



The UNIVERSITY of OKLAHOMA

Chief Operating Officer

LEADERSHIP PROFILE

JANUARY 2026

Prepared by Jason Petros and Tricia Porter

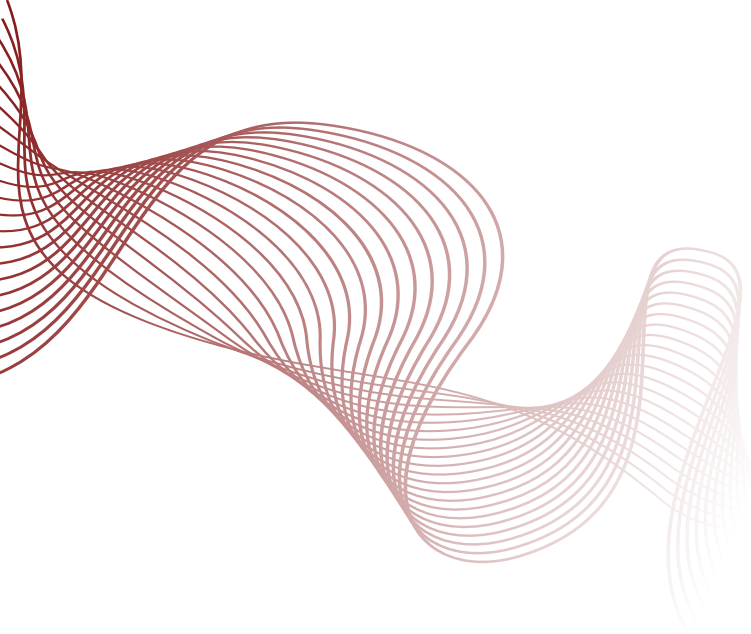


WittKieffer



CONTENTS

- 01** The Opportunity
- 02** Organization Overview
- 08** Position Summary
- 10** Goals and Objectives
- 12** Candidate Qualifications
- 14** The Community
- 16** Timeline
- 16** Procedure for Candidacy



THE OPPORTUNITY

OU Health is advancing into an era of growth and transformation. As Oklahoma's only fully integrated academic health system, OU Health is reshaping care delivery, education, and research to meet the needs of an evolving healthcare landscape. With a statewide footprint and a mission rooted in improving lives, OU Health is investing in advanced facilities, pioneering care models, and expanding access to ensure that every patient receives world-class care close to home.

The Chief Operating Officer (COO) will be the architect of operational excellence across this enterprise. Reporting directly to the President and Chief Executive Officer and partnering closely with clinical and academic leaders, the COO will oversee operations across multiple hospitals, specialty centers, and ambulatory sites within a \$3+ billion health system. This leader will unify operations, optimize performance, and ensure that OU Health's ambitious vision translates into measurable results through driving efficiency, quality, and affordability at scale.

This is an opportunity to lead with impact and purpose. OU Health has doubled its enterprise size in three years and is investing in transformative projects, including a major cancer center expansion and statewide initiatives to close gaps in care. The COO will shape operational strategies that enable these advancements, leveraging technology, data, and process innovation to improve patient outcomes and experience.

Over the last year, the organization has expanded its cancer care, breaking ground on a 176,000 sq. ft. Stephenson Cancer Facility in Tulsa, set to open in 2028 and opened the McAlester Cancer Center, bringing advanced oncology services to rural southeastern Oklahoma. It has improved its branding to reinforce its academic health system identity for patients and consumers, and it has refreshed its strategic plan. Additionally, OU Health has launched hybrid nursing models that combine virtual and in-person care to improve coordination and expanded partnerships for graduate medical education and nursing programs to address potential future workforce shortages.

For an accomplished operational leader, the challenge and the reward are extraordinary. This role offers the chance to build a legacy of excellence within an integrated academic health system that is charting a new course for medicine in Oklahoma. It demands vision, agility, and a passion for transforming healthcare at scale. For those ready to lead in an environment of growth, innovation, and mission-driven impact, OU Health offers a unique platform.

ORGANIZATION OVERVIEW

OU Health

OU Health, headquartered in Oklahoma City, is Oklahoma's only comprehensive academic health system of hospitals, clinics, and centers of excellence. As of July 2021, the organization underwent a transformation that has led to a fully integrated academic health system that is consistently ranked in the top quartile of performance. The University of Oklahoma's College of Medicine Faculty Practice, OU Physicians, and OU Medicine, Inc. began the process of merging their assets into a single organization, known as OU Health.

The organization is now made up of the OU Health University of Oklahoma Medical Center, OU Health Edmond Medical Center, Oklahoma Children's Hospital OU Health, OU Health Stephenson Cancer Center, OU Health Partners, and the OU Health Retail Pharmacies. Translated, this unification and transformation for OU Health is creating an organizational culture focused on a patient-centered approach to improving the health of every Oklahoman.

With nearly 1000 hospital beds, OU Health is the destination of choice for patients with complex and serious conditions as a top-tier academic referral center. OU Health has 11,000 employees, including more than 1,300 physicians and advanced practice providers in Oklahoma's largest physician network offering a complete roster of specialty care.

OU Health is governed by a 15-member Board representing a blend of five University of Oklahoma appointees, five independent community directors elected through a nominating process, and five directors appointed by the University Hospitals Authority and Trust.

Purpose

Improving lives through healing and discovery

Values

1. Integrity
2. Relentless Excellence
3. Patients First
4. Inclusion
5. Teamwork
6. Learning

OU Health Quick Facts

- Total Revenue - \$3.3 billion
- Operating EBIDA - \$343 Million
- Hospital Admissions: 42,587
- ED & Trauma Visits – 147,656
- ED Admissions – 27,158
- Transfer Requests Accepted – 18,582
- Inpatient Surgeries – 13,716
- Licensed Beds – 944
- Hospital Locations – 3
- Outpatient Locations – 38
- OU Health Providers – 1264
- College of Medicine Residents & Fellows – 628
- OU Health Employees – 11,434

OU Health Includes:

- OU Health University of Oklahoma Medical Center
- OU Health Edmond Medical Center
- Oklahoma Children’s Hospital OU Health
- OU Health Stephenson Cancer Center
- OU Health Partners (physician practice and ambulatory care)

OU Health University of Oklahoma Medical Center

OU Health University of Oklahoma Medical Center, located in Oklahoma City, is the only comprehensive academic hospital in the state, offering the widest range of medical and surgical services in the region. Serving as Oklahoma’s premier Level I trauma center, the hospital is a multi-state resource for every aspect of injury prevention and treatment. University of Oklahoma Medical Center offers the highest level of care for stroke patients, providing unmatched neurology and neurosurgery services, and is home to Oklahoma’s most experienced organ transplant team. Becker’s Hospital Review named it one of the 100 Great Hospitals in America for 2025. From advanced cardiac care to orthopedic services and more, patients benefit from healthcare based on the latest research and medical advances.



OU Health Edmond Medical Center

A cornerstone of the Edmond community for 75 years, OU Health Edmond Medical Center is a full-service community hospital offering a direct connection to the knowledge and resources of the state's only comprehensive academic medical center. The facility offers patients clinical excellence in services ranging from emergency care to surgical procedures. Outpatient services include cutting-edge diagnostic imaging, a cardiac catheterization lab and outpatient physical rehabilitation programs. The OU Health Autumn Life Center for Geriatric Behavioral Health is Edmond's only inpatient behavioral health program and is recognized for its innovative therapy programs.

Oklahoma Children's Hospital OU Health

At Oklahoma Children's Hospital OU Health, staff blends years of training with education, research and technology to improve the lives of women and children throughout the region. Oklahoma Children's Hospital was named one of the Top 50 Children's Hospitals for Pediatric Cardiology & Heart Surgery and Pediatric Gastroenterology & GI Surgery by *U.S. News & World Report* in its most recent rankings. The Oklahoma Children's Hospital neonatal intensive care unit provides the highest level of newborn care in Oklahoma. An embedded service within the Oklahoma Children's Hospital is the Women's and Newborn Service, which is a regional referral center for the state, providing prenatal and delivery care for pregnancies ranging from low risk to the most complicated. Oklahoma Children's Hospital is also home to the only 24/7 pediatric emergency room in Oklahoma City. From advanced surgical services to general pediatrics, oncology care and more, Oklahoma Children's Hospital provides cutting-edge research and treatments through hospital-based and outpatient services. This is the only comprehensive children's hospital in the state.



OU Health Stephenson Cancer Center

OU Health Stephenson Cancer Center was named Oklahoma's top facility for cancer care by *U.S. News & World Report* in its 2020–21 rankings. Stephenson Cancer Center, the state's only comprehensive bone marrow transplant center, offers more radiation therapy options than any hospital in Oklahoma. The Cancer Center is the only NCI designated cancer center in the state of Oklahoma and is #1 out of 32 U.S. cancer centers achieving Lead Academic Participating Sites (LAPS) status in NCI's National Clinical Trials Network (NCTN). The Cancer Center has 250+ ongoing original biomedical research projects to explore cancer and develop new and more effective treatments. Additional locations and services are being delivered through Norman, McAlester and a future Tulsa location. For more information on the Stephenson Cancer Center, please [click here](#).

OU Health Partners

OU Health Partners (OUHP) is a 501c3 faculty group practice and is the exclusive provider enterprise for OU Health. It serves as the home of all credentialed providers within the OU Health system. OUHP is responsible for the delivery of patient clinical services, practice oversight, and management of the professional medical practice of OUHP. OUHP operates under various DBA identifiers, such as OU Health Physicians and/or OU Health Children's Physicians.

OUHP represents the largest group of physicians in Oklahoma, with the greatest number of subspecialists. There are over 1200 physicians within OUHP across a large number of hospital and community-based clinics representing specialists who are the primary caregivers to the state's only academic health system as well as other OU Health entities.

OUHP is governed by a 15-member [Board of Directors](#), which oversees operations, policies, compensation, and benefits for the providers.



University of Oklahoma Health Campus

The University of Oklahoma Health Campus is the academic partner of OU Health, the state's only comprehensive academic health system of hospitals, clinics and centers of excellence. One of the nation's few academic health centers with seven professional colleges – Allied Health, Dentistry, Medicine, Nursing, Pharmacy, Public Health, Graduate Studies – the University of Oklahoma Health Sciences Campus approximately 4,000 students in more than 70 undergraduate and graduate degree programs on campuses in Oklahoma City and Tulsa. The OU Health Sciences Center is ranked 108 out of over 2,900 institutions in funding received from the National Institutes of Health, according to the Blue Ridge Institute for Medical Research.

University of Oklahoma College of Medicine

Founded in 1910, the University of Oklahoma College of Medicine trains the next generation of healthcare professionals. Campuses in Oklahoma City and Tulsa offer the state's only Doctor of Medicine (M.D.) degree program, a nationally competitive Physician Assistant (PA) program, the M.D./Ph.D. dual-degree program, the option to take MPH coursework, and a multitude of graduate medical education (GME) residency and fellowship programs. For more information, visit medicine.ouhsc.edu. OU Health Partners physicians are College of Medicine faculty.

Governance

A volunteer Board of Directors comprised of a 15-member Board representing a blend of five University of Oklahoma appointees, five independent community directors elected through a nominating process, and five directors appointed by the University Hospitals Authority and Trust. The Board of Directors has the fiduciary responsibility of establishing institutional policies regarding the governance and oversight of OU Health. The Board's key responsibility is stewarding the institution's culture, strategy, finances, and brand.

To learn more about OU Health, please [click here](#).

Awards and Recognition

- OU Health Stephenson Cancer Center is the state's only NCI Designated Cancer Center, one of 71 in the nation.
- Oklahoma Children's Hospital is the only freestanding, comprehensive children's hospital in Oklahoma. University of Oklahoma Medical Center is a Top 100 Hospital by Becker's Hospital Review.
- In results of the annual survey conducted by Consumer Assessment of Healthcare Providers and Systems (CAHPS) for Merit-based Incentive Payment Systems (MIPS), patients gave OU Health Physicians high marks.
- Of patients surveyed, 91% rated their OU Health Physicians providers a nine or ten, the highest possible score, significantly above the national average rating of 82%.
- OU Health Physicians had scores well above the national average in the nine other key domains of patient experience measured by the survey.

- OU Health Physicians primary care clinics in Tulsa and Oklahoma City have earned Patient-Centered Medical Home designation, a distinction awarded by the National Committee for Quality Assurance (NCQA). Having earned this designation, clinical practices maintain NCQA standards of compliance for the most timely and appropriate care.
- Becker's Healthcare 150 Top Places to Work in Healthcare 2024 and 2025.
- Oklahoma Magazine - 2025 Great Companies to Work For
- Wellness Alliance WELCOA Platinum Award Winner 2025
- Brandon Hall Group Learning & Development Gold Awards (2)
- Training MVP Award (formerly the Apex Award) 2025





POSITION SUMMARY

Duties and Responsibilities

The successful Chief Operating Officer candidate will carry forward the organization's ongoing vision of access expansion, academic integration, brand modernization, innovation in care models and advanced clinical trials and financial growth.

This leader will ensure the organization's focus is steadfast in terms of becoming a highly integrated health system that improves efficiency, quality, access, and affordability. They will position OU Health as a destination for complex care and research-driven therapies and they will expand their statewide impact through the support of rural hospitals and improved access to care.

Key Leadership Values and Measures of Success

Patients First

- Builds a patient-first environment.
- Ensures OU Health achieves top quartile performance across the enterprise.
- Champions OU Health adopting High Reliability principles.

Shaping Healthcare Strategy

- Owns the development, refinement, line of sight, and implementation of the OU Health Strategic Framework.
- Advocates for legislation and regulations that support the organization's interests.
- Ensures appropriate governance exists throughout the organization.
- Keeps abreast of the healthcare landscape to uncover opportunities and threats.

Champion an Inclusive Culture

- Sets the tone for welcoming people of all backgrounds, viewpoints, and cultures.
- Ensures equitable access and care delivery for all patients.
- Encourages organizational and individual responsibility toward diversity and inclusion.
- Creates a sense of belonging at OU Health by connecting people to the organization's purpose.

Building Networks & Partnerships

- Initiates and maintains strategic relationships with both internal and external stakeholders.
- Creates trust with consistency between words and actions.
- Grasps the complexity, ambiguity, and interplay of internal and external environments.
- Builds coalitions to achieve enterprise goals.

Delivering Results

- Achieves people and culture objectives.
- Achieves clinical and operations objectives.
- Achieves community role and responsibility objectives.
- Achieves growth, finance, and resources objectives.

Executive Presence

- Demonstrates appearance qualities (poised, polished, authentic, energetic).
- Demonstrates strong communication qualities (superior speaking skills, command of the room, listening, body language).
- Demonstrates gravitas (confidence, decisiveness, integrity, vision).
- Demonstrates high levels of emotional intelligence.

Build Healthcare Talent

- Makes employee engagement a strategic priority for the organization.
- Ensures core competencies inform the talent lifecycle at OU Health.
- Achieves Oklahoma's Best Employers and America's Best Employers for Diversity.
- Achieves Best Organization for Training and Development and Well Workplace Award.

Behavioral Ground Rules for Success

1. The patient always has a voice in the room.
2. Robustly debate in the room with civility and leave with one voice.
3. Hold ourselves and each other accountable.
4. Provide and invite direct, constructive feedback.
5. Be the expert and respect others' expertise.
6. Own the whole before your piece.
7. Lead by example with a voice of optimism and hope.
8. Decision-making is data driven and decisive.
9. Advocate and support colleagues – act as one team.
10. Be fully present and prepared.



GOALS AND OBJECTIVES

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

- Support the overall success of OU Health as a key member of the senior leadership team.
- Evaluate the systems and processes in place across the health system and enhance, strengthen, and develop contemporary approaches to quality and safety, staff feedback and engagement, provider feedback and engagement, and other operational performance metrics.
- Continually focus the organization on operational alignment across hospitals, clinics, and academic units ensuring that OU Health moves toward its goal of a unified academic health system. This includes ensuring seamless, patient-centered processes and eliminating any potential redundancies.
- Promote oneself as an approachable, visible, authentic, and solutions-oriented leader who is inclusive and available to staff, faculty, and all providers while also displaying the necessary leadership convictions to hold people accountable. Mentor the leadership team and staff, actively fostering a positive team environment. Empower employees at all levels to be innovative and action-oriented.
- Lead the ongoing development of a strong, positive organizational culture that prioritizes patient-centeredness, collegiality, trust, and transparency. Serve as a role model of that culture and ensure that leaders embrace and embody it. Engage all members of the organization—staff, physicians, and leadership—in defining the culture and hardwiring the systems that will support and sustain it.
- Drive a strict organizational focus on quality, patient safety, service, efficiency, and access, operating and financial goals, and strive for continuous improvement in these areas by meeting established operating metrics. Advance a culture of excellence that places patient safety and quality as the highest priorities.
- Cultivate a strong and cohesive executive leadership team that is detail-focused and results-driven. Assess the existing team’s strengths and opportunities. Identify new leaders to fill existing senior team vacancies and evaluate organizational structure for maximum effectiveness. Leverage, mentor, and develop the team to allow members to reach their potential. Capitalize on the strengths of the team and develop goals and objectives with clarity in responsibilities and authority. Ensure that leadership development activities are well-developed and accessible.
- The COO will have primary accountability for delivering success for these current and future projects:
 - a. Chickasaw Nation Partnership (Ongoing)
 - b. Largest Value Partner with Siemens (Ongoing)
 - c. Pediatric Behavioral Health Center December – December 2026 Opening
 - d. Pediatric Heart Institute – 2027 Opening
 - e. Stephenson Cancer Center Tulsa – 2027/2028 Opening

Reporting Relationships

The Chief Operating Officer will have operational and business oversight of OU Health and will be supported by a strong team, inclusive of:

- Chief Medical Officer
- Chief Nurse Executive
- President Adult Services (Edmond Medical Center +University of Oklahoma Medical)
- President Children’s Services (Oklahoma Children’s Hospital)
- Senior Vice President, Enterprise Ancillary and Support Services





CANDIDATE QUALIFICATIONS

Education/Certification

- Graduate degree in business administration, health care administration, management, or related field is required. Candidates with clinical backgrounds are also encouraged to apply.

Knowledge and Work Experience

- Previous progressive and broad leadership experience within a large complex health system with at least 15 years at a senior executive level required.
- Broad understanding of current health policy and future challenges at state and national level.
- Demonstrated track record of achieving strong financial, operational, and quality performance in a large, complex health care organization. The COO will possess excellent financial and analytical skills and insightful business acumen.
- Outstanding operator driving towards hard-wired performance in quality, safety, service, efficiency and access.
- Persistent push for standardization and waste elimination through Lean-Thinking matched with a keen drive for scale and efficiencies.
- Consummate drive to optimize technology with a specific focus and passion on data analytics and artificial intelligence.
- Passion for academic health care matched with substantive experience in a high performing system and cultural support of the tripartite mission.
- Highly analytical and innovative problem solver possessing strong multi-tasking, organizational, and project planning skills, and demonstrating ability to meet aggressive deadlines.
- All senior leaders are expected to have strong skills in interpersonal interaction, public speaking, knowledge of budgets and health care finance, and high integrity, good judgment, attention to detail and teamwork.
- Plays an active role in the engaging and inspiring of key stakeholders, team members, physicians, clinicians, and community members to drive the most appropriate value and outcomes.

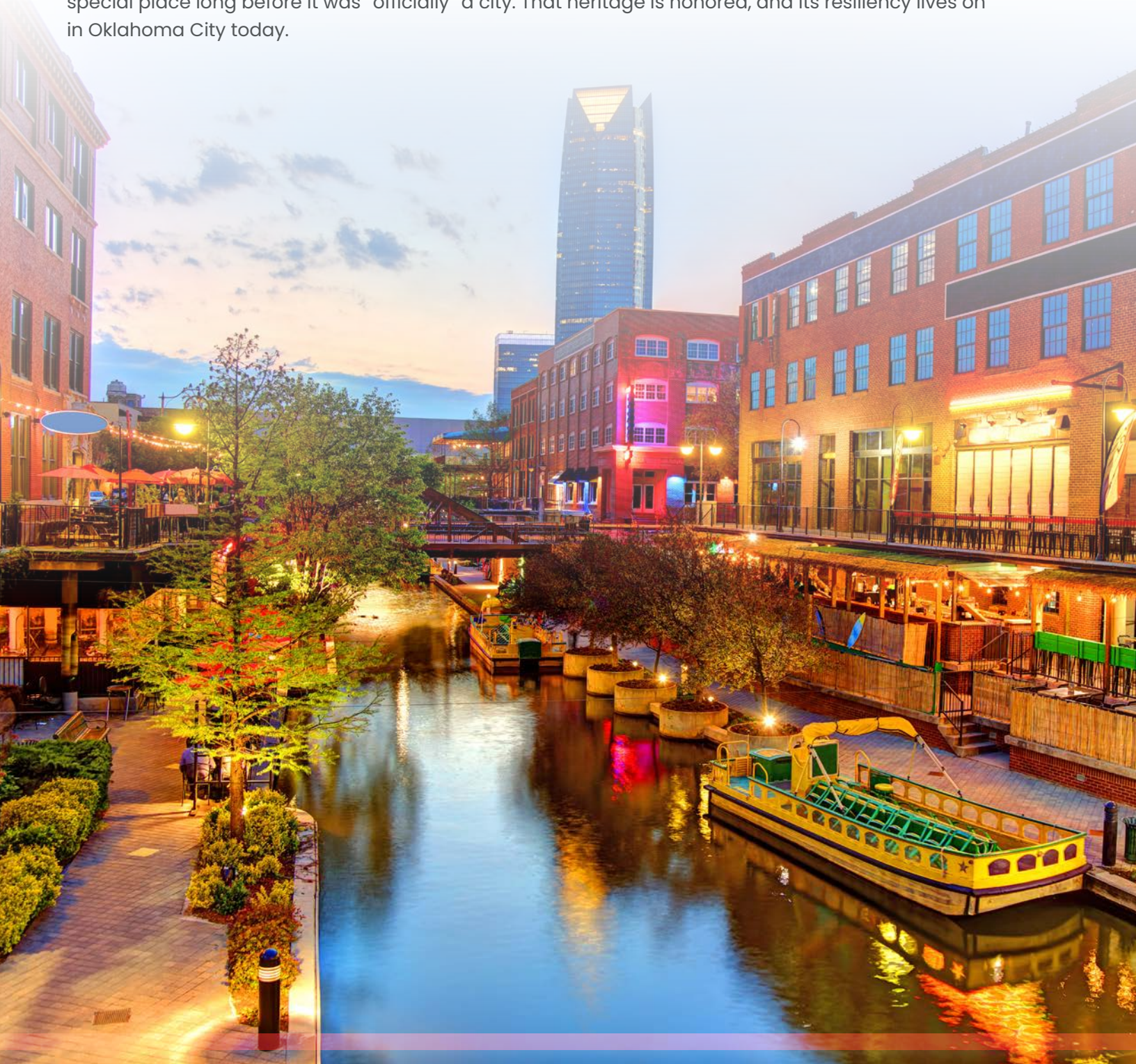
- Advanced group facilitation skills appropriate for executive level participants resulting in significant enterprise decisions and impacts.
- A self-confident, proactive, decisive leader with the people skills to achieve maximum results in a complex environment. Skilled in influencing, problem solving, and negotiating with diverse groups of stakeholders.
- Demonstrated aptitude identifying high-risk situations and developing effective mitigation strategies.
- Creativity in the design of innovative solutions to problems, with a strong bias for action.
- Excellent business writing and presentation skills.



THE COMMUNITY

Oklahoma City, Oklahoma

Named one of the 50 Best Places to Travel in 2020 by Travel + Leisure, Oklahoma City offers all the culture, cuisine, attractions, and amenities you would expect in a modern metropolis. Every city has a story, and Oklahoma City's story began with several tribal nations who have always inhabited this special place long before it was "officially" a city. That heritage is honored, and its resiliency lives on in Oklahoma City today.



The capital and largest city in Oklahoma ranks 22nd among United States cities in population and is the 11th largest city in the Southern United States by land area. As of 2020, the Oklahoma City metropolitan area had a population of 1,469,124. Lying in the Great Plains area, Oklahoma City has one of the world's largest livestock markets. Oil, natural gas, petroleum products, and related industries are the largest sectors of the local economy. The federal government employs a large number of workers at Tinker Air Force Base and the United States Department of Transportation's Mike Monroney Aeronautical Center.

Oklahoma City is home to several professional sports teams, including the Oklahoma City Thunder who are the 2025 National Basketball Association World Champions, Oklahoma City Dodgers (Triple A affiliate of the Los Angeles Dodgers), the Oklahoma City Energy FC of the United Soccer League, and the Crusaders of Oklahoma Football Club of USA Rugby.

The city is home to several colleges and universities: Oklahoma City University, the University of Oklahoma College of Medicine, the University of Oklahoma Health Campus, Oklahoma Christian University, and the University of Central Oklahoma. The city is also home to the State's largest school district, where many of the campuses rank the highest in the State, and boasts several private and parochial schools known for their rigorous academics. Public and private partnerships over the last two decades have dramatically transformed the face of the city. This includes a new baseball park, a central library; renovations to the civic center, convention center, and fairgrounds; and a water canal in the Bricktown entertainment district.

More about OKC can be found at the following links:

www.okc.gov

www.visitokc.com



TIMELINE

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

Paper presentation of qualified candidates to Search Committee: **February – March 2026**

Round One interview dates: **March – April 2026**

Round Two interview dates: **April – May 2026**

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

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. For fullest consideration, all materials should be received by **March 15, 2026**.

Please direct all nominations and applications to Jason Petros and Tricia Porter through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the “Become a Candidate” button.

Jason Petros

Executive Partner & Solution Leader, Global Search

jasonp@wittkieffer.com

630-575-6156

Tricia Porter

Senior Associate

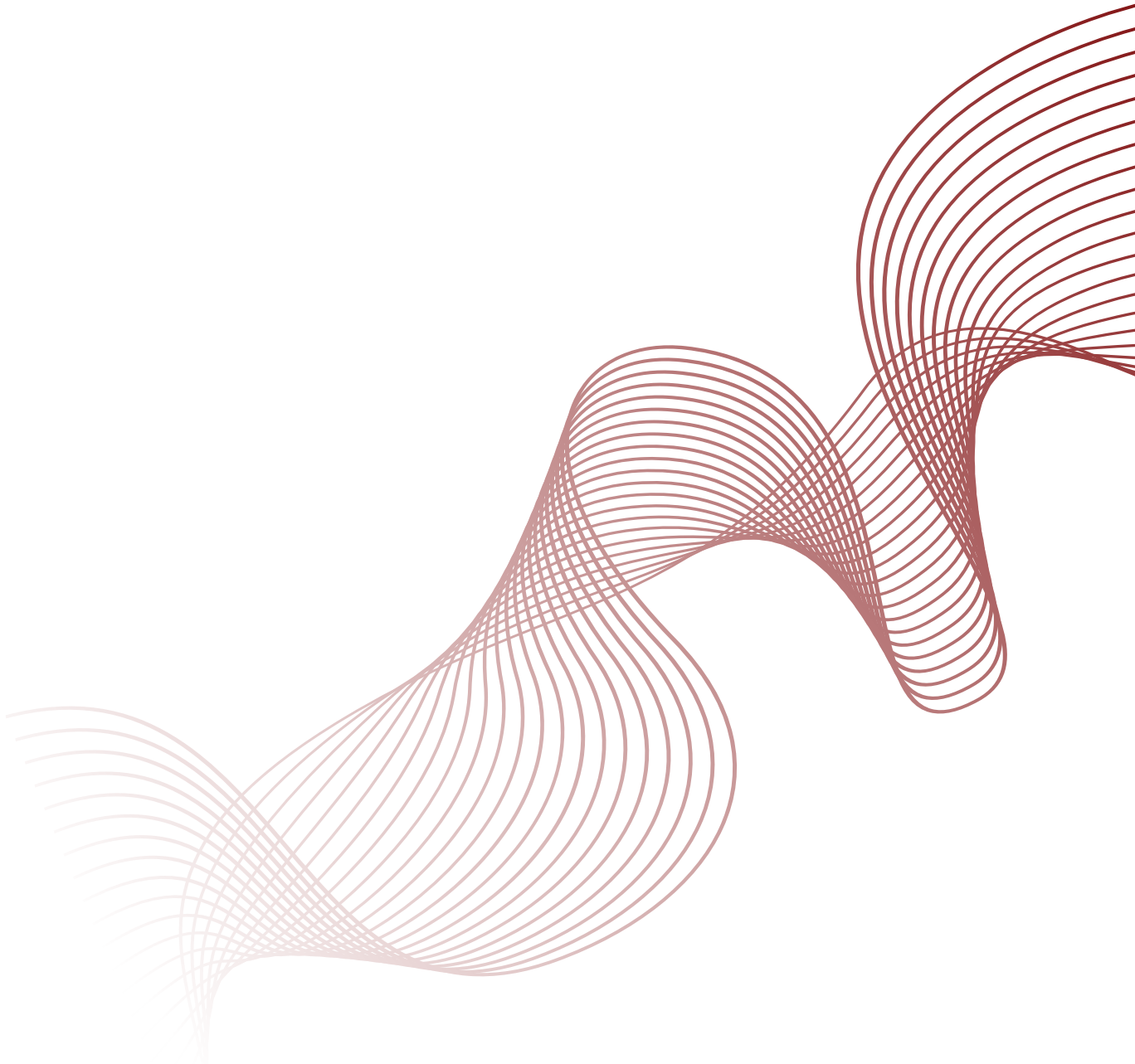
tporter@wittkieffer.com

207-401-2298

OU 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.

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 OU Health 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 OU Health and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and leadership advisory firm developing impactful leadership teams for organizations that improve quality of life. We work exclusively with organizations in healthcare, science and education—the Quality of Life Ecosystem. Leveraging our unwavering focus on this complex ecosystem, we amplify clients’ ability to succeed through a deep understanding of the factors that influence leadership needs, capabilities and culture. Through our executive search, interim leadership and leadership advisory solutions, we strengthen organizations that make the world better. WittKieffer is proud to be 100 percent employee-owned.

Visit [WittKieffer.com](https://www.wittkieffer.com) to learn more.

