



**TALLAHASSEE
MEMORIAL**
HEALTHCARE

Chief Executive Officer

LEADERSHIP PROFILE

AUGUST 2026

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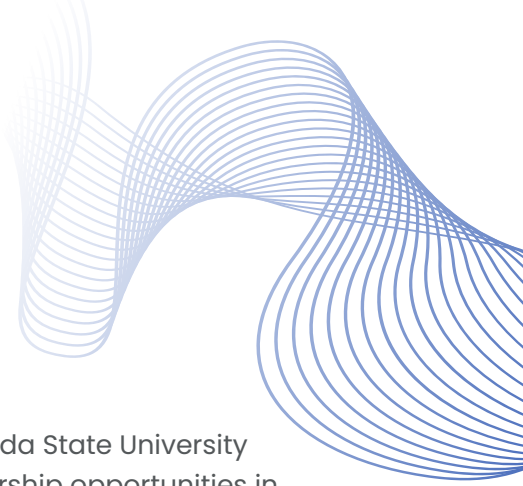
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WELCOME



Dear Prospective Candidate,

On behalf of the Boards of Tallahassee Memorial HealthCare (TMH) and Florida State University (FSU), we invite you to consider one of the most significant healthcare leadership opportunities in the country—the position of Chief Executive Officer of Tallahassee Memorial HealthCare.

This opportunity comes at a pivotal moment for both organizations and the communities they serve across North Florida, South Georgia, and the Gulf South. The next CEO will lead a highly successful regional health system while helping shape the future of FSU Health’s expanding academic health enterprise that brings together healthcare delivery, education, research, innovation, and economic development.

For more than 70 years, TMH has earned the trust of its communities through clinical excellence, compassionate care, innovation, and service. Today, it stands as a sophisticated regional health system supported by an exceptional workforce, strong physician alignment, and deep community relationships.

FSU is one of the nation’s leading public research universities, with strengths in medicine, science, engineering, health policy, artificial intelligence, and innovation. Through substantial investments in research, talent, and interdisciplinary collaboration, FSU continues to expand its impact on healthcare and discovery.

Together, these institutions are beginning the creation of a distinctive model of academic health.

The CEO will play a central role in advancing that vision by strengthening clinical services, expanding access to care, growing graduate medical education, accelerating research, recruiting exceptional talent, and leveraging innovation and technology to improve outcomes and patient experience. Working closely with leaders from both organizations, the CEO will help guide the continued evolution of FSU Health and establish strategic alignment among clinical care, academic excellence, research advancement, and community impact.

Success will require a leader who can inspire confidence among physicians, caregivers, faculty, researchers, community leaders, and policymakers while uniting clinical, academic, and research stakeholders around a shared vision and fostering a culture of collaboration and shared purpose. The successful candidate will have a rare opportunity to build a nationally recognized academic health enterprise that serves urban, rural, and underserved populations alike.

Tallahassee provides an ideal environment for this work. As Florida’s capital city, it offers a unique convergence of healthcare, higher education, government, and business leadership, creating exceptional opportunities for innovation and partnership.

Equally important, the next CEO must preserve and strengthen the culture that has made TMH successful. Built on service, accountability, community engagement, and an unwavering commitment to patients and families, TMH provides a strong foundation for future growth and impact.

At a time of unprecedented change in healthcare, the continued development of FSU Health offers a unique strategic advantage. Together, these organizations are positioned to advance clinical excellence, research, education, innovation, and community health in ways that will have lasting regional and national significance.

The individual selected as CEO will have a once-in-a-career opportunity to help shape the future of FSU Health and make a lasting difference for patients, learners, communities, and future generations.

If you are inspired by transformational leadership, energized by partnership, and motivated by meaningful impact, we encourage you to explore this exceptional opportunity.

We appreciate your interest and look forward to identifying a leader who shares our commitment to excellence, innovation, and service.

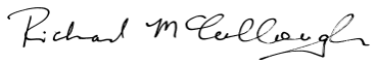
Sincerely,



James Killius, M.D.

Chair, Board of Directors

Tallahassee Memorial HealthCare, Inc.



Richard McCullough, Ph.D.

President

Florida State University

ORGANIZATION OVERVIEW



Tallahassee Memorial HealthCare

Founded in 1948, TMH is a leading private, not-for-profit community healthcare system that delivers care across North Florida, South Georgia, and Southeastern Alabama, with a long-standing commitment to transforming care, advancing health, and improving lives. It is nationally recognized by U.S. News & World Report as one of the best hospitals in Florida. TMH has recently been named as a top-performing hospital in the United States in the 2026 Modern Healthcare 50 Top Cardiovascular Hospitals list.

TMH serves a 22-county area across Florida and Georgia and is supported by more than 5,000 colleagues and approximately 1,100 members of the medical staff. The organization includes a 772-bed acute care hospital, a behavioral health hospital, a surgery and adult intensive care center, multiple specialty care centers, five Graduate Medical Education (GME) programs, and approximately 50 affiliated physician practices and two active emergency departments. Through its extensive clinical network and community partnerships, TMH serves as both the region's healthcare safety net and its leading destination for complex and specialized care. TMH is also the region's largest private employer.

The health system offers several services unavailable elsewhere in the Big Bend region, including the area's only Level II Trauma Center, Advanced Primary Stroke Center, Deep Brain Stimulation Program, Structural Heart Program, Level III Neonatal Intensive Care Unit, Pediatric Intensive Care Unit, and Child Life Program. TMH also operates an accredited Chest Pain Center with primary percutaneous coronary intervention and resuscitation capabilities, reinforcing its role as a regional leader in emergency, cardiovascular, cancer center, neurological, pediatric, and critical care.

TMH has also built a strong network of strategic relationships with healthcare and community organizations to bring the most advanced care to Tallahassee. These collaborations extend the organization's reach, strengthen the regional continuum of care, and support healthier communities throughout the service area.

TMH's Partners Include:

- Apalachee Center, Inc.
- Calhoun Liberty Hospital
- Capital Health Plan
- Alliant Management Services (rural health management organization which includes Doctors' Memorial Hospital, Weems Memorial Hospital, and Calhoun Liberty Hospital).
- Doctors' Memorial Hospital
- Florida State University
- Florida Agricultural and Mechanical University

- Radiology Associates
- Tallahassee State College
- University of Florida Health
- Big Bend Hospice
- Tallahassee Orthopedic Clinic
- Southern Medical Group
- Select Specialty Hospital

TMH's commitment to clinical excellence is supported by significant investments in advanced facilities and technology. The M.T. Mustian Center, the largest construction project in Tallahassee's history, represents a \$270 million investment in the future of healthcare. The more than 340,000-square-foot facility opened in 2019 and includes 28 modern operating rooms, four interventional suites, and 72 adult intensive care rooms across three specialized units, providing the infrastructure to support increasingly complex care, clinical growth, and medical innovation.

For more information, visit <https://www.tmh.org>.

TMH Physician Partners

TMH Physician Partners (TMHPP) is a community-based, multi-specialty group affiliated with TMH. It was established to improve the community's overall health and to shift the health system from a focus on crisis management and disease to prevention and health maintenance. TMHPP comprises approximately 300 employed and contracted physicians and over 250 advanced practice providers. The network includes partnerships with specialty physician groups, such as Southern Medical Group, PA, cardiac and internal medicine services, and Tallahassee Pulmonary Clinic, PA, for pulmonary, critical care, and sleep services.

TMHPP is a compilation of providers, both employed and contracted, as well as a service organization for community providers. TMHPP operates its own revenue cycle, human resources, and physician support functions, separate from the hospital.

More information about TMHPP is available at <https://www.tmh.org/services/tmh-physician-partners/>.

Quality & Clinical Excellence

Delivering safe, high-quality care remains the foundation of TMH's mission. Some of the 2025 achievements include:

- Leapfrog Hospital Safety Grade B
- U.S. News & World Report ranked TMH "High Performing" in 12 areas of care
- CARF 3-Year Accreditation for Tallahassee Memorial Rehabilitation Center
- American College of Cardiology's HeartCARE Center National Distinction of Excellence
- American College of Cardiology Cardiac Catheterization Lab Accreditation
- Healogics Center of Distinction for Tallahassee Memorial Wound Healing Center
- Joint Commission Advanced Primary Stroke Center Certification

- Reaccreditation as Center of Excellence in Hernia Surgery by the Surgical Review Corporation
- Multi-site reaccreditation in Extracranial Cerebrovascular Testing and new accreditation for Peripheral Arterial Testing and Peripheral Venous Testing through the Intersocietal Accreditation Commission
- Commission on Cancer (Coc) multidisciplinary accreditation for the Tallahassee Memorial Cancer Center – TMH holds the longest CoC hospital accreditation program in Florida

TMH Foundation

TMH Foundation donors are more than supporters; they are true partners in healthcare. In 2025, over 2,000 donors, including nearly 700 TMH colleagues, gave more than \$4.3 million for the third consecutive year to support patients, colleagues, and programs. Philanthropy touches nearly every corner of TMH, from specialized programs to training the next generation of caregivers. With a \$30 million endowment, the Foundation continues to invest in innovation, compassion, and world-class care.

TMH By the Numbers



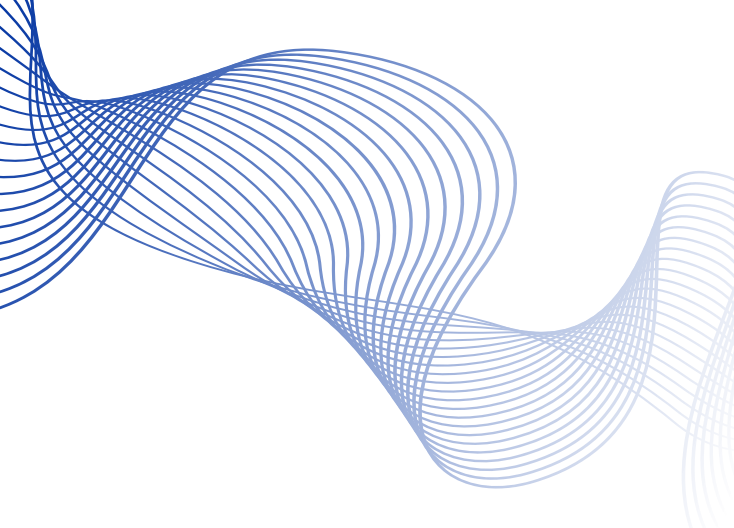
FSU Health

In 2026, TMH's partnership with FSU is expanding, with the establishment of a new academic health center in Tallahassee. The partnership aims to integrate patient care at TMH with FSU's educational and research mission. The operating agreement is expected to be finalized in 2026. The proposed Memorandum of Understanding outlines an approach under which FSU is expected to invest significantly locally over the next 30 years. This commitment includes a 30-year contribution to citizens as payment for the city-owned assets; a short-term investment to improve local facilities and provide research grants; and a 30-year investment plan aligned with academic health center practices.

TMH and FSU have also partnered to build a new hospital in the growing Panama City Beach region, about two hours west of Tallahassee. The hospital, to be operated by TMH, is expected to open in 2028 as FSU Health. FSU Health brings together hospitals, physicians, clinics, research, education, and innovation under a shared vision to improve the health of the communities it serves. As part of this growing system, TMH's hospitals, physicians, and clinical services are helping create a nationally recognized destination for patient care, medical education, research, and innovation. This partnership provides an extraordinary opportunity to build the region's only academic health system and expand access to advanced, specialized care across North Florida, South Georgia, and South Alabama.

The TMH-FSU partnership creates a massive medical powerhouse in the Florida capital. It will help the region in three main ways:

- **Better Health Care:** Patients get better access to advanced treatments and specialists close to home.
- **Medical Training:** FSU students get hands-on experience by training with additional professionals directly at the hospital. FSU residents get access to new technologies and specialty training. The partnership will expand training opportunities by adding new specialties and GME programs.
- **New Research:** The partnership includes a new 140,000-square-foot FSU Health Research Center built on the campus.



POSITION SUMMARY

TMH seeks a visionary, strategic, and transformational CEO to lead the organization through one of the most pivotal periods in its history. Reporting to the Board of Directors, the CEO will be responsible for advancing TMH's mission, clinical excellence, operational performance, financial stewardship, physician engagement, workforce culture, and long-term strategic growth.

The next CEO will have the unique opportunity to help shape the continued evolution of FSU Health, advancing a leading, community-rooted academic health system while preserving and strengthening TMH's longstanding identity as the region's trusted community health system.

The CEO will lead the organization through a period of significant transformation, including the development of new academic medicine capabilities, expansion of specialty and tertiary services, growth of clinical research, strengthening physician alignment, enhancing organizational culture and accountability, and continued geographic growth throughout the Florida Panhandle, including the Panama City region, Southern Georgia, and Southern Alabama.

This leader will be expected to balance visionary leadership with operational discipline, ensuring TMH remains both a premier regional health system and an increasingly important academic healthcare destination.

The ideal CEO will be an accomplished health system executive who combines the operational rigor of a high-performing community health system leader with a sophisticated understanding of academic medicine. They will bring demonstrated experience leading complex organizations, building physician alignment, driving organizational transformation, and creating strategic partnerships.

Most importantly, they will recognize the extraordinary opportunity before them: to help create one of the nation's leading community-based academic health systems while improving access, quality, and health outcomes for the communities of North Florida, the Florida Panhandle, and Southern Georgia.

Reporting Relationships

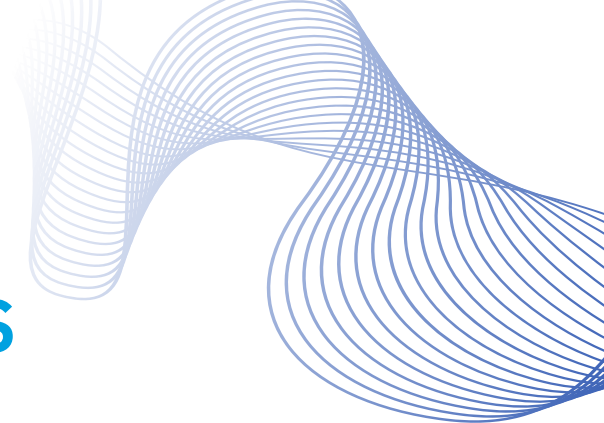
The CEO will **report to** TMH Inc. Board of Directors

Direct reports to the CEO in the current state are as follows:

- President, West Market
- President/Chief Operating Officer, TMH Hospital
- Vice President, Chief Human Resources Officer

- Vice President, Chief Communications Officer
- Vice President, Chief Improvement & Analytics Officer
- Vice President, Chief Information Officer
- President, TMH Foundation, Chief Advancement Officer
- President, Tallahassee Memorial Healthcare Physician Partners, Chief Physician Enterprise Officer
- Vice President, Chief Academic Officer
- Vice President, Chief Financial Officer
- Compliance & Privacy Officer
- Behavioral Health Services





GOALS AND OBJECTIVES

1. Successfully Architect the TMH–FSU Academic Health System Partnership

Key Outcome: An integrated academic health system advancing care, education, research, and innovation while preserving TMH’s community mission.

- Develop and implement a clear strategic roadmap for the evolution of TMH and FSU into an integrated academic health system.
- Establish governance, decision-making, and operational structures that foster alignment and mutual accountability.
- Create a shared vision that advances clinical care, education, research, and innovation while preserving TMH’s community-based mission and identity.

2. Position TMH as the Premier Academic and Tertiary Care Destination in North Florida

Key Outcome: A nationally recognized academic health destination with expanded clinical, research, and educational capabilities.

- Leverage the FSU partnership to recruit nationally recognized physicians, other clinicians, scientists, educators, and clinical leaders. Develop a clinical leadership pipeline.
- Expand graduate medical education, research capabilities, and specialty programs.
- Strengthen TMH’s reputation as the preferred destination for advanced care throughout the Florida Panhandle, South Georgia, and South Alabama.
- Partner with Florida A&M University to enhance shared research, funding, innovation, and workforce development.
- Continue and expand the relationship and program development with Tallahassee State College.

3. Build a Culture of Excellence, Accountability, and Urgency

Key Outcome: A culture defined by accountability, measurable performance, workforce engagement, and continuous improvement. A commitment to the highest level of quality across the system.

- Establish clear organizational performance expectations and accountability standards across all levels of the organization.
- Drive meaningful improvement in patient experience, quality, safety, workforce engagement, and operational outcomes.
- Foster a culture that rewards performance, innovation, collaboration, and continuous improvement.

4. Strengthen and Align the Executive Leadership Team

Key Outcome: A cohesive, high-performing executive team aligned with growth, accountability, transparency, and organizational success.

- Evaluate and optimize leadership structure, talent, and succession planning to ensure the organization is equipped for future growth.
- Develop a cohesive, high-performing executive team aligned around common goals and organizational priorities.
- Create an environment characterized by trust, transparency, collaboration, and shared accountability.

5. Enhance Physician Engagement and Alignment

Key Outcome: A highly engaged physician community aligned with leadership, governance, recruitment, retention, and growth.

- Restore confidence and strengthen relationships with both employed and independent physicians.
- Create meaningful physician leadership opportunities and governance participation. Elevate the physician's voice.
- Establish a unified strategy that supports physician recruitment, retention, engagement, and growth.

6. Advance Key Clinical Service Lines

Key Outcome: High-performing clinical service lines with stronger quality, market differentiation, operational excellence, and sustainable growth.

- Develop and execute comprehensive plans to strengthen strategically important programs and institute-based clinical care models.
- Enhance physician leadership, operational performance, quality outcomes, and market competitiveness within priority service lines.
- Ensure sustainable growth and differentiation in areas critical to TMH's long-term success. Increase market competitiveness.

7. Accelerate Regional Growth and Market Expansion

Key Outcome: Expanded regional footprint, stronger referral networks, enhanced access, and sustainable market growth.

- Expand access points, ambulatory services, and primary care networks throughout Leon County and surrounding communities.
- Advance TMH's growth strategy in the western market, including Panama City and Panama City Beach.
- Strengthen referral relationships and market presence throughout the broader Florida Panhandle, Southern Georgia, and Southern Alabama.

8. Drive Operational Excellence and Technology Optimization

Key Outcome: A more efficient, digitally enabled health system driven by data, enhanced user experience, and sustained operational performance.

- Improve organizational efficiency, financial performance, and care delivery processes across the health system.
- Continue optimizing Epic and related digital platforms to improve provider experience, patient experience, learner engagement, and operational effectiveness.
- Utilize data and analytics to support informed decision-making and organizational performance improvement.

9. Establish Governance Clarity and Organizational Stability

Key Outcome: Clear governance, strong stakeholder alignment, and organizational stability during a period of transformation.

- Build strong, transparent, and productive relationships with the Board of Directors, university leadership, physicians, and community stakeholders.
- Clarify reporting structures, decision rights, and governance processes across the evolving organization.
- Reinforce the principles and expectations of the “TMH Way” while creating confidence during a period of significant transformation.

10. Enhance Community Trust and Regional Impact

Key Outcome: A trusted regional health system recognized for community leadership, strategic partnerships, and meaningful impact across North Florida, South Georgia, and South Alabama.

- Serve as a visible and engaged leader throughout the communities TMH serves.
- Strengthen partnerships with civic, business, academic, and governmental leaders to advance community health and economic development.
- Ensure TMH remains the trusted healthcare anchor for North Florida, South Georgia and South Alabama while expanding its influence as a leading academic health system.



CANDIDATE QUALIFICATIONS

Education/Certification

Bachelor's degree required; Master's degree in Healthcare Administration, Business Administration, Public Health, M.D., D.O., or related field required.

Required Qualifications

- Minimum of 15 years of progressive executive leadership experience within a complex healthcare organization.
- Prior experience serving as a senior executive within an integrated health system, academic health system, or large multi-hospital organization.
- Experience building and executing long-term strategic plans aligned with organizational priorities and objectives.
- Strong background in leading organizational integration and alignment efforts associated with acquisitions, partnerships, and other strategic transactions.
- Demonstrated responsibility for quality, operational, financial, physician, and workforce performance.
- Proven track record of leading large-scale organizational transformation initiatives, including restructuring efforts, system implementations, and strategic growth initiatives.
- Experience partnering effectively with governing boards and complex stakeholder groups.
- History of building high-performing teams with demonstrated outcomes.
- History of positive board and community relations.
- Demonstrated success leading physician engagement, recruitment, and alignment strategies.
- Understanding of managed care and payor contracting.
- Understanding of value-based care.

Preferred Qualifications

TMH seeks candidates whose experience reflects the evolving nature of the organization and the unique opportunities associated with this opportunity.

Strong preference will be given to leaders who possess:

- Experience serving as a senior executive within a high-performing community-based health system.
- Experience leading organizations recognized for strong community engagement, patient-centered care, population health, and regional market leadership.
- Previous experience working in, partnering with, or leading an academic health center, academic health system, teaching hospital, medical school, or major university-affiliated healthcare organization.

- Demonstrated success developing strategic relationships with universities, medical schools, residency programs, and research enterprises.
- Experience balancing academic medicine priorities with the operational realities and mission of a community health system.
- Success in building specialty care networks, physician enterprises, and tertiary/quaternary referral programs.
- Experience leading organizations through cultural transformation and performance improvement initiatives.
- Demonstrated ability to navigate complex governance environments involving multiple stakeholders, boards, physician groups, and institutional partners.
- Experience leading market expansion efforts across diverse geographic regions and competitive healthcare environments.
- Experience leading or building institute-based clinical models.
- Exposure to Epic-integrated, data-driven health system operations.

Leadership Skills and Competencies

The successful candidate will demonstrate:

- **Strategic Vision** – Ability to define and inspire a bold future while translating strategy into measurable results.
- **Transformational Leadership** – Proven capability to lead organizations through significant change while maintaining trust and alignment.
- **Academic and Community Health Perspective** – Appreciation for both academic medicine and community healthcare excellence, with the ability to integrate the strengths of each.
- **Physician Partnership** – Ability to build credibility with physicians and foster alignment around organizational goals.
- **Executive Presence** – Confident, visible, authentic leadership style that inspires confidence among employees, physicians, board members, and community stakeholders.
- **Collaborative Influence** – Ability to build consensus and successfully navigate complex organizational and political environments.
- **Relationship Building and Stakeholder Management** – Exceptional interpersonal and relationship-building skills. Political savvy and emotional intelligence to navigate complex stakeholder environments.
- **Excellent Communication** – Effective listener who seeks to understand before acting. Communicates decisions, expectations, and strategic direction transparently.
- **Results Orientation** – Commitment to accountability, quality, safety, service excellence, and financial sustainability.
- **Community Engagement** – Passion for serving the community and strengthening TMH's role as a regional healthcare leader and economic anchor.

THE COMMUNITY

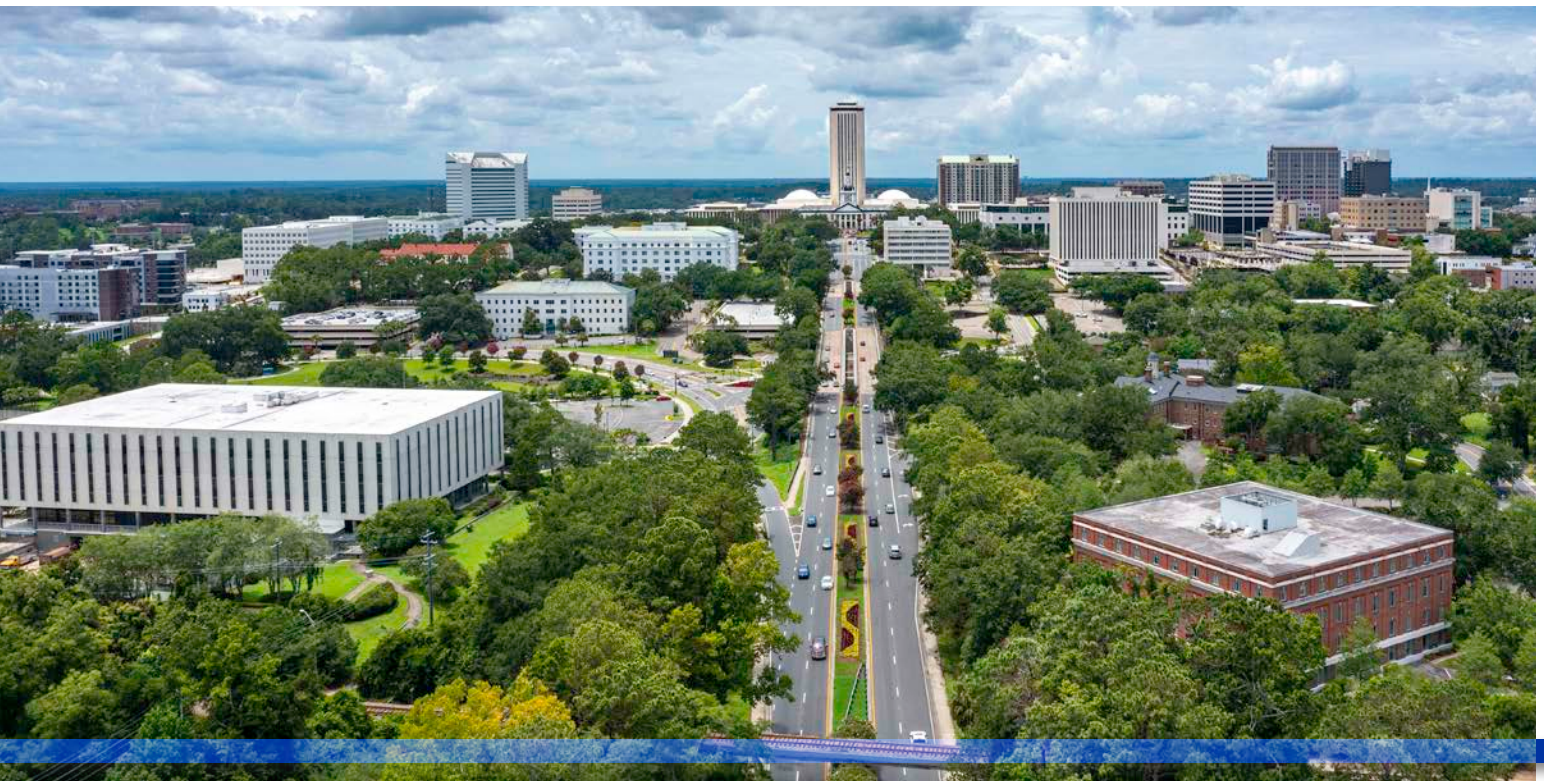
Tallahassee – A Capital with a Distinctive Sense of Place

Tallahassee, also known as the Capital City, is Florida's capital. It is located in the Florida Panhandle, nestled among the rolling hills of northwest Florida, and at the center of the eight-county Big Bend region. Tallahassee is the 8th most populous city in Florida. Tallahassee is an intellectual hub, known for its academic, government, and research institutions.

Near many of Florida's best-known destinations, yet refreshingly removed from the crowds, Tallahassee offers a quality of life that is distinctly its own. Florida's capital city combines the influence and opportunity of state government with the energy of major universities, the creativity of a thriving arts community, and the warmth of a close-knit Southern city.

Northwest Florida and Tallahassee look and feel different from much of the rest of the state. Its landscape is defined by majestic live oaks, moss-draped canopy roads, longleaf pine forests, and established neighborhoods shaded by mature trees. Historic architecture and traditional Southern charm coexist with a growing downtown, innovative research institutions, and the activity of a dynamic capital city.

With more than 200,000 residents, Tallahassee offers rich professional, educational, and cultural opportunities while retaining a manageable scale and a strong sense of community. As the seat of the Florida government, the city attracts leaders and professionals from across the state and nation. It is also home to Florida State University, Florida Agricultural and Mechanical University, and Tallahassee State College, creating an environment shaped by learning, research, athletics, innovation, and civic engagement. More than half of Tallahassee adults hold a bachelor's degree or higher, reflecting the city's highly educated population.



The Universities contribute to an active arts and entertainment scene that includes museums, galleries, theater, dance, live music, literary events, and collegiate athletics. Signature community events such as the LeMoyne Chain of Parks Art Festival and Word of South Festival of Literature and Music celebrate the city's creativity, while the Adderley Amphitheater at Cascades Park brings nationally recognized performers to the heart of downtown. Throughout the year, residents can experience everything from symphony and theater performances to outdoor festivals, public art, and intimate live music venues.

Outdoor recreation is woven into everyday life. Tallahassee's city park system includes 103 parks, approximately 4,000 acres of green space, and more than 70 miles of trails. Across the broader area, hundreds of miles of hiking, biking, equestrian, paddling, and birding routes invite residents to explore the region's forests, lakes, rivers, and natural springs. Cascades Park provides an urban gathering place downtown, while destinations such as Lafayette Heritage Trail Park, Elinor Klapp-Phipps Park, and the Tallahassee-St. Mark's Historic Railroad State Trail makes it easy to enjoy nature without traveling far from home.

Some of Florida's most remarkable natural attractions are also within easy reach. Wakulla Springs, one of the world's largest and deepest freshwater springs, offers riverboat tours and abundant wildlife. The Apalachicola National Forest, St. Marks National Wildlife Refuge, and the Gulf Coast provide opportunities for boating, swimming, fishing, kayaking, hiking, and wildlife viewing. A short drive opens the door to coastal communities such as Apalachicola, Carrabelle, St. George Island, Panama City Beach, Destin, and Mexico Beach, where residents can enjoy uncrowded beaches, fresh seafood, and the relaxed character of Florida's Forgotten Coast.



The surrounding area adds another dimension to life in Tallahassee. Historic communities such as Havana, Monticello, and Quincy offer cultural attractions, while Thomasville, Georgia, is a popular destination known for its walkable downtown, dining, and Southern hospitality. These communities, along with the nearby coast and extensive public lands, make weekend exploration easy in the capital region.

For executives and families considering Tallahassee, the city offers an uncommon balance: meaningful professional opportunity, respected educational institutions, cultural and intellectual vitality, beautiful natural surroundings, and a welcoming community. It is a place where leaders can make a visible difference, build lasting relationships, and enjoy a lifestyle that feels connected, active, and authentic.

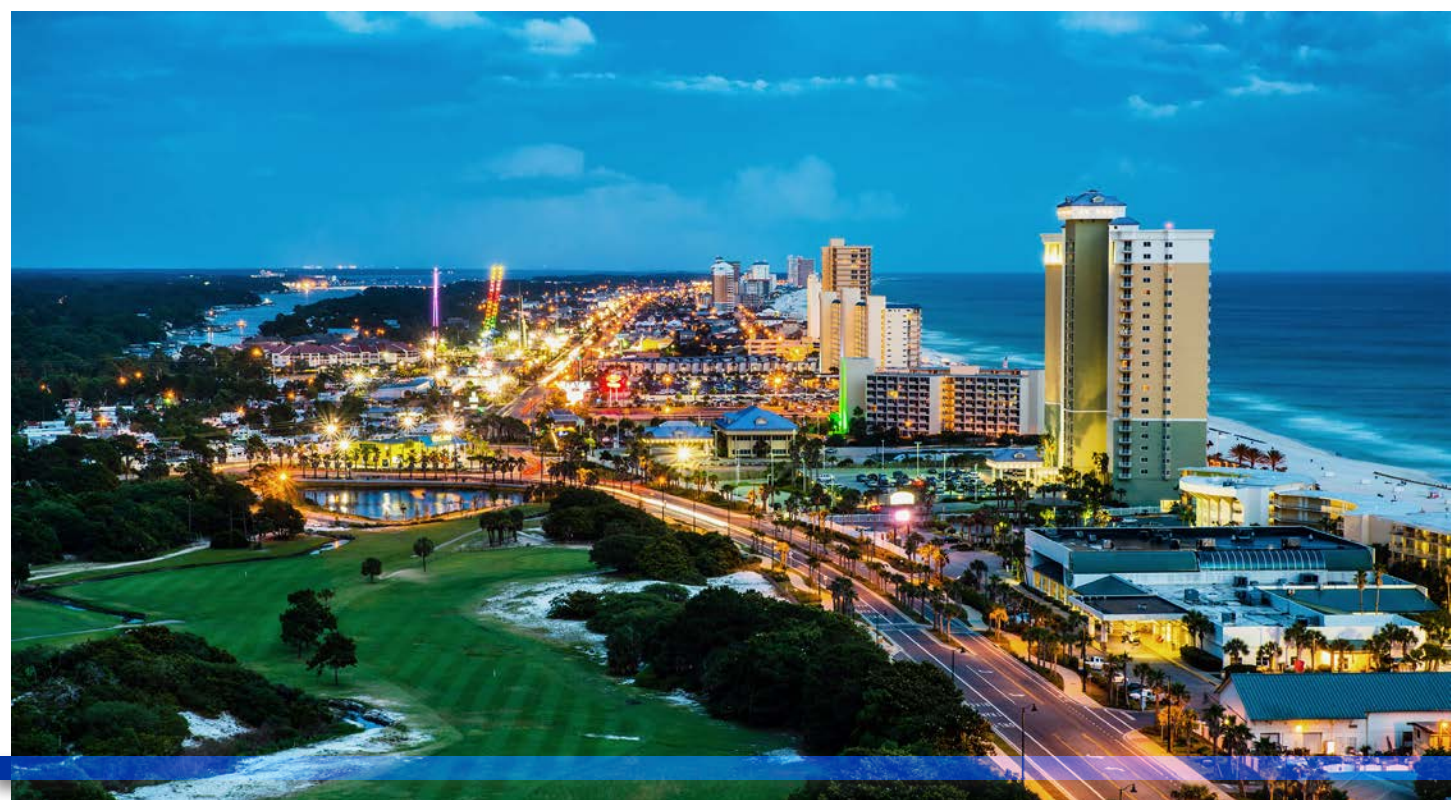
Tallahassee offers more than a compelling career destination. It offers a distinctive and rewarding place to call home.

Panama City Beach, Florida, is a thriving coastal community located along the Emerald Coast of Northwest Florida. Renowned for its beautiful beaches, outdoor recreation, and welcoming atmosphere, the region offers an exceptional quality of life for individuals and families alike. The area combines the amenities of a growing regional hub with the charm and accessibility of a close-knit community.

Residents enjoy year-round boating, fishing, golf, and waterfront activities, complemented by a strong business environment, expanding the healthcare sector, and excellent educational opportunities. Panama City is also conveniently located approximately 98 miles from Tallahassee, providing easy access to Florida's capital city and its cultural, educational, and governmental resources while maintaining the benefits of coastal living.

For more information about Tallahassee, Florida, please visit: <https://visittallahassee.com>

For more information about Panama City, Florida, please visit: <https://www.panamacity.gov/>





PROCEDURE FOR CANDIDACY

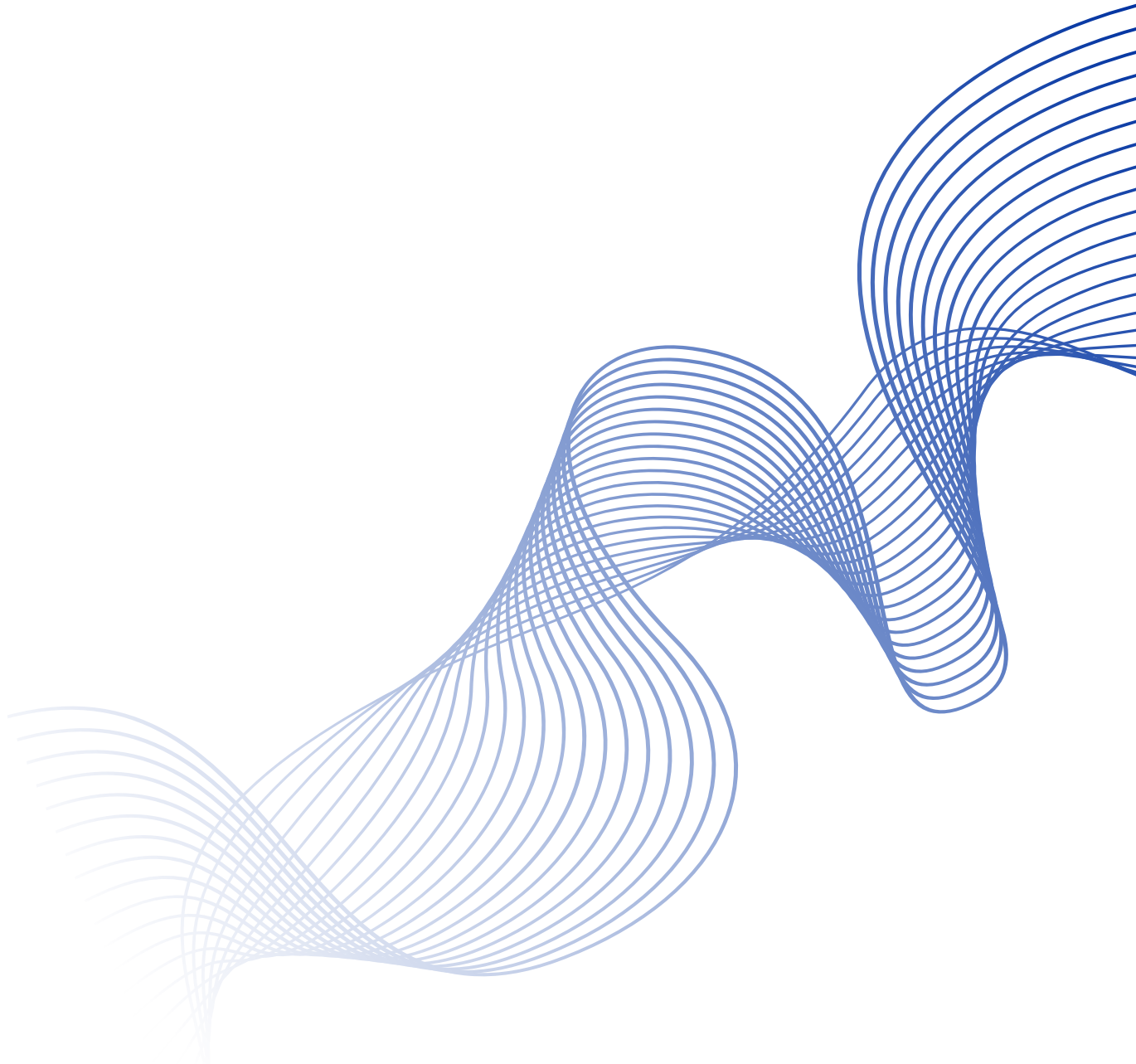
Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by [clicking here](#). New users should select “Register Here” to create an account before proceeding. After logging in, navigate to “Open Positions,” then locate the role by entering the institution’s name and clicking the search wheel.

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Tallahassee Memorial Healthcare is committed to diversity and 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.

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