



# LEADERSHIP PROFILE

CMO, Population Health Services Organization  
BayCare Health System

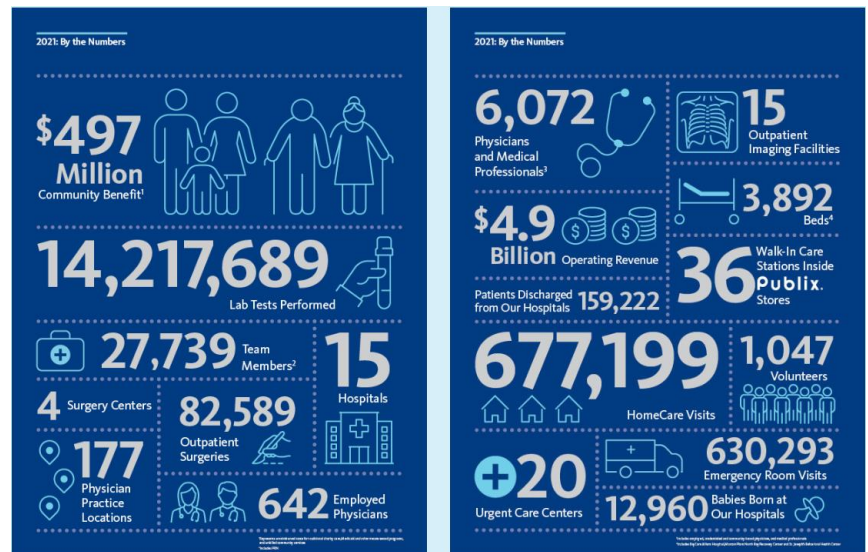


Prepared by: Angel Brown

# Organization Overview

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 27,739 employees – which we call “team members” – and 6,072 physicians and medical professionals who are employed, credentialed and community based.



## About Us

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

BayCare was formed in 1997 by a core group of local hospitals determined to continue providing not-for-profit health care to the Tampa Bay community.

Today, BayCare has grown to an integrated system operating 15 hospitals, all not-for-profit and driven by the same mission: to provide high-quality, compassionate care to all we serve. BayCare is one of the largest employers in the bay area, with 27,739 team members and substantial economic impact in this area and beyond.

BayCare is West Central Florida's largest provider of behavioral health and pediatric services and its provider group, BayCare Medical Group, is one of the largest in the region. BayCare's diverse network of ambulatory services includes laboratories, imaging, surgery centers, BayCare Urgent Care locations, wellness centers and one of Florida's largest home care agencies, BayCare HomeCare. And its Medicare Advantage insurance plan, BayCarePlus®, is among the region's few 5-star-rated plans.

For the past three years, IBM Watson Health Top Health Systems has ranked BayCare in the top 20 percent of large U.S. health care systems. BayCare is also a repeat winner as a FORTUNE 100 Best Companies to Work For.

### Our Network

BayCare Behavioral Health  
 BayCare HomeCare  
 BayCare Laboratories  
 BayCare Medical Group  
 BayCare Outpatient Imaging  
 BayCare Surgery Centers  
 BayCare Urgent Care

Bartow Regional Medical Center (BRMC)  
 Founded 1925 | 72 beds

BayCare Alliant Hospital (BAH)  
 Founded 2008 | 48 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 | 150 beds

St. Anthony's Hospital (SAH)  
 Founded 1931 | 393 beds

St. Joseph's Hospital (SJH)  
 Founded 1934 | 555 beds

St. Joseph's Children's Hospital (SJCH)  
 Founded 1990 | 219 beds

St. Joseph's Women's Hospital (SJWH)  
 Founded 1976 | 123 beds

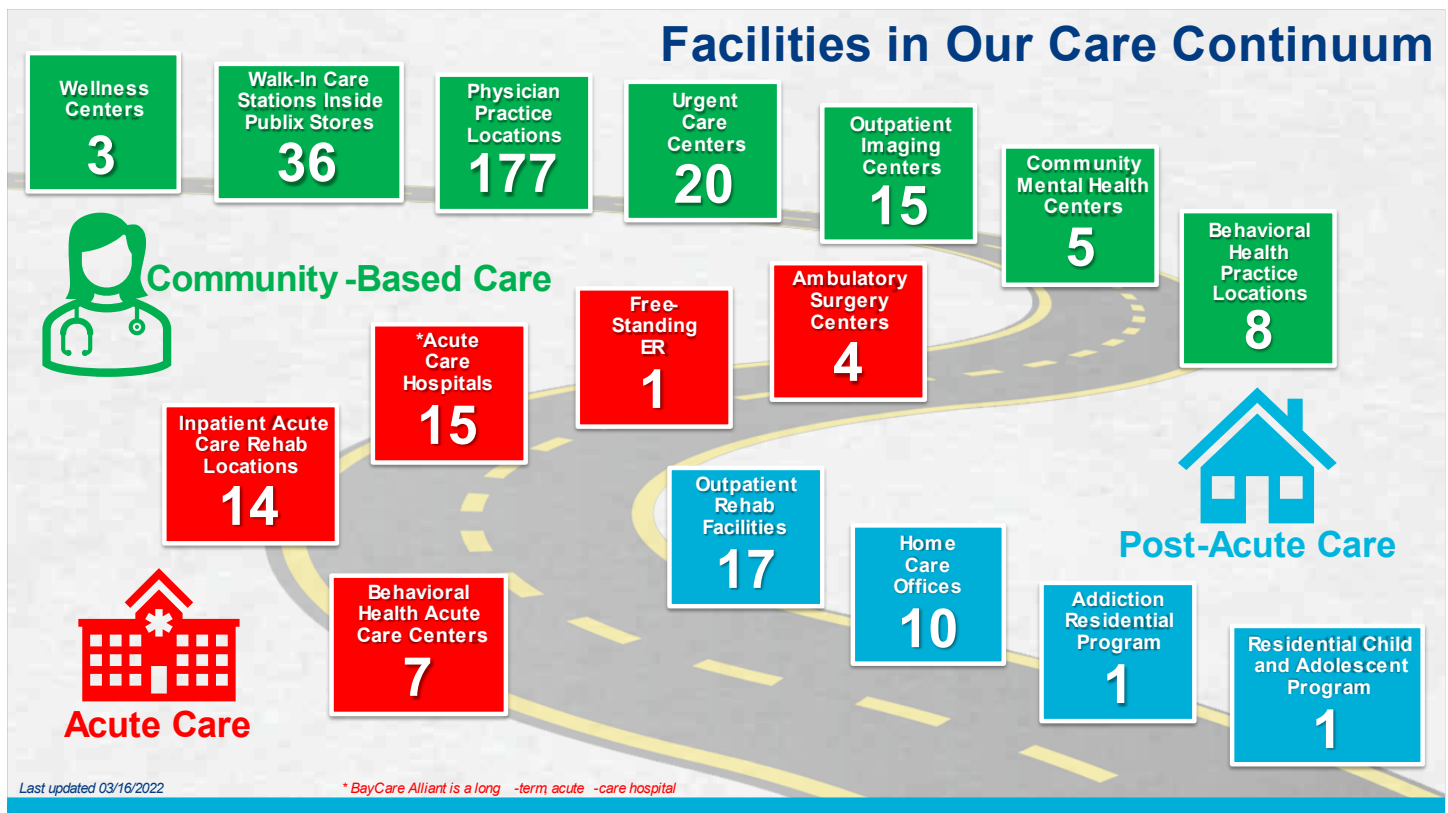
St. Joseph's Hospital-North (SJHN)  
 Founded 2010 | 216 beds

St. Joseph's Hospital-South (SJS)  
 Founded 2015 | 223 beds

South Florida Baptist Hospital (SFBH)  
 Founded 1953 | 147 beds

Winter Haven Hospital (WHH)  
 Founded 1926 | 447 beds

Winter Haven Women's Hospital (WHWH)  
 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® has named BayCare one of the country’s Best Workplaces in Health Care five years in a row (2017 – 2021). In addition to this health care specific recognition, BayCare has also been honored as a Fortune “100 Best Companies to Work For®” and on the 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 by the Tampa Bay Times, our eighth year (2015 – 2022) in a row on this respected local list. Additionally, all 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.

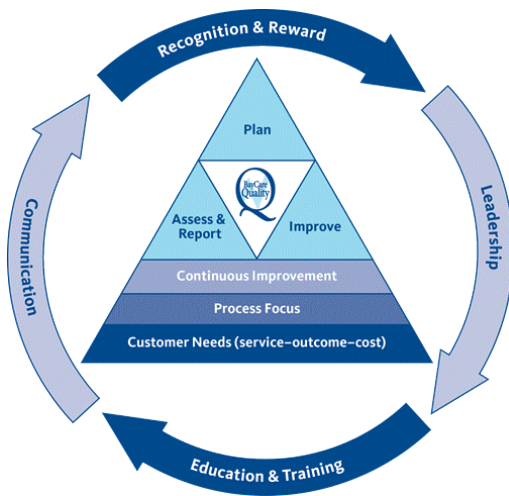
***Come experience the reward and recognition you deserve as a valued BayCare team member!***

### 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 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.

# Position Summary

## Duties and Responsibilities

### **The CMO, Population Health Services Organization is responsible for:**

- The Chief Medical Officer (CMO) Population Health and BayCare Physician Partners (BPP) is responsible for clinical leadership of population health initiatives and programs to drive value, in addition to the contractual performance of the BPP Clinically Integrated Network (CIN) and BPP Accountable Care Organization (ACO).
- The CMO creates, develops, articulates, and executes plans in support of overall clinical strategic plans and priorities and partners with teams across the PHSO, BPP, and BayCare to further value-based care performance.
- The CMO provides medical oversight and expertise to ensure the delivery of the highest quality and most efficient healthcare services in areas including, but not limited to, quality, care coordination, complex care management, credentialing, practice transformation, cost and utilization, high value networks, and clinical best practices.
- The CMO BPP serve as the senior physician leader within BPP/ACO and works with Network providers to enhance performance.
- They foster a collaborative working relationship with physician leaders and constituencies within BPP and BayCare, in addition to all leaders across the System.
- They reinforce the importance of the Triple Aim with strong emphasis on value, which includes quality revenue, risk revenue and medical cost reduction while continuously improving clinical outcomes and patient experience.
- A deep understanding of cost and utilization levers is required to ensure appropriate resources are utilized for enhancing quality outcomes, cost containment and utilization management.
- Additionally, under the direction of the VP, Population Health and Chief Operating Officer BPP, the CMO partners with BayCare physician leaders to create and operationalize a population health focused clinical leadership development plan to elevate institutional experience, competency, and bandwidth to prepare BayCare physician leaders for the future in value- based medicine.
- They directly oversee contractual provider leaders within the PHSO/BPP.
- The CMO reports to the VP, Population Health/Chief Operating Officer BPP.

### **Required experience includes:**

- Required Certification & Licensure includes FL Medical License within 6 months and Board certified in an ABMS or AOBMS specialty.
- Required experience includes 7 years of clinical practice experience.

### **Preferred education and experience includes:**

- Preferred Education includes Master's in Business, Public Health or Medical Management.
- Preferred Experience includes 3 years medical management/health plan and/or 3 years of health plan risk adjustment and managing full risk or capitated physician arrangements.

# Procedure for Candidacy

Recommendations and qualified candidates should submit resume or CV to:

Donald.vernonjr@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.*