

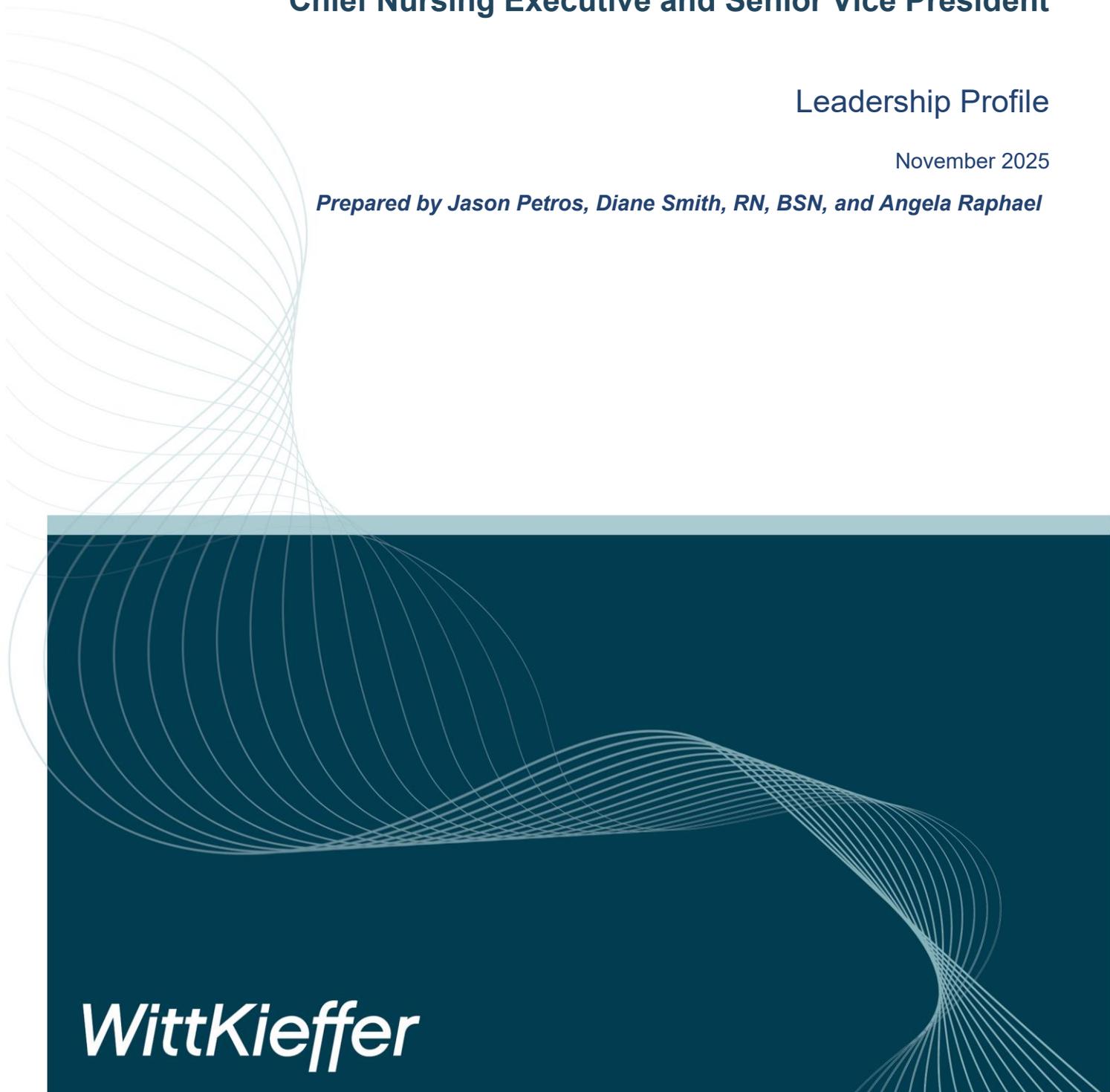


Chief Nursing Executive and Senior Vice President

Leadership Profile

November 2025

Prepared by Jason Petros, Diane Smith, RN, BSN, and Angela Raphael

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

Table of Contents

The Opportunity	1
Organization Overview	2
Position Summary	4
Goals and Objectives	6
Candidate Qualifications	7
The Community	9
Procedure for Candidacy	10

The Opportunity

Froedtert ThedaCare (FT) invites applications for a visionary and accomplished nursing leader to serve as its next Chief Nursing Executive and Senior Vice President (CNE). This is a pivotal opportunity to shape the future of nursing across a newly integrated health system dedicated to helping individuals live their best, most authentic lives.

Formed in January 2024 through the combination of two leading Wisconsin-based health systems, FT is a \$7+B billion integrated healthcare network comprising 18 hospitals, 360+ outpatient locations, 3,400+ providers, and 25,000+ teammates. The organization maintains a strategic partnership with the Medical College of Wisconsin (MCW), advancing a shared mission of patient care, innovation, research, and education.

Reporting directly to the Chief Executive Officer, the CNE will serve as the senior-most nursing executive, responsible for setting and executing the strategic direction for nursing across FT. This leader will drive system-wide alignment of clinical practices, foster a culture of collaboration and innovation, and ensure accountability for nursing excellence.

Key responsibilities include:

- Setting a unified nursing strategy that ensures consistent standards, practices, and outcomes across all facilities that is closely aligned with the overall system strategy.
- Driving measurable improvements in patient care, safety, and workforce engagement in close partnership with executive and clinical leaders.
- Shaping nursing strategy and building a future-ready workforce through innovative care models and leadership development.
- Establishing clear accountability for clinical outcomes, collaborating on care design and evaluation, and overseeing nursing policies and procedures.
- Leading transformation of nursing practice to align with value-based care principles empowering teams to deliver high-quality, cost-effective and patient-centered care through the use of technology.
- Championing a professional practice environment rooted in evidence-based care, fiscal stewardship, ethical leadership, and continuous improvement.
- Developing future nursing leaders through succession planning, mentoring, and a culture of growth and excellence.

The ideal candidate will bring a proven track record of elevating nursing practice, leading transformational change, and delivering measurable improvements in quality and cost of care. Experience in a complex, matrixed healthcare environment is essential, along with the ability to lead through influence and build strong partnerships across disciplines.

Organization Overview

Froedtert ThedaCare

FT, formed through the January 2024 combination of Froedtert Health and ThedaCare, encompasses 25,000+ teammates and 3,400+ providers, offering comprehensive services in 18 hospitals and in more than 360 outpatient locations including primary care health centers and clinics. Its Health Plan division is undergoing rapid growth and currently serves more than 170,000 members. Partnering with the Medical College of Wisconsin, FT champions patient care, innovation, medical research, and education, resonating with its mission to enhance community health. FT is distinguished as a top performer in clinical quality as evidenced by numerous awards and recognitions, including the recent ranking of five of its hospitals as top performers in the 2025 Bernard A. Birnbaum, MD, Quality Leadership Ranking by Vizient, Inc.

With consistently strong financial performance, and with now over \$7B in total net revenues in 2025, the health system is well-positioned for continued growth, both organically and through strategic partnerships. The system's presence spans nearly 200 miles in Wisconsin, from Kenosha in the south and Shawano in the north. The new parent board of FTCH is comprised of 17 members: 7 from the legacy ThedaCare Board and 10 from the legacy Froedtert Health Board.

Mission, Values, and Guiding Principles



Our Mission is... To advance the health of our communities through excellence and discovery, inspiring each person to live their unique, best life.

Our Vision is... To be your trusted partner, transforming health care for everyone every day.

Our Guiding Principles



Integrity & Respect
Trust in the integrity of one another and treat all with compassion, dignity and kindness



Meaningful Partnerships
Collaborate internally and externally to deliver world class patient-centered care



Exceptional Quality
Deliver and receive the highest standards of care, outcomes and experiences



Value Creation
Produce differentiated outcomes that are impactful and sustainable



Radical Transformation
Be bold and resilient by reinventing new and innovative ways to improve health



Disciplined Execution
Implement a thoughtful plan in an intentional, agile and adaptive manner

Profile of Health Delivery System

Delivery System



- 18 hospitals: (1) academic medical center, (6) community hospitals, (5) critical access hospitals, (4) micro-hospitals, (2) acute rehab hospitals
- 2 affiliated hospital campuses in southern regional market
- 360+ sites of care

Provider Network



- 1,500+ physician faculty practice; 660+ APPs; 750+ fellows/residents
- 900+ physicians and APPs serving in community-based settings
- Medicare ACO, nationally ranked on quality, safety, experience and cost

Health Plan/TPA



- Sole owner of Network Health, serving 130K+ commercial and Medicare members
- Robin with Health Partners, a co-owned health plan with ThedaCare and Bellin Health
- Exceedent third-party administrator (TPA)

Quality and Impact

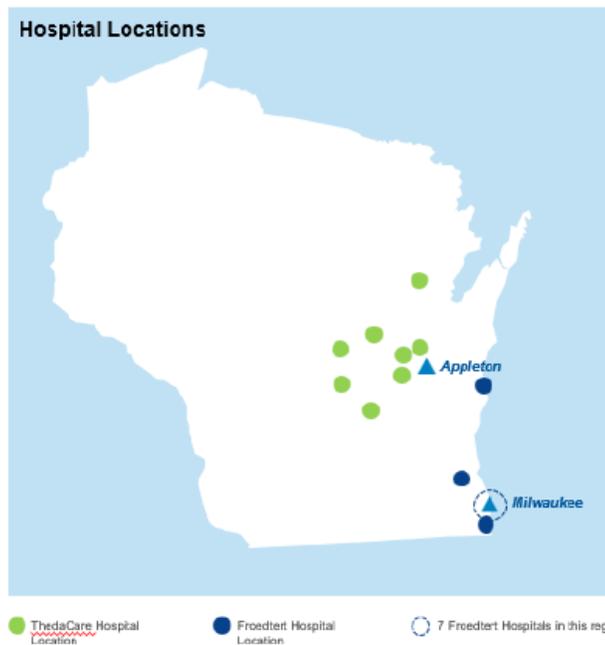


- More than \$430 million in combined community benefit impact
- 8 hospitals receiving a CMS 4- or 5-star rating in 2023
- Regular recognition in national and local award programs

Hospital Locations & Health System Overview

Caring for the People of our Wisconsin Communities

Formed from the combination of two leading Wisconsin-based health systems, Froedtert ThedaCare Health, Inc. has:



 25,000+ Employees	 19 Hospitals
 3,400+ Providers	 370+ Outpatient Locations
 87,200+ Patient Admissions	 1,800+ Patient Beds
 169K+ Health Plan Members	 \$246M Operating Income
 \$7.5B Net Revenue	 3.6% Operating Margin

For more information about FT, please visit: <https://www.froedtert.com/>.

Position Summary

The CNE is a senior executive responsible for setting the strategic vision and direction for nursing practice across all enterprise care settings (e.g., hospitals, ambulatory services). This executive role provides system-wide leadership to ensure consistent clinical standards, quality outcomes, and operational alignment of nursing services. The CNE partners closely with executive and clinical leaders to advance integrated care delivery, elevate the patient and caregiver experience, and promote innovation in nursing practice and workforce models. Serving as the voice of nursing at the highest levels of decision-making and member of the Executive Leadership Team (ELT), the CNE drives initiatives that support clinical excellence, talent development, regulatory readiness, and the achievement of strategic priorities across the entire health system.

Reporting Relationships

- The CNE will report to the Chief Executive Officer of FT and collaborate closely with the senior executive team including the Chief Clinical Officer, Chief Medical Officers, Chief of Advance Practice Providers, Region Presidents, Chief of Ambulatory operations and service lines, Practice Presidents, etc. to ensure alignment across enterprise and with clinical models of care. The CNE will also be expected to partner with the Chief Nursing Informatics Officer to align and advance technology and informatics strategy and resources across the enterprise.

Direct reports include:

- CNOs across the regions for nursing practice, education, and strategy. For operational responsibilities, the CNOs will have direct reporting relationship to operating unit (e.g., Hospital CNO to hospital president) with dotted line to CNE to ensure consistency in nursing approach across enterprise.
- ACNO of Professional Practice for the enterprise.
- Director, Nursing Education.

Responsibilities

The successful CNE will:

Strategic Leadership:

- Set the vision for nursing practice, care delivery models and workforce development. Collaborate with senior leaders to integrate nursing within the FT vision and priorities. Develop and implement the enterprise nursing strategic plan in alignment with the overall system goals.

Quality and Safety:

- Oversee quality, safety, and nursing excellence initiatives, ensuring patient safety protocols are followed, and driving organization towards a culture of high reliability.

Nursing Workforce:

- Lead efforts to attract, retain, and develop a strong nursing workforce, including recruitment, succession planning, and professional development. Work with local and regional leadership to optimize resource allocation across the enterprise as it relates to nursing care delivery model.

Collaboration and Communication:

- Serve as a key member of the executive leadership team, collaborating with other departments and key stakeholders including MCW, affiliated physician groups, etc. to shape enterprise-wide nursing strategy, care delivery models, resource allocation, and philanthropy. Serve as the nursing representative/voice to the system Board of Directors.

Nursing Practice, Compliance and Regulatory:

- Provide direction, expert advice and counsel on issues related to nursing care delivery across the enterprise, including acute and ambulatory settings. Ensure and align evidence-based nursing practice and compliance with all relevant laws, regulations, and professional standards.

Professional Nursing Practice and Magnet® Designation:

- Provide vision, direction, resources, and support to ensure the competence, and professional development of registered nurses, nursing leaders and other staff. Serve as a professional role model, develop capacity in others and mentor to motivate, inspire, and develop, recruit, and retain nurses and nurse leaders. Provide leadership oversight for hospitals with Magnet® designation in collaboration with the site's respective CNO.

Mentoring and Professional Development:

- Provide vision, direction, resources, and support to ensure the competence and professional development of registered nurses, nursing leaders and other staff. Serve as a professional role model, develop capacity in others and mentor to motivate, inspire, develop, recruit, and retain nurses and nurse leaders. Drive system-wide professional development, succession planning, and shared governance models.

Academic Relationships:

- Establish partnerships and level of collaboration with academic partners across Wisconsin to enhance education and training in order to meet nursing workforce needs across the full continuum of care including primary, acute, post-acute and behavioral health care. Develop, evaluate, and enhance programs for the transition from student to practice. Champion nursing research efforts throughout the clinical enterprise.

Advocacy:

- Champion initiatives for health equity, population health and innovation in care delivery. Establish external relationships and partnerships for improving care delivery and health equity by leveraging a professional nursing network in value added ways.

Patient Care Operations and Nursing Services:

- Support and mentor the system leaders who provide executive oversight for patient care operations and nursing services across the enterprise.

Culture:

- Foster a culture of continuous learning and evidence-based practice within the nursing teams; provide visionary leadership and support to peer leaders who directly manage nursing staff, ensuring effective communication and alignment with strategic goals; drives initiatives for professional development, mentorship, and career advancement for nursing leaders and staff; develops strategies to enhance nursing engagement, retention, and performance across acute and ambulatory services.

Influence and Collaboration:

- Navigate and leverage the matrix organizational structure to effectively influence and collaborate with peer leaders responsible for operational aspects of nursing; ensures alignment of nursing practice and patient care standards with the operational needs and goals set by peer leaders; facilitates cross-functional collaboration and communication to address complex challenges and opportunities.

Goals and Objectives

The CNE of FT will be expected to accomplish several key objectives within the first 18 to 24 months of their tenure. The following goals and objectives represent some of the primary areas of focus and impact of this position (not listed in priority).

- Embed the mission and vision of FT into daily leadership practice by actively engaging with stakeholders and visibly championing organizational values. Establish a proactive leadership presence that fosters trust, transparency, and open communication throughout the organization.
- Design and execute a nursing strategic plan that supports hospital integration and aligns with FT's overarching goals. Drive improvements in quality, safety, patient satisfaction, and team member engagement by amplifying nursing's voice and creating a unified vision across the continuum of care.
- Drive the design and implementation of value-based care initiatives aimed at better health outcomes and controlled costs.
- It is imperative to establish leadership structures that are intentionally designed to support career progression while ensuring that all team members operate at the highest level of their professional scope and licensure. This involves creating clear pathways for advancement, aligning responsibilities with credentialed competencies, and fostering a culture of continuous development.
- Develop and lead a forward-thinking nursing strategy that aligns with organizational priorities while building a high performing and agile workforce through innovative talent development, succession planning and evidence-based staffing models.
- Lead efforts to sustain and advance Magnet® designation by aligning nursing initiatives with the standards required for Froedtert Hospital's fifth redesignation. Evaluate and initiate Magnet® or Pathway to Excellence journeys for other eligible locations within the system.
- Forge strong, collaborative partnerships with the system Chief Clinical Officer, physician leaders, and medical staff. Cultivate a culture of mutual respect and shared decision-making by being a visible, approachable, and trusted nursing leader.
- Contribute to system-wide throughput and efficiency initiatives by participating in multidisciplinary teams focused on census management, discharge planning, and length-of-stay reduction. Serve as a credible and transparent subject matter expert who adds strategic value across clinical operations.
- Strengthen and expand community partnerships with academic institutions and healthcare organizations to enhance public health outcomes, mental health services, and chronic illness care. Develop a sustainable pipeline of nursing and support staff through collaborative workforce development initiatives.
- Assess and optimize the nursing workforce structure across FT. Identify, mentor, and develop nursing talent at all levels, ensuring robust succession planning and leadership development programs that support long-term organizational sustainability.
- Enhance operational performance by improving productivity, staffing models, and labor cost management. Redesign the nursing care delivery model to ensure cost-effective, high-quality care while continuously benchmarking financial and clinical performance metrics.

Candidate Qualifications

Education/Certification

- A master's degree in nursing (MSN) or related field is required.
- A doctoral degree (DNP or PhD) is preferred at hire date. However, if a doctoral degree is not completed upon hire date, there is a required commitment to complete within three years of employment.

Work Experience

- A minimum of 10 years of substantive leadership in a complex and high-performing academic medical center or similarly complex organization. Experience driving the triple mission; typical of an academic medical center, balancing patient care, education, and research.
- Proven ability to lead effectively in a matrixed organizational environment and influence outcomes through collaboration.
- Proven ability in executive leadership roles displaying progressive nursing leadership experience; experience should span oversight of multiple sites or clinical service lines.

Knowledge, Leadership Skills and Abilities

- Strategic thinker with the ability to continuously study trends and forces driving change in the health care environment and synthesize large amounts of information determining what forces will drive organizational change in the future.
- Highly analytical and innovative problem solver possessing strong multi-tasking, organizational, and project planning skills, and demonstrating ability to meet aggressive deadlines.
- Ability to organize the expertise and resources needed to drive strategic planning. Skilled in applying techniques such as scenario planning, risk analysis, and assessment of opportunity costs to set optimal strategic direction.
- Advanced group facilitation skills appropriate for executive level participants resulting in significant enterprise decisions and impacts.
- A self-confident, proactive, decisive leader with the people skills to achieve maximum results in a complex environment. Skilled in influencing, problem solving and negotiating with diverse groups of stakeholders.
- Demonstrated aptitude identifying high-risk situations and developing effective mitigation strategies.
- Creativity in the design of innovative solutions to problems, with a strong bias for action.
- Excellent business writing and presentation skills.
- All senior leaders are expected to have strong skills in interpersonal interaction, public speaking, knowledge of budgets and health care finance, and high integrity, good judgment, attention to detail and teamwork.

Qualities

- Ability to support, advance and live our mission and evidence of such.
- Mission – Our reason for Being - To advance the health of our communities through excellence and discovery, inspiring each person to live their unique best life.
- Ability to support, advance and work toward our vision and evidence of such.
- Vision - Who we Aspire to be - To be your trusted partner, transforming health care for everyone every day.
- Commitment to and evidence of demonstrating our guiding principles.

The Community

Milwaukee, Wisconsin

Metro Milwaukee is located 90 miles north of Chicago on Lake Michigan's western shore. It is an affordable place to work, live, and play; big enough to be exciting and uncongested enough to get around easily. Milwaukee's many neighborhoods have much charm and accommodate a variety of lifestyles from high-rise apartments to small farms; and its beautiful parks are world famous.

Nestled along a magnificent bluff overlooking Lake Michigan, the scenic downtown area is home to botanical gardens, a world-class symphony orchestra, museums, a ballet company, a theater district, the Milwaukee Bucks, the Milwaukee Brewers, and many fine restaurants. The Lake and its harbors are skirted by scenic parklands and provide first-class opportunities for recreation. A recent study ranked Milwaukee as the 15th most walkable of the 50 largest U.S. cities. Milwaukee County also is known for its "Grand Necklace of Parks" totaling more than 140, which offers picnic facilities, disc golf, cross-country skiing, and ice skating. The Milwaukee Metro area is home to headquarters of six Fortune 500 companies.

With a population of over 555,000, Milwaukee is the nation's 32nd largest city. The seven counties making up the metro area for Milwaukee in southeastern Wisconsin are Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha, and Washington. The greater Milwaukee metro area has more than 1.4 million people, making it the nation's 38th-largest metro area.

Learn more about what makes Milwaukee a great place to live:

<http://www.mmac.org>

<http://www.visitmilwaukee.org>

<https://www.niche.com/places-to-live/search/most-diverse-neighborhoods/m/milwaukee-metro-area>



Procedure for Candidacy

Please direct all nominations and resumes to Jason Petros, Diane, Smith, and Angela Raphael via the WittKieffer Candidate Portal [here](#). Inquiries may also be directed to the consultants through the portal or araphael@wittkieffer.com.

<p>Jason Petros Executive Partner & Solution Leader, Global Search 630-575-6156</p>	<p>Diane Smith, RN, BSN Principal 267-766-0410</p>	<p>Angela Raphael Senior Associate 301-578-2047</p>
--	---	--

Froedtert ThedaCare Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Froedtert ThedaCare Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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



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

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

WittKieffer