



**BAPTIST
HEALTH**

**Executive Vice
President,
Chief Operating
Officer**

LEADERSHIP PROFILE

MARCH 2026



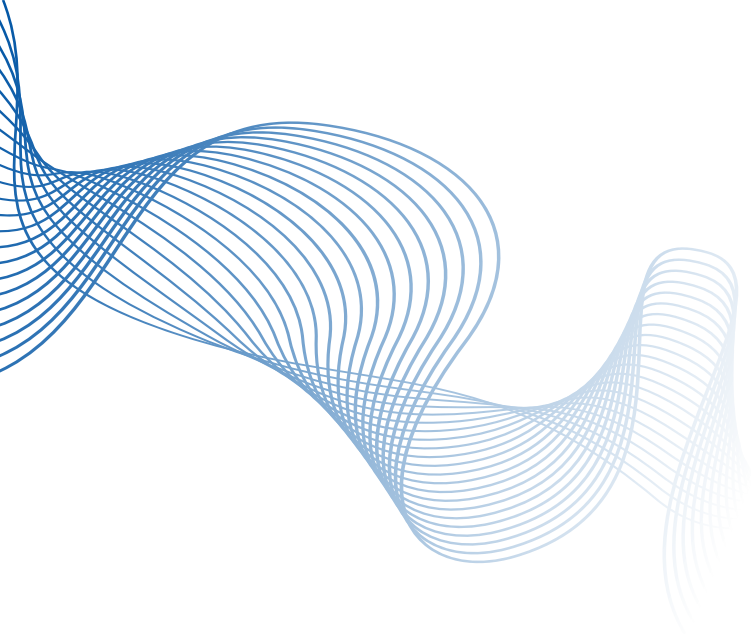
WittKieffer

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THE OPPORTUNITY

Baptist Health, **Northeast Florida's largest and most preferred health system**, offers an extraordinary opportunity for an accomplished operational executive to help lead one of the nation's most respected, community-anchored healthcare organizations during a period of significant regional growth and transformation.

A DEFINING MOMENT IN LEADERSHIP

The next Executive Vice President and Chief Operating Officer (COO) will join the newly appointed President & CEO, Matt Zuino, a forward-thinking executive who oversees a locally governed, faith based, mission-driven, and community focused health system committed to providing hope, healing, and well-being to every person it serves.

This role represents a rare chance to shape the operational sophistication of a system that includes **six hospitals: a nationally recognized children's hospital, Wolfson Children's; a dedicated heart hospital, Baptist MD Anderson Cancer Center; 10+ emergency centers; and more than 200 outpatient locations** across the region.

The COO will serve as a system-wide catalyst for operational excellence, responsible for optimizing performance, throughput, quality, safety, patient experience, and access across a rapidly expanding footprint. Executives will find a platform poised for impact, with:

- **A rapidly growing market** fueled by strong population expansion across Duval, St. Johns, Clay, and Nassau counties, demanding scalable operations and strategic foresight.
- **A broad continuum of care**, including primary care, complex specialty care, quaternary children's services, and high acuity hospital campuses across the region.
- **A deeply embedded community mission**, reflected in major investments in maternal health, behavioral health, access to care, and social determinants through initiatives like JaxCareConnect, WELLcome Home, and Blue Zones.

The COO will work in direct partnership with the CEO and senior executive team to execute the system strategy, ensuring that clinical, operational, and financial performance meet the needs of evolving consumer expectations and shifting industry dynamics.

KEY LEADERSHIP EXPECTATIONS

- **Operational Integration Across a Complex Health System:** Lead high-performing acute care operations across all hospitals, ensuring consistency, reliability, and efficiency at scale.
- **Strategic Execution:** Translate enterprise strategy into operational action—aligning capacity, workforce, technology, and service delivery with community needs.
- **Performance Optimization:** Advance systemwide throughput, safety, quality, and patient experience, leveraging data, innovation, and cross-functional collaboration.
- **Market Responsiveness:** Anticipate and adapt to changing market forces and payer dynamics while expanding access, value, and competitive differentiation.
- **People & Culture Leadership:** Foster a culture anchored in the organization’s faith-based mission and values of Community Advocacy, Respect, Excellence, and Stewardship.

Candidates should bring significant experience overseeing complex acute care operations **across multiple hospitals, with multi-site leadership strongly preferred**, ideally within a large, integrated delivery system operating in a competitive, growth-oriented market.

WHY BAPTIST HEALTH ATTRACTS TOP TALENT

Baptist Health’s strength lies in its identity as **the region’s only locally owned and governed, faith-based health system**, giving leaders the agility to act, the mandate to innovate, and the responsibility to serve the community with excellence.

Additional system advantages include:

Nationally recognized excellence, including top-tier pediatric care at Wolfson Children’s and high-performing ratings across numerous adult specialties.

Prestigious affiliations, including the system’s partnership with MD Anderson Cancer Center, which brings world-class multidisciplinary cancer care to Northeast Florida.

A comprehensive footprint, offering every level of care—from preventive and primary care to high acuity surgical, trauma, and oncology services.

This opportunity is ideally suited for a **mission-grounded, results-driven operations executive** energized by the chance to **shape the future** of a thriving, community-centered health system.

ORGANIZATION OVERVIEW

BAPTIST HEALTH

Baptist Health is a locally governed, faith-based, mission-driven, and community focused health system based in Jacksonville, Florida, that believes health care is best delivered at the community level.

Founded in 1955 as a single community hospital, Baptist Health has evolved into a \$3.5B integrated delivery network that is nationally recognized for its dedication to quality and safety of care, as proven by its numerous distinctions, accreditations, and awards. With more than 15,800 employees and 3,100+ medical staff members, Baptist Health is the provider of choice for many in the greater Jacksonville area.

Baptist Health System Facts & Figures (FY25)	
Licensed Beds	1,445
Team Members	15,800
Inpatients	75,503
Emergency Room Visits	408,088
Babies Delivered	8,198
Total Surgical Procedures	52,589
Annual Net Revenue	\$3.5B

Most preferred. Since the inception of the National Research Corporation’s HealthCare Market study in 1990, Baptist Health has been ranked as the most preferred health system by consumers in the greater Jacksonville area, with the best doctors, nurses, image/reputation, and overall quality.

Financially strong. Fitch’s 2025 rating review maintained Baptist Health’s AA rating with a stable outlook, highlighting Baptist Health’s “strong organic top line revenue growth and specialized care.” Baptist Health has enjoyed a long history of stable, tenured leadership since its founding. In its 70+ years, Baptist Health has had only seven CEOs.

Technologically advanced and quality focused. Thanks to BHS’s financial health and donors’ generosity, the System continually invests in the latest technologies to help medical staff remain at the forefront of quality care. All Baptist Health hospitals have held Magnet designation since 2007. The adult hospitals have consistently earned an “A” rating from The Leapfrog Group for Hospital Safety, and the children’s hospital has held Leapfrog’s “Top Children’s Hospital” rating for three consecutive years.

Investing in the workforce. Baptist Health has consistently been recognized for our emphasis on health and wellness at work, most recently named one of Fortune’s Best Workplaces in Health Care and, by Forbes, one of Florida’s best employers. The system offers education and training opportunities for health care professionals, including more than 250 medical and nursing students, residents, and fellows who rotate through Wolfson Children’s Hospital.

Community-focused. The system is widely recognized for our active community participation, which is central to mission and values. Baptist Health’s goal each year is to contribute 150 percent of the system’s tax-exempt benefit outside hospital walls and to measure the impact of that investment on achieving community health goals. Priorities are set based on the results of a joint Community Health Needs Assessment, conducted every three years in collaboration with all other nonprofit health systems in the Jacksonville area.

BAPTIST HEALTH FOOTPRINT

Baptist Health offers a wide range of patient-centric, quality-focused services primarily throughout most of the Jacksonville Metropolitan Statistical Area (MSA), including Baker, Clay, Duval, Nassau, and St. Johns Counties.

Baptist's most advanced tertiary services, including Baptist Heart Hospital, endovascular stroke treatments, and the Baptist MD Anderson Cancer Center, treat patients from a broader geography, including South Georgia, North Florida (west of Jacksonville to Tallahassee), and areas south of Jacksonville.

The core of BHS comprises two tertiary-level regional referral centers (adult and pediatric), four community hospitals, five satellite emergency centers, and more than 200 patient access points of care, including outpatient surgery centers, diagnostic imaging centers, physician clinics, medical plazas, rehabilitation programs, and community health outreach programs.

Baptist Health's service focus is comprehensive primary, secondary, and tertiary care for every stage of life. Service lines feature an integrated approach in which physician specialists and other providers use BHS's extensive outpatient and inpatient network to deliver care to residents.

Key adult services include interventional and non-interventional cardiology, ranging from community-based education to advanced treatments at Northeast Florida's only dedicated heart hospital; a comprehensive cancer care program integrated with MD Anderson Cancer Center; a regional neurological institute, including a stroke and cerebrovascular center led by endovascular surgeons who treat brain aneurysms and neurosurgeons who specialize in spine surgery; a growing orthopedic group that pairs non-surgical specialists with surgeons to provide community-based services for sports injuries and total joint replacements; and a wide variety of inpatient and outpatient behavioral health services. Other services include outpatient laboratories and diagnostic imaging facilities; rehabilitation services; home health care and home infusion services; pastoral care; clinical trials; and high-quality, innovative healthcare technology management and clinical engineering services across multiple clinical departments.

For the growing number of seniors in Northeast Florida, the Baptist AgeWell Center for Senior Health provides a medical home for older adults with complex medical conditions, with locations in Jacksonville's Southbank, Jacksonville Beach, Fernandina Beach, and Nocatee. In addition, the Baptist AgeWell Center for Senior Health offers clinician, caregiver, and community education on geriatric syndromes and training sensitive to seniors' needs, helping deliver specialized care for geriatric patients in Baptist Health's hospitals and other care settings. Baptist Health's partnership with Bayada Home Health Care, Inc. delivers high-quality, compassionate care for individuals recovering at home or managing chronic conditions.



Through a growing network of community-based partnerships designed to promote health (including First Coast YMCA, Jewish Community Alliance, and THE PLAYERS Center for Child Health), we take an active role in promoting health through programs that optimize mental, physical, and spiritual wellness and prevent illness and injury.

BAPTIST HEALTH HOSPITALS

BAPTIST MEDICAL CENTER JACKSONVILLE

Baptist Medical Center Jacksonville is a 521-bed, Magnet-designated tertiary regional adult referral center and the central hub of BHS. It shares a medical complex with Wolfson Children's Hospital and Baptist MD Anderson Cancer Center and houses Baptist Heart Hospital, the area's only freestanding hospital for heart and vascular care. The hospital provides comprehensive services in cardiovascular, oncology, neurosciences, women's health, orthopedics, pediatrics, ophthalmology, emergency care, critical care, bloodless surgery, pulmonary services, hyperbaric medicine, radiology, rehabilitation, psychiatry/psychology, and pastoral care. This flagship location delivers the highest level of medical and surgical care using the latest robotic-assisted technologies.

WOLFSON CHILDREN'S HOSPITAL

The core of the regional pediatric health network is Wolfson Children's Hospital, a pediatric tertiary-level regional referral center. As the only children's hospital between Atlanta and Orlando, Wolfson Children's Hospital comprises a system of care that includes seven pediatric emergency centers (including a children's trauma center), six specialty centers, six pediatric rehab centers, a comprehensive range of inpatient and outpatient behavioral health centers, and a growing network of strategic affiliations to improve access to high-quality health care for children. Wolfson Children's Hospital serves as a teaching facility offering a broad spectrum of pediatric subspecialties, programs, and services, and is an advocate for child health at the local, state, and national levels.



BAPTIST MEDICAL CENTER SOUTH

Baptist Medical Center South is a state-of-the-art community hospital featuring a highly sought-after Labor & Delivery Center, adult ER, surgery center, imaging, and a pediatric ER from Wolfson Children's Hospital. This award-winning 381-bed hospital has quadrupled in size since opening in 2005 as one of the first all-digital hospitals. The hospital specializes in maternity, orthopedics, and Level I cardiovascular services, including interventional catheterization.

BAPTIST MEDICAL CENTER BEACHES

Baptist Medical Center Beaches is a 146-bed Magnet-designated community hospital providing comprehensive, high-tech medical and surgical care. Baptist Health first leased the hospital in 1990 and acquired it in 1994. Baptist Medical Center Beaches is the only hospital east of the Intracoastal Waterway offering hospital-based, 24-hour emergency services and access to many additional specialized physicians, services, and resources, including the Stroke & Cerebrovascular Center.

BAPTIST MEDICAL CENTER NASSAU

Baptist Medical Center Nassau is a highly advanced, well-equipped 62-bed community hospital that provides a full spectrum of inpatient and outpatient services, including 24-hour emergency care, to coastal communities in Northeast Florida and Southeast Georgia. Baptist Medical Center Nassau joined Baptist Health in 1994.

BAPTIST MEDICAL CENTER CLAY

Baptist Medical Center Clay, which opened in late 2022, is a 102-bed community hospital offering a full range of services, including a NICU, a wound care center with two hyperbaric chambers, two cardiac catheterization labs, an interventional radiology suite, two endoscopy labs, and six large operating rooms featuring a DaVinci robot. Baptist Medical Center Clay offers emergency care, women's services, enhanced cardiology services, pediatric rehabilitation, and specialty care through Wolfson Children's and Nemours, as well as oncological care through Baptist MD Anderson Cancer Center. It also hosts a variety of specialist and primary care offices in a central location.



AMBULATORY CARE CENTERS


- Baptist/CareSpot Urgent Care Locations (17)
- Baptist HealthPlace at Nocatee and Fleming Island
- Baptist Healthy Wellness Centers (5)
- Baptist Heart and Vascular Testing Centers (11)
- Baptist Infusion Centers (4)
- Baptist Labs (12)
- Baptist Primary Care Physician Offices (60)
- Baptist AgeWell Center for Senior Health (4)
- Baptist Rehabilitation (15)
- Baptist Sleep Centers (3)
- Baptist Surgery Centers (7)
- Baptist Wound Care & Hyperbaric Medicine Centers (5)
- Baptist/Wolfson Emergency Centers (5 freestanding)
- Baptist/Wolfson Specialty Physician Offices
- Horizon Surgery Centers at Beaches and South
- Wolfson Children's Specialty Center
- Wolfson Rehabilitation (9)
- Wolfson Children's Specialty Centers (7 – Brunswick, GA, Daytona Beach, FL, St. John's, FL, Fleming Island, FL, Lake City, FL, Tallahassee, FL, Valdosta, GA)

Multiple ambulatory expansion at various stages of development, including:

- Baptist HealthPlace
- Silverleaf (northern St. Johns County; late 2026)
- Seven Pines (I-295 and Butler Boulevard, Jacksonville; spring 2026)
- Baptist/CareSpot Urgent Care Locations (2 locations)

PARTNERSHIPS AND AFFILIATIONS

Baptist MD Anderson Cancer Center (BMDA) is a clinically integrated partnership between Baptist Health in Jacksonville and the MD Anderson Cancer Center in Houston, bringing patients close-to-home access to the same cutting-edge treatment and research-based model of care delivered in Houston by the #1 cancer center in America, according to U.S. News & World Report. Since the partnership began in 2015, the program has grown significantly. The 330,000-square-foot facility opened in September 2018 and serves as a one-stop destination for cancer patients across the Southeastern U.S.



BHS has initiated several progressive partnerships as part of its overall population health strategy, including an enterprise-level affiliation with Walgreens (which provides retail pharmacy support for all five hospitals and the Baptist MD Anderson Cancer Center) and a joint venture with FastMed, an urgent care organization with a national presence that operates 17 Baptist Health-affiliated CareSpot urgent care centers in the greater Jacksonville area.

In 2015, BHS formed Coastal Community Health, a hospital network spanning contiguous counties along the North Florida and South Georgia coasts. This affiliation, which includes Baptist Health's hospitals and Southeast Georgia Health System's hospitals in Brunswick and Camden, Georgia, enables collaboration on initiatives to enhance the quality and value of care in their respective communities.

As a growing children's health system, Wolfson Children's Hospital has several strategic affiliations, including a long-standing relationship with Nemours Children's Specialty Care, Jacksonville. Nemours physicians and APPs staff clinical services at Wolfson.

Wolfson Children's Hospital also has affiliations with Tallahassee Memorial HealthCare to enhance and expand specialized pediatric health care in Florida's Big Bend region, Southwest Georgia, and Southeastern Alabama, as well as with Southeast Georgia Health System in Brunswick, Georgia.

In addition, BHS has many local, regional, and national partnerships and affiliations that could further our joint goals, including the Jacksonville Jaguars (with Wolfson Children's), Telescope Health, and many others.

MAJOR MEDICAL EDUCATION PROGRAMS AND/OR ACADEMIC PARTNERSHIPS

Baptist Health's traditional open medical staff model has evolved to incorporate a more academic, research-based approach in key tertiary services, such as oncology and neurosurgery. BHS serves as a training site for many providers, including physician residents and fellows.

Wolfson Children's Hospital serves as the pediatric residency training site for the University of Florida College of Medicine, Jacksonville ("UFCOM"), and for Nemours Children's Specialty Care, Jacksonville ("Nemours").

Since 2014, BHS's Stroke & Cerebrovascular Center has offered endovascular fellowship training for neurosurgical fellows seeking to deepen their training and expertise. The program provides fellows with opportunities to participate in and observe thousands of pediatric and adult cerebrovascular procedures each year, including surgical care for brain aneurysms, tumors, and strokes.

In 2020, Baptist MD Anderson partnered with MD Anderson in Houston to develop a program that educates students enrolled in MD Anderson's School of Health Professions Medical Dosimetry program by providing didactic training via videoconference and a clinical learning experience in the Baptist MD Anderson environment.

BHS has provided residency training opportunities for the Lake Erie College of Medicine (LECOM) and, in 2022, supported the creation of LECOM's 4-year medical school at JU by agreeing to provide training for these students in its facilities.

ORGANIZATIONAL STRUCTURE

Baptist Health System, Inc. is a Florida not-for-profit corporation, and the sole member/shareholder of nine (9) subsidiaries, including:

- Southern Baptist Hospital of Florida, Inc., a Florida not-for-profit corporation;
- Baptist Medical Center of the Beaches, Inc., a Florida not-for-profit corporation;
- Baptist Medical Center of Nassau, Inc., a Florida not-for-profit corporation;
- Baptist Health Ambulatory Services, Inc., a Florida not-for-profit corporation;
- Baptist Health Properties, Inc., a Florida not-for-profit corporation;
- Baptist Health System Foundation, Inc., a Florida not-for-profit corporation;
- Baptist Physician Partners, LLC, our clinically integrated network;
- Pavilion Health Services, Inc., a Florida corporation; and
- The Pavilion Developer, Inc., a Florida corporation.

Each not-for-profit entity is recognized as a 501(c)(3) organization and is exempt from federal income taxation under Section 501(a) of the Code.

CORPORATE SERVICES

BHS supplies comprehensive corporate services and expansive resources to the organizations under the Baptist umbrella, creating an efficient network of high-quality collaborative support for BHS team members. The BHS Financial Accounting department compiles accurate and timely financial records and reports that team members depend on when making decisions and implementing specialized controls to safeguard the health system's assets. The Treasury Services team strives to achieve Baptist Health's mission by responsibly managing funds and implementing controls to ensure the financial safety and security of patients and the health system.

Baptist's Compliance, Patient Privacy, Legal, and Risk Management & Patient Safety teams work together to ensure compliance with the law and implement policies and regulations with an attention to the highest ethical and legal standards while influencing the organization to deliver safe and trusted health care to the community. These interdisciplinary teams are committed to prioritizing patient safety and the privacy of patient health information and to providing valuable education, support, and oversight to Baptist Health administration, clinicians, and hospital staff.

Baptist's Human Resources (HR) division holds responsibility for setting the plans for the workforce of the future and responding to the challenges and opportunities of a changing environment. Beyond playing an essential role in recruiting and retaining top talent, HR leads efforts to shape the desired employee experience and workplace culture, supported by an attractive total rewards offering that continually evolves to meet the needs of a diverse and growing employee base.

The Information Services department is a key component of the enterprise's advancement and success, offering round-the-clock technical support and in-person hardware and software assistance. Information Services, which often spearheads innovative offerings for system clinicians, creating unique opportunities to enhance patient care with modern technologies, was critical to operationalizing the enterprise-wide EMR transition from Cerner to Epic. As IS has expanded to include Digital Health, this dynamic team is addressing technologies and capabilities required to

address the latest trends in telehealth, remote monitoring, and making health care more accessible for everyone, anytime, and anywhere. An essential aspect of this is data governance and strategy, to ensure we are active participants in the larger health ecosystem serving our patients and providers.

The Marketing & Communications department at Baptist provides strategic leadership and support for the organization's growth and alignment. This team collaborates with internal corporate services, clinical and operational "clients" and supports the needs of the business through: Strategic Services (marketing research & planning, brand strategy, consumer experience strategy); Reputation Management (public relations, social media management & analytics, customer feedback monitoring & triage); Creative Services (omni-channel content development, marketing campaign development & analytics, graphic design services, brand asset management); and Web & Digital Services (web site development, customer relationship management, digital engagement, pay-per-click, search engine optimization).

BHS provides a broad array of additional corporate services to our subsidiaries, including Accounts Payable, Environmental Services, HIM (Health Information Management), Hospital and Physician Billing, a Medical Staff Office, Plant Facilities, and Safety & Security.

Clinically Integrated Network, as the sole member and founder of Baptist Physician Partners ("BPP"), Baptist Health has invested over \$35 million in building the necessary infrastructure for our physician-led clinically integrated network of employed and independent physicians. Since its inception, Baptist Physician Partners has generated over \$55 million in shared savings through arrangements with CMS, Aetna, UnitedHealthcare, and Florida Blue.



POSITION SUMMARY



The Chief Operating Officer (COO) of BHS acts as a key executive leader, guiding operational excellence across the system to provide a seamless, high-quality patient experience and uphold the highest standards of care, quality, and safety. The COO manages the organization's resources with a disciplined, strategic approach that fosters sustainable growth, enhances operational performance, and differentiates services in a competitive market. Working closely with fellow executive leaders, the COO promotes strategic service line development, aligns clinical and operational priorities, and adjusts system capabilities to meet changing volume demands and community needs. Through collaborative leadership, disciplined execution, and a steadfast commitment to operational integrity, the COO ensures BHS delivers exceptional value, maximizes performance, and fulfills the mission of providing outstanding, patient-centered care.

REPORTING RELATIONSHIPS

The Chief Operating Officer (COO) of Baptist Health reports to Matt Zuino, President and Chief Executive Officer.

Direct Reports Include:

- Hospital Presidents
- Chief Nursing Officer (System)
- Medical Group Operations – In partnership with physician leadership dyad
- Baptist MD Anderson (BMDA)

BHS ELT members:

- EVP, Chief Nursing Officer
- EVP, Chief Strategy Officer
- EVP, Chief Medical Officer
- SVP, Chief Philanthropy Officer
- EVP, Chief Digital Information Officer
- EVP, Chief Financial Officer
- EVP, Chief Consumer Officer
- EVP, Chief Legal Officer
- EVP, Chief Human Resources Officer



RESPONSIBILITIES

- Leads Accountability forums focused on ensuring the high-efficiency operating model is executed.
- Ensures the effective delivery of integrated care across the continuum to ensure access, coordination, and affordability for those served.
- Assesses overall health system operations while ensuring that BHS provides high-quality, cost-effective care, while maintaining patient satisfaction, employee engagement, and provider satisfaction at the highest level.
- Works closely with the CEO and EVP peers to develop and accomplish goals and strategic plans.
- Partners with optimization and growth efforts of existing service lines while identifying new opportunities for regional growth.
- Initiates and supports process improvements and waste reduction initiatives.
- Ensures a strong service, safety, and experience of orientation for the organization, patients, employees, and physicians.
- Successfully partners with clinical leadership to help drive clinical transformation and clinical integration.
- Motivates and leads a high-performing leadership team built on mutual trust and respect.
- Develops and guides direct reports to increase performance, while emphasizing interrelationships.
- Delegates responsibility, as well as authority, to leaders in the performance of their duties while maintaining accountability for results. Provides guidance, assistance, and intervention as needed.
- Collaborates seamlessly across the health system on engaging, retaining, and increasing the performance and productivity of physicians and clinical staff, and acts as a model for integration across the system.
- Continuously lives the values of BHS.



GOALS AND OBJECTIVES

- Establish oneself as a trusted, reliable, consistent team member within the organization, within the community, and broadly across Baptist Health.
- Inspire excellence across each hospital and align the Hospital Presidents with the health system's overarching vision.
- Focus the team on the health system's mission, vision, and values, building a culture that is service-oriented and committed to being excellent stewards of community resources.
- Enable automation, technology, and processes that not only allow caregivers to focus on patients and families but also enhance administrative and operational functions; embrace AI and partner with the Chief Digital Information Officer to reimagine both clinical and administrative aspects of healthcare delivery of the future.
- Hold self and team accountable for excellence in patient experience and quality care, leading with both compassion and data.
- Contribute to effectiveness of the EVP team, with a focus on operational excellence, capacity planning and preparation for the unexpected (e.g., potential changes in economic and regulatory conditions).
- Guide teams toward cohesion, building bridges across all parts of the health system, the community, and providers.
- Seek partnerships with the physician community, proactively providing information and a genuine desire to build relationships in the spirit of growing practices and ensuring excellence in patient care and experience.
- Offer thoughtful and meaningful suggestions to the President and CEO of the health system, providing trusted counsel and guidance around matters within the hospitals and beyond.
- Partner closely with the Chief Strategy Officer on the evolution of service lines to maximize service line growth while operating most effectively and efficiently.
- Collaborate with the Foundation leadership around philanthropy and be an engaging partner, proactively seeking opportunities to further embrace the donor community.
- Foster leadership development, be intentional in understanding the team's leadership aspirations, strengths, and opportunities, and work closely with the Chief Human Resources Officer to grow and develop operational leaders.
- Contribute significantly to preparing the hospitals and health system for emergency preparedness.

CANDIDATE QUALIFICATIONS

EDUCATION/CERTIFICATION

- Graduate degree in Business Administration, Healthcare Administration, Management, or related field.

KNOWLEDGE AND WORK EXPERIENCE

- Minimum of ten (10) years of progressive leadership experience in a similarly complex healthcare environment with exposure to matrix operating structures and experience with program development.
- Experience in a mission-driven organization is a plus.
- Experience in high-growth, competitive markets is highly valuable.
- Demonstrated experience helping a growing system evolve, including experience partnering to create sophistication in an immature service line model.
- Should have experience as a key member of an Executive Leadership Team (ELT).

EXPERIENTIAL CRITERIA AND PERSONAL CHARACTERISTICS

INDUSTRY EXPERIENCE AND EXPERTISE

- Has managed/led at the senior level within a complex healthcare delivery system comprised of multiple hospitals and a significant physician enterprise.
- Possesses an in-depth understanding of the healthcare industry, including hospital systems, ambulatory surgery centers, and ancillary care services.
- Prior experience as a hospital president.
- Experience with value-based care would be beneficial, but not necessary.
- Exposure to other industries is a plus, and a track record of looking outside healthcare for best practices.

OPERATIONAL EXCELLENCE

- Track record of creating/continuing a culture of operational excellence and just accountability by setting the highest standards for delivery of care and best-in-class patient experience at scale.
- Has led service optimization efforts beyond performance and production improvements to transform the organization's cost structure.
- Proven operator who understands the use of data analytics to identify and drive the operational and financial levers to effect change across the full continuum of care in a large, complex health care organization.
- Has successfully led access and experience, patient flow, and upstream/downstream care management and strategic partnerships; track record of ensuring development and consistent delivery of care across all locations and settings.

STRATEGIC LEADERSHIP AND ALIGNMENT

- Demonstrated ability to develop and communicate to internal stakeholders a compelling vision of how healthcare will and should evolve, as well as the unique leadership role the system plays in providing high-quality, cost-effective healthcare services in the region.
- History of driving organic growth through effective service line optimization strategies, including demonstrated success in determining where to invest and how to prioritize services to best serve the community in a fiscally sound manner. Understand when/how to outsource capabilities.
- Strong executive presence with self-awareness, motivation, and social skills to guide an organization through an unprecedented era of transformation, innovation, and disruption in payment reform, non-traditional competitors, and staffing challenges by ensuring effective change management and exceptional execution, bringing a calm presence in moments of tension and leading with faith in people, purpose, and possibility.
- Experience driving an enterprise-wide talent strategy that delivers market-leading employee recruitment and retention, improves patient experience, and enables organic growth; ideally has shown the ability to identify creative solutions to address macro-level workforce/staffing issues.
- Champions organizational values by leading with integrity and establishing a culture that prioritizes ethical behavior, compliance, and sound governance.

TEAM LEADERSHIP AND DEVELOPMENT

- A leader of leaders brings a track record of recruiting, managing, developing, and inspiring a diverse, collaborative, distributed, and high-performing team committed to excellence, with a focus on succession planning.
- Demonstrated track record of working successfully with physician leaders and diverse management teams.
- Known for setting a clear vision while demonstrating agility and adaptability – readily pivoting in response to new information, shifting priorities and feedback from the team and peers.
- Has a strong presence; energy and social confidence motivate and enthruse others within and beyond their own area.

CUSTOMER/STAKEHOLDER ENGAGEMENT

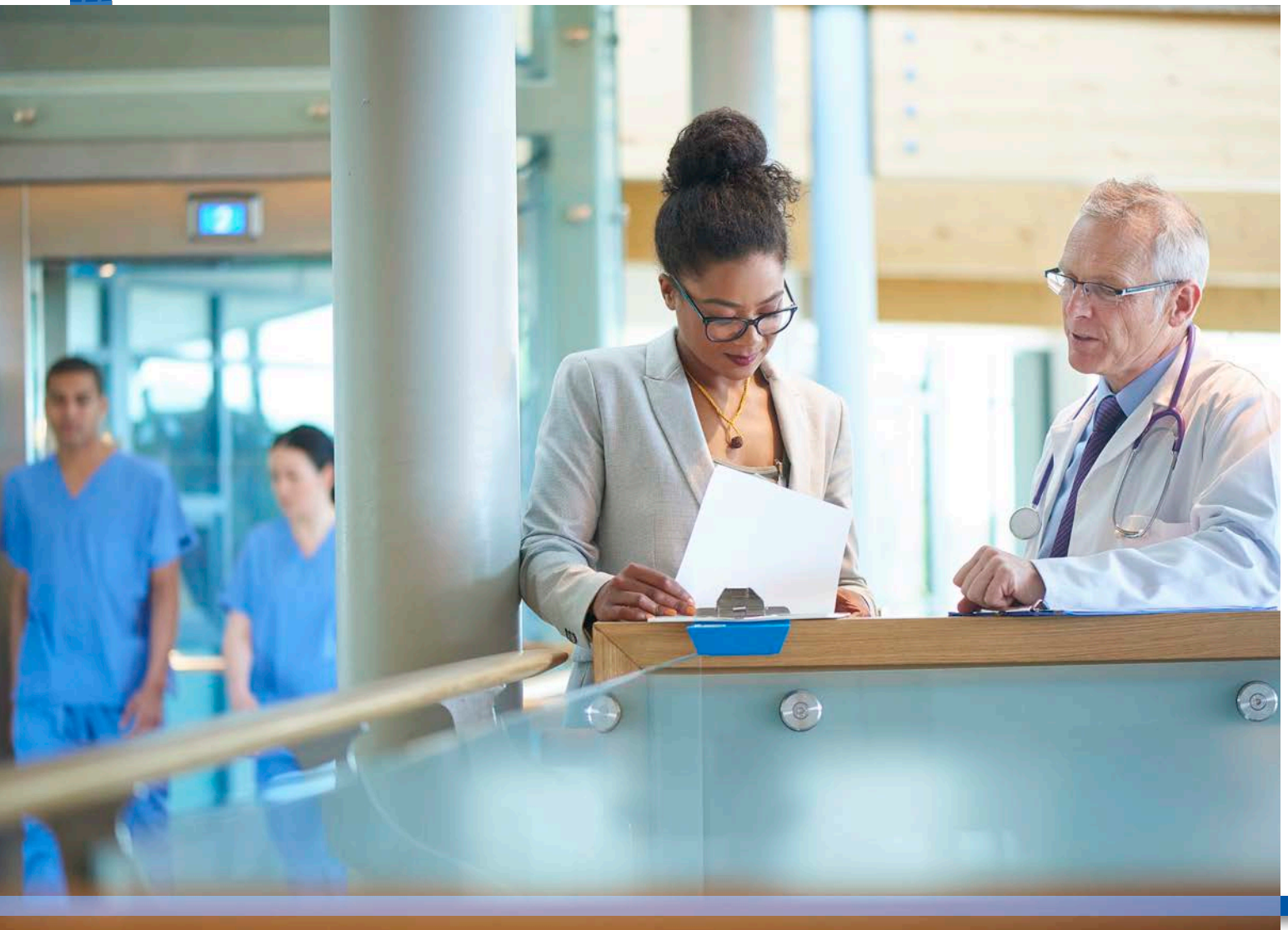
- Familiarity with engaging external partners through joint ventures, joint operating agreements, managed services, etc. Known for communicating openly and effectively, both internally and externally, with a wide variety of constituents to ensure continued support of major stakeholders (e.g., board, local and state governments, donors, community organizations, etc.).
- Experience establishing and nurturing symbiotic relationships with key internal stakeholders, including Hospital Presidents, EVP peers and physician leaders across the system.
- Builds and maintains effective relationships with physicians and professional staff through collaboration across all areas of mutual interest, including organizational shared services with a focus on effectiveness, efficiency, and cost control.

FINANCIAL ACUMEN

- Is adept at using financial information to understand, shape, drive, and monitor the effectiveness of operations and drive the implementation of system strategies.
- Has managed the financial success of an enterprise and supported advanced strategies to improve the organization's financial position.
- Experience with fiscal strategy development.

PERSONAL CHARACTERISTICS

- Is forward thinking, decisive, analytical and strategic.
- Demonstrates intellectual curiosity and creativity, along with the political acumen to build consensus.
- Is authentic and mission driven and has strong work ethic and unquestionable personal integrity.



THE COMMUNITY

JACKSONVILLE, FLORIDA (AND SURROUNDING AREA)

Jacksonville, often called “Jax,” offers a blend of coastal living, urban energy, and a welcoming community atmosphere. It is known for its vast geography, diverse neighborhoods, and easygoing lifestyle, which appeal to families, professionals, and anyone looking for both space and opportunity.

Jacksonville and the surrounding First Coast region offer an exceptional quality of life, including:

- **Beautiful coastal living** with more than 20 miles of beaches, riverfront neighborhoods, and year-round outdoor recreation.
- **A rapidly expanding metro economy** with growing healthcare, finance, logistics, and technology sectors.
- **Affordable cost of living**, diverse communities, top-tier schools in surrounding counties, and easy access to regional and international travel.



LIFESTYLE & CULTURE

Life in Jacksonville revolves around outdoor living, local culture, and easy access to natural beauty. The city has one of the nation's largest urban park systems, offering everything from wooded trails to waterfront recreation. Locals enjoy miles of beaches, riverfront views, and year-round sunshine.

Jacksonville's cultural scene spans art walks, live music, craft breweries, museums, and sports events. The blend of coastal influences, Southern roots, and modern growth creates a community that feels both laid back and dynamic.

ECONOMY & OPPORTUNITIES

Jacksonville's economy is broad and resilient, supported by healthcare, logistics, finance, military installations, hospitality, and emerging tech and creative industries. The city serves as a central hub for commerce in Northeast Florida, with strong retail, transportation, and service sectors.

Many residents find that Jacksonville offers a balance of career opportunities and a cost of living that allows for more space, greater flexibility, and a higher quality of life.

HOUSING & LIVING EXPERIENCE

Whether you are drawn to modern riverfront apartments, historic bungalows, suburban neighborhoods, or coastal communities, Jacksonville offers a wide range of housing options. The market offers more room to grow than many other large Florida metros, which appeals to both first-time buyers and those seeking more space.





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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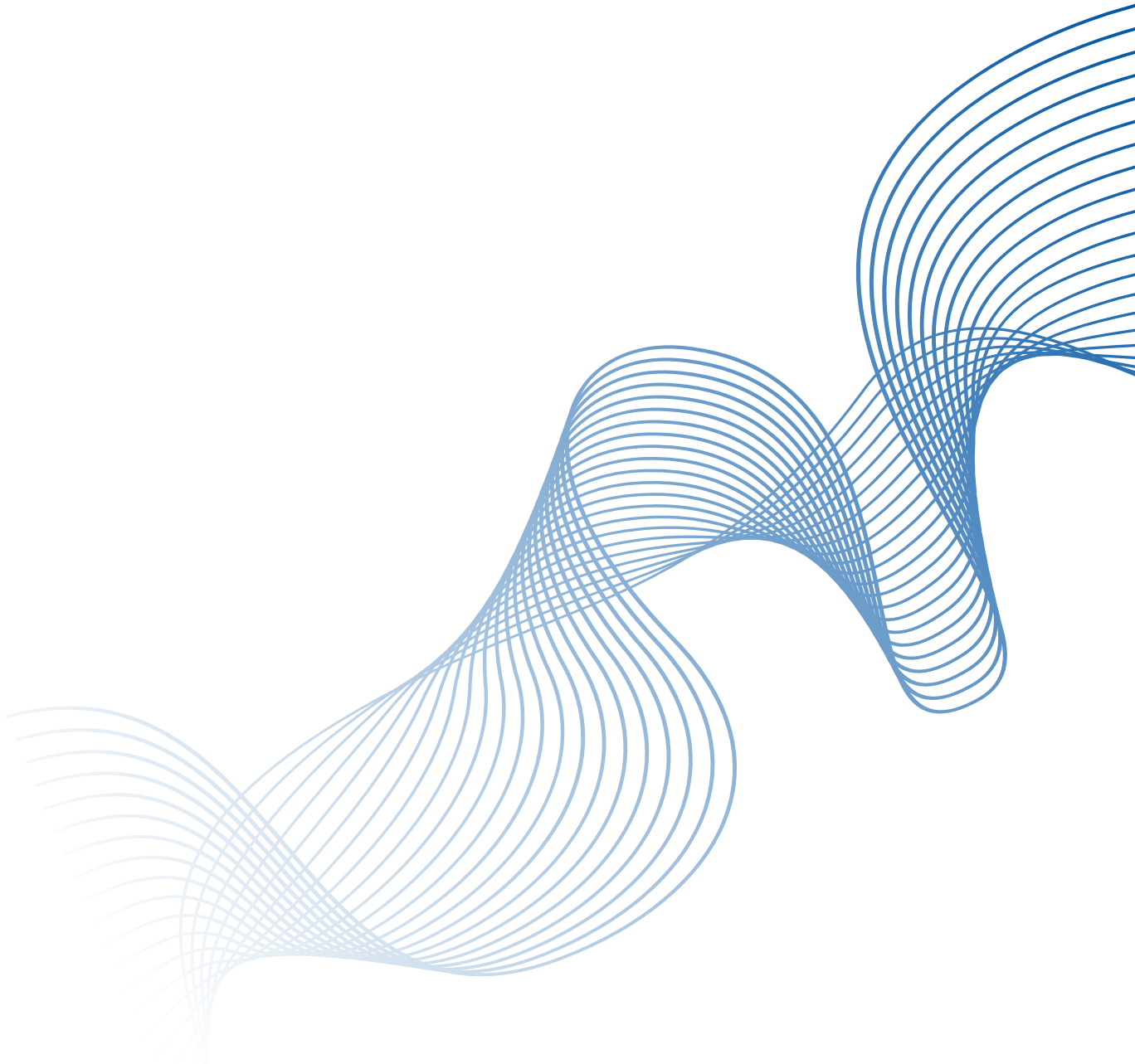
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