



LEADERSHIP PROFILE

BayCare Health System
SENIOR VICE PRESIDENT, CMO of Acute Care Services

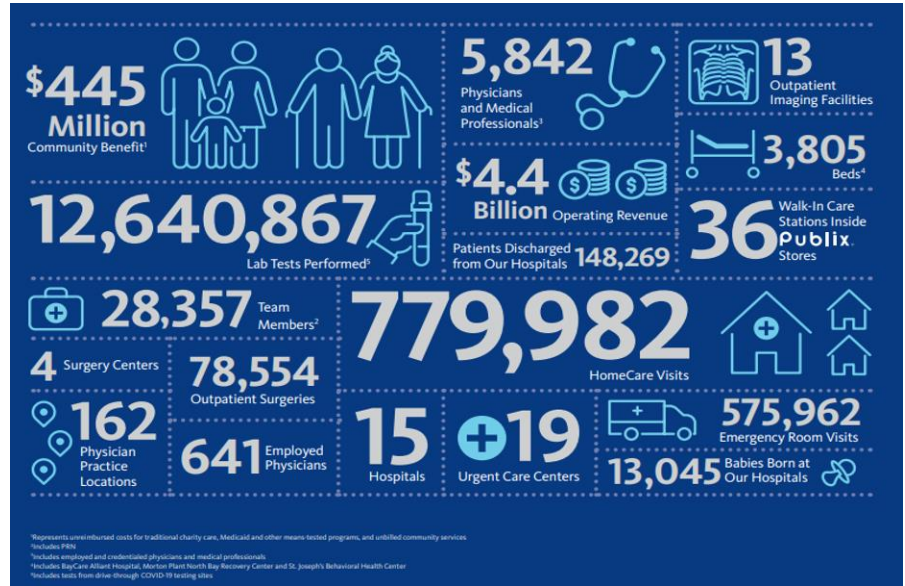


Prepared by: ANGEL BROWN

Organization Overview

BayCare is a leading, not-for-profit health care system that connects individuals and families to a wide range of services at 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 28,357 employees – which we call “team members” – and 5,842 physicians and medical professionals who are employed, credentialed and community based.



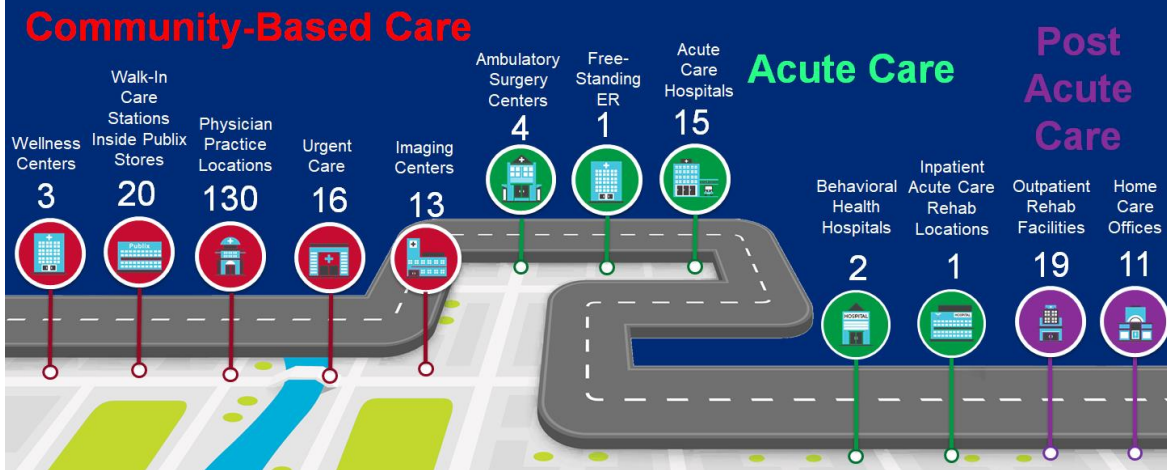
Our BayCare Network

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

Bartow Regional Medical Center
BayCare Alliant Hospital
Mease Countryside Hospital
Mease Dunedin Hospital
Morton Plant Hospital
Morton Plant North Bay Hospital
St. Anthony's Hospital

St. Joseph's Hospital
St. Joseph's Children's Hospital
St. Joseph's Women's Hospital
St. Joseph's Hospital – North
St. Joseph's Hospital – South
South Florida Baptist Hospital
Winter Haven Hospital
Winter Haven Women's Hospital

Care Continuum





All BayCare Hospital's are Pathway Designated by the American Nurses Credentialing Center





Additional Fortune and Great Place to Work Recognitions

- Fortune Best Workplaces in Health Care & Biopharma 2021™
- Fortune Best Workplaces for Women 2020™
- Fortune Best Workplaces for Millennials™ 2020
- Great Place to Work's Best Workplaces for Parents™ 2020


From COBALT: ©2021 Fortune Media IP Limited. All rights reserved. Used under license. FORTUNE and FORTUNE 100 Best Companies to Work For are registered trademarks of Fortune Media IP Limited and are used under license. FORTUNE and Fortune Media IP Limited are not affiliated with, and do not endorse products or services of, BayCare Health System, Inc. Companies That Care Logo is a registered trademark of T3 Ogden Inc. and is used under license. From People: September 1, 2020. T3 Ogden Inc. Used under license.


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 a 100 Best Companies To Work For® 2021 as well as a Best Workplaces in Health Care & Biopharma™ 2021.


In addition to these prestigious recognitions, BayCare was also honored to make the PEOPLE Companies that Care® 2020, Fortune Best Workplaces for Women™ 2020, Fortune Best Workplaces for Millennials™ 2020, and Great Place to Work's Best Workplaces for Parents™ 2020. As a community-based provider we take pride that BayCare has consistently ranked on the Tampa Bay's Top Workplaces 2021 by the Tampa Bay Times, our seventh year in a row on this respected local list.


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.


Also in 2020

TOP 100  St. Joseph's Hospitals were named to IBM Watson's 100 Top Hospitals list for the third consecutive year.

TOP 50  St. Joseph's Hospital was named one of the 50 Top Cardiovascular Hospitals by FORTUNE and IBM Watson Health.

Nine BayCare hospitals received "A" grades and two received "B" grades from The Leapfrog Group, which recognizes U.S. health care facilities that prioritize patient safety. 

Morton Plant, Mease Countryside and Mease Dunedin hospitals were ranked in the top 10 percent of U.S. hospitals, and South Florida Baptist Hospital was ranked in the top 15 percent. 

The American Heart Association recognized BayCare hospitals for achieving outstanding quality measures when treating heart attacks and strokes. Six BayCare hospitals earned the Mission: Lifeline® STEMI Receiving Award for meeting and exceeding specific standards of performance for quick and appropriate treatment of patients suffering severe heart attacks. 

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:** Exhibit's confidence, composure and creditability with actions and words.
- **Aligned Effectiveness:** Cascade's 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:** Exhibit's 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 SVP/CMO of Acute Care Services is the lead clinical executive responsible for ensuring the delivery of high quality, reliable, value-driven, population health focused care in the acute care settings by engaging clinical leaders across the continuum. This leader is responsible for clinical outcomes across our acute care settings. Working closely with the Chief Quality Officer, Chief Transformation Officer, and Chief Nursing Officer this position will be responsible for delivering a high-quality clinical product in the acute care areas, as well as transition points.

Oversees credentialing, hospital medical staff services, physician advisors and physician leadership. Population health background would be desirable as the system participates in a number of acute care value-based arrangements. Key responsibilities include driving a single high quality care delivery standard across the system, creating, and maintaining a consistent set of clinical care and medical staff expectations and accountabilities, as well as creating common supporting processes to deliver top docile care.

Required Experience includes 5-7 years in medical executive leadership roles required in a multi-hospital system and 3 years as a VP of Medical Affairs or equivalent position. Post graduate experience in management or CPE desirable.

Job Specific Functions

- Represents BayCare regionally and nationally as appropriate
- Establishes long- and short-range objectives for assigned areas and implements tactical plans for the achievement in collaboration with the ambulatory care, hospital, CIN and senior management teams

Leadership

- Works collaboratively with the Chief Operating officer and presidents of hospitals
- Oversees the Chief of Staff's Advisory Council working to engage organized medical staff leadership to promote high quality, value driven care which will help meet the 4 Key Results
- Supervises medical staff performance evaluations, education and leadership development towards the attainment and maintenance of high-quality care
- Supervises directors and vice presidents of physician services, to oversees the local execution of and delivery of high-quality clinical care in the hospital and emergency department settings
- Works with system CMO to further develop and enhance existing Physician Leadership program and development
- Works with the legal team maintains medical director service line agreements as needed
- Works with Credentials Verification Office and Medical Staff Services to streamline and enhance the credentialing process while maintaining high standards for memberships and privileging of the medical staff

Medical Staff

- Assures medical staff compliance with all legal and regulatory requirements, including Joint Commission requirements
- Responsible for standardization and consistency of processes and care delivery across hospital and ED settings including credentialing, privileging, peer review, medical staff policies and procedures
- Responsible for all medical staff bylaws, rules and regulations, and policies and procedures
- Supports the medical staff governance including MEC and departmental activities towards the attainment and maintenance of a high-quality delivery system

Quality & Process Improvement

- Oversees the continual improvement of clinical processes. Views outcomes data and develops / implements programs that improve clinical quality

Candidate Qualifications

Education/Certification

Required Certification & Licensure is MD or DO

Required Education is Medical Degree. Required Experience includes 5-7 years in medical executive leadership roles required in a multi-hospital system and 3 years as a VP of Medical Affairs or equivalent position. Post graduate experience in management or CPE desirable.

Knowledge and Work Experience

Required Specific Skills also includes: Experience in Time management skills, manage change in a complex environment, Development of standardized practice plan operation, Knowledge of regulatory standards appropriate to position, adapt to change, written and verbal communication skills, Acts as a liaison to other internal and external departments, Collaborate and work with a team, Conflict Management skills, Leadership skills and experience in Quality Improvement.

Procedure for Candidacy

Recommendations and qualified candidates should submit resume or CV to:
Angel.Brown@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.