BayCare

LEADERSHIP PROFILE

Chief Medical Officer:
BayCare Medical Group



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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 **BayCare**Plus®, 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 33,669 employees – which we call "team members" – and 7,228 physicians and medical professionals who are employed, credentialed and community based.

2025: By the Numbers

$500 Million Community Benefit[1]

7,228 Physicians and Other Medical Professionals[4]

16 Outpatient Imaging Facilities

$6.97 Billion Operating Revenue

4,003 Beds[5]

15,256,704 Lab Tests Performed

7 Behavioral Health Acute Care Centers

Patients Discharged from Our Hospitals **184,451**

33,669 *Team Members*[2]

16 *Hospitals*

477,417 Home Care Visits

17 Outpatient Rehabilitation Locations

4 Surgery Centers

94,450 Outpatient Surgeries

218 Physician Practice Locations

1,278 Employed Physicians[3]

17 Urgent Care Centers

668,361 Emergency Department Visits

13,255 Babies Born at Our Hospitals

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

The Largest Academic Health System in 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.

Economic Impact **$10 BILLION**

Jobs Supported **63,526** *Including nearly 34,000 team members*

By County

Hillsborough	Pasco	Pinellas	Polk
$2.8 BILLION	$396 MILLION	$4.4 BILLION	$813 MILLION

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.

Data reflects BayCare Health System as of December 2025

26-4982100-0426

Our Network

Community-Based Care in 2025

- **218** Physician offices *(practice locations)*
- **16** Outpatient imaging centers
- **25** Outpatient laboratories
- **17** 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 2025

16 Hospitals with 4,003 licensed beds

- **4** Outpatient surgery centers
- **1** Freestanding emergency department
- **14** Inpatient acute care rehabilitation locations
- **7** Behavioral health acute care centers

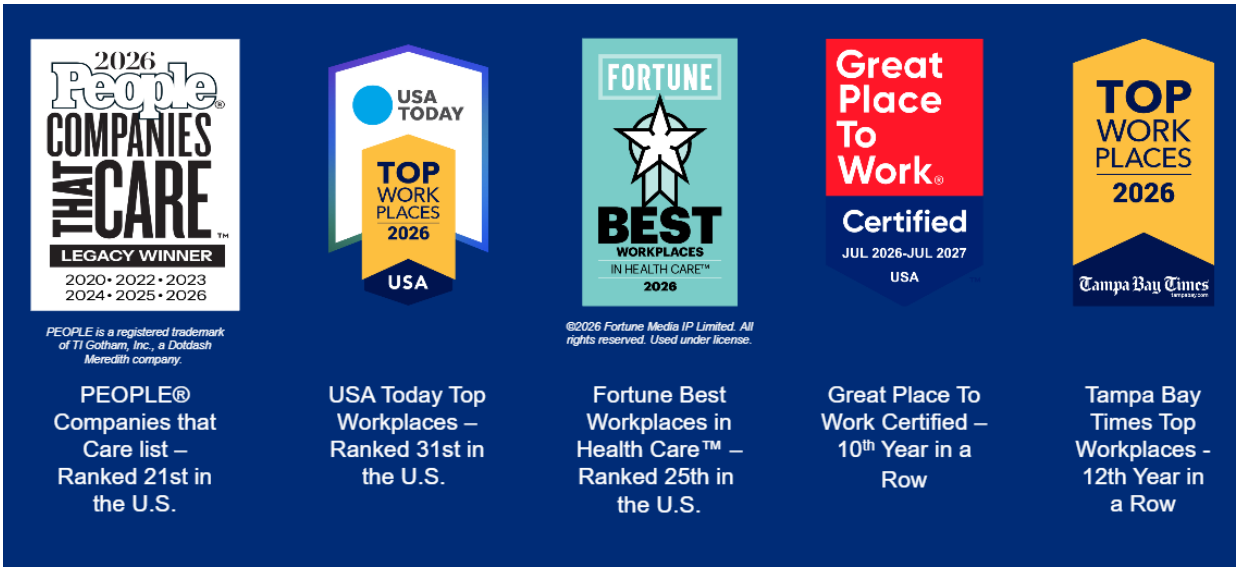
Bartow Regional Medical Center (BRMC) Founded 1928 | 72 beds
BayCare Alliant Hospital (BAH) Founded 2008 | 48 beds
BayCare Hospital Wesley Chapel (BHWC) Opened March 2023 | 86 beds
Mease Countryside Hospital (MCH) Founded 1985 | 387 beds
Mease Dunedin Hospital (MDH) Founded 1937 | 120 beds
Morton Plant Hospital (MPH) Founded 1916 | 599 beds
Morton Plant North Bay Hospital (MPNBH) 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 2025

- **9** Counties served by BayCare HomeCare
- **17** Outpatient rehabilitation centers
- **1** Residential addiction 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 ten years in a row (2017 – 2026). 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 (2026,2025,2024, 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 creditability 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

The Chief Medical Officer, BayCare Medical Group is responsible for:

- Responsible for the clinical leadership, in coordination with the BayCare Chief Physician Executive and the clinical Medical Directors of BayCare Medical Group.
- Responsible for assuring BMG delivers patient-centered, high quality, high value healthcare and has direct responsibility for the clinical performance of the provider staff.
- Helps design and lead the clinical vision for the Medical Group and provides clinical direction and accountability. Engage in system level strategy to drive innovation and alternative care delivery models including digital health to improve access for patient care.
- Provides medical oversight, expertise, and leadership to ensure delivery of affordable, high-quality healthcare services. Responsibilities include the recommendation, development, and implementation of innovative clinical programs with a particular emphasis on population health in collaboration with strategic operational and clinical partners.
- Critical in the recruitment and retention of providers and providing leadership development for our clinical staff.
- Chair the BMG Peer Quality and Credentials Committees and serve as a liaison with hospital CMO's.
- Reports to President BayCare Medical Group with matrixed relationships with CFO, COO, and VP APPs of BayCare Medical Group. Direct reports include BMG Medical Directors.

Candidate Qualifications

Knowledge and Work Experience

- Required Education:
    - Required – Doctorate – Medical Doctor or Doctorate Osteopathic Medicine
    - Preferred – Master’s Degree in Business, Public Health, Healthcare Administration, or Management
- Required Experience:
    - Minimum 5 years of clinical experience and
    - 5 years of formal management experience

- Required Credentials:
    - Required - Medical License
    - Required – Board Certified in Related Field

Procedure for Candidacy

Recommendations and qualified candidates should submit resume or CV to:

Alexia.Gonzalez@baycare.org