



LEADERSHIP PROFILE

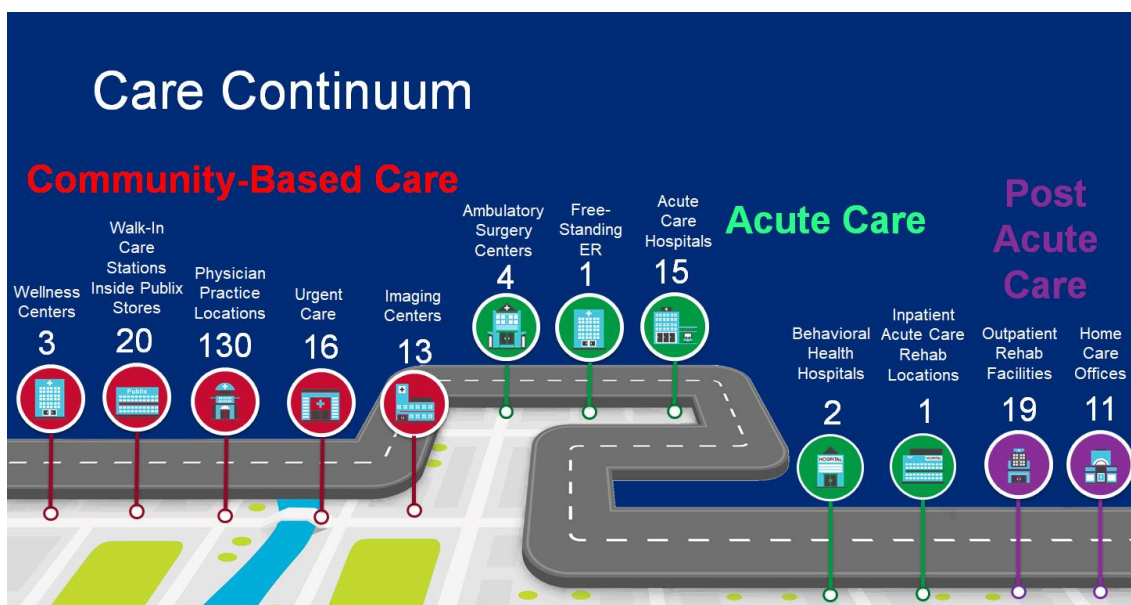
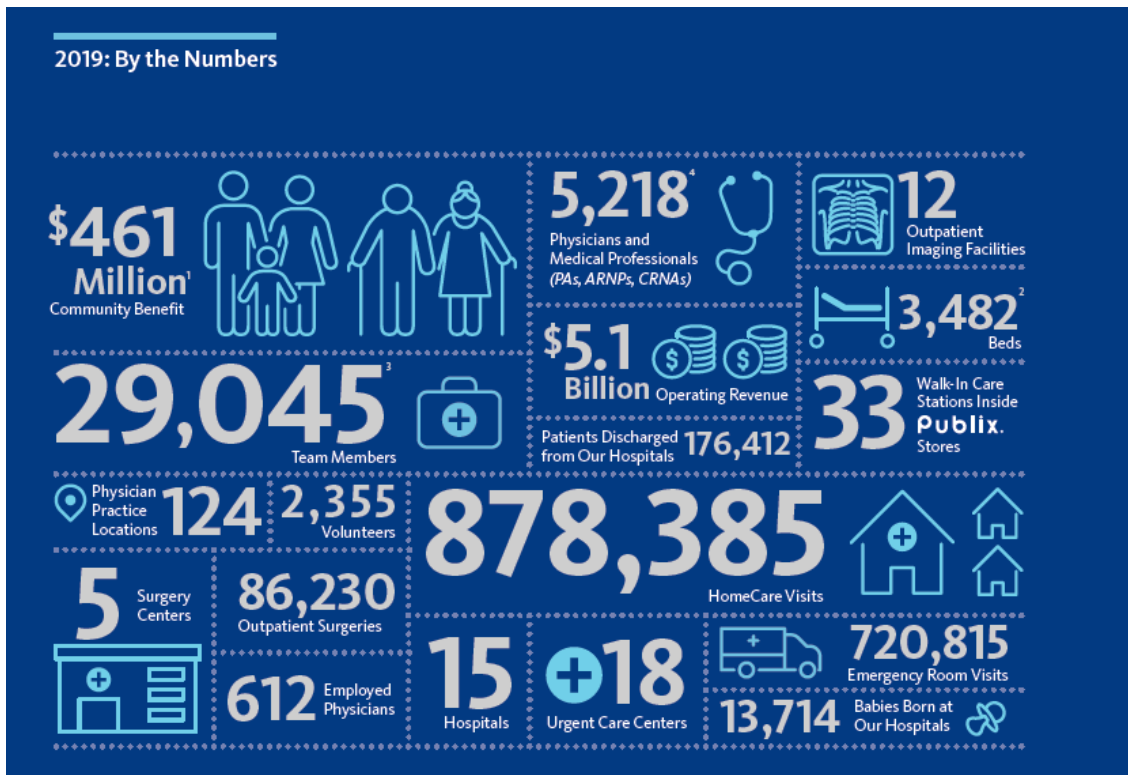
Vice President, Facilities and Construction
BayCare Health System



Prepared by: Jon Taddeo

Organization Overview

BayCare is a leading, not-for-profit health care system that connects individuals and families to a wide range of services at 15 hospitals and hundreds of other convenient locations throughout the Tampa Bay and West Central Florida Regions. Inpatient and outpatient services include acute care, primary care, imaging, laboratory behavioral health, home care, and fitness centers. BayCare is also one of the largest private employers in the region with 28,400 employees – which we call “team members” – and 5,410 physicians and medical professionals who are employed, credentialed and community based.



Our Network

BayCare Behavioral Health	St. Anthony's Hospital Founded 1931 393 beds
BayCare HomeCare	
BayCare Laboratories	St. Joseph's Hospital Founded 1934 465 beds
BayCare Medical Group	
BayCare Outpatient Imaging	
BayCare Surgery Centers	St. Joseph's Children's Hospital Founded 1990 207 beds
BayCare Urgent Care	
Bartow Regional Medical Center Founded 1925 72 beds	St. Joseph's Women's Hospital Founded 1976 108 beds
BayCare Alliant Hospital Founded 2008 48 beds	St. Joseph's Hospital-North Founded 2010 108 beds
Mease Countryside Hospital Founded 1985 311 beds	St. Joseph's Hospital-South Founded 2015 114 beds
Mease Dunedin Hospital Founded 1937 120 beds	South Florida Baptist Hospital Founded 1953 147 beds
Morton Plant Hospital Founded 1916 599 beds	Winter Haven Hospital Founded 1926 447 beds
Morton Plant North Bay Hospital Founded 1965 150 beds	Winter Haven Women's Hospital Founded 1987 61 beds

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® named BayCare one of the country's Best Workplaces in Health Care. BayCare ranked #8 out of 35 on the 2019 list, which was based on surveys representing 730,000 employees across the health care and biopharma industry.

In addition to this health care specific recognition, BayCare was also honored to make the 2019 Fortune "100 Best Companies to Work For®" list, ranking #37, as well as Best Workplaces for Women, Millennials, and Diversity. As a community-based provider we take pride that BayCare has consistently ranked on the Tampa Bay's Top Workplaces 2019 by the Tampa Bay Times, our fifth year in a row on this respected local list. Some of the other recognitions and designations BayCare has received over the past two years are pictured below.



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Great Place To Work® Best Workplaces Lists

2020 Health Care & Biopharma
2020 Millennials
2019 Women
2019 Diversity



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

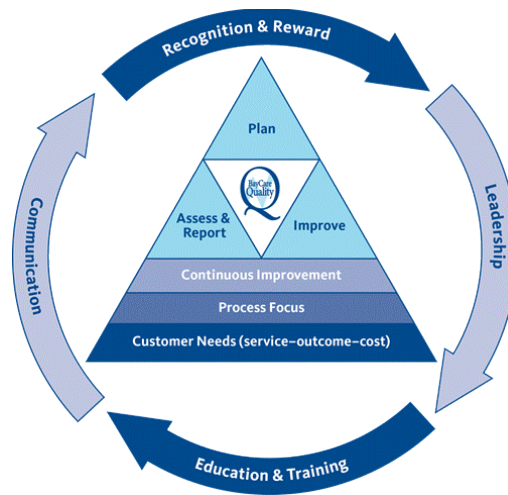
Developed when the health system was formed in 1997, BayCare's Quality Model, shown here, has stood the test of time. Our commitment to this Quality Model is one of the primary reasons why the organization has remained successful the past 20 years.

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 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.

BayCare Leadership Essentials

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

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**.

- **Presentation Skills:** Presents clearly and succinctly, adjusting his/her style to the needs of the receiver or audience.
- **Authenticity:** Builds trust by demonstrating authenticity through active listening and follow through on commitments as well as encouraging the open exchange of ideas.
- **Leadership Presence:** Exhibits confidence, composure and credibility with actions and words.
- **Aligned Effectiveness:** Cascades information ensuring understanding, commitment and alignment to system, team, and individual goals.
- **Meaningful Conversations:** Clarifies expectations, demonstrates empathy, reaches agreement, and holds oneself and, as appropriate, others accountable.

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.

- **Recruitment:** Demonstrates a track record of recruiting and retaining top talent.
- **Network Facilitator:** Connects people to meaningful development opportunities for career enhancement.
- **Empowerment:** Promotes colleague and team member empowerment and autonomy through trust, development, and delegation.
- **People Developer:** Creates individualized development plans that build the talent pipeline.
- **Personal Insight:** Demonstrates his/her role as an advocate, coach, mentor, and sponsor of others.
- **Team Recognition:** Recognizes and appreciates contributions from all members of the Team.

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.

- **Self-aware:** Demonstrates self-awareness of emotions, strengths, and weaknesses and how they affect one's behavior and performance.
- **Resilient:** Maintains well-being and functions when faced with high levels of disruption and stress.
- **Authentic:** Demonstrates humility, admits mistakes, and fosters trust by being open, honest, and vulnerable.
- **Relationship Manager:** Sustains respectful relationships by understanding and incorporating own and others' emotions, behaviors, and needs.
- **Respectful:** Is fair, considerate, and tactful with colleagues, customers, and Team Members.
- **Situationally Aware and Self-Regulated:** Demonstrates emotional control and situational awareness.
- **Insight and Empathy:** Is mindful of the explicit and implicit needs of others. Validates the feelings of others and seeks to reduce frustrations with understanding and compassion.

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.

- **Eliminates Barriers:** Mobilizes teams to action while removing organizational barriers.
- **Loyal:** Recognizes that as a leader, she/he represents BayCare and may at times need to support a direction they may not completely agree with.
- **Inclusivity:** Creates an inclusive environment by promoting cross-functional ownership in decision-making, encouraging, and incorporating the diversity of opinions.
- **Matrix Navigator:** Ensures varying opinions and needs are understood and included to artfully navigate our highly matrixed structure.
- **Esprit de corps:** Encourages ideas from others and engages in shared decision-making. Creates an environment of collaboration that allows for healthy, open dialog, including conflict and debate.

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

- **Flexible:** Remains agile and flexible while anticipating future trends/opportunities. Manages and leads his/her team in the face of ambiguity.
- **Innovative:** Embraces the reality of constant industry change by disrupting the status quo and fostering an environment of innovation and continuous improvement.
- **Contemporary:** Stays current in knowledge and skills while possessing the learning agility to develop new capabilities.
- **Inspirational:** Personally, serves as a center of positive Influence driving change with and through the Team to unleash human potential.

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

- **Responsible:** Takes personal responsibility and accountability for failures and successes and learns from both. Holds peers to that same level of accountability.
- **Business Acumen:** Demonstrates fiscal stewardship and a firm understanding of the business of healthcare and delivers against established service, outcome, and cost targets.
- **Risk Taker:** Embraces thoughtful risk-taking to discover solutions that advance BayCare's Mission and Vision.
- **Motivated:** Exhibits curiosity to develop new approaches that lead to value creation, efficiency, and reductions in care variation.
- **Data driven:** Identifies and integrates relevant data to drive excellence.

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.

Position Summary

Duties and Responsibilities:

The Vice President of Facilities & Construction is responsible for developing and managing executive relationships within BayCare and its affiliates for facilities management and construction.

- Accountable to lead, direct and execute all related programs and strategies that are essential to the clinical and financial positioning of BayCare.
- Ensure that BayCare facilities are compliant with applicable regulatory organizations, and that construction projects are completed on time and within budget.
- Works collaboratively with project executives in the planning and execution of all building projects and major renovations.
- Spearheads facilities and construction related improvement initiatives, establishes enterprise-wide maintenance and facility plan, manages challenging space issues, and reduces expenses.

Candidate Qualifications

Education/Certification

- Preferred Certification & Licensure is CHFM.
- Required experience is 10 years leading complex capital construction projects and facilities management for a health system.
- Preferred experience is 30 years in healthcare facilities and construction.

Knowledge and Work Experience

Required Specific Skills also includes:

- Experience overseeing renovation and construction programs in a large complex medical center setting.
- Experience in overseeing planning, design and construction projects, and advanced knowledge of the design and construction industry and standard practices.
- Ability to prioritize emergency issues without losing site of the long-term goal.
- Experience in leading facilities management initiatives and projects.

- Expert understanding of regulatory requirements related to healthcare facilities and construction.
- Excellent interpersonal skills including proven ability to work with executives.

Procedure for Candidacy

Recommendations and qualified candidates should submit resume or CV to:

Jonathan.Taddeo@BayCare.org and angel.brown@baycare.org

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