



LEADERSHIP PROFILE

Chief Financial Officer: Physician & Ambulatory Division
BayCare Health System



Prepared by: Alexia Gonzalez
Manager Talent Acquisition

Organization Overview

About BayCare

One of the nation's best-performing health care systems, BayCare is the largest not-for-profit health care system dedicated solely to the communities of West Central Florida, with primary service in Hillsborough, Pasco, Pinellas and Polk counties. BayCare is renowned for delivering the highest clinical excellence with extraordinary, compassionate care.

History

In 1997, several independent, locally founded, not-for-profit hospitals entered into a joint operating agreement to ensure the Tampa Bay region would continue to have access to not-for-profit health care. The hospitals agreed to be operated by a new entity—BayCare Health System—that would be committed to providing high-quality, compassionate care to the entire region.

BayCare Today

BayCare operates 16 hospitals, including a children's hospital with a level II pediatric trauma center; has a robust physician group, BayCare Medical Group (BMG); and provides extensive outpatient services. We're the region's largest provider of pediatric services and behavioral health services and operate one of the state's largest home care services, BayCare HomeCare, across 13 counties. BayCare sponsors **BayCarePlus**[®], a suite of Medicare Advantage plans. Backed by sound financial stewardship, we've maintained a deep commitment to investing 10% of our revenues into the community.

Our Mission, Vision and Values guide our team every day.

Mission

Improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care.

Vision

BayCare is the best place to work, receive and provide care. We are powered by an extraordinary team that delivers quality, drives innovation and embraces inclusivity.

Values

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

BayCare is a leading, not-for-profit health care system that connects individuals and families to a wide range of services at hundreds of locations throughout the Tampa Bay and West Central Florida Regions.

BayCare is also one of the largest private employers in the region with 32,785 employees – which we call “team members” – and 7,099 physicians and medical professionals who are employed, credentialed and community based.

2024: By the Numbers

\$467 Million
Community Benefit¹



7,099
Physicians and Other Medical Professionals⁴



15
Outpatient Imaging Facilities

4,003
Beds⁵

7
Behavioral Health Acute Care Centers

14,671,368
Lab Tests Performed



\$6.27 Billion Operating Revenue
Patients Discharged from Our Hospitals **176,876**



32,785 Team Members²



16
Hospitals

506,757
Home Care Visits



17
Outpatient Rehabilitation Locations



4 Surgery Centers
94,633 Outpatient Surgeries



208
Physician Practice Locations

1,070 Employed Physicians³



18
Urgent Care Centers



676,272
Emergency Department Visits

13,124
Babies Born at Our Hospitals

13,124
Babies Born at Our Hospitals



¹Represents unreimbursed costs for traditional charity care, Medicaid and other means-tested programs, and unbilled community services | ²Includes PRN and employed physicians | ³Includes physicians caring for patients and physicians in leadership roles | ⁴Includes employed, credentialed and community-based physicians, advanced practice providers and other medical professionals | ⁵Includes BayCare Alliant Hospital, Morton Plant North Bay Recovery Center and St. Joseph's Behavioral Health Center

An Integrated System Built for West Central Florida

BayCare's commitment to the right care in the right place is evident in its investment in access points across West Central Florida so patients can get the care they need, close to home. That commitment includes recent expansion into north Manatee County by BayCare Medical Group and plans to build a new hospital there to open in 2028, BayCare Hospital Manatee.



An Economic Engine for Florida

BayCare's commitment to serve the growing communities of West Central Florida also means it helps drive a healthier economy for the entire region, generating high-quality jobs and contributing to the state's vitality by \$10 billion annually, according to a 2023 study by Washington Economics Group. For more information about BayCare's economic impact, go to [BayCare.org/EconomicImpact](https://www.baycare.org/EconomicImpact).

Economic Impact **\$10 BILLION** Jobs Supported **63,526**
Including nearly 32,000 team members



Source: The Updated Economic Impacts of BayCare Health System on the State of Florida, the Counties it Serves and Selected Hospitals in the System (2023). The Washington Economics Group, Inc.

For more information, go to [BayCare.org/EconomicImpact](https://www.baycare.org/EconomicImpact).

Our Network

Community-Based Care in 2024

- 208 Physician offices (practice locations)
- 15 Outpatient imaging centers
- 26 Outpatient laboratories
- 18 Urgent care centers
- 5 Community mental health centers
- 20 Behavioral health practice locations

BayCarePlus Medicare Advantage

BayCarePlus[®] Medicare Advantage Plan, sponsored by BayCare

A suite of Medicare Advantage plans offered by BayCare Select Health Plans, a subsidiary of BayCare

Acute Care in 2024

- 16 Hospitals with 4,003 licensed beds
- 4 Outpatient surgery centers
- 14 Inpatient acute care rehabilitation locations
- 1 Freestanding emergency department
- 7 Behavioral health acute care centers

- Bartow Regional Medical Center (BRMC)**
Founded 1928 | 72 beds
- BayCare Alliant Hospital (BAH)**
Founded 2008 | 48 beds
- BayCare Hospital Wesley Chapel (BHCW)**
Opened March 2023 | 86 beds
- Mease Countryside Hospital (MCH)**
Founded 1983 | 387 beds
- Mease Dureidin Hospital (MDH)**
Founded 1937 | 120 beds
- Morton Plant Hospital (MPH)**
Founded 1916 | 599 beds
- Morton Plant North Bay Hospital (MNPBH)**
Founded 1965 | 222 beds
- St. Anthony's Hospital (SAH)**
Founded 1931 | 448 beds
- St. Joseph's Hospital (SJH)**
Founded 1934 | 615 beds
- St. Joseph's Children's Hospital (SJCH)**
Founded 1990 | 219 beds
- St. Joseph's Women's Hospital (SJWH)**
Founded 1974 | 100 beds
- St. Joseph's Hospital-North (SJHN)**
Founded 2010 | 210 beds
- St. Joseph's Hospital-South (SJHS)**
Founded 2015 | 223 beds
- South Florida Baptist Hospital (SFBH)**
Founded 1953 | 146 beds
- Winter Haven Hospital (WHH)**
Founded 1926 | 447 beds
- Winter Haven Women's Hospital (WHWH)**
Founded 1987 | 61 beds

Post-Acute Care in 2024

- 13 Counties served by BayCare HomeCare
- 17 Outpatient rehabilitation centers
- 1 Addiction residential program
- 1 Residential child and adolescent program

"A catalyst for economic development." – Washington Economics Group Study

As an organization dedicated to the well-being of both our patients and the team members committed to their care, Fortune® and Great Place to Work® has named BayCare one of the country's Best Workplaces in Health Care eight years in a row (2017 – 2024). In addition to this health care specific recognition, BayCare has also been honored as a Fortune "100 Best Companies to Work For®", the Best Workplaces for Women, Millennials, and Diversity, and honored as a PEOPLE® Companies that Care (2024, 2023, 2022 & 2020).



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As a community-based provider we take pride that BayCare has consistently ranked on the Tampa Bay's Top Workplaces by the Tampa Bay Times, our tenth year (2015 – 2025) in a row on this respected local list. Additionally, most of our BayCare hospitals are Pathway Designated by the American Nurses Credentialing Center.

At BayCare, we are proud to be one of the largest employers in the Tampa Bay area. Our team member's focus on tomorrow by achieving professional and personal success today. That's why you will thrive in our forward-thinking culture, where we combine the best technology with quality, compassionate service. We blend high-tech with high touch in ways that are advancing superior health care throughout the communities we serve.

Come experience the reward and recognition you deserve as a valued BayCare team member!

BayCare Quality Commitment

Developed when the health system was formed in 1997, BayCare's Quality Model, shown here, has stood the test of time. Our commitment to this Quality Model is one of the primary reasons why the organization has remained successful the past 25 years.

The Quality Model supports our goal of clinical excellence, serving as the tool for how we get there. Team members and physicians working together to achieve clinical excellence will get there using this model. The Quality Model can be divided into three sections: Quality Philosophy, Quality Process and Quality Promoters.

Quality Philosophy focuses on the "customer experience" and improving customer satisfaction with the services we deliver. We believe the way to "serve the needs of the customer" is by focusing on their needs, through process focus and continuous improvement.



The Quality Process provides the framework for innovation and the creation of new services designed to serve the needs of our customers. The Quality Process includes planning (system-wide strategy to serve customer needs), improving (taking action to improve processes), and assessing and reporting (measuring and reporting how well we are performing).

Finally, the Promoters of Quality enable and support a culture where Quality behaviors and expectations are communicated, encouraged, and rewarded. These promoters include Reward and Recognition, Leadership, Education and Training and Communication.

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 the best place to receive and provide care. We are powered by an extraordinary team that delivers quality, embraces inclusivity and welcomes change.

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.

BayCare and Northwestern Medicine – Strategic Collaboration

In June 2025, BayCare and Northwestern Medicine, Chicago’s premier integrated academic health system that includes the Northwestern University Feinberg School of Medicine, announced they were embarking on a strategic collaboration to expand access to advanced medical treatments, enhance clinical research, and improve training and education for current and future physicians in West Central Florida.

The collaboration provides BayCare the final key piece in its efforts to grow as an academic health system serving the region, which includes the Tampa Bay area. Already, BayCare has one of the fastest-growing graduate medical education programs in the nation and an established research infrastructure, creating a solid foundation for integrating academic advancement with patient care.

It is a natural evolution for BayCare, the region’s largest provider with an expansive geographic footprint and a mission to improve the health of all its serves. As one of the nation’s fastest growing metropolitan areas, West Central Florida deserves a stronger bridge between clinical care delivery and academic excellence and BayCare is the best provider in the region to respond to that need. BayCare’s vision is that in the years to come, access to academic medicine will continue to grow right along with the region so that no one in West Central Florida needs to leave their community to get access to the best clinical interventions possible, close to home.

BayCare Leadership Essentials

These competencies are universal expectations for any leadership role at BayCare.

Communicator: Communicates in a clear, authentic, and transparent manner to meet the needs of others to ensure messages are received and mutually understood.

- Adjusts style, communication methods, and frequency to the needs of the audience.
- Actively listens, recognizes, and responds to verbal cues and body language to enhance understanding and connection.
- Cascades communication and information ensuring understanding and alignment to BayCare's goals.
- Exhibits leadership presence, composure, and credibility with actions and words

Talent & Team Development : Develop team members and teams by empowering them, setting clear expectations, providing learning opportunities, and supporting ongoing growth.

- Coaches team members by setting goals together and supporting skill building, stretch assignments, and career enhancement.
- Delegates and empowers team members to make decisions and take ownership in their work.
- Provides timely feedback that includes clear expectations, recognition of strengths and opportunities for development to help them grow.
- Builds strong teams through common goals, clear responsibilities, accountability, and celebrating success.

Emotional Intelligence: Demonstrates self awareness and manages one's emotions. Recognizes and responds constructively to others' emotions and builds meaningful relationships.

- Recognizes and responds appropriately to the emotions and needs of others with empathy, maintaining one's professionalism and composure.
- Interacts with others with integrity and transparency to build respectful relationships and trust.
- Addresses conflict by deescalating emotions and facilitating discussions to reach positive outcomes.
- Models humility and vulnerability by being open to feedback and acknowledging mistakes.

Collaborator: Collaborates by sharing responsibility, transparent exchange of information, and collective problem-solving to achieve mutually beneficial solutions.

- Works in and across other departments, removing barriers, and sharing accountability to achieve other areas and system goals.
- Facilitates shared decision-making by openly exchanging information and solving problems as a

team.

- Recognizes as a leader, they represent BayCare and may at times need to support a direction with which they may not fully agree.
- Practices crucial conversations through healthy, open dialog.

Change Champion: Demonstrates a commitment to enhance performance by engaging and promoting change, continuous improvement, adaptability, and innovation.

- Communicates a clear vision and reason for change.
- Supports team members in embracing, navigating, and adapting to change.
- Helps stakeholders adopt the change through communication and problem-solving.
- Promotes innovative solutions to improve the way we do our work.

Results Driven: Takes ownership of outcomes by setting clear, measurable goals and aligning team efforts and resources to achieve them.

- Uses data-driven insights to track progress, make informed decisions and drive continuous improvement.
- Establishes relevant individual and team goals, regularly coaching and holding team members accountable.
- Demonstrates fiscal responsibility by managing resources and decisions to support department and system priorities.
- Applies critical thinking and problem-solving to maximize productivity, navigate challenges, and achieve a high level of service, outcome, and cost.

Inclusion & Belonging: Creates an inclusive environment that values all perspectives, respects individuality, and fosters an environment where all feel a sense of belonging.

- Celebrates both individual and team achievements, creating a culture of recognition and appreciation.
- Encourages listening, dialogue, and constructive feedback to embrace all perspectives and cultivate an equity-centered mindset.
- Ensures inclusive decision-making by valuing input from all individuals and making time for every voice to be heard and respected.
- Identifies and addresses one's own biases and builds awareness and understanding of other cultures, identities, and experiences.

Position Summary

Duties and Responsibilities

Chief Financial Officer – Physician & Ambulatory Division Summary:

The **CFO of the Physician & Ambulatory Division** serves as the financial steward and strategic business partner for both the Physician and Ambulatory divisions, while also leading the system-wide financial strategy for **value-based care**.

Reporting directly to the **System CFO**, this executive is responsible for ensuring financial integrity, accuracy, and transparency of reported results in partnership with other Finance leaders, leveraging a **shared services model**. The CFO must bring deep expertise in **physician enterprise management, ambulatory care delivery, and value-based reimbursement models** to drive performance improvement and operational excellence.

This role is pivotal in aligning financial strategy with clinical and operational priorities, delivering **data-driven insights** that inform executive decision-making, support sustainable growth, and enhance enterprise value. As a core member of the financial leadership team, the CFO serves as a trusted advisor across Finance, Operations, and System Leadership, fostering cross-functional collaboration and enabling strategies that advance the organization's mission and long-term financial sustainability.

Strategic Financial Leadership

- Serve as a strategic partner to the Physician Division and Ambulatory Executives and system leadership to develop and execute financial strategies to support development of growth, market position, provider alignment, and value-based transformation.
- Drive performance improvement initiatives to reduce subsidy per provider while maintaining access and quality.
- Lead financial evaluation of expansion opportunities, including practice acquisitions, new sites of care, and service line development.
- Support development of ambulatory-specific financial plans that reflect population health trends, site-of-care shifts, and evolving reimbursement models.
- Evaluate new ambulatory ventures, partnerships, and service expansions, including joint ventures and retail strategies.

Financial Operations and Performance

- Oversee financial reporting, and forecasting for the division, ensuring transparency, accuracy, and alignment with system goals.
- Develop and monitor key metrics across service lines to drive operational excellence.
- Develop robust financial models and dashboards to support leadership in data-informed decision-making.
- Partner with operations to ensure financial accountability and margin performance at the site, service line, and divisional levels.

Provider Compensation and Productivity

- Actively participate with key stakeholders to design, model, and administer provider compensation plans that align with strategic goals and ensure regulatory compliance.
- Provide financial oversight of incentive structures that reward quality, access, and value-based care performance.
- Partner with operations to monitor productivity, panel size, and access metrics.

Value-Based Care and Payer Strategy

- Support payer strategy through analysis of reimbursement trends, contract performance, and value-based arrangement opportunities.
- Provide financial insight on risk-based arrangements including shared savings, capitation, and bundled payments.
- Collaborate with population health and care management teams to align cost-of-care initiatives with financial goals.

Cost Management and Ambulatory Operations

- Drive cost containment efforts through benchmarking, practice efficiency analysis, and staffing optimization.
- Work with operational leaders to align resources with patient demand and access expectations.
- Analyze service line profitability and recommend actions to enhance performance, throughput, and access.
- Partner with shared services (e.g., supply chain, IT, real estate) to align resources and manage expenses.

Capital Planning and Investment

- Lead financial analysis and prioritization of ambulatory capital investments, including site development, renovation, and equipment needs.
- Ensure disciplined return-on-investment analysis for new ventures and expansions.

Leadership and Governance

- Lead and mentor a team of finance professionals supporting the physician division.
- Serve as a liaison to internal and external stakeholders, including health system leadership, board committees, and physician governance bodies.
- Promote a culture of accountability, service excellence, and continuous improvement.

Candidate Qualifications

Knowledge and Work Experience

- Required Education:
 - Required – Bachelor’s Degree in Finance, Accounting, Business, or a related field with
 - Master’s Business Administration Degree OR CPA
- Required Experience:
 - Management Experience - Minimum 15 years and
 - Minimum 10 years experience in healthcare
- Key Skills:
 - Strong business acumen and understanding of physician enterprise economics.
 - Ability to influence and collaborate across clinical and administrative teams.
 - Expertise in financial modeling, productivity analysis, and compensation design.
 - Strategic mindset with ability to balance mission and margin in a complex care environment.
 - Strong command of ambulatory care trends, site-of-service reimbursement, and consumer-centric delivery models.
 - Excellent financial acumen with the ability to translate complex data into actionable insights.

Procedure for Candidacy

Recommendations and qualified candidates should submit resume or CV to:

Alexia.Gonzalez@baycare.org

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.



