

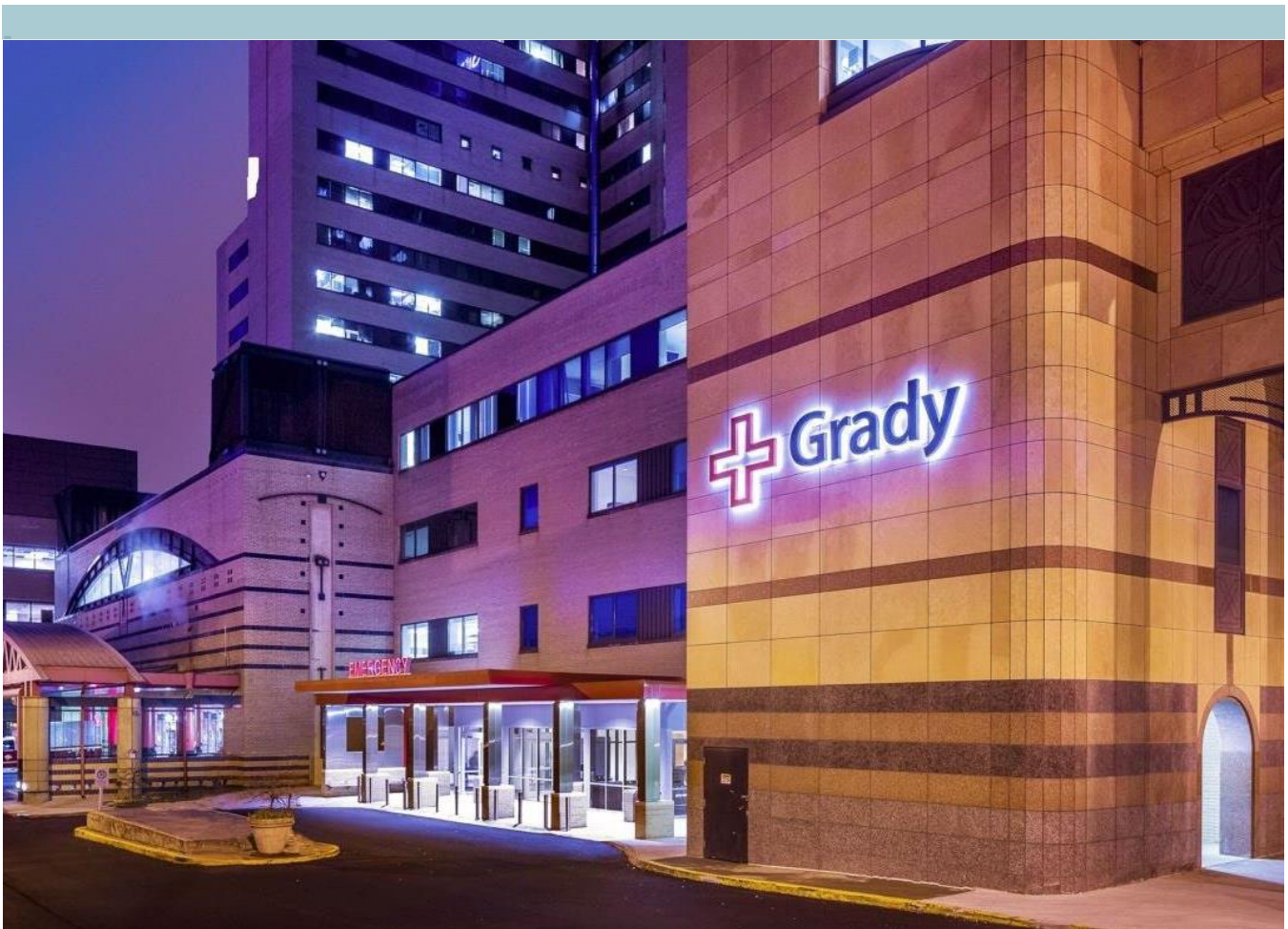


Executive Vice President, Chief Medical Officer

Leadership Profile

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Contents

The Opportunity	01
Organization Overview	02
Position Summary	06
Candidate Qualifications	09
The Community	11
Procedure for Candidacy	13

The Opportunity

Grady Health (Grady) seeks an innovative, enterprising, and distinguished physician executive to serve as its next Executive Vice President & Chief Medical Officer (CMO). This position affords a transformative, dynamic, and collaborative physician leader the opportunity to join a forward-thinking academic health system characterized by a shared sense of purpose and high-functioning leadership committed to health care innovation. Grady is driven by a keen focus on the delivery of high-quality, safe, and cost-effective care for the betterment of the Atlanta community in conjunction with an outstanding academic environment.

Grady Health System is a \$2.4 billion health system that includes the 953-bed Grady Memorial Hospital and seven neighborhood health centers. With its nationally acclaimed Emergency Care Center, Marcus Stroke and Neuroscience Center, and Burn Unit, Grady Health System is home to the region's only Level I Trauma Center and serves as the ambulance provider for the city of Atlanta. The state's only Poison Center is also housed at Grady. Notable components of the health system include the Diabetes Detection & Control Center, Georgia Cancer Center for Excellence, Comprehensive Sickle Cell Center, and Avon Foundation Comprehensive Breast Center. Grady's Infectious Disease Program was named one of the top three HIV/AIDS outpatient clinics in the country. Grady is also in the early stages of opening the South Fulton Medical Campus, which will encompass a new acute care facility, ambulatory surgery services, and outpatient care. Grady is a major teaching institution (the largest in the State of Georgia) and is staffed by physicians from both Emory University School of Medicine (Emory) and the Morehouse School of Medicine (Morehouse).

The CMO will report directly to the President and Chief Operating Officer, Anthony Saul, who is slated to assume the Chief Executive Officer role in January 2027. This executive will focus on the advancement of the patient-centered care delivery model that intertwines high reliability principles, excellence in clinical performance, and patient satisfaction. The CMO will set an innovative agenda to operationalize the standardization of care and promote healthier communities. They will work across departmental lines to guide comprehensive, strategic, and tactical planning for quality and safety programs across the care continuum. The CMO is responsible for care delivery and the efficient management of clinical resources to deliver high-quality patient care that improves recognized national quality benchmarks. This agenda will be coupled with the advancement of strong academic and clinical partnerships with Emory and Morehouse, ensuring the formation of a more unified Grady Health System. This leader will also serve as the Chief of Staff, ensuring the evolution toward a contemporary medical staff office, policies, and procedures.

The successful candidate will lead with a mission-oriented focus and with professionalism, humility, and authentic interpersonal skills. A substantive record of leadership accomplishments in a complex, high-performing academic medical center or integrated health system, paired with exceptional communication skills, will be vital for the CMO. This leader will possess exceptional relationship and team building skills, and bring an innovative systems approach to problem solving, consensus building, and advancing contemporary performance initiatives. A Doctor of Medicine degree and completion of a postgraduate medical education in an ACGME approved residency program in a medical specialty with current board certification is required. The CMO will have opportunity to qualify for academic appointment at Emory and Morehouse. An advanced degree in healthcare management or a business related field is desired.

Organization Overview

History of Grady

Grady Health System was the vision of Henry W. Grady, editor of the "Atlanta Constitution," who worried about the lack of quality health care for Atlanta's poor. In 1892, his extraordinary dream came true when the doors to Grady Hospital were officially opened. Since that time, Grady Health System has grown considerably from its original three-story, 110-bed facility, and now stands as one of the largest public health systems in the United States.

Grady Health System continues to maintain its strong commitment to the healthcare needs of the underserved while also offering a full range of specialized medical services for all segments of the community.

Grady Health System

Grady is one of the largest safety net academic health systems in the United States, providing more than 200 specialty and subspecialty health clinics. With a delivery system that includes affiliations with public health organizations, medical education programs, and community advocates, Grady provides quality, cost-effective, and customer-focused health care to residents of metropolitan Atlanta and citizens of the State of Georgia. It now consists of the 953-bed Grady Memorial Hospital and eight neighborhood health centers.

With its nationally acclaimed emergency medical services, Grady has the premier Level I trauma center in the Metro Atlanta region and serves as the 911 ambulance provider for the city of Atlanta. Grady's American Burn Association-verified Burn Center is one of only three in the state, and the Marcus Stroke and Neuroscience Center is a Joint Commission-designated Advanced Comprehensive Stroke Center. The Diabetes Detection & Control Center, Georgia's first Cancer Center for Excellence, Comprehensive Sickle Cell Center, and Avon Foundation Comprehensive Breast Center are also notable components of the health system. Moreover, Grady's Infectious Disease Program – the Ponce de Leon Center - was named one of the top three HIV/AIDS outpatient clinics in the country. The state's only Poison Center is also housed at Grady. Other exceptional medical services include the Primary Care Center, a dedicated 60 Plus service line for older adults, Teen Services, the Rape Crisis Center, 24-hour Advice Nurse Line, and more.

Other key services/distinctions include Grady's Regional Perinatal Center, which includes a Neonatal Intensive Care Unit. Grady is also part of an elite group of hospitals to earn international recognition from Baby-Friendly USA as a Baby-Friendly Designated birth facility. Grady earned the prestigious Stage 7 on the HIMSS Analytics Electronic Medical Record Adoption Model, becoming Georgia's first adult acute care hospital to earn the highest rating for improving patient care and safety through health information technology.



Grady Is Comprised Of:

- Asa G Yancey Health Center
- Brookhaven Health Center

- East Point Health Center
- Kirkwood Health Center
- North Fulton Health Center
- Ponce De Leon Center
- Grady Memorial Hospital
- South Fulton Medical Campus
- 60+ Specialty Care Clinics
- More than 9,000 total staff members
- More than 1,900 physicians on medical staff

Grady Memorial Hospital

As one of the largest public hospitals in the United States, Grady Memorial Hospital (GMH) has become a cornerstone of healthcare in the region, known for its comprehensive and specialized medical services. GMH has expanded significantly in both capacity and services. Major expansions include the construction of the Marcus Stroke and Neuroscience Center, the Correll Cardiac Center, and the state-of-the-art emergency department, which is one of the busiest Level I trauma centers in the country.

Today, GMH boasts a capacity of over 950 beds, making it the largest hospital in the state of Georgia. Annually, the hospital handles more than 800,000 patient visits, including over 174,000 emergency department visits. The hospital's emergency department is renowned for its efficiency and expertise, managing a wide range of critical and trauma cases. Grady's surgical teams perform over 18,000 surgeries each year, encompassing a variety of specialties from cardiovascular to neurosurgery.

South Fulton Medical Campus

The South Fulton Medical Campus of Grady Health System represents a significant extension of Grady's mission to deliver high-quality, accessible care beyond its flagship downtown Atlanta location. Strategically located to serve one of the region's fastest-growing and most diverse communities, the campus enhances access to essential outpatient and ambulatory services while helping to decompress demand on the main hospital. The campus will include a 200-bed acute care hospital with critical care, a Level 3 trauma center, intermediate care, and acute care units.

Construction will take place in phases, with the medical office building scheduled to open in early 2028, followed by the hospital, which is expected to open in 2031. The freestanding emergency department, opening in June 2026, will later be integrated into the new hospital.

Academic Partners

Grady is also an internationally recognized teaching hospital, staffed largely by physicians from Emory and Morehouse. Approximately 80% of GMH's physician population comes from Emory, while the remainder comes from Morehouse and Grady-employed physicians.

Emory's relationship with Grady began in the early 1900s, when the hospital's status as one of the main hubs of clinical teaching for the Emory University School of Medicine was established. The partnership with Morehouse and Grady began in 1990, focusing on both academic and clinical endeavors. Today, both partnerships are thriving, with dedicated faculty from each medical school serving Grady and a strong emphasis on the tripartite mission.

Centers of Excellence and Continued Growth

Grady is going through a continuous cycle of transformation. Grady continues to strengthen its position on the leading edge of healthcare. To continue setting the pace for medical care in the region, Grady's Correll Pavilion was added to the Atlanta skyline in early 2023, marking a new era for the health system. A true public-private partnership, the facility was funded through bonds provided by DeKalb and Fulton Counties and \$96 million in private philanthropic support. This new state-of-the-art outpatient facility features advanced surgical services, outpatient clinics, imaging, and rehabilitation services. The Correll Pavilion dramatically expands Grady's ability to serve patients, offering 25% more operating room capacity and 45% additional clinic capacity.

Marcus Stroke and Neuroscience Center

The Marcus Stroke and Neuroscience Center housed at GMH is the most advanced in Georgia. It has helped catapult Grady to an even higher level of stroke care. The Marcus Stroke and Neuroscience Center, an advanced Neurocritical Care Unit is set up to handle acute, time-dependent neurological emergencies. It is the first of its kind in the region and attracts patients from across the Southeast and beyond.

As a leader in stroke care, GMH helped develop tPA treatment, the first proven treatment for stroke and was the first hospital in the Southeast to aggressively treat stroke patients with it. In 2018, the Marcus Foundation provided a \$15M gift to create the Marcus Stroke Network, a partnership between Grady, Emory, Boca Raton Regional Hospital and the AHA. The 46-bed center operates 24/7 and is staffed by Emory physicians who are training the future leaders of interventional neurology. Built in existing hospital space, the center features cutting-edge medical equipment; a neuroangiography suite; advanced video monitoring; floating beds; private attached family rooms and bathrooms; and an open-floor plan with an abundance of natural light, leading to better patient outcomes and patient satisfaction.

The Marcus Trauma Center

Grady's Marcus Trauma Center has an international reputation for excellence in trauma care. Grady operates the only Level I Trauma Center in metro Atlanta, staffed around the clock, with skilled, full-time trauma surgical teams. In addition to its impact on stroke care, the Marcus Foundation's gift helped to establish the Marcus Trauma Center at Grady. This gift enabled Grady to transform into a nationally acclaimed model for the delivery of emergency and acute trauma care. There are seven dedicated trauma bays, each fully equipped with advanced medical technology and experienced emergency medical teams needed to enhance time-dependent, life-saving patient care. Serving more than six million people, the Marcus Trauma Center integrates top emergency care with patient comfort and operational efficiency to deliver rapid diagnosis, assessment treatment of acute trauma patients.

Walter L. Ingram Burn Center

Grady's Burn Center is one of the largest in the nation and one of three burn centers in the state of Georgia. Grady's burn facility is a well-equipped, advanced, efficient facility – one that now fully enhances the medical expertise and excellence of its burn staff. Recently renovated and expanded, the Walter L. Ingram Burn Center features a state-of-the-art inpatient unit with 34 private rooms, including 20 ICU beds and 14 step-down beds, temperature-regulated specialty beds for burn healing, dedicated hydrotherapy suites, multiple operating rooms, and an on-unit rehabilitation gym for physical and occupational therapy. A multidisciplinary team of surgeons, nurses, therapists, and support specialists delivers coordinated care from acute injury through recovery and reintegration into home, work, school, and the community.

Mission, Vision, and Values

Mission

Grady improves the health of the community by providing quality, comprehensive healthcare in a compassionate, culturally competent, ethical, and fiscally responsible manner. Grady maintains its commitment to the underserved

of Fulton and DeKalb counties, while also providing care for residents of metro Atlanta and Georgia. Grady leads through its clinical excellence, innovative research, and progressive medical education and training.

Vision

Grady Health System will become the leading public academic healthcare system in the United States.

Values

At Grady, there is a higher calling and a deep sense of pride. We deliver essential care with humanity, compassion, and kindness – with arms open wide to everyone in our community. Regardless of role or level in the organization, humanity starts with how Grady treats coworkers and colleagues.

Be Patient Centered

I believe delivering care with humanity and kindness is what sets us apart.

Be Safe

I believe I owe it to my patients, my family, my co-workers, and myself to be safe because harm changes lives forever.

Serve Others with Excellence

I believe this is where I shine, by owning it, personalizing it, and elevating it.

Do Right

I believe in always doing the right thing, knowing it leads to the right outcome.

Do Good

I believe my spirit can be contagious – in a positive way!

For additional information, please access: <http://www.gradyhealth.org>.

Position Summary

As the key physician executive, the CMO is an instrumental driver in designing, strategizing and implementing the next generation of healthcare delivery. For Grady, this next generation of healthcare delivery involves the further integration of community-based care, academics, and clinical excellence that improves upon patient-centered metrics and care delivery. The CMO will be an important contributor in the future strategic vision and leadership that delivers nationally leading care that is unified across the academic and community entities within the System.

The CMO serves at the forefront of clinical innovation, driving improvements in clinical operations and reducing the total cost of care. They will focus on supporting and developing physician and clinical leadership across the system to drive performance focused on value and to reduce care variation across the care continuum. This individual will possess the business acumen and leadership to understand the shift from volume to value and to align physician leaders around strategic imperatives. The CMO will be a facilitator to identify and advance best practices across the system as well as develop future leaders in the organization. This physician executive also leads collaborative efforts to integrate Emory and Grady research and education initiatives into the clinical operations of the health system.

The CMO will take a collaborative and pragmatic approach to achieving organizational goals. Critical to achieving these goals is developing a comprehensive understanding of the underlying mechanisms and dynamics of the System. This includes building strong partnerships with academic and community leaders and forming cohesive relationships with the community entities and affiliates. They will be a genuine and authentic leader, serving with an accessible and communicative style. Excellent interpersonal skills and a reputation of trust, credibility, fairness, and approachability are musts for this physician leader.

Reporting Relationships

Reports to:	Chief Operating Officer
Direct Reports:	Service Chiefs Executive Director, APPs Chief of Dental Services VP, Infection Prevention, Accreditation and Patient Safety VP, Faculty Contacts Administration VP, Quality and Process Improvement SVP, Chief Acute Care Surgery SVP, Chief Quality Officer Director, Hemodialysis
Key Relationships:	Dean, Morehouse School of Medicine Dean, Emory University School of Medicine Executive Associate Dean, Emory University School of Medicine Senior Associate Dean, Morehouse School of Medicine

Responsibilities

- Actively participates in the development of the Grady vision and strategy for creating a regional integrated system of care aligned with the goals and needs of the community and academic mission that results in optimal clinical and operational performance.
- Leads the clinical performance of the System, which includes driving towards the optimal intersection of quality and cost to create value.
- Serves as a leader and role model for other clinical leaders, physicians and staff by participating and/or leading in the development of evidence-based standards of care and by incorporating those principles into practice.
- Oversees efforts to continually improve safety, effectiveness, efficiency, patient-centeredness, and timeliness of health care for all patients in all care settings.
- Facilitates the academic and clinical integration between Emory, Morehouse, and Grady.
- Ensures effective communication and deployment of the system clinical expectations involving care transformation initiatives: physician engagement and development of a high reliability organization, care redesign, and clinical workforce.
- Serves as the medical administrative advisor to the Board of Trustees and as the Chair of the Medical Staff Executive Committee and other standing committees.
- Provides leadership in the execution of unifying medical staffs and identifying opportunities for further alignment and efficiencies.
- Serves concurrently as the Chief of Staff and becomes the communication link between administration and the medical staff, with a focus on enhanced alignment.
- Represents the System at state and federal agencies and professional organizations.
- Oversees the System's Medical Staff Office and supervision of support staff in the administration of credentialing of the Office functions.
- Maintains Current Medical Staff By-Laws in compliance with By-Laws of the Authority, accrediting bodies, and applicable laws and statutes.

Opportunities and Expectations of Leadership

The following represent areas in which the CMO is expected to make significant progress within the first 18 to 24 months of their tenure.

- Develop a comprehensive understanding of Grady Health and the partnership with Emory and Morehouse. Enhancing these partnerships with a collaborative approach is a key strategic and operational objective.
- Promote and enhance Grady Health's standing and reputation as a sophisticated and leading healthcare enterprise that provides safe, reliable, and consistent delivery of care.
- Build effective partnerships across the administrative teams, physicians and clinical staff. The CMO will work in close concert with physician and clinical leadership across the system in delivering excellent care.
- In collaboration with system leadership, plan and implement continuous process improvement initiatives to achieve outstanding clinical care across the continuum using best practices and evidence-based guidelines. Build consensus around the appropriate tools and methodologies to achieve this. The CMO will place special emphasis on improving mortality, sepsis, and patient harm.
- Provide executive clinical leadership for the development and operationalization of the South Fulton campus. Ensure the design, staffing model, care delivery framework, and quality standards are aligned with system priorities, support seamless integration with the broader Grady Health System, and advance access, patient experience, and health equity across the community.
- Form strong partnerships with Emory and Morehouse to advance a collaborative environment that best serves the patient, the community and academic interests. The CMO will be expected to become a steward for the affiliation agreement with its academic partners.
- Develop and maintain a culture of service and patient-focused models of practice, which support the achievement of exceptional patient satisfaction. Establish and monitor meaningful performance measures, which ensure and demonstrate excellence in clinical care and delivery of services.
- Continue the advancement towards becoming a high-reliability organization, establishing Grady as a nationally recognized, sophisticated, and leading healthcare delivery enterprise.
- Develop an infrastructure that promotes physician and clinical leadership and develops others to build internal capabilities and the talent that facilitates succession.
- Continue the focus on disparities in health care and identification and implementation of solutions to these disparities.

Candidate Qualifications

Education/Certification

- MD/DO degree is required.
- Completion of a postgraduate medical education in an ACGME approved residency program in a medical specialty with current Board Certification is required.
- Eligible for licensure in the state of Georgia.
- A record of professional accomplishment to qualify for an academic appointment at Emory University School of Medicine and Morehouse School of Medicine.
- An advanced degree in healthcare or business-related field is desired.

Knowledge and Work Experience

- A distinguished physician with a minimum of 10 years of progressive experience in clinical practice and in working in a complex, highly-matrixed academic medical center and/or health system, guiding multidisciplinary clinical program activities, quality, performance improvement, care redesign, and physician engagement.
- Successful track record at a minimum of five years in providing effective administrative and physician leadership at the CMO/vice president level, developing physician engagement, and driving clinical quality outcomes.
- Demonstrated experience and results in mentoring physician leaders and holding them accountable to achieve results in their respective areas.
- Experience working in partnership with multiple constituents throughout an organization. This includes achieving consensus through presentations, thought leadership, partnership, and relationship building throughout Grady Health, Emory University School of Medicine, Morehouse School of Medicine, and affiliated partners.
- An understanding of the role of undergraduate medical education (UME) in strengthening an academic medical center.
- A knowledge of graduate medical education (GME) and its impact on health system workflows and the opportunities it provides for workforce recruitment in an academic health system.
- A strong working knowledge of procedures and systems that support clinical delivery areas.
- Experience and understanding in value-based care and the implementation of clinical protocols and reduction in cost of care through improving clinical variance.
- Working knowledge of applicable standards and requirements of regulatory, accreditation, and licensing agencies.
- Knowledge of and facility with electronic health record systems, informatics, analytics and their integration to transform healthcare systems, processes and care.
- Knowledge of national trends and key issues related that propel healthcare delivery and innovation.

Leadership Skills and Competencies

- A systems-thinker with influential communication skills and the ability to translate strategic imperatives into operational action plans that achieve necessary change.
- Possesses exceptional interpersonal skills; has an open, honest, and objective manner, and the ability to relate effectively with a wide variety of constituents and stakeholders; is tactful and diplomatic while also able to demonstrate conviction in leading changes and meeting goals.
- Recognizes the importance of diversity, equity and inclusion for patients, providers and staff, and has experience fostering a climate of care that is anti-racist and minimizes biases - implicit and explicit.
- A continuous and humble learner who has the desire and energy to teach others, but who listens first.
- A demonstrated ability to effectively and sensitively help the organization evolve their culture to achieve high performance and growth.
- An impeccable reputation for integrity, credibility, and the capacity to build trusting relationships. Possesses a management style that seeks to share information and welcomes input into the decision-making process, yet can make a decision.
- A collaborative leader who motivates, delegates, and empowers others while holding them accountable; one who actively works with staff to develop and enhance individual talents; a team player who has an approachable demeanor and collaborative style.
- Brings a hands-on approach to management with the ability to focus on details, as well as see the big picture.
- Excellent written and verbal communication skills, including the ability to listen effectively and be open to the ideas of others. Can present data and translate complex issues into comprehensible ideas in a concise and easily understood manner.

The Community

Atlanta, Georgia



Atlanta offers a mixture of small-town Southern charm and the sophistication of world-class amenities of a modern international city.

Metro Atlanta is home to more than six million people and more than 150,000 businesses. Its vibrant economic growth attracts hundreds of companies and thousands of well-educated job seekers annually. The area's low cost of living, high employment rate and strong, diverse industry base will ensure its continued record-setting growth. Metro Atlanta's openness has proven to be an alluring magnet for the world's foremost companies. Metro Atlanta consistently ranks among the nation's top metropolitan areas for job growth, adding hundreds of thousands of new jobs over the past decade and remaining well-positioned for continued expansion.

Atlanta is the primary home to 16 Fortune 500 companies. Many iconic brand name companies call Atlanta home including The Coca-Cola Company, Chick-fil-A, Delta Airlines, Genuine Parts Company, The Home Depot, Mercedes-Benz North America, NCR, Newell Brands, Southern Company and United Parcel Service.

Metro Atlanta is also home to the world-renowned U.S. Centers for Disease Control & Prevention and Arthritis Foundation, as well as several distinguished universities such as Emory University, Georgia Institute of Technology and Morehouse School of Medicine. Atlanta is fast becoming a leading center for healthcare technology and innovation. With more than 300,000 students enrolled across 60+ colleges and universities, metro Atlanta continues to emerge as a leading center for talent development, healthcare innovation, and economic opportunity.

Atlanta is home to a robust professional sports landscape, including the Atlanta Braves (MLB), Atlanta Falcons (NFL), Atlanta Hawks (NBA), Atlanta Dream (WNBA), and Atlanta United (MLS). The city is also set to welcome a National Women's Soccer League (NWSL) expansion team, scheduled to begin play in 2028.

There are also numerous arts and cultural venues:

Atlanta Botanical Gardens	Woodruff Arts Center
The Carter Presidential Center	The World of Coca-Cola
Imagine It! Children's Museum	Zoo Atlanta
The Fernbank Museum	Alliance Theatre
Georgia Aquarium	Atlanta Ballet
Georgia's Stone Mountain Park	Atlanta History Center
Martin Luther King Jr. Center and National Historic Site	Atlanta Opera Atlanta Symphony Orchestra

Atlanta offers a vibrant balance of culture, professional and personal opportunities for all. For more information on Atlanta please see <https://discoveratlanta.com/> and <https://www.exploregeorgia.org/city/atlanta>.

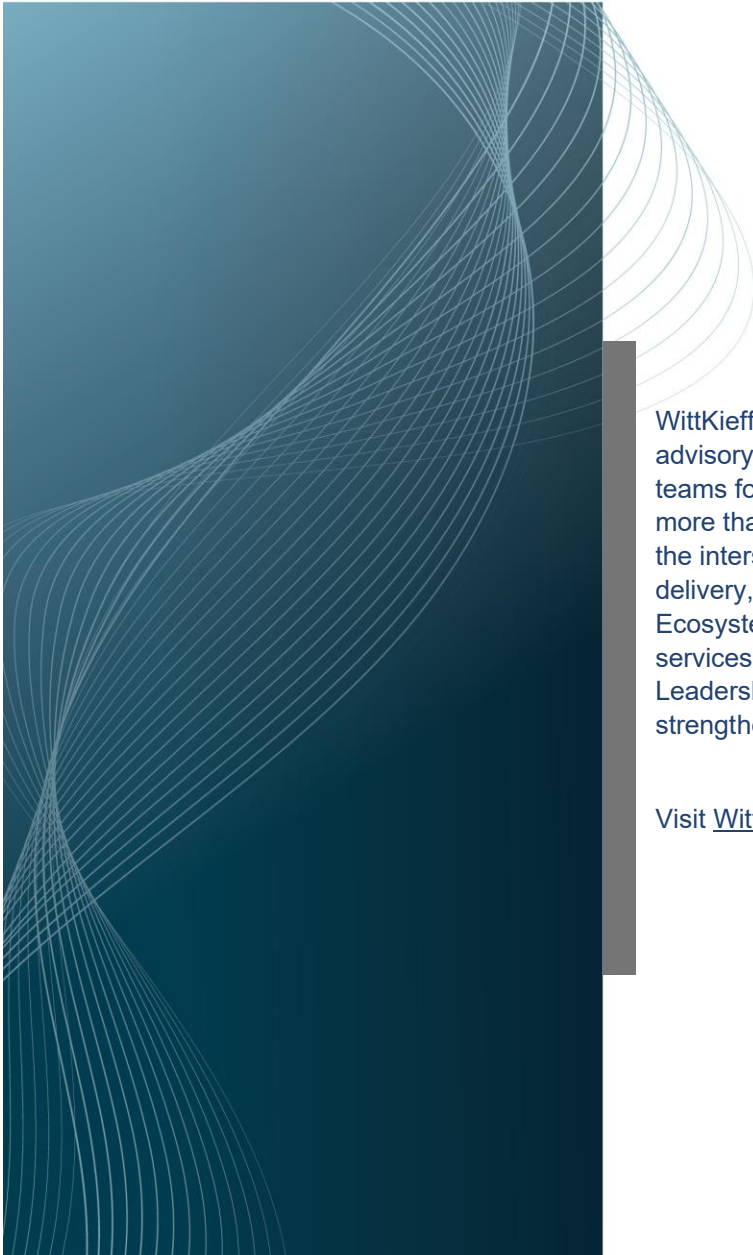
Procedure for Candidacy

Please direct all nominations and resumes to Keshia Harris, Dan Dimenstein and Imran Ali, preferably via e-mail, to jali@wittkiewer.com or 630-903-9699.

Grady Health System values diversity and is committed to providing equal employment opportunity to all individuals. Employment decisions are made without regard to age, race, color, religion, sex, sexual orientation, gender identity or expression, national origin, disability, veteran status, marital status, or any other status protected by applicable 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 Grady 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.

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