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The Opportunity

With BayCare Health System’s continued focus on the strategic growth and transformation of ambulatory services, Jim Cote, Senior Vice President, Ambulatory Network and BayCare leadership have launched a national search to identify an exceptional executive to serve as Vice President, Ambulatory Experience and Operations. BayCare Ambulatory Services is at an exciting and critical moment as the group launches the implementation of a transformative five-year strategic plan focused on wellness and prevention, patient experience with the highest levels of quality and most convenient care available. This will be done while continuing to successfully align with the broader BayCare Health System strategic vision.

The Vice President, Ambulatory Experience and Operations is responsible for the formulation and articulation of objectives and operating plans for organizing and managing the assigned departments to achieve those objectives. This person will be responsible for Outpatient Services, Imaging Services, Team Care Clinics, Fitness Centers, Wellness Centers, and Surgery across Ambulatory Surgical Centers. He/she will be accountable for ensuring departments fulfill their strategic role within the overall vision and strategy of BayCare Health System. As a member of the executive team, this person will share in the formulation of the vision, strategy, goals and policy for BayCare Ambulatory Services.

The VP, Ambulatory Experience and Operations will be an experienced, proven health system leader. He/she will have served in a complex and matrix environment in a large integrated health system. He/she will be a proven change agent who understands systems engineering and the use of data analytics to drive operational, quality, and financial levers to positively affect results. This person will be experienced in leading and implementing innovative quality, safety, and performance improvement initiatives to achieve superior clinical quality and favorable financial outcomes with high satisfaction levels for patients and staff. He/she will bring Process Improvement experience (Lead, Six Sigma, etc). Importantly, this person will have demonstrated success in working collaboratively with physicians and other senior executives, both inside and outside an organization. The leadership style will need to be one that is proactive, results-oriented and shows a history of achieving positive outcomes in complicated, changing, multifaceted environments.

This is an exciting time to join a high quality organization that is operating extremely well, has an exceptional reputation and is ideally positioned in a time of innovation and transformation within the care delivery system.
Organization Overview

BayCare is a leading not-for-profit health care system that connects individuals and families to a wide range of services at 14 hospitals and hundreds of other convenient locations throughout the Tampa Bay and central Florida regions. Inpatient and outpatient services include acute care, primary care, imaging, laboratory, behavioral health, home care, and wellness.

BayCare was formed in 1997 when the leading not-for-profit hospitals in the Tampa Bay area came together with a common mission to improve the health of their communities. To keep pace with health care's rapidly changing fiscal environment, the hospitals knew that in order to remain competitive, they had to continue providing patients with more, while spending less. As a united health system, BayCare Health has become more efficient by consolidating duplicative non-patient care services such as purchasing, human resources and financial services. Currently, BayCare is a $3.8 billion organization recognized for its quality and financial performance.

In addition to efficiencies, BayCare also created a very unique delivery model for a successful health system. BayCare is a joint operating agreement between three Community Health Alliances, or CHA's. The name reflects both their community hospital status and how they work together to improve the communities they serve.

BayCare Health System by the numbers (2017)

<table>
<thead>
<tr>
<th>Hospital Service / Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>14</td>
</tr>
<tr>
<td>ASC/ Urgent Care/ Outpatient Imaging Facilities</td>
<td>31</td>
</tr>
<tr>
<td>BayCare Medical Group (BMG) Providers</td>
<td>700</td>
</tr>
<tr>
<td>BMG Visits</td>
<td>1.2 million</td>
</tr>
<tr>
<td>Beds</td>
<td>3,511</td>
</tr>
<tr>
<td>Physicians on Staff</td>
<td>5,400</td>
</tr>
<tr>
<td>Births</td>
<td>15,178</td>
</tr>
<tr>
<td>Team Members (employees)</td>
<td>26,900</td>
</tr>
<tr>
<td>Outpatient Surgeries</td>
<td>60,820</td>
</tr>
<tr>
<td>Discharges</td>
<td>171,650</td>
</tr>
<tr>
<td>Emergency Room Visits</td>
<td>658,191</td>
</tr>
<tr>
<td>Home Health Visits</td>
<td>855,106</td>
</tr>
</tbody>
</table>

BayCare’s operations are organized in a matrixed fashion with most of the administrative support services within BayCare consolidated under Vice Presidents in each area. These areas include finance, team/human resources, information services, managed care, risk management, performance improvement/clinical outcomes, health information management, electronic medical records, central business office, physician services, and marketing and communications.

The 14 hospitals have been recently organized into a market regional structure and include:

**East**
- St. Joseph's Hospital
- St. Joseph's Children's Hospital
- St. Joseph's Women's Hospital
- St. Joseph's Hospital-North
- St. Joseph's Hospital-South
- South Florida Baptist Hospital
West

- Mease Countryside Hospital
- Mease Dunedin Hospital
- Morton Plant Hospital
- Morton Plant North Bay Hospital
- St. Anthony's Hospital
- BayCare Alliant Hospital

Polk

- Bartow Regional Medical Center
- Winter Haven Hospital
- Winter Haven Women's Hospital

Centralized Divisions

At the system level, BayCare operates an **Ambulatory Services Division**. Ambulatory Care is led by a Senior Vice President and operates outpatient surgery, imaging, home care, wellness and lab outreach businesses, a durable medical equipment company, as well as real estate development. Ambulatory Care has a number of home care locations in the state of Florida, including BayCare’s service area of Pinellas, Hillsborough, and Pasco, as well as Hernando, Polk, Sarasota, Citrus, Lake Marion, and Manatee counties. The focus of Ambulatory Care is to capture volume growth through new patient access points and to manage the patient’s illness from onset to outpatient and inpatient settings, as needed.

**BayCare HomeCare** has been providing quality home care to Florida residents since 1976, providing comprehensive service excellence across many disciplines for the at-home patient. Located at community offices throughout Tampa, St. Petersburg, Clearwater and 13 surrounding counties, it is the second largest provider of home care services in the state of Florida. BayCare HomeCare is accredited by The Joint Commission and has also been frequently recognized as one of the nation's leading home care organizations by HomeCare Elite and ranked in the top 25% of all home care agencies in the nation, based on quality outcomes, quality improvement, and financial performance. BayCare HomeCare provides the full range of in-home patient care services including: home health, home medical equipment, respiratory therapy products and services, retail pharmacy, in-home infusion services, wheelchair transport, pre- and post-mastectomy supplies and an exclusive in-home personal emergency response system called CareLink.

**BayCare Behavioral Health Division** is a clinical division of BayCare Health System that provides a vast array of services in the Tampa Bay Region (Pinellas, Pasco, Hillsborough and Hernando Counties) and delivers a full continuum of care across the BayCare Health System and Tampa Bay Region. Behavioral Health annually provides over 265,000 outpatient visits, over 15,000 inpatient admissions within the hospitals, 22,000 residential bed days and 3,000 psychiatric consults in medical settings.

**BayCare Medical Group (BMG)** has more than 700 providers in over 180 locations throughout the Tampa Bay area and provides a wide range of primary care and specialty services to children and adults. BMG is dedicated to providing patients with the highest quality of care. Many BMG offices have been awarded the highest level of Recognition by the National Committee of Quality Assurance as a Physician Practice Connections® Patient-Centered Medical Home. They offer all specialties including primary care, subspecialty, and hospital-based specialties. Last year the gross charges were over $140 million.
BayCare Quality Philosophy

BayCare defines Quality as "Serving the Needs of Our Customer." Efforts are aimed at meeting the needs of the customer and improving customer satisfaction with the services delivered. The foundation of the Quality philosophy is built upon "Customer Needs," "Process Focus" and "Continuous Improvement." Guided by those principles, BayCare has established a Quality Process - a series of actions that bring about changes and results. "Quality Planning," "Quality Improvement" and "Quality Assessment and Reporting" formulate BayCare's Quality Process. In addition, the Quality model works in an environment with "Communication," "Education & Training," "Recognition & Reward" and "Leadership."

Mission, Vision and Values

**Mission:** BayCare Health System will improve the health of all we serve through community-owned health care services that set the standard for high quality, compassionate care.

**Vision:** BayCare is an extraordinary team leading the way to high-quality care and personalized customer-centered health.

**Values:** The values of BayCare Health System are trust, respect, responsibility, excellence and dignity and reflect our responsibility to achieve health care excellence for our communities.

For more information about BayCare Health System, please visit their website: [http://www.baycare.org](http://www.baycare.org)
Position Summary

Duties and Responsibilities

It is expected that all of the duties of the Vice President, Ambulatory Experience and Operations will be performed in a manner that reflects the values of BayCare Health System. This VP will ensure credibility of the Ambulatory division by effective management, strong communications and the development and operational effectiveness of BayCare’s ambulatory facilities. The ideal candidate will have a strong background in clinic and/or departmental operations, physician relations, business development and strategic planning. The candidate should demonstrate both a collaborative and entrepreneurial mindset and be able to develop and expand product lines while monitoring and improving existing services. Specific area and responsibilities will include:

- Lead the Outpatient Services, Imaging Services, Team Care Clinics, Fitness Centers, Wellness Centers, and Surgery teams across Ambulatory Surgical Centers.

- Ensure each clinical service fulfills its strategic role within the overall vision and strategy of BayCare Health System.

- Collaborate with the Senior Vice President in developing and implementing the Ambulatory division’s infrastructure as well as strategies in clinical practice, technologies, and service measures. Share in the formulation of the vision, strategy, goals and policy for BayCare Ambulatory Services.

- Provide leadership in the building of a cohesive, service excellence culture which includes the updating and implementation of service standards, performance measurement and management, and training.

- Develop the ambulatory leadership team and promote an open and highly accountable environment where leaders can grow and work autonomously in a complex environment.

- Develop cross-functional relationships with peers and other leaders throughout the organization to be viewed as a collaborative partner and colleague.

- Assess and improve the practice care model for ambulatory programs to maintain relevance within the market locally; oversee the implementation of service features as they relate to the practice care model.

- Develop innovative care coordination models that bridge the transition from the acute to ambulatory setting improving the organization’s position for population management.

- Maintain and enhance the fiscal integrity of Ambulatory Services division; oversee budget preparation, monitor financial performance, and take appropriate action steps to correct budget variances.

- Develop and implement ambulatory services goals, plans of service, appropriate staffing models, expense management and financial responsibility.

- Keep current on technological advancements and their implications for ambulatory care services.
• Assist in the planning and development of future ambulatory sites.

• Maintain awareness of governmental regulatory and reimbursement matters and their impact on the delivery of ambulatory services.

• Ensure a positive work environment that demonstrates dedication to the hospital's mission, vision and values.

• Participate in performance improvement, quality improvement and patient safety activities; assist in maintaining compliance with internal and external regulatory standards.

Goals and Objectives

The VP Ambulatory Experience and Operations is expected to accomplish several key objectives within the first 12 to 18 months. The following goals represent some of the challenges identified by the organization (not listed in order of priority).

• Establish and implement a plan to see demonstrated improvement in patient experience measures in the first 18 months.

• Create measurable and actionable steps to move toward the Ambulatory Services 5-year Strategic goal for quality to have all publically reported measures to be in the top quartile.

• Establish personal and professional credibility through skillful leadership and delivery. Become a trusted, integral member of the executive management team and a resource across the system. Effectively lead teams across the Ambulatory division.

• Foster a culture of trust and partner with physicians. Engage with physicians in strategy development and ensure that their practice flow is flexible, easy, and efficient to improve their work experience.

• Collaborate with all stakeholders and effectively communicate across the system. Interact with colleagues at all levels of the organization and in the community in a diplomatic, professional and tactful manner.

• Demonstrate an understanding and commitment to the mission and values of the System, adhering to the mission and values at all times. Establish a style and culture within the Ambulatory department that promotes customer service, visibility and transparency.

• Work to facilitate more cross functional/multidisciplinary collaboration with a goal to decrease silos. Foster an environment which encourages the team to go the next step, find an answer for a colleague, and not “build walls” around job responsibilities.

• In conjunction with the Finance and IT departments, review practice management systems across ambulatory care sites and make progress in optimizing the physician revenue cycle and documentation systems.
• Standardize practice and operational systems across the Ambulatory Services division. Make advancements in standardizing the patient experience and establish standards of care that are consistent across all outpatient sites within the division.

• Work with senior leadership in identifying service “gaps” in the current ambulatory care model.

• Meet budgeted financial targets, clinical metrics, as well as quality and patient safety targets.

• Provide team opportunities for mentoring and growth. Institute succession planning, talent management and development of staff with particular emphasis on building core competencies and nurturing career progression.

• Partner with the Senior Vice President and executive management team to identify new opportunities for service enhancements and cost efficiency through innovative solutions. Work toward providing an array of innovative health care options that integrate seamlessly with the care delivery network at BayCare Health.

Candidate Qualifications

Education/Certification

An undergraduate degree is required.

A Masters degree in business administration, healthcare administration, public health, or a related field is required.

Knowledge and Work Experience

Minimum of 10 years experience in a hospital leadership capacity, approaching the breadth and depth of management complexity required at BayCare. Industry experience should include at least 5 years in a health system or multi-disciplinary, multi-site healthcare operation. It would be valuable to have exposure to working with both urban and rural facilities of varying revenue sizes. Solid understanding of the challenges and opportunities of the ambulatory function in either a hospital/group setting/health care system or an organization of similar complexity is desired.

Leadership Skills and Competencies

• Strong leadership, strategic management and vision skills with a commitment to innovation and creative solutions. Knowledge and experience in ambulatory care models, operations management, project management, strategic planning and building strong relationships.

• Success leading a team through a period of sustained rapid growth and expansion will be highly valued. Must be an adept and nimble manager, maximizing resources to maintain a high level of quality and service, continually delivering on timelines.
• Proven change agent who understands systems engineering and the use of data analytics to drive operational, quality, and financial levers to positively affect results.

• Experienced in leading and implementing innovative quality, safety, and performance improvement initiatives to achieve superior clinical quality and favorable financial outcomes with high satisfaction levels for patients and staff.

• Process Improvement experience (Lean, Six Sigma, etc.) preferred. Demonstrated success in working collaboratively with physicians and other senior executives, both inside and outside an organization.

• Leadership style that is proactive, results-oriented and shows a history of achieving positive outcomes in complicated, changing, multifaceted environments.

• Strong track record of mentoring and developing leaders from within, as well as attracting and retaining strong talent. She/he will be a coach and sponsor of others.

• Strong grasp of details, consistently ahead of the curve when it comes to interpreting data, seeing trends and anticipating superiors’ inquiries. Able to quickly process new information and point to areas to dig deeper. Pervasive customer service drive; encourages similar discipline from reports.

• Strong critical thinking skills along with demonstrated operations management skills.

• Strategic thinker with excellent written and verbal communication skills. Demonstrated ability to express ideas logically, cogently and persuasively. Has exceptional presentation skills and effectively communicates details to audiences with the appropriate level of detail required.

• Strong organizational development skills and a demonstrated ability to influence and foster cultural change; strong change management skills.

• Values based leader with demonstrated respect and sensitivity to cultural/social differences.

• Demonstrated initiative and problem solving skills using sound judgment.

• Proactive with a strong track record of prioritizing deliverables. Strong project management skills, excellent judgment and demonstrated ability to execute and delegate to achieve shared goals and deliverables.

• Ability to collaborate and communicate with multidisciplinary healthcare providers.

• Delivers appropriate information to stakeholders in an ongoing, timely fashion and maintains productive collaborative relationships with all internal and external customers.

• Ability to deal with uncertainty and ambiguity and manage when results may not be readily apparent.

• Experience leading initiatives that have significantly improved or maintained top decile in patient experience.
• Innovative forward-thinker; well versed in future trends and familiar with a broad range of care models.

• Has executive presence and track record of working successfully with senior leaders, Boards and other key influencers.

• Exceptional ability to build commitment, influence others and drive large scale organizational and cultural change throughout the organization.

• Must have a well-developed understanding of computer applications and information technology and be able to network the resources necessary for the clinical and operating systems of the organization.

BayCare Leadership Essentials

These competencies are universally required of any leadership role at BayCare.

Engage

Communicator: Communicates consistently and transparently..early and often. Seeks to understand the needs, feelings and capabilities of others. Is tactful, honest, and treats others with respect.

➢ Presents information and ideas clearly, succinctly, and transparently
➢ Builds trust by demonstrating active listening skills and encouraging an open exchange of ideas
➢ Maintains self-control and preserves dignity of others during all interactions
➢ Ensures understanding, commitment and alignment to system, team and individual goals
➢ Closes the feedback loop and uses reflective listening to ensure understanding and commitment

Talent Developer: Motivates and guides others to reaching personal and organizational goals. Coaches, mentors, and challenges in a way that inspires people to reach their full potential.

➢ Demonstrates a track record of recruiting and retaining top talent
➢ Connects team members to meaningful opportunities for career enhancement
➢ Promotes team member empowerment and autonomy through trust and delegation
➢ Provides stretch assignments that build capability and confidence
➢ Creates individualized development plans that build the talent pipeline

Emotional Intelligence: Creates positive relationships that foster a healthy and fun environment for Team Members to work, Physicians to practice and for consumers to engage with our services.

➢ Demonstrates self-awareness of behavioral strengths and short comings
➢ Fosters trust by being open, honest, and vulnerable
➢ Sustains respectful relationships by understanding own and others’ emotions and behaviors
➢ Is fair, considerate, and tactful with colleagues, consumers and Team Members
Reads situations and dynamics accurately and works to bring about harmony and productive outcomes

Deliver

Collaborator: Works with teams to deliver on our vision and shared goals. Finds common ground with a wide range of stakeholders. Seeks the mutually beneficial solution for all constituencies including our consumers.

- Mobilizes teams to action while removing organizational barriers
- Models collaboration and teamwork to promote “One BayCare”
- Creates an inclusive environment promoting cross-functional ownership in decision making to build consensus and stimulate commitment
- Understands and artfully navigates our highly matrixed structure
- Encourages ideas from others and engage in shared decision making

Catalyst for Change: Adapt, evolve and transform through thoughtful experimentation and continuous learning. Seek out opportunities within change to differentiate BayCare from its competition and offer the highest level of value for our consumers.

- Remains agile and flexible while anticipating future trends/opportunities
- Fosters an environment of innovation, implementation and sustainability
- Stays current in knowledge and skills while possessing the learning agility to develop new capabilities
- Embraces the reality of constant industry change and uses it as an opportunity to mobilize and inspire
- Disrupts the status quo with new perspectives, thoughts and creative ideas

Results Driven: Leads by setting challenging goals and aligning Team Members to them. Owns and delivers results. Tracks and validates accomplishments using appropriate metrics.

- Takes personal responsibility and accountability for failures and successes and learns from both in equal measure
- Demonstrates a firm understanding of the business of healthcare and delivers against established service, outcome and cost targets
- Embraces thoughtful risk-taking to discover solutions that advance BayCare’s Mission and Vision
- Develops new approaches that lead to value creation and efficiency
- Identifies and integrates relevant data to drive BayCare’s operational excellence
The Community

Tampa Bay

Tampa Bay is a vibrant waterfront area on Florida’s beautiful West Coast and offers a unique blend of urban excitement set in natural surroundings earning its top ranking as one of America’s Best Places to Live and Work.

Tampa Bay consists of Hillsborough, Pinellas, Pasco and Hernando counties. With just over 4.2 million people, the Tampa Bay Metropolitan Statistical Area is the largest in Florida, the second largest in the Southeast and the 19th largest in the nation. It is also the largest seaport in the U.S.

The area also has a healthy mix of technology, financial, insurance and real estate firms, manufacturing, and warehousing and distribution. The Tampa Bay area has developed a “super” region dedicated to becoming a national focus for high technology firms. The result of cooperation between central Florida’s leaders in academia, the private sector, economic development and government agencies from 13 counties from the Gulf Coast to the Space Coast is the Florida High Tech Corridor, home to 3,000-plus high-tech companies. Tampa Bay is ranked number one in Florida for high tech jobs.

Tampa Bay scored highest in climate, recreation, leisure resources and education. The area’s 19 universities and colleges (including the University of South Florida, one of the largest universities in the Southeast) and 70 vocational schools play an important role in training the highly skilled workforce needed by the growing number of high-tech firms.

The Tampa Bay area offers numerous indoor and outdoor recreational activities to its residents as well as its tourists. In addition to the soft sands of Pinellas County beaches, area attractions include: theme parks and aquariums; cruises, fishing boats and charters; art, historical and architectural museums; art galleries, fairs and festivals; a waterfront convention center; and, numerous state parks, animal sanctuaries, and nature preserves.

Situated in a semi-tropical climate, Tampa Bay enjoys nearly ideal weather the year around. The average winter temperature is 62.5 degrees Fahrenheit and the average summer temperature is 81.4 degrees Fahrenheit. Year-round average rainfall totals 46.7 inches.

The region features a highly developed infrastructure with a network of road, air, water and rail transportation. It also boasts a multilingual, highly trained workforce supported by outstanding educational institutions. With a low cost of living, no state income tax and affordable housing, health care and groceries, there’s no shortage of people who want to live and work here.

Tampa Bay is home to three professional sports teams: the Tampa Bay Buccaneers NFL team, the Tampa Bay Rays MLB team and the reigning NHL Eastern Conference Champion Tampa Bay Lightning.
Additionally, Tampa Bay has earned an outstanding reputation as an ideal location for big events, having previously hosted four Super Bowls including Super Bowl XLIII in 2009. Most recently Tampa has been home to the 2009 NCAA Women’s Volleyball Championship, 2009 SEC Men’s Basketball Tournament, 2008 NCAA Women’s Final Four, 2008 – 2009 ACC Football Championship, and the 2007 ACC Men’s Basketball Tournament.

Additional information on the area may be located by accessing the following web sites:

Tampa Bay, Florida [www.visittampabay.com](http://www.visittampabay.com)

Clearwater, Florida [www.clearwaterflorida.org](http://www.clearwaterflorida.org)

St. Petersburg, Florida [www.stpete.com](http://www.stpete.com)

Dunedin, Florida [www.dunedin-fl.com](http://www.dunedin-fl.com)
Procedure for Candidacy

Nominations and resumes should be submitted in confidence to the BayCare Health System Vice President, Ambulatory Experience and Operations search team Jena Abernathy, Sarah Zielke and Melaney Arruda:

BayCareAMB@WittKieffer.com

The search process is underway and will continue until the position is filled.

The material presented in this position should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from BayCare Health System documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

*BayCare Health System 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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