operate clinics in Elroy and Wonewoc.

**Gundersen Tri-County Hospital and Clinics**, located in Whitewall, Wisconsin, is proud to serve as the community's health and wellness provider. As a regional center of the Gundersen Health System, it encompasses the Whitehall Hospital and Clinic, a Care Center (nursing home), and senior living apartments. Additionally, they operate clinics in Blair and Independence.



**Gundersen Inpatient Behavioral Health Hospital** is a 30-bed facility that provides mental health and chemical dependency detoxification services. Patients are supported and protected in a healing environment during their hospitalization. At all times, safety is their primary concern. A team approach provides consistent quality care.

For more than 70 years, **Gundersen Medical Foundation** has united supporters around a shared purpose: the health and well-being of their community. That support fuels everything that keeps Gundersen at the forefront of patient care, a respected medical education program, wide-reaching research efforts, and community health outreach that turns generosity into real impact.

Donor dollars drive research that touches patients personally: funding clinical trials, powering well-equipped labs staffed by top researchers in their fields, and backing grants that tackle health and social issues across the community. As part of Children's Miracle Network Hospitals®, Gundersen also ensures every dollar raised locally stays local, supporting area children with special healthcare needs, regardless of diagnosis or where they're treated.

The Foundation's mission at work: patients cared for, medicine taught, breakthroughs researched, and healthy living championed, all because a community chose to invest in itself.

**Quartz Health Solutions, Inc.** is co-owned by Gundersen Health System, UW Health, and UnityPoint Health - Meriter. The company manages four nationally recognized, provider-sponsored health insurance plans: Quartz Health Plan Corporation, Quartz Health Plan MN Corporation, Quartz Health Benefit Plans Corporation, and Quartz Health Insurance Corporation. As a third-party administrator, Quartz also provides services for self-funded health benefit programs.

For additional information, visit [www.quartzbenefits.com](http://www.quartzbenefits.com)

## Innovation

Supporting high-quality care and an exceptional patient experience requires an eye toward innovation and strategic partnerships. Through relationships with artificial intelligence leader Olive, investments in companies like Recombinetics, and through efforts to nurture local technology start-ups, Gundersen is addressing healthcare's future needs today.

## Accomplishments

Gundersen offers an outstanding patient experience.

Gundersen Health System's Overall Patient Experience Rating is 4.7 out of 5 stars, based on more than 91,000 reviews. All ratings are submitted by actual patients and verified by an independent patient experience company, National Research Corporation.

Learn more by visiting: [Guide to Patient Experience Surveys and Star Ratings](#)

## Excellence in Patient Care

Emplify Health by Gundersen La Crosse Hospital is ranked a four-star facility for receiving care (2022) by the Centers for Medicare & Medicaid Services (CMS). Gundersen earned three-year reaccreditation from the Commission on Cancer (CoC) of the American College of Surgeons, a distinction highlighting Gundersen's cancer care as among the best in the nation.

## Excellence in Serving the Community

The Wisconsin Hospital Association (WHA) awarded Gundersen Health System the Global Vision Community Partnership Award for its work in ending homelessness in the La Crosse area through the La Crosse Collaborative to End Homelessness program.

The Best of La Crosse County 2019 survey recognized Gundersen Health System and staff with 25 honors. The annual survey celebrates services, dining, entertainment, and more.

## Gundersen Regional Hospitals Among the Best in the Nation

[Gundersen St. Joseph's Hospital and Clinics](#) and [Gundersen Tri-County Hospital and Clinics](#) are among the Top 20 Critical Access Hospitals (CAHs) based on their percentile rank across five categories of Hospital Compare Process of Care measures. Gundersen St. Joseph's was among the honorees for quality, and Gundersen Tri-County was recognized for patient satisfaction.

## Gundersen Named 'Most Wired'

Gundersen has been named to Hospitals & Health Networks (H&HN) magazine's "Most Wired" list five times. This recognition is awarded to U.S. hospitals and health organizations that excel at using information technology to enhance various aspects of their performance, particularly the quality and safety of patient care.

For additional information related to Gundersen Health System, visit [www.gundersenhealth.org](http://www.gundersenhealth.org).

## Position Summary

The Chief Quality Officer (CQO) will serve as a key enterprise leader responsible for defining and advancing Emplify Health's systemwide strategy for quality, patient safety, and clinical performance. This leader will play a central role in shaping a unified, high-reliability organization by aligning quality priorities, reducing variation, and driving measurable improvement across a newly integrated, multi-state health system.

As Emplify Health continues to integrate the legacy Bellin and Gundersen organizations, the CQO will be instrumental in establishing consistent standards of care, performance measurement, and accountability across hospitals, clinics, and care settings. The CQO will champion a culture of safety, transparency, and continuous improvement, ensuring that quality and patient safety are embedded in all aspects of care delivery and operational decision-making.

The CQO will oversee quality, patient safety, infection prevention, risk management, and performance improvement functions across the enterprise. This leader will serve as a trusted advisor to executive leadership, providing insight into clinical risk, regulatory requirements, and opportunities to enhance outcomes. Through a data-driven and collaborative approach, the CQO will engage physicians, clinicians, and operational leaders to drive sustainable improvements in patient outcomes, experience, and system performance.

The successful candidate will lead with visibility and influence, fostering alignment across a matrixed organization and building strong relationships across regions. This individual will model accountability, inspire innovation, and help shape a culture grounded in empathy, clinical excellence, and continuous learning.

## Reporting Relationships

The Chief Quality Officer reports directly to the Chief Executive Officer of Emplify Health.

Direct reports are expected to include enterprise and regional leaders across key quality and safety functions, such as:

- Quality and Performance Improvement
- Patient Safety
- Risk Management and Regulatory Compliance
- Infection Prevention and Control
- Quality Data and Analytics

(Structure may evolve as the system continues to integrate and align functions)

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## Goals and Responsibilities

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

- Provide executive leadership, strategic direction, and operational oversight for quality, patient safety, and clinical performance across Emplify Health's full continuum of care.
- Lead the development and execution of a unified, enterprise-wide quality strategy, aligning legacy Bellin and Gundersen programs into a consistent, high-performing operating model.
- Oversee the collection, analysis, and reporting of systemwide quality and patient safety data, ensuring the organization has actionable insights to drive improvement and support transparent performance monitoring.
- Monitor clinical quality outcomes and safety metrics, guiding the development and implementation of solutions that improve performance and reduce variation in care delivery.
- Establish a systemwide framework for clinical excellence and patient safety, including standardized definitions, metrics, and expectations that support measurable and sustained improvement.
- Build and advance a culture of safety and high reliability, embedding just culture principles, proactive risk identification, and continuous learning across the organization.
- Partner closely with physician leaders, regional executives, and clinical stakeholders to align quality priorities, strengthen engagement, and ensure coordinated execution of the system quality plan.
- Design, align, and optimize quality governance structures, reporting relationships, and communication pathways to ensure connectivity from frontline teams through executive leadership and the Board.
- Lead enterprise performance improvement efforts, including the implementation of standardized methodologies, tools, and training to support continuous improvement across all sites and care settings.
- Develop and maintain enterprise dashboards, scorecards, and balanced metrics to monitor operational execution and support data-driven decision-making at all levels of the organization.
- Ensure ongoing regulatory readiness and compliance with Joint Commission, CMS, and state and federal requirements, including establishing reliable processes for policy management and survey preparedness.
- Evaluate the effectiveness of quality and safety initiatives, ensuring programs deliver measurable outcomes and align with enterprise priorities.
- Support system integration by harmonizing quality programs, infrastructure, and capabilities across legacy organizations into a cohesive and scalable framework.
- Foster cross-regional collaboration and reduce silos by establishing shared methodologies, tools, and language for performance improvement across the enterprise.
- Serve as a visible and trusted enterprise leader, advising executive leadership and the Board on quality performance, risks, and strategic opportunities to advance clinical outcomes and patient experience.

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## Candidate Qualifications

### Education/Certification

- A bachelor's degree in a healthcare-related field is required.
- Master's degree preferred.
- Clinical credentials (RN, MD) preferred.
- Experience leading healthcare operations is preferred.
- If holding clinical credentials, eligibility for licensure in applicable states across Emplify Health's footprint is required.

### Knowledge and Work Experience

- Five to seven years of progressive leadership experience in healthcare.
- Prefer direct oversight experience of a complex health system's quality efforts, including inpatient and outpatient settings.
- Versed in current industry trends, innovation, and technology.
- Strong industry network.
- Demonstrated success leading quality and safety initiatives across multi-site or integrated delivery systems, preferably within environments undergoing transformation, growth, or integration.
- Experience navigating a matrixed organization with competing priorities, with the ability to align stakeholders and drive consensus toward shared outcomes.
- Proven ability to build strong physician partnerships, engage medical staff leadership, and drive collaboration to advance clinical quality, service, and program development.
- Track record of fostering employee engagement and building high-performing teams aligned around a shared mission and culture of accountability.
- Deep knowledge of regulatory and accreditation requirements, including Joint Commission, CMS, and state regulatory bodies, with experience leading survey readiness and compliance efforts.
- Experience applying continuous improvement methodologies and data-driven performance improvement tools to achieve measurable gains in quality, safety, and patient outcomes.
- Demonstrated ability to assess organizational risk, identify improvement opportunities, and implement strategies to mitigate clinical and operational risk.
- Experience developing and leveraging external partnerships, benchmarking relationships, and industry collaborations to advance quality performance and outcomes.
- Familiarity with value-based care models, population health strategies, and performance metrics tied to cost, quality, and patient experience is preferred.

## Leadership Skills and Competencies

- Demonstrated ability to lead through influence in a complex, evolving organization, with a strong orientation toward collaboration, alignment, and accountability.
- Strategic thinker with the ability to translate vision into actionable plans, operational priorities, and measurable results.
- Systems thinker with deep understanding of performance improvement methodologies, change management principles, and enterprise transformation.
- Proven ability to drive measurable improvement in clinical outcomes using structured quality frameworks and data-driven decision-making.
- Skilled at building trust and credibility across all levels of the organization.
- High emotional intelligence with the ability to navigate complexity, manage conflict, and build strong, authentic relationships across diverse stakeholder groups.
- Strong executive presence with excellent communication skills, including the ability to clearly articulate complex concepts and inspire alignment across clinical and operational leaders.
- Demonstrated commitment to transparency, safety, and just culture principles, with experience fostering environments of accountability and continuous learning.
- Effective team builder who develops talent, mentors future leaders, and creates an environment that supports engagement, growth, and performance.
- Ability to operate with resilience, adaptability, and decisiveness in a dynamic environment, particularly during periods of change and organizational integration.
- Demonstrated capacity to synthesize emerging quality, safety, and regulatory trends and translate insights into forward-looking strategy.

## The Communities

### Green Bay, Wisconsin

Wisconsin's oldest city, Green Bay, is located at the head of its namesake, Green Bay, a sub-basin of Lake Michigan, at the mouth of the Fox River. A center for arts, outdoor recreation, and, of course, football, Green Bay is Wisconsin's third-largest city, after Milwaukee and Madison. It is conveniently located 100 miles north of Milwaukee and four hours from Chicago and Minneapolis. Residents take advantage of their proximity to Lake Michigan and the Northwoods with winter activities, including snowmobiling and skiing, as well as summer favorites like hiking, golf, biking, boating, and fishing. Green Bay is also home to rich historical museums, spectacular visual and performing arts, wonderful shopping, and even an old-fashioned amusement park, originally built in the 1930s, featuring Elvis Presley's favorite roller coaster, the Zippin Pippin. Nature and wildlife lovers will also appreciate the area's state parks, zoos, wildlife refuges, and a botanical garden.



Served by an international airport, the city's economy is highly diversified and continually growing. As the economic hub of northeast Wisconsin, and with an abundance of natural resources, Green Bay's largest employers remain the education, healthcare, and paper and shipping industries. Green Bay is also home to seven area colleges and universities, including the University of Wisconsin Green Bay and St. Norbert College in De Pere. The historic waterfront in downtown continues its redevelopment renaissance with the addition and expansion of housing, hotels, and corporate headquarters, including the Titledown District and TitledownTech, a national partnership between the Green Bay Packers and Microsoft. Community leaders work in partnership to conserve resources, grow the economy, and increase quality of life. Leaders work in conjunction with K-12 and post-secondary educators to ensure students are community, college, and career ready; continuing a tradition of cultivating generations of a strong work ethic that is second to none.



In addition to being known around the world for contributions to industry and agriculture, Green Bay is best known for the Green Bay Packers, with a fan base that stretches across Wisconsin, the U.S., and internationally. Despite being the National Football League's smallest city to host a team, Green Bay is nicknamed "Titledown" for the number of NFL titles it has won over the years, more than any other team. Founded in 1919, the 13-time National Champion Green Bay Packers are the

only NFL team to be owned by their fans, and Lambeau Field is hallowed ground to sports fans in the area. The city is also home to other sports teams, including the UW-Green Bay Fighting Phoenix, the U.S. Hockey League's Green Bay Gamblers, and the Northwoods League Baseball team, the Green Bay Rockers

For more information, please visit: <https://www.greenbay.com/>.

## La Crosse, Wisconsin

Classic steam paddle wheelers still ply the Mississippi's waters in La Crosse, just a small part of this historic and charming city. Spreading from the edge of the river to the base of steep bluffs, La Crosse enjoys a glorious natural setting and cultural scene. Mark Twain was once so impressed by the city that he later wrote about it in his book *Life on the Mississippi*, calling it a "choice town." The city's Main Street ends at Grandad Bluff, rising 570 feet above the city with a park offering views of the city, the surrounding bluffs, and three states: Wisconsin, Minnesota, and Iowa.

Riverside Park in the city's historic downtown provides a perfect vantage point for watching river traffic and/or boarding a paddle wheeler for sightseeing cruises. Yacht cruises and eco-tours on the river are also available.

After time enjoying the river, La Crosse natives and its many summer tourists stroll through the city's downtown, exploring many unique shops, relaxing hotels, entertainment, museums, galleries, and award-winning restaurants. At one end of the downtown sits the recently renovated La Crosse Center, a 7,500-seat multi-purpose indoor arena, banquet hall, and conference center. It is continually filled with concerts, sporting events, trade shows, conventions, conferences, and weddings.



La Crosse is a true college town with three regional colleges and universities: the University of Wisconsin-La Crosse, Western Technical College, and Viterbo University. Emplify Health partners with the La Crosse School District, other local health organizations, and government agencies to support the Health Science Center and advance students in medical fields.

La Crosse has long been a Midwest hub for arts and culture, often representing the cultures of the area's large Hmong, Native American,

and European populations. Throughout the year, venues such as The Pump House Regional Arts Center, The La Crosse Community Theater, and the Viterbo Fine Arts Center host live performances, concerts, and art exhibitions. The city is also home to the Blue Stars Drum & Bugle Corps, a member of Drum Corps International. The city's celebration of arts and culture has had a lasting impact on the national and global arts scene, with legendary screenwriter Nicholas Ray (*Rebel Without a Cause*) and critically acclaimed film director Josey Losey hailing from the city. The city's diverse culture is celebrated year-round through festivals such as Hmong New Year, Irish Fest, RiverFest, and an internationally known Oktoberfest, which celebrates the city's German roots and brewing history.

La Crosse is also home to a rich sports scene with the UW-La Crosse Eagles, Viterbo V-Hawks, Northwoods League Baseball's La Crosse Loggers, and the La Crosse Steam Softball team. The city is only a few hours away from other teams playing in Minneapolis, Madison, Milwaukee, Chicago, and Green Bay.

For more information on La Crosse, please visit: <https://www.explorelacrosse.com/>.

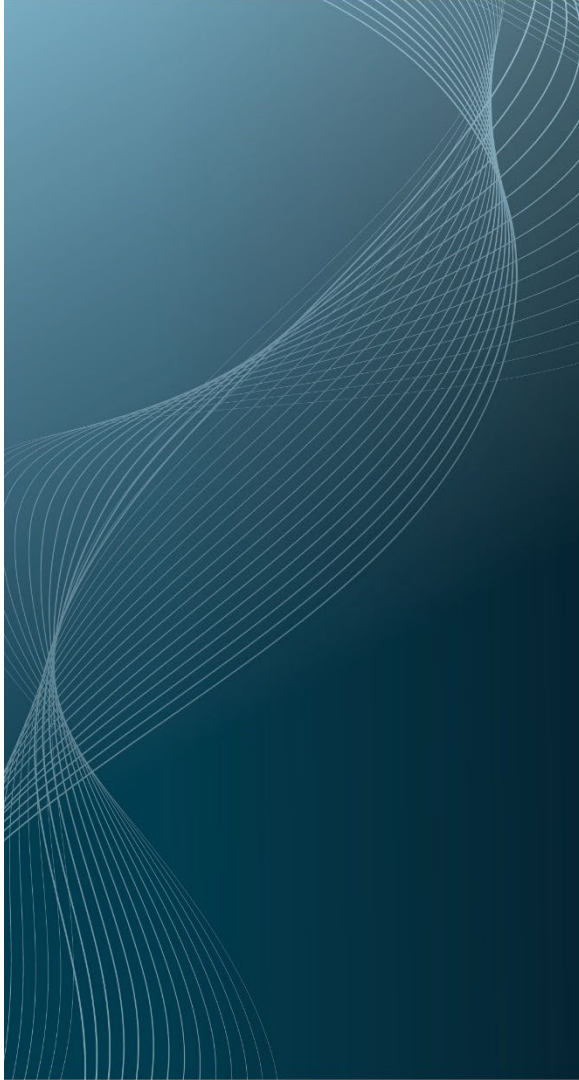
## Procedure for Candidacy

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.

*Emplify Health System 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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