



**Executive Director/President  
Mercy Clinic of Laredo**

**Leadership Profile**

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**WittKieffer**

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## The Opportunity

Mercy Ministries of Laredo (MML), based in Laredo, Texas, is an integral part of the Laredo health care community providing critical care for low-income and uninsured families across Webb County. MML is seeking a mission-driven, operationally focused leader to serve as the organization's next Executive Director/President to continue delivering high-quality care to Laredoans that need it most.

Mercy Ministries of Laredo (MML) plays a vital role in serving low-income and uninsured families throughout Webb County, continuing a tradition of faith-based care that stretches back to the 1890s in Laredo through the long tradition of the Sisters of Mercy. Originally beginning as a 12-bed hospital, MML has evolved to its current status as an integrated primary care provider with behavioral health services, adult dental care, outreach, education, and medication assistance programs. The MML team of approximately 30 employees, including 3 primary care providers and an additional clinical staff member, operate Mercy Clinic Laredo and multiple outreach sites, including a medical mobile clinic to reach neighborhoods and remote areas where medical services are otherwise inaccessible. MML also operates Casa de Misericordia, a shelter for local domestic violence victims in Laredo.

Reporting to the Chief Legal Officer of Mercy Health in St. Louis, the Executive Director/President will guide a deeply mission-driven organization known for its compassionate care, cultural responsiveness, and holistic approach to community health. The next leader will embrace Mercy Ministries' century-long identity as a faith-based ministry of healing and demonstrate an unwavering commitment to serving uninsured and economically marginalized residents of Webb County. This executive must bring proven experience leading clinical operations that balance clinical quality and financial sustainability in a mission-based organization.

The ideal candidate will be an accomplished, data-driven decision-maker with an understanding of community health, primary care delivery, behavioral health integration, and the unique operational needs of safety-net providers. Expertise in nonprofit health care is preferred, particularly given MML's mission and status as a community care provider. The Executive Director/President must be a strategic, adaptive, and politically astute leader capable of navigating the shifting landscape of health access, reimbursement, and regulatory pressures facing community clinics and faith-based providers federally and at the state level. They will be a strong advocate for the clinic and the most vulnerable populations.

As Mercy Ministries of Laredo moves into the next chapter in its history, the steadfast commitment to serving uninsured, low-income, and culturally diverse populations will remain. The successful candidate will bring a genuine passion for service, a demonstrated commitment to the community, and an appreciation for the history, values, and resilience that define this ministry. MML stands as a vibrant, community-anchored organization and the next Executive Director/President will play a critical role in driving the organization forward and strengthening that legacy for years to come.

## Organization Overview

In Webb County, Texas in South Texas, Mercy Ministries of Laredo (MML) has long served as a vital safety net for the community. It blends a rich 130-year Catholic heritage with modern, integrated healthcare and social services. Founded originally on the principles of the Sisters of Mercy, MML operates as a non-profit dedicated to serving the uninsured, indigent, and underserved. The ministry is defined by two distinct parts: the Mercy Clinic, which provides comprehensive primary and behavioral healthcare, and Casa de Misericordia, a secure shelter for survivors of domestic violence. These entities address the physical, emotional, and social needs of Laredo's most vulnerable populations.

The history of Mercy Ministries dates back to 1894, when Mother Mary Clare O'Connell and the Sisters of Mercy arrived in Laredo at the invitation of local leaders. Within weeks, they established the site of the city's first hospital, a modest 12-bed facility that would eventually grow into a larger operation for the region. The Sisters managed an acute care operation, but under the changing market demographics of Laredo, the organization found a way to continue delivering on its mission and refocused their efforts as a community-based outpatient provider and a local leader in healthcare for the marginalized of Laredo. Today, Mercy Clinic is the region's only faith-based primary care provider. It operates on a sliding-scale co-pay system (based on 250% of the federal poverty level) to ensure that even those with limited financial means can access care with dignity. Casa de Misericordia also is a key part of the service delivery for MML. Its shelter for domestic violence survivors serves as a refuge and provides temporary residential services along with comprehensive, long-term support to victims. Casa de Misericordia provides a 24-hour crisis telephone line for domestic violence victims.

The clinic employs a holistic "Integrated Behavioral Health" model blending primary care with behavioral health. Every patient is screened for anxiety and depression during their annual wellness exams. MML sees about 1,600 patients a year and has about 30 employed staff members, including 3 Advanced Practice Providers, social workers, behavioral health consultants, dental professionals, medical assistants, nurse educators, and patient representatives. MML maintains an active outreach program utilizing promotoras. Promotoras are certified community health workers that relay information about individual health, preventative measures, and disease management.

### Mission

*As the Sisters of Mercy before us, we bring to life the healing ministry of Jesus through our compassionate care and exceptional service.*

### Vision

*We are the people of Mercy Health Ministry. Together, we are pioneering a new model of care. We will relentlessly pursue our goal to get health care right. Everywhere and every way that Mercy serves, we will deliver a transformative health experience.*

### Values

- Dignity
- Excellence
- Justice
- Service
- Stewardship

## Services

- Advocacy
- Primary Care
- Adult Dental Care
- Behavioral Health
- Cancer care
- Social Services
- General Medicine
- Medication Assistance
- Diabetes Care and Education
- Women's health services
- Outreach
- Health Education



For more information, please visit: <https://www.mercy.net/practice/mercy-clinic-laredo/mercy-ministries-of-laredo/>

## Position Summary

The Executive Director/President provides the overall vision and strategic and operational leadership of Mercy Ministries of Laredo (MML) to promote quality customer care and service consistent with and supportive of Mercy's mission, philosophy, and sponsorship criteria. This position develops services to improve the overall health status of communities ministered to in a cost-effective, high-quality manner. The Executive Director/President provides liaison with the medical providers and departments and promotes compliance with all regulatory requirements and ensures Mercy Values are reflected in all aspects of operations.

## Reporting Relationships

Reporting to the Chief Legal Officer of Mercy Health, the Executive Director/President will oversee the following direct reports:

- Director- Primary Health Services
- Director – Finance
- Director – Education Services
- Development Director
- Office Supervisor
- Administrative Assistant

## Responsibilities

The successful Executive Director/President candidate will:

- Build strong relationships with diverse stakeholders in the community. Identify opportunities to collaborate and increase engagement with other community organizations to always better serve the needs of the community.
- Strengthen and continuously improve MML's organizational capacities and capabilities as it continues to deliver quality care to a growing patient population.
- Represent MML in the community and throughout the service area. The Executive Director/President should be a sought-out resource on healthcare issues from various political, civic, and other community leaders. It is imperative that this leader will be a known presence in civic and social activities in the community.
- Maintain and improve the quality of care provided in order to better serve the community. Develop consistency around all programs and services, with firm expectations on quality of care and responsibility to follow through on commitments/expectations.
- Approve and monitor operating budgets; participate in budget planning for all departments of oversight; and control expenses to ensure compliance with approved budgets.
- Play a key role in concert with the leadership team in developing short and long-term strategic plans, plus implementing those plans with fiscal responsibility and accountability.
- Display disciplined and effective financial and operating management, especially as it relates to anticipating changes in the industry. Programs must be built with a dual focus on financial sustainability and community needs.
- With the leadership team, guide MML to achieve operational excellence and sustainable financial performance.
- Rely on hard data to make key decisions, creating an environment where the collection and evaluation of key performance metrics is the norm.
- Ensure compliance with all state, federal and other guidelines and programs.

## Goals and Objectives

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

- Establish strong lines of communication with the leadership team, staff, funders, and all external constituents. Relay information on a proactive basis. Raise the visibility and awareness of MML's programs, and services, creating a connection to the mission.
- Build trust with internal and external stakeholders; seeks to develop personal and professional credibility and respect. Establish relationships and is seen as the voice and face of MML.
- Lead efforts to ensure discipline and focus on revenue growth, productivity, expense management, and profitability. Achieve results aligned with budget.
- Oversee all clinical operations and patient services. Ensure operational efficiencies, standardization, and optimization efforts are successfully implemented.
- Work collaboratively with team members to develop annual goals and objectives, evaluate their effectiveness, and ensure accountability for performance.
- Monitor and adjust cost structure appropriately to support a financially strong FQHC and assess current sources of revenue to support/enable ongoing programs and offerings.
- Assesses future growth opportunities in terms of additional product and service offerings and collaborations. Remain very engaged and knowledgeable about State and Federal policy changes that will impact MML.
- Actively participate in advocacy efforts at the local, state and national levels.

## Candidate Qualifications

### Education/Certification

- Bachelor's degree in business or related discipline required.

### Knowledge and Work Experience

- 7+ years of experience in clinical practice/operations and 7+ years of experience in a healthcare leadership role. 10+ years in clinical practice/operations leadership preferred.
- Clinic management experience with a strong understanding of operations and patient care delivery.
- Community engagement and partnership building, including a track record of collaboration with local organizations.
- Proven development and fundraising experience, as the role serves as a key face of Mercy in the Laredo community.
- Catholic healthcare experience preferred.

### Leadership Skills and Competencies

- Demonstrates competencies of leadership, strategic thinking, and organizational and collaboration, financial management, and problem-solving/analysis skills. Will have business acumen and results driven style.
- A good listener with an open and inclusive style that is highly visible. Seen throughout the organization as down-to-earth, compassionate, empathetic, approachable and accessible.
- A team player who is collaborative with demonstrated skills relating to those at all levels of the organization.
- The ability to communicate clearly and effectively with internal and external audiences is an absolute requirement.
- Comfort with complexity and ambiguity yet communicates direction effectively and enables others to see MML's direction.
- Able to effectively manage the internal processes and programs necessary to develop and mentor employees, enhance the business processes and identify the systems necessary to support growth.
- A team builder who takes pride in team accomplishments and not their own need for recognition.
- Ability to develop strong provider relations.
- Committed to social responsibility and community health; stresses responsibilities to the public and exhibits ethical behavior.
- Ability to effectively initiate, lead and implement change.
- Superb verbal and written communication skills.

## The Community

### Laredo, Texas

Situated on the border of Texas and Mexico along the banks of the Rio Grande River, Laredo, Texas, offers a lifestyle that feels both historic and remarkably full of potential. The city is a vibrant, bicultural gateway where the American Dream and Mexican tradition have intertwined for nearly 300 years.

To live in Laredo is to inhabit a living museum. The San Agustín de Laredo Historic District, the red-bricked streets, and the Gothic Revival architecture of the San Agustín Cathedral remind you of the city's deep Spanish and Mexican roots. This is the only place in the United States that can claim the title of a former independent capital to the Republic of the Rio Grande. However, heritage is not just in the buildings; it is in the culture. Each year, the city erupts into Washington's Birthday Celebration, a month-long festival that attracts nearly half a million people. It is a unique, heartwarming birthday celebration of George Washington who is honored alongside Mexican culture, featuring international parades, formal balls, and the Jalapeño Festival.

Currently, Laredo is one of the fastest-growing cities in the United States. Fueled by its status as the largest inland port in North America and being the southernmost point on I-35, growth has not come at the cost of livability. In 2026, Laredo remains one of the most affordable cities in Texas. The cost of living consistently tracks nearly 18–20% below the national average.

Beyond the city and the historic plazas, Laredo offers a rugged, scenic beauty that is uniquely Texan. Lake Casa Blanca International State Park is the city's backyard, offering a 1,600-acre oasis for boating, fishing, and mountain biking. For those who find peace in nature, the region is a world-renowned birding destination, where rare species like the Amazon Kingfisher can be spotted along the river trails. The culinary scene is also one of the most unique in 50 states. From the sizzle of authentic street tacos and mesquite-smoked BBQ to upscale dining in the revitalized downtown, the flavors here are bold and unapologetic - much like the city itself.

Laredo is a place for the entrepreneur, the historian, and the family person alike. It offers the safety of a smaller community with the infrastructure and excitement of a major international hub. In Laredo, you are joining a community that is proud of its past and fiercely optimistic about its future. It is truly the Soul of the Rio Grande.



## Procedure for Candidacy

Please direct all inquiries, nominations, and resumes to Rachel Polhemus and Trey Wilson through the office of Trey Wilson via email at: [twilson@wittkiewer.com](mailto:twilson@wittkiewer.com).

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