



Vice President, Strategy

Leadership Profile

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The Opportunity

Erie Family Health Centers (Erie), based in Chicago, IL, one of the nation's leading federally qualified health centers, seeks a collaborative, mission-driven, and dynamic leader to serve as its next Vice President of Strategy (VP, Strategy). This is a compelling opportunity to play a central, enterprise-level leadership role at one of the nation's most respected and high-performing community health centers.

Erie is a recognized Health Center Quality Leader by the U.S. Department of Health and Human Services for providing the highest quality care to an ever-increasing number of patients. With revenues of more than \$120M, Erie serves over 95,000 patients and employs more than 900 staff across 14 sites, including eight large primary care locations (five with integrated dental), a freestanding teen health center, and five school-based health centers, all of which offer behavioral health services. Erie believes healthcare is a human right and remains committed to ensuring access to high-quality care regardless of a patient's background or financial circumstances.

Reporting to the Chief Executive Officer, Dr. Lee Francis, the VP, Strategy will serve as a core member of Erie's highly collaborative executive leadership team, guiding the development and execution of the organization's strategy and vision. This executive will act as a strategic partner, advisor, and change agent as Erie navigates a period of significant external disruption and meaningful internal transformation. With the current strategic plan nearing completion, the Vice President of Strategy will partner closely with the executive team and Board to shape Erie's next strategic plan and vision, establishing clear, focused priorities and an actionable roadmap that drives execution across the organization. This executive will clearly communicate Erie's strategic direction across the organization, ensuring alignment by articulating priorities in a way that connects day-to-day work to the broader mission and impact on the communities served.

A central priority for this leader will be advancing Erie's enterprise-wide care model redesign, "Exempl^{erie} Care", the organization's top initiative, from a strategic perspective. This work requires close partnership with clinical and operational leaders to drive alignment, support change management, and ensure the model is effectively implemented to improve access, efficiency, and long-term sustainability. At the same time, the Vice President will play a leading role in guiding the organization through external pressures, including shifts in Medicaid reimbursement and other funding sources, aligning strategy with financial sustainability to ensure Erie is well-positioned while remaining grounded in its mission.

The VP, Strategy, will lead Erie's growth agenda, helping guide decisions on new site development and market positioning, while ensuring existing health centers are optimized for access and performance. This includes strengthening and expanding hospital and community partnerships to support coordinated care, broaden access, and enhance Erie's presence across the communities it serves.

Success in this role will require a leader who can drive change within a highly collaborative culture. This role offers the opportunity to shape the future of a mission-driven organization that is widely recognized for its quality, innovation, and commitment to underserved communities. Erie combines a strong financial foundation, deep community trust, and a high-performing leadership team with a culture that values excellence, humility, and collaboration. For a strategic leader motivated by impact, complexity, and the opportunity to drive meaningful change in healthcare delivery, this is a uniquely rewarding and influential position.

Organization Overview

Erie Family Health Centers (Erie) is a federally qualified health center (FQHC) dedicated to providing high-quality, affordable care to underserved populations. They believe that healthcare is a human right and strive to ensure that everyone, regardless of their background or financial situation, has access to the medical services they need. Erie offers a wide range of services, including primary care, pediatrics, women's health, dental care, and behavioral health services. They also provide support services like health education, case management, and social services to help patients navigate their healthcare journey. Today, Erie serves approximately 95,000 patients annually across more than a dozen sites in the Chicago region.

Serving a diverse and predominantly low-income population, Erie Family Health Centers is committed to addressing health disparities and promoting social justice. They focus on creating lasting relationships with their patients and the community, ensuring that care is culturally sensitive and accessible. With a strong emphasis on continuous learning and excellence, Erie aims to improve the overall health and well-being of the communities they serve, making a significant impact on the lives of thousands of individuals and families each year. In 2026, Erie expanded its footprint with the opening of the Sankofa Village Wellness Center in West Garfield Park, a major community-led development designed to address significant health disparities and expand access to care. The new site is expected to serve approximately 6,000 patients annually.

Erie has been consistently recognized for quality and workplace excellence. In 2024, Erie was honored as a Health Center Quality Leader by the U.S. Health Resources and Services Administration, placing it in the top 10% of community health centers nationwide, a designation it has maintained for several years. Erie has also earned multiple workplace recognitions, including USA Today Top Workplaces USA (2026) and several 2025 national and regional workplace awards.

Erie is also at the forefront of training the next generation of healthcare providers. Erie has partnered with leading academic medical centers to offer on-site medical training through several physician residency programs, along with a nationally accredited fellowship program for nurse practitioners and nurse midwives (Advanced Practice Nurses). Additionally, Erie provides training for medical and dental students, educating over 200 learners annually at its health care sites. Erie also offers a Medical Assistant Training Program, preparing students for certification and equipping them to work as part of a care team in a community health setting.

Mission

Motivated by the belief that healthcare is a human right, we provide high-quality, affordable care to support healthier people, families, and communities.

Vision

All people living their healthiest lives.

Values

Social Justice. We honor the dignity of all people and their right to high-quality health care and safe environments. We commit to eliminating health disparities, especially those that stem from racism and other systems of oppression.

Excellence. We set high standards for all we do and are uncompromising in fostering a culture of safety and providing top-quality patient care.

Impact. We improve the health and well-being of the communities we serve by maximizing our resources to ensure long-term success.

Relationships. We form lasting connections with employees, patients, supporters, and community partners.

Learning. We invest in ongoing education to improve care for patients, build leaders, and develop a strong community health workforce.

The Erie Advantage Values

Working Together for What Matters Most

Erie makes a pledge that all current and future employees can feel confident that:

- Our Mission, Vision, and Values Unite Us
- Our Voice Matters
- We Do Things Well
- Our Inclusive Culture Promotes Balance and Belonging
- We Find Our Career Sweet Spot at Erie

Erie's FY25 – 27 Roadmap for Transformation



Caring for patients' health and the health and vitality of the community is central to Erie's mission. Erie has embarked on a three-year plan to expand its reach, sustain excellence, and nurture a diverse, highly engaged workforce, including investments in new sites and community-based care models.

To meet the growing needs of the community and ensure lasting impact, Erie is implementing a proactive approach to serve more patients and grow sustainably to expand its impact across the communities they serve. This approach builds on Erie's proven model of care, empowering Erie to serve more people while fostering long-term financial stability and innovation focused on health equity.

Erie's strategic plan focuses on four primary pillars:

- **Quality First and Service Excellence:** Provide a consistent care experience for all patients that supports improved quality, efficiency, and joy in work.
- **Access for All:** Serve more patients to expand Erie's mission.
- **Erie Now and Forever:** Support sustainability through patient-, employee-, and community-centric approaches.
- **Joy in Work:** Promote Erie Advantage by nurturing a diverse workforce that is well-trained, highly engaged, and has a strong sense of belonging.

Erie Services

Erie offers a wide range of high-quality services to help patients stay healthy at every stage of life. Erie provides full scope primary care, reproductive health, and pregnancy care integrated with behavioral health, dental, and supportive services for patients of all ages as a Patient Centered Medical Home. Erie welcomes patients with or without insurance, regardless of immigration status in the language patients prefer.

Prenatal Care

Erie partners with patients for every step of the pregnancy. Physicians, advanced practice nurses, or midwives coordinate care, and case managers and health promoters are available to support patients in achieving a healthy pregnancy and delivery. With approximately 3,600 deliveries annually, Erie's caregivers provide comprehensive support before, during, and after delivery. Erie partners with four hospitals where their providers deliver on-site delivery care. At three hospitals, Erie collaborates closely with medical staff to provide intrapartum and delivery care, ensuring seamless coordination across the continuum.

Erie patients deliver at Erie's partner hospitals:

Northwestern Memorial Hospital –
Prentice Women's Hospital (on-site Erie delivery team)

- Endeavor Health - Swedish Hospital (on-site Erie delivery team)
- Endeavor Health - Northshore Highland Park Hospital (on-site Erie delivery team)
- Endeavor Health - Northshore Evanston Hospital (via coverage arrangement)
- Northwestern Memorial Lake Forest Hospital (via coverage arrangement)
- Rush University Medical Center (via coverage arrangement)



Adult and Senior Health

Services Provided Include

- Preventive Care & Cancer Screening
- Chronic Illness Management
- Health Education & Nutrition Counseling
- Vaccinations
- Behavioral Health Care
- Psychiatry

- Referrals for Specialty Care
- Cholesterol Check
- Reproductive Health Care
- STI Testing & Treatment
- HIV/AIDS Care
- Family Planning
- Support Groups

Children's Health

Approximately 45% of Erie's patients are children, reflecting the critical role pediatric services play in advancing the organization's mission. Erie further strengthens its pediatric care continuum through a close partnership with Lurie Children's Hospital of Chicago, connecting patients with specialized expertise and services for complex conditions.

Services Provided Include

- Annual School & Sport Exams
- Asthma Management
- Acute Illness Management
- Behavioral Health and Counseling Services
- Psychiatry
- Primary Health Care for Children with Complex Needs
- Healthy Lifestyle Advice & Education
- In Hospital Newborn Care
- In Hospital Sick Child Care
- Hearing, Vision, & Developmental Screenings
- Immunizations
- Teen Health Services
- Tuberculosis & Lead Testing
- Well Child Visits

Teen Health

Common primary care services for patients

- Annual check-ups
- Illness or injury
- School and sports exams
- Vaccinations

Confidential care services for patients

- Contraceptives & pregnancy testing
- Emergency contraception
- STI/HIV counseling, testing, and treatment
- PrEP
- Mental health care
- Substance use disorders care
- Sexual assault
- Emergency care

Dental Care

Erie provides oral health services to children, pregnant women, and diabetic adults—from cleanings and fluoride treatments to cavities and complex care.

Services Provided Include

- Primary Prevention Services
- Restorative Services
- Rehabilitation Services
- Referral Services

Behavioral Health

The Erie Behavioral Health team strives to increase patients' access to effective care to improve their overall health. To accomplish this, clinicians provide an array of services (to established Erie medical patients), including short-term counseling services, brief mental health and crisis interventions, and linkage to other levels of care.

Erie's Behavioral Health Consultants (BHCs) work with Erie medical providers and staff to support patients' overall well-being. They provide care using a trauma-informed approach by acknowledging the widespread impact of trauma and implementing potential paths for healing. Their goals are to recognize the signs and symptoms of trauma in patients, staff, and others involved in their care and respond by integrating knowledge about trauma into policies, procedures, practices, and settings.

Erie offers same day behavior health services, short-term individual therapy, and group therapy to children, teens, and adults. If a person needs long-term behavioral health support, they facilitate a connection with external partners.

Erie's psychiatry team focuses on patients with complex and serious mental illnesses.

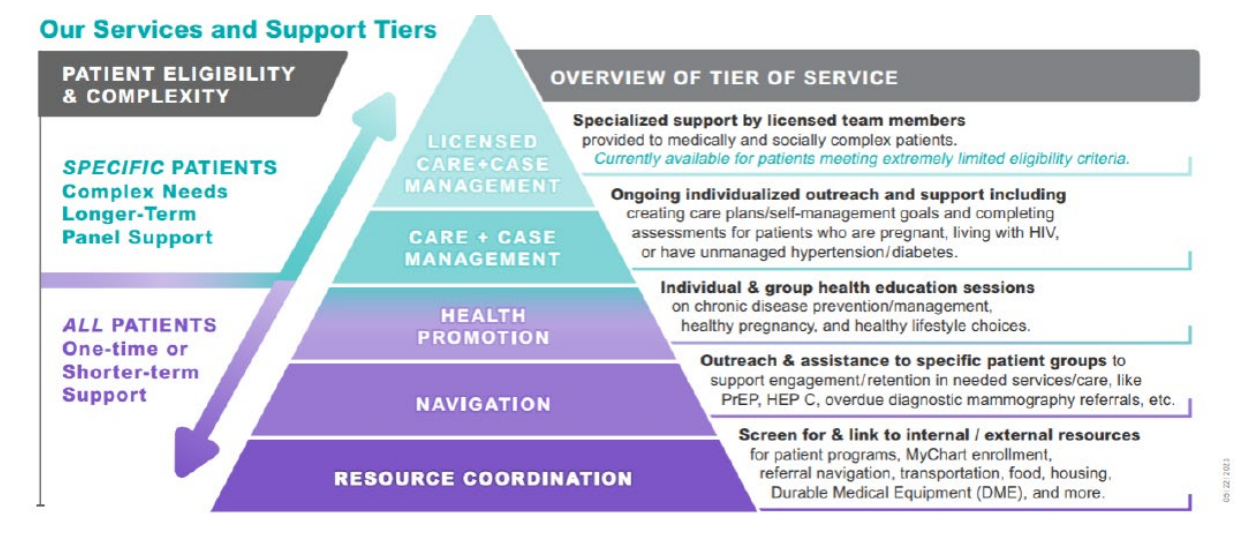
Erie Services

- Mental health evaluation
- Behavior and mood management
- Suicidal/homicidal risk assessment
- Substance abuse assessment and intervention
- Trauma and anxiety management
- Short-term individual therapy
- Mental health education for patients
- Stress management
- Insomnia and sleep hygiene
- Mental health aspects of chronic disease and pain management
- Confidential visits for ages 12 years old and up

Patient Programs and Supportive Services

Through over two dozen unique programs, the Patient Programs Department assists patients in overcoming barriers to living their healthiest lives. They promote healthy behaviors, connect patients with resources, and partner with patients to develop self-management and care plans.

As shown in the graphic below, within a tiered model, programs and services range from one-time interventions for all patients to longer-term intensive services for those patients with the highest needs.



Erie by the Numbers

- 71% of Erie's patients are Hispanic
- 62% of Erie's patients are female
- 47% are best served in Spanish
- 47% of Erie's patients are 19 or younger
- 28% are school-aged children
- 90% live in low-income households
- Over 90 different languages are spoken by patients

Position Summary

The Vice President of Strategy is a member of the Executive Leadership Team (ELT) and acts as a key advisor to both the CEO and Board of Directors. This highly collaborative role is charged with leading Erie's strategic planning process and translating long-term goals into actionable, data driven plans that advance the long-term sustainability of Erie's mission and ensure that Erie retains a competitive market position.

This individual will be joining an experienced, committed, and dynamic executive team that holds one another accountable for achieving the vision of being a national leader in community health care.

Reporting Relationships

The VP, Strategy will report directly to the President and CEO. The VP, Strategy has the following direct report:

- Director of Government Relations and Business Strategy

Responsibilities

Strategic Planning:

- Leads the strategic planning process in collaboration with ELT members and the Board of Directors, including both multi-year strategic plans and annual plans for achieving long-term goals.
- Aligns members of the Executive Team, Board of Directors, and other key senior leaders on the future vision for the organization.
- Drives strategic decision-making in the organization through disciplined processes and structured discussions that challenge thinking and address difficult issues that create barriers to progress.
- Acts as a key liaison and partner to Erie's President and CEO in engagement with Erie's Board of Directors to gain buy-in for strategic priorities and plans.
- Leads interaction with the Strategy Committee of the Board of Directors, including sponsoring, organizing and staffing of committee meetings.
- Continually assesses the internal and external environments to identify events and trends that impact Erie, realigning strategy when needed.
- Continually coaches, educates, and motivates Erie's Executive Leadership Team, leadership team, full staff, and Board of Directors on transformation goals.
- Manages consulting engagements related to strategy.

Strategic Execution and Transformation:

- Partners with Erie leadership to drive execution of Erie's strategic plans. Assesses whether departmental decisions and initiatives are aligned with strategy and help determine whether activities are creating the desired results. Advises on approach to initiatives to ensure continual alignment with larger goals. Solve problems, manage conflicts, work across silos, and motivate business leaders to continue on a transformational path.
- Partners with Business Transformation and Marketing teams to develop, communicate, and execute a change management approach. Includes overseeing ongoing communication of strategy and plans, providing clarity on goals with key internal constituencies, and developing shared ownership within the organization.
- Leads the evaluation and planning of new business and service opportunities as they relate to new business or service opportunities.
- Works towards defining and meeting annual and long term financial and quality goals of the health center by collaborating with the executive leadership team and board of directors.

Internal and External Engagement:

- Cultivates meaningful and mutually beneficial partnerships with health systems and hospitals to ensure Erie can meet and sustain its mission.
- Leverages marketing and communications, community, hospital, and partner engagement, and government relations functions to facilitate successful execution of overall organizational strategy and transformation goals.
- Ensures effective and coordinated internal communication approach to support strategy.

Managed Care and Payors:

- Evaluates opportunities for enhancing current and developing new collaborations, including clinically integrated networks, accountable care organizations, managed services organizations, etc.
- In collaboration with the Managed Care Team, defines strategy for managed care contracting and pursues, evaluates, and negotiates contracts to ensure alignment with and support of overall organizational strategy and transformation goals.
- Partners with the managed care team to ensure effective relationship-building with managed care plans that can improve plan accountability and performance.

Goals and Objectives

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

- Serve as a trusted, mission-driven thought partner who brings forward new ideas with humility, builds alignment across stakeholders, and supports Erie Family Health Centers' long-term sustainability and growth.
- Establish strong credibility and trust with the Executive Leadership Team, Board, staff, community, and hospital partners, emerging as a respected, valued, and integral member of the leadership team.
- Champion and serve as an enterprise leader for Erie's ongoing care model transformation. The VP, Strategy will advance this work by further translating strategy into execution by aligning operations, staffing, and performance expectations across Erie and driving adoption across the enterprise.
- Lead the development of the organization's next strategic plan in partnership with Erie's senior leadership team and board, building on the foundation of the current plan while adapting to evolving external market, policy, and reimbursement dynamics.
- Develop and articulate a clear, compelling organizational vision while strengthening enterprise alignment and execution by ensuring strategic priorities are effectively communicated, understood, and operationalized across all levels, with a strong connection to Erie's mission.
- Elevate decision-making through disciplined, data-informed approaches that integrate regulatory requirements, market dynamics, and financial sustainability, while improving the pacing and prioritization of initiatives.
- Oversee Board preparation and strategy committee engagement, ensuring materials are clear, actionable, and aligned with organizational priorities to guide strategic discussion and decision making.
- Advance Erie Family Health Centers' growth strategy by increasing patient growth and retention, expanding access to high-quality care, and thoughtfully evaluating and advancing market expansion opportunities aligned with organizational priorities and mission.
- Lead the development and evolution of hospital and community partnership strategies, including strengthening existing relationships and cultivating new partnerships to advance integrated care, patient access, and market positioning.
- Guide Erie through a complex financial landscape by leading strategies that mitigate risk, align resources with priorities, and sustain long-term financial health. The VP, Strategy will proactively respond to evolving policy, reimbursement, and regulatory changes to position Erie Family Health Centers for success in a value-based care environment.

Candidate Qualifications

Education

- Master's degree in healthcare administration, Public Health, Business Administration, a related field, or an equivalent combination of relevant education and experience.

Experience

- Minimum 10 years of progressive healthcare leadership experience in strategy and/or business transformation, demonstrating success at a senior level for at least 7 years. Preference given for experience working with a community health center.
- Thorough knowledge of federally qualified health centers, funding mechanisms, and federal compliance and law requirements relevant to federally qualified health centers.
- Demonstrated success in building and sustaining collaborative partnerships.
- Demonstrated success in working with diverse, multi-cultural communities.
- Ability to manage, mentor, and develop senior management staff.
- Exceptional written, verbal, presentation, and interpersonal skills.
- Well-developed problem identification, problem resolution, persuasion, and negotiation skills.
- Demonstrated board, staff, and community partner relational skills.
- Ability to thrive in a fast-paced, purposeful culture that continuously strives to achieve excellence.
- Independent critical thinking and creative problem-solving skills.
- Comfortable with change and ambiguity and has the ability to navigate uncertainty.
- Highly organized and detail-oriented, with the ability to keep multiple projects and engagements active at once.
- Extensive knowledge of key subject areas including Medicaid, value-based care, and managed care.
- Passion for collaborating with underserved communities.

Service Excellence Behaviors (We Do Things Well)

Energy + Respect + Integrity + Empathy = Excellence

Erie employees are responsible for providing a positive experience for all patients and customers by demonstrating Erie's SEB principles in all of their interactions.

Energy: The strength and vitality required for sustained physical or mental activity

- Always willing
- Creating a positive environment
- Doing today's work today
- Seeing, hearing, thinking, feeling, and delivering *WOW* experiences

Respect: Honoring and accepting people for who they are

- Being human, seeing human
- Respecting differences and making sure everyone feels that they belong
- Following the Golden Rule and the Platinum Rule
- Golden Rule: Treating people the way you want to be treated
- Platinum Rule: Treating people the way they want to be treated

Integrity: Being honest and having strong moral principles

- Honoring Erie's Mission, Vision, and Values
- Taking ownership, responsibility, and accountability
- Recognizing and managing our own unconscious bias

Empathy: Understanding and sharing the feelings of another

- Putting ourselves in our internal and external partners' and customers' reality with compassion
- Listening to understand because everyone's story and voice matters
- Practicing proactive behavior, not reactive behavior

Preferred Talents:

- **Communication** - Finds it easy to put thoughts into words, a good conversationalist and presenter.
- **Focus** - Takes direction, follows through, and makes the corrections necessary to stay on track. Prioritizes and then acts.
- **Futuristic** - Sees in detail what the future might hold. Paints a picture of a future vision that excites others to follow.
- **Maximizer** - Focuses on strengths to stimulate personal and group excellence. Seeks to transform something strong into something superb.
- **Restorative** - Are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.
- **Strategic** - Sees consequences before anyone else can. Sorts through the clutter and finds the best route. Sees patterns where others see complexity.
- **Woo** - Loves the challenge of meeting new people and winning them over. Derives satisfaction from breaking the ice and making a connection with another person.

Leadership Skills:

- **Adaptability** - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.
- **Customer Care** - Manages difficult or emotional customer situations; Responds promptly to customer needs; Solicits customer feedback to improve service; Responds to requests for service and assistance; Meets commitments. Is passionate about customer service.
- **Ethics** - Treats internal and external customers with respect; Keeps commitments; inspires the trust of others; Works with integrity and ethically; Upholds organizational values.
- **Flexibility** - Ability to work varied shifts; Available for shift changes and/or additional hours.
- **Interpersonal Skills** - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.
- **Leadership** - Displays a strong ability to motivate and influence team.
- **Organizational Support** - Follows policies, procedures, and guidelines; Completes administrative tasks correctly and on time; Supports organization's goals and values.
- **Problem Solving** – Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem-solving situations; Uses reason even when dealing with emotional topics.
- **Professionalism** - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.
- **Quality Management** - Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness; Meets productivity standards; Completes work in a timely manner; Strives to increase productivity; Works quickly.
- **Teamwork** - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Builds morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.
- **Verbal Communication** - Speaks clearly and persuasively in positive or negative situations; listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.
- **Written Communication** - Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet needs; Presents numerical data effectively; Able to read and interpret written information.

The Community

Chicago, Illinois

Located on the shores of Lake Michigan in the heart of the Midwest, Chicago is home to world-class medical facilities and institutions of higher education, world-championship sports teams, an internationally acclaimed symphony orchestra, renowned architecture, award-winning theater, distinctive cuisine, and much more.

Chicago has a long-established and growing tradition as a center for business and industry, ranging from well-established manufacturing sectors to newer fields like biotechnology. Adding to the city's reputation as a business and industrial center is its popularity as a premier location for many corporate headquarters. Companies choose Chicago to take advantage of the proximity to transportation, suppliers, customers, similar businesses, and access to a skilled labor force and an extensive urban infrastructure. Five major exchanges are at the heart of Chicago's financial prominence; 80% of the world's commodities are traded through three of Chicago's exchanges. The Chicago Board of Trade is the world's largest and oldest futures and options exchange, and the Chicago Board Options Exchange is the world's first and largest stock options exchange.

Chicago offers something for everybody and all on a truly world-class level: art, architecture, theatre, music, dance, sports, politics, museums, restaurants, shopping, recreation, and much more.

For additional information on Chicago, one of the truly great places in the world to live, work, and play, please visit <https://www.choosechicago.com>.



Procedure for Candidacy

Please direct all nominations and applications to Keshia Harris and Stephanie Ikediobi through the WittKieffer Candidate Portal. Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button. For additional inquiries, please contact Stephanie Ikediobi, preferably via email at sikedobi@wittkieffer.com.

	Title	Phone
Keshia Harris	Principal, Search	(678) 302-1555
Stephanie Ikediobi	Senior Associate, Search	(630) 575-6164

The base salary range for this position is \$175,000 to \$205,000. In addition, this executive will be eligible for an annual incentive bonus, retirement plan, and additional benefits. The salary of the finalist selected for this role will be determined based on various factors including but not limited to level of experience, education, accomplishments, internal equity and budget.

Erie Family Health Center believes that all applicants and employees are entitled to equal employment opportunities and maintains a policy of nondiscrimination with respect to race, ancestry, color, religion, gender, age, marital status, sexual orientation, national origin, medical condition, disability, veteran status, union membership or activity or any other basis in accordance with applicable law, except where a bona fide occupational qualification exists.

Erie will comply with all phases of employment including, but not limited to, hiring practices, transfers, promotions, benefits, discipline, and discharge.

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 Erie Family Health Centers documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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