



## Chief Executive Officer

### Leadership Profile

July 2026

*Prepared by Mark Andrew and Charlotte Harris*



## Contents

|                          |    |
|--------------------------|----|
| The Opportunity          | 01 |
| Organization Overview    | 02 |
| Position Summary         | 06 |
| Goals and Objectives     | 09 |
| Candidate Qualifications | 10 |
| The Community            | 11 |
| Timeline                 | 13 |
| Procedure for Candidacy  | 14 |

## The Opportunity

Olympic Medical Center (OMC) seeks a strategic, relationship-oriented leader with strong financial acumen, healthcare operations credibility and exceptional communication skills to lead one of Washington's most important community hospitals during a pivotal chapter in its history. As the healthcare anchor for Washington's North Olympic Peninsula, OMC has served the region for 75 years and remains committed to ensuring local access to high-quality, comprehensive healthcare for the communities it serves. The next Chief Executive Officer (CEO) will have the opportunity to build upon this legacy while positioning the organization for long-term sustainability and success.

The CEO will partner with the Board of Commissioners, medical staff, employees, community leaders, and regional stakeholders to advance OMC's mission and strategic priorities in an increasingly complex healthcare environment. The successful candidate will lead a dedicated workforce, maintain strong physician and provider engagement, and foster a culture centered on quality, safety, service excellence, and accountability.

At a time when healthcare organizations nationwide are navigating reimbursement pressures, workforce shortages, evolving consumer expectations, and increasing demands for access and affordability, OMC is advancing strategic initiatives to strengthen its future. These efforts include enhancing financial sustainability, expanding access to specialized services, supporting workforce recruitment and retention, and preserving safe, high-quality local care. A key priority is the exploration of a potential affiliation with the University of Washington and UW Medicine, which could enhance clinical capabilities, improve access to specialty and tertiary care, strengthen provider recruitment, and support the long-term sustainability of healthcare services across the Olympic Peninsula. The next CEO will play a central role in evaluating and advancing these opportunities, ensuring that any future partnership aligns with OMC's mission, preserves local access to care, and delivers meaningful value to the communities it serves.

The next CEO will have the ability to shape the future of healthcare delivery across Washington's North Olympic Peninsula while preserving the organization's mission, strengthening its operations, and ensuring access to care for generations to come. This leader must effectively balance strategic vision with operational execution, ensuring that OMC remains financially resilient while continuing to meet the healthcare needs of an aging population. Success will require a leader who can navigate complexity, build consensus among diverse stakeholders, communicate transparently, and inspire confidence throughout the organization and community, while thoughtfully leading strategic partnership and affiliation discussions that may shape the organization's future.

The successful candidate will be an experienced healthcare executive with a demonstrated record of leadership in a hospital, health system, or integrated delivery network. The CEO will bring strong strategic, operational, and financial leadership skills, along with the ability to build trusted relationships with physicians, employees, board members, and community stakeholders. Candidates should possess experience leading change, improving organizational performance, and navigating complex healthcare environments. The ideal leader will be a collaborative communicator with high integrity, a visible leadership style, and a commitment to quality, patient-centered care. Experience in community-based, rural, or public healthcare settings and involvement in strategic partnerships or affiliation initiatives is highly desirable.

## Organization Overview

Olympic Medical Center is a municipally owned public healthcare system serving Port Angeles, Sequim, and communities across the North Olympic Peninsula. Governed by a seven-member publicly elected Board of Commissioners, OMC has served as the region's healthcare anchor for 75 years and remains committed to ensuring local access to high-quality, comprehensive healthcare services.

The organization operates Olympic Memorial Hospital, a general acute-care facility licensed for 67 beds, including a birth center. The hospital serves as the centerpiece of an integrated delivery system that includes emergency services, a Level III Trauma Center, advanced surgical services, cancer care, cardiac services, imaging, laboratory services, physical therapy and rehabilitation, and a broad range of outpatient programs.



OMC's delivery system consists of three primary divisions: Olympic Memorial Hospital; Olympic Medical Physicians, a network of 17 physician clinics providing primary and specialty care services; and Olympic Medical Home Health, which extends care to patients throughout the community. Through its employed physician network and outpatient services, OMC offers care across numerous specialties, including primary care, cardiology, cancer care, gastroenterology, general surgery, orthopedics, pulmonology, women's health, sleep medicine, and urology. Additional services include diagnostic imaging, laboratory services, rehabilitation, diabetes and nutrition programs.



OMC also operates a full-service ambulatory campus in Sequim offering Primary Care Clinic, Walk-in Clinic, Orthopedic Clinic, and Cancer Center accredited by American College of Surgeons Commission on Cancer equipped with a PET scanner and two state-of-the-art Varian TrueBeam linear accelerators. The Sequim campus also offers two specialty clinics with cardiology, gastroenterology, pulmonary and sleep medicine, urology services, obstetrics and midwifery services, as well as full suite of diagnostic imaging and laboratory services.

As the largest employer in Clallam County, OMC employs more than 1,485 individuals and serves a rural patient population, with the majority of patients residing within Clallam County. The organization is designated as both a Rural Sole Community Hospital and a Rural Referral Center, reflecting its essential role in providing healthcare access across a geographically expansive service area.

OMC is dedicated to delivering high-quality, patient-centered care while advancing the health and well-being of the communities it serves. The organization remains focused on clinical excellence, financial stewardship, workforce development, and preserving access to local healthcare services for residents throughout the Olympic Peninsula.

In September 2025, OMC and UW Medicine signed a Letter of Intent (LOI) to explore potential affiliation models. This was the beginning of a period of due diligence, during which the organizations are collaborating to determine the details of a final agreement. As part of this process, both organizations engaged one of the top healthcare financial advisory firms to conduct a financial and operational assessment of OMC to provide an in-depth study of opportunities for growth and readiness for affiliation. This process is providing both organizations with the comprehensive insight needed to ensure that a future affiliation is well-informed, sustainable, and designed to serve the patients of the Olympic Peninsula best.

## Mission, Vision, and Values

### Our mission

*Working together to provide excellence in healthcare.*

### Our values

**Quality:** Provide care that is safe, effective, patient-centered, timely, efficient and equitable.

**Safety:** Promote a culture of safety for our patients, visitors and employees.

**Teamwork:** With individual skills, knowledge and positive attitudes, effectively work collaboratively in providing excellence in healthcare for our patients.

**Compassion:** Engage patients as individuals in a mindful, empathetic and meaningful way. Take the time to communicate and listen to our patients.

**Respect:** Value our patients and regard them and their loved ones with acceptance, courtesy and dignity; provide the same value to those with whom we work.

**Integrity:** Adhere to moral principles that include honesty, sincerity, fairness and decency, and reflect these principles in the care and service we provide.

**Stewardship:** Carefully and responsibly protect and manage the resources entrusted to the hospital district.

### Our vision

- Olympic Medical Center will achieve excellence and provide quality, value and safety in everything we do.
- Medical staff, clinicians and employees will exhibit Olympic Medical Center's core values and perform daily activities with the highest professional and ethical standards.
- The community will benefit from Olympic Medical Center's local focus as the triple aim of improving individual patient experiences, improving our community's health and maintaining financial stewardship.

## OMC Awards and Recognitions



## OMC key financial and operating information

| Olympic Medical Center               | 6 months<br>CY2026 | Audited<br>CY2025 | Audited<br>CY2024     |
|--------------------------------------|--------------------|-------------------|-----------------------|
| <b>Financial Data</b>                |                    |                   |                       |
| <b>Revenues</b>                      |                    |                   |                       |
| Net Patient Revenue                  | 138,312,184        | 273,310,119       | 256,775,975           |
| Other Revenue                        | 6,990,723          | 15,169,578        | 9,308,351             |
| Total Operating Revenue              | 145,302,907        | 288,479,697       | 266,084,326           |
| <b>Expenses</b>                      |                    |                   |                       |
| Salary & Benefit Costs               | 88,196,747         | 183,158,320       | 168,419,028           |
| Supplies, Pro Fees & Other           | 50,624,033         | 103,188,756       | 95,832,938            |
| Interest Expense                     | 0                  | 217,969           | 24,486                |
| Depreciation & Amortization          | 8,186,259          | 17,297,207        | 14,841,890            |
| Total Expenses                       | 147,007,039        | 303,862,252       | 279,118,342           |
| Net Income on Operations             | (1,704,132)        | (15,382,556)      | (13,034,016)          |
| <b>Operating Data</b>                |                    |                   |                       |
| Operating Beds                       | 67                 | 67                | 67                    |
| Average Daily Census                 | 37.6               | 38.7              | 39                    |
| Admissions                           | 2,184              | 4,166             | 3,795                 |
| Patient Days (excludes Nursery/NICU) | 6,811              | 14,139            | 14,241                |
| Births                               | 155                | 409               | 380                   |
| Inpatient Surgeries                  | 404                | 769               | 743                   |
| Outpatient Visits (non-ER)           | 244,102            | 495,700           | 479,654               |
| Emergency Room Visits                | 14,633             | 27,529            | 27,145                |
| ALOS – Medicare                      | 3.5                | 3.8               | 4.2                   |
| ALOS – Hospital Wide Adults          | 3.3                | 3.6               | 3.9                   |
| Total FTEs                           | 1,274              | 1,393             | 1,404                 |
| Case Mix Index, Adult                | 1.1942             | 1.2468            | 1.2632                |
| FTEs/AOB                             | 7.18               | 7.82              | 7.54                  |
| <b>Other Data</b>                    |                    |                   |                       |
| <b>Payer Mix</b>                     |                    |                   |                       |
| Medicare Traditional & Managed       | 60.8%              | 60.6%             | 61.1%                 |
| Medicaid Traditional & Managed       | 14.5%              | 13.6%             | 13.3%                 |
| Commercial/Managed Care              | 13.1%              | 14.3%             | 14.3%                 |
| Self-Pay                             | 1.1%               | 1.1%              | 1.2%                  |
| Work Comp & Other                    | 10.5%              | 10.8%             | 10.1%                 |
| Percentage IP Business (hospital)    | 22%                | 22%               | 22%                   |
| Percentage OP Business (hospital)    | 64%                | 64%               | 62%                   |
| <b>Balance Sheet</b>                 |                    |                   |                       |
| Long-Term Debt                       | 40,865,801         | 42,026,757        | 44,278,782            |
| Days Cash on Hand                    | 30.20              | 28.23             | 29.78                 |
| Net Days in AR                       | 32.91              | 32.76             | 34.16                 |
| Bond Rating                          | A1-Aaa             | A1-Aaa            | Not on Bond Statement |

## Position Summary

The Chief Executive Officer serves as the senior executive leader of Olympic Medical Center and is responsible for the overall strategic, operational, financial, and clinical performance of the organization. Reporting to and working in close partnership with the Board of Commissioners, the CEO provides leadership to advance OMC's mission, vision, and long-term strategic priorities while ensuring the delivery of high-quality, accessible healthcare services to the communities it serves.

The CEO is responsible for guiding the organization through an increasingly complex healthcare environment, fostering financial sustainability, operational excellence, quality outcomes, and organizational growth. This leader will cultivate strong relationships with physicians, employees, board members, community leaders, and external partners while promoting a culture of accountability, collaboration, innovation, and service excellence.

As the public face of the organization, the CEO will provide visionary leadership, champion community engagement, and ensure OMC remains responsive to the evolving healthcare needs of the Olympic Peninsula. The successful candidate will possess a thorough understanding of healthcare operations and finance, a commitment to ethical and transparent leadership, and a demonstrated ability to lead diverse teams through change while advancing organizational performance and fostering a culture centered on quality, compassion, and patient-centered care.



## Reporting Relationships

The CEO will report to the Board of Commissioners.

Currently reporting to the CEO are the following positions:

- Chief Financial Officer
- Chief Medical Officer / Safety Officer
- Chief Nursing Officer
- Chief Ambulatory Services Officer
- Administrative Director of Human Resources
- Director of Marketing and Communications
- Olympic Medical Physicians Council (OMP Council)

## Responsibilities

- Provides direction and leadership in the development of strategy, leveraging organizational strengths and relationships to execute on key operating/financial metrics and market growth.

- Assists, counsels, and advises the Board of Commissioners on the establishment of District policies; acts as agent of the Board in carrying out such policies.
- Recommends OMC policy positions regarding legislation, government, administrative operation and other matters of public policy as required.
- Assists the Board of Commissioners in effectively fulfilling their responsibilities by keeping the Board informed, on a monthly basis, of the operating results of OMC; compares monthly operations to Board approved plans and budgets explaining variances that may arise.
- Complies with System policies and procedures and maintains a state of corporate compliance at all times.
- Seeks community input, and develops systems, to routinely assess the health and healthcare needs of the community, including, but not limited to the Community Health Needs Assessment.
- Promotes a data driven culture to drive such things as business intelligence, business analytics and cost accounting.
- Assists and advises the Board with respect to public District authority and changes in state statutory guidelines and requirements.
- Develops appropriate strategic and annual operating plans that document the long and short-term goals and objectives of OMC.
- Pursues and supports the appraisals and development of new programs which could benefit the long-range success and survival of OMC.
- Establishes methods which will foster the achievement of District goals and objectives and support the efficiency and effectiveness of all operations through proper communication and coordination.
- Coordinates all operations with the medical staff, its committee structure and its leadership; demonstrates a proactive and positive relationship with the medical staff.
- Ensures a consistency of purpose and mutuality of interest between the operations and bylaws of the medical staff and the policies and bylaws of OMC.
- Develops and maintains Quality Improvement and Process Improvement programs designed to enhance quality and customer satisfaction.
- Establishes operating policies and procedures for all departments, delegating specific responsibility for documentation, monitoring, compliance, and reporting of results to subordinates, as required.
- Establishes and maintains a comprehensive budgeting program for OMC. This program includes an appropriate consideration of operational, financial and statistical information needed to efficiently and effectively control all District operations.
- Generates sufficient net income to meet established financial goals.
- Develops strong marketing and public relations programs.
- Encourages the development of services which promote District growth and expanded potential constituencies.

- Establishes a proper, consistent image of OMC and its operations.
- Represents OMC to a variety of individuals, community groups, and health industry organizations.
- Maintains active professional contacts through local, state and national associations in order to effectively network, as required.
- Participates in outside programs and community affairs in order to represent OMC, as appropriate.
- Demonstrates the ability to effectively represent OMC at national, state and local meetings, conferences and conventions, as required.
- Remains current with national and local issues affecting District administration and their potential impact on OMC; serves as a well-informed advisor to the Board of Commissioners.
- Demonstrates organizational values in performance and behavior.

## Goals and Objectives

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

- Establish personal and professional credibility with the Board of Commissioners, physicians, employees, leadership team, and community stakeholders through a leadership style built on trust, collaboration, transparency, and accountability. Become a visible, engaged, and accessible leader who fosters confidence across the organization.
- Ensure OMC remains the provider, employer, and healthcare partner of choice for the communities it serves while advancing the organization's mission, vision, and long-term strategic goals.
- Partner with the Board to refine and define a strategic vision that, when operationally executed, positions OMC for long-term success, ensuring the organization remains responsive to the evolving healthcare needs of the communities it serves.
- Advance the UW Medicine strategic partnership opportunity that supports OMC's long-term sustainability while preserving its mission, community focus, and commitment to local healthcare access.
- Develop and implement strategies to strengthen financial performance through disciplined stewardship, operational efficiency, sustainable growth, and responsible resource management.
- Develop a high-performing organizational culture that reflects OMC's mission, values, and commitment to service. Foster an environment of respect, teamwork, communication, and shared accountability while enhancing engagement throughout the organization.
- Build strong relationships with physicians and advanced practice providers based on collaboration, inclusion, and mutual trust. Enhance provider engagement through active communication, responsiveness, and visible support of the medical staff.
- Align physicians, leaders, and employees around common goals that improve quality, strengthen operational performance, enhance the patient experience, and support the organization's mission and strategic objectives.
- Foster a patient-centered culture in which quality, patient safety and service excellence serve as foundational priorities and key differentiators for OMC.
- Address workforce challenges through proactive recruitment, retention, succession planning, and workforce development initiatives while maintaining a highly engaged and committed employee population.
- Demonstrate exceptional communication skills and the ability to connect authentically with diverse stakeholders. Establish a reputation as a leader who is regularly present, visible, and actively engaged both within the organization and throughout the community.
- Strengthen community confidence in OMC through meaningful engagement with patients, elected officials, business leaders, philanthropic partners, and other key stakeholders across the North Olympic Peninsula.
- Understand the evolving healthcare landscape and proactively position the organization to respond to emerging opportunities, market dynamics, regulatory changes, and competitive pressures.

## Candidate Qualifications

The ideal candidate for the Chief Executive Officer position will possess the following qualifications, experience, and personal characteristics.

### Education/Certification

- An advanced graduate degree (MBA, MHA, JD, MD, DO or equivalent) is required.

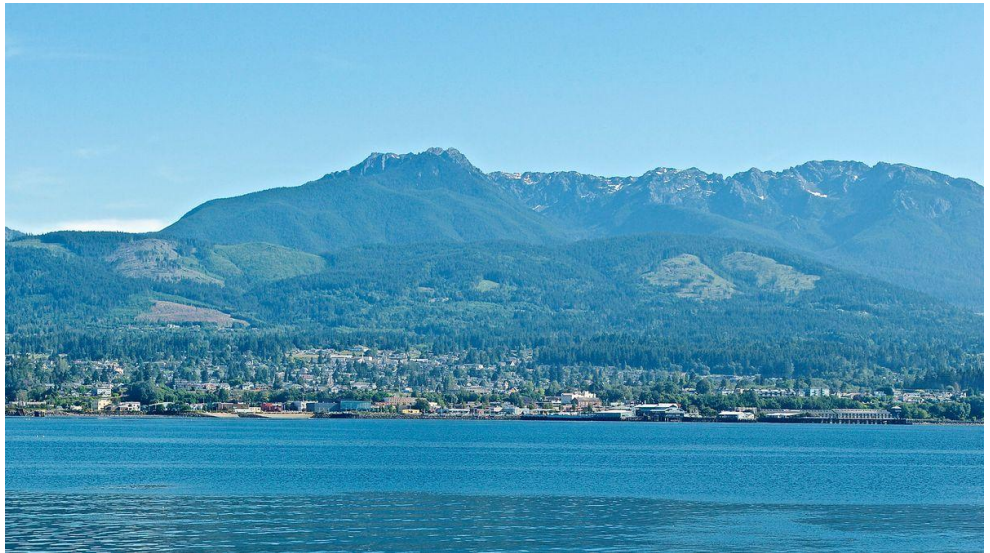
### Knowledge, Experience and Skills

- A minimum of 10 years progressive leadership experience commensurate with CEO-level responsibilities in a complex hospital. The ideal candidate will have experience in rural hospital or health system that includes an integrated clinic delivery system.
- Demonstrated success in developing trusting medical staff relationships, engaging medical staff leaders in future plans and collaborating on clinical quality, service and program growth.
- Able to represent OMC positively at all times as an individual of unquestioned personal and professional integrity. Possesses an open, visible, accessible and cooperative management style, able to interact in an authentic way at all levels of the organization and community.
- Demonstrates excellent communication skills, including the ability to articulate the vision, mission and values of the organization; outstanding written, oral and presentation skills are required.
- A history of positive board and executive team relationships. Prior experience working with a publicly elected Board of Commissioners is preferred.
- Strong business and financial acumen. Demonstrates the ability to leverage financial and operational knowledge to manage, lead and promote the financial stability of the organization.
- Extensive experience in developing and implementing effective operational, clinical quality and financial systems and controls. Demonstrated executive team performance and accountability.
- A visionary who has a record of accomplishment in successfully identifying, formulating, and executing new strategies. Demonstrates a history of taking calculated, innovative, and sound risks.
- A firm grasp of current and future healthcare policies, practices, and trends affecting the industry to position OMC for success in this era of unprecedented change.
- Exhibits strong interpersonal skills, able to lead people and have them rally behind their ideas, and maintain high staff morale. Humble, yet confident, genuine, and trustworthy. Leads by example and walks the talk.
- Comfortable engaging with a variety of community stakeholders. Through past roles, has shown an ability to become a leader in the community by representing the hospital to the community and regional stakeholders.
- Has a facilitative personality and the ability to lead the organization through complex and continuous change with strong change-management and conflict resolution skills.
- Comfortable and experienced with active fundraising and engaging with donors in support of an organization's strategic imperatives.

## The Community

### Port Angeles, Washington

The city of Port Angeles is situated on the northern edge of the Olympic Peninsula along the shore of the Strait of Juan de Fuca with a population of just over 20,000. It is the most populous city in Clallam County, as well as the most populous city on the Olympic Peninsula. Clallam County has a population of nearly 80,000. Port Angeles features a long and narrow glacial moraine named Ediz Hook that projects northeasterly nearly three miles into the Strait. Ediz Hook creates a large, natural deep-water harbor shielded from the storms and swells that move predominantly eastward down the Strait from the Pacific Ocean. The harbor is deep enough to provide anchorage for large ocean-going ships such as tankers and cruise ships. The south shore of Vancouver Island and the city of Victoria, British Columbia are visible across the Strait to the north.



Port Angeles is also the location of the headquarters of [Olympic National Park](#), which encompasses most of the Olympic Mountains. It is the gateway to adventure on Washington's Olympic Peninsula, where nearly one million acres of Olympic National Park and over 400 miles of coastline await. Sitting at the entrance to one of the nation's most diverse national parks and the Pacific Northwest's only UNESCO World Heritage Site, Port Angeles is the perfect basecamp for year-round exploration. Hike, bike, tide pool, and beachcomb your way through the park and beyond — the adventures are endless.

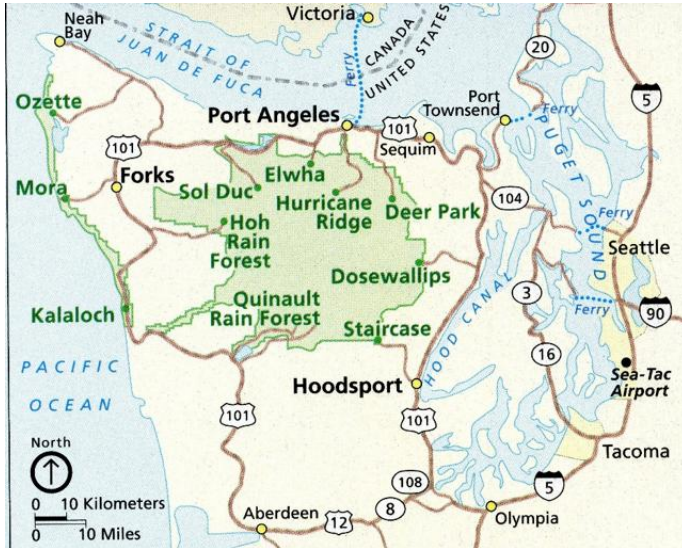
Port Angeles is located in the rain shadow of the Olympic Mountains, which means the city gets significantly less rain than other areas of western Washington. The average annual precipitation total is approximately 25 inches, compared to Seattle's 38 inches or Forks' 100 inches. Temperatures are moderated by the maritime location, with winter lows rarely below 25° and summer highs rarely above 80°. However, in the winter, the city can be vulnerable to windstorms and Arctic cold fronts that sweep across the [Strait of Juan de Fuca](#). Port Angeles receives about 4 inches of snow each year, but it rarely stays on the ground for long.

Public school education is provided by the Port Angeles School District which operates five elementary schools, one middle school, a high school, an alternative high school and a vocational school. In addition, there are two private schools, Queen of Angels Catholic School and Olympic Christian School, both of which serve grades K-8. Peninsula College is a community college based in Port Angeles that serves the Olympic Peninsula.

For more information, please visit: <https://www.visitportangeles.com/>

## Sequim

Sequim is a city in Clallam County. It is located on the north side of the Olympic Peninsula between the Dungeness River and Sequim Bay. The city is south of the [Strait of Juan de Fuca](#) and north of the Olympic Mountains. The estimated population in 2023 was 8,203. Sequim is connected to nearby Port Angeles by U.S. Route 101, which runs south of the city's downtown.



The city lies within the rain shadow of the Olympic Mountains and receives, on average, less than 16 inches of rain per year – about the same as Los Angeles – giving rise to the region's local nickname of *Sunny Sequim*. However, the city is relatively close to some of the wettest temperate rainforests of the contiguous United States. This climate anomaly is sometimes called the "Blue Hole of Sequim". Fogs and cool breezes from the Strait of Juan de Fuca make Sequim's climate more humid than would be expected from the low average rate of annual precipitation.

Sequim and the surrounding area are particularly known for the commercial cultivation of lavender, supported by the unique climate. The city is nicknamed the "Lavender Capital of North America".

The area is also known for its Dungeness crab, named for the nearby Dungeness Spit.

## Timeline

Potential interview dates for this position have been outlined as follows:

- Paper presentation of qualified candidates to Search Committee: Week of September 14
- Round One interview dates: Week of September 28
- Round Two interview dates: Week of October 19

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

## Procedure for Candidacy

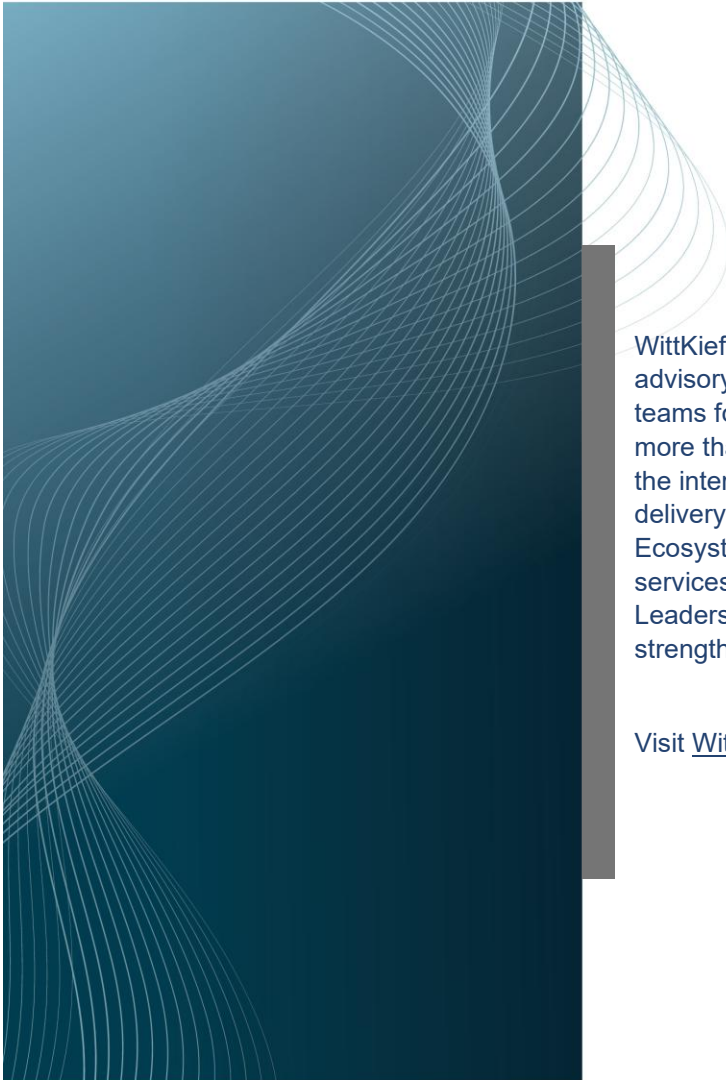
Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by [clicking here](#). New users should select “**Register Here**” to create an account before proceeding. After logging in, navigate to “**Open Positions**” and locate the role by entering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

|                                                                                                                                               |                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Mark Andrew</b></p> <p>Senior Partner</p> <p>(949) 466-1160</p> <p><a href="mailto:marka@wittkieffer.com">marka@wittkieffer.com</a></p> | <p><b>Charlotte Harris</b></p> <p>Senior Associate</p> <p>(630) 990-5828</p> <p><a href="mailto:charris@wittkieffer.com">charris@wittkieffer.com</a></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|

*Olympic Medical Center 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.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Olympic Medical Center documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from Olympic Medical Center and/or are owned by Witt/Kieffer Inc. via Getty Images.



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.

# *WittKieffer*