



SISTERS of CHARITY
HEALTH SYSTEM

Sisters of Charity Health System
President and Chief Executive Officer

Leadership Profile
February 2024

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The Opportunity

Sisters of Charity Health System (SCHS), based in Cleveland, Ohio and sponsored by the Sisters of Charity of St. Augustine, seeks a mission-driven, visionary, encouraging, inspiring and experienced executive to serve as its next President and Chief Executive Officer (CEO).

This is a pivotal time for the Sisters of Charity, a ministry of the Catholic Church, as they redefine the services provided and move from being a primarily hospital-based organization to an integrated network. This network consists of one faith-based, high-quality outpatient community health center; three grantmaking foundations; two elder care facilities; and several health and human service outreach organizations throughout Cleveland and Canton, Ohio, as well as South Carolina. These ministries collectively continue to advance the work of the Sisters of Charity of St. Augustine, a congregation that since its founding in Cleveland in 1851 continues a faith-based legacy of high-quality, compassionate care for all of God's people.

Reporting to the Board of Directors, the CEO will be an exceptional servant leader who can oversee the complexity of multiple programs while collaborating with the Board Chair and Board of Directors to shape and execute the strategic vision of the organization. The CEO should have experience in nonprofit management, preferably in a healthcare context. They must be committed to the mission of SCHS and experienced in managing a complex organization, including fiscal responsibility and Board governance. The role requires collaboration with SCHS' ministry leadership to foster a collaborative and inspiring culture within the organization and among stakeholders. The ideal candidate is expected to be collaborative, mission-driven, adaptable yet transformative and should have a history of engaging diverse stakeholders in mission-driven environments.

The challenge facing the new leader is to create and implement an innovative strategy that diversifies funding, fosters a culture of trust and collaboration among the SCHS ministries, and restructures the organization to ensure the ability to deliver on the mission in perpetuity.

The ideal candidate must demonstrate a personal commitment to the Sisters of Charity Health System mission to serve those marginalized, impoverished, and vulnerable in their communities. While candidates need not be Catholic, successful candidates will have deep personal resonance with and commitment to the mission and values of the Sisters of Charity of St. Augustine. In addition, they will have a reputation for living out those values in their professional and personal lives.

Organization Overview

About Sisters of Charity Health System

The Sisters of Charity of St. Augustine (CSA) are recognized in Northeast Ohio and South Carolina as mission-driven, serving the community as an extension of the healing ministry of Jesus Christ, and committed to helping the underserved. They established themselves in Cleveland in 1851 when they arrived from France, serving as Cleveland's first public health nurses. The Congregation served the Church in health care, education, and social services for over 173 years. They have been a constant presence since that time.

The CSAs' mission, while grounded in health care, expanded over the decades to include a family of ministries focused on providing outreach and service to all of God's people, including through medical respite for the homeless, education, behavioral health and crisis recovery services, Rosary Hall for addiction treatment, as well as grant-making foundations that support efforts to improve lives of the people most in need.

These ministries collectively continue and advance the work of the Sisters of Charity of St. Augustine, a congregation that, since its founding in Cleveland in 1851, continues a faith-based legacy of high-quality, compassionate care for all of God's people in Northeast Ohio and South Carolina.

History

The Congregation opened its first hospital in 1852 in the heart of the City of Cleveland: St. Joseph Hospital. Then, in 1865, the Sisters of Charity of St. Augustine opened their downtown hospital, St. Vincent Charity Hospital, in the Central Neighborhood of Cleveland. Over time, the CSA's network grew to five hospitals in Northeast Ohio and South Carolina, under the auspices of the Sisters of Charity Health System. The hospitals included:

St. Vincent Charity Medical Center – Cleveland, OH has provided high quality, faith-based care since 1865. In late 2022, the hospital stopped providing inpatient care and now looks to promote holistic health and wellness through health care and services that address the social determinants of health. That transition created the St. Vincent Charity Community Health Center.

Mercy Medical Center – Canton, OH is now a full member of the Cleveland Clinic health system, while maintaining its Catholic identity through sponsorship by the Sisters of Charity of St. Augustine.

Providence Hospital and Providence Orthopedic Hospital – Columbia, SC was acquired in February 2016 by LifePoint Health.

St. John Medical Center – Westlake, OH transitioned to full ownership by University Hospitals in November 2015 while maintaining its Catholic identity through a Mission and Ministry Services Agreement.

As the health care industry and its financial model evolved, the Sisters of Charity Health System also evolved and made strategic decisions to preserve the ministry of the Sisters of Charity. These decisions

resulted in the sale, affiliation, or closure of its hospitals. In 2022, the Health System transitioned its last remaining hospital, St. Vincent Charity Medical Center in Cleveland.

Sisters of Charity Health System Today

Among the various ministries of the Sisters of Charity Health System, three conversion foundations have been identified as core to carrying forward the legacy and ministry of the CSA.

As the Health System has evolved over time, one thing has remained constant – the mission that drives the Sisters of Charity of St. Augustine, SCHS, and the staff: to improve the health and overall wellbeing of the people and communities they serve through their faith. Looking to the future, the Health System is committed to addressing the social determinants of health and ensuring that the Health System continues to have a positive impact on the people served through its family of ministries.

Sponsorship and Governance

Sponsorship of the health system is provided by the Sisters of Charity of St. Augustine (CSA). In June 2007, the Vatican approved a request to restructure the sponsorship of the Sisters of Charity Health System to a new Public Juridic Person. This action shifts corporate decision-making authority from the exclusive scope of CSA to the new PJP, which is governed by both CSAs and laity. Most importantly, the new canonical structure guarantees the preservation of the Sisters' mission and the Catholic identity of their sponsored ministries into the future. The SCHS Board of Directors consists of 16 community, physician, and CSA members.

For additional information please visit <https://www.sistersofcharityhealth.org/about/governance-and-sponsorship/> and the Appendix for more information.

Mission

The Sisters of Charity Health System is a beacon of hope devoted to healing and addressing the unmet needs of individuals, families, and communities through a network of innovative services.

Values

Compassion - displays a profound sense of interconnectedness by:

- Responding to needs, pains, and sufferings of others with concern, empathy, and support. Treating all persons we serve and with whom we co-minister with dignity. Exhibiting an attitude of acceptance and forgiveness. Listening with empathy and attention and serving as a catalyst for change, especially for the disenfranchised.

Courage - dares to take risks that our faith-based demands of us by:

- Speaking out on issues that challenge our mission and Catholic identity. Making difficult decisions with integrity and in a timely manner. Promoting economic, political, and social conditions to support the fundamental rights of all individuals that enable them to meet their

potential and achieve the common good of society. Addressing institutional problems and issues quickly, objectively, and directly.

Respect - values dignity and sacredness of life from conception through death by:

- Treating individuals and their families with profound respect and utmost regard. Maintaining an attitude and atmosphere of loving hospitality. Addressing the physical, psychological, social and spiritual dimensions of the person. Ensuring that diversity exists at all levels and being trustful, keeping confidences; being truthful, direct and sincere; apologizing for misunderstandings, inconveniences or mistakes.

Justice - develops right relationships internally and externally by:

- Developing or eliminating programs to ensure excellent service and quality. Acting as responsible stewards of all resources. Addressing the needs of the poor and vulnerable. Treating employees justly and respectfully. Advocating to secure the human right to health care.

Collaboration - promotes inclusive, compassionate and collaborative relationships by:

- Encouraging interaction internally and externally to empower others for service. Fostering and sharing of gifts and talents within our institution and larger community. Facilitating dialogue and networking with individuals and organizations. Assisting others to realize the importance of their work in contributing to the mission. Promoting a sensitivity to diversity in planning and implementing programs, hiring practices, advertising and other initiatives.

Today's Ministries of Sisters of Charity of St. Augustine

St. Vincent Charity Health Campus in Cleveland, Ohio

St. Vincent Charity Community Health Center - following the transition of St. Vincent Charity, the Health System continued its focus on evolving the organization to ensure a financially sustainable future. The Health System has had an independent evaluation of the facilities located on its E. 22nd Street campus to determine the highest and best uses to continue serving the Central Neighborhood of Cleveland. And the organization has had several discussions with potential partners to bring more services to the neighborhood in alignment with its mission.

The St. Vincent Charity Community Health Center is a faith-based, high quality outpatient health care provider offering outpatient primary medical care, outpatient behavioral health care, Rosary Hall (addiction medicine), case management services, occupational health services, and Monday-Friday urgent care. There is also a pharmacy, cafeteria, and micro market that are open to the public. Psychiatric emergency services are currently offered, but that service will transition its operations to The MetroHealth System and will likely move to an alternative location in early 2025.

Regina Health Center (RHC) in Richfield, Ohio

Opened in 1993, Regina Health Center (RHC) is a five-star Medicare/Medicaid certified nursing facility with 100 licensed nursing beds, a 17-bed secured memory care community, 54 assisted living apartments, respite care services, and short-term inpatient and outpatient rehabilitation. Located about half-way between Cleveland and Akron, in Richfield, OH, the health center is surrounded by 230 beautiful, wooded acres.

In collaboration with 22 Catholic religious congregations within the Cleveland and Youngstown Dioceses, RHC was opened by the Sisters of Charity of St. Augustine to ensure that the long-term health care needs of religious sisters, brothers, priests were met. Today, RHC serves the needs of both the religious and lay people who seek and benefit from the five-star quality care provided there.

Light of Hearts Villa in Bedford, Ohio

Light of Hearts Villa is a senior living community located about 15 miles from the Sisters of Charity Health System campus, in Bedford, OH. The community offers a range of living options, including independent living, assisted living, and memory care. Each resident's unique needs and preferences are taken into consideration to ensure personalized care and attention.

The community is designed to be a safe and secure environment, with 24-hour staff availability and emergency response systems in place. A variety of services and amenities are provided to enhance the quality of life for its residents, such as delicious and nutritious meals prepared by professional chefs, housekeeping and laundry services, transportation assistance, and a vibrant activities program. Spiritual care is an essential service. Help is given for the activities of daily living, such as medication management, and other supportive services as needed.

Each year, all Ohio assisted living communities are surveyed by the Ohio Department of Health, ensuring that they are providing a safe environment for all residents. In the 2023 survey, Light of Hearts received zero deficiencies.

Early Childhood Resource Center (ECRC) in Canton, OH

The Early Childhood Resource Center (ECRC), headquartered in Canton, OH, provides education-based services to families in a six-county area. The mission of the ECRC is to promote the healthy development of young children by strengthening families, improving the quality of early learning experiences, increasing school and community readiness, and informing public policy.

Joseph & Mary's Home in Cleveland, OH

Joseph & Mary's Home provides medical respite care to medically fragile people who have nowhere to go when discharged from the hospital—it is the first and only provider in Northeast Ohio to offer this care. The Home is divided into two parts: Joseph's Home, which has been operating for 24-years and offers 11 beds for men; and Mary's Home, a two-year-old, 10-bed facility for women adjacent to its counterpart.

Referrals are made from the health systems in Cuyahoga County as well as community partners. Because healing requires nourishment, rest, a sense of security, dignity and advocacy, Joseph & Mary's Home offers residents a private room, nurse, nutritious meals, and connection to resources to stabilize their health and transition to housing. The model works: 90% of alumni are in stable housing at least one year after leaving Joseph or Mary's Home.

Healthy Learners in Columbia, SC

Healthy Learners' mission is to transform the futures of children in poverty in South Carolina. HL was created to address health barrier to learning challenges head-on and serve as the catalyst to ensure every child receives the health care they need to thrive in school.

The vision of Healthy Learners is that children, pre-K through 8th grade, are healthy and able to reach their full potential. The program works collaboratively with communities, schools, healthcare providers and families to remove health barriers to learning through screening, referral and access to vision, dental, behavioral health, and medical services.

South Carolina Center for Fathers and Families

South Carolina's Center for Fathers and Families works to "provide the means for fathers to be great dads." It brings attention to problems, policy challenges and best practices, then tackle issues that unintentionally keep fathers and children apart.

The Center serves as the hub of a statewide network with the shared goal of helping fathers see their value and be responsible, confident and supportive dads. To that end, it provides resources for fathers to help them understand and fulfill legal obligations. They work to reduce incarceration rates related to non-payment of child support and help fathers maintain employment and income through "Jobs Not Jail." They use data to make evidence-based decisions; and provide thought leadership to practitioners, policy makers and the public.

Other health and human services and education-related organizations the Sisters of Charity Health System is involved with include Building Healthy Communities and Catholic Community Connection, both in Cleveland.

The Sisters of Charity Foundation of Cleveland

The Sisters of Charity Foundation in Cleveland is a philanthropic organization dedicated to addressing the needs of individuals and families in Northeast Ohio, with a commitment to breaking the cycle of poverty. The foundation traditionally focused on supporting families, women, and children, working to create positive and lasting change in the community. In 2023, the Foundation awarded more than \$2 million in grants, with an emphasis on strengthening the Central Neighborhood of Cleveland, where the Sisters have ministered for the past 170 years.

Starting in 2024, the Foundation will lessen its overall grantmaking but maintain its strategic focus on ending homelessness and support collaborative initiatives among Catholic Sisters. Primarily, though, it will continue to invest in Cleveland Central Promise Neighborhood, or “Promise,” and Building Healthy Communities, programs designed to bolster the Central community. Promise, established in 2009, is a collective impact initiative, that works to improve outcomes for children, families, and the community by engaging resident voices, aligning organizations, and employing a whole-family approach to addressing problems. For over 20 years, the Building Healthy Communities’ staff have worked in collaboration with residents and service organizations to extend education and practical tools to Central Neighborhood’s residents. Additionally, this year, the Foundation will develop a responsive grantmaking program that will support organizations aligned with the Foundation’s mission.

The Sisters of Charity Foundation of Canton

Since its founding in 1996, the Sisters of Charity Foundation of Canton’s grantmaking has championed the belief that every child deserves a good start in life and that all families should have access to high-quality early education and care. The vision of the Foundation is to improve the quality of life of the poor and underserved so that they can live to their fullest potential, with particular emphasis on health, education, and social services.

The Foundation has a rich history of providing compassionate care and service to individuals in need, primarily in the Stark County area. Guided by the principles of the Catholic faith, the Sisters of Charity Foundation in Canton, OH, works to promote social justice, alleviate poverty, and improve the overall well-being of the community.

In 2023, the Foundation awarded \$3.5 million in grants. The awards covered responsive grants to specific short-term community needs; strategic collaborations that work alongside others to launch programs that build capacity and increase effectiveness in community services; and Foundation-led initiatives the develop and hone programs focused on systematic change.

The Sisters of Charity Foundation of South Carolina

The South Carolina Foundation strategically uses resources to reduce poverty through action, advocacy and leadership. It was formed with the intent to serve people experiencing poverty across South Carolina. Since its inception, the Foundation has distributed nearly \$81 million to over 3,100 nonprofits working to improve the lives of individuals and families in the Palmetto State.

In 2023, the Foundation awarded 100 grants totaling \$877,000 to nonprofit organizations in South Carolina. This year’s grant recipients serve all 46 counties in South Carolina; and many of these nonprofits provide services state-wide.

Position Summary

The President and CEO (CEO) has the necessary responsibility to manage the Corporation and all corporate entities. The CEO or her/his designee is ex officio on designated Boards of the entities of the System and shall be an ex officio member of the Sisters of Charity Health System Board.

The CEO will be accountable to the Board and the Public Juridic Person, CSA Health System Ministries, for compliance with the mission and Catholic identity of the organization, assuring results within the organization to achieve/implement strong operating performance, strategic vision/goals, and high-quality outcomes. The CEO will represent the System, the Board, and the Catholic mission and identity as a strong leader to the health care community, the public sector, and the civic communities it serves.

Reporting Relationships

The CEO reports to the Board of Directors. The current team supporting the CEO includes:

- Presidents of each of the three Foundations
- Senior Vice President, Mission & Ministry
- Senior Vice President, Chief Financial Officer
- Chief Information Officer
- Chief Medical Officer
- Senior Vice President, Fund Development
- Executive Director, Marketing/Communications
- Chief Administrative Officer of St. Vincent Charity Community Health Center
- Senior Director, Human Resources
- General Counsel and Compliance Officer

Please refer to the organizational chart located in the appendix to this document.

Responsibilities

Mission Integration: Ensure that all organizational activities align with the mission and values of the Sisters of Charity of St. Augustine. Uphold the Catholic identity of the organization in all aspects of operations. Promote a positive and inclusive work environment, fostering employee engagement and professional development.

Strategic Leadership: Develop and articulate a compelling strategic vision for the Sisters of Charity Health System in collaboration with the Board and key stakeholders. Lead the execution of strategic initiatives to fulfill the organization's long-term goals.

Financial Stewardship: Ensure the financial sustainability of the organization through effective financial management, budgeting, and resource allocation. Implement strategies for revenue diversification and cost optimization.

Executive Leadership: Provide visionary and inclusive leadership to the executive team, fostering a collaborative and mission-driven culture.

Board Collaboration: Collaborate closely with the Board of Directors and PJP, providing regular updates, seeking guidance, and incorporating Board input into strategic decision-making. Facilitate effective communication between the Board, the executive leadership team and ministry leadership.

Advocacy and Social Justice: Advocate for social justice and healthcare equity, addressing the needs of underserved and vulnerable populations.

Strategic Partnerships: Identify and establish strategic partnerships that enhance the organization's impact and service offerings. Actively engage with the communities served by SCHS, understanding their healthcare needs and advocating for initiatives that improve public health and well-being.

Compliance: Ensure compliance of Boards and the Organization with articles, codes, and statutes for each ministry. There will be compliance also with CSA Health System Ministries, the Public Juridic Person of Roman Right.

Goals and Objectives

The following goals have been identified as priorities for the first 18 to 24 months for the CEO:

- **Learn and understand** the history, mission, and values of the Sisters of Charity Health System, its programs, services, diverse communities served, staff, and partners to build on the organization's purpose of serving the underserved.
- **Financially stabilize the organization** by providing strategic leadership and oversight for all financial operations of the organization. Implement effective cost management and revenue diversification strategies to optimize operational efficiency and control expenses. Work towards bringing operating structures to break-even or achieve a positive balance through effective expense management and fund development.
- **Explore new strategic partnerships and service offerings** that contribute to the organization's mission and financial stability. Explore and utilize different financing tools to generate cash for special projects like demolition, leasehold improvements, and relocations. Assess and secure additional tenants, ensuring financial sustainability and alignment with the organization's mission. Establish key performance indicators (KPIs) to measure progress toward financial and organizational objectives.
- **Right size the organization** by formulating a comprehensive right-sizing strategy that aligns with the organization's mission, goals, and market demands. Engage with key stakeholders to provide regular updates on the implementation of the right-sizing strategy. Demonstrate the right-sizing strategy's positive impact on the organization's competitiveness and long-term viability.
- **Inspire and mobilize the organization** around a shared vision and strategic plan. Lead the strategic planning process to define clear, measurable, and achievable organizational goals. Collaborate with the executive leadership team and Board to ensure strategic initiatives align with the overall vision. Cultivate a shared sense of purpose and commitment to the strategic direction. Facilitate collaboration across ministries to ensure a unified approach to achieving organizational goals.
- **Bring cultural sensitivity** to understand how the organization makes decisions, the PJP, ministry Boards and Health System Board and how they interact with the Sisters of St. Augustine. Set a pace for change that will set the organization up for success for the future. Encourage open communication and teamwork to break down silos and promote a collaborative culture.
- **Lead the transition** from a "Holding Company" structure to a more decentralized operating model for the hospitals and ministries. Identify, oversee and maintain centralized services to support the ministries across the system. Realign the Sisters of Charity Foundation of Cleveland to its original mission and funding priorities.

- **Develop and implement** the St. Vincent Health Campus plan, ensuring financial feasibility and meeting mission objectives.
- **Enhance communication** and implement monthly all-management meetings using Zoom for improved internal communication.

Candidate Qualifications

The next President and CEO (CEO) will lead by example and the charism of the Sisters of Charity of St. Augustine. This includes demonstrating outstanding character and personifying the ethics and values of SCHS both within and outside the organization. They will be a servant leader who shows respect to all staff, the communities we serve and those who come to us in need. While candidates do not need to be Catholic, successful candidates will have deep personal resonance with and be able to demonstrate how the values of collaboration, justice, respect, compassion, and courage align personally and professionally. This will include a commitment to the values and mission of the Sisters of Charity of St. Augustine to serve the poor, marginalized, and underserved in their community.

Education/Certification

- Advanced degree in nonprofit management, business administration, or a related field is highly preferred.

Knowledge and Work Experience

- Ten years of progressively responsible management experience, including management of direct service programs, either in a nonprofit environment or an equivalent business setting, with experience providing leadership and management to diverse and disparate centers, units, and teams.
- Prior leadership experience working in a Catholic-sponsored organization is preferred but not required.

Leadership Skills and Competencies

- Proven track record of successful strategic planning and execution.
- Strong financial management skills, including experience in budgeting, financial analysis, and optimizing financial performance. Demonstrates flexibility and accountability. While critical to adhere to financial and strategic plans, understands when adaptability is critical and required.
- Familiarity with and experience in integrating the mission and values of an organization into the daily operations and culture.
- Successful experience in community engagement and outreach, establishing positive relationships with local communities and addressing the unique needs of diverse populations.
- Demonstrated commitment to social justice, advocating for the rights and dignity of all individuals, especially those who are vulnerable or underserved. Genuine interest in the benefit of all human beings, including human dignity, diversity, fairness, doing the right thing, and justice.

- Exceptional communication and interpersonal skills, with the ability to articulate the organization's mission and vision to various stakeholders. They will display effective leadership and a strong executive presence.
- Professional, poised and politically sensitive. Inspires trust, collaboration, and confidence. Humble with a low ego, yet confident, capable, and trustworthy. Relationship driven, fair, compassionate, decisive, and open minded, has a facilitative personality and the ability to help the organization cope with change. Employs a positive, upbeat approach.
- Possesses skills for strategic thinking, is open to new models of delivery, and engages all ministries to envision novel regional approaches to enhance individual and community health.
- Experience and knowledge in working with all stakeholders. Strong commitment to servant leadership and DEIB initiatives.
- Track record of proven success in fiscal and operational management.
- Ability to work with divergent views and individual strengths to bring about a broad perspective and consensus to support an environment that adapts to change management principles building a culture of trust and collaboration.
- Experience in participating, creating and achieving goals within an integrated network of ministries.
- Embody and inspire healthy living and positivity.

The Community

Cleveland, OH

One of the largest cities in the Midwest, Cleveland delivers on everything one would expect from a major metropolitan area. The Cleveland metropolitan area, comprised of six counties, is the most populous in the state of Ohio and the 17th largest in the nation. According to the 2020 Census, the region has a population of approximately 3,633,962. Ranked as one of the country's most livable cities—and especially a great place for young professionals—Cleveland is a mid-sized city that gets high marks for its:

- thriving health care and biotechnology industries,
- lively arts and cultural scene,
- low cost of living,
- four-seasons climate, and
- wealth of natural resources.



Cleveland has many major cultural institutions for the entire family. Legendary institutions, such as the Rock & Roll Hall of Fame, the Cleveland Orchestra and the Cleveland Museum of Art, attract millions each year. Cleveland is home to Playhouse Square, the largest performing arts center in the nation outside of New York. Cleveland also has other family attractions such as the Greater Cleveland Aquarium, Cedar Point Amusement Park, Cleveland Botanical Garden, and the Children's Museum of Cleveland.

Eclectic neighborhoods offer inspired cuisine from a number of nationally recognized chefs. Residents have a wide variety of dining options in Downtown Cleveland and the neighboring communities and suburbs. Cleveland also has a vibrant craft beer community.

Residents and visitors can explore Cleveland's finest breweries through the Cleveland Brewery Passport. Cleveland is also home to three professional sports teams — MLB's Cleveland Guardians, NFL's Cleveland Browns, and NBA's Cleveland Cavaliers.

Cleveland is often nicknamed Forest City because of its award-winning park system, Cleveland Metroparks, and its 24,000 acres of nature preserves and 300+ miles of walking, biking, and bridle trails. Given Cleveland's appeal, it is no wonder that nearly 60 percent of all U.S. Fortune 500 companies have a presence in Cleveland, and top employers like Progressive and Sherwin-Williams are headquartered here.

For more information on Cleveland, OH, please visit: <https://www.thisiscleveland.com/>.

Procedure for Candidacy

Please direct all nominations and resumes to the WittKieffer consultants supporting this search 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. If you have trouble logging into the portal or have additional questions, please contact the consultants supporting this search directly at:

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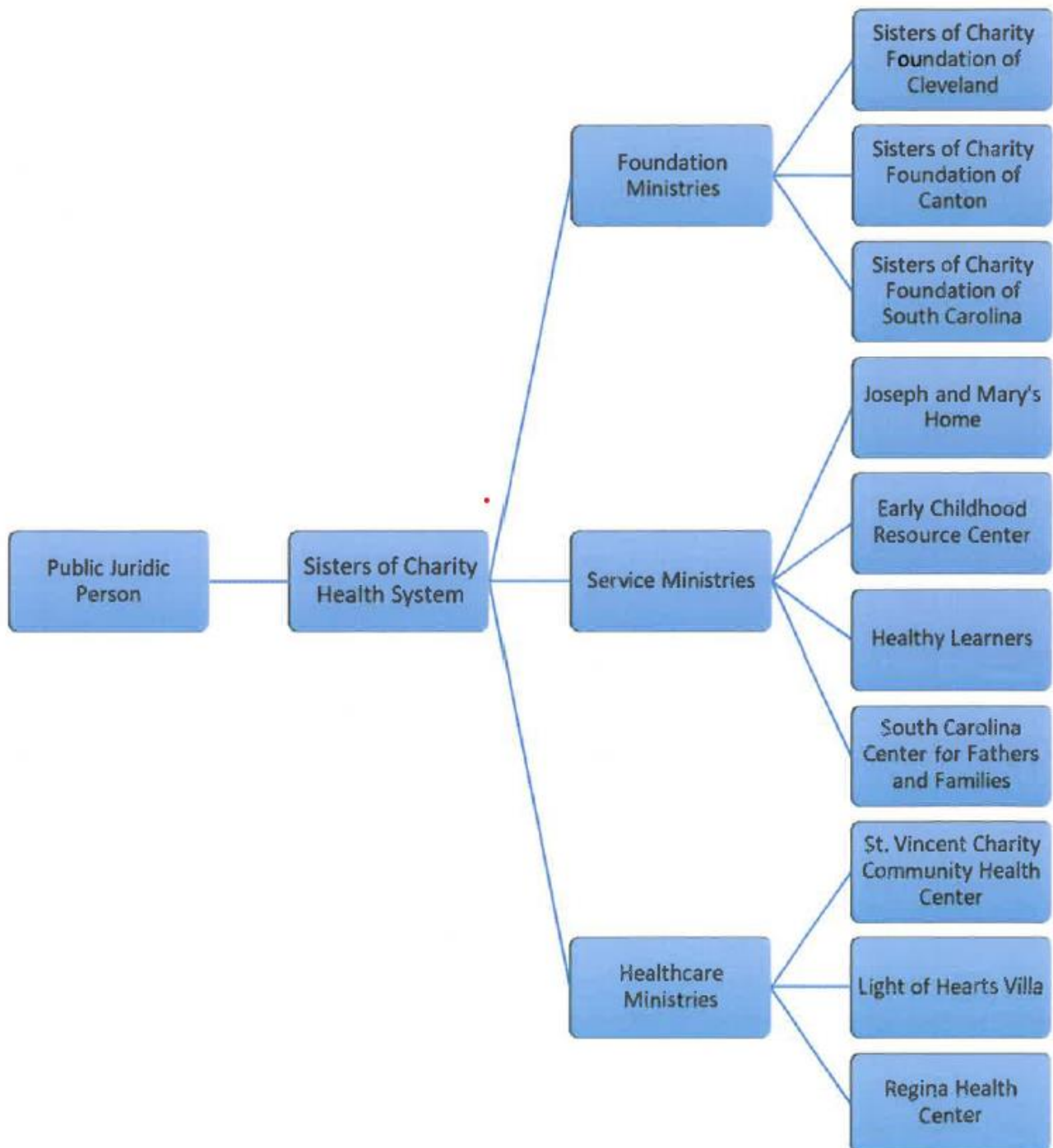
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Sisters of Charity Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any 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 *Sisters of Charity 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.

Appendix



Organizational Chart

