

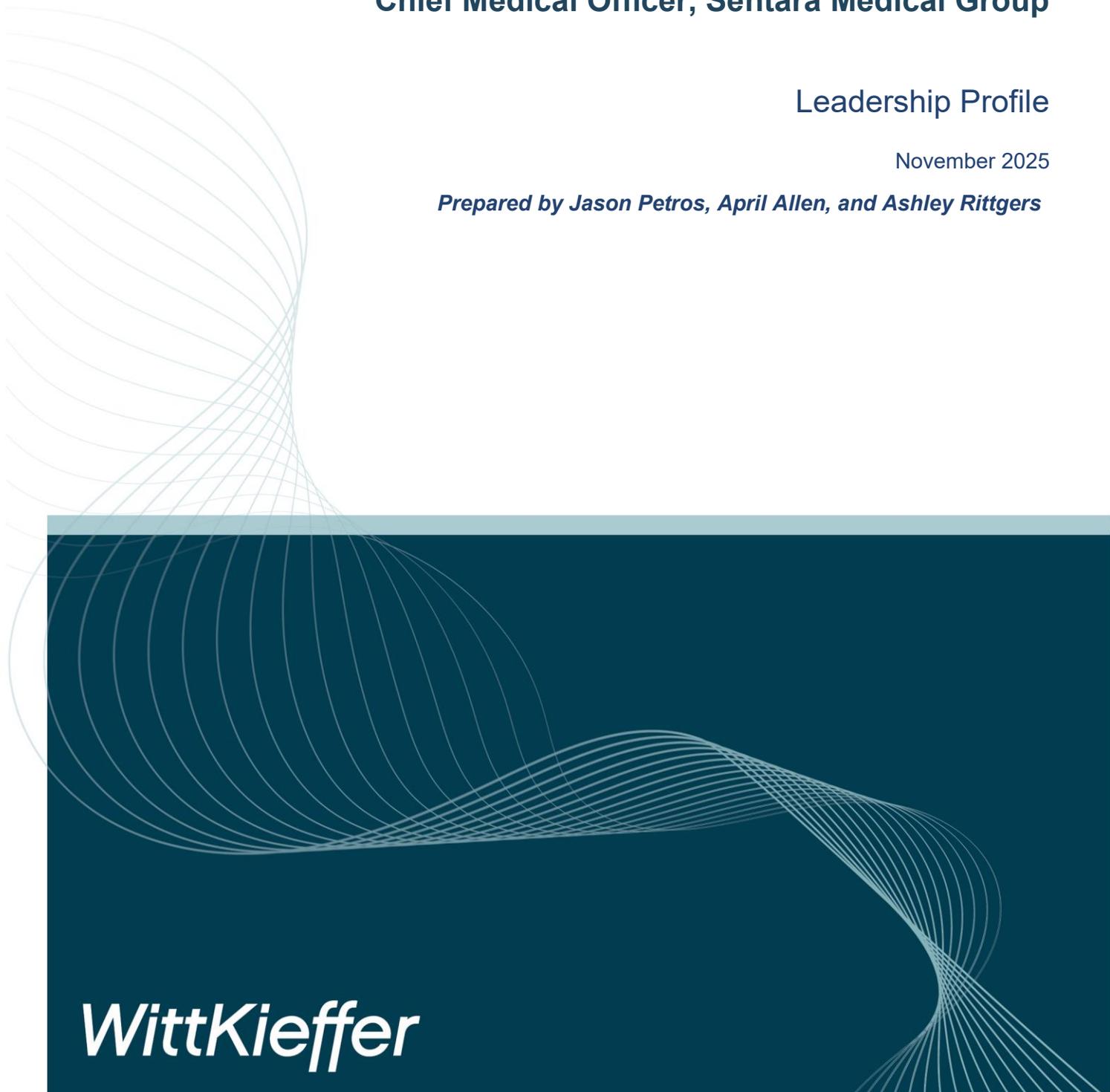


## Chief Medical Officer, Sentara Medical Group

### Leadership Profile

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*WittKieffer*

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## The Opportunity

Sentara Health invites a visionary and accomplished physician executive to serve as the next Chief Medical Officer (CMO) for Sentara Medical Group. This role is central to shaping the future of ambulatory care across one of the Mid-Atlantic's most respected health systems. This leader will guide clinical strategy with a focus on programmatic growth, physician engagement, and care model innovation, advancing Sentara's mission to improve health every day through integrated, patient-centered care.

Sentara Medical Group is a robust, multi-specialty organization comprising hundreds of providers across primary, specialty, and advanced practice disciplines. As part of Sentara Health, the group plays a critical role in delivering high-quality, coordinated care across outpatient and inpatient settings. With a strong foundation in technology, evidence-based practice, and system alignment, Sentara Medical Group is positioned to drive meaningful transformation in clinical outcomes and patient experience.

The incoming CMO will be a strategic catalyst for growth in specialty care, bringing insight into national healthcare trends and market dynamics. This leader will serve as a trusted thought partner across Sentara's matrixed enterprise, collaborating with acute care and health plan leaders to align priorities, foster innovation, and build a culture of agility and excellence.

As Sentara advances toward a team-based, enterprise care model, the CMO will play a pivotal role in redefining clinical leadership. Success will require exceptional emotional intelligence, change leadership, and a deep commitment to physician engagement. This includes integrating and developing advanced practice providers (APPs), optimizing care delivery through emerging technologies such as artificial intelligence, and supporting value-based care frameworks.

Operational excellence will be a key focus, driving improvements in clinical quality, efficiency, and financial performance through strategic coding, site-of-care shifts, and team utilization. The CMO will also be instrumental in communicating a unified clinical strategy across the organization, ensuring alignment and clarity at every level.

This role offers a significant leadership scope, including VP-level direct reports, and a unique opportunity to shape physician culture, mentor emerging clinical leaders, and build infrastructure to support APP onboarding and development. With a balanced lens across primary and specialty care, the CMO will help guide Sentara's evolution toward risk-based models, improved access, and sustainable growth.

The ideal candidate is a seasoned physician executive with a proven ability to unify diverse teams, drive operational excellence, and cultivate a positive, high-performance culture. This leader will be accessible, transparent, and strategic, bringing deep experience in medical group leadership and a passion for advancing care delivery within a complex, integrated health system.

## Organization Overview



Sentara Health celebrates more than 130 years in pursuit of its mission, "We improve health every day." Sentara is one of the largest health systems in the U.S. Mid-Atlantic and Southeast, and it is among the top 20 largest not-for-profit integrated health systems in the country. Sentara has over 32,000 employees at 12 hospitals in Virginia and Northeastern North Carolina, and the Sentara Health Plans division, which serves more than one million members in Virginia and Florida. Sentara is recognized nationally for clinical quality and safety and is strategically focused on innovation and creating an extraordinary healthcare experience for its patients and members.

### Sentara Health - Enterprise

As a national leader in clinical quality and patient safety, its network of acute, ambulatory, and post-acute clinical care includes:

- 12 hospitals with more than 2,700 beds, including Level 1 and Level 3 trauma centers, the renowned Sentara Heart Hospital, and nine hospitals Magnet® nursing certified; four additional freestanding emergency departments.
- A medical group with nearly 1,800 physicians and advanced practice clinicians; the organization collaborates with more than 3,800 credentialed providers.
- PACE, a Medicaid/Medicare Program for All-Inclusive Care for the Elderly.
- 300+ ambulatory sites of care, including urgent care and advanced imaging centers.
- The Sentara Brock Cancer Center.
- Emergency medical transportation-Nightingale Air Ambulance.
- Post-acute care services including rehab/therapy, home health, and hospice services.
- The Sentara College of Health Sciences, which offers ten degree programs and eight certificate programs.

Sentara Health operates Sentara Health Plans, inclusive of Optima Health and the former Virginia Premier health plans in Virginia and AvMed in Florida. Together, the plans provide HMO, PPO, and other health insurance

products to 1,000,000 members in Virginia and Florida. For more than 15 consecutive years, Optima Health has received National Committee for Quality Assurance (NCQA) accreditation for its commercial HMO/POS health plans and Medicaid HMO product. As the largest Medicaid provider in the Commonwealth of Virginia, Sentara Health Plans exceeds Virginia's Division of Medical Assistance Services (DMAS) standards on an annual basis, achieving the top ratings in 'Overall Quality' in both the CCC+ and Medallion 4.0 programs. Since 2004, Optima Health has received an A+ rating from Weiss Ratings, Inc. for financial soundness, recognizing its ability to withstand severe economic adversity and show exceptional financial strength.

## Sentara Medical Group

Sentara Medical Group (SMG) is the employed physician and advanced practice provider arm of Sentara, delivering outpatient and ambulatory care across many specialties as part of the integrated network. SMG is comprised of over 1,800 highly trained clinicians and clinical staff, seeing more than 2.8 million patient visits annually. With locations across Hampton Roads, Northeastern North Carolina, and Northern Virginia, they offer convenient access to care while embracing innovative tools like Sentara MyChart and Sentara MDLIVE to enhance the patient experience.

Sentara Health and SMG are nationally recognized for their commitment to quality, safety, and innovation. The organization was among the early adopters of telehealth, remote ICU monitoring, and fully integrated electronic health records. It also uses data-driven workforce planning to align provider supply and patient demand, especially in underserved areas.

This group of physicians and advanced practice clinicians offers a wide range of services, including (but not limited to):

- Anesthesiology
- Primary Care
- Pediatrics
- Cardiothoracic Surgery
- Ear, Nose & Throat (ENT)
- Gastroenterology
- Cardiology (including electrophysiology and structural heart)
- Endocrinology/Diabetes Care
- Cancer Care
- Heart and Vascular
- Orthopedics
- Neurology & Neurosurgery
- Urology
- Wound Care
- Bariatric Medicine
- General Surgery & Transplant Surgery
- Rheumatology
- Infectious Disease
- Hematology/Oncology
- Nephrology
- OB/GYN
- Pulmonology
- Sleep Medicine

## Background, Culture, & Strategic Focus

Sentara Health was founded in Norfolk, Virginia, in 1888 as the 25-bed Retreat for the Sick, beginning Sentara's rich history in the Commonwealth of Virginia. Today, it is the largest integrated healthcare delivery system in Virginia and the Commonwealth's second largest private employer, contributing \$17.4 billion in economic impact and supporting over 69,000 jobs. With approximately \$13 billion in annual operating revenue and a consistent Aa2/AA financial rating, Sentara invested nearly \$294 million in community benefits in 2023. The organization is governed by a 15-member Board of Directors.

Sentara launched a new strategic plan in 2023 entitled "One Sentara: Our Way Forward." This five-year plan focuses on intentionally bringing the system's healthcare delivery and health plan service offerings into closer alignment to better serve consumers, the system's patients, members, and communities. One Sentara focuses on

deepening and broadening Sentara's relationships with these consumer groups by creating simple, seamless, personal, and more affordable experiences throughout their individual healthcare journeys. The plan's five strategic imperatives, Exceptional Consumer Experience, Engaged Colleagues & Inclusive Culture, Transformative Growth, Community Impact, and Seamless Connected Systems, drive annual goal setting and establish a prioritized roadmap for successfully executing on One Sentara.

### Colleagues and Culture

The people of Sentara Health are talented, diverse individuals dedicated to improving the health of those in the communities served. They come from all backgrounds, places, lifestyles, and traditions. At Sentara, the system's achievements do not evolve from a single idea but from a collection of viewpoints that embrace their vision and mission, resulting in success and growth. Sentara's diversity brings new experiences and perspectives, helping to broaden the system's creativity, productivity, and resources. By embracing an inclusive workplace, Sentara is better able to serve the diverse communities that look to it for care, innovation, and opportunity in healthcare. Sentara celebrates its people's diversity because it knows it makes them more inclusive and compassionate, and that makes for better caregivers.



Sentara is dedicated to supporting its people. They show it by creating a work culture where their contributions are recognized, where they can thrive, and where they can grow. Sentara was the first healthcare system and one of the first organizations in the Commonwealth of Virginia to voluntarily commit to a \$15 per hour minimum starting wage. In 2021, Sentara invested \$185M in team member compensation increases, appreciation gifts, and other COVID-related compensation programs. In early 2022, Sentara announced an additional \$125M investment in pay increases and enhanced benefits, which includes a significant education and professional development component.

### Consumers

Sentara believes that innovation is about the consumer and is the key to institutional strategy. As healthcare system leaders, Sentara's employees work every day to foster a trusted relationship with consumers, their patients, members, and the broader communities they serve, so their work must enhance that overall experience and trust. Sentara is focused on providing the right care, at the right place, right time, and right cost, all while delivering an extraordinary experience and value. From heart transplants to workplace and community outreach programs, Sentara's integrated delivery system considers all aspects of care in living its mission and purpose.

Among its many strengths, Sentara Health is a national leader in heart and kidney care, stroke care, and infection prevention. Sentara was the first health system in the nation to pioneer and develop the eICU, a remote monitoring system for intensive care, and conducted the world's largest clinical trial of copper-infused materials to prevent healthcare-associated infections. Through its ongoing participation in national and international research, Sentara is dedicated to improving and increasing medical options for its patients and members, regardless of geographic location and ability to pay.

## Community



Sentara Cares, the system's community engagement and impact program, focuses on advancing health equity and ensuring that all members of their communities have access to the resources they need to live their healthiest and most fulfilling lives. Sentara is guided by its understanding that consumers' overall health is greatly influenced by social determinants of health, where they're born and where they live, learn, work, play, worship, and age. In fact,

these environmental factors account for nearly 80 percent of health outcomes, while direct healthcare accounts for only 20 percent. Sentara Cares' purpose, then, addresses these issues on the ground every day where people live, not just when they're under the system's care. Only then can they help to eliminate health disparities and promote equitable access to nutritious foods, education, safe and affordable housing, and stable, rewarding job opportunities.

In 2023, Sentara invested nearly \$294 million into the communities it serves through the provision of health education and prevention programs, the teaching and training of healthcare professionals, philanthropic giving, and uncompensated patient care, which covers an average of 139 patients per day who have little to no ability to pay for their care.

## Academic Affiliation

Additionally, Sentara enjoys a long-standing academic affiliation with Eastern Virginia Medical School (EVMS), which is located on the Sentara Norfolk General Hospital campus. Sentara is supporting the partnership of three higher education institutions, Old Dominion University (ODU), Norfolk State University (NSU), and EVMS, in establishing the ONE School of Public Health, which will focus on coordination and collaboration amongst many healthcare entities to improve health inequities and disparities.



## Awards and Accreditations

Sentara Health and its affiliates have received several awards and accreditations for their care delivery, clinical programs, and organizational performance. These awards recognize their commitment to providing innovations and services to improve health every day:



Top Corporate Donor



Top 15 Health System, 2018, 2021



Multiple top hospitals, 2015-2023



## Mission, Purpose, and Values

- *Mission* - We improve health every day.
- *Purpose* - Sentara exists to be the trusted partner to individuals and the community in their journey to health and well-being.
- *Values* - People, Quality, Patient Safety, Service, and Integrity.

## Sentara Cultural Attributes

Our cultural attributes are the values, beliefs, and norms that shape the behavior and actions of our leaders and colleagues:

- **We exist for our customers.** Build strong relationships and solutions with honesty, integrity, and authenticity.
- **We collaborate.** Partner with purpose, communicate with courage, and ensure diverse voices are at the table.
- **We empower.** Encourage and reward decision-making, thoughtful risk-taking, and accountability.
- **We continuously learn.** Cultivate curiosity, examine the evidence, and grow from mistakes and successes.
- **We deliver.** Focus on outcomes, honor commitments, and achieve results.

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## Position Summary

The Chief Medical Officer (CMO), Sentara Medical Group (SMG), serves as the senior clinical leader overseeing SMG's programs and services in close collaboration with Sentara's Acute Care and Health Plan divisions. This role is responsible for advancing community-based care delivery, improving access and population health management, and supporting acute care provider staffing. The CMO also leads the medical operations of ambulatory practices, ensuring the highest standards of clinical quality, safety, and regulatory compliance across the medical group.

A core responsibility of the CMO is to administer and elevate SMG's quality programs, including Peer Review, Quality, and Safety initiatives. The CMO will guide the development and execution of clinical performance strategies that align with system-wide goals, fostering a culture of continuous improvement and accountability.

In addition, the CMO will lead and coordinate the medical group's clinical leadership team across a broad spectrum of disciplines and geographies. This includes establishing consistent operational performance standards and defining key metrics to drive best-in-class outcomes across the delivery system, spanning ambulatory care, acute services, and health plan performance.

## Reporting Relationships

This role reports directly to the Executive Vice President (EVP) and President, Ambulatory.

## Responsibilities

The successful Chief Medical Officer candidate will:

- Execute strategic initiatives for Sentara Medical Group, driving and strengthening the ambulatory strategy and access, ensuring alignment with the health system's mission, vision, and values.
- Promote provider/administration initiatives to increase clinical provider engagement.
- Support efforts to recruit and retain providers.
- Provide experienced physician practice management leadership with the ability to navigate organizational stress, drive change endurance, and manage relationships across complex stakeholder groups.
- Work in conjunction with the EVP, Ambulatory, on the strategic growth and expansion, including the alignment of specialists and independent community physicians.
- Participate in the strategic planning initiatives of the health system, including medical staff development needs.
- Work closely with the compensation team on aligning physician contracts and compensation, looking at productivity, quality, and safety.
- Support the development and growth of health system service lines and work with administration and physician leaders to improve clinical operations.
- Engage, develop, and mentor physician leadership to create an environment of collegiality, accountability, and responsibility.
- Identify areas of quality needs and drive quality improvement.

- Work in collaboration with the Senior Leadership Team to meet overall clinical objectives related to quality. Establish standardization across the medical group where appropriate.
- Help to define and implement a strong patient experience.
- Establish best practices and standard work in the areas of productivity, cost containment, utilization, and patient satisfaction.
- Foster alignment of the healthcare team to provide evidence-based, safe, high-quality, and cost-effective care for the community they serve.
- Work with clinical leaders and staff to implement standards of accessibility that exceed expectations of patients and referring physicians.
- Keep staff and clinicians updated on new healthcare regulations.
- Assure timely and reliable communication of key matters to providers.
- Assist with the optimization of the EMR in the ambulatory setting.

## Goals and Objectives

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

**Establish a New Strategic Direction for the Medical Group:** Define and implement a forward-looking clinical strategy that positions Sentara Medical Group for long-term success in a rapidly evolving healthcare landscape. Set a refreshed tone for leadership and engagement, establishing the CMO as a visible, trusted champion of the physician enterprise. Lead the transition toward site-neutral care delivery, ensuring clinical consistency, quality, and cost-effectiveness across all ambulatory and inpatient settings. Promote a culture of innovation, accountability, and shared purpose.

**Create Enterprise-Wide Shared Services and Clinical Integration:** Drive system-wide alignment by integrating clinical operations across divisions and geographies. Continually formalize shared services and standardize processes to reduce variation, improve efficiency, and enhance care coordination. Foster collaborative leadership across specialties and service lines, enabling a unified approach to patient care and operational excellence.

**Advance Quality and Population Health Outcomes:** Lead initiatives that close care gaps, improve preventive care metrics, and elevate performance in key ambulatory and population health indicators. Align clinical priorities with system-wide quality goals, working closely with operational and clinical leaders to embed evidence-based practices and data-driven decision-making. Champion a proactive approach to population health that supports value-based care and improves community well-being.

**Support Organic Growth and Service Line Expansion:** Identify and pursue opportunities for organic growth within strategic service lines, guided by market intelligence and system priorities. Collaborate with service line leaders to expand access, enhance specialty care offerings, and respond to emerging patient needs. Ensure growth strategies are clinically sound, financially sustainable, and aligned with Sentara's mission and values.

**Strengthen Physician Recruitment, Retention, and Engagement:** Develop and execute a comprehensive physician workforce strategy that attracts top clinical talent, including early-career physicians transitioning from residency. Create compelling value propositions that support retention, professional development, and career advancement. Foster a culture of engagement, inclusion, and innovation, positioning Sentara Health as a destination for physician leadership and excellence.

**Optimize Clinical Operations Through Policy and Process Review:** Conduct a thorough assessment of existing operational procedures and policies to identify inefficiencies and areas for improvement. Lead efforts to unify and optimize clinical operations, ensuring consistency, scalability, and responsiveness across the medical group. Promote operational discipline and continuous improvement to support high-quality, cost-effective care delivery.

**Drive Clinical Productivity and Team-Based Care Optimization:** Enhance clinical productivity by refining scheduling models, improving team utilization, and expanding access through innovative care delivery approaches. Support the evolution of team-based care, integrating advanced practice providers and leveraging multidisciplinary collaboration to meet patient needs efficiently and effectively.

**Leverage Data to Drive Performance and Change Management:** Use data strategically to inform clinical decision-making, monitor performance, and guide change management initiatives. Build a culture of transparency and accountability by sharing actionable insights with physician leaders and frontline teams. Enable data-driven improvements in quality, efficiency, and engagement across the continuum of care.

**Lead Strategic Alignment with Eastern Virginia Medical School (EVMS):** Strengthen the partnership with EVMS by supporting clinical integration, graduate medical education (GME) expansion, and collaborative program

development across the Tidewater region. Align academic and clinical priorities to enhance training, research, and care delivery, reinforcing Sentara's role as a leader in academic medicine and community health.

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## Candidate Qualifications

### Education/Certification

- Board Certified Physician with experience in complex care strategic planning and operations in a large, diverse healthcare organization or devoted specialty care organizations.
- Master's degree with management experience in multi-specialty group practice or other health care related field preferred.

### Knowledge and Work Experience

- 10 years' experience managing physician group(s).
- Demonstrated experience implementing operational strategy involving different stakeholders (e.g., senior executives, administrators, patients, clinicians).
- Experience with matrix operations structures as well as experience with strategy development, program implementation, ambulatory services, and/or hospital operations.
- Demonstrated ability to lead people through change processes and to execute on an organizational strategic plan.
- Strong service line and program development background with a deep understanding of improving patient, employee, and physician satisfaction.
- Extensive executive-level experience in a multi-specialty medical group or an integrated delivery system with exemplary quality, growth, and sustained financial strength. Clinical credibility is a must and the CMO may have limited clinical practice.
- Specific knowledge of physician practice management and ambulatory care operations.
- Broad knowledge of healthcare operations, financial management, strategic planning, and human resources management.
- Experience within a highly mature market with transformational leadership on how care is provided through different payment methods.
- Known reputation as a physician advocate with a strong patient experience focus. Successful track record in recruitment and integration of physicians.
- Familiarity with information systems, regulatory compliance issues, and business operations for physician practices, clinics, and outpatient care.
- Knowledge of national and local physician practice trends, policies, and issues affecting physician practices.
- Experience designing physician compensation programs and demonstrated knowledge of how to incentivize physicians.
- Experience with improvement of clinical quality, cost reduction, sharing best clinical practices, and other effective physician engagements.

## The Community

### Virginia Beach

Virginia Beach, Virginia is a vibrant coastal city that blends natural beauty, a strong sense of community, and a high quality of life. Located where the Atlantic Ocean meets the Chesapeake Bay, Virginia Beach is the most populous city in the state and a popular destination for both visitors and residents seeking a



balanced lifestyle. With 38 miles of shoreline, the city offers stunning beaches, a lively boardwalk, and countless opportunities for outdoor recreation, including kayaking, hiking, biking, and fishing.

The community is known for its family-friendly neighborhoods, excellent public schools, and a strong local economy supported by tourism, military installations, healthcare, and growing business sectors. Naval Air Station Oceana and other military facilities contribute to the city's stability and diversity, while the presence of higher education institutions and healthcare systems adds to its professional appeal. Residents enjoy a mild climate with over 2,700 hours of sunshine annually, making it easy to take advantage of the city's parks, trails, and waterfront amenities year-round.



Virginia Beach also boasts a rich cultural scene, with events like the Neptune Festival, live performances at the Sandler Center, and galleries in the ViBe Creative District. Dining options range from fresh seafood at local favorites to international cuisine, and the city's breweries and live music venues add to its vibrant social life. Whether you're drawn to the oceanfront, the arts, or the welcoming neighborhoods, Virginia Beach offers a dynamic and inclusive environment for individuals and families alike.

With its blend of coastal living, economic opportunity, and community spirit, Virginia Beach stands out as a place where people can thrive personally and professionally. It's a city that celebrates its natural surroundings while investing in its future, making it an ideal place to call home.

## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV/resume and a letter of interest. Review of applications has begun and will continue until the position is filled.

Please direct all nominations and applications to April Allen, Ashley Rittgers, and Jason Petros through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button.

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

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