



Director, Healthcare Compliance

Leadership Profile

February 2025

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WittKieffer

Contents

The Opportunity	01
Organization Overview	02
Position Summary	06
Goals and Objectives	07
Candidate Qualifications	08
The Community	09
Procedure for Candidacy	10

The Opportunity

The University of Toledo (UToledo) seeks a collaborative and experienced leader to serve as its next Director, Healthcare Compliance.

A public research university and academic medical center, UToledo has been improving the lives of students, patients, employees, and neighbors in the greater northwest Ohio community since 1872. UToledo powers opportunities for more than 14,000 students in more than 250 academic programs. UToledo proudly helps students seek their potential by supporting their success through innovative academic programs, caring faculty and engaging experiential learning opportunities. In 2024, more than 1,300 students graduated with an advanced degree.

UToledo serves more than 14,000 students and draws students from across the United States and nearly 80 countries. The University became a member of the state university system in 1967 and merged with the Medical University of Ohio in July 2006. UToledo is accredited by The Higher Learning Commission and employs more than 5,000 individuals. Grounded in student success, the University offers an affordable and transformational education experience and is ranked as a top performer in social mobility for its graduates as well as one of the highest in the State of Ohio for graduates' income mobility. UToledo is an energetic institution determined to propel itself to the forefront of innovation and scholarship. In February 2025, UToledo [received Carnegie Classification of Institutions of Higher Education's highest and most coveted Very High Research Activity \(R1\) designation](#), recognizing the university's growing research and scholarly activity.

Formed in 2023, UToledo Health is the only university health system in the region. UToledo Health includes a 319 licensed bed, tertiary and Level 2 Trauma medical center, employed faculty group practice with nearly 500 providers and a combined operating revenue of more than \$565 million. Since 1964, UToledo Health's providers and medical center have offered the highest level of healthcare to northwest Ohio. As a community-focused academic teaching hospital, the University of Toledo Medical Center has a longstanding commitment to providing superior healthcare and to being an employer dedicated to hiring a diverse and talented workforce.

In July 2024, UToledo launched a new brand across academic and healthcare operations, [The Power To Do](#), which embraces the impact UToledo has as both a public research institution and an academic medical center under one identity. The Power To Do creates a new brand identity that is both authentic and aspirational to tell the UToledo story in ways that will inspire more students to unlock their potential on UToledo campuses and encourage more of the community members to receive the absolute best care from UToledo Health physicians and providers.

The Director of Healthcare Compliance is responsible for assisting with overseeing and guiding the Healthcare Compliance Program. Duties include ensuring ethical and compliant practices are implemented and maintained across the organization in accordance with applicable federal and state laws, regulations, ordinances, commercial payers' rules and regulations, internal policies and procedures, and other requirements as they relate to operations, billing, coding, proper payment, documentation practices, and the delivery of quality care in a compliant manner. This person will oversee investigations in the field, working with the Chief Risk Officer and strategic input from the Office of Legal Affairs, responding to and investigating anonymous reporting hotline calls, and managing risk as it relates to compliance issues.

Locations Served: University of Toledo, University of Toledo Medical Center, University of Toledo Physicians, College of Medicine and Life Sciences

Organization Overview

The University of Toledo is a dynamic public university committed to the cutting-edge education of a diverse and highly motivated student population. Founded in 1872, the University of Toledo embodies a culture where students think smarter, tackle challenges, and improve lives. Boasting over 250 undergraduate and graduate degrees and professional and online programs, the UToledo is recognized by U.S. News & World Report as a nationally ranked public institution.

Set in an urban environment on over 1,000 acres with over 14,000 students, the UToledo sets the stage for members of the community to feel connected and empowered personally, academically, and professionally. Grounded in student success, the University offers an affordable and transformational educational experience and is ranked as a top performer in social mobility for its graduates as well as one of the highest in the State of Ohio for graduates' income mobility.

Mission

The University of Toledo improves the human condition as a public research university and academic medical center whose mission is to educate students to become future-ready graduates; cultivate leaders; create and advance knowledge; care for patients; and engage our local, national, and global communities.

Vision

The University of Toledo will impact the present and shape the future through our actions and discoveries. To achieve this vision, we will:

- Prioritize student success, health, and well-being.
- Create a diverse community built on foundations of respect, inclusion, and belonging.
- Embrace a people-first culture where we are known for outstanding student experiences, alumni and donor engagement, patient satisfaction, and as an employer of choice.
- Launch graduates equipped to think critically, act ethically, collaborate and communicate effectively in diverse environments, and apply their knowledge and skills to analyze and solve real-world problems.
- Build on our distinct strengths and invest in areas that increase the University's impact.
- Foster research, innovation, discovery, and creative work that transforms our world.
- Partner with our communities to advance our mutual success and create opportunity for all.
- Inspire a love of life-long learning and commitment to serving others.
- Develop and strengthen relationships that invest in our mission to improve the human condition.

Values

- **Academic Excellence** – We embrace the highest standards of achievement, challenging our students, faculty, and staff to reach their greatest potential.
- **People Centered** – We prioritize our relationships with our students, faculty, staff, patients, alumni, and donors, creating a culture where everyone feels valued, supported, and part of the Rocket family.

- **Inclusion** – We foster a people-centered culture that values diversity of thought.
- **Community** – We advance the public good in our regional, state, national, and global communities through service and collaboration.
- **Research and Innovation** – We impact the world around us through innovation in discovery, integration, application, teaching, and creative works.
- **Integrity** – We are trustworthy, acting with honesty, transparency, accountability, and authenticity in all we do.
- **Efficiency and Effectiveness** – We ensure long-term success through fiscal stability, sustainability, alignment, efficiency, and operational excellence.

Academics

The University of Toledo offers over 200 undergraduate and graduate degree programs across the arts, business, education, engineering, law, medicine, natural sciences, nursing, and pharmacy. Of those programs, over 100 are nationally ranked. The University is renowned for its research in the areas of astronomy and astrophysics; solar energy, water quality, and sustainable technologies; and cell architecture and dynamics. Other academic areas of distinction include human trafficking, disability studies, as well as hypertension and precision medicine.

Colleges

[College of Arts and Letters](#)

[John B. and Lillian E. Neff College of Business and Innovation](#)

[Judith Herb College of Education](#)

[College of Engineering](#)

[College of Health and Human Services](#)

[College of Law](#)

[College of Medicine and Life Sciences](#)

[College of Natural Sciences and Mathematics](#)

[College of Nursing](#)

[College of Pharmacy and Pharmaceutical Sciences](#)

Undergraduate Graduation and Retention Rates

UToledo's first-year retention rate is 77.3%. The six-year graduation rate is 57.9%. Student success initiatives are housed in the [Office of the Provost](#).

Athletics

The University of Toledo is a member of NCAA Division I Athletics and participates in the Mid-American Conference.

Finances and University of Toledo Foundation

With a budget of approximately \$1 billion, the University of Toledo has the third-largest operating budget in the State of Ohio among public institutions of higher education. In 2023, an independent study concluded the University of Toledo has a \$2.8 billion impact on the surrounding region.

The University of Toledo Foundation is a separate, nonprofit organization, and the University's official fundraising and gift-receiving organization. In 2022-23, the Foundation reported \$778.8 million in total assets. The Foundation's 2024 Annual report can be found [here](#).

Leadership

Matt Schroeder, Interim President



Matthew J. Schroeder was named as Interim President of The University of Toledo during a special Board of Trustees meeting on April 29, 2024, and began his tenure on May 20, 2024.

Schroeder has spent his career serving UToledo with experience in leadership roles across the University's finance, administration, and fundraising operations.

As Executive Vice President for Finance and Administration and Chief Financial Officer since January 2019, Schroeder oversaw the finance, budget, facilities, auxiliaries, information technology, human resources, public safety, and compliance functions of the University. A public university in the state of Ohio, UToledo is a complex organization with more than \$1 billion in assets and \$864 million in operating revenues.

Before that, Schroeder served for four years as the Chief of Staff to former UToledo President, Sharon L. Gaber, leading strategic priorities and overseeing government relations and the University's response to critical issues.

Prior to joining UToledo's senior leadership team, Schroeder served on The University of Toledo Foundation — a separate, nonprofit organization that is the University's official fundraising and gift-receiving organization — as Chief Operating Officer and Vice President of Real Estate and Business Development.

During his time with the UToledo Foundation, Schroeder developed and implemented policies and procedures to improve efficiencies, controls, and overall customer service. He served as a liaison to the Foundation Board of Trustees and increased scholarship and endowment fund utilization, among other achievements.

Earlier in his career, he held director of institutional advancement and associate director of development roles at the Medical College of Ohio, which merged with UToledo in 2006.

Schroeder is a board member for the UToledo Health Board of Trustees and UTMAC, an insurance captive that covers UT Physicians, and represents UToledo on the Inter-University Council of Ohio's Business and Finance Officers Committee.

A UToledo alumnus, Schroeder received a bachelor's degree in management from the John B. and Lillian E. Neff College of Business and Innovation. He has a Master of Business Administration (MBA) from the University of Michigan Ross School of Business. Schroeder also completed the Harvard Graduate School of Education Institute for Educational Management program.

Charles Callahan, Ph.D., Executive Vice President for Health Affairs



Dr. Charles Callahan is the executive vice president for health affairs. Appointed in February 2025, Callahan is the first leader in this new role overseeing UToledo Health and leading strategic growth of the institution's healthcare enterprise.

As the UToledo Health executive vice president for health affairs, Callahan works to further collaboration between the University of Toledo Medical Center, University of Toledo Physicians and the UToledo College of Medicine and Life Sciences.

Before joining UToledo, Callahan spent much of his career in administrative roles at Memorial Health in Springfield, Illinois, including serving as president of the five hospital Memorial Hospital Group and president and CEO of the 500-bed Springfield Memorial Hospital, as well as chief operating officer and chief quality officer.

Callahan is board certified in rehabilitation psychology and is a Fellow of the American Psychological Association and the American College of Healthcare Executives. He earned his Ph.D. and master's degree in clinical psychology from the University of Nebraska-Lincoln, his M.B.A. from the University of Illinois-Springfield, and his bachelor's degree in psychology from Creighton University.

Callahan has more than 50 professional publications in the areas of brain injury rehabilitation, neuropsychology, emergency/trauma medicine, healthcare process improvement and outcomes measurement. He previously served on the editorial boards of Rehabilitation Psychology and The Journal of Head Trauma Rehabilitation.

Callahan completed the Baldrige National Quality Executive Fellowship in 2018 and is a Lean Six Sigma Black Belt. He is past president of the American Psychological Association's Division of Rehabilitation Psychology.

Board of Trustees

The [Board of Trustees](#) is the governing body of The University of Toledo. Board members are appointed by the Governor of Ohio.

Position Summary

Reporting Relationships

This position will receive direction primarily from the Associate Vice President and Chief Risk Officer, who oversees Compliance and Risk, but also secondarily from the Chief Executive Officer of the University of Toledo Medical Center, the Executive Vice President for Health Affairs, Dean of the College of Medicine, the Office of Legal Affairs, and various governmental agencies in the form of information regulation or statute. In conjunction with these regulations, this position may work closely with the Finance and Audit Committee of the Board of Trustees, the University President, and the President's Senior Leadership Team, in both receiving direction and providing consultation on the technical aspects of regulation. This position will provide direction and technical advisory leadership to other members of the Risk Management and Compliance Office.

Responsibilities

The successful Director, Healthcare Compliance candidate will be responsible for:

- Advising and directing employees in regulatory compliance as well as maintaining the effectiveness of the Healthcare Compliance Program.
- Serving as the primary corporate resource for Medicare/Medicaid reimbursement information, protecting Medical Center, Practice Plan, and College of Medicine interests which may be affected by proposed legislative and/or regulatory issues.
- Maintaining compliance with applicable federal and state rules and regulations affecting the distribution of medical supplies, prescription drugs, and legend medical devices. Directs projects, initiatives, regulatory sanctions, executive-sponsored initiatives, regulatory audits or exams, accreditations, on-site reviews, risk assessments.
- Leads compliance monitoring to identify process gaps, validate compliance levels, map processes, draft corrective actions/remediation plans, oversee implementation of corrective actions, prepare reports/presentations. Leads complex investigations and documents findings.
- Develops strategic plans and makes recommendations to leadership. Areas of oversight include Clinical Research Compliance, Coding and Compliance Auditing (UTP), Physician Clinic Compliance (UTP).
- Lead the cross-functional Healthcare Compliance Committee, which provides shared governance for emerging risk and compliance issues.
- Perform investigations of a highly confidential and sensitive nature that requires a high degree of trust, confidence, reliance, integrity, and discretion. Provide ongoing training to the UToledo employees on emerging and legacy healthcare compliance topics.

Goals and Objectives

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

- Develop a vision for the healthcare compliance department that ensures continued success and viability for the future. Evaluate internal policies and procedures and create more efficient processes around healthcare compliance.
- Ensure that the mission and values of the organization are well articulated and supported.
- Assess the current state of affairs as they relate to compliance within UToledo. Identify potential vulnerabilities and opportunities for enhancements within the program. Develop a strategic plan that will guide the future direction of healthcare compliance and align with the overall strategic initiatives of the organization.
- Become known as a visible and approachable trusted advisor. Establish a reputation as someone who is a solution-oriented team player who has credibility and integrity, provides counsel and contributes broadly as a subject-matter leader.
- Promote and champion a service-oriented culture within the department so all employees feel comfortable seeking guidance from the areas of compliance.
- Evaluate system-wide education programs, policies and procedures to ensure organization-wide compliance with applicable federal and state laws and regulations, especially those relating to clinical billing and documentation.
- Maintain awareness of laws and regulations, keeping abreast of current changes that may affect healthcare providers through personal initiative, seminars, training programs and peer contact.
- Serve as a collaborative partner and advisor to administration, education and clinical leaders involved in healthcare delivery. The Director will use and promote compliance as a means to optimize the mission of the institution and empower people to take full ownership of their decisions and readily share information.

Candidate Qualifications

Education/Certification

- Bachelor's degree required with emphasis on nursing, healthcare administration, healthcare information technology, compliance, or clinical-based competency.
- A minimum of three to five years of experience as a certified physician coder preferred RHIT, RHIA, or Certified Degree in Coding (preferred)

Impact on the Organization

As a trusted advisor, this role helps to protect the UToledo as it navigates the complex interplay of healthcare regulations. This position is responsible for supporting UToledo's obligation to adhere to healthcare regulations related to University of Toledo Medical Center (UTMC), University of Toledo Physicians (UTP) and the College of Medicine and Life Sciences.

Knowledge and Work Experience

- Must have a minimum of seven to ten years of experience in healthcare operations.
- Minimum of two years of supervisory experience. of professional staff.
- Working knowledge of medical terminology, CPT, and ICD-10.
- Prior experience in leading a complex healthcare compliance function that includes an academic medical center, physicians practice plan, and college of medicine.

Communication Skills and Competencies

- Must have demonstrated leadership skills, strong written and verbal communication skills, and ability to work independently.
- Must have the ability to escalate confidential and sensitive matters involving privacy and compliance.
- Current knowledge of healthcare, federal and state privacy regulations, and third-party regulations regarding medical record documentation.
- Must have ability to monitor advancements in information technology to ensure organizations adoption and compliance.
- Strong positive verbal and written communication skills.
- Work independently. Must be of ethical character. Must maintain strict confidentiality protocols.
- Must be objective and independent when conducting reviews.
- Adheres to the workflow design established for department and meets all job performance standards.
- Maintain a professional and constructive manner with all UT/UTMC/UTP employees.

The Community

Toledo, Ohio

The University of Toledo and the city of Toledo have a lot in common. Grit and determination. An innovative and engaged community. Add a dollop of Midwestern friendliness. Toledo is located in Northwest Ohio near the shores of Western Lake Erie. More than 600,000 people live, work, and play in the Toledo metropolitan area and approximately 8 million people are within a 100-mile radius.

The region has long been known for its auto manufacturing and glass industry, but it has a growing reputation as a great place to start a career and make a home. The headquarters of several Fortune 500 companies are located here. These and other [national companies](#) often partner with the University of Toledo, offering students and faculty opportunities for research collaboration, internships, and employment.

The city has been recognized for its affordability and quality of place. Toledo is home to the famous [Mud Hens baseball](#) team, Jeep headquarters, and the internationally-renowned [Toledo Museum of Art](#). Enjoy family-owned restaurants that have been around for decades and recently opened farm-to-table restaurants and microbreweries.

Revitalized Downtown

Students, faculty, and staff are a short bus ride away from downtown on Toledo's regional transit system.

- Ranked the No. 4 minor league sports city in the country by *Sports Business Journal*.
- [Glass City Park, Toledo's newest Metropark](#).
- Hopping breweries and restaurants.
- Big-name concerts and Broadway shows.
- Loft and condominium living.



Natural Wonders

Hiking, water sports, hunting, fishing — you can do it all in Toledo.

- One of the country's [best zoos](#)
- Over [150 miles](#) of scenic bike trails, seamlessly connecting parks and neighborhoods, making it a haven for cycling enthusiasts seeking an active lifestyle
- Lake Erie and the Maumee River
- 19 Metroparks with more than 120 miles of trails
- Ranked first among U.S. metros for sustainability by *Site Selection*

Proximity to Other Major Metropolitan Cities

Toledo is conveniently located within driving distance to other major metropolitan cities and airports: Detroit (57 miles), Cleveland (116 miles), Columbus (141 miles), Cincinnati (202 miles), Chicago (244 miles).

Procedure for Candidacy

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting University of Toledo with this recruitment, preferably via e-mail, to AConner@wittkieffer.com.

Diane Smith, RN, BSN

Principal

267.766.0410

Anissa Conner

Associate

630.575.6155

The University of Toledo is an equal opportunity employer. The University of Toledo does not discriminate in employment, educational programs, or activities on the basis of race, color, religion, sex, age, ancestry, national origin, sexual orientation, gender identity and expression, military or veteran status, disability, familial status, or political affiliation.

The University is dedicated to attracting and retaining the best and brightest talent and fostering a culture of respect.

The University of Toledo provides reasonable accommodation to individuals with disabilities. If you require accommodation to complete an application or for testing or interviewing, please apply online for an accommodation request.

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 University of Toledo 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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