



**Executive Director/Chief Medical Officer**

Leadership Profile

April 2025

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***WittKieffer***

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## The Opportunity

Washington Health Medical Group (WHMG) seeks a dynamic and highly collaborative physician executive to serve as its next Executive Director/Chief Medical Officer. This is a unique opportunity for a visionary physician executive to lead this premier community based multi-specialty medical group through cultural transformation and growth.

Located in the San Francisco Bay area, WHMG is a patient centered multi-specialty medical group focused on providing comprehensive care across a broad range of specialties and services. WHMG is led by a team of compassionate, dedicated and well-respected professionals committed to providing the highest quality of patient care. As part of the Washington Health, their leaders collaborate with some of the most experienced and knowledgeable health professionals in Northern California.

The Executive Director/Chief Medical Officer will have oversight of operations and for all matters related to provider performance and will enhance a culture that promotes the highest quality of care across all sites. This physician leader will continue to build a cohesive, high-performing medical group that is focused on service excellence and continuous improvement. Through the development of successful performance improvement standards and practices, the Executive Director/Chief Medical Officer will succeed in creating a highly attractive practice environment for physicians/providers. He/she will be committed to a culture that is supportive of physicians/providers and fosters their professional development. This executive leader will foster a culture within the medical group of excellence, accountability, communication and collaboration.

The Executive Director/Chief Medical Officer will provide strategic and visionary input to transform the care delivery model, creating a standardized, evidence-based approach to patient care and a more consistent patient experience through the enhancement of clinical integration and care coordination across all clinic sites and across the Health System.

The Executive Director/Chief Medical Officer will be an experienced physician leader, with administrative and clinical credibility and a distinct vision for the integrated medical group. He/she is a leader who can clearly and comfortably communicate with and collaborate with physicians of various backgrounds and administrators at various levels, while formulating an approach to infrastructure and systems to support a high-performing medical group.

## Organization Overview

### Washington Health Medical Group

Located in Fremont, California, part of the Silicon Valley, and surrounded by some of America's favorite destinations, Washington Health Medical Group (WHMG) is a growing organization dedicated to the highest quality of patient care to the communities they serve in Fremont, Union City and Newark and the surrounding Bay Area communities.

WHMG has experienced tremendous growth in the past few years and is committed to being the premier multi-specialty medical group serving the area. WHMG is affiliated with Washington Health which has been serving Northern California since 1958 and is recognized as one of the nation's top Hospitals and is currently licensed for 415 beds. WHMG consists of more than 100 providers and 225 staff spanning across 21 locations representing 24 specialties. WHMG and Washington Health are both on Epic EHR.

WHMG is growing to meet the needs of their local communities and to ensure high-quality, evidenced based, patient centered care is available and accessible to their communities. WHMG has a highly skilled staff with some of the top physicians in Northern California and the U.S., and each is 100 percent committed to exceptional service for their patients and visitors. When patients trust their care to WHMG, they are in the hands of one care team that can offer the most advanced treatments and technologies available and a team that will always put patient needs first.

WHMG is comprised of board-certified primary care, specialist physicians and advanced practice providers who take a collaborative approach to patient care to ensure patients get the thorough, personalized care they need throughout all stages of life. WHMG offers comprehensive care and is equipped to care for patients dealing with a variety of medical issues covering a broad range of services and specialties.

- Cardiology
- Cardiothoracic Surgery
- ENT
- Endocrinology & Metabolism
- Family Medicine
- Gastroenterology
- General Surgery
- Infectious Disease
- Internal Medicine
- Neurosurgery
- OB/GYN
- Orthopedic Surgery & Sports Medicine
- Physical Medicine & Rehabilitation
- Pediatrics
- Primary Care
- Psychiatry & Behavioral Sciences
- Pulmonary Medicine
- Thoracic & Foregut Surgery
- Urology
- Vascular Surgery
- Hospitalist Programs in Obstetrics, Trauma/Surgery and ICU/CCU

**Mission Statement**

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

**Vision**

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

**Values**

- Excellence: Providing the highest standards 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 everything we do.
- Respect: Relating to each person with dignity – appreciating the uniqueness of each person and contribution of each team member.
- Integrity: Acting with honesty and accountability to do the right thing.

## Washington Health



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; Washington Radiation Oncology Center; Washington Outpatient Surgery Center; Peninsula Surgery Center; Washington Outpatient Rehabilitation Center; Washington Institute for Joint Restoration and Research; Washington Health Medical Group; and Washington West, a complex which houses Washington Women's Center, Outpatient Imaging Center, UCSF – Washington Cancer Center, Sandy Amos R.N. Infusion Center, 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 and unincorporated Sunol and encompass 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 health care services include 24-hour emergency care; Level II trauma center; over 100 physician 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 System's regulatory or administrative functions and quality and community programs. Washington Health's mission has always offered patients the highest level of care available anywhere. To further that goal, the Healthcare 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 local access to UCSF's renowned specialty services—maternal-fetal medicine, perinatal and pediatric care, cancer care, genetics counseling, advanced heart failure, cardiovascular care and liver transplant services while also providing expanded access to specialized physicians in the community.





## 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 Health provides a comprehensive range of specialized services and expertise complemented by ongoing community education and prevention programs, emphasizing a holistic approach to community health care through injury prevention.

## Capital Enhancements and Measure XX

When Washington Health 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 grow over the next several years. Upgrades are needed not only to ensure the Hospital is able to continue to provide care in the event of a disaster, such as a pandemic or earthquake but also as a result of the growing population throughout the district. In 2000, the Washington Township Health Care District Board of Directors developed a long-range master plan to meet this future demand. Today, implementation of this Facility Master Plan continues.



In the November 2020 election, Measure XX was passed by 2/3 of the community vote and will be an important part of the District’s future success in providing needed health care to the community. The bond measure will help fund a majority of Phase 3 of Washington Health’s Facility Master Plan and is a testament to the unwavering support of the Hospital by its community. The measure approves a General Obligation Bond in the amount of \$425,000,000. This plan guides upgrades to the Hospital campus that are necessary to meet unfunded State seismic mandates by the 2030 deadline and will ensure that the Hospital can continue to serve the healthcare needs of our growing community into the future. Specifically, proceeds from the newly approved bond will help fund the construction of a new 200,000-square-foot,

seismically safe building adjacent to the Morris Hyman Critical Care Pavilion and completion of the build-out of the Pavilion’s unfinished shell space.

## Fremont Office Center

The District Board of Directors purchased the Fremont Office Center (FOC) in 2017 which consisted of two buildings adjacent to the Hospital. The vision was to consolidate the clinics of the Washington Health Medical Group into a medical office building. This would not only create efficiencies but more importantly would elevate the patient experience. The District has been collecting lease revenue on the site but is now moving forward with moving WHMG into the site. Moving the clinics into FOC will occur in three phases. Plans are currently underway for Phase 1 which will include primary care, Women’s Health and the Pediatric clinics as well as updates to the building infrastructure to accommodate the future phases.

## Recent Recognitions

At Washington Health, honors and rankings are important, but a far greater value is placed on the care received by patients. 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.
- In November 2023, 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 across the country to attain 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 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 Health is working with a collaborative medical staff to improve efficiency and operating margin. While the FY 2024 financial statements show an operating loss due to inflation and increased salary and benefits costs, Washington Health saw a significant volume improvement with net patient revenue growing 6.2% during the same time to a total of \$634 million.

Washington Township Health Care District	Audited
	FY2024
<b>Consolidated Financial Data (in thousands)</b>	
<b>Revenues</b>	
Net Patient Revenues	634,120
Non-Patient Revenues	18,391
Total Revenues	652,511
<b>Expenses</b>	
Salary & Benefit Costs	395,447
Supplies, Pro Fees & Other	241,433
Depreciation & Amortization	45,144
Total Operating Expenses	682,024
Net Loss on Operations (Does not include Interest Exp)	-29,513
Other Non-operating income (expenses)	14,744
Net Loss	-14,769
<b>Operating Data - Hospital only (unless indicated)</b>	
Operating Beds (Licensed acute)	415
Average Daily Census	156.1
Admissions	10,459
Patient Days (excludes Nursery)	57,134
Births	1,464
Surgeries (IP and OP)	5,665
Cath Lab Cases	2,128
Outpatient Visits (Non-ER) (WHMG 213,565; DEVCO 25,785)	342,419
Emergency Room Visits	60,723
ALOS – Medicare	5.74
ALOS – Adults	5.38
ALOS - Peds	1.97
Total FTEs (WHMG 194.39; DEVCO 130.45)	1,971
Case Mix Index, Adult	1.593
FTEs/AOB	6.03
<b>Other Data - Hospital only</b>	
Medicare Traditional & Managed	53.90%
Medicaid Traditional & Managed	20.00%
Commercial/Managed Care	24.10%
Self-Pay	2.00%
Percentage IP Business (hospital gross charges)	57.50%
Percentage OP Business (hospital gross charges)	42.50%
<b>Balance Sheet - Hospital only</b>	
Long-Term Debt - Revenue Bonds	226,545
Long-Term Debt – General Obligation Bonds	462,295
Days Cash on Hand	125
Days in A/R (Gross)	59.75

## Mission, Vision, and Values

### Washington Health is the Communities Health System

Washington Health was founded as an independent health care district in 1948 to provide residents with healthcare close to home. In 1958, they opened a 150-bed hospital so residents no longer had to travel significant distances to receive care. As the community has grown, their commitment to local accountability has led them to evolve into a comprehensive health system. Their commitment to patient care and the community drives their 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 the uniqueness of each person and the contribution of each team member.
- Integrity: Acting with honesty and accountability to do the right thing.

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

## Position Summary

The Executive Director/Chief Medical Officer (CMO) of WHMG is a member of the senior leadership team and is responsible for helping to set strategic vision and overall direction for clinical practices and patient care. The Executive Director/CMO will help to establish the direction and strategy for clinical care while assuring optimal safety, quality, service and outcomes for the WHMG patients. The Executive Director/CMO will create a standardized, evidenced-based approach to patient care and a more consistent patient experience through the enhancement of clinical integration and care coordination across all clinic sites.

The Executive Director/CMO shall support and enhance the development of strong physician/provider and administrative relationships. This position will be a collaborative leader with strong communication skills and have the ability to work with all levels of the organization. This position will provide guidance and advice as part of the Senior Leadership Team and will present to the District and WTMF Board of Directors the strategic vision and implementation plans and updates for the success of the medical group.

The salary range for this position is \$400,000 to \$600,000 based on credentials and years of experience.

## Reporting Relationships

The Executive Director/Chief Medical Officer will report to the President, WHMG

Direct reports to the Chief Medical Officer include:

- Chief Operating Officer, WHMG (dotted line to President, WHMG)
- Chief Quality and Physician Leadership/WHMG
- Director of Physician Relations/WHMG
- Director of Quality and Compliance/WHMG (dotted line to VP/Chief Compliance Officer)
- Credentialing Specialist Reports/WHMG

## Responsibilities

The successful Executive Director/Chief Medical Officer candidate will:

### Medical Leadership

- Drive the vision and culture within and among WHMG that adds a sense “systemness” and cohesion between the geographically dispersed practitioners.
- Execute strategic initiatives for the WHMG driving and strengthening the ambulatory strategy and access ensuring alignment with the health system’s mission, vision, and values
- Promote provider/administration initiatives to increase clinical provider engagement.
- Support efforts to recruit and retain providers.
- Work in conjunction with the COO/WHMG as to the strategic growth and expansion including the alignment of specialists and independent community physicians.
- Participate in the strategic planning initiatives of the health system, including medical staff development needs.
- Support the development and growth of health system service lines and work with administration and physician leaders to improve clinical operations.

- Align physician contracts and compensation to incentivize productivity and quality/service/citizenship expectations (in conjunction with CFO/WHMG and the COO/WHMG).
- Engage, develop and mentor physician leadership and facilitates accountability.
- Engage, develop and mentor physician leadership to create an environment of collegiality, accountability and responsibility.
- Develop processes for physician leadership to participate in clinic improvement initiatives and decision making.
- Work collaboratively to remediate physician behavioural issues.
- Collaborates with the Director of Physician Relations with regard to orientation and onboarding program for providers.
- Serve as clinical leader over credentialing of providers.

### **Quality/Safety/Patient Experience**

- Collaborate on a culture of service and patient focused models of practice, which support achieving an exceptional patient experience.
- Oversees the development of clinical quality processes and the Quality Improvement Program.
- Identify areas of quality needs and drive quality improvement.
- Work in collaboration with the Senior Leadership Team to meet overall clinical objectives related to quality. Establish standardization across the medical group where appropriate.
- Help to define and implement a strong patient experience.
- Establish best practices and standard work in the areas of productivity, cost containment, utilization, and patient satisfaction.
- Foster alignment of the healthcare team to provide evidence-based, safe, high-quality, and cost-effective care for the community we serve.
- Work with clinical leaders and staff to implement standards of accessibility that exceed expectations of patients and referring physicians.
- Keep staff and clinicians updated on new healthcare regulations.

### **Other**

- Liaison between administration and providers.
- Assure timely and reliable communication of key matters to providers.
- Assist with the optimization of the EMR in the ambulatory setting.
- Provide leadership in refining and advancing provider compensation methodologies.
- Collaborates with Senior Leadership during the creation of the annual operational and capital budget.

- Responsible for quality and safety, peer review, credentialing, ongoing professional practice evaluation activities and utilization and resource management.
- Responsible and oversight of all clinical committees.



## Goals and Objectives

The Executive Director/Chief Medical Officer, WHMG is expected to accomplish several key objectives. The following goals represent some of these objectives (not listed in order of priority).

- Align WHMG as one team: promote a collaborative work environment by encouraging cross-functional partnerships.
- Assess the current WHMG physician organizational infrastructure, and formulate and implement an operational infrastructure that ultimately provides for consistent effective and efficient business practices, fiscal discipline, strategic recruitment, and the development of clinical quality programs consistent with national standards and best practices.
- Optimize WHMG value and contribution to the Health System.
- Collaborate on system opportunities for growth in service lines including expansion and/or partnerships (ie. cardiac , maternal child health).
- Develop personal and professional credibility, gain respect and build trust with WHMG leadership, WHMG physician leadership council and other physician leadership, both employed and non-employed.
- Initiate/lead a process to build the capacity of WHMG to address burnout and take targeted action to fix the underlying drivers of physician and staff burnout. Address these drivers on three levels; the individual physician/staff member, workplace and external drivers.
- Learn about burnout at WHMG through conducting regular surveys of physicians and staff. Go to the "Gemba" (front line) to see the existing barriers and frustrations. Build organizational awareness and knowledge of burnout using various resources including attending workshops, presentations and seminars.
- Establish best practices to rank with the strongest multi-specialty groups on a national scale, with documented productivity, cost containment, utilization, and patient satisfaction.
- Establish and monitor meaningful performance measures, which ensure and demonstrate excellence in clinical care and delivery of services. Develop a dashboard, which allows each physician to benchmark their performance with respect to their peers and WHMG goals.
- Through the use of evidence-based medicine and other initiatives, reduce the variation in practice, improve the standards of care and outcomes between clinic locations and create, where appropriate, commonality of process and universal patient experience.
- Assess current state, determine future physician needs based on the strategic plan, identify the gaps, and develop a plan to close gaps.
- Develop a team of highly functioning physician leaders throughout WHMG. Establish formal physician succession planning and ongoing physician leadership development. Assess current physician leadership council structure and make necessary recommendations.
- Connect physician governance with day-to-day operations in a coherent way, taking advantage of technology and other methodologies to improve management of data.
- Interact constructively and cordially with non-WHMG physician members such that all relationships are strengthened.

- Partner with Leadership to develop a coherent, strategic, physician integration strategy for physicians seeking alignment and/or employment with WHMG.
- Foster the hiring, on boarding and retention of excellent clinicians, and clearly communicate WHMG expectations of them. Ensure feedback to them is frequent and that superior performance is recognized and poor performance is addressed. This includes evaluating current on-boarding processes and retention strategies to ensure they are best in class.

## Candidate Qualifications

### Education/Certification

- A medical degree (MD or DO) from an appropriately accredited educational institution.
- An active medical license in the State of California or ability to obtain one.
- A master's degree in management or equivalent experience is preferred.

### Knowledge and Work Experience

- 5 Years previous experience in a medical leadership position preferably in a multi-specialty group or within a Foundation Model.
- Demonstrated knowledge of the business aspect of group practice management.
- Knowledge of the content, intent and application of regulations, policies, standards, operations and requirements applicable to the WHMG environment.

### Leadership Skills and Competencies

- Demonstrated organizational, interpersonal, and leadership skills.
- Ability to work well in a team environment with a high level of integrity and ethics.
- Strong business acumen.
- Value driven individual who puts patients first.
- Excellent skills in conflict resolution, oral and written communication, setting of Strategic direction, and ability to lead teams.
- Familiarity with quality, safety, regulatory compliance, and population health initiatives.
- While not an absolute requirement for the position, it is desirable that the Executive Director/CMO should maintain some clinical practice and be able to demonstrate clinical competency to peers.

# 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 has 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 Bachelors, Graduate, or Professional degrees
- Estimated Annual Household Spending Potential: \$2.7 billion



## Procedure for Candidacy

Please direct all nominations and applications to Carl Fitch, through the WittKieffer Candidate Portal. Candidates can find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button or via e-mail, to [cfitch@wittkieffer.com](mailto:cfitch@wittkieffer.com) or by phone, (214) 585-2859.

<p><b>Carl Fitch</b></p> <p><b>Principal &amp; Practice Leader</b></p> <p><b>(214) 585-2894</b></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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