Baptist Health Care Corporation
Pensacola, Florida

Leadership Profile

Chief Operating Officer, Baptist Medical Group

CONFIDENTIAL
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This Leadership Profile is intended to provide information about Baptist Health Care and the position of COO of Baptist Medical Group. It is designed to assist qualified individuals in assessing their interest.
Mission and Overview of Baptist Health Care Corporation

Mission

Our mission is to provide superior service based on Christian values to improve the quality of life for people and communities served.

Vision

To be the best health system in America.

Core Values

Integrity: Maintain the highest standards of behavior – honesty, ethics, and doing the right things for the right reasons.

Superior Service: Commitment to providing excellent service and compassionate care.

Innovation: Creative and willing to explore new approaches to improve quality of life.

Teamwork: Abiding respect for all and sustaining our commitment to work together.

Stewardship: Dedicated to responsibly managing Baptist Health Care’s assets, financial resources and the community we serve.

Standards of Performance: Customer Experience, Professional Demeanor, Ownership and Accountability, Compliance and Safety.

Baptist Medical Group is one of two physician groups owned by Baptist Health Care. BMG was started in 2009 to provide a full continuum of care to the community. In 2009 BMG employed 5 physicians and since then has grown to be the area’s premier network of primary care and specialty physicians. BMG now employs over 210 providers. Baptist Medical Group shares the same ideals, leadership and commitment to unrivaled patient care as all Baptist Health Care affiliates.

Baptist Health Care (BHC) is northwest Florida and southern Alabama’s only not-for-profit community-owned health care system whose sole purpose is to help families connect the dots between prevention, lifestyle, and physician-directed care and thereby improve the quality of life for the people and communities they serve. The organization is a proud member of the Mayo Clinic Care Network and a 2003 Malcolm Baldrige recipient.

Baptist Health Care continuously strives to be a national leader in quality and service and to provide convenient access to care by providing locations throughout northwest Florida and south Alabama. BHC’s network includes four hospitals: Atmore Community Hospital, Baptist Hospital, Gulf Breeze Hospital and Jay Hospital all of which guarantee private rooms to promote better rest, limit noise and provide privacy for patients and their visitors. Additionally, the organization has two medical parks, Andrews Institute for Orthopaedic & Sports Medicine and Lakeview Center, and two physician groups: Baptist Medical Group (above) and Baptist’s
Heart & Vascular practice, Cardiology Consultants, which has 28 physicians and joined Baptist in January 2010.

**Governance**

Baptist Health Care Corporation board of directors is made up of 12 directors. There are separate boards for each hospital as well as Baptist Health Ventures and the Foundation.
The Community

The port city of Pensacola, Florida’s westernmost city and the county seat of Escambia County, is located in the Panhandle area of Northwest Florida. Pensacola and its surrounding communities have drawn explorers, residents and tourists for nearly five hundred years. Founded in 1559 and known as the City of Five Flags due to the five national governments who have controlled the area at various times: Spain, France, Britain, the Confederacy and the U.S., Pensacola is steeped in history, music, the performing arts, sports and has a truly Southern feel about it. As of the 2010 census the population of the city of Pensacola was 52,000 and there were close to 450,000 people living in the Metropolitan Statistical Area.

Seven major air carriers – American Airlines, American Eagle, Delta, Southwest, United Express and US Airways Express provide service to northwest Florida and southeast Alabama through the Pensacola International Airport.

Pensacola prides itself on its diverse and emerging cultures by providing annual festivals, events and performances that captivate the heart and history of the area. Events are held year-round that display the region’s greatest musicians, food, artists, shows, vendors and performances. Home to the beautiful Pensacola Museum of Art, Anna Lamar Switzer Center for Visual Arts, The Museum of Commerce, The Naval Aviation Museum, The Pensacola Lighthouse, The Pensacola Historic Museum, Ballet Pensacola and the Pensacola Saenger Theatre, Pensacola thrives on never-ending music, dining, dancing and cultural diversity.

The Pensacola Cultural Center is owned and operated by Pensacola Little Theatre, and is home to the Pensacola Little Theatre’s Mainstage and Courtroom performance venues.

The Pensacola Symphony Orchestra is entering its 88th season and continues to grow and increase its presence in Pensacola and the surrounding communities. It is dedicated now more than ever to ensuring live symphonic music reaches as many listeners as possible. Engaging enrichment programs brings the PSO to students of all ages, spreading enthusiasm through free concerts, special programs for families, and involvement with other community and cultural arts initiatives. [www.pensacolasymphony.com](http://www.pensacolasymphony.com)

The Center for Fine and Performing Arts at the University of West Florida is home to the Departments of Art, Music and Theatre. In addition to showcasing the work of UW students; the CPFA in conjunction with three departments brings in Artists from across the world for the enjoyment and artistic development of UWF’s student body as well as the Northwest Florida Community. [http://uwf.edu/cfpa/](http://uwf.edu/cfpa/)
Education: With outstanding K-12 school districts, nationally recognized research universities, and a network of public, state and community colleges, private colleges and technical centers, Northwest Florida has an educated workforce responsive to the diverse needs of the communities they serve. Northwest Florida’s public school districts are consistently rated the best in the state. Excellent public and private schools and numerous colleges and junior colleges are located in northwest Florida: The University of West Florida in Pensacola, Florida State University and Florida A&M University in Tallahassee. In addition, advanced training opportunities are available at highly specialized institutions such as the National High Magnetic Field Laboratory and the Center of Excellence for Advanced Materials at FSU in Tallahassee, the Institute for Human and Machine Cognition (IHMC) in Pensacola, and the University of Florida’s Research and Engineering Education Facility (REEF) in Okaloosa County. These facilities provide cutting-edge research and development in robotics, composite materials, power systems, unmanned systems, medical technology, and artificial intelligence.

For additional information about Pensacola, please visit:

http://www.cityofpensacola.com/
http://en.wikipedia.org/wiki/Pensacola,_Florida
http://www.visipensacola.com/
http://pensacolachamber.com/
Opportunity and Summary of Position

The Chief Operating Officer of BMG will be expected to achieve a high performing physician practice operation founded upon a unified, integrated philosophy of patient care. The COO is responsible for the smooth and efficient operation of the medical group including management of the profit and loss statement and resources associated with operation of the organization. The COO is responsible for integrating BHC’s strategic plan in the operations of BMG and will be accountable for the development of high quality, cost effective and integrated clinical programs. The COO will report to the President of BMG and manage a team of 500 total FTEs (see organizational chart below).

Essential Duties

It is expected that all of the duties and responsibilities of this position will be performed in a manner that reflects the values of Baptist Health Care:

- Take the lead in standardizing, creating, and sustaining a common culture and high performing operation which will endure in a reformed health care market.
- Ensure that efforts to implement an effective electronic medical record (EMR) are managed in an efficient and effective manner across BMG.
- Assist in the President of BMG in the development of strategic long- and short-range plans and related business plans and provide operational/tactical leadership in support of these growth strategies.
- Provide oversight to the day-to-day operations of BMG ensuring that clinical quality and patient satisfaction are optimized while cost effectiveness and financial vitality are maintained and enhanced.
- Provide leadership to problem solving within the organization and maintain a culture of trust, accountability, and transparency of information.
- Enhance operational effectiveness, emphasizing cost containment and high-quality patient care.
- Assess the organizational structure and capabilities of the management team and align as necessary; work closely with direct reports to establish and execute BHC objectives; guide and motivate direct reports toward achievement of objectives, maintaining accountability and evaluating performance.
- Provide oversight and leadership to the development of the annual operating and capital budget.
- Maintain effective communications and provide updated information to the Board of Directors.
- Provide management oversight and support in the pursuit of quality of care metrics, efficiency objectives, clinical documentation, and program development growth.
- Provide leadership, and serve as an example, to a culture of information sharing, transparency, customer service, excellence, management visibility and employee engagement within the organization; encourage synergy and “servant leadership” in thought and action among all parties.
- Bring strong understanding of current best practices and contribute realistic expectation of what success looks like to leadership team.
• Work with Service Line Leadership on access and manpower, capacity & costs, scheduling, hours, supply chain.
• Serve as the subject matter expert for physician practice operations, providing insight into what drivers are for physicians.

Goals and Objectives – Measures of Success

Baptist Medical Group’s COO is expected to accomplish several key objectives within the first 12 to 18 months. The following goals represent some of the priorities identified by the organization (not listed in order of importance):

• **Develop personal and professional credibility, gain respect and build trust with physicians, BMG and BHC leadership, and BMG staff.** The COO is expected to be actively engaged with employees, physicians, and BHC leadership. It is essential for the new executive to embrace the organization’s mission and values, which are rooted in the building of strong, trusting relationships and credibility.

• **Assess talent within BMG and the organizational structure.** Introduce “best practice” structure changes and develop/redeploy staff where appropriate. Identify development needs and on-going training requirements for staff and physicians, and work with appropriate BHC departments to implement.

• **Assess IT infrastructure and work with IT resources to ensure gaps are closed.** BHC expects an IT transition in the next two to three years, and this COO must advise on requirements that are needed in order to effectively support BMG goals and physicians.

• **Operational initiatives driven by Physician Practice Committee and Clinical Practice Committee.** These may include improving primary care access, development of medical home model, and pathways to achieving quality goals.

Candidate Qualifications

The successful candidate will possess the following educational requirements, experience and personal characteristics:

**Education**

Master’s degree in health care administration, business administration or public administration is required.
Experience

- At least 5 years at the senior management level and experience within a sizeable multispecialty physician practice group. Experience with hospital-based physician groups is ideal.

- A track record which includes direct impact on the progressive development of a physician practice is required. This should include leading a practice of disparate practices to standardization in EMR, patient access, policies and procedures, office practices, referral management, and billing/collections. Familiarity with Cerner would be ideal.

- A keen understanding of physician practice management operations and how to improve practice performance as evidenced by a track record of improving outcomes and productivity. Understanding of legal issues related to physician employment and willingness to work closely with legal team when needed.

- An obvious passion for working with physicians. One who actively and purposefully seeks out opportunities to listen to physician needs, and engages in meaningful solution-oriented dialog. A transparent communicator that provides clarity and shows respect when delivering popular or difficult information.

- Experience evaluating and implementing electronic health records and the ability to anticipate/mitigate the operational effects/disruptions of IT transformation on physician practices.

- Ability to operationalize a vision, creating a Playbook which outlines tactical steps and realistic timeline to achievement of vision. Ability to plan, organize, and integrate priorities and deadlines.

- Ability to evaluate and make recommendations for continuous quality improvement and improved processes and operations.

- Self-directed with the ability to work in an ambiguous environment, creating structure, identifying required roles and assigning responsibilities, holding stakeholders to deadlines. However, nimbleness to redirect when necessary based on new information or changing priorities.

- Knowledge of the principles and practices of health care administration, fiscal management, and government regulations and reimbursements.

Personal Characteristics

• Service: A champion for service excellence and the best possible patient experience. Anticipates customers’ needs and designs, promotes or supports the delivery of products and services that exceed customers’ expectations and enhance the patient experience. Consistently models BHC’s Standards of Performance.

• Teamwork: Builds and maintains positive working relationships through open communication and teamwork. Works with others to accomplish goals and objectives.

• Problem Solving: Makes timely and effective decisions. Demonstrates the ability to generate and/or facilitate productive new ideas or alternatives. Is proactive. The COO must have superior analytical and problem solving skills to support the leadership’s strategic and operational planning.

• Business Acumen: Applies knowledge and understanding of the business to make informed decisions in the best interest of the organization. Practices sound fiscal principles in area of responsibility. Models financial stewardship to render cost-effective, compassionate, quality healthcare through responsible management of resources.

• Talent Development: Coaches and develops employees to maximize business outcomes and employee engagement. Demonstrates the drive to build the breadth and depth of the organization’s human capability, including supporting top performing people and taking a personal interest in coaching and mentoring high potential leaders.

• Communication: The ability to communicate complex financial concepts to all levels of the organization in a way that others can understand and tie to individual jobs and departments.

• Demonstrated business, entrepreneurial, technical and analytical skills. The ability to make sound, creative and credible financial decisions in a timely manner and to utilize outside resources where appropriate.

• The ability to be a strategic and big-picture thinker but comfortable in a role that is primarily tactical.

• Strong work ethic and results-driven; one who establishes and holds self and others to deadlines. Skill in organizing work, delegating and achieving goals and objectives.

• Professional courage and maturity enabling effective and respectful dialog around difficult topics or conversations when needed. Appreciation for and one who models healthy debate in the context of problem-solving. One who maintains professional composure and confidence during stressful situations.

• Comfortable in matrix environment and effective in influencing change in the absence of direct authority.

• A demonstrated track record in working effectively with physicians on matters related to practice management, resource utilization, joint ventures, program development, cost management and budgeting.
• Unquestionable integrity accompanied by a commitment to the philosophy, mission and values of Baptist Health Care.

• Skill in exercising a high degree of initiative, judgment, and discretion and ability to read situations accurately and taking effective action. Skill in exercising judgment and discretion in developing, interpreting, and implementing departmental policies and procedures.
Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Please direct all nominations and resumes to the consultants supporting this search, Nelson Mann and Margaret Base preferably via e-mail to:

Nelson Mann
901 Mopac Expressway South
Barton Oaks Plaza One, Suite 345
Austin, Texas  78746
Phone:  678-302-1569

Margaret Base
945 Bunker Hill Road, Suite 625
Houston, TX 77024
Phone:  832-217-1815

Email:  BMGCOO@wittkieffer.com

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