



# Chief Clinical Operations Officer and Executive Vice President

**LEADERSHIP PROFILE**

**FEBRUARY 2026**



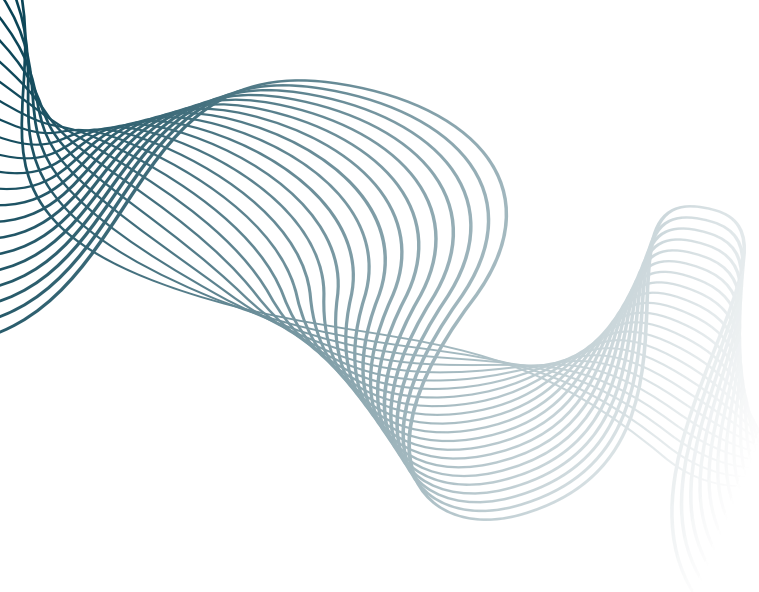
***WittKieffer***

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# CONTENTS

- 01** The Opportunity
- 02** Organization Overview
- 08** Riverside Health System Commitments
- 09** Position Summary
- 11** Goals and Objectives
- 12** Candidate Qualifications
- 14** The Community
- 15** Procedure for Candidacy



# THE OPPORTUNITY

Riverside Health System is a high performing, integrated health system entering its next phase of growth from a position of strength. Disciplined investments in quality, operations, governance, and culture have produced strong clinical outcomes, financial stability, and a deeply mission driven workforce. The Chief Clinical Operations Officer (CCOO) will be responsible for sustaining this performance while advancing integration, operational excellence, and enterprise reliability across the system.

This role offers the opportunity to lead at scale – reinforcing accountability, reducing friction across care settings, and ensuring consistent execution across hospitals, service lines, and the employed medical group. The CCOO will play a central role in strengthening priority clinical platforms, guiding the system’s continued shift toward ambulatory and outpatient care, and making data-driven decisions that balance access, quality, workforce realities, and sustainability.

At the same time, Riverside recognizes that continued success requires an ongoing focus on continued integration across acute care, service lines, and the employed medical group. Significant progress has been made aligning these components under a shared operational excellence framework, and the CCOO will be expected to identify opportunities to reduce friction, improve throughput, and strengthen coordination across sites of care. The CCOO will play a central role in advancing integration—ensuring decisions are made with a system lens and executed consistently across hospitals, ambulatory settings, and service lines.

This is an enterprise role for a physician executive who brings credibility, operational discipline, and a system mindset to ensure Riverside remains resilient, adaptable, and focused on delivering exceptional patient-centered care.

Candidates must possess an M.D. (or equivalent) and bring demonstrated experience leading complex, multi-site operations with a record of clinical integration, multidisciplinary care model standardization, and enterprise performance improvement.



# ORGANIZATION OVERVIEW

## Riverside Health System: An Overview

The company's history spans more than a century. Riverside Health (RH) is a mission driven, not for profit health system serving Eastern Virginia.

Today, Riverside is a health system consisting of five medical-surgical hospitals totaling 941 beds, a medical group of over 900 providers, a behavioral health hospital that also contains Virginia's first and only psychiatric emergency department, four cancer treatment centers, and an acute rehabilitation hospital with an LTACH. The system also operates seven nursing homes, two continuing care retirement communities and large home care and hospice services. Riverside medical group is an integrated group containing all major specialties and sub-specialties that sees over 1.5 million patient visits annually. The primary care division contains over 220,000 active primary care patients and also operates five urgent care centers. The system employs over 10,000 team members and has annual operating revenue of \$2.3 billion.

Medical education is an important component of the health system. Presently, graduate medical education consists of Family Medicine, Emergency Medicine, OB/GYN and Internal Medicine residencies as well as a transitional internship year. Medical students rotate at Riverside from all of Virginia's medical schools. Additionally, the Riverside College of Health Careers operates a school of nursing as well as programs in respiratory therapy, diagnostic imaging, ultrasound and other health careers.

RH is a 501c (3) tax exempt, non-profit organization governed by a voluntary board of directors and remains firmly committed to clinical quality, community stewardship, and long-term financial stability.

### **Mission**

To care for others as we would care for those we love – to enhance their wellbeing and improve their health.

### **Vision**

Riverside will be an integrated health system, trusted to provide people in our communities with care and services that enhance their quality of life.

## Core Values

- Trust earned through safety, quality of care and service
- Teamwork, diversity and respect
- Physician integration and leadership
- Deep community involvement
- Health, growth and financial stability

## Riverside Care Difference

The Riverside Care Difference defines how care is delivered—by keeping patients at the center of every decision and consistently meeting expectations around safety, healing, compassion, and respect.

## Service Area

Eastern Virginia, including cities of Gloucester, Hampton, Newport News, Poquoson, Richmond, Tappahannock, West Point, Williamsburg and Yorktown; Eastern Shore Area of Virginia; counties of Essex, Gloucester, Isle of Wight, James City, King and Queen, King William, Lancaster, Mathews, Middlesex, New Kent, Northumberland, Richmond and Surry. The total population within the service areas is 1.5 million.

## System Service Line Highlights

**Riverside Cancer Care** serves individuals and communities throughout southeastern Virginia through a wide range of inpatient and outpatient treatment and diagnostic locations. Alongside robust programs in prevention, early detection, and outreach, the System includes cutting-edge therapy at Radiosurgery Center on the Riverside Regional Medical Center campus which is a joint venture with the University of Virginia.

**Riverside Comprehensive Neurosciences** includes the combined expertise of fellowship-trained neurosurgeons, interventional neuro-radiologists, neurologists, medical physicists, radiation oncologists, and other highly skilled professionals. Leading edge treatment of all neurological disorders is provided and the system operates an AHA/ASA Comprehensive Stroke Center with full interventional capability that is one of the busiest in the Commonwealth.

**Riverside Heart and Vascular**, a recognized leader in cardiovascular care, brings together a broad range of diagnostic, medical, surgical, and emergency care services with the expertise of the largest team of specialists and sub-specialists on the Peninsula. Riverside Heart and Vascular offers advanced medical, surgical, and non-invasive treatment options to patients with cardiac and vascular conditions. The Riverside Regional Medical Center has five cardiac catheterization labs for emergency and non-emergency heart attack care and the only open-heart surgery center on the Peninsula. In 2019, RH introduced the first hybrid operation room to the region. The system operates a cardio-thoracic surgery service in collaboration with the University of Virginia.

**Primary Care** is a great strength of the health system. In total, there are over 220,000 active primary care patients in a wide variety of practices that range from rural to suburban to urban settings.

## UVA Health, Riverside Health System Strategic Alliance

To make it easier for residents of Eastern Virginia to access innovative care for complex medical conditions as well as the latest clinical trials, Riverside Health System and UVA Health announced a strategic alliance to expand patient access to innovative care for complex medical conditions, transplantation and the latest clinical trials. Under the agreement, Riverside and UVA Health will collaborate in multiple areas including clinical program development, research and medical education.

The affiliation enhances care coordination in several care areas, including adult and pediatric transplantation while advancing efforts to educate and train the next generation of clinicians through a common commitment to medical education, research and innovation.

## Riverside Health System Locations

### Riverside Regional Medical Center, Newport News, VA

Riverside Regional Medical Center is the most comprehensive medical facility in the region, embodying RH's commitment to exceptional healthcare. Situated on over 25 acres, this state-of-the-art center offers advanced diagnostics and emergency treatment when needed most. Notably, it houses the Peninsula's only Level II Trauma Center and Neonatal Intensive Care Unit. Furthermore, Riverside Regional Medical Center is recognized as both a Chest Pain Center and a Comprehensive Stroke Center. Its services extend to advanced treatment in neurosciences, heart care, and cancer management.

### Riverside Walter Reed Hospital, Gloucester, VA

Riverside Walter Reed Hospital, located in Gloucester, Virginia, is a key facility within RH, dedicated to providing comprehensive healthcare services to the Middle Peninsula community. With 67 beds, the hospital offers a wide range of medical services, including emergency care, surgical services, and inpatient and outpatient care, supported by advanced technology and a team of skilled healthcare professionals. Riverside Walter Reed Hospital focuses on delivering high-quality, accessible healthcare. Its commitment to community health is reflected in its efforts to expand services, enhance medical capabilities, and ensure affordability for all patients allowing RH to serve as a crucial healthcare provider in the region.

### Riverside Shore Memorial Hospital, Onancock, VA

Riverside Shore Memorial Hospital, located in Onancock, Virginia, is an acute care facility embodying RH's commitment to exceptional healthcare. Established in the 1920s through community efforts, the hospital continues to uphold its foundational principles by enhancing medical capabilities and expanding services. The hospital spans a 60-acre campus in Onancock and Onley, VA, encompassing the Riverside Shore Memorial Hospital, Riverside Shore Cancer Center, and Riverside Medical Office Building. The hospital itself covers 139,100 square feet over two floors, featuring 52 private inpatient rooms, including 10 critical care rooms and 6 Mother/Baby rooms. Its Emergency Department includes 2 private triage rooms, 13 private treatment rooms, and a trauma room. Committed to comprehensive care across all life stages, Riverside Shore Memorial Hospital stands as a beacon of health and well-being for its community.

## Riverside Doctors' Hospital Williamsburg, VA

Riverside Doctors' Hospital Williamsburg hospital covers approximately 120,000 square feet with 40 private rooms. Among these, 33 are dedicated to medical/surgical care, while 7 serve as intensive care rooms. The full-service emergency department features 12 private patient rooms and provides specialized geriatric emergency services. Surgical services are comprehensive, with two operating rooms and two procedure rooms. Additionally, the hospital has eight private patient preparation and recovery rooms, along with 12 private patient recovery rooms specifically designated for gastrointestinal patients.

RH Doctors' Hospital Williamsburg has achieved several notable certifications and designations, including being a Certified Primary Stroke Center, earning NICHE Exemplar Status, and receiving the Nursing Pathway to Excellence designation. Moreover, it holds advanced hip and knee replacement certification from DNV. Williamsburg has a significant orthopedic presence serving as a hub with outpatient office space, operating room capacity, and inpatient hospital care.

## Riverside Smithfield Hospital, Smithfield, VA

Opened in January of 2026, Riverside Smithfield Hospital provides local residents with greater, more convenient access to high-quality, affordable medical care. It supports the employment of hundreds of professional and support staff. The 50-bed acute care facility is located near the intersection of Routes US-258 and VA-10.

The hospital features:

- 34 medical/surgical beds
- 10 intensive care unit beds (ICU)
- 4 operating rooms

Services offered:

- Emergency department
- Diagnostic imaging services, including CT and MRI

## Riverside Medical Group

Riverside Medical Group is one of Virginia's largest and most diverse multi-specialty group practices. Many of the nation's top providers choose Riverside to practice medicine. The clinical team is the best of the best – from the first Virginian to serve as **President** of the American Academy of Family Physicians to **raising funds** for underserved populations and holding national leadership positions.

The Medical group consists of 900 providers offering excellent care at 90 ambulatory practices sites. In 2024 the group saw over 1.5 million patient visits and over 300,000 unique patients. Total wRVU's generated were over 4 million. During 2024 – 2025 RMG opened 19 new practice sites and has excellent physician retention rates which during 2024 stood at 6.4%.

For doctors, providers and medical staff, ensuring "quality" means measuring clinical outcomes, adhering to best medical practices and ensuring patient safety. Riverside's quality and patient experience teams, along with clinical teams, are dedicated to measuring and analyzing quality and patient safety data and identifying opportunities to improve. A few examples of recent successes in their ongoing high reliability and improvement journey **over the past 6 years** include:

- 68% decrease in Healthcare Associated Infections (HAI)
- 68% decrease in composite Harm score
- 15% decrease in readmission to the hospital within 30 days of discharge
- 22% decrease in hospital mortality rate
- 6% increase in patient experience survey responses

Riverside Medical Group is a significant factor in RH's ability to practice quality medicine collaboratively through technology-based communication channels. Additionally, Riverside Medical Group was among the first provider groups in the nation to implement electronic medical records. It is RH's commitment to provide the most efficient and effective technology driving seamless patient care. Across RH, providers maintain a communicative, collegial partnership to find the best care path for patients.

## Riverside Graduate Medical Education

Riverside's GME Residency programs are ACGME accredited. Their programs offer an advantage of being academic programs in a community based, not-for-profit health system. The community setting provides opportunities that put residents closer to care delivery in the patient-care model. Their patient population doesn't just offer demographic diversity, but a diversity of pathology and complexity. This results in residents having cultural competency, understanding of healthcare delivery, and ensures that graduates are prepared to handle the complexities of modern medicine.

Riverside facilities are the major clinical rotation sites for the University of Virginia School of Medicine, Virginia Commonwealth University School of Medicine, and Eastern Virginia Medical School.

## Physician Residencies

### Emergency Medicine Residency

Centrally located at Riverside Regional Medical Center in Newport News, Virginia, this program is firmly established within a health system devoted to physician development and education.

### Family Medicine Residency

This is one of the oldest programs of its kind in the country, placing a strong emphasis on individualized programs tailored to meet the needs of each student.

### Internal Medicine Residency

Internal Medicine touches every aspect of the hospital, including the subspecialties which are all in-house. Residents will have the opportunity to gain extensive experience throughout the healthcare system with exposure to diverse pathologies.

### OB/GYN Residency

Supported by local private practice and hospital-based OB/GYN physicians, the OB/GYN Residency program offers a wide range of hands-on clinical instruction in a private practice and acute care setting.

## Transitional Residency

This program provides a multi-disciplinary experience across many areas of medicine. Graduates enter specialties such as Dermatology, PM & R, Radiology and Radiation Oncology, and Anesthesia.

For more information on Graduate Medical Education click [here](#).

## Education Affiliations

The following list is a sampling of RH education affiliations:

- The University of Virginia
- Medical College of Virginia/Virginia Commonwealth University
- Virginia Tech
- Medical College of Hampton Roads
- Old Dominion University
- Hampton University
- Thomas Nelson Community College
- Christopher Newport University
- Rappahannock Community College
- Newport News Public Schools

## Major Awards, Accreditations, Certifications, Affiliations and Memberships

Facilities within Riverside Health System are licensed by the Commonwealth of Virginia under the appropriate licensing statutes.

In addition, an updated list of Riverside accreditations and certifications facilities is listed here: <https://www.riversideonline.com/en/about/why-riverside/awards-and-recognition>

## Connected by Good Communications

RH is committed to improving communication between the patient and physician, between patients and the medical care team treating them, and between physicians and the hospital. This strong link is facilitated by RH's pioneering use of electronic medical records, a computer-based alternative to traditional hand-written paper charts. Through a combination of information technology and medical knowledge, these records, which number nearly 500,000, provide a higher quality documentation of patient care that can speed up decisions, increase convenience, improve patient safety and, ultimately, save lives. Currently on Centricity, most locations are in the process of migrating to Epic EMR system.

RH has aspirations of achieving Great Place to Work™ recognition. To that end, physician and team member engagement surveys are conducted annually.



# RIVERSIDE HEALTH SYSTEM COMMITMENTS

## Focus Area #1 – People

Create an environment that engages team members to deliver the best care and service fostered in a culture of trust.

## Focus Area #2 – Integration

Enhance personal relationships with customers and patients through seamless coordination of service, care, communications and technologies.

## Focus Area #3 – Safety, Quality & Service Experience

Continually strengthen the integration of Riverside's culture of safety, quality and service experience through the use of objective measurement, transparent communication and high reliability leadership methods.

## Focus Area #4 – Growth

Increase the appropriate use of current services and programs, while identifying and pursuing new areas of growth; further enrich the reputation for the system by delivering on the Riverside Care Difference.

## Focus Area #5 – Finance

Assure long-term service to the community by responsibly using resources and by maintaining standards that ensure a strong credit rating.



# POSITION SUMMARY



The Chief Clinical Operating Officer reports to the Chief Operating Officer of Riverside Health (RH) and will work closely with the executive staff of the health system to support RH's mission. The CCOO must be sensitive to the multitude of issues that impact the delivery of high-quality healthcare services.

The CCOO is responsible for the operations of the acute care division, clinical service lines, information technology, quality, medical education, and the Riverside Medical Group. The CCOO will be tasked with driving clinical consensus and systemwide alignment by advancing operational excellence through clinical integration and workstream optimization. The CCOO will foster a culture of accountability across the organization by building strong provider relationships and enhancing clinician engagement. In the ever-changing healthcare marketplace, the CCOO will create agile, entrepreneurial approaches to emerging healthcare challenges.

The CCOO will be a transformative leader responsive to the changing dynamics of the care delivery model. They will understand managing clinical operations and driving performance within a matrixed and continuously evolving environment and have leadership experience within a competitive market. It is critical that this leader establish themselves as a visible, approachable individual and is a transparent, proactive, effective communicator. Excellent interpersonal skills and a reputation of trust, credibility, fairness, and high standards of professionalism are musts for this physician leader.

## Reporting Relationships

Report to: Chief Operating Officer

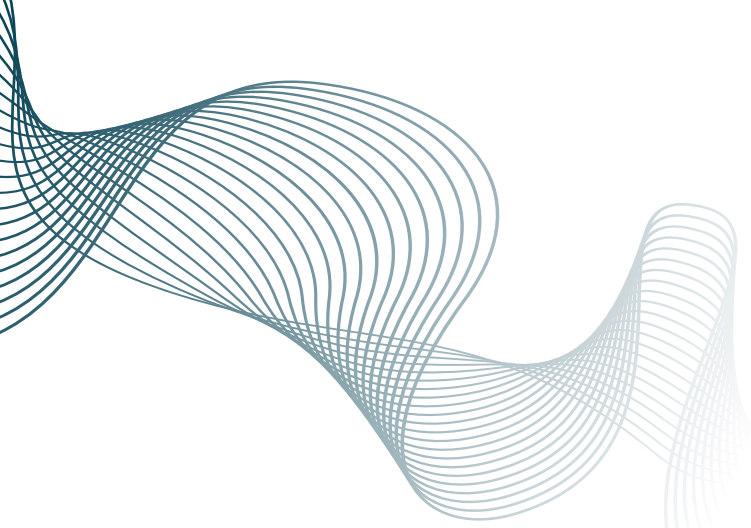
Direct reports include:

- President/SVP, Acute Care Division
- President/SVP, Riverside Medical Group
- COO/SVP, Riverside Medical Group
- Senior Vice President, Information Technology
- Senior Vice President, Quality
- Vice President, Medical Education
- Clinical Service Line AVPs and Chiefs
- Regional CMOs

## Responsibilities

The successful Chief Clinical Operations Officer candidate will:

- Lead systemwide clinical operations with a focus on safety, quality, access, experience, and performance.
- Advance clinical integration and standardized, evidence-based care models.
- Meet the financial, clinical, quality, experience, access, safety, and strategic initiatives/goals consistent with RH's vision and strategic priorities.
- Oversee operating and capital planning, ensuring disciplined resource deployment. Develops and enacts corrective action plans where necessary.
- Strategize and drive process improvements in care flow, throughput, and access across acute and ambulatory settings.
- Ensure effective use of information technology to support care delivery and clinician efficiency.
- Strengthen physician engagement, leadership development, and accountability.
- Partner with executive and clinical leaders to execute strategic priorities and manage change.
- Ensure effective communication and deployment of the system's clinical expectations involving care transformation initiatives.
- Serve as a leader and role model for other clinical leaders, physicians and staff by participating and/or leading in the development of evidence-based standards of care and by incorporating those principles of practice.
- Lead the management, growth, and stability of system entities' clinical services and programs. Provide effective leadership to management to engage and involve physician leaders in organizational strategy, execution of initiatives and evaluation of efforts.
- Monitor regulatory, legislative, and market dynamics to proactively mitigate risk and identify opportunities.



# GOALS AND OBJECTIVES

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

- Sustain a high performance culture with clear expectations and consistent execution across acute care, service lines, and the medical group.
- Deliver top decile clinical quality and safety outcomes. Sustain Riverside’s strong results across CMS, Leapfrog, and internal measures while reinforcing a learning culture that prioritizes reliability, continuous improvement, and doing the right thing for patients—every time.
- Reduce unwarranted variation through standardized, evidence based care models while ensuring care delivery remains patient centered, efficient, and clinically sound.
- Strengthen physician and APP engagement, retention, and leadership pipelines. Support RH’s ability to attract and retain top clinical talent.
- Improve patient access and care flow across the continuum.
- Advance performance and growth of key clinical service lines.
- Strengthen integration between acute care, service lines, and the medical group to ensure high performance across the continuum.
- Oversee the effective use of information technology to support clinical operations, quality, and care transformation. Prioritize solutions that demonstrably improve clinician efficiency, reduce documentation burden, enhance data sharing, and support integrated decision making.
- Ensure strong financial stewardship and operational stability by preserving margin, enforcing disciplined capital deployment, and creatively identifying opportunities to reduce cost without sacrificing quality or patient experience.



# CANDIDATE QUALIFICATIONS

## Education/Certification

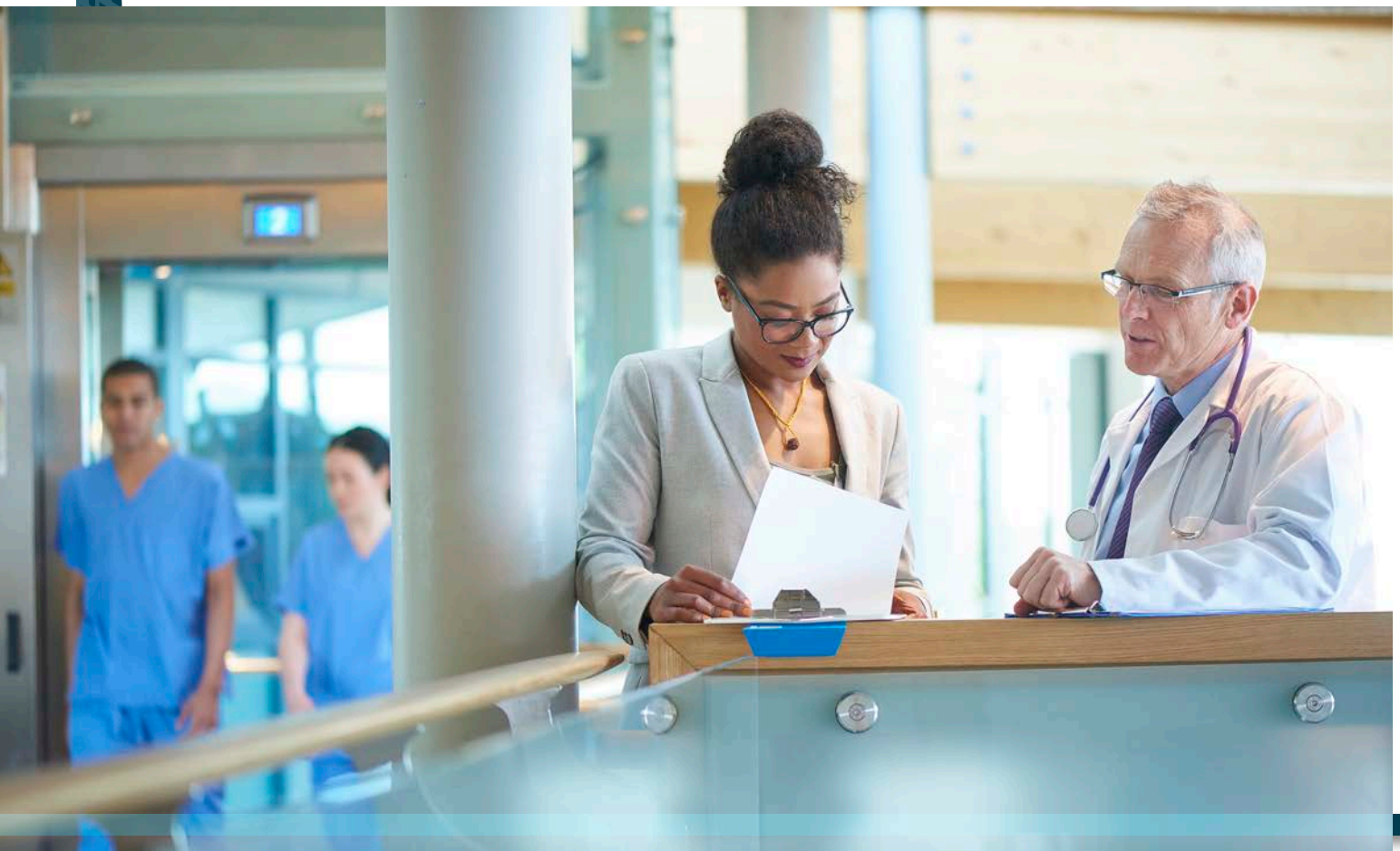
- An M.D. or D.O. from an accredited institution with board certification in the respective specialty.
- Eligible for licensure in the state of Virginia.
- An advanced degree in healthcare or business-related field is desirable.

## Knowledge and Work Experience

- A minimum of ten (10) years of clinical practice.
- At least five (5) years of successful experience in senior clinical leadership roles, including direct operational oversight of physicians.
- Proven record in developing quality, safety, and performance improvement programs with a demonstrated record of achieving exceptional results to include comprehensive knowledge and understanding of evidence-based medicine and multiple quality improvement tools and principles.
- Experience and results in developing physician leaders and holding them accountable to achieve results in their respective areas.
- Must demonstrate the interpersonal skills needed to resolve conflict and to promote partnership with the consistencies.
- Demonstrated understanding of healthcare regulations, compliance, physician contracting/employed physician models, and ACGME guidelines.
- Demonstrated experience in leading within a complex integrated delivery system with multi-site operations across acute, post-acute and ambulatory spectrums of care.

## Leadership Skills and Competencies

- Must have working knowledge of the regulatory rules and consequences of non-compliance, such as those for Medicare and Medicaid.
- Must effectively communicate (both written and oral) with peers, staff, legal counsel, board members, and physicians.
- Demonstrated experience and results in developing physician leaders and holding them accountable to achieve results in their respective areas.
- Ability to make critical decisions under pressure, maintain composure, and sound judgement.
- Has high emotional intelligence; has their ego in check and keeps professional and personal life in balance, encouraging others to do the same.
- A champion for excellence, one who believes in unwavering patient care and service to the community.
- Visible, approachable, and values-driven leader.
- Excellent team building, coaching, and mentoring skills. Evidence of leading cohesive, high-performing teams. Able to communicate expectations and hold staff accountable.
- Comfortable driving and managing organizational change initiatives, with a track record of successfully implementing transformative projects.





# THE COMMUNITY

## Virginia

The Coastal Virginia region is the birthplace of Colonial America, merging centuries of history with rich culture, beautiful waterfront landscapes, livable communities, modern technology, prosperity, thriving maritime industry and important military presence. Residents enjoy the best of city, suburban and country living and can take advantage of expansive shorelines, museums, opera, festivals, sports, colonial cities and towns, state and national parks and many retail and residential options. It is a diverse region of 1.6 million citizens and is supported by an entrepreneurial, diversified economy.

Education has been the cornerstone of life in the region for more than 300 years. Over 86,000 students are enrolled in the region's colleges and universities, which include two of the most prestigious and oldest educational institutions in the nation, the College of William and Mary and Hampton University. This is in addition to the students enrolled in the many technical and specialty schools located within the region.

For additional information, please visit the following website: [www.nnva.gov](http://www.nnva.gov)





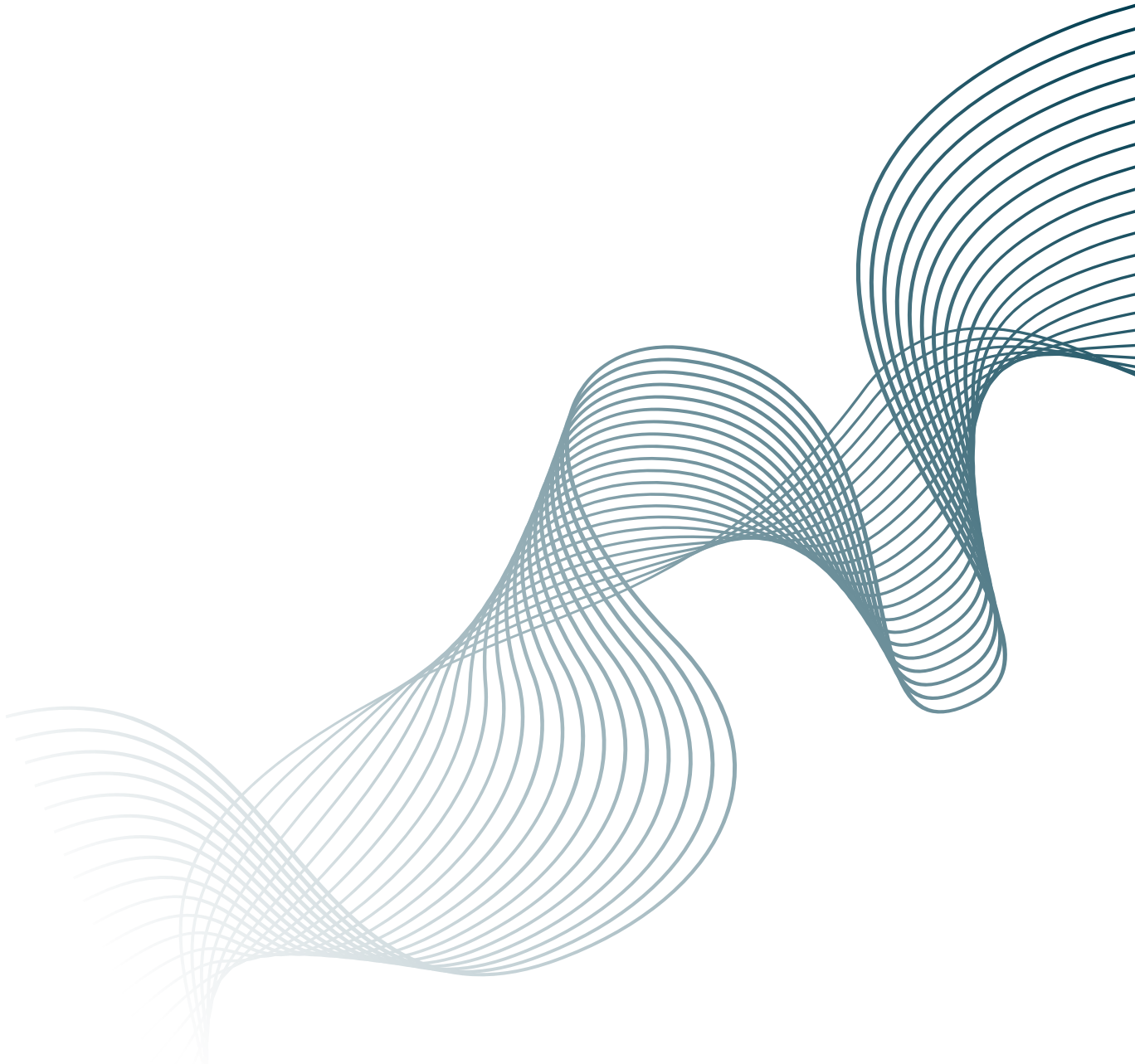
# PROCEDURE FOR CANDIDACY

Please direct all applications, nominations, and inquiries to the WittKieffer consultants, Jason Petros, Aaron Mitra, and Fayth Hoecker, assisting Riverside Health System with this recruitment, preferably via e-mail, to [fhoecker@wittkieffer.com](mailto:fhoecker@wittkieffer.com).

*The Riverside Health System 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 Riverside Health System 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.

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