

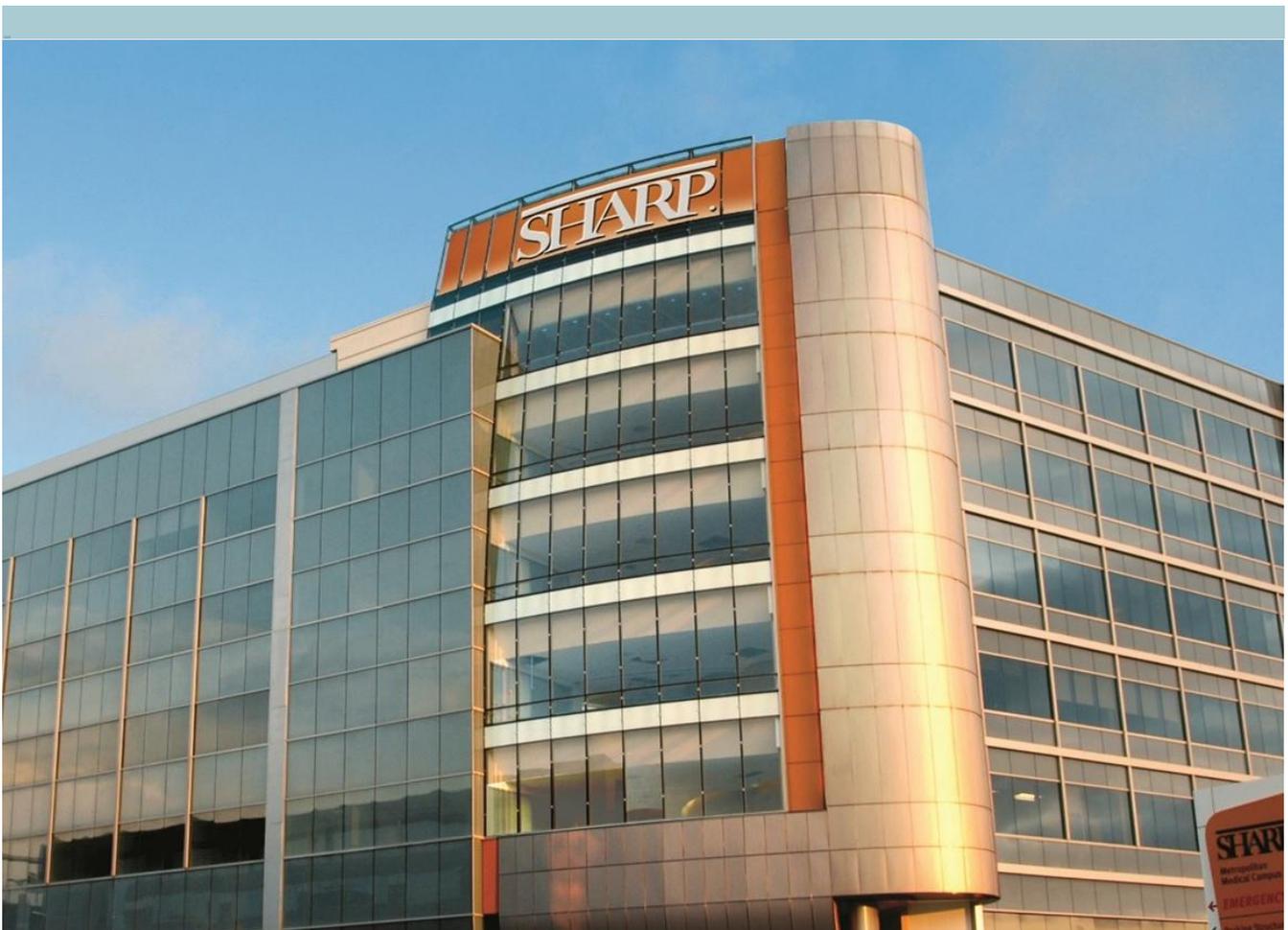


Vice President Payer Strategy

Leadership Profile

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WittKieffer

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The Opportunity

Sharp HealthCare, based in San Diego, California, seeks a strategic relationship-oriented executive to serve as its Vice President Payer Strategy (VP Payer Strategy). This is a unique opportunity to join the finance team of a growing, high-quality integrated healthcare delivery system.

As a not-for-profit organization serving 3.4 million residents of San Diego County, Sharp is the region's largest health system and the largest private employer, with over 19,000 employees, 2,800 affiliated physicians, and 2,000 volunteers. Sharp is consistently recognized for its top-decile performance across its seven pillars of excellence (Quality, Safety, Service, People, Finance, Growth, and Community). Sharp was recognized with the Malcolm Baldrige National Quality Award, the Nation's highest honor for quality excellence, in 2007, making it one of the first health systems in the country to receive this honor.

Founded in 1946, Sharp has grown from a single hospital to one of the most respected integrated healthcare delivery systems in the country. Today, the system includes four acute care hospitals, three specialty hospitals, three affiliated medical groups, a health plan, 24 outpatient clinics, six urgent care centers, three philanthropic foundations, acute rehab, sub-acute, skilled nursing, hospice, and multiple outpatient/specialty services. The system has been recognized for over 35 years of active participation in population health management and alternative payment models, including coverage of over 282,000 commercial and Medicare patients under fully capitated structures, with 143,000 of these members insured through Sharp Health Plan, a Knox-Keene licensed health plan and the highest member-rated health plan in California.

Reporting to the Chief Financial Officer, the VP Payer Strategy will establish trusting relationships internally and externally to the organization. This position involves interactions with payers, as well as with senior leadership at Sharp Healthcare, the system's managed care teams, Sharp Health Plan, Sharp Rees-Stealy Medical Group, and Sharp Community Medical Group. The successful candidate will bring a keen understanding of capitation arrangements and other payer strategies and have a successful track record in negotiating strong contract rates year after year for all lines of business. This new leader will understand how to develop contract negotiation strategies that balance alignment with Sharp HealthCare's business objectives to ensure optimal levels of financial reimbursement are achieved.

The next VP Payer Strategy, will have the ability to develop long-term strategic plans resulting in a strengthened managed care strategy model to successfully position Sharp Healthcare for the future. This individual will be a leader who is respected by the payers, is strategic in outlook, and understands the use of analytics to take a negotiating stance on behalf of the organization. Sharp Healthcare will consider candidates who have senior management payer contracting experience in a hospital/health system, medical group, or health plan environment. The new VP Payer Strategy will lead a team in a highly engaged and collaborative manner to maximize the organization's success with managed care contracts and strive for operational excellence.

For information regarding how to apply, submit nominations, or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.

Organization Overview



Sharp HealthCare is a healthcare system in San Diego with four acute-care hospitals, three specialty hospitals, three affiliated medical groups, and one health plan. As San Diego's leading healthcare provider, Sharp is proud to touch the lives of more individuals in the community than any other healthcare system.

The vision at Sharp is to be the best place to work, practice medicine, and receive care. The commitment is to high reliability and achieving zero harm and zero defects for employees, physicians, patients, and their families.

Sharp is not for profit, but for people, which means all resources are dedicated to delivering the highest quality patient-centered care, the latest medical technology, and superior service. Every day, approximately 2,800 affiliated physicians and more than 19,000 employees work to provide patients and their families with the extraordinary level of care known as The Sharp Experience.

System Description

Acute-care Hospitals

- Sharp Chula Vista Medical Center
Affiliated 1989
343 licensed beds/339 maintained beds, including 100 skilled nursing beds and 9 neonatal intensive care unit (NICU) beds

- Sharp Coronado Hospital
Affiliated 1994
181 licensed beds/154 maintained beds,
including 122 skilled nursing beds and 59
acute-care beds
- Sharp Grossmont Hospital
Affiliated 1991
524 licensed beds/509 maintained beds,
including 24 NICU beds
- Sharp Memorial Hospital
Opened 1955
656 licensed beds/459 maintained beds



Specialty Hospitals

- Sharp Grossmont Hospital for Neuroscience
Opening 2025
Will have 50 licensed and maintained beds, including 16 Neuro ICU beds
- Sharp Mary Birch Hospital for Women & Newborns
Opened 1992
206 licensed and maintained beds, including 84 NICU beds
- Sharp McDonald Center
Affiliated 1998
16 licensed beds/14 maintained beds (for chemical dependency treatment)
- Sharp Mesa Vista Hospital
Affiliated 1998
158 licensed and 154 maintained psychiatric beds

Affiliated Medical Groups

- Sharp Rees-Stealy Medical Group
Multispecialty Group Foundation Model
592 physicians: 195 primary care physicians, 397 specialists
MSO is nonprofit
- Sharp Community Medical Group (SCMG)
Independent Physician Association (IPA)
1,048 physicians: 222 primary care physicians, 826 specialists
Operates under a Management Services Agreement
- SharpCare Medical Group
Primary Care Foundation Model
21 physicians and 7 APC providers
Operates under a Management Services Agreement



Skilled Nursing Facilities

Sharp HealthCare's three skilled nursing facilities are the Birch Patrick Convalescent Center, Sharp Grossmont's Transitional Care Unit and Villa Coronado.

Urgent Care Centers

Sharp Rees-Stealy has five urgent care facilities serving Chula Vista, Downtown, La Mesa, Rancho Bernardo, and Sorrento Mesa.

Health Plan

Sharp Health Plan is the only provider sponsored commercial health plan based in San Diego with enrollment of 140,000 members.

Sharp Health Plan is committed to delivering the best health care for the best value at hundreds of convenient locations throughout San Diego and southern Riverside counties. Health plan options provide coverage for employers of all sizes throughout the region and include valuable enhancements such as interactive wellness resources, dental discounts, and an exclusive global emergency services program.

Foundations

More than 1,800 employees contribute annually to Sharp foundations. The three foundations raised in excess of \$26 million on behalf of Sharp HealthCare in FY2017.

- Coronado Hospital Foundation
Supporting the Live, Heal, Grow philosophy of Sharp Coronado Hospital.
- Grossmont Hospital Foundation
Providing philanthropic support for Sharp Grossmont Hospital, Sharp HospiceCare and the health care needs of the East County community.
- Sharp HealthCare Foundation
Serving Sharp Chula Vista Medical Center, Sharp Mary Birch Hospital for Women & Newborns, Sharp McDonald Center, Sharp Memorial Hospital, Sharp Mesa Vista Hospital, Sharp Rees-Stealy Medical Centers, and Sharp Rehabilitation Services.

Technology Environment

Sharp HealthCare has made significant investments in information technology. Sharp implemented the Epic Tapestry system in late 2023 for the health plan and went live with the Epic EHR across the health system in the spring of 2024. Also, Workday ERP was implemented in 2022. Sharp is focused on ongoing optimization of its core systems, expanding its Epic Community Connect program to providers in the region, and moving forward with digital technology to improve the consumer experience.

Mission, Vision and Values

Sharp HealthCare's *Mission, Vision and Values* that drive the direction and culture follow

Mission

It is our mission to improve the health of those we serve with a commitment to excellence in all that we do. Our goal is to offer quality care and services that set community standards, exceed patients' expectations and are provided in a caring, convenient, cost-effective and accessible manner.

Vision

We will transform the health care experience and be recognized as:

- The best place to work
- The best place to practice medicine, and
- The best place to receive care

We will be known as an excellent community citizen embodying an organization of people working together to do the right thing every day to improve the health and well-being of those we serve. We will become the best health system in the universe.

Values

At Sharp, our core values are integrity, caring, safety, innovation and excellence.

The Sharp Experience

The Sharp Experience is nationally recognized and has had a significant positive impact on the culture of Sharp HealthCare. The following is a description of The Sharp Experience as defined by Sharp HealthCare.

The Sharp Experience is not any one thing we do, it's everything we do. It's our care philosophy — treating people, not patients, and transforming the health care experience for our entire community. It's not a diagnosis delivery or a treatment plan. Instead, it's the nurse who shares her story, the doctor checking in on his day off or the volunteer who delivers your favorite paper.



*Our journey started in 2001, when the people of Sharp HealthCare came together with a Vision to make Sharp **the best place to work, practice medicine and receive care.***

Today, we are an organization filled with passionate, determined and caring people - from our clinicians to our housekeepers, from our engineers to our call center operators. And together we are dedicated to creating an advanced, personal experience for you, your family and the people of San Diego.

For additional information, please access: <https://www.sharp.com/about/sharp-experience/> or <https://www.sharp.com/about/documentary/>

Sharp HealthCare distinguishes itself by:

- Providing quality healthcare services to the communities served and creating value-driven, regional centers of excellence
- Executing successful value-based strategies
- Delivering preeminent tertiary services and advanced medical technology
- Providing healthcare services that promote patient safety and injury prevention
- Cultivating a culture of belonging where every patient, employee, provider and community member feels safe and valued for embracing all aspects of their differences
- Providing stewardship of resources and maintaining a strong financial position consistent with the mission of the organization
- Partnering with physicians to strengthen both the health system and physicians in their unified purpose to improve the delivery of care
- Building alliances that create healthier communities
- Ensuring locally controlled healthcare

Rewards and Recognition

- U.S. News & World Report's 2026 High Performing Hospitals for Maternity Care - Sharp HealthCare
- Full accreditation from Society for Simulation in Healthcare, International Nursing Association for Clinical Simulation and Learning Healthcare Simulation Standards Endorsement™ - Brown Simulation Center at Sharp HealthCare
- Fall 2025 Leapfrog Hospital Safety Grade Survey - A for Sharp Grossmont Hospital, B for Sharp Chula Vista Medical Center, Sharp Coronado Hospital, and Sharp Memorial Hospital
- Forbes' America's Best-In-State Employers - Sharp HealthCare
- Spring 2025 Leapfrog Hospital Safety Grade Survey - A for Sharp Grossmont Hospital, B for Sharp Chula Vista Medical Center, Sharp Coronado Hospital, and Sharp Memorial Hospital
- Newsweek's America's Greatest Workplaces for Diversity 2025 - Sharp HealthCare
- Highest member-rated health plan in California based on 2024 National Committee for Quality Assurance Quality Compass® CAHPS® results - Sharp Health Plan
- American Heart Association and American Stroke Association Get With the Guidelines® Stroke Gold Plus Quality Achievement Award, Type 2 Diabetes Honor Roll - Sharp Chula Vista Medical Center, Sharp Coronado Hospital, Sharp Grossmont Hospital, and Sharp Memorial Hospital

For more information, please visit www.sharp.com

Position Summary

Develop strategic direction, negotiate and manage all non-government contracts, and manage Medicare and Medi-Cal contracts, as well as all ancillary and JV contracts where applicable, to maximize overall reimbursement for the entire integrated healthcare system. Communicate contractual terms to ensure smooth administration. Provide systemwide strategy and support through industry analysis, contract analysis, consultation in new program development, contract reimbursement modeling for the annual budgeting process, and development and management of affiliated medical group projects as a result of legislation, regulation, or health plan direction. Incorporate managed care contracting priorities with organizational strategic direction and initiatives. Assist in project coordination with system support departments – Marketing, Business Development, Managed Care Operations, and Finance. Responsible for the operational support system to respond to contract informational needs and monitor facility and physician issues regarding contracting priorities. Provide operational support to internal and external customers, and serve as the main contact for contracted payors. Actively participate in industry trade associations that support both the facility and the Medical Group divisions. Actively participate in legislative affairs to provide guidance related to California's newly enacted Office of Healthcare Affordability. Identify and represent Sharp's positions to payers to capture additional revenue for unfunded mandates, expansions to coverage, and new technologies not contemplated during the negotiation of capitated arrangements.

Develop, in coordination with applicable stakeholders, the specific contract strategy for individual payors, as well as the overall payor strategy, and conduct contract renegotiation analysis in accordance with Sharp's messenger model of contracting and operational requisites; create a strategic vision that aligns with the organization's goals and objectives. Prepare systemwide operational and financial analyses for new contract consideration and existing contract renegotiations. Foster payer relationships between contracting cycles to develop ongoing, positive connections with health plans, large employer groups/trusts, broker groups, and other collaboration groups like APG, HICE, and other industry trade associations, building credibility and trust. Prepare acute care facility non-government contract financial performance reporting through monthly FARM reports and physician group payor-specific analysis. Manage contract performance and compliance through an integrated effort with the Business Services Department and Managed Care Finance through contract monitoring and information distribution. Work in a consultative role with staff on specific contract-related issues. Advise the executive leadership team on emerging trends and methodologies in contracting and payer relations; support Chief Financial Officers, Presidents of the Medical Groups, Medical Directors, and CEOs of each entity on contract-related topics. Responsible for the sub-contracted provider contract and letters of agreement negotiations, communication of contractual terms, and ongoing relationships for Sharp HealthCare hospitals Sharp Rees-Stealy Medical Group, Sharp Community Medical Group, and ambulatory surgery centers. Manage and foster the growth of personnel in the Contracts and Managed Care Finance departments.

Reporting Relationships

Reporting to the Executive Vice President and Chief Financial Officer, Susan Green, direct reports include:

- Director of Contracting
- Director of Managed Care Finance

Responsibilities

The successful Vice President Payer Strategy candidate will:

Practices and Policies

Consistently comply with Sharp HealthCare practices, policies (e.g., attendance, patient safety, identifying and reducing unsafe practices), and procedures. Abides by ethical standards set in the Sharp HealthCare Commitment to Principles Handbook.

Regulatory Requirements

Complete and maintain all regulatory requirements, including licensing and certification, and other mandatory training within established time frames. Submit documentation two weeks prior to evaluation or as appropriate. Requirements may consist of, but are not limited to, TB Testing, Safety Testing, Compliance Training, HIPAA Training, Licensing, and Certification.

Patient/Customer Satisfaction

This standard is mandatory for employees who have direct patient contact and may only be measured using an entity, department, unit, or specific Press-Ganey question score. Patient satisfaction or customer service standards may be developed for non-direct patient care employees at the manager's discretion.

Essential Functions

Quality / Customer Service

Maintain systemwide service orientation to representatives of Sharp HealthCare entities, including hospitals and medical groups, through consistent assessment of needs and timely responses to requests. Average customer overall satisfaction indicator, as measured through an annual survey, to equal or exceed the 'satisfied' scale measure.

Develop and maintain relationships with payer executives in support of the Sharp HealthCare mission, values, and philosophy, and ensure timely response to contractual issues and contract compliance problems. Collaborate with key individuals to align contracting strategies with organizational mission and financial objectives.

Evaluate contract language and provide financial and statistical analysis, with the goal of developing like-kind reporting across the system, for contract analysis and budget development. Maximize reimbursement and minimize financial risk and legal issues.

Negotiate contracts in accordance with each entity's desired reimbursement goals.

Strategic Leadership

Develop and implement payer strategy, build and maintain payer relationships, and negotiate contracts to drive a clear, effective reimbursement approach further. Develop a direction and formulate long-term, sustainable goals for both commercial and government payers.

Develop and maintain communication links throughout the system to identify payer issues and develop action items for resolution. In addition, communicate current contract information, address contract issues, and work with both hospital and medical group executive leadership to identify system-wide contracting objectives. Satisfaction indicator to be measured to equal or exceed 'satisfied'.

Effectively participates with and/or provides support in the design, review, development, and implementation of new programs. Efficiently allocate resources to meet or exceed time expectations for these projects at least 85% to 95% of the time.

Works in conjunction with staff to design and implement contract reimbursement modeling and analysis used in contract renegotiation and to ensure correct reimbursements. Successfully completes analysis and submits initial proposal within renegotiation time frames 80% to 85% of the time.

Stay informed on emerging payer trends, reimbursement methodologies, regulatory issues, plan benefits, payer activity, and market competition. Utilize this information in concert with the current payer mix and future market projections to develop and maintain growth strategies. Ensure that contracts optimize pricing and align hospital and physician incentives.

Support managed care finance and work with PFS on system setup, contract modeling, and reimbursement accuracy.

Engage in federal and state regulations as they relate to payer relations and their impact on Sharp Healthcare.

Systems Integration

Assure appropriate parties are informed of contractual modifications and new or terminated contracts. Work with Managed Care Operations, hospital, and medical group organizations' divisions to ensure systems are accurate for claim pricing and claims payment. Work towards system initiatives to improve efficiency through integration.

Serve as an executive liaison and maintain effective operational links to Business Development, Finance, and Revenue Cycle teams.

Employment Management

Recruit, lead, and develop personnel involved in payer strategy, payer contracting, and Managed Care finance. Hold quarterly 'all staff' meetings with all departments, as well as monthly Contracts department staff meetings to provide information on upcoming projects, review status reports on current projects, share contracting priorities and objectives, and address the annual Employee Engagement Survey. Practices safe working habits.

Goals and Objectives

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

- Build personal and professional credibility by developing positive and trustworthy relationships internal and external to the organization, including the executive leadership, finance, and managed care teams of the health system, Sharp Rees-Stealy Medical Group, Sharp Community Medical Group, Sharp Health Plan, and key payers in the market. Collaborate effectively with health system leadership and various departments on strategic objectives. Establish a reputation as being accessible, responsible, knowledgeable, and mission-driven.
- Create a three-year strategic plan to strengthen the current, robust managed care strategy model in alignment with the organization's goals and The Sharp Experience, prioritizing cost-efficient and high-quality care delivery. Build relationships with SRS, SCMG, and the Health Plan to set future strategy for key contracts and health system sustainability. Play a key role in providing market and business information to collaborate with system leadership in developing partnerships to advance the managed care strategy and in developing strategies to continue successfully positioning the system for the future.
- Continue successful negotiations with commercial health plans. Evaluate current payer strategies to ensure alignment with Sharp's short- and long-term strategic goals and initiatives. Lead and direct a comprehensive contracting strategy to position the system optimally for contracting cycles as well as long-term growth. Strive to maximize system rates, as appropriate, year over year for all services rendered.
- Ensure strategic payer relations to develop ongoing, positive connections with health plans and payers of all types. Establish open lines of communication and work together to address healthcare challenges and improve outcomes.
- Optimize financial performance through effective management of managed care contracts and payment models, seeking to maximize revenue opportunities while controlling costs to achieve sustainable financial health outcomes.
- Work closely with the finance and analytics teams to develop standardized performance metrics across all payers. Proactively model proposed contract terms to understand the impact on each of the affected entities. Work with the CFO and the Steering Committee to ensure that contract terms are loaded successfully, contracts are paid appropriately, appeals are timely, and the resolution of disputed claims is resolved in an effective fashion.
- Build a team that is highly engaged, creative, and motivated to maximize the organization's success with managed care contracts and strives for excellence in operating metrics.

Candidate Qualifications

Education/Certification

- Bachelor's Degree in accounting, finance, business administration, or health care administration; or four years of related health care experience may substitute for a degree. Master's degree preferred.

Knowledge and Work Experience

- Ten or more years of experience in contracting and payer strategy. Knowledge and experience in health plans is preferred.
- Five or more years of management/leadership experience in a managed care environment within a health system, hospital, medical group, or insurance carrier.
- Demonstrated analytical ability in a health-related or contract negotiation environment.
- Excellent skills in verbal and written communication; excellent knowledge of Managed Care, Health Care Finance, Managed Care Contracts, and Patient Accounting; experience in PC computer utilization for work processing, spreadsheet analysis, and managerial skills.
- Ability to develop and maintain good working relationships with payor executives is critical, and prior experience is required.
- Detailed knowledge of different payment structures on the continuum from fee-for-service to full-risk capitation. A deep understanding of, and experience with, negotiating capitated contracts is essential.
- Strong understanding of market trends, particularly relating to pharmaceuticals and other high-cost procedures.

Leadership Skills and Competencies

- Demonstrated ability to work effectively with various stakeholder groups, including senior leadership and Board members.
- Track record of identifying opportunities and translating and operationalizing strategy into implementation and execution.
- Exceptional interpersonal skills with demonstrated leadership and team abilities, specifically an ability to relate to employees at all levels of the organization.
- Superior communication skills, which incorporate effective listening, written, oral, and presentation skills; a communication style that is open, proactive, consistent, and fosters trust, credibility, and understanding.
- A leader who naturally conveys confidence and warmth with an engaging personal style; a genuine and caring person.
- Unquestioned integrity and moral character; an individual the organization can trust without reservation to represent the values of the organization.

The Community



San Diego, California

San Diego is a world-class destination city in Southern California, on the coast of the Pacific Ocean, approximately 120 miles south of Los Angeles and adjacent to the border with Mexico. By population, Metropolitan San Diego is the eighth largest city in America and the second largest in California. As the birthplace of California, San Diego is known for its mild year-round climate, natural deep-water harbor, extensive beaches, long association with the U.S. Navy, and recent emergence as a healthcare and biotechnology development center.

Historically home to the Kumeyaay people, San Diego was the first site visited by Europeans on what is now the most southwestern coast of the United States. Upon landing in San Diego Bay in 1542, Juan Rodriguez Cabrillo claimed the entire area for Spain, forming the basis for the settlement of Alta California 200 years later. The Presidio and Mission of San Diego, founded in 1769, formed the first European settlement in what is now California. In 1821, San Diego became part of newly independent Mexico, and in 1850, became part of the United States following the Mexican-American War and the admission of California to the Union.

The city is the seat of San Diego County and is the economic center of the region as well as the San Diego-Tijuana metropolitan area. San Diego's main economic engines are military and defense-related activities, tourism, international trade, and manufacturing. The presence of University of California, San Diego (UCSD) has helped make the area a center of research in biotechnology. In total, San Diego is home to 11 colleges and/or universities, three of which earned places on U.S. News & World Report's Best Colleges rankings. San Diego encompasses 294 public elementary, middle and high schools and also has 106 private schools. Fifty high schools are recognized on U.S. News & World Report's Best High Schools rankings.

San Diego County has 70 miles of coastline. This forms the most populated region of the county, which has a mild Mediterranean climate to semiarid climate and extensive chaparral vegetation, similar to the rest of Southern California. Precipitation and temperature extremes increase to the east, with mountains that receive frost and snow in the winter. These lushly forested mountains receive more rainfall than average in Southern California, while the desert region of the county lies in a rain shadow to the east, San Diego extends into the Desert Southwest region of North America.

There are 16 naval and military installations of the U.S. Navy, U.S. Marine Corps, and the U.S. Coast Guard in San Diego County. These include the Naval Base San Diego, Marine Corps Base Camp Pendleton, Marine Corps Air Station Miramar, and Naval Station North Island.

From north to south, San Diego County extends from the southern borders of Orange County and Riverside County to the Mexico-United States border and Baja California. From west to east, San Diego County stretches from the Pacific Ocean to its boundary with Imperial County.

For more information about San Diego, please visit: <https://www.sandiego.gov/>

Procedure for Candidacy

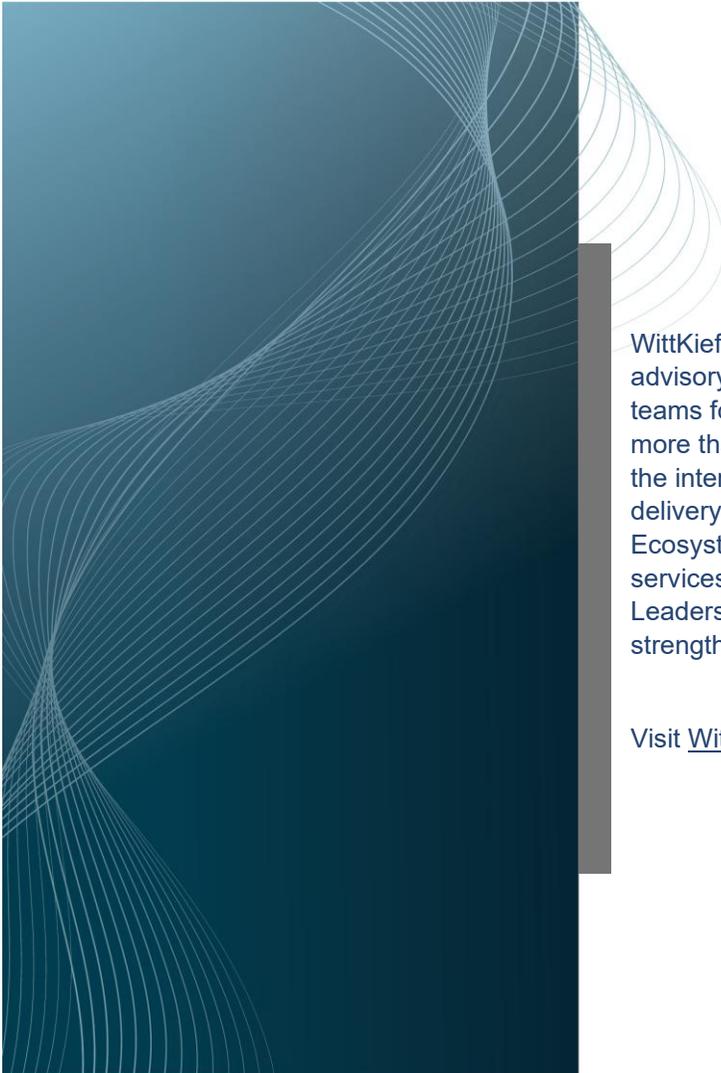
Please direct all nominations and applications to Luke Morris and Molly Solomon via email to msolomon@wittkiewer.com.

<p>Luke Morris Principal (949) 797-3527</p>	<p>Molly Solomon Senior Associate (949) 797-3510</p>
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Sharp HealthCare is dedicated to developing and maintaining a diverse workforce that understands and meets the needs of our diverse patient population. We encourage individuals with diverse backgrounds and those who promote diversity and inclusion to apply. An Affirmative Action officer is employed to coordinate efforts to comply with the federal and state regulations governing Equal Opportunity. All decisions made by Sharp HealthCare regarding employment, including transfers, promotions, demotions, compensation, benefits, and training are made without regard to race, color, gender, religion, national origin, marital status, age (except as the law allows), sexual orientation, disability, veteran's status, or any other basis covered by local, state or federal 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 Sharp HealthCare 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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