

CALVERT  
INTERNAL MEDICINE  
*Group*

**Chief Operating Officer**

Leadership Profile

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*Prepared by Rachel Polhemus and Trey Wilson*



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## The Opportunity

Calvert Internal Medicine Group (CIMG), in Prince Frederick, Maryland, seeks a strategic, collaborative, and forward-thinking leader to serve as its next Chief Operating Officer (COO). This is an outstanding opportunity for an experienced physician practice leader with a strong background in ambulatory care and group practice management to join a highly respected and community-focused internal medicine organization.

Calvert Internal Medicine Group is a well-established, physician-led practice dedicated to delivering comprehensive, high-quality adult primary care to the communities it serves near the greater Washington, D.C. area. The group is known for its commitment to providing high-quality, personalized care across primary care, nephrology, endocrinology, cardiology, and pulmonology, among others. Through a patient-centered approach and close collaboration among providers and staff, CIMG has built a strong reputation for accessible, coordinated, and compassionate care within its market. As healthcare delivery continues to evolve, the organization is focused on sustainable growth, operational excellence, and enhancing access to care for its patients. CIMG is proudly independent and currently consists of 38 providers in 4 clinic sites in Prince Frederick, Dunkirk, and Solomons Island.

Reporting to the President of CIMG, the COO will provide overall leadership and strategic direction for the multi-specialty practice. The leader will work closely with the physicians and the operational team to develop and execute strategies that drive practice growth, optimize access, and improve the patient experience while maintaining high standards of quality and cost-effective care. Key responsibilities include supporting provider performance, advancing quality and population health initiatives, overseeing physician recruitment and onboarding, and contributing to the development of fair and aligned compensation and incentive models. Success in this role will require building strong, trust-based relationships with physicians and staff, fostering a collaborative culture, and gaining a deep understanding of local market dynamics to identify opportunities for growth, integration, and innovation. The leader will be expected to balance clinical, operational, and financial priorities while ensuring the practice remains responsive to patients' and the community's needs.

The ideal candidate will be a strong communicator with a growth mindset and the ability to engage and align internal and external stakeholders around a shared vision. The COO will have excellent physician relations skills and have a deep background in medical group operations.

## Organization Overview

Calvert Internal Medicine Group (CIMG) has a long history of attracting dedicated, high-caliber providers committed to serving their community. As an independent, physician-owned multi-specialty medical group, physicians and staff take a personalized, patient-centered approach that blends evidence-based medical care, patient education, and compassionate communication to achieve the best possible outcomes for every adult patient. Outstanding customer service is a core component of Calvert Internal Medicine Group's philosophy. It is embedded in every patient interaction, alongside high-quality clinical care and the thoughtful use of modern medical tools and technologies. Patients are met with professionalism, empathy, and respect, reflecting the values upon which the practice was founded and continues to uphold.

The group provides comprehensive internal medicine services focused on adult primary care, preventive health, and chronic disease management. Through its physicians and clinical teams, Calvert Internal Medicine Group serves a broad adult patient population across its service area, offering accessible, coordinated care in outpatient settings. CIMG has 38 providers across 4 care sites located in Prince Frederick, Solomons Island, and Dunkirk. As a key provider in Calvert County, access is a critical component of the group. CIMG has same-day appointments, walk-in availability, extended hours, and Saturday visits. The group also provides on-site lab services to coordinate care better. Primary care is available in each location for added reach. CIMG also provides telehealth for patients who are unable to leave home or cannot take time off from work.

### Key Services:

- Internal Medicine
- Primary Care
- Allergy & Immunology
- Endocrinology
- Infectious Diseases
- Cardiology
- Gastroenterology
- Nephrology
- Pulmonology
- Behavioral Health
- DOT Exams
- Flight Certification Exams
- Nutrition
- Telehealth



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

## Position Summary

### Reporting Relationships

Direct reports include the following:

- Manager, Human Resources
- Staff Accountant
- Supervisor, Revenue Cycle
- Supervisor, Lab
- Project Coordinator, Care Management/Population Health
- Manager, IT/Operations
- Manager, Patient Access
- Supervisor, Triage
- Supervisor, Prince Frederick Office
- Supervisor, Dunkirk Office
- Supervisor, Solomons Office
- Supervisor, Cardiology Office
- Supervisor, GI Office

### Responsibilities

The successful COO candidate will:

- Provide leadership and oversight to the management of patient access, ensuring service excellence, accessible care, and revenue generation.
- Ensures successful financial performance and productivity of business operations.
- Promote a team approach to delivering high-quality, cost-efficient care where patient satisfaction and improved health outcomes are the primary goals.
- Provide direction, coaching, and supervision of the operational leaders and management team within CIMG, providing guidance and assistance with issues of operations and leading implementation teams on projects and initiatives.
- Identify geographic growth opportunities and priorities.
- Identify practice needs for additional physicians and staff; participate in recruitment efforts, staff development, and succession planning.
- Ensure alignment between external parties, physicians, and CIMG by developing and maintaining positive provider relations and collaboration between physicians and leadership.

## Goals and Objectives

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

- Develop a comprehensive understanding of CIMG. Establish robust, positive relationships across the medical group, grounded in trust, collaboration, and mutual respect, to facilitate a smooth transition into the organization.
- Formulate a coherent and strategic integration strategy for physicians seeking alignment and/or employment with CIMG.
- Expand the group's capabilities by growing its provider base, patient volume, and capacity to serve the community.
- Establish best practices to improve operational excellence, quality, care delivery, service metrics, with documented productivity, cost containment, utilization, and patient satisfaction.
- Through the use of evidence-based medicine and other initiatives, reduce the variation in practices and outcomes between local clinic locations and create, where appropriate, commonality of process and patient experience.
- Develop team members and operational directors to enhance a consistent patient care experience at CIMG regardless of location and delivery platform.
- Understand and adapt to evolving physician compensation models to ensure a sustainable and attractive compensation structure for all specialties and primary care.

## Candidate Qualifications

### Education/Certification

- Graduate degree in business administration, health care administration, management, or related field.

### Knowledge and Work Experience

- Minimum of 8 to 10 years' experience in a physician practice leadership position within an independent, multispecialty medical group.
- Strong operational skill set with the ability to balance quality, patient experience, efficiency, and financial performance.
- A combination of strategic and tactical skills, including financial analysis, strategic planning, decision support, and operations, is required.
- Strong business development expertise in utilizing and interpreting data for strategic planning.
- Experience in designing physician compensation programs and demonstrated knowledge of how to incentivize physicians.

### Leadership Skills and Competencies

- Personal values system and style that reflect and model the mission, vision, and values of CIMG.
- An actively engaged and self-aware leader, whose servant leadership style demonstrates personal humility.
- Ability to build and leverage relationships with physicians, providers, and front-line staff.
- A skilled listener and effective communicator at multiple levels, orally and in writing, with individuals and groups.
- A team player who is diplomatic, courteous, and manages by influence.
- Understands the importance of being focused on patient care and has significant experience and documented success in running a physician-led large group practice
- Strong collaboration skills.
- A flexible and responsive leader that can move with a responsible sense of urgency.
- Experienced in evaluating trends in health care and local market conditions to suggest business strategies.
- Understands the need for processes but is not constrained by them.
- A trustworthy leader and colleague who inspires trust, specifically with providers.
- Excellent teambuilding, coaching, and mentoring skills
- Ability to develop and lead a cohesive, high-performing team.
- Leads through a hands-on approach, with the capability to be decisive, intuitive, and results- oriented.

## The Community

### Prince Frederick, MD

Nestled in the heart of Southern Maryland, only 40 miles southeast of downtown Washington, DC, Prince Frederick offers a way of life shaped by water, land, and history. As the county seat of Calvert County, this growing community feels grounded where Chesapeake Bay traditions meet modern opportunity and metro access. Life here moves at a measured pace, defined not by congestion of the DMV but by a connection to neighbors and a classic heritage that stretches back centuries.

Prince Frederick carries its rich history quietly throughout its community. Founded in the early 18th century and named for Prince Frederick, son of King George II, the town has long served as a civic and commercial anchor for the region. Elements of colonial Maryland are still prevalent in daily life today, from historic courthouses and rural churches to surrounding farmland that has remained productive for generations. The land itself tells a story of tobacco farms, maritime trade, and enduring stewardship, creating a strong sense of place that residents are proud to call home.

Currently, Prince Frederick is experiencing steady, strategic economic development and growth. Rather than overwhelming expansion, development here is careful and thoughtful. A host of new schools, healthcare facilities, and small businesses are popping up to enhance the area while protecting the open spaces and shoreline that define it. Housing remains relatively affordable compared to larger metro areas, making it an attractive choice for families and professionals who want space to breathe without sacrificing access. The natural beauty of Prince Frederick is visibly apparent every day. The Chesapeake Bay and Patuxent River are minutes away and can shape weekends with the family and visitors alike. Boating, crabbing, fishing, and kayaking are not hobbies reserved for vacation; they are a part of the fabric of this community. Calvert Cliffs State Park, with its dramatic clay cliffs and forested trails, offers a daily reminder of the region's geological legacy and ecological richness. Bald eagles, ospreys, and herons are familiar sights against wide, open skies.

Grounded in a uniquely authentic regional culture, local seafood shacks sit comfortably alongside family-run restaurants, farmers markets, and community events that bring people together year-round. From summer festivals and holiday parades to Friday night high school football and waterfront sunsets, Prince Frederick embraces a lifestyle that values tradition, simplicity, and connection. The region is particularly renowned for its seafood, with an abundance of fresh oysters, blue crabs, and Chesapeake flavors served without pretense.

Prince Frederick is a place that earns its affection over time as a staple in the Mid-Atlantic. It offers the stability of a tight-knit community, the freedom of open land and water, and the promise of continued growth, thanks to its proximity to our nation's capital. It is perfect for those seeking balance between past and future, work and life, progress and preservation. Prince Frederick stands as a quietly confident place to belong.

For additional information, please visit:

<https://www.calvertcountymd.gov/>

## Procedure for Candidacy

Please direct all inquiries, nominations, and resumes to Rachel Polhemus and Trey Wilson through the office of Trey Wilson via email at: [twilson@wittkieffer.com](mailto:twilson@wittkieffer.com).

<b>Rachel Polhemus</b> <b>Senior Partner</b> <b>240-401-2019</b>	<b>Trey Wilson</b> <b>Consultant</b> <b>314-754-6065</b>
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