BayCare Health System

BayCare Health System is a leading community-based health system in the Tampa Bay area. Composed of a network of 14 not-for-profit hospitals, outpatient facilities, a multispecialty medical group and services such as imaging, lab, behavioral health and home health care, BayCare provides expert medical care throughout a patient's lifetime. With more than 280 access points conveniently located throughout Tampa Bay, BayCare connects patients to a complete range of preventive, diagnostic and treatment services for any health care need. BayCare has over 25,600 employees and 3,491 licensed beds across Hillsborough, Pasco, Polk and Pinellas counties.

BayCare’s family of hospitals are: Bartow Regional Medical Center, Mease Countryside, Mease Dunedin, Morton Plant, Morton Plant North Bay, St. Anthony’s, St. Joseph’s, St. Joseph’s Children’s, St. Joseph’s Hospital-North, St. Joseph’s Hospital-South, St. Joseph’s Women’s, South Florida Baptist and Winter Haven. In February 2015, St. Joseph’s Hospital-South opened as the newest addition and offers outpatient services, intensive care, a 14-bed maternity unit, imaging, lab, surgical services and more, in a relaxing, family-centered environment.

BayCare’s leadership team has led the health system to numerous achievements. Recently, BayCare expanded its primary care services, developed BayCare Physician Partners and acquired Bartow Regional Medical Center. In 2015, BayCare was recognized as one of Tampa Bay’s Top Workplaces. In 2011, BayCare was one of the few health systems in the country to receive an upgraded credit rating. The current AA2 rating by Moody’s reflects the organization’s strong, consistent financial planning. Despite the economic downturn, BayCare continued to grow and maintain strong financial performance.
Hospitals

West Region
Mease Countryside Hospital – 311 beds
Mease Dunedin Hospital – 143 beds
Morton Plant Hospital – 687 beds
Morton Plant North Bay Hospital – 226 beds
St. Anthony’s Hospital – 393 beds

East Region
Bartow Regional Medical Center – 72 beds
St. Joseph’s Hospital – 470 beds
St. Joseph’s Hospital-North – 76 beds
St. Joseph’s Hospital-South – 90 beds
St. Joseph’s Children’s Hospital of Tampa – 202 beds
St. Joseph’s Women’s Hospital – 108 beds
South Florida Baptist Hospital – 147 beds
Winter Haven Hospital – 529 beds
Winter Haven Women’s Hospital – 61 beds

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 Health System will be a nationally pre-eminent health care system offering innovative, accessible, and quality services in collaboration with physicians, team members, and the communities we serve.

Values
The values of BayCare are Trust, Respect and Dignity and reflect our Responsibility to achieve health care Excellence for our communities.

BayCare Medical Group
BayCare Medical Group is Tampa Bay’s leading multispecialty group with more than 500 physicians practicing in 45 specialties. BayCare Medical Group unites the physicians and staff of HealthPoint Medical Group, Morton Plant Mease Primary Care and Specialists, St. Anthony’s Primary Care and Specialists, and Suncoast Medical Clinic into a single organization devoted to improving the health of the Tampa Bay community.

BayCare Physician Partners
BayCare Physician Partners is a physician-led, clinically integrated network in Tampa Bay and includes more than 1,100 physicians. This model of care brings employed physicians, independent physicians and BayCare’s resources into a more clinically and financially aligned business partnership. The flexibility of a clinically integrated network also better prepares BayCare for changes to the nation’s health care system.

BayCare Physician Partners ACO, LLC, was approved by CMS to be a Medicare ACO beginning January 1, 2015.
### BayCare by the Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Founded</td>
<td>1997</td>
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<tr>
<td>Ambulatory Surgery Centers</td>
<td>4</td>
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<tr>
<td>Urgent Care Centers</td>
<td>10</td>
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<tr>
<td>Imaging Facilities</td>
<td>13</td>
</tr>
<tr>
<td>Hospitals</td>
<td>14</td>
</tr>
<tr>
<td>Physicians</td>
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<tr>
<td>Beds</td>
<td>3,491*</td>
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<tr>
<td>Employees</td>
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<tr>
<td>Volunteers</td>
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<tr>
<td>Outpatient Surgeries</td>
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<tr>
<td>Heart Surgeries</td>
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<tr>
<td>Births</td>
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<tr>
<td>Discharges</td>
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<tr>
<td>BMG Visits</td>
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<tr>
<td>ER Visits</td>
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<tr>
<td>Home Health Visits</td>
<td>741,695</td>
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<tr>
<td>Total Community Benefit</td>
<td>$266.4 million**</td>
</tr>
</tbody>
</table>

*Includes beds at Morton Plant North Bay Hospital Recovery Center and St. Joseph’s Hospital Behavioral Health Center

**Represents unreimbursed costs for traditional charity care, Medicaid and other means-tested programs, and un billed community services
Summary

The SVP - Chief Quality Officer (SVP-CQO) is the lead executive overseeing Quality across BayCare Health System. As such, the SVP-CQO will champion quality, foster clinical effectiveness in the physician community, and partner with senior leadership across the system to strengthen and grow clinical programs and enhance patient safety, clinical quality and patient satisfaction. The SVP-CQO, in collaboration with the senior leadership team, will be responsible for setting and implementing a culture of excellence in the delivery of clinical services and will have the key responsibility for fostering clinical leadership and engagement necessary for care redesign across the system.

The SVP-CQO will lead the organization’s drive to ensure that care provided across BayCare is of high quality and value and that we attain and maintain top decile performance as measured by Truven Top Health Systems methodology. He/she will also work to improve clinician alignment and satisfaction and lead evidence-based programs, practices and activities that lead to higher quality and safety. He/she will lead and provide direction to system-wide improvements in patient safety, quality management and accreditation. It is intended that the SVP-CQO will be a critical voice for clinical quality throughout BayCare and will be the primary staff to the system Board Quality Committee.

Skills and Competencies

The SVP-CQO will be professionally respected for clinical excellence and knowledge and will have an executive presence with a strong knowledge of clinical quality. Clinical practice experience is required and executive experience in a large, complex, clinically integrated health system is preferred. The SVP-SVP-CQO needs to be passionate about quality, take ownership of the quality program, develop a plan and execute the plan in partnership with the hospitals and medical staffs, and effectively communicate with all constituents within the organization.

Key attributes of the SVP-CQO are as follows:

- Passion, dedication and promise to get to top decile in no more than four years
  - Be the face of quality across the organization (cheerleader, champion)
  - Have high visibility across the system (physician forums, leadership forums, etc.)
  - Set high standards, hold the organization accountable and to be self-disciplined

- Good Communicator: Ability to communicate technical information to non-technical people in simple, straightforward dialog without lecturing or confusing the issues.
  - He/she will be a skilled listener and communicator at multiple levels, both orally and written, with individuals and groups. Demonstrates a collaborative leadership style through direct, open and honest communication. Listens and seeks to engage others yet has the ability to make tough decisions when necessary.

- Effective Operations Focus: An executive physician leader who is able to identify any opportunities, put a plan in place, manage the process and move toward attaining goals and expected outcomes; strong operator who can effectively manage operations and drive plans through execution (forecasting, contracts, data management, compliance, safety, etc.).

- Results Oriented: Stays very close, is conversant and credible in the clinical-operational realities of hospital-based care delivery and focuses the Quality and Medical Staff teams on targeted outcomes; able to manage multiple issues simultaneously while maintaining confidentiality and ability to effectively analyze and prioritize.
Leadership Style

- Diplomatic: One who is able to lead through influence and knowledge rather than power and/or total ownership; ability to rally and inspire others to achieve goals.

- Organizational Loyalty: Ability to keep the executive team in the loop as needed but more importantly to make system-aligned decisions that need to be made without abdicating responsibility or procrastinating.

- Team Player: Develop an esprit de corps within and across the teams relative to quality and safety; disagree in private; support each other publicly.

- Servant leadership approach to working with internal customers such as the medical staff, hospital presidents, the employed medical group, clinically integrated network, ambulatory and other divisions.

- Collaborative and flexible style with a strong service mentality; need to be seen as a team player who is committed to advancing initiatives through informal rather than formal power.

- Strategic mindset and ability to think out of the box, yet also possesses excellent project management skills including the ability to make decisions and execute a plan.

- Confident and action-oriented yet humble; open to criticism without personalizing; open to and seeks the ideas of others.

- Comfortable with Ambiguity: Ability to move ahead despite multiple priorities and objectives; comfortable in a highly complex environment.

- Forward thinking and constantly strives for continuous improvement both within areas of responsibility and for the system as a whole.

- Surfaces the right questions and information to the executive team and/or board to “get boards on board” with quality and safety.

- Remains abreast of national best practices and intelligence relative to quality and safety.

Reporting Relationships

The SVP-CQO will report to the Chief Medical Officer of the Health System.

Direct reports to the SVP- CQO include:
- Director of Clinical Outcomes
- Director of Quality & Safety
- Director of Infection Prevention
- Director of Performance Improvement
- Director of Patient Experience
- Executive Assistant

Key Partners to the SVP- CQO include:
- Chief Nursing Officer
- Chief Medical Information Officer
- Hospital Presidents
- Vice Presidents of Physician Services
**Education and Experience**

- Medical Degree with active unrestricted medical license is preferred
- Advanced training in healthcare leadership that has been recognized by an established higher education center is preferred. (CPE, MMM, MBA, MHA, etc.)
- Minimum of 5 years as a recognized leader
- Minimum of 10 years’ experience in a clinical discipline
- Experience in an integrated delivery system is preferred

**Preferred Experience**

- Deep understanding of hospital quality reporting including CMS, AHCA, and the Joint Commission are preferred.
- Experience or working knowledge of Truven, US News and World Report and other assessment agency’s is preferred.

**Goals and Expectations**

These represent areas in which the new SVP - Chief Quality Officer is expected to make significant progress within the first 12 to 18 months of his/her tenure with the organization. It is understood that many of these are long-term initiatives with multiple benchmarks over time. They are not listed in any particular order of significance.

- Assisted BayCare and its hospital teams in meeting quality goals (Key Performance Indicators). There will be a reduction in variability in quality across BayCare and the bar on quality will have been measurably improved toward our goal of Truven Top Decile performance by 12/31/2019.

- Gained a reputation as a trusted advisor and strong executive leader within BayCare. The leadership team, both at the system level and within the hospital leadership teams, will rely on the SVP-CQO to provide sound judgment and advice, as it relates to quality.

- Established personal and professional credibility as the recognized physician leader representing BayCare. It is essential that the SVP-CQO be visible and quickly gain credibility as a physician executive who can help drive system objectives and facilitate implementation at a hospital level.

- Viewed as a champion of quality throughout BayCare. The SVP-CQO will be seen as a leader, role model, coach and mentor, engaging and inspiring others in the pursuit of quality and clinical outcomes.

- Developed strong relationships with regional VPs of Physician Services and Hospital Presidents.
BayCare Core Competencies

Build Trust
- Respectfully open to hearing the viewpoints and ideas of others
- Acts in ways that sustain an environment that supports BayCare’s values of Trust, Respect, Dignity, Excellence and Responsibility
- Follows through on commitments

Imagine It
- Seeks to identify resources to overcome cross-functional boundaries
- Identifies and implements strategies for top priorities
- Creates innovative solutions to continually improve the health of our community

Own It
- Asks for and takes action on feedback
- Willing to learn from both mistakes and successes
- Demonstrates personal accountability in all interactions

Let’s Talk
- Communicates openly and candidly and creates an environment where others can do the same

Be BayCare
- Demonstrates personal commitment to teamwork and building working relationships
- Is committed to BayCare and to work as one

At BayCare, we are proud to be one of the largest employers in the Tampa Bay area. Our team members focus on tomorrow by achieving personal and professional success today. That’s why you’ll thrive in our forward-thinking culture, where we combine the best technology with 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 rewards and recognition you deserve as a valued BayCare team member!
The Tampa Bay Area

The Tampa Bay area is a vibrant waterfront area on Florida’s beautiful West Coast that offers a unique blend of urban excitement set in a natural surroundings. While originally the name of a body of water on the west coast of Florida, Tampa Bay has now come to represent the region made up of the many distinct communities connected by the Bay waters.

Tampa Bay includes Hillsborough, Pinellas, Pasco and Hernando counties and is the most populous and affluent metropolitan statistical area (MSA) in the state of Florida. Major cities within the MSA include St. Petersburg, Tampa, Sarasota, Clearwater, Dunedin, Safety Harbor, Palm Harbor, New Port Rickey, Tarpon Springs and Largo to name a few. There are approximately 2.4 million residents in the MSA and it continues to grow.

If you’re looking for a great way of life, it doesn’t get better than the Tampa Bay area. There is no state income tax and there are low property taxes. Plus, Tampa Bay offers a lower cost of living than other major southern cities, including Atlanta Orlando, Charlotte and Charleston.

The region encompasses a physical environment that cannot be topped, featuring miles of blue waterways and sugar-white shorelines, brilliant sunlit skies and a perfect average annual temperature of 72 degrees with cool sea breezes.

In addition to the area’s world-renowned beaches, Tampa Bay offers year-round cultural events and social activities for people of all ages and interests. In fact, Tampa Bay has the largest performing arts center in the southeast and the largest science museum in the south. From ballet to professional baseball, football and hockey, from golf to jazz, from the exciting entertainment of Ybor City night life to the serene strolls along the beautiful Bayshore Boulevard, Tampa Bay offers a multitude of opportunities for residents to live, work and play.
**Compensation**

An attractive compensation package comprised of base salary, annual performance bonus, full benefits and relocation assistance has been created to attract outstanding candidates.

**Procedure for Candidacy**

Recommendations and qualified candidates should submit resume or CV to:

**Angel Brown**  
*Director of Talent Acquisition & Employee Health*  
Angel.Brown@baycare.org  
Direct: 727-781-3101