



**Chief Executive Officer - The Hospitals of Providence,
Memorial Hospital**

Leadership Profile

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WittKieffer

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The Opportunity

WittKieffer has partnered with Tenet Health to identify a relational, compassionate, courageous, and collaborative Chief Executive Officer (CEO) for The Hospitals of Providence, Memorial Campus ("Memorial"), based in El Paso, Texas. Memorial is a modern, community-based hospital with over 500 beds, specializing in cancer care, maternity care, orthopedics, weight-loss surgery, and more. Hospitals of Providence | Memorial Campus | El Paso, TX. Memorial is part of a robust network of hospitals and outpatient locations serving the broader El Paso community, with a long history of community care and recognized for many distinctions and accreditations. Awards and Distinctions | Hospitals of Providence

Reporting to the Western Group President of Tenet Health, the CEO will oversee hospital and related operations and provide internal and external leadership to ensure high-quality, safe community care. The CEO will collaborate with colleagues across the Hospitals of Providence network to ensure continuity of care and performance for families in El Paso and surrounding communities.

The CEO will manage and direct hospital operations, including human resources, customer service and satisfaction, financial management, medical operations, business information systems, practice profile analysis, and regulatory compliance. This is a great opportunity for the new CEO to inherit a strong leadership team and an established market presence, and to work in a truly results-driven, objective environment.

The CEO's key responsibility is to ensure excellence in care, quality, safety, access, and affordability, while developing the team and fostering a sustained culture of trust and transparency. The CEO will collaborate with exceptional peers in the market, working closely to maximize care and services for the community. The CEO will participate weekly in a comprehensive meeting with all market CEOs to improve market outcomes.

The CEO will establish best practices that position the hospital favorably against national benchmarks, focusing on patient satisfaction, cost containment, utilization, and culture. Furthermore, the CEO will ensure the hospital understands and aligns with Tenet Health's vision and strategic imperatives, providing clarity on the group's impact on the system's overall strategy.

Candidates must have at least 10 years of executive experience managing complex hospitals and overseeing operational functions. Current or recent hospital CEO experience is required. Candidates should have advanced expertise in hospital leadership, including financial operations, patient relations, and regulatory compliance. A bachelor's degree in management or a related field is required, with preference for candidates holding an MHA or an MBA.

The ideal candidate will be a person of the highest personal and professional integrity, earning respect and support when making difficult decisions. They must establish immediate credibility with peers, senior leadership, and medical staff, listen actively, encourage input, and maintain ongoing dialogue with employees. Excellent oral and written presentation skills, the ability to work collaboratively, and a gracious demeanor are essential.

Organization Overview

The Hospitals of Providence, Memorial Campus, and Providence Children's Hospital

The Hospitals of Providence (THOP) has been providing advanced health care services to El Paso and the outlying communities of west Texas, southern New Mexico, and our international neighbors in northern Mexico for more than 50 years. The THOP facilities include Memorial Campus, Providence Children's Hospital, Sierra Campus, East Campus, and Transmountain Campus.

Serving the communities of El Paso since 1952, The Hospitals of Providence Memorial Campus, a 480-bed acute care hospital, is the largest hospital in the network. The hospital also includes Providence Children's Hospital, a 144-bed facility dedicated to pediatric care. The hospital sits in the heart of El Paso and is a spacious modern facility specializing in Cancer Care, Women's Health, Maternity and a Level IV NICU, Mother & Baby, Orthopedics, Digestive Disease, Liver Disease, a Level III Trauma/Emergency Services, Cardiac Services, Pulmonary Care, Imaging, Rehabilitation Services, Surgical Weight Loss, Robotic Surgery, and Wound Care.

High-level hospital statistics:

- Admissions - 11,000 annually
- ER Visits - 28,000 annually
- Deliveries - 2,200 annually
- Surgeries - 7,300 annually
- EBITDA - \$97M
- Employees - 1,100
- Physicians on Medical Staff - 1,200 (mixed model)

The Hospitals of Providence network is proud to be recognized as a national healthcare leader and by our local community through many achievements listed on our website. <https://www.thehospitalsofprovidence.com/our-locations/memorial-campus>.

Tenet Healthcare Corporation (NYSE: THC)

Headquartered in Dallas, Tenet Healthcare Corporation is a diversified healthcare services company. It operates three main businesses: United Surgical Partners International (USPI), hospitals and physicians, and Conifer Health Solutions. Tenet's extensive network includes over 535 ambulatory surgery centers and surgical hospitals, 49 hospitals, and approximately 160 outpatient centers and other care sites.

Tenet is distinguished by its top-notch medical specialists and tailored service lines in every community it serves. Conifer Health Solutions provides healthcare-focused revenue cycle management and value-based care solutions, laying the groundwork for better health nationwide.

Founded in California in May 1969, Tenet began with the acquisition of four hospitals and other care facilities. Over the years, it has grown significantly in size, scope, and capability, expanding into new markets and fostering compassionate environments for patient care.

Tenet's care delivery network includes USPI, the largest ambulatory platform in the country, which operates ambulatory surgery centers and surgical hospitals. It also manages a national portfolio of acute care and specialty hospitals, outpatient facilities, a network of leading employed physicians, and a global business center in Manila, Philippines. Conifer Health Solutions provides revenue cycle management and value-based care services to hospitals, health systems, physician practices, employers, and other clients. United by a mission to deliver quality and compassionate care, Tenet continues to evolve and impact communities nationwide.



49

Acute Care Facilities



~640

Outpatient Centers and Other Facilities



8.5M

Patient Care Encounters



100K

Employees



~6,000

Physician Partners



50

Health System Partners



\$25B

Revenue Managed By Conifer



4,700+

Tenet Care Fund Grants Provided to
Employees Since 2010

Financially, Tenet's net operating revenues for 2024 totaled about \$20.7 billion, up from \$20.5 billion in 2023. USPI's net operating revenues for Q4 2024 reached \$1.3 billion, up from \$1.1 billion in the same quarter of the previous year. Additionally, Tenet is expanding its use of surgical robotics, with robots now present in nearly 150 of its programs nationwide. Furthermore, Tenet and USPI have entered into a definitive agreement to acquire SurgCenter Development (SCD), including ownership interests in 92 ambulatory surgery centers, as part of a five-year partnership and development agreement to support SCD's facilities and physician partners.

Mission, Vision, Values

Their Mission is to provide quality, compassionate care in the communities they serve. Creating an ethos of good health, wellness, and responsibility is central to their mission and an everyday commitment to their neighbors and families.

Their Vision is to consistently deliver the right care, in the right place, at the right time, and to be a premier organization to work, where patient care and saving lives remain their focus. Their vision reflects their aspirations for the future and the goals they work toward together. It provides hope for what's to come, including the opportunity to participate in some of the most important moments in their patients' lives and to continue improving the way care is delivered.

Their Values define who they are, what they stand for, and what they **CARE** about:

- **C**ompassion and respect for others and each other, supporting their communities and advocating for their patients.
- **A**cting with integrity and the highest ethical standards – always.
- **R**esults delivered through accountability and transparency.
- **E**mbracing inclusiveness for all people in their workplace and in the communities they serve.

Position Summary

The Chief Executive Officer has overall operational responsibility and oversees the Memorial Campus and Providence Children's Hospital. The Chief Executive Officer will be responsible for leading by example, setting clear strategies and performance expectations in an environment of participation and collaboration with senior management, physicians, and the Joint Advisory Board(s).

Reporting Relationships

The CEO reports directly to the Western Group President, Nicholas Tejeda.

Direct reports to the CEO include:

- Chief Financial Officer – for hospital and market
- Chief Strategy Officer – for hospital and market
- Chief Nursing Officer

Responsibilities

- Ensures a positive working relationship with physicians; creates a culture of open progressive communication and mutual understanding between the physicians, facility leadership, and employees.
- Develops and leads a top-notch administrative team.
- Establishes a sense of mutual “pride of ownership” among constituencies, including physicians, employees, and the community. Nurtures a culture of shared purpose and goals among these groups, fostering greatly improved working relationships and ensuring consistent quality of patient care.
- Maintains a highly visible presence, interacting constantly with key stakeholders to inform and advise them of strategies, current healthcare trends, legislation, and activities. Representing the facility as a vital provider and employer by being an active civic leader in the community.
- Recruits and retains first-rate physicians to work with the facility.
- Exhibits strong communication, presentation, and listening skills to ensure facility-wide collaboration and coordination, especially concerning physicians, employees, and the community.
- Displays strong business acumen, a sophisticated knowledge of healthcare funding, and experience in competitive marketplaces with the ability to make complex and difficult decisions.
- In conjunction with the Chief Financial Officer of the facility, the Chief Administrative Officer will sign to certify the financials of the facility on a quarterly basis.
- Appropriately assesses strategic opportunities to enhance the facility's market position.
- Assures the highest standards of healthcare delivery and outcomes, ensuring a constant patient focus.
- Shows creativity and judgment in developing and communicating an executable vision that includes new product lines and services, partnerships, and ventures.
- Continues to build solid, effective relationships with appropriate partners, payors, businesses, customers, and the community at large.

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- Ensures positive employee relations and trust through communication, education, consistency, and dependability.
 - Leads the development of progressive physician/facility strategies and executes plans in order to optimize the long-term potential of the facility.
 - Fosters a work climate that attracts quality employees and provides and promotes the facility as a provider of choice for patients.
 - Demonstrates successes in integrating medical staff and creating opportunities for growth and profitability.

As a leader in healthcare, Tenet is committed to providing the best possible care to every patient, with a clear focus on quality and service. Strong leadership is essential to delivering on this commitment, and we believe that the quality of our leaders can give us a significant long-term competitive advantage. We want to ensure every current and future leader in Tenet is successful, and we support that through our selection and hiring process and by providing coaching and training.

Core Competencies

Core competencies that will enable a leader to succeed at Tenet Health are defined within the following five areas and are critical to performance.

Drive Organizational Success

- Translates complex strategies into aggressive and achievable team/individual goals, targets, and action plans that deliver results (e.g., local employer outreach strategy, with target employers, assigned leads, and defined approach).
- Creates focus, energy, and commitment to key Tenet operational initiatives (e.g., highly visible champion for Tenet initiatives such as TGI, MPI, etc.).
- Maintains ongoing feedback, measurement, and assessment processes that determine progress to plan and, if necessary, lead to course correction (e.g., weekly reporting and team dialogue of physician sales activities).
- Builds consensus and commitment among various stakeholders, often with competing priorities (e.g., bringing physicians, managers, and employees together to improve patient service).
- Participates in talent planning to ensure recruitment and development of high-performing leaders. Shapes roles and assignments in a way that maximizes individual capability and performance contribution (e.g., identifies, develops, and mentors talent).

Use Astute Judgment

- Demonstrates intellectual curiosity by seeking out new information and market awareness and uses that knowledge to improve the business (e.g., identify a weakness of a competitor in a service line, and bolster the facility image in that service).
- Uses a fact-based approach to assessing and designing solutions, and resists acting exclusively on anecdote (e.g., measuring market share by service line, vs. responding to a physician comment of a competitor's strength).
- Understands and addresses complex issues in the critical areas of healthcare, including payer mix, regulatory/legislative changes, physician partnerships, and acquisitions/divestitures.

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- Defines unambiguous strategies for growth and operational excellence (e.g., identifies specific, aggressive goals for physician and patient satisfaction scores, BSC targets).
 - Understands financial indicators/levers and delivers earnings and cash flow at or above budget, regardless of changes in the environment (e.g., pursues incremental and significant improvements in productivity and revenue generation).
 - Critically and logically evaluates strategic and operational alternatives and selects tactics that mitigate cost risk and maximize revenue potential (e.g., prioritizing capital investment based on ROI, physician relationships, safety, etc.).

Lead Boldly

- Takes decisive action in high-stakes situations, times of crisis and uncertainty (e.g., responds to local disasters, such as a hurricane).
- Takes calculated risks to stay competitive in the industry/market (e.g., recruiting a physician when the facility has an existing practice group).
- Promotes or asserts own position and ideas (e.g., believes in the value of a new HIT system, and actively promotes it to physicians).
- Champion's new ideas and initiatives that create operational/strategic advantage (e.g., implement a new nursing care model).
- Seeks out and decisively confronts and resolves issues or barriers to success, including uncompetitive or ineffective processes, practices, and people (e.g., challenges a specific billing practice).

Shape Strategy

- Develops progressive physician/facility strategies that achieve/exceed service, quality, growth, and cost targets year after year (e.g., a facility master plan, partnership with a local LTAC).
- Develops and communicates strategies that achieve competitive advantage, in areas such as productivity, quality, culture, talent, internal/external volume, and revenue growth initiatives.
- Builds a credible, high-return physician growth/replacement strategy that recruits and retains first-rate medical staff (e.g., targeting a specific medical group, recruiting from specialized facilities for sub-specialty talent).
- Counters competitive threats by leading distinctive change initiatives (e.g., building a free-standing ER to defend service area).

Earn Unwavering Trust

- Demonstrates high visibility networking and interacting constantly with key stakeholders to inform and advise on strategic initiatives, progress, healthcare trends, etc. (e.g., speaks at community events, sits on local boards).
- Builds solid, effective relationships with physician partners, payers, and customers (e.g., meets with key physicians quarterly).
- Exhibits excellent communication, presentation, and listening skills that secure commitment and alignment.
- Maintains high ethical standards and integrity consistent with Tenet values and compliance expectations.

Candidate Qualifications

Education/Certification

An undergraduate degree in Business, Healthcare Administration, or a related field is required. A master's degree is *strongly* preferred.

Knowledge and Work Experience

A minimum of ten years of progressive experience in facility or healthcare management, culminating in successful leadership of a complex entity in a culturally diverse, competitive urban environment. The incumbent should possess the following experience, professional and personal attributes, and education:

- Demonstrated sophisticated understanding of healthcare and facility financial matters; strong, experience-based knowledge of managed care.
- Experience as a senior operational executive at a proprietary facility, or proven ability to consistently deliver positive margins in a complex and competitive environment.
- Current or recent experience as a CEO of a complex hospital.
- A proven background in developing and implementing successful strategies that ensure the delivery of high-quality, cost-effective healthcare. Possesses a verifiable history of driving growth through increased productivity and program development.
- A strong reputation for sustained, successful, inclusive, trust-based physician relations and proven success in attracting excellent physicians. The ability to understand physicians' viewpoints and needs and to work strategically with them in the best interests of patients and the facility.
- A highly effective manager with a demonstrated track record of bold leadership and of bringing teams to full utilization of their talents and abilities to achieve desired business results.

Professional Attributes

- Must have independent judgment and decision-making ability. Excellent interpersonal skills.
- Visionary with the ability to think strategically and the communication and leadership skills to follow through on development plans.
- Demonstrated success in balancing cost and quality concerns and partnering with the medical staff to drive productivity and quality improvements.
- Superior knowledge of healthcare trends and legislation, coupled with strong business acumen.
- Track record of active community leadership. The Chief Executive Officer must be a visible, active participant in civic forums representing the facilities.
- Proven ability to deliver high-quality, cost-effective care through innovation, reputation, and positive employee and physician relations.

Personal Attributes

- Ability to communicate effectively with diverse constituencies and deliver high-quality written and verbal presentations. Astute interpersonal, public relations, and negotiation skills. Excellent interpersonal skills and a dedicated listener.
- One who encourages feedback and collaborative efforts among staff to promote a higher standard of patient care, cost-effective delivery of services, and a team-oriented culture.
- An individual of the highest personal and professional integrity, principles, and knowledge, earning respect and support when making difficult decisions. Able to establish immediate credibility with peers, senior leadership, medical staff, and the Board.

The Community

El Paso, Texas

El Paso, often referred to as *The Sun City*, offers executives a compelling blend of affordability, safety, cultural richness, and exceptional quality of life. Set along the western edge of Texas, against the Franklin Mountains, the city offers a unique blend of metropolitan amenities and desert beauty.

Relocating to El Paso, TX

Housing

Executives will find at Luxe’s housing market luxury homes in scenic neighborhoods —offers affordable housing costs compare to other major cities.

Schools

Highly-rated public and private schools: a variety of educational options, offers emphasis on academic excellence.

Recreation

Outdoor activities— including hiking in Franklin Mountains State Park, golf, golfing — on a focal vibrant attractions.

Travel Access

El Paso International Airport offers direct flights to major U.S. cities, and highways provide easy regional connectivity.

Unique Features

El Paso’s sunny host-ide—desert* landscapes and borderland heritage that blends Texas values Mexican cultures a distinct environment.



Housing

El Paso’s housing market is notably affordable, with housing costs averaging 45% below the national median and median home prices around \$130,700, well below those of major cities like Dallas or Los Angeles. Executives relocating here can choose from historic neighborhoods near downtown, scenic luxury homes on the west side, or modern developments in the east. The market offers strong value, spacious properties, and appealing options for both buying and renting. [nelsonwesterberg.com], [visitelpaso.com]

Schools

El Paso’s public and private schools are recognized for their educational quality, with many offering bilingual or multicultural programs that reflect the region’s heritage. Families benefit from a broad range of academic options in established neighborhoods, contributing to El Paso’s strong reputation as a safe, family-friendly city. [exploretexas.com]

Recreation

Outdoor recreation is a defining feature of life in El Paso. Franklin Mountains State Park, one of the largest urban state parks in the U.S., offers hiking, rock climbing, mountain biking, and stunning scenic overlooks just minutes from the city’s core. The region also features golf courses, expansive parks, cultural festivals, and a growing culinary scene rooted in its borderland identity. [texashappens.com]

Travel Access

Despite its far-west Texas location, El Paso is well-connected. El Paso International Airport offers direct flights to major destinations, including Dallas, Houston, Chicago, Denver, Atlanta, and Seattle, operated by major airlines such as American, Delta, Southwest, and United. Most flights are under four hours, providing executives with efficient access to national hubs. [visitelpaso.com]

Unique Features

El Paso's cultural blend, shaped by its proximity to New Mexico and Mexico, fosters a vibrant, bilingual community with deep historical roots. The city consistently ranks among the safest large cities in the U.S. and offers a cost of living 10–14% below the national average, all while preserving a strong sense of warmth and community. Its desert landscapes, more than 300 days of sunshine, and cross-border cultural richness create an environment unlike any other major metropolitan area in the country. [nelsonwesterberg.com], [uphomes.com]

Procedure for Candidacy

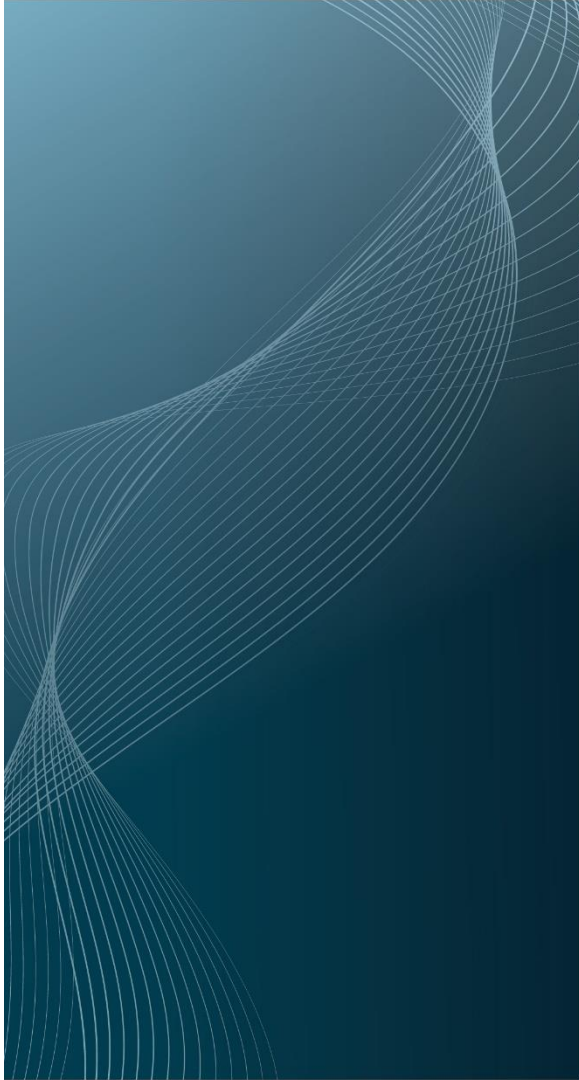
Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by **clicking here**. New users should select “Register Here” to create an account before proceeding. After logging in, navigate to “Open Positions,” then locate the role by entering the institution’s name and clicking the search wheel.

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Tenet 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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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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