



Henry Mayo Newhall Hospital

Chief Human Resources Officer

Leadership Profile

December 2025

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The Opportunity

Henry Mayo Newhall Hospital seeks an experienced, dynamic leader to serve as its next Chief Human Resources Officer (CHRO). Reporting to the Chief Executive Officer, Kevin Klockenga, this leader will be an integral member of the executive leadership team for this independent organization that has a strong market position and positive operating results. The CHRO will build upon the organization's success and drive forward new programs, strategies and initiatives to optimize human resources as Henry Mayo continues its transformation into a market-leading integrated delivery system.

With over \$400 million in net revenue and 1,800 employees, Henry Mayo is an independent not-for-profit community hospital in Valencia, California, a close-knit community nestled in the Santa Clarita Valley in northern Los Angeles County. Ambulatory services are delivered through a combination of independent physician practices, strategic partnerships/joint ventures and other models. Several advances have occurred in recent years, including the construction of a new patient tower and a joint venture collaboration with Keck Medicine of USC to bring advanced cancer and other specialty healthcare services directly to the Santa Clarita Valley and surrounding areas. With exceptional physicians, nurses and staff providing award-winning care in a growing suburban community, Henry Mayo is well-positioned for success in an environment that prioritizes a "partner with" mindset, leading the hospital and community forward together.

The next CHRO will be a strategic leader who will bring a forward-thinking approach to elevate human resources service delivery across Henry Mayo and is focused on advancing a performance and metrics-driven approach to human resources. This individual will have an approachable, motivating style with a blend of strong business and financial acumen. Collaboration is a strength of the organization, and the next CHRO will have a style aligned with the hospital's values and supportive culture. Specific areas that need strategic direction include employee engagement, leadership and organizational development, and recruitment and retention strategies. This is a meaningful opportunity to have significant impact by modernizing human resources to prepare for future workforce needs as Henry Mayo continues to grow and evolve.

The CHRO is a key leadership position that will have a central role in supporting the organization's strategic priorities. Henry Mayo is seeking a creative human resource leader who has the depth and breadth of experiences of effectively leading human resources departments. The new CHRO must be a hands-on leader who does not overly delegate responsibilities for significant projects, appropriately balances strategy with operations, and has progressive leadership experience managing, building, and inspiring human resources teams. Henry Mayo has a vested interest in seeing human resources succeed and enhance the mission and impact of the organization in the communities it serves.

Organization Overview

Henry Mayo Newhall Hospital

Henry Mayo Newhall Hospital (Henry Mayo), a non-profit independent, community hospital and trauma center located in Valencia, California, has been providing clinical excellence in patient care for over four decades. Founded in 1975, the hospital delivers a remarkable range of healthcare services touching the lives of individuals throughout the entire Santa Clarita Valley area and beyond. Henry Mayo's service area encompasses nearly 300,000 people including the city of Santa Clarita and unincorporated areas.



Today, the hospital is a Level II trauma center with 357 beds and over \$400M in net revenue. The hospital has over 1,800 employees with a medical staff of over 600 physicians whose expertise range across more than 71 subspecialties and specialties. In 2023, there were 1,494 babies delivered and 69,960 emergency department visits at Henry Mayo. In 2019, Henry Mayo opened a six-story new patient tower with 90 private rooms, an expanded Center for Women and Newborns with two surgical suites, an expanded laboratory and blood bank, a new café and kitchen and a rooftop helipad.

As a values-driven organization, Henry Mayo's purpose statement and values direct decisions, whether the decision is about the care of an individual patient, or how services are expanded to meet the needs of the community. Core Values of Quality, Safety, Teamwork, Accountability, Integrity, and Respect enable the organization to provide the personalized care with purpose and passion in alignment with their community-based Board of Directors, compassionate physicians, staff, and volunteers.

Henry Mayo is continuously adopting new information technologies and enhancing care to improve outcomes and service for patients and their families while keeping safety at the forefront. Henry Mayo is an Advanced Primary Stroke Center and a STEMI Receiving Center and features inpatient facilities, a neonatal intensive care unit, catheterization lab, infusion center, breast center and an outpatient surgery center. Additional services include cardiovascular, trauma, emergency, intensive care, surgery, nursing, wound care, spine and joint, behavioral health, and acute rehab, as well as cancer, imaging, lab, digestive, respiratory services, and physical and occupational therapies. Everyone who works for Henry Mayo is committed to creating a culture of safety for patients, caregivers, and the communities served.

Henry Mayo recently entered a joint venture collaboration with Keck Medicine of USC to bring advanced specialty healthcare services directly to the Santa Clarita Valley and surrounding areas. The collaboration launched with the opening of a USC Norris Comprehensive Cancer Center Radiation Oncology clinic on the Henry Mayo campus. As a result, Henry Mayo and Keck Medicine recently began providing a comprehensive program for inpatient and outpatient oncology services, encompassing radiation, medical oncology, and surgical oncology subspecialists, as well as supportive services, to provide a local one-stop destination for world-class cancer care. Henry Mayo and Keck Medicine are also currently collaborating to bring colorectal surgery and certain specialty orthopedic services to Santa Clarita, giving patients opportunities to receive these specialized services without having to leave the Santa Clarita Valley.

The Henry Mayo Newhall Hospital Foundation is a 501(c)3 organization led by a volunteer board of directors whose purpose is to promote community awareness, cultivate volunteerism and raise vital funds for hospital initiatives to bolster the level of care already available.

Purpose Statement

Be the trusted regional leader to inspire and deliver optimal health and wellness.

Vision Statement

To be the most patient centric hospital anywhere.

Awards and Recognition

- Henry Mayo has received numerous prestigious accreditations and recognitions including the following:
- Stroke Gold Plus Quality Achievement Award (ninth consecutive year in 2021) and Target: Stroke Elite Honor Roll
- Joint Commission recertification of stroke program
- Joint Commission Recertification for Palliative Care Program
- Ambry CARE program offered at the Sheila R. Veloz Breast Center to identify women who are at increased risk for breast cancer, as well as ABUS (Automated Breast Ultrasound) system for breast cancer screening installed
- Certified Quality Breast Center of Excellence awarded by the National Consortium of Breast Centers
- Opened new Performance Institute at Henry Mayo Fitness and Health
- Department of Cardiology granted additional three-year term of accreditation by the Intersocietal Accreditation Commission (IAC) in Echocardiography in the area of Adult Transthoracic
- Launched AvaSure TeleSitter technology to monitor high-risk patients
- American Heart/Stroke Association Get with the Guidelines Gold Plus Performance Achievement Award for Stroke
- Breast Imaging Center of Excellence Accreditation by the American College of Radiology
- Patient Tower awarded "National Award of Merit" by the Design-Build Institute of America
- Silver Medal of Honor awarded by the U.S. Department of Health and Human Services in recognition of Organ Donation Rates
- Achievement Award from the California Department of Health and Human Services for the "Healthy People 2021 target for low-risk, first-birth Caesarean sections"

Additional information about Henry Mayo can be obtained by visiting www.henrymayo.com.

Henry Mayo - Leadership Principles

Our Leadership Principles describe how Henry Mayo leaders lead and how we keep the patient at the center of our decisions.

Patient Obsession

Our existence as a health care provider is to serve the patient. We choose to be leaders in this noble profession from a sense of passion for serving others and commit to obsessively put the patient experience first in our work and everything we do. We recognize that this is what will distinguish and define our leadership.

Insist on the Highest Standards

We have relentlessly high standards and many may think they are unreasonably high. We seek best practices from others and incorporate them without believing that we are so unique that we have to be different. We then seek to make them better. Every day we strive to serve our patients better than anyone else in the world.

Constant Improvement

We impact the entire community and we are far from perfect. Our community needs us to be better every day. We start every day with a determination to be better, we end every day knowing we can do even more tomorrow. We will always leave the organization better than how we found it.

Stay Connected (Trust, but Verify)

We stay connected to the details, audit frequently and are skeptical when metrics and anecdotes differ.

Speed Matters

The world does not move slow. Our competitors do not move slow. To be the best, we have to move faster all the time. We are decisive and hold ourselves accountable to timely execution of our plans.

Hire and Develop the Best

Our success is dependent upon hiring the best people and committing to their development. We don't hire people

to fill a vacancy, we hire people to take us to the next level of performance. We want our people to grow and we are committed to investing in their development. We take our role in coaching others seriously.

Best Place to Work

Everyday we strive to make the organization a better place to work. We lead with empathy, have fun at work and make it easy for others to have fun at work. We focus on our employee's growth and empowerment. We are committed to our employee's personal success, not just at work, but in life.

Trust is our Foundation

We listen openly, are respectful and authentic. We are servant leaders. We are open about what we will or will not do. We follow up on our commitments timely. We openly admit our mistakes, even when it is uncomfortable to do so.

Speak up

When we don't understand something, we will ask questions. When we disagree, we will respectfully challenge decisions even when doing so is uncomfortable or exhausting. We do not compromise just because it is easier to do so. But, once a decision is made, we commit wholly.

Be Lean

Accomplish more with less. Healthcare is no longer affordable for many in our community. We must always strive to find ways be more efficient. There are no extra points for more FTEs or bigger budgets.

Deliver Results

We commit to deliver results, not excuses. When we encounter set backs, we rise to the occasion and never settle.

Henry Mayo Newhall Hospital Key Financial and Operating Statistics

Henry Mayo Newhall Hospital	Audited FY2024	Audited FY2023
<i>Financial Data</i>	(\$ in 000s)	(\$ in 000s)
Revenues		
Net Patient Revenues	\$427,396	\$390,687
Non-Patient Revenues	\$26,871	\$15,250
Total Operating Revenues	\$454,267	\$405,937
Expenses		
Salary & Benefit Costs	\$181,155	\$183,855
Supplies, Pro Fees & Other	\$218,657	\$189,860
Interest Expense	\$8,128	\$8,350
Depreciation & Amortization	\$21,857	\$21,887
Total Expenses	\$429,797	\$403,952
Net Income on Operations	\$24,470	\$1,985
Operating Data		
Licensed Beds	357	357
Average Daily Census	172.3	163.3
Admissions	11,915	11,768
Patient Days (excludes Nursery)	63,072	59,622
Births	1,511	1,494
Open Heart Surgeries	42	40
Total Cardiac Cath Lab Procedures	1,102	712
Inpatient Surgeries	2,060	2,012
Outpatient Visits (hospital & clinics)	72,262	68,980
Emergency Room Visits	70,497	69,960
ALOS – Medicare	5.9	5.5
ALOS – Hospital Wide	5.0	4.7
Total FTEs	1,355	1,369
Case Mix Index	1.62	1.55
FTEs/AOB	5.1	5.5
Other Data		
Payer Mix		
Medicare Traditional & Managed	47.2%	45.6%
Medicaid Traditional & Managed	18.9%	18.9%
Commercial/Managed Care	30.0%	31.4%
Self-Pay/Other	3.9%	4.1%
Percentage IP Business	55.8%	54.9%
Percentage OP Business	44.2%	45.1%
Balance Sheet		
Long-Term Debt	\$206,615	\$214,171
Days Cash on Hand	211	144
Net Days in AR	41.4	47.6

Position Summary

The CHRO will provide leadership and direction in the translation of business strategies into organizational initiatives and human resources priorities for the following areas: leadership and organizational development, human resources business partners, recruiting, HRIS/Analytics, benefits, compensation, worker's compensation and labor relations. This individual will ensure organizational structure and human resources practices support the organization's desired culture and attainment of strategic goals. The CHRO will ensure that policies, procedures, and employment practices support the needs of the workforce and the organization and are in compliance with all laws and regulations while utilizing technology solutions to gain operational efficiency and effectiveness in the delivery of human resources services. The CHRO will continuously assess, monitor and evaluate human resources contribution through the use of measures and metrics, and ensure a safe and secure work environment.

Reporting Relationships

The CHRO reports directly to the Chief Executive Officer and serves as an integral member of the executive leadership team. There are 19 employees within the human resources department and direct reports include:

- Director, Human Resources
- Director, Leadership/Organizational Development
- HR Coordinator/Executive Assistant

Responsibilities

It is expected that all the duties and responsibilities of this position will be performed in a manner that reflects the values of Henry Mayo Newhall Hospital.

- Plans, develops, organizes, implements, directs and evaluates the organization's human resource function and performance.
- Serves as a resource person and consultant to employees, management and other hospital leadership.
- Evaluates and advises on the impact of long-range planning of new programs/strategies and regulatory action as those items impact the attraction, motivation, development and retention of the people resources of the hospital.
- Develops staffing strategies and implementation plans and programs to identify talent within and outside the hospital for positions of responsibility.
- Develops and implements long term human resource strategies that drive best practices supported by organizational development programs to enable the hospital's operating plan.
- Develops human resource planning models to identify competency, knowledge and talent gaps and develop specific programs for the filling of the gaps. Areas of activity will include talent management through proper succession planning programs.
- Develops progressive and proactive compensation and benefits programs to provide motivation, incentives and rewards for effective performance and to provide programs which utilize an employee and hospital partnership for the short and long-range health and welfare protection of the employees.

- Guides and directs management in the development and promotion of new and/ or revised human resources strategies, objectives, policies, systems, and services based on internal and external changes.
- Develops and installs procedures and programs to promote communication and adequate information flow.
- Evaluates the results of overall operations regularly and systematically and reports these results to the Hospital Board and hospital leadership: recruitment and retention, turnover, competency, employee and labor relations, employee engagement and employee safety.
- Administers the labor relation, grievance, and bargaining unit requirements of a represented workforce.
- Ensures that all organizational activities and operations are carried out in compliance with local state and federal regulations, Joint Commission standards, laws, governing healthcare operations, and third-party bargaining unit agreements.
- Manages other areas including employee safety and health, organizational development and security.

Mission, Vision, Core Values and Strategic Plan:

- Supports efforts to implement the Vision and Mission of the Hospital.
- Formulates and makes decisions within the framework of the Hospital's Vision and Mission.
- Models Core Values Performance Standards while building confidence in others to achieve them.
- Creates a culture and fosters an environment that supports the achievement of the Hospital's Core Values of Quality, Safety, Teamwork, Accountability, Integrity and Respect.
- Develops department goals, objectives and operations that incorporate and integrate the Mission and Values of the Hospital while supporting the Hospital's strategic plan.

Business Planning:

- Establishes strategic plan, sets goals and achievable target dates; implements strategies to meet the targeted goals.

Financial Management:

- Operates department within budget guidelines. Participates in proactive financial management, cost benefit analysis and evaluates alternatives thoroughly before submitting requests.
- Understands and supports financial goals and objectives of the hospital while developing the department's staff's understanding of their role in supporting the department's budget.
- Actively seeks out and implements methods to control costs and identifies cost reduction strategies; improve process, lower cost and improve value of patient care products.

Labor Management:

- Develops and designs staffing plans using appropriate mechanisms to maximize skills.
- Develops and implements plans to cross-train staff to maximize productivity and skill development.
- Defines productivity goals for the department.

Competence:

- Demonstrates and applies knowledge, skill and ability in the area of expertise to fulfill operating requirements.
- Stays current with healthcare industry technical/legal/regulatory changes through training and development.

Leadership/Management:

- Supports and complies with the Hospital's policies and procedures.
- Deals effectively with diversity, creates a work environment that optimizes the ability of diverse groups working together effectively and manages all staff equitably.
- Anticipates and responds effectively and proactively to unforeseen conditions by recognizing trends, establishing priorities, coordinating projects, resources and implementing plans.
- Maintains a high level of productivity and delegates appropriately to meet deadlines.
- Establishes a climate of collaboration, trust, respect and teamwork by setting department
- guidelines, defining and communicating expectations and assisting staff in the achievement of outcomes.
- Ensures that staff is accountable for meeting department goals and objectives. Provides ongoing feedback on performance indicators.
- Develops and implements policies and procedures that guide and support the provision of services.
- Ensures that new staff receive departmental orientation.
- Provides opportunities for in-service and continuing education.
- Contributes to the ongoing assessment of competency of staff within the department and identifies competencies that need further development or growth.
- Identifies and recommends resources for department operations.

Collaboration/Communication:

- Collaborates and fosters efforts that demonstrate commitment to the Hospital's Mission, Core Values and strategies to achieve goals.
- Ensures problem resolution by bringing individuals with different opinions together and encouraging the positive expression of their views.
- Encourages open communication between management and staff and maintains a plan for ensuring consistent communication within all departments and shifts.
- Encourages teamwork and collaboration to achieve the best results in operational improvements. Demonstrates progress in meeting customer service, quality, financial and productivity goals.
- Ensures that all staff understand and meet the department's goals and objectives.

Customer Service:

- Creates a workplace setting aligned with the hospital's vision of an ideal patient-centered environment, where staff maintain the highest standards of conduct and service.

- Ensures that staff demonstrate behavior based on Core Values Performance Standards in all customer interactions.

Quality and Performance Improvement:

- Establishes a department quality improvement plan based on the Hospital's Quality Imperative Strategy.
- Develops department's quality indicators and measurements according to the hospital's guidelines.
- Assesses and monitors department's performance on an ongoing basis.
- Allocates resources, demonstrates improvements and maintains a quality improvement program.

Human Resources Management:

- Determines qualifications and competence of department staff providing patient care and other services.
- Recruits and retains competent staff in accordance with the staffing needs of the department and Human Resources policies and procedures.
- Ensures adherence to Human Resources policies and procedures.
- Sets performance standards, expectations and guidelines using current, valid job descriptions and provides an ongoing assessment of competency and performance.
- Ensures that all performance evaluations are completed no later than 30 days after the due date.
- Creates a culture that fosters staff satisfaction, individual motivation and high levels of performance and quality service.
- Coaches for improved performance and involves staff in setting realistic goals and objectives.
- Fosters an environment of staff development and growth by providing orientation, in-service training and continuing education.

Organizational Effectiveness:

- Ensures that standards of accrediting/licensing agencies that impact the department are met.
- Participates with colleagues on hospital committees that assist the organization in achieving its objectives.
- Develops strategies and actions that promote customer service to internal and external customers.

Risk Management:

- Promotes cooperative involvement of staff in all risk management activities and investigations.

Information Management:

- Ensures that staff maintain the confidentiality of patient/hospital information and data.

Patient Safety:

- Promotes a Culture of Patient Safety and ensures that staff adhere to the hospital's Patient Safety Program and plan.

Environment of Care:

- Ensures that the delivery of services reflects efficient and effective utilization of resources.
- Ensures the use of safety, infection prevention and control policies/procedures and personal protection equipment.

Goals and Objectives

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

- **Establish personal and professional credibility:** Establish personal and professional credibility, gain respect and build trust with leadership, peers, and subordinates. Inspire, influence, and motivate others, and be viewed as highly collaborative with key leaders and team members across Henry Mayo. Successfully integrate into the organization, becoming a well-known, respected, and visible leader at all levels. Actively participate in strategic discussions with the senior leadership team and board of directors and be viewed as an advisor, mentor, and confidante to the senior executive team and managers throughout the organization.
- **Modernize the Human Resources:** Improve the department's perception with a focus on being true business partners who collaborate with improved transparency of data and information. Assess the current HR structure, resources, talent and strategies with the intent to build a highly effective and efficient service-delivery team. Direct the organization's wage and salary programs to ensure market competitiveness, internal equity, cost-effectiveness, and motivational value. Develop a competitive compensation strategy that is cost-effective, equitable, and contemporary. Evaluate current compensation and benefit components to ensure that parameters optimize recruitment and retention of top talent at all levels of the organization.
- **Establish a leadership development and retention plan:** Using data, analytics and qualitative information, identify the root cause and develop solutions to reduce the organization's employee turnover while maintaining successful recruitment strategies. The new CHRO will view talent as a strategic resource and build supporting programs to develop, advance, and retain top talent. Establish development programs and opportunities founded on leadership competencies and skills to ensure supervisors, managers and directors are empowered and comfortable with coaching and developing team members.
- **Develop an employee engagement strategy:** Create a people strategy roadmap to align the human resource's function with a focus on improving employee engagement and retention. Be seen as a highly visible leader and champion of employee engagement and experience. Enhance a positive and progressive employee culture and develop programs, initiatives and strategies to improve overall employee engagement.

Candidate Qualifications

Education/Certification

- Bachelor's Degree required in human resources, psychology, business administration, hospital management, or related field.
- Master's Degree preferred.
- Certification in Human Resources Management preferred (PHR, SPHR or GPHR).

Experience, Knowledge and Skills

- Five to seven years of human resources leadership experience in a progressive human resources department.
- Demonstrated track record of working effectively in a similar-size organization, managing staff and participating collaboratively as a strategic member of the senior leadership team.
- Healthcare experience would be helpful, and non-healthcare backgrounds will be seriously considered, particularly leaders who have experience in customer-centric industries with broad human resources leadership experience.
- Developing and maintaining positive employee relations environment and a highly engaged and diverse workforce. Experience leading contemporary, progressive and effective employee relations practices.
- Effective work with union relationships and contract negotiations is preferred.
- Experience leading a human resources team through both an operational and cultural transformation is highly desired.
- Requires ability to effectively interact with senior management and board members and operate as an effective tactical as well as a strategic thinker.
- Deep understanding of organizational change: best practices, success measures, and cultural integration.

Leadership Skills and Competencies

- A leader who fosters transparency and honesty among team members.
- A highly principled individual who is honest, straightforward, and fair.
- A results-oriented individual with strong business and financial acumen.
- A visible leader, accessible to all team members, offering guidance and support.
- Possesses strong strategic as well as tactical skills. A proven leader, capable of developing and disseminating the vision of human resources, while at the same time, having a hands-on approach to execute that vision.
- Experience translating strategic plans into definable, results-oriented human resource strategies. Holds team members accountable for deliverables.

- Earned credibility as a value-add, go-to human resources professional at all levels of current and previous organizations served.
- Fair, compassionate, and open-minded. Employ a positive, upbeat approach and is an advocate for change within the organization. Innovative, flexible, and creative; open to new ideas.
- Promotes and welcomes diversity in the organization.
- Motivational Skills: Is capable of "rallying" people to a common goal. Has the ability to manage the emotions of others and focus their energy to achieve a difficult but desired outcome.

The Community

Santa Clarita Valley, California



The Santa Clarita Valley is a growing region located 30 miles north of downtown Los Angeles. With an estimated population of nearly 300,000, the Santa Clarita Valley is home to Santa Clarita, the third-largest city by population in Los Angeles County and the 17th-largest in the state of California. The community is well-known as an excellent “Live Work Play” region. It offers a variety of activities including many restaurants and shopping centers, over 70 miles of paseos and trails for hiking and cycling, four golf courses, numerous cinemas, and theatres, over 25,000 acres of dedicated open space, and more than 50 public parks. It is home to Six Flags Magic Mountain and the recreation areas of Castaic Lake

and Vasquez Rocks.

Santa Clarita is a unique southern California city that blends its small-town charm with the sophistication of a larger urban center. It is home to three institutions of higher education: California Institute of the Arts an internationally renowned art university; The Master's University a Christian liberal arts university; and College of the Canyons a community college. Companies headquartered in or near the city include Princess Cruises, Sunkist, Remo and Logix Federal Credit Union.

The Santa Clarita Valley includes several distinct communities, each characterized by a mixture of single-family homes, townhomes, apartment buildings, condominiums, and commercial and industrial areas.

The region is regularly recognized for its superb quality of life and amenities and has been listed as one of CNN Money’s Best Places to Live. In addition, Santa Clarita has been recently recognized as:

- 15th happiest city in the US
- 3rd safest mid-size city in the US
- 13th fastest growing city in the US
- 4th most ambitious business city in the US

Schools in the Santa Clarita Valley are superb. Eleven of our junior highs and high schools have been designated as California Distinguished Schools and Academy of the Canyons was named a National Blue Ribbon School. In addition, the William S. Hart Union High School District was designated a California Exemplary District. The city’s median household income of \$114,000 is higher than both statewide and national averages.





Access to California's famed beaches and mountains are an easy drive from the Santa Clarita Valley, as are the home stadiums of professional sports teams and famous museums, theater, and music venues.

For more information about Santa Clarita visit <https://www.scvedc.org/room-to-grow> or <https://visitsantaclarita.com/>;

Procedure for Candidacy

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting Henry Mayo Newhall Hospital with this recruitment, preferably via e-mail, to msolomon@wittkieffer.com.

Mark Andrew

Molly Solomon

Senior Partner

Senior Associate

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

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