



President and CEO

Leadership Profile

May 2026

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A decorative graphic consisting of numerous thin, overlapping, curved lines in shades of light blue and teal, creating a sense of motion and depth. It starts from the left side and flows across the page, partially overlapping the dark teal footer area.

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The Opportunity

The Ohio Hospital Association (OHA) and its members are seeking a dynamic, highly respected, and relationship-driven executive to serve as the next President and Chief Executive Officer (CEO). A national search has commenced due to the planned retirement of Mike Abrams, who has led the OHA with distinction for nearly 15 years. This is a rare opportunity to lead one of the nation's most influential state hospital associations at a defining moment for health care, when strong leadership, coalescing members, and highly strategic advocacy and influence will be essential for success.

OHA serves as the unified voice for 251 hospitals and 17 health systems across Ohio, representing a diverse membership that includes leading academic medical centers, large integrated systems, independent community hospitals, children's hospitals, and rural providers. Founded in 1915 as the first state-level hospital association in the United States, OHA occupies a uniquely visible and consequential role at the intersection of health care delivery, public policy, and statewide economic impact. The Association is widely recognized for its credibility, effectiveness, and ability to advance meaningful outcomes for hospitals, patients, and communities. The President & CEO will also lead a dedicated team of approximately 48 professionals, fostering a culture of collaboration, engagement, and excellence. By remaining accessible, visible, and invested in staff, the CEO will ensure OHA continues to operate with strong governance, fiscal responsibility, and a member-centric mindset.

The next CEO will step into a leadership role with strong fundamentals: an engaged, committed membership; a talented and experienced staff; and a respected platform built on decades of trust and results. This is not a turnaround or rebuild, but rather an opportunity to build on momentum, strengthen unity across a diverse, complex yet aligned membership, elevate OHA's voice, and extend its impact during a period of increasing policy, financial, and operational complexity.

The CEO will partner closely with the Board to set and execute the Association's strategic direction and serve as OHA's principal ambassador and advocate at the state and federal levels. Success will depend on the ability to build trust and effectively coalesce members, influence policy leaders across party lines, and support a dedicated, talented team while personally engaging when leadership presence and influence matter most. Telling the story and needs of all members clearly, credibly, and persuasively will be central to advancing OHA's mission.

Equally important, the next CEO must be energized by people and relationships. This role demands high visibility across Ohio, listening, learning, and connecting personally with member leaders, policymakers, and association partners. The CEO must resonate with the membership, unify diverse perspectives, and lead through consensus, sincerity, courage, and service.

For a mission-driven executive with the stature, credibility, and relational strength to lead in complexity, this role represents a career-defining opportunity and one that offers the chance to shape health policy, strengthen trust, and make a lasting impact on health care across Ohio and beyond.

Organization Overview

The Ohio Hospital Association was established in 1915 as the first state-level hospital association in the U.S. OHA represents 251 hospitals and 17 health systems throughout Ohio. OHA exists to collaborate with member hospitals and health systems to promote a sustainable health care system so that Ohioans have access to high-quality hospital care in their communities.

OHA is a nonprofit, member-driven statewide trade association that represents Ohio's hospitals and health systems and serves as their unified voice. Founded in 1915 at the Hotel Breakers in Sandusky, Ohio, OHA is governed by hospital and health system leaders from across the state and is rooted in a mission to ensure all Ohioans have access to high-quality, affordable hospital care in their communities.

OHA plays a central leadership role in Ohio's health care ecosystem and is widely regarded as a trusted, highly influential, and forward-looking organization. The Association is a leading advocate for hospitals, patients, and communities, shaping state and federal public policy, advancing quality and patient safety, and promoting economic sustainability across a diverse and complex health care landscape. Through respected advocacy, sophisticated data and analytics capabilities, and deep member relationships, OHA has earned recognition as a respected, influential, and credible voice in health policy discussions.

Representing hospitals and health systems that range from large academic medical centers to independent and rural providers, OHA provides strategic insight and practical support to its members while informing policymakers on issues that impact health care delivery statewide. The Association advocates at both the state and federal levels, promotes sound public health policy, and convenes hospital leaders to address pressing challenges facing the field. Headquartered in Columbus, OHA also delivers robust education, professional development, and cost-saving services that strengthen hospital performance and enable members to better serve their communities.

Together with its members and partners, the Ohio Hospital Association stands at the forefront of efforts to improve health outcomes, influence policy, and shape the future of health care in Ohio, making it a highly visible, consequential organization within the state and nationally.



OHA Membership

OHA's member hospitals at the start of 2026 include: 188 acute care hospitals; 19 long-term acute care facilities; and 42 psychiatric and rehabilitation specialty hospitals. Members include 32 critical access hospitals, 10 children's hospitals, and 54 teaching hospitals.

Economic Impact

OHA member hospitals directly employed over 375,000 Ohioans at the end of 2024 and drive \$102.9 billion in annual statewide economic impact.

Patient Encounters

Patients had 40.8 million encounters at Ohio hospitals in 2025. Of those, 34 million were outpatient, 1.5 million inpatient, and 5.3 million emergency room-treated and released encounters.

Ownership

Most acute care hospitals in Ohio are nonprofit organizations. Additionally, 24 Ohio hospitals are owned by local, county, state, or federal governments.

Newest Ohioans

In 2025, more than 122,236 babies were born in Ohio hospitals.

OHA Board of Trustees

OHA is governed by a board of trustees that includes representatives from small and large hospitals, teaching facilities, and health care systems. The OHA Board of Trustees is responsible for all governance of the association and has the authority to adopt policy for the association.

The OHA Board consists of the chair, chair-elect, secretary/treasurer, immediate past chair, the OHA president, and up to 19 trustees-at-large.

OHA Institute for Health Innovation Board of Directors

The OHA Institute Board of Directors is responsible for the Institute's activities in advancing safety and quality excellence and enhancing community health. The board consists of a chair, chair-elect, secretary/treasurer, the OHA president, and directors-at-large.

Mission

To evaluate, focus, and engage in leading change activities that enable the pursuit of excellence, resulting in demonstrative improvement in safety, quality, and health equity in our communities.



OHA Committees

OHA's member-led committees and work groups serve as critical advisory bodies to the Board of Trustees, bringing frontline hospital perspectives to policy development and emerging health care issues. These committees span key operational, clinical, financial, and strategic areas, including admitting and patient financial services; behavioral health access and financing; hospital finance and public reimbursement policy; physician advising and utilization management; workforce and patient safety; and environmental stewardship and sustainability. OHA also maintains targeted committees and ad hoc groups focused on rural and small hospital priorities, allocation of transformation funds, and emergency and system readiness. Together, these committees ensure OHA's advocacy, education, and policy positions are informed by real-world hospital experience and aligned with the evolving needs of Ohio's diverse health care delivery system.

The United Voice of Ohio Hospitals



OHA, along with our members and partners, boldly advocates for public policies that empower Ohio hospitals and health systems to serve their communities. As a trusted resource on health care issues, OHA's advocacy team works with members, government officials and leaders, health care organizations, and the business community to ensure Ohioans have access to high-quality hospital care.

The team's experienced advocates give hospitals a powerful voice in the legislative and public policy arenas. OHA leads statewide legislative strategies and grassroots advocacy to safeguard the economic sustainability of Ohio hospitals while working to shape policies that ensure Ohioans'.

State Budget

Ohio's biennial state budget impacts health care delivery and provider reimbursement in our state.

Advocacy Resources

OHA maintains a Legislator Dashboard to see the state and federal officials representing each hospital and to access additional resources.

Friends of Ohio Hospitals

OHA's Political Action Committee supports candidates who demonstrate a commitment to helping hospitals fulfill their missions.

Friends of Ohio Hospitals is the only state-level political action committee that represents all Ohio hospitals. The strength of the PAC directly affects the ability of Ohio's hospitals to be leaders in the health care policymaking process.

Friends of Ohio Hospitals supports candidates, regardless of political affiliation, whose philosophies, actions, and voting records reflect an understanding of hospitals and health care issues.

The Friends of Ohio Hospitals PAC Board is made up of dedicated hospital leaders who are committed to the mission of the PAC and who help lead goal-setting and strategy to achieve overall fundraising goals.

Friends of Ohio Hospitals

The United Voice of Ohio Hospitals

Political Action Committee Membership

Your Best Investment

Join the Team to Support Candidates Who Value Hospital Priorities

Friends of Ohio Hospitals is the political action committee of the Ohio Hospital Association supporting policymakers who understand hospital priorities, including:

- Advocating for reforms that reduce regulatory burdens, streamline administrative processes, and foster innovation.
- Promoting legislation that supports fair reimbursement rates for hospitals, enabling them to continue providing quality care to all patients.
- Supporting initiatives that enhance the recruitment, training, and retention of highly skilled health care professionals.
- Prioritizing patient access, affordability, and quality.

70+

Number of bills in the Ohio General Assembly that OHA is engaged with each year, to assure members' priorities are communicated to legislators.

100%

of your contribution goes to help candidates for federal, state, and local office and cover processing/bank fees. No portion is used for staff salaries or expenses associated with lobbying activities.

Follow your PAC contribution

- 1 Member hospital and health system employees join by contributing.
- 2 Friends of Ohio Hospitals identifies candidates who understand hospital priorities.
- 3 Friends of Ohio Hospitals builds relationships with supported candidates on issues key to hospitals.
- 4 The future is healthier for Ohio!

Contributions to Friends of Ohio Hospitals

Friends of Ohio Hospitals and AHAPAC both support candidates who understand the issues that matter to hospitals. OHA supports candidates at the state level and AHA supports candidates at the federal level. Only AHA member donations to Friends of Ohio Hospitals are shared with AHAPAC.

The Impact of Ohio's Hospitals

Ohio hospitals employ 430,000 Ohioans, paid \$20.7 billion in direct wages and collected \$424 million in state income taxes for direct employees in the 12 months ending May 2022. Hospitals indirectly supported another 272,000 jobs in our state.

Health Outcomes & Data

The Ohio Hospital Association partners closely with its member hospitals and statewide partners to advance access to high-quality care and services through data-driven analyses, tools, and services. Leveraging sophisticated technologies in a highly secure environment, combined with analytics expertise, OHA leads Board-approved, statewide initiatives focused on Ohio's most pressing and costly health challenges, including workforce, maternal and infant health, sepsis reduction, and behavioral health.

OHA provides hospitals with actionable data, advanced analytics, and benchmarking to support hospitals and health systems. The OHA Institute for Health Innovation serves as the hub for education, research, and clinical programming, while programs such as Continuous Service Readiness, hand hygiene, and emergency preparedness and response further strengthen hospital readiness and outcomes.

OHA supports state policymakers with the data-driven insights needed to drive better health outcomes for Ohioans.



Position Summary

Overseeing a 48-person staff, the President and CEO leads and manages the day-to-day operations and administration of the Ohio Hospital Association. The President serves as OHA's lead spokesperson and leads the development of new policies and programs that serve the best interests of the members. The President makes decisions within existing policies as they have been approved by the Board of Trustees. The President will plan, organize, direct, and coordinate the staff, programs, and activities of OHA to ensure that objectives are attained, plans are fulfilled, and members' needs are met. The President will maintain effective internal and external relationships with state and federal government agencies and key community organizations throughout the state. The President manages the budget, ensures value from expenditures, and develops forward-looking, constructive growth initiatives for OHA.

Responsibilities

The successful President and CEO candidate will:

- Set the vision of the organization; The President will formulate, plan, and recommend for approval by the Board the strategic policies and programs to achieve the objectives and goals of the Association.
- Consistently promote the highest levels of advocacy for the hospitals and health systems of Ohio at the state and federal levels by maintaining strong external relationships with key state government leaders to ensure the best interests of the hospitals and health systems within Ohio are served. Will coordinate with other lobbyists to ensure a unified and consistent message.
- Lead, direct, supervise, and coordinate all programs, projects, and major activities of OHA as approved by the Board. The President shall keep the Board fully informed on the condition and operation of the Association.
- Build strong trusting relationships with the CEOs and senior leadership teams of all member hospitals/health systems. The President will understand the unique issues and challenges across Ohio's diverse institutions (urban, rural, small, large, independent, pediatric, integrated systems, etc.) and maintain a fair balance with respect to the varying healthcare issues that affect constituents.
- Be an advocate for strong and productive partnerships with business, government, and communities, and for the quality and safety initiatives of member organizations.
- Communicate as necessary with the media and with government to effectively present OHA and its position on a variety of healthcare issues.
- Maximize engagement and participation of Board members through open and transparent communication with efficient and timely Board meetings and/or retreats that allow for input and feedback from members.
- Provide liaison and staff support to Board-appointed committees to enable such committees to perform their duties properly, coordinate the presentation of committee reports and recommendations to the Board of Trustees.
- Consistently promote the value of membership in OHA. Be a proactive leader in developing innovative strategies to attract and retain members while maintaining enthusiasm and interest in the work of OHA.
- In conjunction with the Board, establish a program of fiscal responsibility for the Association. Develop, recommend, and, upon approval, operate within an annual budget.
- Develop strong working relationships with the medical and other health-related societies within Ohio, as well as on a national level.

- Ensure outstanding customer service to the membership, build and maintain a “customer-centric” model of operation.
- Work with outside legal counsel to ensure the best representation for OHA on key political issues.
- Recruit, train, and motivate employees of the Association. Maintain a sound and efficient organizational structure for the Association and build and promote a positive, team-oriented culture.
- Define duties, establish performance standards, conduct performance reviews and evaluations of employees, and maintain a competitive compensation structure for all employees of the Association.

Goals and Objectives

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

- **Be a Visible, Trusted Leader to the Membership:** Serve as an authentic, highly visible leader who builds trust through frequent in-person engagement across the state. Invest significant time visiting members, listening to their challenges, and building one-on-one relationships that reinforce OHA's relevance and value.
- **Unify a Diverse and Complex Membership:** Lead an association that represents a rich and diverse fabric of hospitals and health systems - academic, integrated, independent, children's, urban, and rural - while maintaining cohesion and shared purpose. Continue to merit and sustain 100% membership by ensuring all members feel understood, represented, and united. The CEO should be effective with and represent all members, including, but not limited to, supporting and being visible to rural, independent organizations, as well as Ohio's largest health systems.
- **Lead Advocacy Strategically and Effectively:** Be fluent in the language of advocacy and understand the CEO role as a strategic lever. Hire, empower, and guide an exceptional advocacy team while knowing when direct engagement with policymakers is necessary to advance OHA's priorities.
- **Build Credibility and Influence with State Policymakers:** Maintain strong, bipartisan relationships across state government and be seen as a credible, solution-oriented voice for hospitals. Navigate complex policy and budget environments.
- **Preserve and Extend Financial and Policy Wins for Members:** Protect and build upon OHA's track record of securing significant financial and regulatory wins for Ohio hospitals. Understand healthcare financing, provider taxes, and policy complexity, and clearly translate these issues into member-focused advocacy strategies.
- **Bring Operational Credibility and Speed to Trust:** Demonstrate a strong understanding of healthcare operations and the pressures hospitals face today. Build trust quickly with members by speaking from experience, showing sincerity, and grounding advocacy positions in operational realities.
- **Strengthen OHA's National Profile and Perspective:** Bring national awareness and stature to the association, staying informed on federal trends and healthcare developments across the country. Translate national dynamics into meaningful guidance for Ohio members while elevating OHA's influence beyond the state. The CEO will build and maintain a positive, collaborative relationship with the American Hospital Association and its leadership, given the AHA's critical role in coordinating advocacy at the Federal level.
- **Lead a Strong Organization with Presence and Purpose:** Lead, mentor, and further develop a high-performing staff. Build on the strengths of OHA's currently cohesive, dedicated team. Maintain visibility, accessibility, and genuine connection with the team, fostering a culture of trust, collaboration, and shared mission.
- **Build Consensus and Be Followed:** Lead through collaboration, consensus-building, and, when needed, courage. Bring people together across differing perspectives, coalesce around shared goals, and be someone others are motivated to follow.
- **Be an Outward-Facing, Authentic Ambassador for OHA:** Serve as the trusted leader of the association in a manner that is approachable, credible, and sincere, and that lacks ego. Engage members, staff, policymakers, and partners with integrity, curiosity, and openness, without creating unnecessary conflict or friction.

Candidate Qualifications

Education/Certification

- A bachelor's degree is required; an advanced degree in business administration, healthcare administration, or a management field is strongly preferred.

Experience

- A minimum of 15-20 years of professional work experience combined with a minimum of five years of senior leadership experience gained within a healthcare association, healthcare organizations, or organizations directly involved in policies relevant to OHA and this role. Experience at the state and/or federal government level, with in-depth knowledge and understanding of the issues facing Ohio healthcare providers, will also be considered.
- Exposure to/familiarity with the Ohio healthcare market would be helpful, but is not required. Leaders whose experience, skill, and leadership approaches would translate to Ohio are encouraged to apply.

Leadership Skills, Knowledge, Attributes

- Highest level of honesty and integrity, with strong values and ethical standards.
- High level of passion, enthusiasm, and compassion.
- Proven ability to organize and lead advocacy efforts at both the state and federal levels. Must possess an in-depth knowledge and understanding of issues facing healthcare provider organizations, particularly in the area of health insurance reform. Must be able to effectively coordinate efforts of lobbyists and other OHA representatives and maintain an appropriate level of visibility with key legislative decision-makers.
- Demonstrated success in leading, planning, and organizing the operations of an organization.
- Ability to build coalitions and develop appropriate action plans having to do with the critical issues confronting today's healthcare leaders.
- Deep knowledge of current healthcare issues, including the following:
 - Potential and realized impact of health insurance on healthcare provider organizations
 - Providing continued access and care to the indigent and uninsured
 - Healthcare workforce challenges
 - Quality/patient safety
 - Fraud and abuse
 - Regulatory compliance
 - Financing of health services
 - Specialty hospitals
- Must possess strong relationship-building skills. Proven success in establishing and maintaining working relationships with diverse groups both internally and externally. Ability to foster collaboration with the public, media, community leaders, government leaders, medical societies, and other healthcare associations.
- Proven ability to develop consensus and promote collaboration on controversial issues. It is essential that the CEO be highly skilled in facilitating high-stakes conversations.

- A track record of mentoring and leading high-performing teams, ensuring both their accountability and cohesion. Ability to attract and retain highly qualified individuals to the OHA staff.
- A skilled negotiator with the ability to motivate and manage.
- Polished presentation, persuasion, and public speaking skills with a comfort level to appear before government regulatory bodies and other forums to articulate OHA's position on a multitude of issues. The CEO must have exceptional written and verbal communication skills.
- Solid financial experience to develop and administer budgets.
- Strong teaming skills and a willingness to share credit where it is due. The ability to put one's ego aside for the betterment of OHA and its constituents.
- A self-starter with a high degree of empathy, energy, creativity, maturity, ethics, and integrity.
- A strategic thinker and visionary leader.
- A strong advocate for change and someone passionate about improving the state of today's healthcare environment in Ohio.
- Strong administrative and staff management skills, taking a genuine interest in active mentoring and staff development.
- Able to make difficult decisions when necessary to achieve the best outcomes for OHA and constituents. A collaborative problem solver with a track record of success.
- Professional in approach and demeanor. Strong executive presence and self-confident, yet with the requisite degree of humility, curiosity, and interpersonal skill to build and maintain exceptional relationships.

The Community

Columbus and the State of Ohio

Columbus, Ohio, is one of the fastest-growing metropolitan regions in the Midwest and serves as a central hub for government, healthcare, higher education, and statewide economic leadership. The Greater Columbus region is home to more than 2.2 million residents, while the City of Columbus, Ohio's largest city and state capital, continues to experience sustained population growth, business investment, and cultural momentum. The region's scale, diversity, and trajectory make it an increasingly attractive destination for national leaders seeking both professional opportunities and a high quality of life.

The Columbus region is widely recognized for its collaborative, innovative, driven culture and deep, diverse talent base. Anchored by The Ohio State University, one of the nation's largest public research universities, along with Battelle, a global research and development organization, and a broad network of colleges and institutions, central Ohio offers an exceptional environment for research, innovation, workforce development, and public-private collaboration. This spirit of partnership extends across the healthcare, education, government, and business sectors, creating a community where leaders can have meaningful, statewide impact.

Quality of life is a defining strength of the region. Columbus offers a vibrant arts, dining, and professional sports scene; nationally recognized cultural institutions; diverse and welcoming neighborhoods; and access to extensive parks and recreational amenities. These offerings are complemented by a cost of living consistently below the national average and average commute times of just over 20 minutes, enabling an excellent balance between professional engagement and personal life. The region is repeatedly recognized for its livability, affordability, and family-friendly environment.

Economic growth across Central Ohio and the state continues to accelerate. A defining catalyst is Intel's \$28 billion Ohio One semiconductor campus near New Albany, the largest private-sector investment in Ohio's history, which is expected to drive significant long-term job creation, supplier expansion, and infrastructure development across the region. At the state level, JobsOhio, the state's private, nonprofit economic development organization, continues to support business expansion, workforce development, and industry diversification, positioning Ohio for sustained growth across advanced manufacturing, healthcare, life sciences, logistics, and technology.

Columbus's strategic location further enhances its appeal. Situated within a one-day drive of nearly half of the U.S. population, the region offers exceptional accessibility for statewide and national engagement. John Glenn Columbus International Airport is located approximately 10 minutes from downtown and provides extensive nonstop service, supporting convenient travel and strong connectivity to major markets.

Ohio is home to one of the country's largest and most complex healthcare ecosystems, encompassing academic medical centers, large integrated delivery systems, independent community hospitals, children's hospitals, and rural providers. Central Ohio, in particular, features nationally recognized health systems and a strong concentration of pediatric, behavioral health, and specialty care services. This dynamic and diverse healthcare landscape makes Ohio a uniquely compelling environment for healthcare leadership, policy engagement, and system-level innovation.

Together, Columbus and Ohio offer the incoming CEO of the Ohio Hospital Association a distinctive opportunity to live in a thriving, accessible, and culturally rich community while leading at the center of one of the nation's most influential healthcare markets.

Procedure for Candidacy

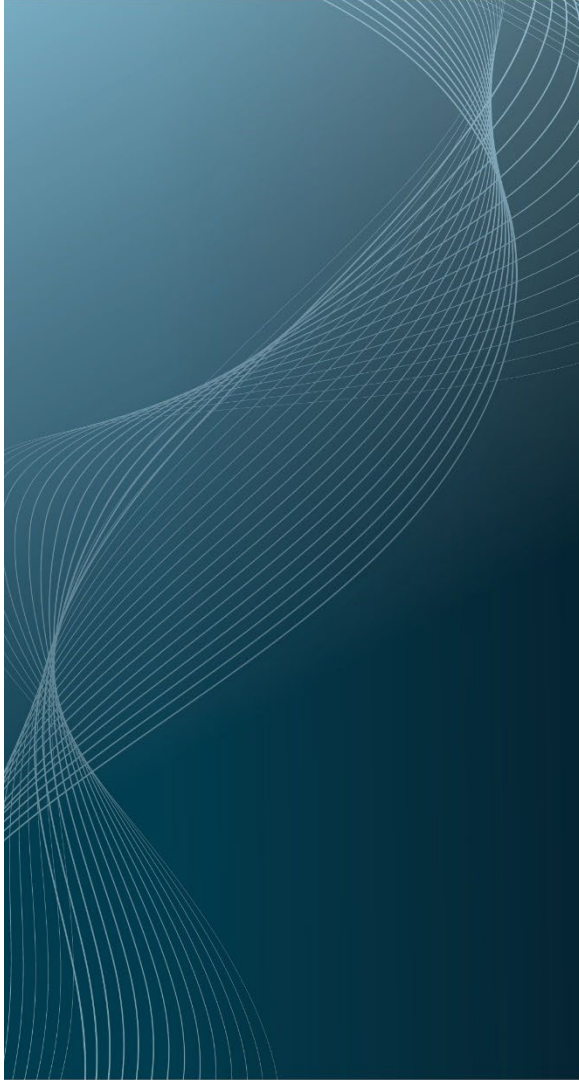
All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV/resume and a letter of interest. Review of applications has begun and will continue until the position is filled.

Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting OHA with this recruitment, preferably via e-mail to Taeler Kaufmann at tkaufmann@wittkieffer.com.

	Title	Phone
Paul Bohne	Managing Partner, Search	(781) 564-2623
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