



Affiliate of ProMedica

Vice President and Chief Financial Officer

LEADERSHIP PROFILE

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WittKieffer

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The Opportunity

Lima Memorial Health System is seeking an accomplished and strategic finance leader to serve as its next Vice President, Chief Financial Officer (VP/CFO). This position is an extraordinary opportunity for a talented, energetic, bright finance executive to make a significant mark at a health system characterized by high quality and safety, an attractive mission, a strong balance sheet, and a great reputation, both locally and regionally.

With annual revenues close to \$300 Million, Lima Memorial Health System, is a high-performing not-for-profit health system with a strong regional presence. The organization is both stable and innovative with dedicated employees, leaders and clinicians who are talented, mutually supportive, and community-centered in helping the organization meet its mission. Lima seeks a leader who will be a catalyst for organizational transformation while also establishing trusting relationships and common ground with employees at all levels of the organization.

Reporting directly to the Chief Executive Officer, Mike Swick, and working closely with the Chief Operating Officer, Lynn Carpenter, the CFO will manage all financial activities for Lima Memorial, and maintain oversight of finance, accounting, revenue cycle, managed care, supply chain, health information systems, and institutional investments. As a key member of the Executive team, the CFO is responsible for leading the management team toward meeting the financial goals of the organization while driving exceptional outcomes and experiences for patients, colleagues, and providers. Lima Memorial is perfectly situated as the medical hub for a 10-county region. The thriving health system is a community asset and maintains its independence through strategic partnerships, a top-notch medical staff, strong payor mix, and loyal community. The balance sheet has been strong, but it will be critical for the new CFO to strategically manage the balance sheet and focus on having pristine data to make business decisions and manage the cost structure and revenue cycle.

This new executive will need to be highly analytical, a skilled communicator and educator relative to financial matters yet, they will also contribute to a wide range of strategic and operational planning initiatives. Lima Memorial Health System seeks an outstanding leader and seasoned healthcare executive who has significant financial management experience. They must be a contemporary thinker concerning the financial future and challenges of health care delivery and must be innovative, efficient, and creative in the oversight of the financial management of the System.

The incoming CFO must provide strong financial leadership, creating engagement, and accountability for financial results with colleagues and leaders. Among the CFO's staff, the appetite for accountability and rigor is great, and the CFO will continue to mentor, develop, and grow a talented team of leaders. Successful candidates must demonstrate the ability to motivate and influence others through inspiration, excellence, passion, and data. Given the competitive landscape of today's healthcare environment, the CFO will need to be self-motivated and comfortable working with ambiguity and developing partnerships across the organization. Candidates should have a minimum of ten years of financial leadership experience within a complex healthcare organization and be comfortable in a health system where employee engagement, physician alignment and quality, safety and patient experience are the foundation for success.

Organization Overview

Lima Memorial Health System

Lima Memorial Health System (Lima Memorial) provides comprehensive clinical care to a 10-county area throughout northwest Ohio. With an annual revenue of approximately \$300 Million, Lima Memorial is an independent, locally owned and operated nonprofit community health system. Lima Memorial is known as the region's leader in providing high quality, innovative health care in a family-centered environment.

Based in Lima, Ohio, the county seat of Allen County, Lima Memorial is a 300-bed hospital with a Level II trauma center and special care nursery. The health system has 25 additional practice site locations, and 1,500 employees. Lima Memorial provides access to an extended network of primary care, pediatric and specialist physicians in the Lima Memorial Physician group.

Lima Memorial's history goes back to April 1, 1899, when the first community hospital opened. Known as Lima City Hospital, the facility provided 13 inpatient beds, and the hospital admitted 107 patients during its first year of operation. In 1930, Lima City Hospital purchased land to build a new hospital, and in 1933, Lima City Hospital officially closed and opened their new, larger hospital on Memorial Day, at which point it was renamed Lima Memorial Hospital in honor of the Allen County residents who served in the armed forces. On April 1, 1999, Lima Memorial celebrated its 100-year anniversary, became affiliated with ProMedica Health System and was renamed to Lima Memorial Health System.



As we approach our 125-year anniversary, Lima Memorial is proud to offer comprehensive services, including heart and vascular, Level II trauma center, general and specialty surgery, oncology, orthopedics, obstetrics, Level II newborn nursery, pediatrics, diagnostic and imaging, occupational health and home health services. In addition, Lima Memorial also has an extended network of primary care, pediatric and specialty physicians in the Lima Memorial Physician (LMP) group.

Financial Stability

With total revenues close to \$300 Million, Lima Memorial Health System plays a significant role in the financial well-being of Lima and their 10-county service area across Northwest Ohio. Lima Memorial's long-term success and independence are focused on strategic resilience, financial realism, and operational sustainability. They are in the desirable position of holding a strong market position, outpacing competition and attracting and retaining top providers who rank among Ohio's top specialists.

According to the most recent independent audit report, Lima Memorial is in an excellent financial position with a strong balance sheet. As a result of its positive operations and cash flows, Lima Memorial has 170 days cash on hand, contributing to their favorable financial outlook. This can be attributed to consecutive years of excellent market performance, positive cash, low total debt, positive future strategies, implementation and use of innovative

medical technologies, and a strong capital management process. Moreover, Lima Memorial entered into a revolving line of credit in January 2020, and according to the most recent results of the independent audit report, there is no outstanding balance on the line of credit, suggesting that Lima Memorial has a long track record of managing purchases and setting and executing cost containment goals appropriately.

With a short- and long-term investments portfolio of over \$150 Million and additional alternative investments worth over \$20 Million, Lima Memorial is committed to optimizing their investment performance and financial operations. Utilizing derivative financial instruments as a means to optimize their debt, Lima Memorial entered into three separate interest rate swap agreements to reduce the potential impact in interest rates of variable-rate long-term debt. Lima Memorial saw a significant positive change in the value of the interest rate swaps.

Because of outstanding leadership, special expertise, and dedication to offering some of the most advanced medical technologies in the region, Lima Memorial has experienced significant financial success and is positioned well for many years to come.

The Lima Memorial Foundation

We believe our community deserves local access to world-class health care. We are committed to uniting our community to advance the health of our region through advocacy and philanthropic support for Lima Memorial Health System. Lima Memorial Health System was created by the people of Lima, is supported by the people of Lima and is responsible to the people of Lima. We are a truly independent healthcare system, not funded by a church or government entities. And, as a locally owned and operated health system, Lima Memorial is deeply invested in the health of our community. Lima Memorial's remarkable service to the residents in and around the greater Lima region would not be possible without the dedication, commitment, and financial support of our many donors. The Lima Memorial Foundation works to ensure local access to the highest quality of health care for those who live in, work in, or visit the greater Lima region.



The [Lima Memorial Foundation](#) has a distinguished history of bringing healthcare advancements to our region, thanks to community support. These include:

- Chronic Disease Management Program to build a network of care around patients with chronic conditions
- Established a dedicated Inpatient Renal Dialysis Treatment Center to care for patients in kidney failure
- Advanced diagnostic and imaging technology to aid in the fight against lung, prostate, colon, and breast cancer
- Two Tru-D® disinfecting robots added as a direct response to the COVID-19 pandemic
- \$2.5 Million raised to establish a state-of-the-art, family-centered Inpatient Rehabilitation Center

- Cardiac advancements, including establishing the most sophisticated heart rhythm management capabilities for our region
- Advanced lung cancer technology brought to the region to aid in the early detection of lung cancer
- Two da Vinci® Surgical Robot added in the Timmermeister Family Surgery Center

Strategic Pillars

Lima Memorial's primary strategy to capitalize on both opportunities in the market, as well as optimize the operational efficiency of their clinical and administrative services to enhance patient care, is realized through the following six Strategic Pillars:

Financial Strength

Position Lima Memorial for strong financial health

With the strategic initiative to fiscally manage resources to effectively provide comprehensive health services for the 10-county service area, Lima Memorial will further position Lima Memorial for value-based purchasing care contracts as well as leveraging supply chain management to access resources more cost effectively. Moreover, developing and implementing a 2024 Lima Memorial Foundation strategic plan to unite the communities to philanthropically support Lima Memorial and invest in local health care.

Pursue Financial Efficiencies and Optimization

Complete full evaluation of revenue cycle management for optimization to position the organization for AI growth and enhance patient and provider satisfaction.

Growth

Expand Key Service Lines

With several growth initiatives, Lima Memorial is focusing on expanding their cardiovascular services, expanding surgical and procedural services in key areas, and expanding the oncology service line. They will evaluate and implement opportunities to establish same-day access for outpatient services and testing. Moreover, Lima Memorial will identify capacity issues in key service areas in order to expand access.

Increase Access

To increase access, implementing self-scheduling for Lima Memorial Physician practices is key, while also solidifying a same-day model within the primary care division.

Solidify Position in Key Secondary Markets

With the initiative to solidify their market position and network, Lima Memorial will maintain their strategic focus on strengthening relationships with outlying transfer-in hospitals.

Evaluate New Service Lines

Determine the feasibility of implementing new service lines by evaluating both the internal environment and external market factors. Also, developing and furthering access to a digital clinic to expand the community's access to care.

Workforce

Develop Workforce Engagement Activities

As a strong proponent of enhancing employee engagement, satisfaction, and retention, Lima Memorial will develop and implement system-wide associate engagement initiatives to address key engagement drivers as outlined in the 2023 Associate Experience Survey.

Expand Recruitment Strategies

To support the labor market trend of workforce shortages, the strategic initiative to evaluate their program to recruit internationally educated RNs. Paramount to attracting top-tier talent, Lima Memorial is increasing relations with and local clinical education programs and expanding university collaborations to various healthcare disciplines to create a workforce pipeline.

Reimagine the Delivery of Care to Address Shrinking Workforce

The need to evaluate and leverage technology to enhance delivery of care while supporting workforce shortages is more important now than it has ever been in the past. Lima Memorial will evaluate the addition of a virtual medicine department to support an expanded service line and implement as feasible.

Promote Diversity, Equity & Inclusion

Lima Memorial embraces diversity and aim is to foster an inclusive and welcoming environment for all staff, patients, visitors. Lima is focused on incorporating DEI into recruitment and retention strategies and promoting a diverse workforce at all levels of the organization by focused career development strategies.

Information Technology

System Applications

With a strategic focus to enhance and synergize the capabilities of the primary EMR systems, MEDITECH and eClinicalWorks will be looked at to driving unparalleled efficiency and performance and boost mobility. This involves conducting a comprehensive review of the present EMR systems, identifying its strengths and areas of improvement. Concurrently, researching and assessing potential alternative EMR platforms, ensuring they not only meet current operational demands but are also adaptable to the future growth and challenges faced by our healthcare system.

Technology Adoption

To evaluate technology adaptation, Lima Memorial will evaluate the viability, cost efficiency, and productivity enhancements of Microsoft 365 for the organization to determine its long-term adoption. Moreover, it is an initiative to assess and implement AI and machine learning within our healthcare system to enhance diagnostic precision, streamline operational processes, and optimize patient care pathways, aiming for elevated patient outcomes and operational efficiency.

Cyber Security

Fortifying the cybersecurity framework by initiating a comprehensive risk assessment program is at the top of mind, encompassing rigorous vendor evaluations and robust employee education. While also enhancing resilience against unforeseen disruptions by developing a business continuity plan, while continuing to strengthen the data centers and backup solutions, critically assessing potential cloud integrations, and ensuring redundancy measures are in place.

Community

Expand Access to Mental Health Services

Lima Memorial is focusing on increasing mental health resources and services and awareness of services through collaborations and in alignment with the 2023 2026 Community Health Improvement (CHIP).

Expand Community Involvement

Assess community boards and committees and strategically align key Lima Memorial resources to advance our mission and support community programs/initiatives, including but not limited to the Community Health Improvement Plan.

Develop Plan to Address Social Drives of Health and Foster Health Equity

Formalize a health outreach strategy to address healthcare disparities in our region as identified in the Community Health Improvement Plan.

Quality, Safety & Patient Experience

Enhance the Bed Management Process

Evaluate technology to enhance processes to streamline discharges and bed turnover, while optimizing and leveraging the EMR and order sets to drive the disposition of observation patients. Develop and implement strategies to decrease emergency center patients who leave before treatment (LBT). Lima Memorial will continue to engage community resources to minimize barriers to discharge due to social determinant of health.

Enhance Associate and Patient Safety through High Reliability Organizing

Include HRO principles into job descriptions, performance expectations and hiring practices to embed safety first into our culture. Moreover, expanding the HRO program to evaluate and trend associate harm. Develop strategies to bring DEI principles and best practices to the bedside to promote psychological safety for our patients and care team.

Enhance Patient Experience

To enhance the patient experience, Lima Memorial will develop a system wide strategy to improve patient and family experience in key areas of focus.

Evaluate Health Equity through Quality Data

Standardize a process to evaluate key health outcomes based on economic status and race.

Enhance Patient Quality of Care through Chronic Disease Management

Expand Chronic Disease Management program to focus on key drivers of health equity. Formalize a risk stratification process to effectively identify and navigate high risk populations. Establish Chronic Disease support services to span the continuum of care, enhance quality outcomes and align with value-based contract strategies.

Our Mission

To improve the quality of life in our communities through comprehensive health services.

Our Vision

To provide quality care in a family atmosphere.

Our Values

Safety first. Great care always.

Service: I will meet my customer's needs in a timely, professional, and caring manner.

Performance: I will always do my best.

Integrity: I will be reliable, trustworthy and honest.

Respect: I will honor the privacy and dignity of others.

Improvement: I will always seek ways to improve.

Teamwork: We will work together to achieve our Mission, Vision, and Values with open communication.

For more information, please visit:

<https://www.limamemorial.org/>

Position Summary

Reporting directly to the President and CEO and functioning within the Health System's mission, values, objectives, policies and procedures, the Vice President and CFO plans, organizes, and directs fiscal services departments and is responsible for the development, coordination, and administration of the Health System's finance/accounting principles and systems. As a key member of the Executive team, the VP and CFO takes an active role in LMHS' strategic planning, policy development and problem solving that enables the organization to meet its financial, patient and physician satisfaction, quality, safety, and associate engagement goals.

Directly reporting to the CFO includes:

- Director, Accounting
- Director, Managed Care
- Director, Financial Services
- Director, Supply Chain
- Compliance and Privacy Officer

Duties and responsibilities include but are not limited to:

1. Manages Health System's financial resources. Coordinates the function of reimbursement, budgets, patient accounting, and general accounting through subordinate managers.
2. Maintains an accounting system that meets Health System needs for complete and accurate records of Health System assets, liabilities, and financial transactions.
3. Provides direction for efficient and effective revenue cycle management.
4. Provides direction in the services of an in-house computer system. Evaluation of data processing needs and changes to maintain the integrity of both accounting and system principles.
5. Prepares periodic reports and financial orders to make statistical presentations to governing boards and administration of the Health System's financial position in all areas of assets, liabilities, income, and expense, based on past, present, and planned future operations.
6. Supervises investigation and analysis of costs, charges, and rate structure, to permit income to support Health System activities.
7. Communicates effectively with all levels of management regarding fiscal policies and give direction in implementation of these policies.
8. Directs and supervises department staff through subordinate managers including review of recommended personnel action.
9. Maintains confidentiality of patient information.

10. Maintains established Health System and department policies, procedures, objectives, quality assurance, guest relations, safety, environmental, and infection control.
11. Supervises Lima Memorial Health System's Corporate Compliance Officer and ensures that follow-up occurs for all complaints made.
12. Is responsible to take necessary action needed to resolve complaints including policy changes.
13. Enhances professional and personal growth and development through attendance at in-services, educational programs, department, and Health System meetings as directed or required. Serves on committees as requested.

Goals and Objectives

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

- Establish personal and professional credibility; gain respect and build trust with the senior leadership team, peers, and their team. The CFO is recognized as a collaborative and visible member of the leadership team and must be able to adapt to the mission, ambition, and values of Lima Memorial Health System.
- The CFO should emphasize development of leaders as well as staff within the division and should spend significant time partnering with Human Resources to develop, recruit and retain talent.
- Set a tone of leadership that is collaborative in nature, focuses on analytical decision making and emphasizes individual and collective accountability for the financial integrity and strength of the organization. The CFO will provide focus and guide timely decision making.
- Develop an effective relationship with the Board of Directors and Finance, Audit and Investment Committees of the Board. It will be critical that the CFO becomes known as someone who shares financial information with the Board in a transparent, succinct and accurate manner.
- Transform the finance department into a highly cohesive and strategic discipline that functions at an enterprise level across Lima. The CFO builds the internal brand of finance to become known as a department that is rich with accurate data, responsive to the needs of their internal customers, and timely in the reporting and presentation of financial information.
- Define, develop and implement a standardized methodology for business planning, scaling and clinical service line assessment through the deployment of a strategic financial planning and analysis team. The CFO identifies tools, dashboards and technology that will create a consistent and reliable pro forma critical to future growth and business development activity.
- Assess the current financial systems and technology employed across Lima and work to ensure the system has the resources needed to establish effective financial operations. In conjunction with the senior leadership team, select and implement a financial ERP system and position control. The CFO develops and operationalizes a departmental plan to optimize the revenue cycle, financial operations, and cost accounting. They enhance financial reporting capabilities, integrating financial data and clinical data with the end goal of building an enterprise-wide analytics team.

Candidate Qualifications

Education/Certification

Master's degree of Science, Business Administration, Healthcare Administration, or a related field of study or CPA is required.

Knowledge and Work Experience

- A minimum of ten-plus years of successful financial management experience preferably as a Chief Financial Officer or strong number two in a successful, complex integrated delivery health system. They must be able to function effectively in a fast-paced organization.
- Experience leading optimization, benchmarking, and standardization activities where dashboards, metrics and best practices help to drive financial decisions.
- Solid understanding of all aspects of the healthcare business and a strong working knowledge of current trends.
- A solid track record in hiring, developing, coaching, and promoting staff. A strategic leader with demonstrated ability to develop and lead high performing teams in a visible and collaborative manner is required.
- Solid strategic planning experience, including financial modeling and development of pro forma financials.
- Sound understanding of cash flow, treasury functions, cost-reporting and third-party reimbursements.
- Experience with institutional investments, including defined benefit and contribution plans, debt issues, and bond ratings.
- A successful track record of enhancing overall finances, including but not limited to, building balance sheets, improving bond ratings, enhancing financial metrics, and improving overall financial operations.
- Experience with leading the deployment of technologies in support of business and clinical analytics is highly desirable.

Leadership Skills and Competencies

Managing Vision and Purpose – Formulates a future course that reflects needs of own area or project and that is aligned with the organization-wide vision. Translates the course into goals and objectives for own team, sets priorities, and directs the efforts of staff toward accomplishing those goals and objectives.

Initiative – Recognizes and acts on opportunities for growth and improvement to advance hospital and health system goals. Confronts problems quickly and enthusiastically. **Motivating and Influencing** – Inspires staff enthusiasm for and generates commitment to programs or project goals. Builds support for changes in direction among people with diverse interest, needs, and values.

Standards and Accountability – Holds team and self-responsible for maintaining the highest possible performance standards and meeting agreed upon commitment even under difficult circumstances.

Service Orientation and Customer Focus – Sets and maintains high standards for service to patients, physicians, other hospital departments and customers. Incorporates needs and concerns of diverse constituents into decision-making.

Planning and Decision Making – Analyzes problems systematically and logically, and is a resourceful when developing and implementing solutions.

Financial Acumen – Applies key financial concepts and analysis to decision making. Understands drivers of financial performance and takes these into account when developing strategies and making decisions. Process Management: Develops and implements work plans with actionable components and measurable outcomes. Proactively monitors key performance indicators, and makes real-time adjustments to ensure that projects stay on track.

Prioritizing and Delegating – Regularly reassesses priorities and competing demands and adjusts allocation of own and staff time and resources to increase efficiency and effectiveness. Identifies and implements processes that facilitate delegation, and shares responsibility and authority with others, leveraging their unique strengths and skills.

Communicating Effectively – Articulates logical and well-founded arguments that support conclusions. Matches communication style to the message and to the audience. Actively solicits opinions from others. Routinely provides others with the information they need to do their jobs.

Giving Feedback – Routinely shares suggestions, advice, and insights on progress toward program and project goals. Provides performance feedback that is constructive and actionable, and that highlights successes as well as areas for growth and is based on objective metrics.

Identifying and Recruiting Talent – Selects and attracts outstanding staff from diverse backgrounds. Identifies and fills gaps in team skills and knowledge. Effectively markets job openings to attract highly skilled staff members to project teams.

Developing and Retaining Talent – Defines development objectives for staff that support performance goals and progress toward future skill development. Assists staff in developing their own careers by encouraging them to articulate their career goals, offering challenging growth opportunities, and providing necessary coaching and training.

Building and Strengthening Relationships – Builds and maintains long-term relationships with others based on mutual respect and trust. Fosters cooperation and collaborative decision-making among staff with diverse backgrounds and interest. Works effectively toward solutions and compromises that take the needs of all parties into account when conflict does arise.

Upward Management – Provides regular updates on project programs progress and works with own manager to minimize risks and resolve problems. With manager's support, notifies senior management about progress toward project goals and informs them about issues that require their attention.

Other Skills:

1. Communicates effectively with diverse internal and external constituents, and the ability to facilitate consensus.
2. Strategic and innovative thinker with proven ability to communicate a vision and drive results.
3. Strong negotiation, organizational planning, financial management, and systems thinking skills.

4. Ability to work both independently and collaboratively as part of a team.
5. Ability to provide leadership to physicians, advanced practice providers, and other staff; and the ability to build the trust and respect of patients, staff, colleagues, external contacts, and other executive team members.
6. Excellent emotional coping skills to confront difficult emotional situations and the emotional responses of others.
7. Ability to solve problems and execute on initiatives.
8. Demonstrated ability to utilize computer technology and a willingness to develop and adapt to the evolving technological requirements of the healthcare environment.

The Community

Lima, Ohio

Lima, Ohio (pronounced LIE-muh) is the county seat of Allen County, with more than 100,000 residents, and is the center of cultural and entertainment events. Lima offers an amazing number of opportunities for a day of family fun or a fun night around downtown, for a community of its size. Broadway in Lima, Lima Symphony Orchestra, and Lima Area Concert Band are just a few examples of the quality entertainment that grace Crouse Performance Hall. Next door to the performance hall, Veterans' Memorial Civic and Convention Center provides a roof to nearly 800 conventions, meetings, speakers, training programs, seminars, cultural events, dinners, and other events annually. The Veterans' Memorial Civic & Convention Center also serves as Allen County's facility for community, civic, and patriotic gatherings. Veterans' Memorial Hall is used regularly by local organizations to host entertainers and has hosted notables such as Eleanor Roosevelt, performers such as Jerry Seinfeld and The Beach Boys, and artists such as Yitzhak Perlman and Victor Borge. Overseen by the Veteran's Memorial Civic and Convention Center, Pangle Pavilion at the Greater Lima Region Park & Amphitheater is the newest performance destination in the region and is known as the premier outdoor venue in Downtown Lima.

A full-time orchestra is a rarity for a city the size of Lima, yet the Lima Symphony Orchestra has been around since 1953, providing a variety of performances throughout the year, including a six-concert subscription series, family and community concerts, and annual events such as the Fourth of July event. Lima's main venue for local theatrical performances is the Encore Theatre.

Built in 1880, The Metropolitan Block, also affectionately known as The Met, is on the National Register of Historic Places and is a nostalgic icon in the heart of downtown Lima. Locally owned and operated, The Met is the focal point for today's revitalization of historic downtown Lima and bridges the gap between Lima's past and its upward trend towards the future.

Colleges and universities around the area, particularly [Ohio State University at Lima](#), [Bluffton University](#), and [Ohio Northern University](#), regularly host nationally known speakers and feature cultural events. From the state-of-the-art school buildings in Lima and the highly-respected Lima Catholic high school, the public Shawnee High School, to the internationally recognized technology strides of the [University of Northwestern Ohio](#) and the 100-year old liberal arts tradition at [Bluffton University](#), Lima is proud of the education options it offers.

For additional resources, please visit:

<https://greaterlimaregion.com/>
<https://cowanrealtors.com/>
<https://limachamber.com/>
<https://www.themet306.com/>
<https://www.limaciviccenter.com/>
<https://www.jampd.com/>
<https://www.limashawnee.com/>

Procedure for Candidacy

Please direct all nominations and resumes to the WittKieffer consultant supporting this search, Rachel Polhemus, via email through the office of [Jimmy Vance](#). Application materials and inquiries can also be sent through WittKieffer's [Candidate Portal](#).

Rachel Polhemus, Senior Partner

WittKieffer
Washington, DC
240-644-6023

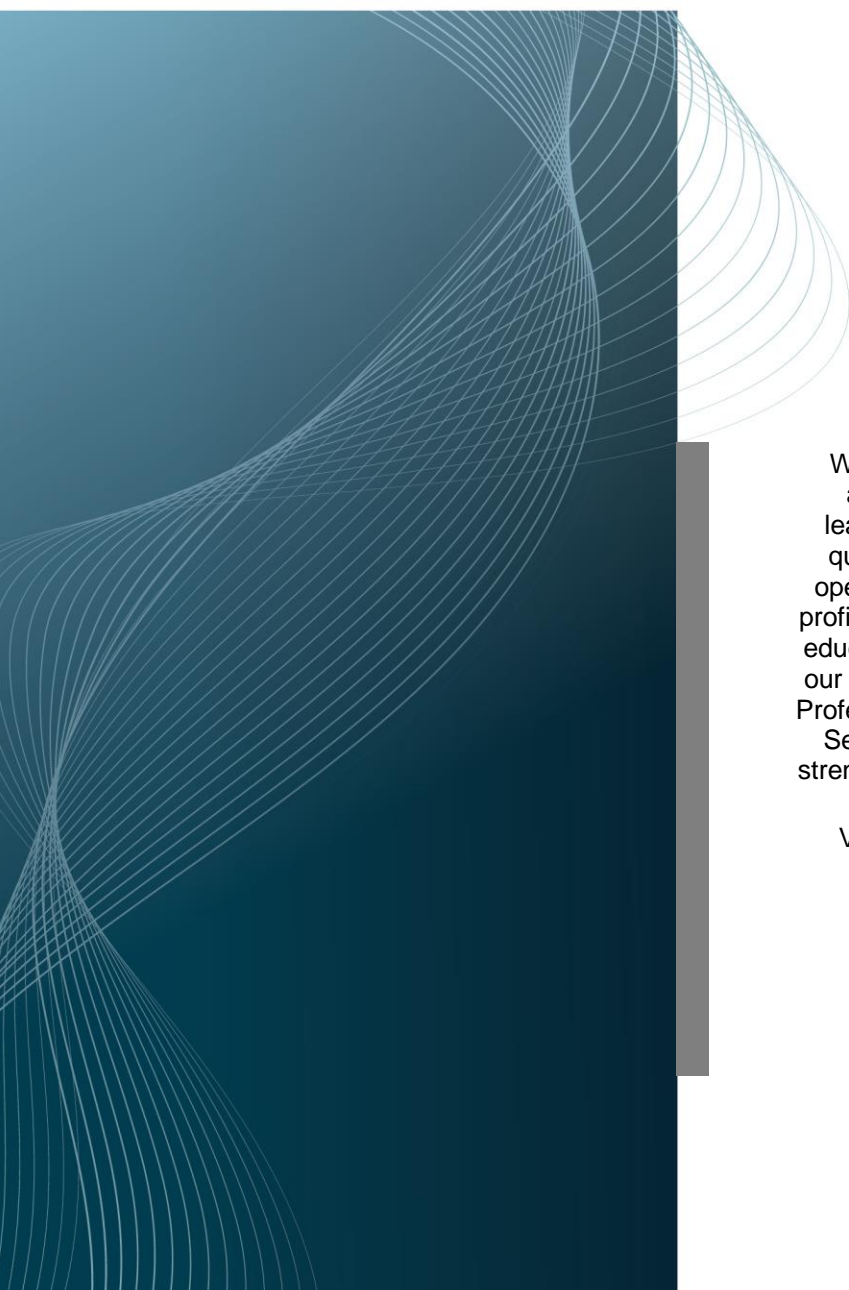
Jimmy Vance, Associate

WittKieffer
Chicago, Illinois
630-575-6128

Lima Memorial Health System 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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