



**Vice President, Business Integrity, Chief Compliance Officer**

Leadership Profile

January 2026

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The logo for WittKieffer, featuring the name "WittKieffer" in a white, italicized, sans-serif font, set against a dark teal background. The background also features a decorative graphic of thin, light blue lines that curve and flow across the page.

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## The Opportunity

UW Health seeks a highly collaborative and strategic executive to serve as its next Vice President, Business Integrity, Chief Compliance Officer (CCO). This is a pivotal opportunity to lead business integrity and compliance efforts across the entire UW Health enterprise—including direct responsibility for the Northern Illinois (NI) region, which continues to grow as a vital part of the system’s mission and impact.

UW Health is an academic health system associated with the University of Wisconsin–Madison, encompassing research, education, and patient care at the UW School of Medicine and Public Health, UW Hospitals and Clinics Authority, and a broad network of regional locations. In FY25, UW Health served over 867,000 patients across Wisconsin and Northern Illinois demonstrating the system’s expanding reach and commitment to high-quality care across state lines. The system also delivered over 4 million outpatient appointments, nearly 246,000 emergency department visits, and almost 89,000 surgeries, reflecting robust growth and innovation in care delivery.

The CCO reports directly to the Senior Vice President, Chief Administration Officer, with direct access to the Chief Executive Officer of UW Health, Dr. Alan Kaplan. This leader will oversee the full spectrum of business integrity operations, including auditing, billing compliance, privacy practices, and reimbursement activities, ensuring the highest standards of compliance and operational excellence across all regions. The CCO will play a central role in maintaining regulatory adherence, safeguarding sensitive information, and ensuring financial and operational processes meet both internal and external standards. As UW Health continues to evolve—including ongoing integration and expansion in the NI region—the CCO will help guide alignment and integration of business integrity functions during periods of organizational growth, transition, or change.

This leader will manage a high-performing compliance, privacy, and audit team known for its strong work ethic, collaborative nature, and tightly knit culture. The ideal CCO will respect and preserve this culture while continuing to elevate team performance, with a commitment to mentorship, empowerment, and professional development. The CCO must be an exceptional listener, able to build trust quickly and work constructively across a diverse range of constituencies, including close collaboration with the Board of Directors on matters related to information access and governance across the enterprise.

The successful candidate must have a Bachelor's degree in a relevant field while a Master's degree in healthcare/related field or Juris Doctor degree with certification in audit, compliance and privacy are preferred. Candidates should be knowledgeable of all elements of corporate compliance and privacy in relationship to healthcare delivery, and higher education, including audit, strategy, business planning, operations, and finance. The successful candidate will be a transparent and collaborative leader comfortable spearheading and supporting change in a complex environment.

## Organization Overview

### UW Health

UW Health is the integrated health system of the University of Wisconsin–Madison, serving more than 800,000 patients each year across the Upper Midwest and beyond. With more than 2,000 physicians and 24,000 dedicated staff, the system delivers care through 6 main hospitals, 1 joint operating agreement hospital and 2 hospitals within main IL hospital, and over 105 outpatient locations.

In partnership with the University of Wisconsin School of Medicine and Public Health, UW Health physicians lead cutting-edge research and train the next generation of health professionals. As an academic medical center, the organization drives breakthroughs in medicine that improve and extend lives across the nation and around the world.

In Illinois, UW Health brings this same level of expert, compassionate care to the local community. Patients in Northern Illinois gain access to advanced treatments and trusted care teams close to home. The mission is simple: deliver world-class care and make every patient experience the best it can be.

**Mission:** Advancing health without compromise through service, scholarship, science, and social responsibility

**Vision:** Remarkable Healthcare

**Values:** Excellence, Innovation, Compassion, Integrity, Respect, Accountability, Diversity

## UW Health through the years

- ❶ 1918: With the leadership of Pehr August Peterson, SwedishAmerican Hospital opened in Rockford, Ill.
- ❷ 1924: Wisconsin General Hospital opened in Madison, Wis.
- ❸ 1925: A full, four-year medical program was established at the University of Wisconsin
- ❹ 1979: University of Wisconsin Hospital is constructed
- ❺ 1995: Working with the City of Rockford, SwedishAmerican helped renovate and revitalize a neighborhood south of the hospital
- ❻ 2006: SwedishAmerican Heart Hospital opened on the SwedishAmerican hospital campus
- ❼ 2007: American Family Children's Hospital opened in Madison, Wis.
- ❽ 2015: East Madison Hospital opened in Madison, Wis.
- ❾ 2015: SwedishAmerican Health System merged with UW Health
- ❿ 2021: SwedishAmerican Health System rebranded UW Health
- ⓫ 2024: Eastpark Medical Center opened in Madison, Wis.

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**UW Health is a nationally recognized regional health system that includes:**

- University Hospital, a 505-bed regional referral center that is home to a Level One adult and pediatric trauma center, American College of Surgeons verified Burn Center, one of the nation's largest organ transplant programs, one of the nation's first certified comprehensive stroke centers and the UW Carbone Cancer Center, one of 41 National Cancer Institute designated comprehensive centers in the country.
- East Madison Hospital, A 84 bed, community-based hospital with attached clinics and health and wellness facility.
- American Family Children's Hospital, A 111-bed comprehensive pediatric medical and surgical center with pediatric and neonatal surgical intensive care units, Level I pediatric trauma unit, verified Burn Center and a pediatric hybrid catheterization/angiography suite.

UnityPoint Health-Meriter, This 448-bed community-based hospital provides a complete range of medical and surgical services. UnityPoint Health-Meriter joined UW Health in 2017 through a joint operating agreement.

- UW Health Rehabilitation Hospital, a 50-bed, post-acute inpatient rehabilitation facility.
- SwedishAmerican Hospital, Serving greater Rockford, northern Illinois and southern Wisconsin, SwedishAmerican Hospital is a major 339-bed acute care hospital.
- Belvidere Hospital, a 34-bed inpatient/outpatient medical center.
- Five regional cancer centers:
  - Beloit Hospital (Beloit, Wis.)
  - UW Health | Carbone Cancer Center Rockford (Rockford, Ill)
  - UW Cancer Center at ProHealth Care (Pewaukee, Wis.)
  - UW Cancer Center Johnson Creek (Johnson Creek, Wis.)
  - UW Cancer Center Aspirus Riverview Hospital (Wisconsin Rapids, Wis.)
- Regional services specialty clinics in approximately 78 locations.
- UW Medical Foundation, the state's second largest medical practice group, representing the 1,785 clinical faculty physicians of the UW School of Medicine and Public Health.
- Quartz Health Solutions, Inc., a subsidiary health insurance provider with more than 350,000 members in a 35-county region in Wisconsin, Illinois, Minnesota, and Iowa.
- University Health Care, a not-for-profit membership corporation that facilitates clinical and contracting relationships with insurance companies and regional providers.
- Joint ventures, UW Health Fertility Care, Madison Surgery Center, UW Health Aesthetics and Plastic Surgery, UW Cancer Center Johnson Creek, UW Health Care Direct, and Wisconsin Sleep.

## Integration:

As of July 1, 2015, the UW Hospitals and Clinics and the UW Medical Foundation (faculty physician practice) were fully integrated through an affiliation agreement that made the UW Hospital and Clinics Authority the sole corporate member of the UW Medical Foundation and the corporate parent of the combined clinical enterprise of the Authority and the Foundation. This new integrated organization is UW Health. UW Health and the UW Medical Foundation have had a strongly collaborative relationship throughout the 20-year history of the organizations. This formal integration creates significant opportunity to enhance clinical care, improve efficiency throughout the clinical operations and better serve the academic and clinical missions of the School of Medicine and Public Health.



## National Recognition:

- U.S. News & World Report's Best Hospitals: #1 hospital in Wisconsin for the 14th year in a row, 8 specialties ranked as best and 4 specialties rated as high performing
- Optum rated UW Health Transplant Center "excellent" for the following transplants: Blood/ Marrow, Heart, Heart/Lung, Kidney, Kidney/Liver, Kidney/Pancreas, Liver, Lung, Pancreas
- Magnet®-designated facilities: University Hospital, East Madison Hospital, American Family Children's Hospital, SwedishAmerican Hospital
- Recognized by Beckers Hospital Review as providing exceptional cancer care, orthopedic care and neuro and spine care
- Forbes named UW Health a best employer in both Wisconsin and Illinois
- Becker's Hospital Review named UW Health a top place to work in health care
- National Association of Specialty Pharmacy (NASP): UW Health Specialty Pharmacy awarded Specialty Pharmacy of the Year.
- The University Hospital Stroke Center in Madison, WI is certified by The Joint Commission as a Comprehensive Stroke Center.
- Practice Greenhealth: 7 national awards for achievements in environmental stewardship and sustainability
- Human Rights Campaign Foundation: Leader in LGBTQ+ Healthcare Equality

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

## Position Summary

### Reporting Relationships

Under the leadership of the Senior VP/Chief Administrative Officer and with direct access to the UW Health Chief Executive Officer (CEO), this position has responsibility for the areas of Compliance (i.e. Reimbursement, Research Billing, and Pharmacy Compliance including 340b and Drug Diversion), Privacy, Conflict of Interest, and Internal Audit. In addition to direct authority over these areas, this position also has a dotted line responsibility for IS Security.

The CCO is positioned within the organization to have significant authority and exercise independent judgment without fear of reprisal, allowing employees to bring problems or concerns to that person's attention with confidence that the organization will respond. As a result, the CCO has direct access to:

- UW Health CEO
- Audit Committee of the UW Hospitals and Clinics Authority Board
- Compliance Committee of the UW Hospital and Clinics Authority Board
- Swedish American Health System Board
- UW Health Chief Legal Officer
- Legal counsel, both internal and external (in coordination with the Chief Legal Officer)
- Leadership for the medical school, medical group and hospital
- Senior management

### Responsibilities

#### Administration

- Provides overall leadership, direction and coordination of operations, finances, space, and human resources for all operating areas within range of responsibility.
- Develops and/or implements appropriate institutional policies and procedures to enhance efficient and effective operations and delivery of services within areas of responsibility.
- Translates strategic plans and budget targets into operational action plans that guide resource allocation and the coordination and direction of personnel; direct operations in areas of responsibility to achieve the annual operating plan.
- Ensures appropriate resource management, given workload volumes and institutional budgets, in human resources, materials and capital.
- Implements all aspects of human resource management to foster employee and faculty engagement and ensures effective staffing and optimal human resource performance.
- Applies principles of asset management in areas of responsibility and achieves optimal effectiveness in material and equipment management.
- Effectively lead and administer the following responsibilities and activities for UW Health including all of its wholly and majority owned subsidiaries:

- Responsible for assessing the regulatory environment and organizational risk regarding the development and delivery of written standards of conduct, policies and procedures designed to establish a culture of compliance and ethical conduct.
- Ensures maintenance of an effective compliance program consistent with the recommendation of the Office of the Inspector General
- Accountable for compliance with regulatory requirements including but not limited to HIPAA, Fraud & Abuse Laws, EMTALA, Stark, and Anti-Kickback regulations, documentation, coding & billing of facility and professional fee reimbursement including the research compliance billing. Responsible for compliance with CMS, FDA, DEA, OPA and other governmental regulatory requirements related to pharmacy compliance, 340b, and drug diversion. Oversees all ongoing activities related to development, implementation, maintenance of, and adherence to policies and procedures covering privacy of and access to protected health information (PHI) in compliance with federal and state laws and health system privacy practices.
- Accountable for overall administration of the Internal Audit Department and its broad functions
- Responsible for examining and evaluating all financial and operational activities of UW Health within the broad constraints of audit standards and outside regulations. (e.g.: Generally Accepted Accounting Principles as prescribed by the American Institute of Public Accountants, Generally Accepted Auditing Standards as prescribed by the American Institute of Public Accountants and the Institute for Internal Auditors, and governmental regulations affecting the healthcare industry). In collaboration with the Chief Information Security Officer, review of all system-related information security plans through-out the organizations' network to ensure alignment between security and privacy practices, and acts as a liaison to the information systems department.
- In collaboration with the Chief Information Security Officer, ensures that security standards comply with statutory and regulatory requirements regarding health information.
- In collaboration with the Chief Information Security Officer, ensures that appropriate security measures and mechanisms are in place to guard against unauthorized access to electronically stores and/or transmitted patient data and protect against reasonable anticipated threat and hazards.
- Responsible for developing, maintaining, and ensuring compliance to appropriate policies related to potential conflicts of interest for all employees of UW Health and health care providers associated with UW Health.
- Provides oversight and direction for the maintenance of all UW Health system policies and procedures. Ensures maintenance of a conflict-of-interest process for faculty, staff, and governance members. Maintains knowledge of regulatory requirements regarding conflict of interest to ensure UW Health meets all requirements. Works closely and collaboratively with the UW School of Medicine and Public Health to coordinate administration of conflicts of interest policies impacting medical staff members.
- Provides appropriate oversight of research compliance issues in the clinical environment. In collaboration with the Senior Director and Chief Clinical Research Officer review clinical quality issues including compliance with applicable regulatory standards and state and federal laws governing research
- Assists with the Senior Director, Digital Health and Emerging Technologies and Chief Information Security Officer with the Governance and onboarding of Artificial Intelligence Technology in clinical and non-clinical environments.
- Provides staff support to the UWHCA Board of Directors - Audit and Compliance Committees.

**Strategic Planning**

- Participate in the development of the institutional strategic plan to ensure accomplishment of the mission and vision of UW Health
- Facilitate development of the organization long range business integrity plan which effectively supports achievement of the strategic plan.
- Facilitate enterprise risk management efforts in alignment with strategic planning.
- Guide and direct strategic planning for areas of responsibility

**Advisor**

- Serves as an advisor and consultant to the Chief Administrative Officer and other UW Health leaders on matters within areas of responsibility.
- Provides advice and information to the Board of Directors and committees on matters within areas of responsibility.

## Goals and Objectives

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

- **Risk Management and Growth Alignment:** Demonstrated ability to lead investigations and implement system-wide compliance programs.
- **Enterprise Communication & Issue Interpretation:** Communicate complex regulatory, audit, and compliance issues at an executive level, ensuring clarity. Translate audit findings into actionable operational guidance, helping leaders understand risk implications and prioritize corrective actions.
- **Integration & CrossFunctional Alignment:** Support integration activities for new programs, service lines, and partnerships, ensuring compliance and reimbursement structures are established early and correctly. Facilitate enterprise-wide access to governance, ensuring the Board and executive leadership have appropriate information while maintaining regulatory compliance.
- **Compliance Coordination:** enhance compliance coordination among the School of Medicine and Public Health, UW Health, including the Northern Illinois market, Meriter, and other affiliated entities (i.e. CareDirect).
- **Emerging Technology, Research, and Data Collection:** Strengthen compliance in emerging risk areas by creating adaptable AI, research, and data-sharing policies while enhancing data-protection oversight.

## Candidate Qualifications

### Education/Certification

- Master's Degree in a healthcare/related field or Juris Doctor Degree preferred.
- Certified in Healthcare Compliance or holding other certifications by the Compliance Certification Board, or equivalent, Certified in Healthcare Privacy Compliance or holding other certifications by the Compliance Certification Board, or equivalent, Certified in Internal Audit or holding other certifications by the Institute of Internal Auditor, or equivalent, and Certified in Information Technology Auditing or holding other certifications by the ISACA, or equivalent.

### Knowledge and Work Experience

- Experience in an academic health center or large health system
- Experience leading Business Integrity functions for both hospital and physician group practices
- Broad knowledge of healthcare business integrity, administration, systems, practices and principles.
- Knowledge of the principles and practices of supervision and administration as applied to the management and direction of personnel within areas of accountability.
- Knowledge of and ability to use various computer programs and applications.
- Knowledge of computerized systems to assist in the development of departmental systems.
- Effective oral and written communication skills.
- Effective human relations abilities and emotional intelligence.
- Ability to effect collaborative alliances and promote teamwork.
- Ability to insure a high level of employee, patient, visitor, and external stakeholder satisfaction.
- Effective organizational, planning, controlling, scheduling and project management abilities.
- Effective managerial and administrative abilities as applied to the management of multiple projects.
- Effective leadership abilities.

## The Community

### Madison, Wisconsin

Wisconsin's state capital, Madison, is located 80 miles west of Milwaukee and 142 miles northwest of Chicago. *National Geographic* named Madison one of the "Top Happiest Cities in the World," and *Forbes* named Madison one of the "Most Livable Cities in America." The area is well known for its lakes, parks, rolling hills, year-round recreation, strong schools, and diversity of entertainment, nightlife, and culture.

The city surrounds the smaller town of Madison, the city of Monona, and the villages of Maple Bluff and Shorewood Hills. Madison shares borders with its largest suburb, Sun Prairie, and three other communities, Middleton, McFarland, and Fitchburg. The city's boundaries also approach the villages of Verona, Cottage Grove, De Forest, and Waunakee.

Madison is sometimes described as The City of Four Lakes, comprising the four successive lakes of the Yahara River: Lake Mendota, Lake Monona, Lake Waubesa, and Lake Kegonsa. A fifth smaller lake, Wingra, is within the city and connected to the chain by Wingra Creek. Downtown Madison is located on an isthmus between Lakes Mendota and Monona.

Wisconsin state government and the UW-Madison are two of the region's largest employers. However, Madison's economy is evolving from government-based to consumer-based services and high technology, particularly in the health, biotechnology, and advanced manufacturing sectors, including Epic Systems Corp. and American Family Insurance.

Madison boasts a vibrant arts and cultural community. The Orpheum Theatre, Majestic Theatre, Monona Terrace, Memorial Union Terrace at UW-Madison, and the Overture Center for the Arts are among Madison's premier venues for live music and theater performances.

Museums include the UW-Madison's Chazen Museum of Art (formerly the Elvehjem), Wisconsin Historical Museum, Wisconsin Veterans Museum, Madison Children's Museum, and the Madison Museum of Contemporary Art. There are many independent art studios and galleries. Madison also has one of the world's major entertainment industry archives at the Wisconsin Center for Film and Theater Research, part of the Wisconsin Historical Society.



## Procedure for Candidacy

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting UW Health with this recruitment, preferably via e-mail, to: [tkaufmann@wittkieffer.com](mailto:tkaufmann@wittkieffer.com)

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*The UW 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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