TALLAHASSEE MEMORIAL HEALTHCARE

Chief Quality Officer

Leadership Profile

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The Opportunity

Tallahassee Memorial Healthcare **(TMH)** seeks a visionary, collaborative, and transformational executive to serve as its next Chief Quality Officer **(CQO)**. This is an exceptional opportunity for an accomplished leader in quality, safety, and performance improvement to join one of the Southeast's most respected community health systems at a defining moment in its evolution. The CQO will play a central role in advancing a culture of quality, safety, accountability, and continuous improvement across the enterprise while helping to shape the future of an expanding academic health system through TMH's groundbreaking partnership with Florida State University (FSU).

Founded in 1948, TMH is a leading private, not-for-profit regional health system serving 22 counties across North Florida, South Georgia, and Southeastern Alabama. Anchored by a 772-bed tertiary hospital, TMH is nationally recognized for clinical excellence and serves as the region's healthcare destination for advanced specialty care, trauma services, neuroscience, cardiovascular care, cancer care, and graduate medical education. The organization continues to invest in clinical capabilities, infrastructure, technology, and physician alignment while pursuing a bold vision to become a premier academic health system through its expanding relationship with FSU Health.

Reporting to the Chief Executive Officer and partnering closely with executive, clinical, operational, and physician leaders across the health system, the CQO will establish and execute a comprehensive strategy for quality, patient safety, regulatory readiness, performance improvement, analytics, and organizational excellence. The CQO will serve as the enterprise leader responsible for driving measurable improvements in outcomes, advancing high-reliability principles, strengthening a just culture, and ensuring sustained performance against nationally recognized benchmarks, including CMS Star Ratings, Leapfrog, and The Joint Commission standards. This leader will be the primary liaison working with the TMH Board on setting system strategy around Quality Improvement. The successful CQO will foster an environment in which data-driven decision-making, transparency, accountability, and continuous learning are embedded throughout the organization.

This opportunity comes at a particularly exciting time. As TMH and FSU continue developing a comprehensive academic health system, the organization is expanding its clinical, research, educational, and innovation capabilities while growing its regional footprint. The CQO will have a unique opportunity to help build the quality infrastructure and performance culture necessary to support this transformation, ensuring that excellence in patient care remains foundational to TMH's future growth and strategic ambitions.

The ideal candidate will be a highly credible executive with demonstrated success leading quality, safety, and performance improvement initiatives in a complex health system, academic medical center, or high-performing hospital environment. The CQO will be a visible, influential, and relationship-oriented leader who can inspire clinicians and staff, build strong cross-disciplinary partnerships, and drive successful change in a dynamic healthcare environment. This individual will bring deep expertise in quality measurement, patient safety, regulatory compliance, process improvement, change management, and healthcare analytics, along with a passion for advancing clinical excellence and improving outcomes for the communities TMH serves. Individuals with clinical backgrounds are strongly encouraged to apply.

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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 safety-net healthcare provider 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
  - Doctors' Memorial Hospital
  - Weems Memorial Hospital
  - Calhoun Liberty Hospital
- Florida State University
- Florida Agricultural and Mechanical University
- Radiology Associates
- Tallahassee State College
- University of Florida Health
- 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.

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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

Graduate Medical Education

TMH offers an array of ACGME-accredited training programs, including Family Medicine, Internal Medicine, General Surgery and Psychiatry residency programs. There are plans underway for TMH to expand graduate medical education offerings to include an Emergency Medicine residency program and fellowship training programs in Pulmonary/Critical Care, Trauma, Palliative Care and Cardiology.

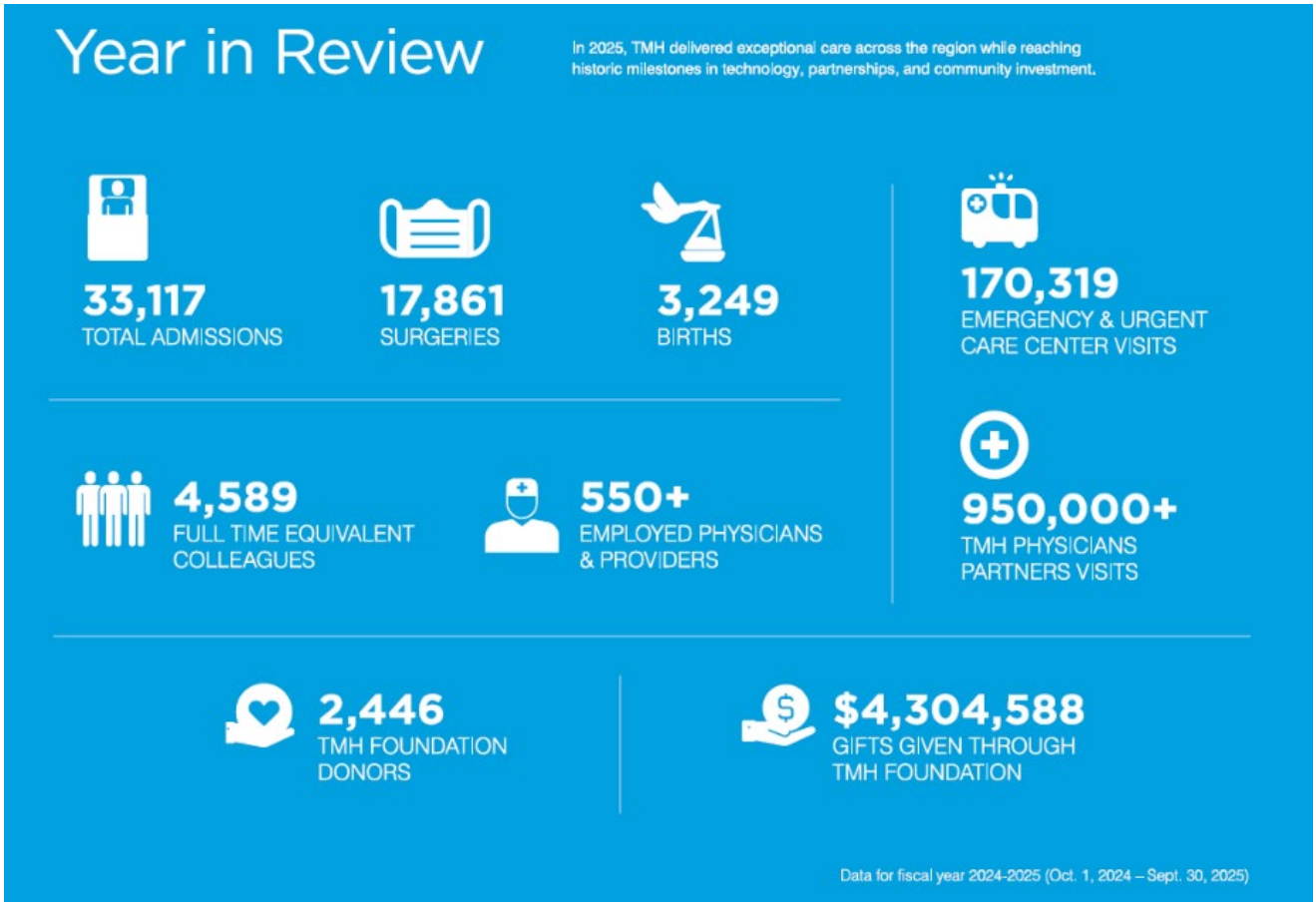
TMH Foundation

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

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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.

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:

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- **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.

Panama City Beach Expansion

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. The first phase of the $400+ million project can accommodate up to 180 beds and will offer a broad range of health care services, including emergency medicine, general surgery, and diagnostic imaging. In addition, the agreement outlines the development of specialized service lines such as cardiac care, neurology, and orthopedics.

For more information, visit https://fsuhealth.fsu.edu.

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Position Summary

The Chief Quality Officer (CQO) will serve as the senior executive leader responsible for advancing quality, safety, performance excellence, and continuous improvement across Tallahassee Memorial HealthCare (TMH). As a key member of the executive leadership team, the CQO will establish and drive the organization's strategy for quality outcomes, patient safety, performance improvement, data governance, analytics, regulatory readiness, and enterprise project management.

The CQO will lead TMH's pursuit of excellence by aligning organizational priorities with nationally recognized quality and performance benchmarks, including the Centers for Medicare & Medicaid Services (CMS) Five-Star Quality Rating System, Leapfrog Hospital Survey measures, and The Joint Commission (TJC) standards. The CQO will champion a culture of high reliability, just culture principles, accountability, and continuous learning while fostering an unwavering commitment to patient safety, exceptional clinical outcomes, and operational excellence.

In partnership with executive, operational, and physician leaders, the CQO will drive enterprise-wide initiatives that strengthen quality performance, enhance regulatory readiness, advance data-driven decision-making, and accelerate strategic improvement efforts. The CQO will build and sustain an integrated approach to quality, analytics, governance, and performance management, ensuring TMH continues to achieve measurable improvements in patient care, operational effectiveness, workforce engagement, and organizational performance. Through visionary leadership and effective execution, the CQO will help position TMH among the nation's leading health systems for quality, safety, and patient experience.

Reporting Relationships

Reports to: Chief Executive Officer, Tallahassee Memorial Healthcare

Direct reports:
- Director, Quality and Safety
- Director, Infection Prevention
- Executive Director/Patient Safety Officer
- Program Manager, Regulatory Analytics
- Director, Improvement Services
- Executive Assistant to the CQO

Key Relationships:
- President and Chief Physician Enterprise Officer
- Vice President, Chief Medical Officer
- Vice President, Chief Nursing Officer
- Tallahassee Memorial Healthcare Board of Directors
- Tallahassee Memorial Healthcare Medical Executive Committee

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Responsibilities

The successful CQO candidate will:

- Lead the organization's strategy for quality, patient safety, performance improvement, and operational excellence.
- Direct enterprise-wide continuous improvement initiatives utilizing Lean, Six Sigma, High Reliability Organization (HRO), and other performance improvement methodologies.
- Establish organizational performance goals, key metrics, scorecards, and accountability processes to drive strategic and operational results.
- Provide executive leadership for regulatory readiness and accreditation activities, ensuring ongoing compliance with The Joint Commission, CMS, and other applicable standards.
- Determine and prioritize improvement initiatives based on CMS Five-Star Ratings, Leapfrog Hospital Survey results, patient safety outcomes, and organizational objectives.
- Champion a culture of safety, high reliability, and just culture principles to promote exceptional patient care and workforce engagement.
- Oversee enterprise data governance to ensure data integrity, quality, consistency, security, and effective stewardship of organizational information assets.
- Lead analytics, business intelligence, and reporting functions that support data-driven decision-making, performance monitoring, and strategic planning.
- Partner with executive, board, physician, clinical, and operational leaders to identify improvement opportunities and achieve organizational goals.
- Direct enterprise project management functions, including governance, prioritization, implementation, and evaluation of strategic initiatives.
- Monitor organizational performance, quality outcomes, regulatory indicators, and emerging healthcare trends to ensure continuous improvement and readiness.
- Provide leadership and oversight for quality, analytics, regulatory, and project management teams while fostering collaboration, accountability, and professional development.

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Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Establish credibility and trust as a visible, collaborative, and relationship-oriented member of the senior leadership team within TMH. Serve as a strategic partner and enterprise voice for quality, safety, performance improvement, regulatory readiness, and clinical excellence while advancing TMH's mission and strategic priorities.
- Develop strong relationships across the organization and become a trusted resource to physicians, nurses, clinical leaders, operational executives, board of directors and frontline team members. Foster an environment of transparency, accountability, collaboration, and continuous learning that reinforces TMH's commitment to exceptional patient care.
- Gain a comprehensive understanding of TMH's organizational structure, clinical programs, service lines, and operational priorities, including the evolving academic health system partnership with Florida State University. Partner with executive, physician, and operational leaders to advance an integrated enterprise quality and safety agenda.
- Assess and optimize the current quality, safety, analytics, performance improvement, and regulatory readiness infrastructure. Establish a clear roadmap that aligns people, processes, technology, and governance to support enterprise-wide excellence and measurable outcomes.
- Advance a culture of high reliability and just culture across the organization. Ensure quality and patient safety principles are embedded throughout clinical and operational processes, resulting in consistent, reliable, and patient-centered care delivery across the continuum.
- Lead the design and implementation of continuous improvement initiatives that advance clinical quality, patient safety, operational performance, patient experience, and workforce engagement. Promote the use of evidence-based practices, care standardization, and nationally recognized performance benchmarks to achieve superior outcomes.
- Strengthen TMH's performance on key quality, safety, and publicly reported measures, including CMS Star Ratings, Leapfrog, The Joint Commission standards, and other national quality indicators. Develop strategies that position TMH among the nation's leading community-based health systems for quality and safety.
- Partner with physician, nursing, and operational leadership to further integrate quality and clinical operations. Utilize data-driven improvement methodologies to enhance patient throughput, reduce avoidable variation, improve access to care, optimize length of stay, and improve clinical outcomes across all care settings.
- Partner with TMH Board to set Quality Improvement strategy for the health system. Serve as the primary liaison with the Board around Quality and Safety matters, ensuring contemporary and progressive governance around system Quality strategies.
- Advance the organization's data governance, analytics, and reporting capabilities to ensure leaders have timely, actionable information that supports informed decision-making, operational excellence, and continuous improvement.
- Identify opportunities to reduce preventable harm, healthcare-associated conditions, disparities in care, and unnecessary variation. Create systems and processes that support safer care delivery, better outcomes, and greater consistency across the enterprise.
- Develop and strengthen organizational capabilities related to quality improvement, patient safety, process improvement, change management, and high reliability. Mentor and develop leaders and teams while fostering broad ownership of quality and safety outcomes throughout the organization.

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- Build, develop, and retain a high-performing quality and performance improvement team. Provide leadership, coaching, and organizational structure that elevates capabilities, promotes accountability, and creates a culture of excellence.
- Ensure ongoing regulatory and accreditation readiness across TMH. Lead proactive strategies that support successful survey outcomes, sustained compliance, and adherence to all applicable regulatory and accreditation requirements.
- Leverage the organization's Epic platform, emerging technologies, analytics resources, and performance improvement methodologies to drive innovation, improve efficiency, and support the delivery of high-quality, safe, and patient-centered care.
- Support TMH's continued evolution as a leading regional health system and emerging academic health enterprise by creating the quality, safety, and performance infrastructure necessary to support growth, innovation, research, education, and clinical excellence.

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Candidate Qualifications

Education/Certification

- Bachelor's degree required.
- A master's or doctoral degree in healthcare administration, business administration, public health, data analytics, engineering, health sciences, or a related field is strongly preferred. The ideal candidate will combine advanced training with clinical experience in medicine, nursing, pharmacy, or a related healthcare field.
- For physicians, completed postgraduate medical education in an ACGME-accredited residency program with appropriate Board Certification is required.

Knowledge and Work Experience

- Minimum ten (10) years of progressive experience in healthcare performance, process or quality improvement, outcomes management, or organization change management.
- Successful experience managing complex change initiatives in a health-care environment.
- A successful track record of leveraging technology and embedding quality improvement into operations.
- Strong understanding of healthcare quality measurement, clinical analytics, registries, benchmarking, dashboards, and the use of data to drive organizational performance and strategic decision-making.
- Working and applied knowledge of performance improvement methodologies. Knowledge of national trends and key issues related to quality, performance improvement, and patient safety.
- Ability to work in a collaborative and consensus-building environment.
- Demonstrated ability to work effectively with diverse stakeholders who have a broad range of experiences and perspectives.
- Strategic and visionary leader who takes initiative, has the stamina, emotional intelligence, and strong interpersonal skills to operate strategically and effectively oversee the tactics to help drive and achieve differentiating business results.
- Successful track record of innovation and business development.
- Strong analytical skills and ability to translate complex data into actionable strategies.
- Deep knowledge of healthcare accreditation, regulatory compliance, and quality reporting requirements, including CMS, The Joint Commission, HIPAA, and applicable federal and state regulations.
- Experience and facility with the Epic electronic health record strongly preferred.
- A passion for coaching, mentoring and team building. A successful track record of building high performing teams and mentoring junior and aspiring leaders.

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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, and is consistently ranked as one of the most educated communities in the United States.

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 in the city proper and over 400,000 in the metropolitan area, 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.

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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.

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.

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

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Procedure for Candidacy

Please submit all applications, nominations, and inquiries to the search team of Dan Dimenstein and Dan Young through the office of Alana Penley via email (apenley@wittkieffer.com) or 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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