



Penn Medicine

SVP, Chief Operating Officer

LEADERSHIP PROFILE
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Penn Medicine

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The Opportunity

The University of Pennsylvania Health System (Penn Medicine), based in Philadelphia, Pennsylvania, is seeking a highly collaborative, visible, and operationally minded healthcare leader to serve as Senior Vice President and Chief Operating Officer (SVP/COO) as it enters its next chapter at a moment of extraordinary strength and meaningful inflection. As one of the nation's most respected academic health systems, with approximately 50,000 employees and \$13 billion in annual operating revenue, Penn Medicine brings together world-class clinical care, leading-edge research, renowned academic programs, and a broad care delivery network spanning flagship academic hospitals, regional hospitals, ambulatory platforms, and specialized service lines.

The next SVP/COO will join Penn Medicine at a pivotal moment, as the organization pursues a broad enterprise transformation agenda to strengthen operational performance, concentrate resources on the highest-priority strategic initiatives, and develop innovative care models that expand access and improve long-term sustainability. The new SVP/COO will join an organization with extraordinary strengths, including a highly collaborative culture, exceptional clinical and academic talent, significant research enterprise advantages, and a deep commitment to community. At the same time, Penn Medicine has identified a need for greater clarity, speed, enterprise alignment, and operational coherence as it continues to grow and as reimbursement and external pressures intensify. The overarching purpose is to transform healthcare delivery and improve patient care by rebalancing the system toward more integrated, accessible, and innovative ambulatory and

community-based care models. The next SVP/COO will help lead that transition and strengthen alignment, integration, and performance across the system. This leader will provide important enterprise-wide leadership and join others in advancing and refining the current One Penn framework, the tenets of which are 1) *System Integration and Systemness*; 2) *Clinical Integration and coordinated, cross-site care models*; 3) *Research Integration (One Penn Medicine. One Research)*; 4) *Operational and Infrastructure Alignment*; 5) *Digital and Technology Enablement*; 6) *Patient Access and Brand Promise*; and 7) *Cultural Alignment*.

This role offers the opportunity to serve as a critical thought partner and trusted executor to the Chief Executive Officer (CEO) of the University of Pennsylvania Health System (Penn Medicine), helping define and operationalize “One Penn Medicine” in practice and pace. With direct oversight and coordination of all hospital CEOs and other operating leaders, the SVP/COO will drive more coordinated approaches across core operational priorities, including access, ambulatory care, pharmacy, radiology, lab, throughput, transfer management, and safety, and strengthen alignment across Penn Medicine’s hospitals and shared services, influencing what should be systemwide versus entity-specific. The successful candidate will inherit a broad and complex portfolio and will be expected to bring discipline, judgment, and a pragmatic, highly relational orientation to organizing that portfolio while leveraging, developing, and strengthening the enterprise team.

Like all healthcare organizations, Penn Medicine operates in an environment defined by margin pressure, workforce constraints, accelerated change, migration to outpatient care, shifting reimbursement dynamics, growth and site-neutrality pressures, and the increasing use of technology and AI in operations. Success in this role will require managing complexity through coordination and collaboration; the COO will provide leadership that clarifies and accelerates roles, responsibilities, priorities, and accountability across teams that are deeply mission-driven and operating at full capacity. The next COO will balance hands-on operational leadership with the ability to lead through influence at the entity and enterprise levels, building alignment across diverse stakeholders without sacrificing local community priorities and strengths.

This is an opportunity for a progressive, sophisticated executive leader who is energized by complexity, motivated by the mission of an academic health system, and excited to help shape the future of one of the country’s premier integrated academic health systems. The COO will be an exceptional communicator and relationship builder, intellectually curious, and forward-thinking in anticipating trends and issues. The next SVP/COO will build on a strong foundation, guide Penn Medicine through its next stage of evolution, and influence patient access and care delivery, system strategy, operational performance, physician and leader engagement, and the organization’s readiness for the next era of healthcare delivery—ensuring Penn Medicine continues to deliver meaningful impact for patients, communities, and the broader field of academic medicine.

Organization Overview

ABOUT PENN MEDICINE

From founding the nation's first hospital and first medical school more than two centuries ago to pioneering breakthrough innovations such as mRNA vaccine technology and CAR T-cell therapy, Penn Medicine has consistently been at the forefront of medical advancement. Faculty and staff members work collaboratively across disciplines to shape the future of medicine through exceptional patient care, groundbreaking research, and world-class education.

Penn Medicine is one of the world's premier academic health systems, dedicated to the interconnected missions of patient care, biomedical research, medical education, and community service. The organization comprises the University of Pennsylvania Health System and the Raymond and Ruth Perelman School of Medicine at the University of Pennsylvania, which was founded in 1765 as the nation's first medical school.

The Perelman School of Medicine is consistently among the nation's leading recipients of National Institutes of Health funding, receiving \$580 million in fiscal year 2023. Penn Medicine's history is marked by pioneering discoveries that have transformed modern healthcare, including the development of CAR T-cell therapy for cancer treatment and Nobel Prize-winning mRNA technology, which became the foundation for COVID-19 vaccines.

Today, Penn Medicine is a \$13 billion enterprise powered by more than 50,000 talented faculty and staff members. Its network of hospitals, outpatient facilities, and home-based services spans from the Susquehanna River in Pennsylvania to the New Jersey shoreline. The system includes the Hospital of the University of Pennsylvania, Penn Presbyterian Medical Center, Chester County Hospital, Lancaster General Health, Princeton Health, Doylestown Health, and Pennsylvania Hospital—the nation's first hospital, chartered in 1751. Additional entities include Penn Medicine at Home, Good Shepherd Penn Partners Rehabilitation Network, Lancaster Behavioral Health Hospital, Princeton House Behavioral Health, and numerous outpatient and specialty care locations throughout the region.

MISSION

Penn Medicine's mission is to advance knowledge and improve health through patient care, research, and the education of future healthcare professionals. The organization fosters an inclusive culture that embraces diversity, encourages innovation, stimulates critical thinking, supports lifelong learning, and upholds a longstanding legacy of excellence.

PENN MEDICINE CULTURE

Penn Medicine has built a culture centered on impact, inclusion, and excellence. Every member of its community—including patients, providers, staff, students, trainees, families, and visitors—is treated with dignity and respect. The organization believes that delivering care across differences is fundamental to excellence in healthcare and proudly serves individuals of all ethnicities, backgrounds, religions, genders, abilities, sexual orientations, and life experiences.

Penn Medicine is committed to building a workforce that reflects the diverse communities it serves. Team members strive to deliver culturally humble care while working to improve health outcomes for every patient. This commitment is reflected in the organization's core values:

Excellence: Striving for excellence through creativity, innovation, and continuous improvement.

Integrity: Demonstrating honesty, fairness, and intellectual rigor in all endeavors.

Equity: Fostering a welcoming environment where all individuals feel respected and valued.

Professionalism: Maintaining the highest standards of ethical behavior, collaboration, accountability, and respect.

Individual Opportunity: Supporting equal opportunity and encouraging creativity, growth, and innovation.

Teamwork and Collaboration: Promoting partnership, mutual support, and thoughtful stewardship of resources.

Tradition: Honoring a rich history while embracing responsibility for shaping the future of medicine.



LOCATIONS

Headquartered in Philadelphia, the University of Pennsylvania Health System comprises a network of leading hospitals and healthcare facilities throughout Pennsylvania and New Jersey.

Hospital of the University of Pennsylvania (HUP) – Philadelphia, Pennsylvania

As the flagship academic medical center, HUP is consistently recognized as one of the nation's top hospitals and serves as the primary teaching hospital for the Perelman School of Medicine. The hospital is renowned for advanced specialty care, cutting-edge research, and highly complex medical and surgical services.

Penn Presbyterian Medical Center – Philadelphia, Pennsylvania

Located in University City, Penn Presbyterian Medical Center is a major tertiary care hospital with nationally recognized programs in orthopedics, trauma, rehabilitation, and ophthalmology. It plays a critical role in patient care, medical education, and clinical research.

Pennsylvania Hospital – Philadelphia, Pennsylvania

Founded in 1751, Pennsylvania Hospital is the nation's first hospital. Today, it combines a distinguished legacy of medical innovation with exceptional contemporary care and is particularly recognized for women's health, behavioral health, and surgical services.

Chester County Hospital – West Chester, Pennsylvania

Chester County Hospital serves Chester County and surrounding communities through a comprehensive range of inpatient and outpatient services. The hospital provides local access to Penn Medicine's academic expertise and specialty resources and became part of Penn Medicine in 2013.

Lancaster General Hospital – Lancaster, Pennsylvania

The flagship hospital of Penn Medicine Lancaster General Health, Lancaster General Hospital, serves south-central Pennsylvania through extensive medical, surgical, cancer, cardiovascular, and women's health programs. Lancaster General Health joined Penn Medicine in 2015.

Princeton Medical Center – Plainsboro, New Jersey

Princeton Medical Center delivers advanced academic and community-based healthcare to residents of central New Jersey. Its modern campus is recognized for patient-centered care, clinical excellence, and innovation. Princeton Health became part of Penn Medicine in 2018.

Doylestown Hospital – Doylestown, Pennsylvania

Doylestown Hospital extends Penn Medicine's reach into Bucks County and is widely respected for its strong community-based care model. The hospital provides comprehensive cancer, cardiovascular, women's health, and outpatient services. Doylestown Health joined Penn Medicine as its seventh hospital in 2025.

Penn Medicine Network

Together, these hospitals form a leading integrated academic health system serving Philadelphia, southeastern Pennsylvania, Lancaster County, Bucks County, and central New Jersey. The network combines the strengths of world-class academic medicine with exceptional community-based care, providing patients with access to nationally recognized clinicians, innovative research, and advanced treatment options throughout the region.



FINANCIAL OUTLOOK

Penn Medicine has received strong ratings from key financial regulatory agencies. Moody's Ratings has assigned Penn Medicine an Aa3 rating with a stable outlook, and S&P Global Ratings has affirmed an AA long-term rating, also with a stable outlook — both reaffirmed on the Series 2025 University of Pennsylvania Health System Revenue Bonds. The ratings reflect Penn Medicine's leading academic medical center reputation, strong clinical and research enterprise, sustained positive operating margins, and disciplined balance sheet management. Strategic growth initiatives — including the April 2025 acquisition of Doylestown Health, ongoing investment in capital projects such as the Penn Presbyterian Proton Therapy Center, and the Montgomeryville Ambulatory Expansion — have been viewed as having positive financial and operational implications, expanding regional access, broadening oncology and ambulatory services, and leveraging Penn Medicine's economies of scale to support physician recruitment and clinical growth.

EDUCATION AND TRAINING

Education is a foundational pillar of Penn Medicine's mission and legacy. Through the Perelman School of Medicine—founded in 1765 as the nation's first medical school—Penn Medicine educates future leaders in medicine, science, healthcare management, and research. The institution offers a comprehensive continuum of training, including medical student education, graduate medical education (residency and fellowship programs), doctoral and biomedical sciences training, postdoctoral programs, and continuing medical education for practicing clinicians.

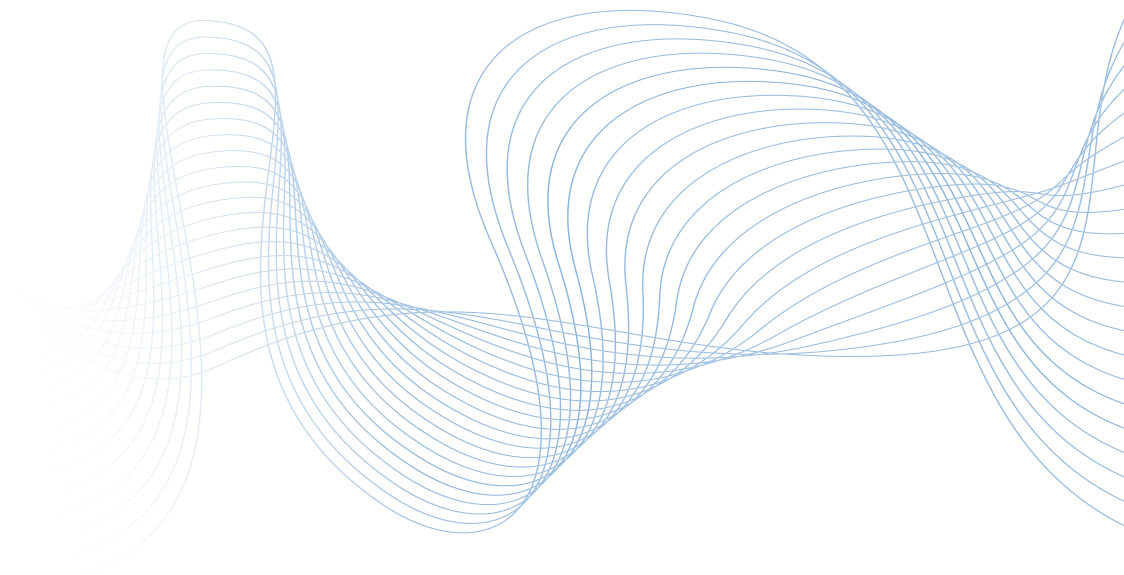
The Perelman School of Medicine is consistently recognized as one of the nation's leading medical schools and is a premier destination for aspiring physicians, scientists, and healthcare innovators. Its educational portfolio includes MD, PhD, MD/PhD, master's, certificate, and physician-scholar programs across a broad range of disciplines, supported by one of the world's most respected academic health systems.

The close integration of clinical care, scientific discovery, and education distinguishes Penn Medicine's training environment. Learners train alongside internationally recognized faculty and gain experience across Penn Medicine's academic and community-based hospitals, providing exposure to highly complex patient care, groundbreaking research, and diverse care settings. The organization is also home to one of the nation's largest graduate medical education enterprises, supporting extensive residency and fellowship programs that prepare physicians for leadership roles in healthcare.

Beyond physician training, Penn Medicine invests heavily in developing the next generation of biomedical researchers and healthcare professionals through a broad range of graduate, master's, and certificate programs focused on healthcare innovation, clinical research, public health, bioethics, healthcare quality and safety, biomedical informatics, health policy, and translational science. This commitment to lifelong learning and interdisciplinary education strengthens Penn Medicine's position as a global leader in academic medicine while advancing its mission to improve health through education, research, and patient care.

AWARDS AND ACCOLADES

- **U.S. News & World Report “Best Hospitals” Honor Roll** – The Hospitals of the University of Pennsylvania–Penn Presbyterian have been named to the national Honor Roll for 18 consecutive years and ranked #1 in Pennsylvania and #1 in Philadelphia in the 2025–2026 rankings, with national rankings in 11 adult specialties.
- **Multiple Top-Ranked Hospitals Across the System** – In addition to HUP–Penn Presbyterian, Penn Medicine Lancaster General Hospital, Pennsylvania Hospital, and Penn Medicine Chester County Hospital all rank among Pennsylvania’s Best Hospitals, and Pennsylvania Hospital has earned national recognition for Obstetrics & Gynecology.
- **Becker’s Hospital Review – “50 Best Hospitals in America”** – The Hospital of the University of Pennsylvania (HUP) has been recognized among the nation’s 50 best hospitals for patient-centered care, innovation, and quality.
- **ANCC Magnet® Recognition for Nursing Excellence** – All Penn Medicine acute care facilities — HUP, Pennsylvania Hospital, Penn Presbyterian Medical Center, Chester County Hospital, and Lancaster General Health — have achieved Magnet® designation, the highest institutional honor for nursing excellence, a distinction held by fewer than 11% of U.S. hospitals.
- **The Joint Commission’s Gold Seal of Approval™** – Penn Presbyterian Medical Center has earned the Gold Seal of Approval and was designated a Top Performer on Key Quality Measures® by The Joint Commission.



Position Summary

The Senior Vice President, Chief Operating Officer, will serve as a senior enterprise executive responsible for advancing Penn Medicine's operational strategy, integration agenda, and system performance. Working in close partnership with the CEO and senior leadership team, the SVP/COO will help translate Penn Medicine's strategic priorities into an aligned, executable operating model across the enterprise.

REPORTING RELATIONSHIPS

Direct reports to the COO include:

- CEO, Hospital of the University of Pennsylvania (HUP)
- CEO, Penn Presbyterian Medical Center
- CEO, Pennsylvania Hospital
- CEO, Lancaster General Hospital
- CEO, Chester County Hospital.
- CEO, Princeton Medical Center
- CEO, Doylestown Hospital
- CEO, Homecare
- Chief Pharmacy Officer
- VP, Enterprise Resilience
- VP, System Capacity Management & System Flow
- Executive Director, Radiology

RESPONSIBILITIES

Strategic Leadership and Enterprise Integration

- Serve as a strategic and operational partner to the CEO in shaping, prioritizing, and executing Penn Medicine's enterprise-wide objectives.
- Lead and accelerate the advancement of the One Penn Medicine vision, fostering greater alignment, collaboration, and accountability across hospitals, ambulatory sites, service lines, and shared services.
- Drive the strategic integration of hospital programs and services across the enterprise, ensuring Penn Medicine operates as a coordinated health system rather than a collection of individual entities.
- Bring clarity to enterprise priorities and proactively communicate strategic objectives across the organization, ensuring leaders receive consistent information, understand expectations, and have opportunities for feedback and engagement.
- Streamline governance and operational processes where decision-making has become diffuse, creating greater speed, accountability, and clarity across the system.
- Foster collaboration among hospital CEOs, physician leaders, academic department chairs, and administrative leaders to advance shared enterprise goals and strengthen a culture of systemness.

Operational Excellence and Care Delivery Transformation

- Develop and implement innovative care delivery and operating models that position Penn Medicine for the future of healthcare.

- Lead efforts to improve patient access, care coordination, and the overall consumer experience across the continuum of care.
- Advance ambulatory growth strategies and support the organization's transition from a hospital-centric model to one focused on delivering care in the most appropriate setting.
- Evaluate and optimize service line deployment and care delivery infrastructure, reducing duplication, rationalizing services where appropriate, and moving care closer to home.
- Strengthen system-wide integration across key operational functions, including radiology, laboratory services, pharmacy, patient throughput, transfer operations, emergency management, and bed management.
- Develop solutions to capacity constraints across the system, balancing inpatient, ambulatory, workforce, and infrastructure needs to support growth and operational effectiveness.

Performance Improvement and Organizational Effectiveness

- Partner with operational and clinical leaders to improve productivity, patient flow, throughput, workforce effectiveness, revenue cycle performance, and overall operational efficiency.
- Evaluate and optimize the deployment of resources, talent, capital, and operational capabilities across the enterprise to maximize system-wide value.
- Assess and rationalize enterprise programs and initiatives to ensure efforts are coordinated, scalable, and aligned with strategic priorities.
- Address workforce challenges, including staffing shortages, burnout, retention, engagement, and succession planning.
- Develop leadership talent and build organizational capabilities necessary to support Penn Medicine's continued growth and evolution.

Innovation, Analytics, and Future Readiness

- Identify and implement opportunities to leverage analytics, digital capabilities, and artificial intelligence to enhance operational performance and decision-making.
- Help position Penn Medicine for emerging industry trends, including site-neutral reimbursement, consumer expectations, workforce transformation, and evolving care delivery models.
- Promote a culture of innovation, accountability, continuous improvement, and disciplined execution across the enterprise.

Culture Building

- Serve as a highly visible, trusted, and accessible leader who builds credibility through presence, communication, responsiveness, and follow-through.
- Develop strong relationships with hospital executives, physician leaders, faculty, staff, and key stakeholders across Penn Medicine and the University.
- Champion Penn Medicine's mission, culture of collaboration, and commitment to excellence in patient care, research, education, and community service.



Goals and Objectives

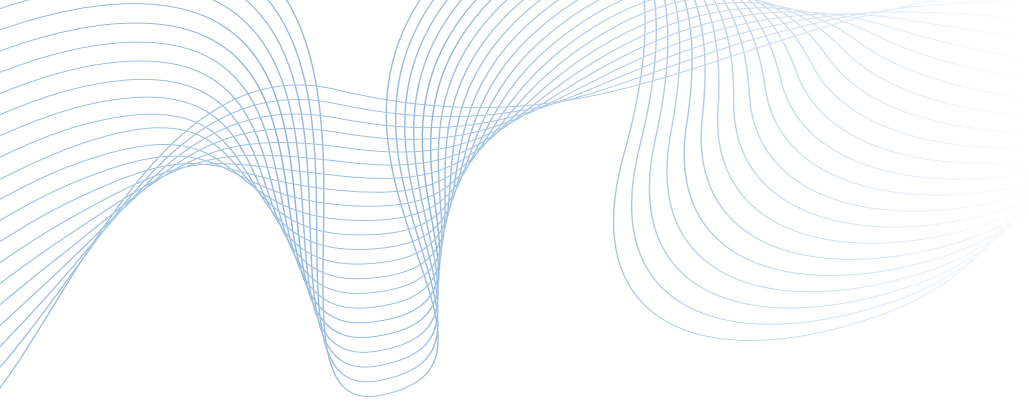
The following goals and objectives have been identified as priorities for this position:

Build trust and credibility across the enterprise

- Quickly develop strong, authentic relationships with the CEO, senior leaders, hospital CEOs, physician chairs, shared service leaders, and key university stakeholders.
- Demonstrate a calm, mature, and highly credible leadership style that earns trust across varied constituencies.
- Establish presence across the system through frequent in-person engagement and visible follow-through.

Advance patient access and ambulatory transformation

- Lead enterprise work to redesign patient access and improve the consumer experience across care settings.
- Assess opportunities related to ambulatory growth, ASC strategy, referral optimization, APP utilization, and care closer to home.



Strengthen the operating model for “One Penn Medicine”

- Assess where Penn Medicine’s current structure supports enterprise integration and where it continues to reinforce siloed decision-making.
- Help define and operationalize a more integrated system model across academic and regional delivery settings.
- Enhance channels across the enterprise so information, priorities, and decisions flow more consistently.

Improve systemwide operational performance

- Partner with leaders to advance improvement in throughput, length of stay, transfer operations, productivity, staffing efficiency, and other enterprise metrics.
- Help develop a more unified approach to operational data, performance reporting, and management accountability.
- Use data and analytics to identify opportunities, track progress, and support better decision-making.

Strengthen physician engagement and academic-health system alignment

- Build productive working relationships with academic department chairs and physician leaders across the system.
- Ensure operational strategies support, rather than undermine, the academic, research, and clinical missions.
- Reinforce a culture in which physicians and physician leaders are active contributors to operational decisions and system improvement.

Candidate Qualifications

EDUCATION/CERTIFICATION

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

KNOWLEDGE AND WORK EXPERIENCE

- Senior executive leadership experience in a large, complex health system, academic medical center, or similarly sophisticated integrated delivery environment.
- Demonstrated success leading enterprise operations across multiple hospitals, ambulatory sites, shared services, and system-level functions.
- Experience navigating the complexity of academic medicine while maintaining a strong focus on operational performance, financial discipline, and execution.
- Deep understanding of hospital operations, ambulatory strategy, care delivery design, service line alignment, and system integration.
- Proven ability to lead transformation in areas such as centralization, operating model redesign, productivity improvement, service line rationalization, access, throughput, capacity management, or growth strategy.
- Strong business and financial acumen, with experience managing resources, talent, capital, and operational priorities in an organization of significant scale and complexity.
- Ability to work effectively across academic, clinical, administrative, and community-based stakeholders in environments with distributed authority and multiple constituencies.
- Experience overseeing broad portfolios and bringing order, prioritization, accountability, and strategic focus to a wide range of operational responsibilities.
- Exposure to data, analytics, digital capabilities, and/or AI-enabled operational transformation is highly desirable.
- Experience in both academic and regional/community hospital environments would be especially valuable.

LEADERSHIP SKILLS AND COMPETENCIES

- Strong interpersonal and relationship-building skills, with the ability to earn trust across hospital, physician, academic, administrative, and university stakeholders.
- High emotional intelligence, self-awareness, maturity, and sound judgment, particularly in complex and high-stakes environments.
- A low-ego, collaborative leadership style that values physicians, physician leadership, and the interdependence of clinical, academic, research, and operational priorities.

- Exceptional communication skills, including the ability to communicate clearly, consistently, and credibly across multiple audiences and channels.
- Strong business orientation and financial acumen, combined with the ability to help shape and execute long-term strategy.
- Agility, energy, and drive, with the ability to lead through ambiguity, manage competing priorities, and maintain momentum without creating unnecessary urgency.
- An innovative mindset and comfort with challenging legacy practices while respecting Penn Medicine's culture, history, and academic mission.
- Ability to influence without relying solely on authority, navigate complex relationships, and build alignment across diverse stakeholder groups.
- A strong and confident executive presence balanced by humility, accessibility, and a genuine commitment to partnership.

Procedure for Candidacy

Please direct all nominations, applications of interest, and inquiries to the WittKieffer consultants assisting Penn Health with this recruitment via the WittKieffer Candidate Portal. Other questions or concerns can be directed to Rachel Polhemus, Paul Bohne, and Wendy Kerschner via email at wkerchner@wittkieffer.com.

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Penn Medicine 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.

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