



**Chief Physician Executive and
President, LifeBridge Health Medical Group**

Leadership Profile

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The logo for WittKieffer, featuring the name "WittKieffer" in a white, italicized serif font, set against a dark teal background. The background also features a decorative graphic of thin, light blue lines that curve and flow across the page.

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The Opportunity

LifeBridge Health seeks a **Chief Physician Executive (CPE)** to serve as the senior-most physician leader for the health care system and the **President of the LifeBridge Health Medical Group (LBHMG)**. This role provides strategic and operational oversight of clinical care delivery across multiple acute care facilities, care continuum and employed and affiliated physician enterprise. This leader will provide strategic and operational input in the transformation of care delivery, advancing a more consistent patient experience and engaging the clinical network across LifeBridge Health. The organization needs a physician leader who can articulate clinical insights into sustainable business-driven decisions.

LifeBridge Health is a high-performing, independent, regional health system located in Baltimore, Maryland. With five acute care centers and over \$2 billion in revenue. The system is a leading regional and trusted healthcare organization throughout the state, and it has earned a dominant market position in Maryland with more than 130 sites across the region. LifeBridge Health cares for hundreds of thousands of patients each year with more than 2 million patient encounters. The enterprise has broadened its network to meet a full spectrum of healthcare needs, ensuring comprehensive care for individuals and their families at every stage of life. A key component of this strategy is the Partners Division, which extends LBH's reach into ambulance transport, in-home care, physical therapy, medical supplies and more. These services also include ExpressCare Urgent Care Centers, Nation's Home Care, Pulse Ambulance, Springwell Senior Living, and BridgingLife—a hospice and palliative care organization.

Reporting directly to LifeBridge Health's newly appointed system President and CEO, Jennifer Nickoles, the CPE and President, LBHMG is responsible for advancing a culture of clinical excellence, compassion, and innovation, ensuring high-quality, safe, and patient-centered care across all settings. This role drives system-wide performance in clinical quality, physician engagement, patient experience, care coordination, and value-based care, while fostering strong alignment between physicians and organizational leadership. The CPE will aim to reduce variations across sites of care and connect the operations of the delivery system to center on the needs of patients and communities.

The CPE and President partners closely with the CEO, COO, hospital presidents, and the executive leadership team to lead clinical transformation, connect clinical care across multiple access points across the enterprise, and support the continued growth of LifeBridge Health's integrated delivery system. This leader also will lead the LifeBridge Health Medical Group—a dynamic entity poised to advance engagement, quality, transformation, and clinical integration. The ideal candidate will be a strategic and innovative thought partner with a track record of successful leadership. The CPE and President must recruit top talent and champion multimodal technology enabled care delivery models. The successful candidate will be a self-aware, team-oriented leader who is able to build strong relationships. They will be adaptable and driven by strong personal and professional values and will possess a track record of success working in a matrixed health care organization. This leader will bring a systems approach to problem solving and be a visible physician executive in an environment where relationships are founded on mutual respect, transparency, humility, and accountability. This is an outstanding clinical leadership opportunity to join an organization that is living its mission with an exciting future ahead.

About LifeBridge Health



GRACE MEDICAL CENTER • CARROLL HOSPITAL • LEVINDALE • NORTHWEST HOSPITAL • SINAI HOSPITAL

LifeBridge Health is a dynamic, purpose-driven health system at the forefront of care delivery in the mid-Atlantic region of the U.S.—and increasingly, across the country. With deep roots in Maryland and a strong track record of strategic growth, innovation, and community commitment, LifeBridge Health is redefining what it means to be a health system in a rapidly changing healthcare environment.

Our **mission** is to “**improve the health of people in the communities we serve**”—guiding every connection, collaboration, and care decision we make. Through it all, our people lead with compassion, courage, and urgency, living our cultural philosophy to **CARE BRAVELY**.

With more than 130 care locations and over two million patient encounters annually, LifeBridge Health provides comprehensive services to hundreds of thousands of individuals throughout Maryland and beyond. It is anchored by five care centers:

- **Sinai Hospital of Baltimore**
- **Grace Medical Center**
- **Northwest Hospital**
- **Carroll Hospital**
- **Levindale Hebrew Geriatric Center and Hospital**

The organization is powered by more than 14,000 employees, including 800 employed physicians and 2,200 medical staff members, generating more than \$2.2 billion in annual revenues.

We have a **vision** to be “**a nationally recognized, independent health system consistently providing outstanding quality, service, affordability, and outcomes.**”

Bold Growth. Big Impact.

LifeBridge Health continues to invest in the future of care—bringing new services, facilities, and technologies into the region:

- In **West Baltimore**, the newly completed **\$61.6 million transformation of Grace Medical Center** turned a legacy hospital in a historically underserved community into a vibrant hub for primary and specialty care, complete with a new emergency department, expanded outpatient clinics, and behavioral health services.
- At **Sinai Hospital**, the **Mandy & Dennis Weinman Cancer Building** is now under construction, transforming how we will deliver cancer care. This **\$95 million facility** will feature cutting-edge oncology services delivered in a patient-centered environment that integrates infusion, radiation, clinical trials, and wraparound care.

Through its partnership with **The George Washington University School of Medicine and Health Sciences**, LifeBridge Health established a **Regional Medical Campus** to train third- and fourth-year medical students in a community-centered, population health-focused model of academic medicine.



Whole-Person, Whole-Lifecycle Care

LifeBridge Health is unique in its ability to provide a **seamless continuum of care**, meeting patients where they are and addressing their needs across every phase of life. A key driver of this is our [LifeBridge Health Partner Services](#), which extends LifeBridge Health's reach well beyond hospital walls to include:

- 30+ ExpressCare Urgent Care Centers
- Children's Urgent Care
- Home Care Maryland and Avila Home Care
- LifeBridge Health & Fitness
- Pulse Medical Transportation
- Springwell Senior Living
- BridgingLife (hospice and palliative care)

Offerings also include rehabilitation, eye care, outpatient pharmacy, dialysis, medical supplies, durable medical equipment and more. A defining feature of this partnership model is LifeBridge Health's 'aligned autonomy' philosophy, where partner organizations maintain operational independence with an emphasis on entrepreneurship and system integration. Partner Services functions as a critical growth and integration platform, extending the system into ambulatory and community settings and supporting value-based care models, while enhancing patient experience through coordinated care pathways.

This integrated model ensures that whatever a person's health needs may be, **LifeBridge Health has a service or partner to meet it.**

LifeBridge Health Medical Group

LifeBridge Health Medical Group (LBHMG) serves as the integrated ambulatory and physician enterprise of LifeBridge Health, strategically designed to extend high-quality care beyond the walls of the hospital and into the communities it serves across Maryland. As a large, multi-specialty network encompassing more than 130 outpatient and community-based locations, LBHMG provides coordinated, patient-centered care through a broad continuum of primary care, specialty care, ambulatory services, and physician practices. The 800+ employed provider medical group is focused on delivering accessible, convenient, and locally connected care close to where

patients live and work, while creating seamless integration between hospital-based services, employed physicians, and community providers.

Functioning as the ambulatory backbone of LifeBridge Health, LBHMG plays a critical role in advancing the system's strategic priorities around population health, prevention, care coordination, and longitudinal patient engagement. The network includes more than 2,000 employed and affiliated community providers who collectively support clinically integrated care delivery models designed to improve outcomes, enhance patient experience, and reduce fragmentation across the healthcare continuum. Through its emphasis on access, operational integration, and community health, LBHMG strengthens LifeBridge Health's ability to meet evolving patient needs while supporting value-based care initiatives and long-term system growth.

Graduate Medical Education

LifeBridge Health's Graduate Medical Education (GME) programs, centered at Sinai Hospital, are designed to develop future healthcare leaders grounded in a long-standing mission of inclusive, community-focused care. Originating from Sinai's founding in 1866 to serve underserved populations, the programs emphasize courage, innovation, and responsiveness to community needs.

LifeBridge supports more than 140 residents across ACGME-accredited programs in general surgery, internal medicine, OB/GYN, ophthalmology, pediatrics, physical medicine and rehabilitation, and orthopedics, with mentorship from over 160 full-time faculty and 800 voluntary attending physicians. Additional training opportunities include physical therapy specialization and multiple fellowships, such as minimally invasive surgery, oculofacial plastic surgery, and orthopedic subspecialties.

The system also plays a significant role in undergraduate medical education, offering electives to over 400 medical students annually. Its 2023 partnership with The George Washington University School of Medicine established a Regional Medical Campus at Sinai Hospital, where third- and fourth-year students train in a community-based setting with a strong emphasis on primary care, continuity, and population health.

Innovation in Action

Teamwork, discovery, and smart risk-taking are celebrated and supported. Examples include:

- The **LifeBridge Health BioIncubator**, Maryland's first hospital-based biotech incubator, providing space and resources to emerging biotech companies working alongside LifeBridge clinicians and researchers.
- The **Center for Hope**, a national model for integrated violence prevention and intervention.
- **Stop the Iron Pipeline**, a multimedia movement raising awareness about the impact of gun violence on our communities. Driving thousands of signatures to an online petition influenced state legislation on illegal gun trafficking.
- In the summer of 2025, announced a multi-million gift to establish a **surgical innovation institute** across the health system.

Caring Beyond the Clinic

At LifeBridge Health, our purpose statement is "**Caring for Our Communities Together.**" It's not just something that we say, it's something that we do.

LifeBridge Health has long recognized that health doesn't begin—or end—inside a hospital. We are a national leader in addressing social determinants of health with initiatives that reflect both vision and action. Examples include:

- The **Care Happens Here** mobile health unit, which brings services directly into underserved neighborhoods
- **Diabetes home extender programs, behavioral health outreach, and community pastoral care initiatives**
- **Partnerships with barbershops, churches, schools, and other grassroots organizations** that seek to foster trust in the communities we serve, expand access to care, and cultivate the next generation of healthcare professionals.



This community-centered approach is woven into every strategy and service—ensuring that LifeBridge Health's growth is always aligned with its purpose.

Leading the Way in Health Consumerism and Patient Experience

At LifeBridge Health, we recognize that **the patient experience** begins long before someone steps through the doors of one of our hospitals or clinics and continues long after they leave our care. In today's world, health consumers expect the same ease, choice, and convenience they find in the retail and digital sectors. That's why we are leaning into a systemwide strategy to create a more seamless, personalized experience across every touchpoint.

We are proud to be **a leader in digital access and innovation**, investing in what we call our “digital front door”—an ecosystem of tools and platforms that make it easier for patients to connect with our services, find the care they need, and manage their health on their terms. From **online appointment scheduling** (where nearly one-third of bookings now happen after hours) to a redesigned physician directory and **touchless check-in processes**, we are meeting consumers where they are and building trust through convenience.

To reinforce our culture of caring, our “**Caught in the Act of Caring**” recognition program and CARE BRAVELY stories celebrate meaningful moments—large and small—that shape how patients and families experience our system.

At LifeBridge Health, **every person plays a role in creating a great experience, every time**—and we are committed to delivering that experience with clarity, compassion, and convenience.



An Award-Winning Culture

LifeBridge Health is proud to be **Certified™** by **Great Place to Work®** for the **seventh consecutive year**, reflecting the strength of our culture, leadership, and shared purpose. We have fostered a culture of innovation, inclusion, and collaboration—where people are empowered to take bold steps in service to others.

Our **CARE BRAVELY** philosophy calls every team member to act with compassion and urgency, even when it's hard, especially when it matters most.



At LifeBridge Health, we not only care for communities—we care with them. We empower our teams to **CARE BRAVELY**, to lead with purpose, and to break down the traditional barriers to health. It is this vision, this energy, and this dedication that make LifeBridge Health not just a great place to work—but a great place to lead.

To learn more, visit: www.LifeBridgeHealth.org

LifeBridge Health Awards: <https://www.lifebridgehealth.org/about/awards>.

Position Summary

The CPE and President, LBHMG serves as the senior clinical leader for LifeBridge Health and is responsible for setting the strategic direction and performance of the physician enterprise across the system. The CPE oversees LifeBridge Health Medical Group (LBHMG), ensuring alignment of employed and affiliated physicians with system priorities related to access, quality, growth, and patient experience. The CPE fosters a culture of transparency, collaboration, and accountability, building strong, trust-based relationships with physicians across all settings of care. A central focus is elevating physician engagement, retention, and professional fulfillment, while integrating physician perspectives into enterprise decision-making. The CPE also provides matrixed leadership to Hospital Chief Medical Officers and develops physician leadership capability through mentorship, succession planning, and formal leadership development initiatives.

As a key member of the executive team and the Quality Governance Council, the CPE and President, LBHMG partners closely with the Chief Operating Officer and other senior leaders to advance system-wide clinical quality, patient safety, and performance improvement. This leader is accountable for driving measurable improvements in outcomes through the development and adoption of evidence-based clinical pathways, reducing variations across the system, and strengthening performance in key metrics such as mortality, readmissions, and length of stay. The CPE and President, LBHMG champions the organization's high-reliability journey, ensuring physicians are fully engaged in safety initiatives and held accountable through transparent data, dashboards, and performance management structures. Collaboration with nursing, quality, and operational leaders is critical to delivering consistent, high-quality, efficient care.

The CPE and President, LBHMG also leads efforts to elevate the patient experience across the system, with a particular emphasis on physician communication and engagement. Working in partnership with patient experience leadership, the CPE drives improvements in key patient experience metrics, promoting relationship-centered care practices aligned with LifeBridge Health's CARE BRAVELY philosophy. This role ensures that communication, empathy, and responsiveness are embedded in clinical care delivery and that physicians are central to advancing a culture of exceptional patient experience.

Strategically, the CPE and President, LBHMG plays a pivotal role in shaping and executing the system's clinical vision, partnering with executive leadership and service line leaders to ensure clinical programs are both high-performing and operationally sustainable. The CPE leads initiatives related to clinical integration, value-based care, and population health, while identifying opportunities for innovation, digital health, and care model transformation. Externally, the CPE and President, LBHMG serves as a visible ambassador for LifeBridge Health, engaging with physicians, payers, academic partners, and community stakeholders, and advising the CEO and Board on healthcare policy and emerging care models, including the Maryland AHEAD framework. This role holds enterprise accountability for achieving organizational goals related to quality, experience, growth, and financial performance, while promoting a culture grounded in LifeBridge Health's SPIRIT values.

Current Reporting Relationships

Reporting relationship:

The CPE and President, LBHMG will report directly to the President & Chief Executive Officer of LifeBridge Health. As President of the Medical Group, this leader will report to the LBHMG Board of Directors.

Direct reports:

- LifeBridge Health Medical Group Administrative Leadership
- System Medical Directors

Dotted-line reporting; key partners:

- Hospital Chief Medical Officers
- VP of Ambulatory Operations

Goals and Objectives

The following goals and objectives have been identified as priorities for this position over the first 18 months in the role and beyond. They are not listed in order of importance:

- Establish personal and professional credibility, gain trust, and build confidence at all levels of the organization and in the community, including executive management, medical staff, the LifeBridge Health leadership team, donors, and the Board of Directors. LifeBridge Health greatly values personal and authentic relationships.
- Anticipate and proactively plan for the operational, financial, and clinical implications of the AHEAD model by strengthening care redesign, advancing population-health capabilities, and ensuring LifeBridge Health is positioned to succeed under tighter global budgets, heightened equity expectations, and increased accountability for total cost of care.
- Prioritize key initiatives and the needs of patients across the enterprise. Continue to develop care models to reach patients via contemporary multimodal healthcare models such as health hubs, urgent care, virtual care, remote patient monitoring, and hospital at home to expand access and meet patient demand in an efficient, high-value, and sustainable way.
- In partnership with the COO, assess current clinical program delivery to inform strategies for expanding services within LifeBridge Health. Provide clinical support and leadership in the development, evaluation, and integration of clinical service lines and centers of excellence. This includes engaging all stakeholders in the effort to pursue strategic clinical and operational priorities as well as resource stewardship across the enterprise.
- Facilitate advancement of the clinical operating model across the care continuum, engaging operations and physicians (aligned and employed) in health care transformation that is data driven and accountable for high-value, patient experience, and efficient care. Partner and engage with the facility Chief Medical Officers to use data to inform decision-making for improving performance, enhancing safety, and improving outcomes to balance the needs of the community.
- As President of LBHMG, assess the medical group structure, strengths, and areas of opportunity to offer recommendations to support market growth and service line expansion and to enhance clinical integration and communication. Ensure growth strategies are clinically sound, financially sustainable, and aligned with LifeBridge Health's mission and values.
- Identify and pursue opportunities for organic growth within the strategic direction guided by market intelligence and system priorities. Collaborate with service line leaders to expand access, enhance multidisciplinary care, and respond to emerging patient needs. Ensure growth strategies are clinically sound, financially sustainable, and aligned with LifeBridge Health's mission and values.
- As CPE and President of LBHMG, develop and execute a comprehensive physician workforce strategy that attracts top clinical talent. Create compelling value propositions supporting recruitment, retention, professional development, and career advancement. Foster a culture of engagement, inclusion, and innovation, positioning LifeBridge Health and LBHMG as a destination for physician leadership and excellence.
- Establish best practices to rank with the strongest multi-specialty groups on a national scale, with documented productivity, value, utilization, and patient satisfaction.

- The CPE will be actively engaged in developing strategies to engage private and employed physicians in collaboration, recruitment, integration, retention, and resiliency across the System. Match the need for healthcare services with the right provider in the right environment of care at the right time.
- In partnership with the CEO, serve as the clinical executive to represent LifeBridge Health in assessment, development, and potential partnerships across the clinical delivery network, clinical research, technology advancement, and community teaching missions.
- Enhance the care delivery model with a focus on access to care, capacity management, quality, and efficiency of care across LifeBridge Health. Demonstrate consistent improvement in clinical quality, patient safety, and patient experience, particularly in communication, while driving operational performance gains in throughput, length of stay, and discharge efficiency. Advance value-based care and population health strategies through strong partnerships with operational leadership to sustain system-wide quality and safety outcomes.
- In partnership with the COO, implement continuous improvement initiatives to achieve efficient clinical care across the continuum that demonstrate an overall standard of high-quality outcomes defined by best practices and measured objectively against national benchmarks.
- Foster infrastructure-promoting physician and clinical leadership and well-being, developing others to build the internal talent channel and support future physician leadership succession planning.

Candidate Qualifications

Education/Certification

- An M.D./D.O. (or equivalent) is required.
- Completed postgraduate medical education in an ACGME-accredited residency program, with current Board Certification is required.
- Must be eligible for licensure in the state of Maryland.
- An advanced degree in healthcare management or an M.B.A., complemented with leadership experience, is desired.

Knowledge and Work Experience

- Ten-plus years of progressive physician leadership experience within a health system or large physician enterprise.
- Proven track record in a matrixed environment where influence and partnerships are key to operational success.
- Demonstrated experience navigating complex state or federal regulatory and payment models, specifically those focused on total cost of care or global budget revenue.
- Demonstrated success leading clinical quality and performance improvement initiatives.
- Proven ability to drive physician engagement and alignment strategies across diverse stakeholder groups.
- Extensive experience overseeing complex clinical operations in both inpatient and ambulatory settings.
- Experience advancing value-based care and population health initiatives.
- Ability to translate clinical vision into operational execution, effectively balancing quality, efficiency, and performance objectives.

Leadership Skills and Competencies

- **Cultivates Purpose:** Ignites passion, purpose, and enthusiasm about where the organization is headed.
- **Develops a Vision:** Strategically grows the organization by anticipating industry demands, market changes, and evolving external and internal trends.
- **Makes Sound Decisions:** Effectively leverages information and considers multiple factors (e.g., financial, ethical, cultural, political) to create value for the System.
- **Drives Accountability:** Enables and holds teams accountable to achieve results (e.g., delegates, communicates expectations, measures results).
- **Owns Results:** Demonstrates a tenacious attitude to deliver against organizational goals (e.g., takes responsibility, confronts and overcomes challenges).
- **Builds an Inclusive Culture:** Champions inclusion and fosters an environment where individuals feel valued and respected (e.g., belongingness, open-mindedness, constructive and respectful debate).

- **Creates Alignment:** Engages and influences others to gain traction for ideas across and outside the enterprise.
- **Develops Talent and Teams:** Ensures the organization has the right talent in the right roles, with the right skills to meet strategic priorities.
- **Fosters Relationships:** Understands the people and organizational dynamics for “how things get done” (e.g., balances the interests of multiple constituents, shares point of view while preserving relationships).
- **Establishes Trust:** Gains trust through honesty, genuineness, and concern for the needs of others.
- **Leads with Courage:** Makes challenging decisions, even when faced with difficult choices or conflicting interests.
- **External and Future Focus:** Maintains an innovative mindset, focusing on external trends and future developments to drive the organization forward.

The Community

Baltimore, Maryland

Baltimore is the largest city in the State of Maryland. It is located in the central area of the state along the tidal portion of the Patapsco River, an arm of the Chesapeake Bay. The independent city is often referred to as Baltimore City to distinguish it from surrounding Baltimore County. The Baltimore Metropolitan Area has grown steadily to approximately 2.3 million residents in 2025, making it the 30th largest in the country.

Baltimore is a colorful, diverse city and the economic hub of Maryland. It is known for its beautiful harbor, distinct neighborhoods, and unique museums. With the rich history the city boasts, it is a great historical destination.

Downtown Baltimore offers a wide range of attractions and activities: A world-renowned Inner Harbor, including Harborplace, the National Aquarium, the Power Plant, Maryland Science Center, and Port Discovery Children's Museum; sports and entertainment events at Oriole Park at Camden Yards, M&T Bank Stadium, and the CFG Bank Arena (formerly Baltimore Arena); cultural and educational resources such as the Walters Art Museum, Maryland Historical Society, and Peabody Institute. Additionally, new attractions like Baltimore Peninsula, The Walk @ Warner Street, and the revitalized Lexington Market add to the vibrant offerings of the city.



For detailed information on the city of Baltimore, please visit: www.baltimorecity.gov and www.baltimore.org.

<https://www.lifebridgehealth.org/careers/physician-recruitment/living-in-maryland>
<https://www.lifebridgehealth.org/careers/physician-recruitment/living-in-maryland>

Procedure for Candidacy

Please direct all nominations and resumes to Rachel Polhemus, Vinny Gossain, and Fayth Hoecker, preferably to the email of fhoecker@wittkieffer.com.

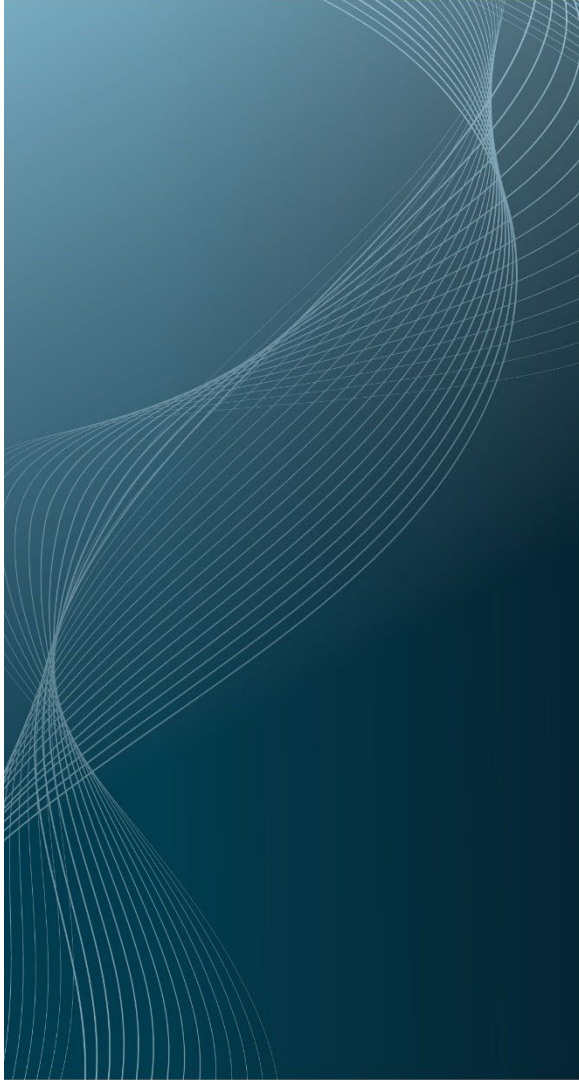
Rachel Polhemus	Vinny Gossain	Fayth Hoecker
Senior Partner	Principal	Senior Associate
240.644.6023	517.881.5153	678.302.1582

The anticipated base compensation range for this position is \$520,000-\$720,000 annually, commensurate with the successful candidate's experience. Final determination of a successful candidate's starting pay will vary based on several factors, including, but not limited to, credentials and experience within the industry.

LifeBridge 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 LifeBridge 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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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.

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