

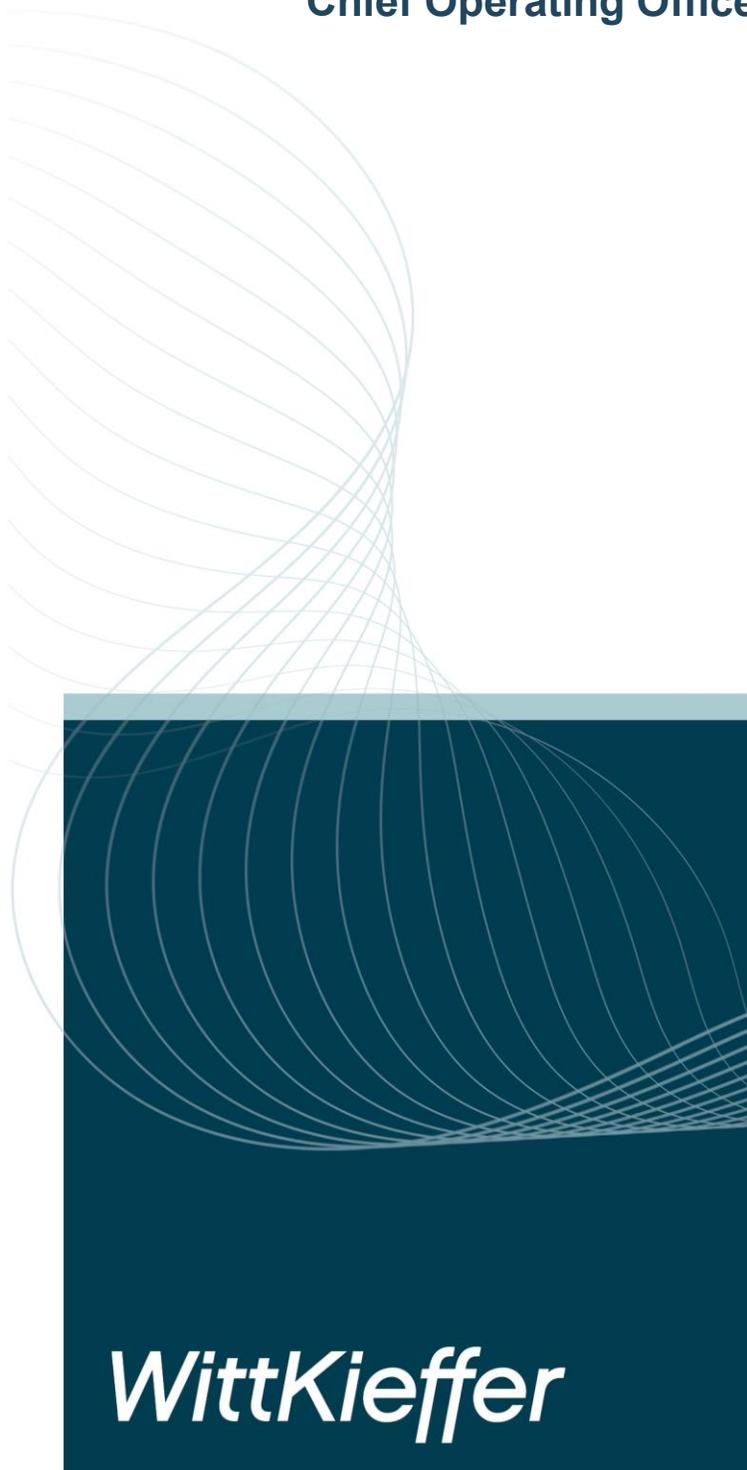
# ORLANDO HEALTH<sup>®</sup>

**Chief Operating Officer, Baptist Health Walker Hospital**

Leadership Profile

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**WittKieffer**

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## The Opportunity



Orlando Health seeks a collaborative, strategic executive to serve as the next Chief Operating Officer (COO) of Baptist Health Walker Hospital (Walker Hospital), located in Jasper, Alabama. This position will report to Jeremy Gallman, President of Baptist Health Walker Hospital, and will play a critical role in advancing the hospital's operational performance and strategic priorities during a pivotal period of growth and transformation.

Walker Hospital is a 267-bed facility with net revenues of \$126 million and is poised for rapid expansion as Orlando Health continues its commitment to transforming healthcare across Central Alabama. The Chief Operating Officer will be a key member of the hospital's leadership team, responsible for translating system and regional strategies into operational execution, improving efficiency, expanding access, and growing market share. This executive will work closely with the President and other senior leaders to ensure alignment across facility, regional, and system goals.

The COO will be expected to build strong relationships with physician leaders and the medical staff, fostering trust and collaboration to support clinical excellence. They will champion employee engagement, patient satisfaction, and quality outcomes, while also representing the hospital in community initiatives and working with local leaders to address public health needs. This role requires a highly collaborative, values-driven leader who can inspire and empower teams while maintaining a sharp focus on metrics and performance.

Candidates should possess a minimum of five years of progressive leadership experience in acute care settings, with demonstrated expertise in senior management roles such as Chief Operating Officer, Vice President, or senior service line executive. A successful track record of achieving strong financial, operational, and quality performance is essential. The ideal candidate will be an effective communicator and relationship builder, with extensive experience partnering with physicians and engaging with the community. The COO must reside in the service area and demonstrate a deep commitment to the hospital's mission and the health of the local population.

## Organization Overview

Recognized by The Joint Commission, Walker Hospital is a 267-bed facility located in Jasper and is committed to serving the diverse needs of its growing community. Among the comprehensive and compassionate services offered at Walker Hospital are bariatrics, behavioral health, cardiac care, emergency room care, gynecology, neurology, obstetrics, orthopedics, physical therapy, advanced stroke treatment, surgical care, and urology. To best serve the residents of Jasper and the nearby communities, Walker Hospital offers high-quality care in a wide range of specialties and services.

- **Emergency Care:** Walker Hospital's Emergency Department is equipped to manage any emergency situation—large or small—24 hours a day, seven days a week, ensuring timely and expert care when it matters most.
- **Heart and Vascular Care:** The hospital offers advanced heart and vascular services, including diagnostics, evidence-based treatments, and minimally invasive procedures. A team of specialists develops personalized care plans focused on improving cardiovascular health.
- **Orthopedics:** A multidisciplinary team of physicians, nurses, therapists, and clinicians provides comprehensive care for musculoskeletal injuries and conditions, supporting recovery and mobility.
- **Radiology and Diagnostic Imaging:** Walker Hospital utilizes state-of-the-art imaging technology and techniques. Radiologists and technicians ensure each procedure is performed efficiently and with patient comfort as a priority.
- **Surgical Care:** Walker Hospital offers a comprehensive surgical program to treat a wide variety of conditions, from general surgery to specialty procedures. Many procedures are offered with minimally invasive options, resulting in shorter hospital stays, better healing, and quicker recovery time.
- **Women's Care:** Walker Hospital provides a full spectrum of gynecological services and a supportive childbirth experience. Amenities include private labor and delivery suites, skin-to-skin contact at birth, rooming-in for bonding, and access to certified lactation consultants.
- Additional services provided by Walker Baptist Medical Center include behavioral health, digestive health care, neurological care, outpatient infusion therapy, rehabilitation, primary and specialty care centers, pulmonary services, and wound care.

## Orlando Health Alabama Market

In August 2024, Orlando Health, Inc. signed a definitive agreement to purchase Tenet Healthcare's majority interest in Brookwood Baptist Health in Birmingham, Alabama. With roots extending nearly a century, Brookwood Baptist Health is a private, not-for-profit faith-based system dedicated to providing high quality, accessible healthcare for the citizens of Central Alabama. The network's community of care includes five acute care hospitals and more than 1,700 licensed beds, 58 primary and specialty care clinics, approximately 2,600 affiliated physicians, and more than 6,100 team members. The network also offers a free-standing emergency room, one of the first of its kind in Alabama, providing hospital-level emergency services. Brookwood Baptist Health is actively involved in community outreach and education, providing health screenings, wellness programs, and support groups to advance wellness for the entire community. As part of Orlando Health, Brookwood Baptist Health will advance in providing innovative and compassionate patient care, strengthening the mission to improve the health and quality of life of the individuals and communities we serve.

## Orlando Health

Orlando Health is a private not-for-profit, integrated academic healthcare system with \$12 billion of assets under management that serves the southeastern United States, including Florida, Alabama, and Puerto Rico. With corporate offices in Orlando, Florida, the system provides a complete continuum of care across a network of medical centers and institutes, community and specialty hospitals, physician practices, urgent care facilities, skilled nursing facilities, home healthcare, and long-term and behavioral health care services. The organization has pioneered life-changing medical research, and its Graduate Medical Education program hosts more than 355 residents and fellows.

Founded over 100 years ago, Orlando Health’s mission is to improve the health and the quality of life of the individuals and communities we serve. The 5,650-bed system includes 25 hospitals, 11 free-standing emergency rooms and 9 Hospital Care at Home programs. Recognized as one of Fortune’s 2024 America’s Best Places to Work in Health Care, more than 5,200 physicians, representing more than 100 medical specialties and subspecialties have privileges across the Orlando Health system, which employs more than 36,000 team members. Orlando Health serves more than 242,000 inpatients and 6.9 million outpatients annually. Last year, the healthcare system provided nearly \$1.7 billion in community impact in the form of community benefit programs and services, Medicare shortfalls, bad debt, community-building activities and capital investments.

### At-A-Glance



## Mission, Vision, and Values

### Mission

To improve the health and quality of life of the individuals and communities they serve.

### Vision

A trusted leader inspiring hope through the advancement of health.

### Values

### People

- They are committed to excellence in serving and supporting our patients, our physicians, our guests, and fellow team members.
- They not only care for people, they care about them.
- They will do everything in their power to ensure that all people are treated with respect, dignity, kindness, and compassion.
- They will listen intently to their customers and each other with open minds and with open hearts.
- They will make a positive difference in the lives of the people they serve.

**Quality**

- They will never compromise on quality.
- Their team will provide the highest quality of care and service in everything they do.
- They will take responsibility for conserving time, money, and resources.
- They will be creative and versatile as a team in their solutions.

**Community**

- They are proud to serve the people of this community.
- They will never lose sight of the fact that they are a community-owned organization.
- They will demonstrate, in their words and actions, the highest level of commitment to each community they serve.

For more information, please visit: <https://www.orlandohealth.com/>

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## Position Summary

The Chief Operating Officer (COO) of Baptist Health Walker Hospital will report directly to Hospital President Jeremy Gallman and will be responsible for overseeing the day-to-day administrative and operational functions of the hospital. This executive will play a key role in driving operational excellence, supporting strategic growth initiatives, and achieving performance goals related to quality, financial outcomes, and patient experience. The COO will ensure alignment with Orlando Health's enterprise priorities while preserving Walker Hospital's strong community presence and identity. A particular area of focus will include optimizing core service lines such as surgical care, emergency services, and imaging, while enhancing operational efficiency and care delivery across the hospital. The ideal candidate will be a hands-on, strategic operator who fosters a culture of accountability, safety, service, and continuous improvement.

### Reporting Relationships

The Chief Operating Officer will report directly to the President, Jeremy Gallman, of Baptist Health Walker Hospital.

The COO will oversee key operational departments, including Surgical Services, Laboratory, Radiology, Facilities Management, Food & Nutrition Services, Environmental Services, and Security.

### Responsibilities

The successful Baptist Health Walker Hospital Chief Operating Officer candidate will:

- Provide operational leadership to ensure efficient, high-quality delivery of services that meet the needs of patients, physicians, employees, and the community.
- Execute strategic and tactical plans that drive operational performance, enhance patient care delivery, and support market growth.
- Translate organizational strategy into measurable operational outcomes, leveraging internal strengths and system-wide relationships to achieve key performance metrics.
- Collaborate closely with the President and senior leadership to ensure alignment across departments and functions.
- Build and maintain strong, trusting relationships with peers across Orlando Health and with the hospital's medical staff.
- Ensure the hospital's mission and values are clearly communicated and consistently practiced throughout operations.
- Develop innovative approaches to engage and align physicians through transparent, goal-oriented collaboration.
- Oversee financial and operational stability, including the development and achievement of budgetary goals aligned with strategic priorities.
- Lead initiatives to improve quality and patient safety, ensuring consistent delivery of exceptional care and service.
- Mentor and guide the senior management team, cultivating a high-performing leadership group and supporting staff development at all levels.

- Foster a collaborative and rewarding work environment that values employee engagement and empowerment.
- Reinforce a culture of excellence, service, and performance, with a focus on patient engagement, staff satisfaction, and clinical outcomes.
- Promote inclusivity and diversity throughout the organization, ensuring responsiveness to the needs of the diverse communities served.
- Encourage open, honest, and direct communication across the hospital to support transparency and continuous improvement.
- Cultivate relationships with internal and external stakeholders, including physicians, teammates, community leaders, and business partners, to build collaborative partnerships that address local health challenges.
- Actively engage in the community to enhance the hospital's reputation as a trusted healthcare provider and corporate citizen.
- Support Orlando Health's community benefit strategy and related initiatives to ensure alignment with organizational goals.

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## Goals and Objectives

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

- Establish relationships and gain the trust and endorsement of Orlando Health's corporate and regional leadership. Position oneself as a key operational leader contributing to the success and growth of Walker Hospital and the Alabama Region.
- Operate with an enterprise mindset to align hospital operations with regional and system-wide goals. Understand the impact of operational decisions on the broader organization.
- Set clear, measurable operational goals and objectives. Communicate expectations effectively, collaborate across the system, and hold teams accountable for performance and outcomes.
- Build strong, trusting, and transparent relationships with physicians and physician leadership, particularly in key service lines such as emergency medicine, surgery, orthopedics, and cardiovascular medicine.
- Spend meaningful time in clinical environments, especially the OR, to understand workflows, identify opportunities for efficiency, and build credibility with frontline teams.
- Integrate and align hospital operations and culture with Orlando Health, optimizing resources and ensuring consistency in service delivery and performance standards.
- Partner with regional leadership to articulate and execute a clear operational strategy for the hospital that aligns with Orlando Health's broader strategic vision.
- Assess local market dynamics and identify operational opportunities for growth, efficiency, and improved access to care. Advocate effectively for the hospital's needs and priorities.
- Champion a culture of high-quality, patient-centered care. Lead initiatives that improve patient experience, clinical quality, and service excellence.
- Develop and support a high-performing management team. Foster a culture of empowerment, accountability, and continuous improvement across all operational areas, with a focus on leadership development for new and emerging leaders.
- Recognize and protect the hospital's unique culture—one that is family-oriented, collaborative, and deeply valued by staff. Be sensitive to the lingering effects of past organizational transitions and build trust through transparency and consistency.
- Deliver quick wins in operational areas such as OR efficiency, including improving on-time starts and addressing workflow gaps, while laying the groundwork for long-term success.
- Address leadership gaps in non-clinical departments by assessing talent, providing resources, and mentoring managers to elevate performance and engagement.
- Maintain a high level of visibility and engagement within the hospital and the community. Build relationships that reinforce the hospital's role as a trusted healthcare provider and community partner.
- Serve as a strategic partner to the President, acting as an extension of his leadership and helping triangulate efforts across hospital and regional leaders.

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## Candidate Qualifications

### Education/Certification

- A graduate degree in business administration, health care administration, management, or a related field is required.

### Knowledge and Work Experience

- Five years of progressive leadership experience in acute care settings, with demonstrated expertise in senior management roles such as Chief Operating Officer, Vice President, or Senior service line executive.
- Proven track record of achieving strong financial, operational, and quality performance, with demonstrated success in patient satisfaction and clinical outcomes.
- Experience building and sustaining collaborative relationships with physicians, including physician recruitment and strategic alignment.
- Demonstrated ability to develop and mentor high-performing management teams that drive operational and clinical excellence.
- Strong financial acumen, including budget development, resource allocation, and achievement of key operational objectives.
- Ability to navigate complex organizational dynamics and competing priorities with sound judgment, political acumen, and strategic foresight.

### Leadership Skills and Competencies

- Ability to drive efficiency, streamline processes, and optimize performance across clinical and non-clinical operations.
- Skill in translating organizational goals into actionable plans that support growth, quality, and financial sustainability.
- Strong understanding of budgeting, cost management, and financial performance metrics in a healthcare environment.
- Proven ability to build, mentor, and lead high-performing teams with a focus on accountability and collaboration.
- Ability to foster trust and alignment with medical staff, system leaders, and community partners.
- Expertise in leading through transformation, including cultural shifts, process redesign, and technology adoption.
- Clear, transparent communicator who can inspire confidence and build consensus across diverse groups.
- Commitment to quality, safety, and service excellence that enhances the patient experience and outcomes.
- Understanding of the hospital's role within the broader community and ability to represent the organization externally.

## The Community

### Jasper, Alabama

Jasper is a charming city located in Walker County, in the north-central region of Alabama. As the county seat, Jasper serves as a central hub for commerce, healthcare, and education in the area. It lies approximately 40 miles northwest of Birmingham, making it accessible to a major metropolitan area while retaining its small-town appeal. Nearby cities include Cordova, Sumiton, Carbon Hill, and Dora, with Birmingham offering broader amenities and services just a short drive away.

#### Local Attractions and Lifestyle

Jasper offers a blend of natural beauty, cultural heritage, and small-town charm. One of the area's most beloved destinations is Walker County Lake Park, a 163-acre reservoir just southeast of downtown. It features fishing piers, walking trails, picnic areas, and even a wheelchair-accessible archery park. The lake is undergoing major upgrades, including new event spaces and expanded amenities, making it a growing hub for outdoor recreation and community events.

Another highlight is Lewis-Smith Lake, known for its crystal-clear waters and over 500 miles of shoreline. It is a favorite for boating, fishing, and summer getaways



For those interested in history and culture, the Bankhead House and Heritage Center offers rotating exhibits on Walker County's past, including military history, local art, and a tribute to Tallulah Bankhead. The center is housed in a restored Colonial Revival home and serves as a venue for concerts, storytelling, and educational events.

Downtown Jasper itself is part of a Historic District listed on the National Register of Historic Places. It features architectural styles ranging from Queen Anne to Art Deco and includes landmarks like the County Courthouse and Masonic Temple. The area is walkable and hosts local shops, restaurants, and seasonal festivals.

The community is known for its warm hospitality and slower pace of life, making it an attractive location for families and professionals seeking a balanced lifestyle. Jasper's climate features hot summers and mild winters, ideal for year-round outdoor activities.

#### Education and Higher Learning

Jasper is home to Beville State Community College, a public two-year institution offering a range of academic and technical programs. Within a 100-mile radius, there are 44 colleges and universities, including Samford University in Birmingham and The University of Alabama in Tuscaloosa. These institutions provide opportunities for continuing education, workforce development, and partnerships for healthcare training and recruitment.

Local public schools are part of the Walker County School System, which includes elementary, middle, and high schools serving the city and surrounding areas. The district emphasizes academic achievement and community involvement.

Additional information can be found at <https://www.walkerchamber.us/area-information>.

## Procedure for Candidacy

Please direct all nominations and applications to Stephen Davis or Stacy Lind through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button.

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