



# LEADERSHIP PROFILE

VP- President St. Joseph's Hospital  
BayCare Health System



Prepared by: Angel Brown

## Organization Overview

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 a nationally recognized, integrated health care system including 15 hospitals, all not-for-profit and driven by the same mission: to provide high-quality, compassionate care to all we serve. BayCare remains committed to its communities, spending about 10 percent of its revenue annually on Community Benefit, including charity care, patient financial assistance and direct community investments. In 2021, that amounted to \$497 million in Community Benefit.

BayCare is one of the largest employers in the bay area, with 27,754 team members and substantial economic impact in this area and beyond. Our affiliated medical professionals, including employed, credentialed and/or community-based physicians, total more than 6,000.

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, surgical 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.

Among many other accolades for the quality of our care and the excellence of our operations, IBM Watson Health Top Health Systems has ranked BayCare in the top 20 percent of large U.S. health care systems for the past three years.

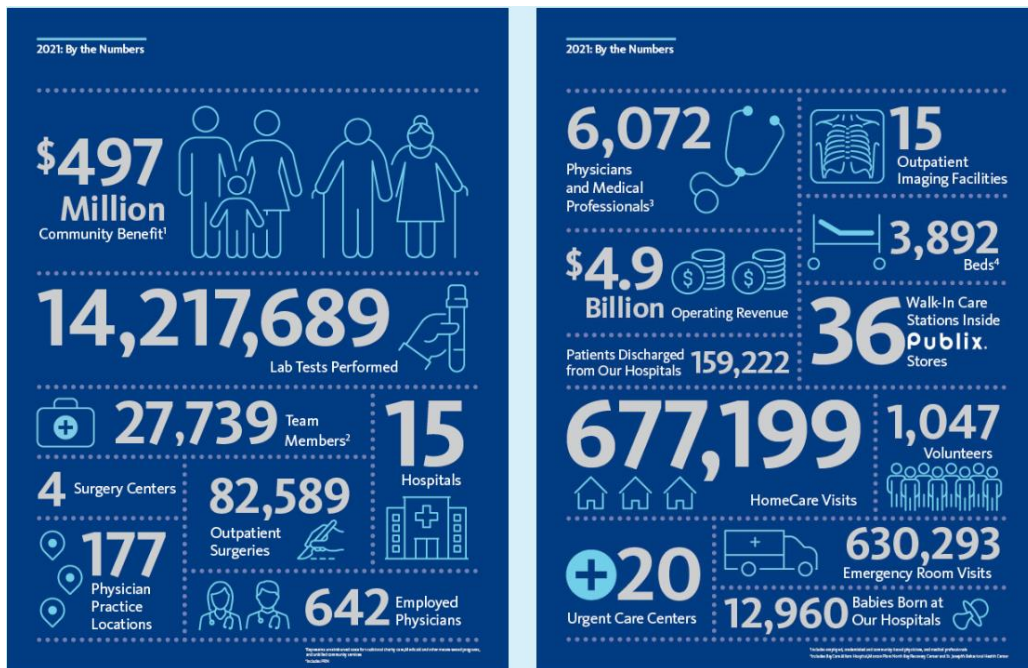
We are also recognized as an employer and for our workplace culture. Fortune® and Great Place to Work® have named BayCare one of the country's Best Workplaces in Health Care five years in a row (2017 – 2021). In addition to this health care specific recognition, BayCare has also been honored as a Fortune "100 Best Companies to Work For®" and on the Best Workplaces for Women, Millennials, and Diversity.



As one of the region's largest private employers, we take pride that BayCare has consistently ranked among Tampa Bay's Top Workplaces by our region's largest news operation, the *Tampa Bay Times*, for eight years in a row (2015 – 2022). Additionally, all BayCare hospitals are Pathway Designated by the American Nurses Credentialing Center.

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!*



## Our Network

As a community-owned health care system, BayCare strives to serve our community by providing the right care, at the right time, at the right price. To do that, we have developed an integrated health care system, in addition to our hospitals, with hundreds of access points across our community.

- 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 (MPNB)  
Founded 1965 | 222 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 (SJHS)  
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



## BayCare Mission, Vision, Values and Commitment to Quality

### Mission

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

### Values

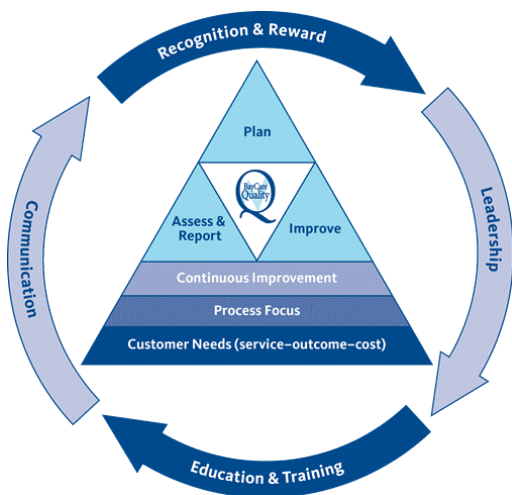
The values of BayCare are *trust*, *respect* and *dignity*, and reflect our *responsibility* to achieve health care *excellence* for our communities.

### Quality Model

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.

## Hospital Overview

Watson Health®

**100** Top Hospitals® 2021

Founded by the Franciscan Sisters of Allegany in 1934, St. Joseph’s Hospital in Tampa, Florida, is dedicated to serving its community’s health. From preventive care to complex treatments, from infancy to adulthood, from generation to generation, St. Joseph’s is a major urban hospital with 555 beds and known for its advanced medical technologies including a Level II trauma center. A highly skilled and experienced team of physicians, who have national and international reputations, care for patients at St. Joseph’s Hospital, which also shares a campus with St. Joseph’s Children’s Hospital and St. Joseph’s Women’s Hospital, making for an even more dynamic setting. More than 70 specialties are represented among the medical teams, from internal medicine to cardiology and neurology to surgery.

### Recent Recognition and Accolades

- Named one of the nation's 50 Top Cardiovascular Hospitals by Fortune and IBM Watson Health™ for four years.
- Selected as a Top 100 Hospital by Watson Health® for four consecutive years and five times overall.
- Earned “A” grade for hospital safety from the Leapfrog Group.
- Earned 3-star rating, the highest possible, for open heart surgery from the Society of Thoracic Surgeons.

- Earned credentialing from DNV - Healthcare, a prestigious international accrediting body that emphasizes clinical best practices and a disciplined management system, for the Heart and Vascular Institute's Ventricular Assist Device (VAD) program.
- Earned Comprehensive Stroke Center Certification by DNV GL Healthcare, a prestigious international accrediting body that emphasizes clinical best practices and a disciplined management system.
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- Earned the American College of Cardiology (ACC) Transcatheter Valve Certification.
- Earned National Accreditation Program for Breast Centers accreditation Earned accreditation for the St. Joseph's Cancer Institute from the American College of Surgeons' Commission on Cancer.

## 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 VP- President St. Joseph’s Hospital is responsible for:

The President, St. Joseph’s Hospital (SJH) is accountable for the formulation and articulation of the hospital's objectives and operating plans, and for organizing and managing the hospital to achieve those objectives. Responsible for the day-to-day operations of the hospital and affiliated entities. Maintains community involvement to raise awareness of SJH, to promote fundraising and to assist with Board recruitment. Assists Market Leader with regional board governance to include informing and advising trustees regarding current trends, problems and activities in health care and within the organization. Fosters trusting and collaborative relationships with regional Board Chair, system management and Board as needed. Responsible for physician relations, physician partnerships, and the financial performance of the assets. Accountable for ensuring that SJH entities fulfill their strategic role within the overall vision and strategy of BayCare Health System. Required Experience is 5 years progressive Hospital Operations leadership experience as Vice President.

### Candidate Qualifications

#### Education/Certification

##### Education:

- **Required** – Masters in Business Administration, Healthcare Administration or Related Field

#### Knowledge and Work Experience

##### Required Specific Skills includes:

- **Required** - 5 years progressive Hospital Operations leadership experience as Vice President
- **Required** - Work with a team, Delegation skills, Interpersonal skills, Written and verbal communication skills, Organizational skills, Computer skills appropriate to position, Knowledge of regulatory standards appropriate to position, Management skills, Knowledge of health system operational environment.

## 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.*