



**Assistant Vice President, Chief Strategy Officer**

Leadership Profile

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**WittKieffer**

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## The Opportunity

Washington Health, located in Fremont, CA, seeks a dynamic and collaborative leader to serve as its next Assistant Vice President, Chief Strategy Officer (AVP/CSO). This position will partner closely with the executive leadership team, medical group leadership, and key external stakeholders at this independent, growing system with a strong market position and excellent reputation. The AVP/CSO will be a forward-thinking leader who will build upon the organization's success and drive forward the optimization of partnerships, growth strategies, and other strategic initiatives as Washington Health continues its journey to become a market-leading integrated delivery system.

Washington Health is the premier nonprofit healthcare system serving the residents of Fremont, Newark, Union City, and part of South Hayward and unincorporated Sunol, encompassing approximately 124 square miles of Southern Alameda County. With a strong cultural perception as a quality community health system, Washington Health's mission is to deliver exceptional, accessible, and personalized care that enhances the health and well-being of our diverse community. The system has grown to include a 415 licensed-bed, acute-care hospital, outpatient clinics, ambulatory surgery centers, imaging, and specialty facilities, with over \$700 million in net annual revenue. It is also the county's newest designated Level II trauma center, providing expanded, robust emergency care. Operating under the Washington Township Health Care District, the system is governed by a publicly elected board of directors comprising five members, each serving terms of up to four years.

The AVP/CSO will be joining Washington Health at a critical juncture in the organization's history, as it is in the midst of expansion and transformation. The system recently underwent rebranding efforts, revised its Mission, Vision, and Values, and adopted a new name, Washington Health, to reflect the organization's evolution into a comprehensive health system capable of meeting the community's needs for generations to come. In today's dynamic healthcare environment, being seen and acting as one cohesive system is essential to Washington's long-term success and sustainability. The organization maintains a good financial standing with strong volumes and a high level of contract specialization.

Washington Health has a strong partnership with UCSF Health and UCSF Benioff Children's Hospital to create a comprehensive and regional healthcare network that offers patients the highest level of care. The next AVP/CSO will be an innovative leader who will focus on the strategic aspects of these relationships, in addition to optimizing other affiliations and partnerships. Additionally, the AVP/CSO will support a proactive approach to the competitive marketplace and oversee growth plans of key service lines. This individual will work closely with operational leadership to develop and execute strategic initiatives across the continuum of care, advancing Washington Health's goals and mission.

The next AVP/CSO will be a visible, motivating leader with demonstrated success in leading strategy in a complex organization and have a track record of progressive leadership experience. Collaboration is a key strength of the organization. This leader will have a style that aligns with the hospital's values and supportive culture. Washington Health is a pillar of the community, and the AVP/CSO must appreciate the facility's importance to the health and wellness of the communities it serves. Washington Health is seeking a data-driven, trusted leader who has the depth and breadth of experience to achieve success in driving strategic initiatives forward for the system. The new AVP/CSO must be an approachable leader who does not overly delegate responsibilities for significant projects and appropriately balances strategy with operations.

## Organization Overview



Opened in 1958, Washington Health has grown to include a 415 licensed-bed, acute-care hospital; Morris Hyman Critical Care Pavilion; Taylor McAdam Bell Neuroscience Institute; UCSF-Washington Radiation Oncology Center; Washington Outpatient Surgery Center; Peninsula Surgery Center; Washington Outpatient Rehabilitation Center; Washington Institute for Joint Restoration and Research; Washington Township Medical Foundation; Washington Health Urgent Care and Washington West, a complex which houses Washington Women’s Center, Outpatient Imaging Center, UCSF – Washington Cancer Center, Sandy Amos R.N. Infusion Center, Washington Urgent Care and additional outpatient hospital services and administrative facilities.

Washington Health's over 2,500 employees serve the residents of Fremont, Newark, Union City, and part of South Hayward, as well as unincorporated Sunol, encompassing approximately 124 square miles of Southern Alameda County. The district's population is approximately 365,000. There are over 600 physicians and advanced practice providers on the Washington Health Medical Staff.

Washington Health’s comprehensive healthcare services include 24-hour emergency care; Level II trauma center; approximately 100 physician/provider medical group, ambulatory care sites, award-winning specialty services in orthopedics, neurosurgery, cardiovascular surgery, oncology, maternal and child health, neonatal intensive care and a full range of outpatient services.



Washington Township Health Care District is guided by a publicly elected, five-member board that includes a President, First Vice President, Second Vice President, Treasurer, and Secretary. The public is invited to the board’s regularly scheduled meetings, at which time financial and performance updates are provided; board members make important decisions about programs, services, and equipment; and educational sessions are often held that relate to the Hospital’s regulatory or administrative functions and quality and community programs. Washington Health’s focus is to provide a full range of services and programs locally to meet the needs of our community and beyond. To further that goal, the Health System has a strategic relationship with UCSF Health, which includes UCSF Medical Center and UCSF Benioff Children’s Hospitals. The focus is to create a comprehensive and integrated regional healthcare network. Currently, the relationship provides Tri-City residents with local access to UCSF’s renowned specialty services in identified areas—maternal-fetal medicine, perinatal and pediatric care, cancer care, genetics counseling, advanced heart failure, cardiovascular care, and liver transplant.



## Alameda County Trauma Center



On July 1<sup>st</sup>, 2024, Washington Health became Alameda County's newest addition to the County trauma system since 1986 as a level II trauma center. Since that time, Washington's trauma volume monthly has grown. Washington provides a comprehensive range of specialized services and expertise, complemented by ongoing community education and prevention programs, emphasizing a holistic approach to community healthcare through injury prevention.

## Capital Enhancements and Measure XX

When Washington Hospital opened in 1958, it served a community of 18,000 people; today, it serves more than 365,000 residents, and its community is expected to continue growing over the next decade. In 2000, the Washington Township Health Care District Board of Directors developed a long-range facility master plan to meet the future demand of our growing community and the 2030 State-mandated seismic requirements. Today, implementation of this Facility Master Plan continues.

In January 2009, Washington Hospital broke ground on the first building of Phase 1 of the Facilities Master Plan. This project included a 37,000-square-foot power plant, completed in December 2011, along with a new central plant, laundry, utility tunnel, and loading dock. The second phase, which was completed with the opening of the Morris Hyman Critical Care Pavilion in November 2018, houses an expanded Emergency Department and Critical Care, along with Telemetry and Medical Oncology units.



With Phases 1 and 2 of the Facility Master Plan complete, Phase 3 is underway. In the November 2020 election, Measure XX was passed by a 2/3rds vote of the community and will be an important part of the District's future success in providing needed healthcare to the community. The bond measure will help to fund a majority of Phase 3 of Washington Health's Facility Master Plan and is a testament to the unwavering support of the Health System by its community. The measure approves a General Obligation Bond in the amount of \$425,000,000. Specifically, proceeds from the approved bond will help fund the construction of a new seismically safe building adjacent to the Morris Hyman Critical Care Pavilion and the completion of the build-out of the Pavilion's unfinished shell space, which includes new Operating Rooms

and Imaging Center. Additional infrastructure projects in process or recently completed include a new outpatient Cancer Center (opening in February 2026), an Urgent Care Clinic (opened in December 2025), and a full-service outpatient center in partnership with UCSF Health.

## Recent Recognitions

At Washington Health, honors and rankings are important, but a far greater value is placed on the care that patients receive. A byproduct of our commitment to excellence is the recognition received from respected independent organizations, such as the following:

- Washington Health has been honored with **Magnet®** designation from the American Nurses Credentialing Center and has held this prestigious distinction since 2011. The designation recognizes the very best healthcare organizations nationwide for superior patient care, nursing excellence, and innovations in professional nursing practice. This year, Washington Health will have its redesignation survey in February.
- Washington Health earned **The Joint Commission's Gold Seal of Approval® for Advanced Certification in Spine Surgery (ACSS)** by demonstrating continuous compliance with its performance standards. The Gold Seal symbolizes excellence that reflects a health care organization's commitment to provide safe, high-quality patient care. Washington Health is one of 20 hospitals nationwide to achieve this prestigious certification. (November 16, 2023 – November 16, 2025)
- In 2023, Washington Health was recognized by Beta Healthcare Group for its **Quest for Zero** quality initiative in the Emergency Department and Obstetrics. Quest for Zero is a risk reduction program to improve patient safety.
- Washington Health ranks among the top 69 California hospitals by **U.S. News and World Report**. This recognition underscores the Hospital's dedication to maintaining high standards for patient care. (2023)
- The World Health Organization and the United Nations Children's Fund have named Washington Health a **Baby-Friendly** hospital for exceptional support of breastfeeding moms and babies.
- Washington Health is an honored, five-year recipient of the Healthgrades Distinguished **Hospital Award for Clinical Excellence** for consistently providing comprehensive and clinically excellent care.
- For the eleventh consecutive year, Washington Health has been a recipient of the Orthopedic **Surgery Excellence Award**.
- For 18 consecutive years, Washington Health has been a recipient of the Healthgrades **Joint Replacement Excellence Award**, consistently earning it a place among the top 5% in the nation for joint replacement as one of America's 100 Best Hospitals for Joint Replacement Surgery. In addition, Washington Health received a five-star designation for Total Hip Replacement for the 20<sup>th</sup> year in a row and for Total Knee Replacement for the 18<sup>th</sup> year in a row.
- The UCSF-Washington Cancer Center achieved a **three-year accreditation** from the American College of Radiology (ACR). For patients and their families, it serves as a solid assurance that their treatment takes place at a facility with the highest level of quality and radiation safety standards. (Sept. 24, 2023 – September 30, 2026)
- Washington Health has been honored with the MDC Superstar Award: Medium Birth Volume Hospitals by the California Maternal Quality Care Collaborative. This award recognizes hospitals with 1,000 to 2,499 annual births for their outstanding engagement with the Maternal Data Center. (2024).



## Financials

Washington Township Health Care District	Audited
	FY2025
<b>Consolidated Financial Data (in thousands)</b>	
<b>Revenues</b>	
Net Patient Revenues	696,025
Non-Patient Revenues	23,375
Total Revenues	719,400
<b>Expenses</b>	
Salary & Benefit Costs	434,276
Supplies, Pro Fees & Other	269,251
Depreciation & Amortization	46,650
Total Operating Expenses	750,177
Net Loss on Operations (Does not include Interest Exp)	-30,777
Other Non-operating income (expenses)	21,136
Net Loss	-9,641
EBIDA	15,873
<b>Operating Data - Hospital only (unless indicated)</b>	
Operating Beds (Licensed acute)	415
Average Daily Census	181.5
Admissions	12,149
Patient Days (excludes Nursery)	62,535
Births	1,669
Surgeries (IP and OP)	6,304
Cath Lab Cases	2,300
Outpatient Visits (Non-ER) (WTMF 213,565; DEVCO 25,785)	351,320
Emergency Room Visits	63,260
ALOS – Medicare	5.5
ALOS – Adults	5.22
ALOS - Peds	1.86
Total FTEs (WTMF 194.39; DEVCO 130.45)	2,036
Case Mix Index, Adult	1.627
FTEs/AOB	5.81
<b>Other Data - Hospital only</b>	
Medicare Traditional & Managed	51.90%
Medicaid Traditional & Managed	22.20%
Commercial/Managed Care	24.20%
Self-Pay	1.70%
Percentage IP Business (hospital gross charges)	59.47%
Percentage OP Business (hospital gross charges)	40.53%
<b>Balance Sheet - Hospital only</b>	
Long-Term Debt - Revenue Bonds	215,181
Long-Term Debt – General Obligation Bonds	466,177
Days Cash on Hand	125
Days in A/R (Gross)	57.8

## Mission, Vision, and Values

### Washington Health is the Communities Health System

We were founded as an independent healthcare district in 1948 to provide residents with healthcare close to home. In 1958, we opened a 150-bed hospital, so residents no longer had to travel significant distances to receive care. As the community has grown, our commitment to local accountability has led us to evolve into a comprehensive health system. Our commitment to patient care and the community drives our vision, mission, and values.

#### Our Mission

Deliver exceptional, accessible, and personalized care to enhance the health and well-being of our diverse community.

#### Our Vision

Be the trusted first choice for care, where everyone does their best work.

#### Our Values

- Excellence: Providing the highest standard of quality, safe, and accessible health care.
- Patient-Centered Care: Putting the patient at the center of everything we do.
- Compassion: Responding with care, empathy, and equity in every interaction.
- Respect: Relating to each person with dignity – appreciating each person's uniqueness and each team member's contribution.
- Integrity: Acting with honesty and accountability to do the right thing.

For more information about Washington Health, please visit: <http://www.washingtonhealth.com/>

## Position Summary

The Assistant Vice President, Chief Strategy Officer (AVP/CSO) is responsible for the overall planning, organizing, implementing, and directing of the Strategic Management functions. The AVP/CSO possesses a strong command of key data systems and resources available. The AVP/CSO of Strategic Management is responsible for preparing high-level financial reports, feasibility analyses, business plans, and market assessments, as well as analyzing the financial feasibility of projects in conjunction with the Finance Team. The AVP/CSO also acts as a resource to all managers throughout the Health System for strategic planning information. The AVP/CSO serves as the primary executive contact for key affiliation relationships, including the System's affiliation with the University of California, San Francisco, as well as the various projects and initiatives associated with these relationships.

Major responsibilities include the identification and evaluation of trends in healthcare, both within and outside the boundaries of the Washington Township Health Care District; the development and update of the Washington Health System strategic plan, inclusive of all entities within the Health System; and the development and implementation of strategic initiatives, new programs, and services to keep the Health System viable and competitive.

In addition to performing the essential functions listed below, other duties may also be assigned as required.

## Reporting Relationships

Reporting to the Senior Vice President and Chief Administrative Officer, direct reports include the Director of Strategic Planning.

## Responsibilities

**Achieving Results** - Key Components: assess, plan, evaluate, demonstrate initiative, quality of work, productivity

- Shape and drive system-wide strategy - lead the development and execution of long-term strategic initiatives, ensuring alignment with the organizational priorities and the healthcare industry trends.
- Support the SVP/Chief Administrative Officer in informing the CEO of defining the philosophy, goals, and objectives focused on the Healthcare System's identified strategic plan.
- Foster a positive organizational culture that aligns with the Health System's core values and promotes employee engagement, trust, and high performance.
- Participate in Assistant Vice President activities of the Health System, fostering collaboration, transparent communication, and a strong sense of accountability when engaging with members of the Executive Team.
- Participate in Executive Staff and OCIC meetings and provide strategic insight into the discussion and decision-making.
- Evaluate the effectiveness of all areas of responsibility and adjust priorities and goals as needed.
- Oversee special projects as needed, including feasibility studies, joint ventures, new program development, etc.
- Assume responsibility for committees and task forces as required; participates on various Hospital and/or medical staff committees as requested.

- Review proposed and existing programs and services for viability and consistency with the Mission, Vision, and Values of the Health System.
- Develop proposals utilizing appropriate data and research material for evaluating, developing, and implementing strategic initiatives or other projects.
- Act as a resource to all managers for strategic planning information and collaborate with appropriate departments in the implementation of strategic initiatives.
- Ensure that projects and programs approved by the Board of Directors are completed within established timeframes and within established budget parameters.
- Propose strategic initiatives in line with the Mission, Vision, and Values of the Health System.
- Serve as the primary executive contact for key affiliation relationships, including the System's affiliation with the University of California, San Francisco, as well as the various projects and initiatives associated with these relationships.
- Lead and monitor progress of strategic initiatives as requested.

**Demonstrates Skill** - Key Components: competency, job knowledge, organizational skills, analytical skills, management of information, employee & patient safety

- Demonstrate an understanding of and commitment to fulfilling the Mission, Vision, and Values of the Health System.
- Responsible for overseeing the development of the annual budgets for Strategic Management.
- Monitor expenditures to ensure compliance with the given budgets.
- Possess a strong command of key data systems and available strategic-related resources.
- Ensure appropriate enforcement of safety policies at all times; help maintain a safe workplace.
- Work with Financial Planning and Analysis to develop in-depth financial analyses for projects.

**Planning & Coordinating** - Key Components: delegates, decision making, problem solving, management of resources

- Responsible for developing and updating the strategic plan for the Health System, which is inclusive of the acute care hospital, Washington Health Medical Group, and the associated activities for both acute care and ambulatory care settings.
- Responsible for working with the CEO and Senior Vice Presidents to monitor progress of identified strategic initiatives and provide regular updates to the Board of Directors.
- Works with the WHMG ED/CMO in support of the Ambulatory Strategic Plan.
- Plan, organize, develop, and implement assigned projects related to the strategic plan and other identified strategic initiatives.
- Develop and maintain an environment that fosters creativity and initiative to develop and implement successful new programs and services and enhance the quality of new ones.

- Identify and evaluate trends in healthcare, both within and outside the boundaries of the Washington Township Health Care District.
- Develop and implement strategic initiatives, new programs, and services to keep the Health System viable and competitive.
- Through reports, presentations, retreats, and correspondence, serves to improve the understanding and awareness of strategic planning at all levels of the organization.

**Professionalism** - Key Components: dependability, interpersonal skills, teamwork, patient-first ethic, customer service, communication skills, punctuality/attendance, receptiveness to criticism, judgment, confidentiality

- Inform the SVP/Chief Administrative Officer of activities, needs, and problems within the area of responsibility.
- Represent the Health System at various public, professional, and civic service organizations and functions on technical task forces as necessary.
- Demonstrate the ability to plan, manage, and establish a spirit de corps in the areas of responsibility.
- Must be of sound character and have analytical and problem-solving skills, as well as the ability to work and communicate effectively with all levels of management both within and outside the areas of responsibility.
- Demonstrate good judgment when communicating with patients/customers of various age groups by modifying delivery and complexity of information based upon age and level of understanding.
- Ensure that current competency files on all staff are maintained. Conducts timely performance and competency evaluations on an annual basis.
- Assure that strict confidentiality guidelines are adhered to by all staff and consultants, both intra- and interdepartmentally.

**Improving the Organization** - Key Components: performance improvement, quality initiatives

- Demonstrate collaboration, open communication, and accountability when working with SVPs, VPs, and members of the Executive Team.
- Participate in community-based organizations and committees.
- Represent the Health System at various public, professional, and civic service organizations and functions as requested.
- Serve as a trusted advisor to the CEO, SVP/Chief Administrative Officer, and senior leadership on strategic planning matters.
- Participate in the interdepartmental task forces as requested.
- Provide leadership to the ongoing process improvement activities occurring within the Health System and the Quality Improvement Program
- Plan a systematic and ongoing process for monitoring, evaluating, and improving the quality and appropriateness of strategic activities.
- Participate in Lean/Kaizen activities as requested.

**Self-Development** - Key Components: maintain license/certification, education, and training

- Maintains professional affiliations and attends seminars and conferences to keep abreast of developments in healthcare trends, research and development, competitive market forces, and other relevant areas to the Health System.
- Maintains external contacts through participation in professional organizations.
- Implements and practices new principles learned from continuing education programs.
- Continually seeks to improve the specific skill set required to perform the duties of this position.

**Regulatory Compliance** - Key Components: JCAHO, Title 22, OIG, HIPAA, State/Federal laws, hospital policies

- Collaborate with staff on all levels to update/develop and implement policies, procedures, and/or protocols.
- Ensure the department is compliant with applicable state/federal laws and hospital policies.
- Responsible for monitoring compliance with TJC, California Title 22, and other appropriate regulations within areas of responsibility and ensuring corrective action is taken when appropriate.

## Goals and Objectives

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

- **Establish Personal and Professional Credibility:** Gain respect and build trust with leadership, peers, and team members. Inspire and influence others across the health system. Be viewed as highly collaborative with key leaders and team members across Washington Health. Successfully integrate into the organization, becoming a well-known, respected, and visible leader at all levels. Actively participate in strategic discussions with the senior leadership team and board of directors and be viewed as an advisor, mentor, and confidante to the senior executive team and leadership throughout the organization.
- **Develop and Implement Washington Health's System Strategy:** Create a system strategy by working collaboratively with Washington Health's executive leadership team and other key constituents to advance the organization's mission. Identify a strategy across the market for a complement of services, both acute, post-acute, and ambulatory, along the continuum of care. Establish oneself as an innovative and influential executive who brings new ideas to the organization and leverages key data points to provide direction for the future.
- **Support the Strategic Growth of Key Services:** Create strategies to grow key services within Washington Health's current market and beyond. Partner with operational leadership and lead the execution and implementation of comprehensive capital projects throughout the market that have been identified by Washington Health, translating strategy into business plans and goals across operations, business lines, and facilities. Develop strategies and processes that will positively impact financials through service line growth, reduction of outmigration, and improved patient access across the district.
- **Drive Transformation:** Identify, refine, optimize, and execute strategies that capture what is unique and special to Washington Health while driving growth, innovation, and transformation across the system. Secure stakeholder engagement and drive successful strategy development and translation into execution, growth-oriented business plans, and market insights to drive decision-making.
- **Optimize Affiliation and Partnerships:** Strategically advance the relationship with UCSF, focused on contracted services – oncology, and Warm Springs outpatient center. Foster a culture of innovation that drives new market strategies throughout the district. Acknowledge and support a proactive focus on the competitive marketplace. Investigate opportunities such as market expansion, service-line development, alliances, and other market and growth strategies to optimize performance in terms of growth, quality, service, and cost.
- **Leverage Data to Support Strategic Objectives:** Utilize data and metrics to inform the organization's strategy map. Develop understanding and educate leadership across the organization regarding key metrics that support growth in the appropriate areas. Communicate progress of strategies and data changes to leadership and Board members.
- **Build a High Performing Team:** Lead, mentor, and invest in the professional growth and development of direct reports.

## Candidate Qualifications

### Education/Certification

- Bachelor of Arts or Bachelor of Science degree and a Master's degree in Hospital/Healthcare Administration or Business are required.

### Knowledge and Work Experience

- Minimum 10 years of experience in healthcare administration with a focus on planning.
- Strategic mindset with the ability to influence and guide organizational leaders.
- Proven expertise in strategy, planning, and business development.
- Strong leadership, communication, and interpersonal skills.
- Experience leading strategy in a complex organization.
- Familiarity with healthcare data and data-driven decision-making.
- Requires the ability to effectively interact with senior management and board members and operate as an effective tactician as well as a strategic thinker.

### Leadership Skills and Competencies

#### Skills and Abilities:

- Strong conceptual skills (global rather than linear thinker).
- Strong verbal and written skills.
- Ability to communicate with personnel on all levels. Excellent people skills.
- Demonstrates good judgment when communicating with patients/customers of various age groups by modifying delivery and complexity of information based on age, ethnic/cultural, language, disability, or other factors.
- Must possess a high degree of initiative, organization, and perceptiveness.
- Strong budgeting and management skills.
- Problem-solving capabilities.
- Working knowledge of financial concepts, hospital operations, and healthcare system design.
- Possesses group facilitation skills.
- Ability to work with limited, frequently changing directions.
- Ability to work independently, yet cooperatively.

# The Community

## Fremont, California

As the fourth largest city in the San Francisco Bay Area, Fremont's Silicon Valley location is the ideal setting for your home and career. Fremont is conveniently accessible by Interstates 680 and 880, as well as rail transport lines including Altamont Commuter Express (ACE), Amtrak Capitol Corridor, and the Bay Area Rapid Transit (BART) system. Fremont also has easy access to the San Jose Airport, Oakland Airport, San Francisco Airport, and the Port of Oakland.



Fremont is home to a variety of innovative firms, including over 1,200 high-tech, life science, and clean technology firms. The City offers a broad range of quality, affordable business locations, a superior workforce, and incentive programs to meet your needs.



Fremont is one of the most ethnically and culturally diverse cities in the Bay Area. Residents are attracted to Fremont for its nationally recognized high-ranking public schools, its numerous well-kept parks, and a variety of recreational amenities, including beautiful Lake Elizabeth, Central Park, and Mission San José (California's 14th mission). Fremont is a wonderful community in which to live, work, and play.

- Population: 226,208
- Number of Households: 74,995
- Average Household Income: \$175,995
- Education: 61.9% of residents have Bachelor's, Graduate, or Professional degrees
- Estimated Annual Household Spending Potential: \$2.7 billion



## Procedure for Candidacy

Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting Washington Health with this recruitment, preferably via e-mail to [msolomon@wittkieffer.com](mailto:msolomon@wittkieffer.com) or by phone at (949) 797-3510.

<p><b>Luke Morris</b>  Principal  (949) 797-3527</p>	<p><b>Holly Nandan</b>  Consultant  (630) 575-3539</p>	<p><b>Molly Solomon</b>  Senior Associate  (949) 797-3510</p>
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*Washington Health is committed to providing equal opportunity for all applicants and employees. Washington Health prohibits discrimination against employees and applicants based on the following legally protected characteristics: race, color, religion, creed, sex, gender, gender identity, sexual orientation, marital status (including domestic partnership), pregnancy (including childbirth and related medical conditions), physical or mental disability, national origin, ancestry, medical condition, military duty, veteran status, age, genetic characteristics (including information and testing), the perception that an employee has one of the above-listed characteristics, or any other characteristic protected by applicable local, state or federal law. Our Equal Employment Opportunity policy covers all employment practices, including selection, job assignment, compensation, discipline, termination, and access to benefits and training. Also, if we find out that anyone was illegally discriminating, that person will be subject to disciplinary action, up to and including termination of employment. The Hospital fosters a work culture and climate that promotes diversity, acceptance, and inclusion, and we provide opportunities for employees to be recognized and valued for their contributions to the business. We recognize the need for diversity in the workplace and appreciate the different talents and abilities each employee brings to the job.*

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 Washington Health 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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