



Chief Medical Officer – McLaren Bay Region

Leadership Profile

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WittKieffer

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The Opportunity

McLaren Health Care seeks a dynamic, transformative, and collaborative physician executive to serve as Chief Medical Officer (CMO) for McLaren Bay Region. This is a critical leadership role for an accomplished physician leader who will advance clinical excellence, patient safety, physician engagement, and organizational performance in alignment with McLaren Health Care's strategic objectives.

Located in Bay City, Michigan, McLaren Bay Region is a 389-bed acute tertiary care hospital serving patients across the Great Lakes Bay Region. The hospital provides specialty, primary, and preventive care, with core services that include cardiovascular care, neuroscience, orthopedics, oncology, women's health, rehabilitation, emergency medicine, diagnostic imaging, laboratory services, and graduate medical education. As a regional leader in cardiovascular and neuroscience services, McLaren Bay Region is growing and plays an essential role in advancing access, quality, and coordinated care for a service area of nearly 500,000 people.

The CMO will serve as McLaren Bay Region's senior physician executive and a key facilitator between system-wide strategy and local implementation. Reporting directly to the Executive Vice President and Chief Clinical Officer of McLaren Health Care, with a dotted line to the President and Chief Executive Officer of McLaren Bay Region, the CMO will work closely with medical staff leaders, nursing, quality, patient safety, regulatory, compliance, operational, and system leadership teams to ensure high performance in quality, safety, service, and value.

This leader will be accountable for quality outcomes, credentialing and privileging, provider professionalism, performance improvement, and support of value-based care initiatives. The CMO also will help drive performance on key reputational indicators, including Leapfrog Hospital Safety Grades, CMS Star Ratings, and the Top 100 Program, while supporting the growth and enhancement of key clinical programs across the Bay Region facility.

As a visible and trusted partner to physicians and administrative leaders, the CMO will promote a culture of safety, high reliability, professionalism, integrity, accountability, and continuous improvement. Working in partnership with the Chief of Staff and local medical staff officers, this leader will support peer review, credentialing, privileging, clinical governance, hospital bylaws, and medical executive committee functions, while ensuring compliance with applicable local, state, federal, regulatory, and organizational requirements.

The successful candidate will be an accomplished physician executive with a demonstrated record of leading quality improvement, engaging physicians, strengthening clinical performance, and influencing across a complex matrixed health care environment. This leader will bring strong communication skills, sound clinical judgment, operational acumen, and the ability to align local priorities with system-wide goals while building effective relationships with the McLaren Health Care system and across the Bay Region. The CMO will partner closely with the Chief Nursing Officer to achieve care quality, safety, and service expectations. The collaboration between the two leaders is essential for success.

Candidates must possess an M.D. or D.O. degree, current or eligible physician licensure in the State of Michigan, board certification in a specialty recognized by the American Board of Medical Specialties, and significant clinical and physician leadership experience. Advanced training in business, public health, healthcare administration, or a related field is preferred.

Organization Overview

McLaren Health

McLaren Health Care, headquartered in Grand Blanc, Michigan, is a \$7.3 billion, fully integrated health care delivery system committed to quality, evidence-based patient care and cost efficiency. The McLaren system includes 12 hospitals in Michigan, ambulatory surgery centers, imaging centers, a 730-member employed primary and specialty care physician network, commercial and Medicaid HMO covering more than 260,000 Michigan lives, home health, infusion and hospice providers, pharmacy services, clinical laboratory network, and a wholly owned medical malpractice insurance company.

McLaren operates Michigan's largest network of cancer centers and providers, anchored by the Karmanos Cancer Institute, a National Cancer Institute-designated comprehensive cancer center. McLaren has 20,000 full-time, part-time, and contracted employees and more than 113,000 network providers throughout Michigan.

As part of its Graduate Medical Education (GME) program, McLaren maintains academic affiliations with medical schools at Wayne State University, Michigan State University, and Central Medical University. McLaren's seven (7) GME campuses offer 27 residencies and eight (8) fellowship programs, training over 650 future physicians annually. All GME programs at McLaren are overseen and managed centrally by the Department of Academic Affairs.

Mission: McLaren Health Care will be the best value in health care as defined by quality outcomes and cost.

Vision: McLaren will be the recognized leader and preferred provider of health care services to the communities we serve.

Guiding Principle: To provide health care as we expect for our own family.

Key Operational Statistics (2025)

Discharges - 85,925

ER Visits - 398,705

Observation Stays - 25,338

Surgeries - 75,452

Births - 4,434

Ambulatory Visits - 3,718,068 (including home care visits)

Home Care Visits - 170,712

Hospice Days - 197,911

Licensed Beds - 3,100

Days of Inpatient Care - 760,960 (including hospice days)

Contracted Providers - 93,846

Community Benefit - \$407,122,280

Net Revenue - \$6,947,556



McLaren Medical Group

McLaren Medical Group (MMG) manages the corporate ambulatory network consisting of over 150 primary and specialty centers located throughout a 26-county region and employing over 600 health care providers, including physicians, nurse practitioners, physician assistants, and nurse midwives. Its nearly 300 physicians are among the top admitting and referring physicians for McLaren hospital subsidiaries. MMG has earned Patient Centered Medical Home designation by Blue Cross Blue Shield of Michigan for many of its practices, and it manages over 30 Rural Health Centers, providing primary healthcare in rural communities throughout Michigan.

McLaren Health Plan

McLaren Health Plan (MHP) has been operating as a Michigan-based licensed Health Maintenance Organization (HMO) since 1998 and currently delivers health care benefits to 260,000 members. The HMO was established to serve Michigan's Medicaid population and has added group, individual, and Medicare products along with a Third-Party Administrator called Health Advantage, Inc. for self-funded employer groups. In 2024, MHP was awarded the right to operate in and service every county in the lower peninsula of the state of Michigan – the only provider-owned health plan to achieve this designation by the Michigan Department of Community Health. MHP has earned the prestigious Pinnacle Award every year since 2013 from the Michigan Association of Health Plans and is accredited by the National Committee for Quality Assurance (NCQA).

McLaren Health Management Group

McLaren Health Management Group (MHMG) headquartered in Genesee County, Michigan, with regional Michigan offices in Macomb, Ingham, Bay, Isabella, St. Clair, and Emmet counties, provides home health, palliative care, hospice, home infusion, long-term care pharmacy, and comprehensive laboratory services across McLaren Health Care system's network in more than 50 counties throughout Michigan. It also provides virtual care services throughout the United States, and retail care through nine McLaren Now+Clinic Clinics at Walgreens locations.

Karmanos Cancer Institute

Karmanos Cancer Institute is a leader in transformative cancer care, research, and education through courage, commitment, and compassion. The Karmanos vision is a world free of cancer. As part of McLaren Health Care, Karmanos is the largest provider of cancer care and research in Michigan. For more than 75 years, the administrative and research headquarters, along with the premier specialty cancer hospital, have been located in downtown Detroit. With multiple network sites, Karmanos delivers world-renowned care and access to clinical trials throughout Michigan and northern Ohio. The National Cancer Institute recognizes Karmanos as one of the best cancer centers in the nation with a comprehensive cancer center designation. Its academic partnership with the Wayne State University School of Medicine provides the framework for cancer research and education – defining new standards of care and improving survivorship.



MHC SYSTEM MAP (04.26)

McLaren Bay Region

McLaren Bay Region is a 389-bed acute tertiary care hospital located in Bay City, Michigan, providing specialty, primary, and preventive care to Bay County and the broader Great Lakes Bay Region.

Designated as a certified Primary Stroke Center by The Joint Commission, McLaren Bay Region provides advanced emergency and specialty care while maintaining a strong community commitment. The Emergency Department treats nearly 24,000 patients each year. The organization also continues to support the Helen M. Nickless Volunteer Clinic, which serves uninsured and underinsured Bay County residents through free primary medical care, referrals for testing, and follow-up care.



Precision. Passion. Purpose. McLaren Bay Region is focused on driving better outcomes through compassionate, comprehensive care; high-quality specialty programs; and continued investment in access, innovation, and community health.

Services Provided:

- 24-hour Emergency Department
- Emergency Medical Service, including ambulance and paramedic services
- Cardiovascular services
- Orthopedics
- General surgery
- Women's health
- Primary care
- Cancer care
- Diagnostic imaging
- Laboratory services
- Certified Primary Stroke Center
- Physical therapy and inpatient therapy
- Graduate Medical Education
- Adult Partial Hospitalization Psychiatric Program
- Inpatient behavioral health units
- Foundation
- Wound care

Bay Region History

After merging four hospitals during the 1970s and 1980s, McLaren Bay Region developed a full continuum of health services for Northeast Michigan. With acute care at McLaren Bay Region–Main Campus and McLaren Bay Special Care on the West Campus, along with home health services, medical equipment, pharmacy, women's health, and rehabilitation services, more than 2,000 McLaren Bay Region employees provide quality care to nearly a half-million people in East Michigan.

Awards and Recognition

- Earned The Joint Commission's Gold Seal of Approval for Comprehensive Accreditation in 2024, reflecting continuous compliance with national standards for safe, high-quality care.
- Recognized in 2025 as part of the McLaren Stroke Network's national honors from the American Heart Association/American Stroke Association, including Get With The Guidelines® – Stroke Gold Plus, Target: Stroke Honor Roll Elite, and Target: Type 2 Diabetes Honor Roll distinctions.
- McLaren Bay Region's Family Birthplace Center earned Level II Maternal Levels of Care verification from The Joint Commission in 2025.

Bay Region Growth and Access Strategy

McLaren Bay Region is advancing a series of growth initiatives designed to expand access, enhance clinical services, and better meet the needs of patients across the Great Lakes Bay Region. These plans reflect a coordinated focus on ambulatory expansion, specialty program development, physician recruitment, technology-enabled care, and training the next generation of physicians.



McLaren Bay West – A West Campus of the Future

McLaren Bay West represents a significant ambulatory expansion and access strategy for McLaren Bay Region. The planned \$53.6 million Ambulatory Care Center is envisioned as a two-story, approximately 50,000-square-foot facility that will include a 24/7 Emergency Department, imaging center, laboratory, primary care clinics, specialty clinics, and recruitment of new providers to enhance access to care and respond to community needs.

- Construction milestones include the October groundbreaking, completion of foundation work, external metal framing, a beam-raising ceremony, first- and second-floor pours, and application of external cladding.
- The new building will house emergency, primary care, and specialty clinic services in a more accessible west-side location.
- The campus also includes continued work on the Center for Orthopedics and Rehabilitation, with flooring and wall framing, room updates, and modified lighting and countertops.

McLaren West Branch

The McLaren West Branch Medical Office Building is home to a free-standing state-of-the-art 24/7 full-service emergency center with 10 private patient rooms including two trauma/resuscitation rooms equipped with telehealth capabilities. Patients receive top-notch care led by board certified physicians trained in emergency medicine, registered nurses, techs and other highly skilled providers.

In addition, many of McLaren Bay Region's specialists, including Heart and Vascular, Orthopedic Surgery, Physical Medicine and Rehabilitation and General Surgery provide an opportunity for specialized care close to home.

The Center for Orthopedics and Rehabilitation

The Center for Orthopedics and Rehabilitation will bring orthopedic services to the west side of the bridge and create a convenient destination for orthopedic patients. The initiative includes renovating approximately 3,000 square feet of space in the CORF building to add an orthopedic practice to the campus, bringing orthopedic practice, pain management, and inpatient and outpatient rehabilitation services into one coordinated location.

- The Center will support tissue proximity indicators and accurate visualizations to enhance orthopedic care delivery.

- Nearby imaging and laboratory services on the McLaren Bay West campus will provide convenient diagnostic support for patients and clinicians.
- The combined model is designed to improve access, coordination, and patient convenience across orthopedic, pain management, and rehabilitation services.

Innovating in Vascular Care

McLaren Bay Region is also advancing innovation in vascular care. Dr. Nicolas Mouawad became the first vascular surgeon in the nation to introduce a new surgical procedure utilizing the SEISMIQ device from Boston Scientific. This next-generation intravascular lithotripsy approach uses laser-generated acoustic pressure waves to treat severely calcified arteries in patients with peripheral artery disease.

- The SEISMIQ platform expands options to safely and precisely fracture hardened calcium inside arteries.
- This work reflects McLaren Bay Region's focus on specialized clinical innovation and advanced procedural capabilities.



Early Lung Cancer Detection with ION

McLaren Bay Region is strengthening early lung cancer detection through ION robotic-assisted bronchoscopy. Led locally by pulmonologist Kam Dhaliwal, M.D., and thoracic surgeon John Kuhn III, M.D., this technology supports safer, more precise evaluation of lung nodules and enables earlier detection of small lesions.

Benefits of ION Robotic-Assisted Bronchoscopy

- Improved diagnostic accuracy through real-time imaging.
- Enhanced precision and reach with 180-degree articulation.
- Reduced risk profile, including fewer complications and a risk of lung collapse below 2%.
- Same-day recovery for appropriate patients.
- Ability to detect nodules smaller than 1 cm to support earlier diagnosis.

McLaren Bay – Primary Care Euclid

To continue bridging access gaps and expanding west-side primary care, McLaren Bay Region extended the robust practice of Rajesh Dandamudi, M.D., to include two primary care providers at the McLaren Bay West Medical Mall Campus. This expansion supports convenient access to primary care and strengthens the facility's broader ambulatory growth strategy.

GME – Training the Next Generation of Primary Care Physicians - McLaren Bay Region is adding 13 providers to its Family Medicine and Internal Medicine Graduate Medical Education programs. Six of the incoming providers will join Internal Medicine, filling the program, which consists of 30 residents. The program's distribution across different sides of the river supports expanded access from east to west.

Position Summary

The Chief Medical Officer (CMO) serves as the senior physician executive at McLaren Bay Region. This important physician leadership role is responsible for advancing clinical excellence, patient safety, physician engagement, and organizational performance in alignment with McLaren Health Care's strategic objectives. The CMO bridges system-wide strategy with local implementation and serves as a visible, trusted partner to medical staff, executive leadership, nursing, quality, patient safety, regulatory, compliance, and operational teams.

The CMO is accountable for quality outcomes, credentialing and privileging, provider professionalism, performance improvement, support of value-based care initiatives, and growth of key clinical programs. Additionally, the CMO supports institutional performance on reputational metrics such as Leapfrog Hospital Safety Grades, CMS Star Ratings, and the Top 100 Program. Where applicable, the CMO also supports clinical research activities, graduate medical education, and employee health at the local level.

Reporting Relationships

Reports to:

- Executive Vice President and Chief Clinical Officer, McLaren Health Care
- Dotted line to the President and Chief Executive Officer, McLaren Bay Region

Key Partnerships:

- Chief Nursing Officer, McLaren Bay Region
- Chief of Staff, medical staff officers, and medical executive committee leaders
- Senior Clinical Leadership Council and system quality, safety, service line, regulatory, compliance, and operational leaders

Responsibilities

- Ensures implementation of McLaren Health Care's mission: *McLaren Health Care will be the best value in health care as defined by quality outcomes and cost.*
- With inter-professional colleagues, including the Chief Nursing Officer, leads the site's focus on high performance in safety, quality, and service.
- Leads and sustains a culture of safety, high reliability, and continuous quality improvement across McLaren Bay Region.
- Ensures achievement of Patient Safety Dashboard and High Reliability Dashboard goals.
- Oversees medical staff performance and clinical effectiveness through rigorous application of evidence-based practice.
- Supports and leads initiatives to reduce harm events, improve mortality and readmissions, and strengthen core quality indicators.
- Ensures compliance with accreditation standards and applicable local, state, federal, regulatory, and organizational requirements.

- Serves as the principal liaison between the medical staff and executive leadership, promoting medical professionalism, integrity, and accountability.
- With local medical staff officers, oversees peer review, credentialing, privileging, clinical governance, hospital bylaws, and medical executive committee functions.
- Leads performance improvement efforts aimed at optimizing outcomes, reducing variations, improving efficiency, and aligning clinical care with institutional goals.
- Drives organizational performance related to key reputational indicators, including Leapfrog Hospital Safety Grades, CMS Star Ratings, and the Top 100 Program.
- Supports care models aligned with value-based purchasing, alternative payment models, and population health goals.
- Facilitates growth and enhancement of key clinical service lines in partnership with system leaders, McLaren Medical Group, employed physicians, and independent physicians associated with McLaren Health Care.
- Represents McLaren Bay Region on the Senior Clinical Leadership Council and serves on system quality, safety, service line, and operational committees as needed.
- Where applicable, supports physician participation in clinical trials, investigator-initiated research, graduate medical education, employee health, and clinical inquiry.

Opportunities and Expectations of Leadership

The following goals and objectives have been identified as priorities for the Chief Medical Officer during the first 18 to 24 months in the role. They are not listed in order of significance.

- Establish personal and professional credibility as McLaren Bay Region's senior physician executive, building trust among medical staff, nursing, executive leadership, and system partners.
- Advance a culture of safety, high reliability, accountability, and continuous improvement, with a clear focus on quality outcomes, patient safety goals, and service excellence.
- Partner with the Chief of Staff and medical staff leaders to strengthen peer review, credentialing, privileging, clinical governance, professionalism, and medical executive committee functions.
- Use clinical, quality, operational, and reputational data to identify priorities, reduce variation, improve outcomes, and support achievement of Leapfrog, CMS Star Ratings, and Top 100 performance goals.
- Support value-based care, population health, and cost-effective care models through close collaboration with care coordination, payer strategy, McLaren Medical Group, employed physicians, and independent physicians.
- Collaborate with system and local leaders to grow and strengthen key clinical programs, expand access, support physician alignment, and promote evidence-based care across McLaren Bay Region.
- Represent McLaren Bay Region effectively within McLaren Health Care's Senior Clinical Leadership Council and related system committees, ensuring local priorities align with system-wide clinical goals.
- In partnership with system leadership, lead the development, implementation, and oversight of clinical programs that advance strategic growth objectives and meet the evolving needs of the Bay Region communities served.
- Assess physician recruitment efforts to meet growing demand and build a sustainable workforce strategy focused on recruiting, developing, and retaining physicians while cultivating the next generation of clinical leaders across the Bay Region.

Candidate Qualifications

Education/Certification

Required:

- Doctor of Medicine (M.D.) or Doctor of Osteopathic Medicine (D.O.) from an accredited institution.
- Current physician license in the State of Michigan or eligibility to obtain licensure.
- Board certification in a specialty recognized by the American Board of Medical Specialties.
- Advanced training or degree in business, public health, healthcare administration, or a related field, such as an MBA, MPH, or MHA, is preferred.

Experience

- At least seven to ten years of clinical experience, including at least five years in physician leadership or administrative roles.
- Meets qualifications for medical staff membership and is eligible for credentialing and privileging at McLaren Bay Region.
- Proven track record of quality improvement, physician engagement, performance improvement, and strategic clinical leadership.
- Demonstrated understanding of value-based care, population health management, healthcare finance, public reporting, and regulatory oversight.
- Experience supporting clinical research, graduate medical education, or related academic activities is strongly preferred where applicable.

Knowledge, Skills, and Abilities

- Demonstrate strong leadership skills and the ability to work effectively and collegially with clinical and non-clinical staff to move others to action and model the vision and values of the organization.
- Strong verbal, written, and interpersonal communication skills.
- Exceptional character and integrity, and a commitment to the mission, vision, and values of McLaren Health Care. Desired traits include peer respect and engendering trust among others; proficient at building teams and forging partnerships; willingness and ability to resolve conflict and enhance effectiveness of others; zeal for change and bias to action.
- Performance – creates a clear line of sight between strategic priorities and individual goals, monitors progress, provides accurate and timely feedback, and recognizes contributions.
- Communications – communicates clarity of purpose and direction in a manner that energizes and fosters commitment; provides ongoing encouragement as well as information vital to success.
- Collaboration and Teamwork – seeks out and values diversity in people and perspectives; manages conflict in a manner that improves results and relationships; acts in the best interest of all McLaren Health Care stakeholders.

- Caring and Service – consistently treats others with respect; holds team accountable to high service standards; appropriately involves others in decisions that impact them.
- Learning and Growth – regularly invests time in developing and coaching others; energizes team to innovate, continuously improve processes, and share knowledge across McLaren Health Care.
- Future Focus – actively seeks opportunities for growth consistent with McLaren Health Care's mission, vision, and values.
- Change Leadership – gains a willing commitment to change and assists other in coping with the ongoing pace of change.
- Achieving Results – holds self and team members accountable for people, performance, quality, and growth outcomes.
- Must be focused on the development of people, including possessing strong skills in mentoring, coaching, building effective teams, selecting physician management talent, building and growing others' skill sets, and teaching administrative skills.
- Leads by example and through influence.

Critical Competencies

Clinical Strategic and Quality Leadership: The successful candidate will have the ability to provide strategic leadership and direction in a matrix organization in order to achieve outstanding clinical quality goals and to create a care environment where patient satisfaction measures exceed industry norms. They will demonstrate this by having:

- Strategically advised and influenced senior leadership on clinical matters in the past.
- Worked directly with physicians to develop standards of care that have improved outcomes.
- Earned the respect of fellow physicians to drive consensus on critical issues that impact the delivery of quality care as well as on other complicated matters.

Knowledge Expert: The successful candidate will be a recognized knowledge leader in all aspects of quality, clinical best practices, and evidence-based medicine in order to advance strategic directives.

Results Oriented: The successful candidate will have a demonstrated ability to achieve results in a timely, cost-effective manner as well as the ability to course-correct when necessary. They will do this by:

- Working collaboratively with the operational leadership of the organization on all initiatives.
- Possessing strong communication skills, including listening skills as well as presentation skills.
- Setting goals and being committed to achieving these goals.
- Being a hands-on, self-directed leader.

The Community

Northeast Michigan and Bay Region

Northeast Michigan and the Bay Region offer a compelling blend of professional opportunity, waterfront character, and authentic community life. Anchored by communities such as Alpena, Tawas, Bay City, Midland, and Saginaw, the area provides access to strong healthcare, education, manufacturing,

philanthropic, and civic networks while maintaining a highly liveable pace. Northeast Michigan is defined by its Lake Huron shoreline, outdoor recreation, close-knit communities, and year-round access to boating, fishing, trails, and natural beauty. The Bay Region adds economic depth and connectivity through its riverfront cities, regional employers, cultural venues, and revitalized downtown districts. Together, these communities create an appealing environment for leaders seeking meaningful impact, regional influence, and long-term quality of life.

The Bay Region offers a distinctive mix of executive accessibility and lifestyle appeal, with Bay City, Midland, and Saginaw contributing complementary strengths. Bay City brings historic architecture, marina and riverfront living, festivals, dining, and an approachable downtown environment. Midland adds a strong base of corporate, scientific, cultural, and philanthropic assets, along with well-regarded quality-of-life amenities. Saginaw contributes major healthcare, education, arts, and community institutions that broaden the region's professional and civic reach. Across the region, short commutes, attainable housing, abundant green space, and access to waterways make it possible to balance demanding leadership roles with family, community engagement, and recreation.

Together, Northeast Michigan and the Bay Region provide a welcoming, well-connected setting for executives and their families. The area combines the natural beauty and recreational access of Michigan's sunrise shoreline with the economic, cultural, and healthcare assets of established regional centers. Whether drawn to waterfront living, a collaborative civic environment, or the opportunity to lead within communities where personal relationships matter, these locations offer a strong platform for professional success and a fulfilling life beyond the workplace.

To find out more information about Michigan, please visit:

<https://www.visitmichigan.com>

<https://www.metroparks.com>

<https://www.michigan.org/great-lakes-bay-region>

<https://www.michigan.org/city/bay-city>

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



Procedure for Candidacy

Confidential inquiries, nominations, and expressions of interest should be submitted via email to the search consultant team of Michael Anderson, M.D., MBA, Vineeth Gossain, MBA, and Brittany Amaral, MBA through the office of Brittany Amaral at bamaral@wittkieffer.com.

Michael Anderson, M.D., MBA Principal 202-350-2218	Vinny Gossain, MBA Principal 630-575-6957	Brittany Amaral, MBA Associate 781-564-2618
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McLaren 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.

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