

Vice President,  
Perioperative  
Ambulatory &  
Ancillary Operations,  
Greater Silicon  
Valley Division

LEADERSHIP PROFILE

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*WittKieffer*

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## The Opportunity



Sutter Health seeks an experienced, collaborative executive to serve as its next Vice President (VP), Perioperative Ambulatory and Ancillary Operations for the Greater Silicon Valley (GSV) Division. This is an excellent opportunity for a forward-thinking, visible leader to be part of the growth and transformation of the largest ambulatory program within Sutter Health in one of the most economically vibrant regions in the world.

The GSV Division currently generates \$4.5 billion in revenue, with the Palo Alto Medical Foundation (PAMF), one of the premier medical groups in the country, with more than 2,000 providers, accounting for nearly \$3.5 billion. To support the region's rapid growth, Sutter Health has committed \$1 billion in capital investment to enhance its

ambulatory services significantly, and the next VP will play a key role in spearheading the expansion of key divisions within this ambulatory footprint.

The VP will lead division operations across Imaging, Pharmacy, Genetic Counseling, Laboratory, and Ambulatory Surgery. A primary focus for the VP will be overseeing the operational responsibilities of eight, soon to be nine, ambulatory surgery centers, as well as all imaging modalities, and leading approximately 1,200 employees. These ancillary operations represent one-third of the Palo Alto Medical Foundation's (PAMF) annual revenue.

As the foundation enters a period of unprecedented growth, investing \$700 million in new medical office buildings, the strategic integration of ancillary programming is critical to division success. The VP will collaborate with Sutter Health Service Line and executive leadership, and liaise among the division's Ambulatory CEO, medical staff, acute facility leadership, and foundation leadership. The VP will exercise necessary and appropriate accountability and influence for division performance in these areas, including financial stewardship and strategic planning, as well as the integration of ancillary services into future facilities, and will have a relentless commitment to exceptional patient care.

The ideal candidate will be a seasoned leader who is mission-driven and has a track record of success leading operations in the outpatient environment, with experience in perioperative and imaging. This individual will drive operational, quality, and financial levers to impact results positively. The VP will bring process improvement experience and knowledge of best practices and contemporary industry standards to the management of these divisions. Importantly, this person will have demonstrated success in working directly and collaboratively with physicians and other senior executives, both inside and outside the organization. This individual's leadership style will be proactive, results-oriented, and demonstrate a history of achieving positive outcomes in complex, changing, and multifaceted environments.

The GSV Division has a broad ambulatory footprint extending north from Burlingame, south through Palo Alto, San Jose, and Santa Cruz. It also extends to the East Bay through Fremont and Alameda, and east to Livermore. Across that geography, PAMF is divided into five divisions, which include:

1. Alameda (East Bay) Division
2. Camino (South Bay) Division
3. Palo Alto Division
4. Mills Peninsula Division
5. Santa Cruz Division

This is an exciting time to join a rapidly growing and dynamic division within a high-quality health system that is operating extremely well, has an exceptional reputation, and is ideally positioned for transformation in the care delivery system.

## Organization Overview

### Sutter Health

Headquartered in Sacramento, California, Sutter Health is one of the largest not-for-profit health care systems in the United States. It has a strong history and heritage of serving communities in Northern California. Sutter Health's entities or predecessor organizations have been caring for patients for more than 100 years. Sutter Health relies on the dedication of more than 12,000 physicians and clinicians, and more than 63,000 employees, including 15,000 nurses, to deliver integrated care to 3.6 million patients.

Today, Sutter Health consists of 27 acute care facilities with more than 3,800 beds, more than 300 medical foundation clinics and urgent care sites, 37 ambulatory surgery centers, and a home health division with more than 700,000 annual visits. Sutter Health also has 19 accredited Graduate Medical Education programs and invests \$60 million annually in research and clinical trials development. For the fiscal year ending December 31, 2025, Sutter Health had total revenues of more than \$19 billion. Sutter Health is organized into five distinct divisions. It has invested in infrastructure to reshape healthcare in Northern California, including Home Health, Care Coordination, a Sutter-owned health plan, and investments in physician/system joint ventures. It is pursuing a diversification strategy into related healthcare businesses that will position the system for success in a rapidly changing environment, where the system will take financial risk for the total cost of care provided.

Serving more than 100 communities of Northern California, from the Oregon border to the San Joaquin Valley, and from the Pacific Coast to the Sierra Foothills, Sutter Health is a regional leader in cardiac care, cancer treatment, orthopedics, obstetrics, and newborn intensive care, and is a pioneer in advanced patient safety technology. Sutter Health invested more than \$10 billion in the past decade to build and improve healthcare facilities and launch cutting-edge technologies. As a not-for-profit, Sutter Health values giving back and has reinvested more than \$8 billion over the past 10 years to provide care for patients in need and to support community health programs. Sutter Health cares for more low-income Medi-Cal patients in Northern California than any other health system and proudly funds and partners with community programs to help ensure those in need have access to care and social services.

Sutter Health has a multi-year strategy to guide efforts to make healthcare more personalized, accessible, and affordable for all. Sutter Health is moving forward with a bold strategy to change the care model in the best interests of patients, clinicians, employees, and communities. Guided by its mission, vision, and values, the transformation will focus on three main categories. The first is a focus on expanding access by partnering with local employers to offer compelling, affordable, and differentiated products, deliver more effective care to their Medicare patients, and increase community access for Medi-Cal patients. The organization will also focus on providing more personalized, affordable care by partnering with clinicians to develop ambulatory practices of the future and create "new front doors" to serve patients where and how they want to receive care. This includes evolving services to meet the unique needs of the patient population served and delivering those services at market-competitive prices that reflect the organization's commitment to long-term affordability. Finally, Sutter Health will transform its operating environment by engaging clinicians in new ways to promote alignment and change throughout the organization, and by cultivating a "safety first culture" to create a high-reliability organization and bring more joy to those receiving and giving care.

### Mission, Vision, and Values

**Sutter Health Mission:** Enhance the well-being of people in the communities they serve through a not-for-profit commitment to compassion and excellence in healthcare services.

**Sutter Health Vision:** Leads the transformation of healthcare to achieve the highest levels of quality, access, and affordability.

**Sutter Health Values:**

- Excellence and Quality — Exceed customer expectations by delivering premier clinical quality and maintaining the highest levels of safety
- Innovation — Continually create, seek out, and adopt new ways of providing value to customers, rapidly moving from idea to execution
- Affordability — Deliver healthcare efficiently by using resources responsibly
- Teamwork — Recognize that the power of combined efforts exceeds what one can accomplish individually, and are accountable to each other and the customers
- Compassion and Caring — Treat those they serve and one another with concern, kindness, and respect
- Community — Work to understand and best serve the diverse needs of the communities
- Honesty and Integrity — Act openly and truthfully in everything they do

## Financial Performance

For the fiscal year ending December 31, 2025, Sutter Health had total revenues of \$19.7 billion. Financial Performance at Sutter Health has historically been strong, with recent annual operating cash flow exceeding \$1 billion. The organization has \$8.7 billion of cash and investments and more than \$5 billion of long-term debt. Sutter Health is rated A+ by Standard & Poor’s and Fitch Ratings and A1 by Moody’s with stable outlooks.

Sutter Health has recently reorganized into five distinct Divisions to achieve broader community presence and greater impact within those communities. Sutter patients can access high-quality, coordinated care across their entire network, and they are expanding access to services in each division as they recruit more physicians and clinicians into the network and open 25 new ambulatory care centers across their California footprint by 2027.

Sutter Shared Services serves as a central hub that brings together multiple business service departments under one roof, allowing employees to collaborate, follow best practices, and efficiently use the latest technology. Sutter Shared Services has more than 2,500 employees across six business lines: Customer Contact Center, Finance, Revenue Cycle, Supply Chain, Biomedical Equipment, and Credentialing Verification.

## Awards and Recognition

The doctors, hospitals, and other healthcare services of the Sutter Health network provide a consistent level of exceptional, personalized care to patients. The Sutter Medical Network includes many of California’s top-performing, highest-quality physician organizations. Sutter-affiliated hospitals often receive awards for the quality of care they provide, including cardiac care, women’s and children’s services, cancer care, orthopedics, and advanced patient safety technology.

## Sutter Hospital Campuses Earn Five-Star Rating from CMS

Seven hospitals within the Sutter Health network have earned five stars—the highest ranking possible—as part of The Centers for Medicare and Medicaid Services (CMS) Hospital Quality Star Rating for 2022, including:

- Mills-Peninsula Medical Center
- Novato Community Hospital
- Sutter Amador Hospital
- Sutter Auburn Faith Hospital
- Sutter Medical Center, Sacramento
- Sutter Santa Rosa Regional Hospital
- Sutter Tracy Community Hospital



Only 13.8 percent of the 3,121 hospitals evaluated nationwide received a five-star rating.

Eighty-six percent of Sutter Health hospital campuses ranked with ratings of five, four, or three stars, with an average of 3.71 stars across the not-for-profit network. The national average for all hospitals ranked is three stars.

## 19 Sutter Health Affiliates Earn Recognition as Leaders in LGBTQ Healthcare Equality

Nineteen affiliates within Sutter Health’s not-for-profit network earned recognition as a “Leader in LGBTQ Healthcare Equality” by the Human Rights Campaign Foundation (HRC), the educational arm of the country’s largest lesbian, gay, bisexual, transgender, and queer (LGBTQ) civil rights organization. The annual survey, conducted by the Healthcare Equality Index (HEI), recognizes facilities that meet key criteria, including foundational elements of LGBTQ patient-centered care, LGBTQ patient services and support, employee benefits and policies, and LGBTQ patient and community engagement.

## Six Sutter Medical Network Organizations Achieve IHA Top Quality Honors

Integrated Healthcare Association (IHA) has recognized six [Sutter Medical Network \(SMN\)](#) organizations for reaching a high level of quality care for Medicare Advantage patients. SMN consists of the Sutter medical foundations, its exclusively contracted medical groups, and contracted independent practice associations. These organizations agree to work collaboratively with the goal of achieving sustainable, high-quality outcomes and services at an affordable price.

## Sutter Health Design & Innovation

Led by Sutter Health’s first-ever Chief Innovation Officer, the not-for-profit network embraces a human-centered design approach to develop new product and service experiences, forge strategic partnerships with cutting-edge startups and technology companies, and help create a culture of innovation across the organization. Sutter Health’s Design & Innovation Team has helped bring creative collaborations to life with Augmedix, OpenIDEO, Lyft, and Velano Vascular, to name a few.

For additional information on Sutter Health, visit: [www.sutterhealth.org](http://www.sutterhealth.org)

## Position Summary

The VP provides administrative leadership and direction for all imaging, pharmacy, genetic counseling, laboratory, and ambulatory surgery operations within the Greater Silicon Valley region. This leader will collaborate with key leaders to ensure that strong quality, service, and continuity-of-care structures are developed to deliver the best outcomes for the community. The position requires a working understanding of business and financial practices, medical group activities, and the ability to communicate, interact, and work effectively with all levels of staff, physicians, and leadership within Sutter Health to emulate Sutter leadership values and implement the clinical strategy developed by system and PAMF service line executives. The VP will be financially accountable for budgets and revenues for these divisions.

The VP will report to the Ambulatory CEO, Greater Silicon Valley, and oversee three direct reports.

## Responsibilities

- Model lean, and unified Sutter leadership behavior; exemplifies the "Why" and "How" of Sutter Health initiatives and accomplishments within the business units; partners with the Ambulatory CEO, medical staff, and service line leadership to accomplish the goals and initiatives of the organization.
- Effectively integrate organization planning and operations with other leaders within the GSV Division. Maintains collegial working relations, using system programs, staff, and procedures appropriately.
- Effectively implements GSV Division and Sutter Health policies and programs.
- Direct day-to-day operations across multiple sites of care and ambulatory surgery centers, including resource allocation, workflow optimization, and performance metrics. Ensure seamless coordination of services to minimize wait times and maximize throughput.
- Lead, mentor, and supervise a team of approximately 1,200 members. Promote a culture of accountability, service excellence, and continuous improvement. Conducts salary and performance reviews of direct reports.
- Set and execute strategic and operational goals in alignment with Sutter Health's mission and growth objectives.
- Manage annual operating and capital budgets, ensuring fiscal responsibility and financial targets are met. Monitor key performance indicators, including patient satisfaction, quality metrics, and efficiency benchmarks.
- Build and maintain strong relationships with physicians, team members, and community partners.
- Implement cost-control measures while maintaining the highest quality of care. Drive initiatives that enhance patient safety, quality outcomes, and the overall experience.
- Lead change management efforts to adapt to evolving healthcare trends and organizational needs. Represent the divisions overseen as a visible and engaged leader, modeling Sutter Health's values, and champion innovation.
- Applies California laws and regulations to the operations to ensure compliance.
- Supports continuous quality improvement initiatives.

- Partners with physician executives to include planning, development, and implementation of key initiatives. Communicates effectively with physician leaders to ensure positive partnerships.
- Keeps staff informed of GSV Division and Sutter Health policies and procedures, applicable physician and service policies, procedures, and updates.
- Assists in the development and implementation of strategic planning efforts to ensure growth and diversification of services within the divisions. Develops business plans and programs in support of the strategic plans, and coordinates with Service Line leadership on the overall strategy and direction.

## Goals and Objectives

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

- Establish personal and professional credibility with physicians, system and Division leadership, employees, and the community based on trust, collaboration, and mutual support; be viewed as highly-engaged, effective, and visible through rounding and in-person interactions. Develop a strong relationship with this role's dyad partner and gain the confidence of Sutter Health leaders, other members of the Division leadership team, and leaders of Palo Alto Foundation Medical Group.
- Develop and maintain a culture within the ambulatory care network that promotes customer service, visibility, transparency, and a focus on the patient. Align goals with Sutter's Mission, Vision, and Values and lead efforts to provide standardization of best practices and consistency in care models across ambulatory surgery and other outpatient sites.
- Oversee ambulatory surgery strategy and expansion across the division with the activation of a new site in 2027.
- Drive ambulatory growth and integration through alignment with Sutter Health's strategic vision of reaching 1.3 million unique lives served over 24 months and identify opportunities for growth in new markets where critical imaging, surgical, pharmacy, and laboratory services are needed.
- Foster a culture of trust and partnership with physicians. Engage with physicians to improve operational processes and ensure their practice flow is flexible and efficient. Maximize efficiency across the medical network to support population health and risk-sharing strategies.
- Optimize financial performance across the scope of responsibility.
- Lead efforts to develop and implement standard work for all outpatient sites and surgery centers.
- In partnership with the Sutter Health and Division leadership, communicate a vision for ambulatory services that preserves and leverages the local alignments, but advances "systemness" and cohesion between the geographically dispersed care sites. Identify opportunities to foster a unified culture and integrate/common policies and procedures across PAMF.
- Design innovative patient-centered models of care, creating the future of ambulatory care at Sutter, leading planning for future ambulatory expansion. Oversee the evolution of digital medicine through the use of AI across outpatient sites to improve patient access, delivery of care, and quality.
- Establish improved clinic operations systems that streamline performance, reduce costs, and improve efficiency, which creates a patient-centric model for care and enhances patient access.
- Develop direct reports and provide opportunities for team mentoring and growth. Institute succession planning, talent management, and development of staff, with particular emphasis on building core competencies and nurturing career progression.

## Candidate Qualifications

### Education/Certification

- Bachelor's degree in healthcare administration, business administration, public health, or a related field required.
- Master's in healthcare administration (MHA), Master's in Business Administration (MBA), Master's in Public Health (MPH), or a related advanced degree preferred.

### Knowledge, Work Experience, and Leadership Skills

- 10+ years of experience in healthcare operations management, with a significant portion in senior leadership roles.
- Proven track record in managing operational functions within a healthcare organization, including hospitals, clinics, or other healthcare facilities.
- Experience working in a non-profit healthcare environment is highly desirable.
- Understanding of the unique challenges and opportunities within the non-profit sector.
- Experience managing multiple sites or facilities within a healthcare network.
- Demonstrated success in standardizing operations and ensuring consistency across different locations.
- Thorough understanding of the California managed care and health care industries, including the regulatory environments under which they operate.
- Understanding of the regulatory environment of a non-profit organization.
- Strong organization, supervisory, and analytical skills necessary to manage the day-to-day affairs of the division.
- An accomplished executive with superior management skills and a successful track record of leading organizational change in complex environments.
- A strategic thinker and tactical executor who can move an agenda from concept to reality and drive results and organizational improvement through performance outcomes.
- A strong commitment to the health plan's mission, the people, and the community.
- A strategic thinker and tactical executor who can move an agenda from concept to reality and drive results and organizational improvement through performance outcomes.

## The Community



The County of Santa Clara, also referred to as "Silicon Valley", is unique because of its combination of physical attractiveness and economic diversity. With its numerous natural amenities and one of the highest standards of living in the country, the County has long been considered one of the best areas in the United States in which to live and work.

Santa Clara County is a major employment center for the region, providing more than a quarter of all jobs in the Bay Area. It has one of the highest median family incomes in the country, and a wide diversity of cultures, backgrounds, and talents. The County of Santa Clara continues to attract people from all over the world. It has a rich history, ethnic diversity (over 100 languages and dialects are spoken), artistic endeavors, sports venues, and academic institutions.

Silicon Valley is the global center of technology and innovation. The headquarters for several of the world's technological giants to include Google, Yahoo, Meta, Apple, Nvidia, PayPal, Intel, Cisco, eBay and LinkedIn. It is also home to three major universities - Stanford University, Santa Clara University and San Jose State University - as well as excellent community colleges.

The County's population of nearly 1.8 million is one of the largest in the state, accounting for about one-fourth of the Bay Area's total population. There are 15 cities ranging from Palo Alto to Gilroy. San Jose is the largest city in the County, with a population of nearly one million, and is the administrative site of County Government. A significant portion of the county's land area is unincorporated ranch and farmland.

The Mediterranean climate of the region remains temperate year-round due to its geography and proximity to the Pacific Ocean. The area is warm and dry much of the year. In sports and recreation, San Jose is home to teams for professional soccer, minor league baseball, and the San Jose Sharks, the only professional ice hockey team in Northern California. Other local sports teams include the San Jose Earthquakes, San Jose SaberCats, and San Jose Giants. Numerous public and private golf courses are located throughout the County.

Local museums and art galleries include The Tech Museum of Innovation, the Rosicrucian Museum, the Children's Discovery Museum, the San Jose Museum of Art, the Triton Museum of Art, and many others. There are also abundant performing arts venues, including opera, symphony, musical theatre, repertory theatre, concerts, and children's musical theatre.

### Palo Alto

Palo Alto is in the heart of Silicon Valley, home to Stanford University, and is recognized worldwide as a leader in cutting-edge technological development. It is an award-winning city recognized nationally as innovative and well-managed, one of a small number of California cities with a AAA bond rating. It is home to the corporate headquarters of many world-class companies and research facilities, including VMware, Hewlett-Packard, and Tesla. Palo Alto has a highly educated, culturally sophisticated citizenry that is actively engaged in making a difference locally and globally.

## Mountain View

Nestled between the Santa Cruz Mountains and San Francisco Bay, Mountain View is a diverse community, ideally located in the heart of Silicon Valley (10 miles north of San Jose and 35 miles south of San Francisco). At just over 12 square miles, Mountain View is home to approximately 75,000 residents, many nationally and internationally known corporations, and a thriving small business base.

Mountain View prides itself on providing excellent public services and facilities that meet the needs of a caring and diverse community in a financially responsible manner. While leading the region in innovation and ideas, Mountain View remains committed to the traditional values of strong neighborhoods and citizen involvement. Mountain View boasts strong safety and public education records and is considered one of the best places to live in the Bay Area.



## Los Gatos



The town of Los Gatos is nestled at the base of the Sierra Azules. It is located approximately 60 miles south of San Francisco, in the southwestern portion of Santa Clara County, where the Santa Clara Valley meets the lower slopes of the Santa Cruz Mountains. Los Gatos retains a mix of residential, commercial, and light industrial uses, continues to maintain its small-town image, and prides itself on being a self-contained community. Over 3,000 businesses serve residents and act as a destination for visitors attracted to its restaurants, hotels, and variety of shops within a pedestrian-oriented downtown setting. The town is also an inclusive community with a full mix of ages, family sizes, and incomes. Los Gatos has many parks and greenbelt areas, as well as a vibrant downtown area, which is

listed on the National Register of Historic Places.

For additional information on the community, the following websites may be accessed:

[www.sccgov.org](http://www.sccgov.org)

[www.mountainview.gov](http://www.mountainview.gov)

[www.losgatosca.gov](http://www.losgatosca.gov)

## Procedure for Candidacy

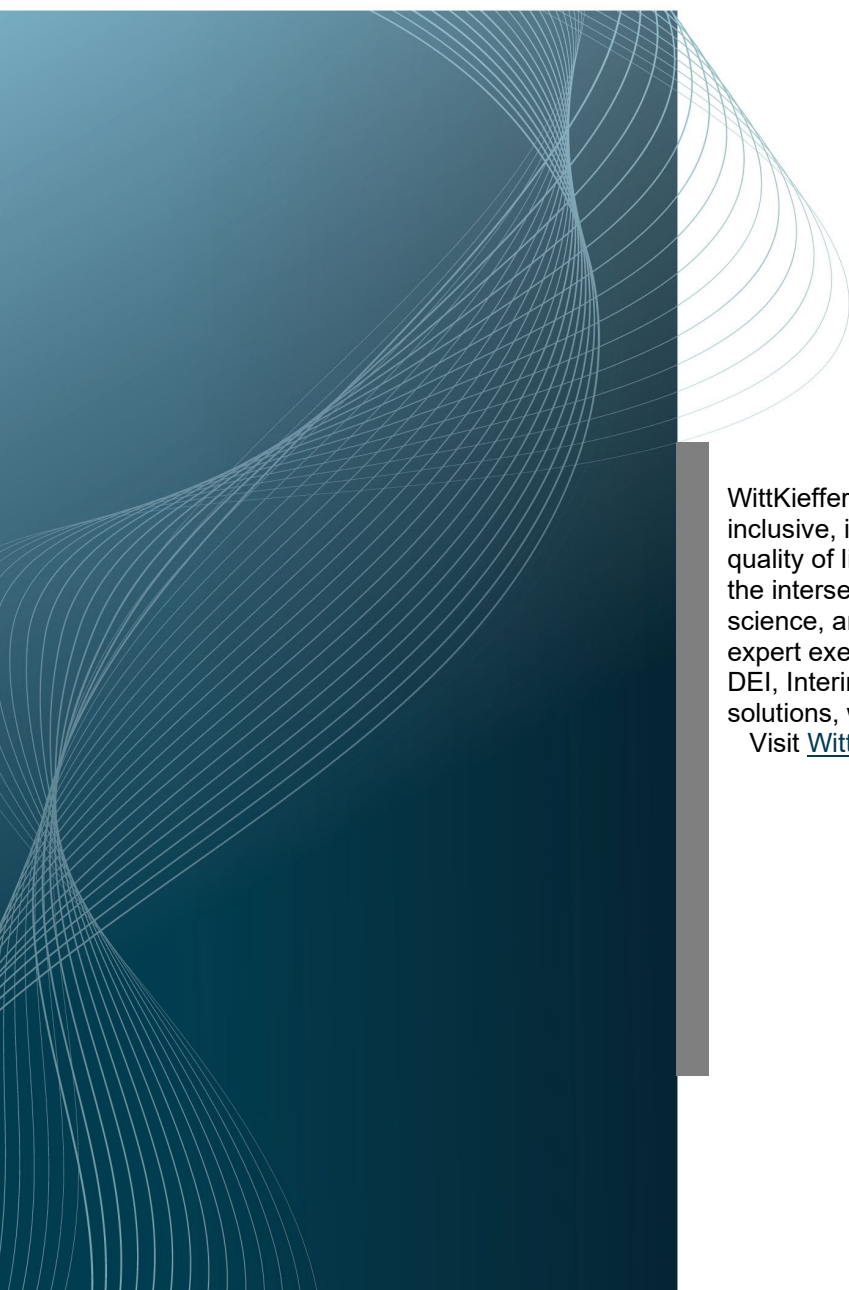
Please direct all nominations and applications to Luke Morris, Mark Andrew, and Molly Solomon via email to [msolomon@wittkieffer.com](mailto:msolomon@wittkieffer.com).

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*Sutter 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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