



**Partners In Care**

**Chief Executive Officer**

**Leadership Profile**

January 2026

*Prepared by Mark Andrew*

**WittKieffer**

## Contents

<b>The Opportunity</b>	<b>01</b>
<b>Organization Overview</b>	<b>02</b>
<b>Position Summary</b>	<b>05</b>
<b>Goals and Objectives</b>	<b>07</b>
<b>Candidate Qualifications</b>	<b>08</b>
<b>The Community</b>	<b>09</b>
<b>Timeline</b>	<b>10</b>
<b>Procedure for Candidacy</b>	<b>11</b>

## The Opportunity

Partners In Care seeks a strategic, dynamic, and passionate leader to serve as its next Chief Executive Officer. This is a unique opportunity to lead an independent, high-quality, successful, and well-established regional home care and hospice company. The next CEO will succeed Greg Hagfors, who recently announced his retirement in the summer of 2026.

Partners In Care (PIC) is searching for a pioneering, bold, and energetic CEO capable of leading PIC in defining possibilities and structuring effective plans that will result in a vibrant future. PIC has an outstanding, dedicated, and loyal staff of 227 employees, high-quality medical staff, and a robust volunteer program with 230 passionate community members. Their work, in service to patients, has positioned PIC as the market leader in quality and patient satisfaction. PIC has been intentional about maintaining and advancing its highly relational, compassionate culture that results in long-tenured employees who are passionate about and committed to the mission, vision, and values of the organization.

The CEO will lead and collaborate with the Board and senior leadership team in the development of a strategic plan to identify opportunities for long-term success and growth, including new programs, services, and partnerships with healthcare providers in the region. S/he is responsible for the overall operations of PIC and will lead the organization in the continuation of the highest quality of care. The CEO will direct the organization's operations in an effective and efficient manner. They will engage the senior leadership team in strong collaborative efforts to drive organizational performance and unsurpassed care to patients and families.

The CEO will serve as the face of PIC in the Central Oregon region and beyond to actively build strategic partnerships and expand the brand of the organization. They will be known as an outstanding home care and hospice thought leader at the local, regional, and even national level. The CEO will participate in local, state, and federal advocacy efforts that impact hospice care. They will be actively engaged with current and future donors to advance philanthropic support of PIC.

PIC seeks an innovative, strategic, and operationally savvy individual to lead this high-quality, mission-oriented organization, which is a critical component of the healthcare ecosystem of Central Oregon.

## Organization Overview

Partners In Care is a private, non-profit organization incorporated under the laws of Oregon to provide comprehensive, post-acute services to the citizens of Central Oregon. As a non-profit organization, PIC is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code.



The organization provides hospice, home health, palliative care, and bereavement programs to the public. Hospice services include the operation of a hospice facility as well as services in the home. Services include home health, transitions, in-home hospice, and inpatient hospice for patients with life-limiting, life-threatening, and terminal conditions. Partners In Care offers a full range of medical, nursing, social work, spiritual, and bereavement care as well as therapies, aides, and volunteers.

Partners In Care has been serving Central Oregon for over 45 years as the region’s leading and most trusted nonprofit hospice, home health, and palliative care provider, redefining hope for the community since the beginning.

In 1979, a group of volunteers created their own model of care for people who were terminally ill, based on the hospice philosophy of care that had been adopted in the United States just years earlier. The organization, first known as ‘Friends of Hospice’, evolved into what is now Partners In Care.

As the most trusted provider of home health, palliative care, and hospice services in Central Oregon, PIC provides care to communities throughout Deschutes, Crook, and Jefferson counties. The largely mobile workforce of 225 employees serves patients and their families across a 10,000-square-mile area. Over 200 local volunteers work with Partners In Care in fundraising, resource coordination, and other areas of community support.

Partners In Care has established a regional footprint beyond Bend in Central Oregon, with four branch offices to include Redmond, Madras, Prineville, and La Pine. It includes a 12-bed state-of-the-art inpatient hospice known as the Hospice House, which was opened in 2022. PIC serves a large geographical area east of the Cascade Mountains in Central and Eastern Oregon.



As a not-for-profit organization, PIC is governed by a 10-member self-perpetuating, fiduciary Board of Directors, including community members and four physicians. The Chief Executive Officer is an ex-officio, non-voting member of the Board. The Board is comprised of professionals who are committed to the mission of PIC and

overseeing policies and programs that reflect the diverse health care needs of the community. Board members serve for three three-year terms.

PIC distinguishes itself by:

- Central Oregon's only CMS 5-Star Hospice for Patient Care
  - Fostering an organizational culture that respects employees, supports them in developing their skills and talents, and encourages superior performance
  - Attracting and retaining quality providers and employees to deliver excellent medical care
  - Providing stewardship of resources and maintaining a strong financial position consistent with their mission
- 
- Partnering with physicians to strengthen both the organization and physicians in their unified purpose to improve the delivery of care
  - Building alliances that create a healthier community
  - Ensuring locally controlled healthcare

## Mission, Vision, and Values

### Mission

*Partners In Care provides patient centered care that honors the dignity and needs of those we serve. We sustain an organization that enriches the lives of our patients, families, team, and community.*

### Vision

*To inspire compassion and dignity.*

### Values

- **Compassion:** Show empathy and care in every interaction with customers, colleagues, and stakeholders. Create an environment that prioritizes understanding and kindness.
- **Dignity & Respect:** Treat everyone with honor and esteem. Value diverse perspectives and foster an inclusive workplace where every individual feels valued.
- **Integrity:** Uphold the highest standards of honesty and transparency. Build trust through consistent ethical behavior and a commitment to doing the right thing, even when it is difficult.
- **Accountability:** Take responsibility for actions and outcomes. Encourage a culture where everyone owns their work and is accountable for their contributions to the organization's success.
- **Community:** Engage actively with the community, supporting local initiatives and fostering strong relationships. Recognize the role of the business in contributing positively to the wider community.

- **Employees & Volunteers:** Value the people who drive the organization. Invest in their growth and well-being and recognize their efforts and contributions.
- **Education:** Promote continuous learning and development. Encourage employees to expand their knowledge and skills, and support initiatives that offer educational opportunities.
- **Leadership:** Lead by example with vision and integrity. Inspire others to achieve their best and cultivate leadership qualities at all levels of the organization.
- **Partnership:** Build strong, collaborative relationships with other businesses, organizations, and stakeholders. Work together to achieve mutual goals and create shared value.
- **Stewardship:** Manage resources responsibly and sustainably. Ensure that the organization's actions today do not compromise the ability of future generations to meet their needs.

## Position Summary

The successful next CEO for Partners In Care will be a strategic leader who brings vision, clarity of purpose, and significant leadership and management experience together with outstanding interpersonal skills and an understanding of the special nature of care in the patient's last phase of life. They should be able to maximize effectiveness and work successfully in partnering and collaborative relationships across diverse interest groups and stakeholders to leverage PIC and End of Life care forward in the region. They will be seen as an inspiring and effective leader for the PIC team.



The CEO will oversee the operational, clinical, and financial performance of the organization, including home health, hospice, palliative care, and transitions program. This role ensures the delivery of high-quality, cost-effective care, compliance with regulatory standards, and sustainable growth. The CEO will foster innovation, collaboration, and excellence, establishing a culture of accountability, clinical effectiveness, and patient-centered care. The CEO is critical in shaping the strategic vision and operational success of the organization and maintaining strong relationships with staff, providers, patients, and families.

## Reporting Relationships

The Chief Executive Officer reports to the Partners In Care Board of Directors and serves as an *ex-officio* member of the Board.

Direct reports to the CEO include:

- Chief Operating Officer
- Chief Financial Officer
- Medical Director
- Director, Clinical Operations
- Director, Information Technology
- Director, Human Resources
- Compliance Officer

## Responsibilities

The Chief Executive Officer will fulfill the following duties and responsibilities.

- Exercise leadership and management responsibility to ensure the efficient delivery of services that meet the needs of patients, physicians, employees, and the community.
- Provide direction and leadership in the development of strategy, leveraging organizational strengths and relationships to execute on key operating/financial metrics and market growth.
- Promote PIC's vision, mission, values, and vision internally and externally. Advance the organization's culture, including furthering a culture of superb clinical care, service excellence, accountability, and innovation.

- Ensure the organization's senior leadership team is appropriately staffed, developed, and strategically focused on PIC's goals and priorities. Foster the development of a high-performing and collaborative team and a culture of accountability that produces strong results and excellent outcomes.
- Manage the organization's budget in a manner that ensures a continued strong financial position.
- Oversee and appropriately communicate the organization's operational and financial performance and resource requirements to the Board of Directors and teammates.
- Communicate progress on strategic initiatives to the Board of Directors. Develop and maintain effective relationships with the Board of Directors and others to foster alignment and achievement of the organization's objectives and strategies.
- Recruit, develop, lead, and mentor PIC's teammates.
- Oversee the implementation and performance of key strategies and initiatives; maintain accountability for the performance of the organization's operations, including regulatory and compliance adherence and requirements.
- Lead efforts to grow the organization's market share.
- Actively participate in contracting, including managed care contracting and contract negotiations.
- Maintain contemporary knowledge of the local market and current industry trends. Engage in advocacy and community leadership efforts as needed.
- Represent PIC in the local market and beyond. Engage in efforts to increase philanthropic support.

## Goals and Objectives

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

- Develop a vision for the organization that ensures continued success and viability for the future.
- Ensure that the mission and values of the organization are well articulated and supported.
- Develop personal and professional credibility across PIC and with the Board of Directors. Gain respect and build strong relationships internally and externally.
- Develop a reputation as an accessible, approachable, respected, and dedicated leader who inspires the organization to achieve excellence.
- Model the values of PIC and be viewed as a visible, engaged, effective leader and ambassador of the organization, internally and externally, and establish similar expectations for the senior leadership team.
- Collaborate with the PIC Board of Directors and senior leadership team to create a strategic plan to achieve a vibrant future for PIC to best serve the organization's mission.
- Respect the history of PIC and consistently communicate the mission, vision, and values internally to enhance a transparent and common culture of clinical excellence, innovation, collaboration, and accountability.
- Reenergize, reinvigorate, and implement initiatives to raise the sense of organizational pride and excitement about the future of PIC among the dedicated and passionate staff, physicians, and senior leadership team who serve patients and families.
- Lead a culture that attracts the best hospice and home care professionals and fosters an environment in which an accountable workforce functions at the highest level of capability to meet organizational goals.
- Increase collaboration across the organization to most effectively identify and resolve issues, prioritize initiatives and opportunities.
- Create clear expectations for the senior leadership team and serve as a strong mentor to and supporter of the senior leadership team.
- Routinely communicate transparent organizational performance and progress toward organizational goals to the senior leadership team and staff.
- Develop a robust succession planning program to provide opportunities for advancement and create opportunities for seamless leadership transitions.
- In partnership with human resources, lead efforts to increase employee engagement scores, reduce organizational turnover, and evaluate and redesign, if necessary, employee onboarding and training.

---

## Candidate Qualifications

### Education/Certification

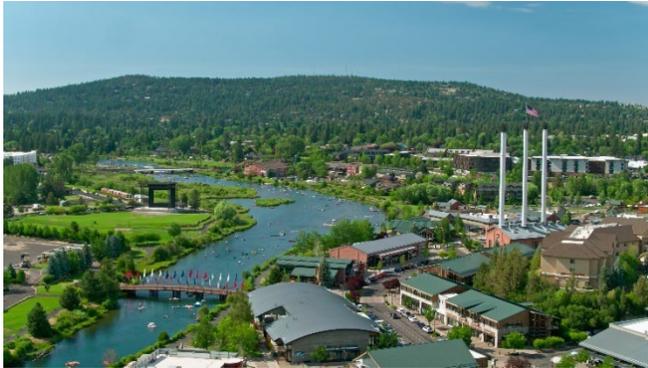
- A Bachelor's degree is required.
- A Master's degree in business administration, health care administration, management, or a related field is preferred.

### Knowledge, Work Experience, and Competencies

- Demonstrated successful leadership in healthcare, post-acute, or home and community-based services.
- Demonstrates outstanding character and personifies the ethics and values of PIC both within and outside the organization. Possesses the courage to make difficult decisions as required.
- Excellent written and verbal communication skills, confident public speaker, able to chair meetings effectively.
- Strategic leader who possesses strong operational competence; ability to conceive and formulate a vision, coupled with the ability to implement that vision. Ability to synthesize and distill complex information.
- Strong interpersonal skills, with the ability to inspire and engage teams and stakeholders.
- Visible and engaging demeanor; a leader committed to rounding, communication, and transparency with staff at all levels. Ability to reach a broad audience.
- Demonstrates a deep commitment to participatory leadership and employee engagement, readily stepping into the details and leading by example to foster collaboration and shared ownership.
- A leader who energizes teams, peers, and others through periods of complex change; able to foster alignment and achieve sustained engagement.
- A refined and emotionally intelligent professional who navigates complex dynamics with poise and political acumen. Skilled at reading the room and engaging in challenging conversations with respect and empathy. A leader who inspires others and earns trust through humility, confidence, and consistency.
- Champions innovation by cultivating an agile, creative environment; embraces emerging technologies and prioritizes solutions that deliver tangible value.
- Dedication to PIC's mission, vision, and values; exhibits compassion, empathy, and the ability to balance clinical needs with financial realities.
- Skilled at optimizing workflows and driving improvements in clinical and operational performance.
- Anticipates the needs of patients and families; continuously evolves clinical care to enhance health outcomes and elevate patient experience.
- Comprehensive understanding of compliance standards and quality improvement initiatives in home health.
- Expertise in managing budgets, financial reporting, and cost optimization.
- Successful track record of attracting, recruiting, retaining, and building successful and engaged teams.

# The Community

## Bend, Oregon



Bend is a city in the geographic center of the state and the county seat of Deschutes County. It is Central Oregon's largest city and is the de facto metropolis of the region. Bend is a friendly, highly attractive area in an inviting mountain community with a cosmopolitan appeal. Majestic, snow-capped peaks adorn the high-desert skyline, making for some of the best weather in Oregon, think sun-drenched days and cool nights, along with endless options for playtime. At an elevation of 3,628 feet, Bend enjoys the predominantly dry climate of the Great Basin. Sunny days, low humidity, and cool

nights provide the most common weather pattern.

Dubbed the "outdoor playground of the West," Bend is world-famous for both its outdoor pursuits and pristine beauty. One can catch an art exhibit, dine at an award-winning restaurant, or climb South Sister, the state's third-highest peak. To the east of Bend is high desert vegetation, and to the west, Bend is surrounded by U.S. Forest Service land. The recreational opportunities are abundant; everything from mountain biking, hiking, rafting, golfing, fishing, rock climbing, camping, downhill and cross-country skiing, snowmobiling, general sightseeing, and much more.

The area is growing with a 71 percent increase in population in Deschutes County since 2000, with a total population of 240,000, and a 31 percent increase in population in Bend since 2010. There are a variety of communities and housing options one could consider, as well as excellent educational options, including Oregon State University Cascades.

The Central Oregon economy continues to grow and diversify. Retail, forestry, health care, technology, and manufacturing are the leading industries in the region. Deschutes County tax base grew 66 percent from 2014 to 2018, and the County is rated AA1.



**Lifestyle**

- BEST PLACES TO LIVE ON \$55,000** - MONEY MAGAZINE, 2017
- #1** Small cities for business and careers - FORBES, 2016
- #1** Best Performing Small City in U.S. - MCKINSEY INSTITUTE, 2016 & 2017
- BEST** Multi-sport town - OUTDOOR MAGAZINE, 2017
- #14** World's Best Ski Towns - NATIONAL GEOGRAPHIC, 2017
- #8** 15 best places to live in the U.S. - NEW YORK POST, 2016

For additional information, visit the following websites:

- <http://www.visitbend.com/>
- <https://www.bendoregon.gov/>
- [www.bendchamber.org](http://www.bendchamber.org)
- <http://www.greatschools.org/oregon/bend/>

## Timeline

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

- Paper presentation of qualified candidates to Search Committee: Week of March 16
- Round One interview dates: Week of March 30
- Round Two interview dates: Week of April 20
- 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

Interested parties may apply or inquire via the WittKieffer Candidate Portal [here](#). For more information, questions, or nominations, please contact Mark Andrew and Courtney MacKinnon via e-mail at [courtneym@wittkieffer.com](mailto:courtneym@wittkieffer.com).

*Partners In Care 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 Partners In Care 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 Partners In Care 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*