



Chief Medical Officer

Leadership Profile

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Prepared by Rachel Polhemus, Dan Dimenstein, Brittany Amaral



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The Opportunity

Bayhealth seeks a collaborative, relational, growth-minded physician leader to serve as its next Chief Medical Officer (CMO). Reporting directly to Bayhealth's CEO, Terry Murphy, the CMO serves as a key member of the executive leadership team and is the primary physician executive responsible for driving clinical excellence, care delivery, and a unified physician community comprising a pluralistic model of employed and private practice physicians. This position offers the opportunity to lead a cohesive and high-performing team in a growing, financially stable regional health system focused on achieving high reliability and delivering high-quality, safe, accessible, and cost-effective care. This is an outstanding opportunity to serve as a key member of a high-performing senior leadership team in a dynamic, growing, results-driven healthcare system. The CMO will be a member of the CEO's senior cabinet and serves as a key clinical and operational leader within the health system.

Bayhealth is a progressive not-for-profit teaching healthcare system with over 5,000 employees and a medical staff of more than 450 physicians and 200 advanced practice clinicians. Bayhealth is rated AA Fitch and AA – by Standard & Poors, boasting revenues of \$1 billion annually, and has earned numerous awards and accreditations in quality and patient safety. Located in the heart of Delaware and serving a growing population of more than 450,000 residents, Bayhealth is comprised of Bayhealth Hospital, Kent Campus, and Bayhealth Hospital, Sussex Campus, a freestanding Emergency Department in Smyrna, an Emergency and Urgent Care Center, Total Care in Milton, as well as numerous satellite facilities.

Bayhealth seeks a leader with expertise in building clinical programs, optimizing medical staff services, and growing graduate medical education offerings. The CMO will advance the clinical enterprise while listening, learning, and establishing trusting relationships and common ground with employees and providers. This leader will have advanced these initiatives through consistent, effective strategies that strengthened medical staff partnership and engagement. Achieving goals to optimize culture, quality, safety, and patient experience will only happen by fostering trust and accountability and developing close partnerships with others. Bayhealth is investing substantially in its graduate medical education footprint – the CMO will have a clear impact advancing these strategies.

The CMO will be a physician leader with strong leadership and clinical credibility, committed to high-quality healthcare delivery and fostering integration and cohesiveness at Bayhealth. The successful candidate will be adept at navigating multi-site health systems with considerable knowledge and experience in clinical operations, graduate medical education, quality, patient experience, safety, and their intersection with the healthcare business. A medical degree (MD/DO) and completion of a postgraduate medical education in an ACGME or AOA-accredited residency program in a medical specialty with current Board Certification are required. Previous experience in an administrative capacity as a Vice President of Medical Affairs, CMO, Medical Group leader, or other relevant clinical leadership roles is highly preferred.

Organization Overview

Located in the heart of Delaware and serving a growing population of more than 450,000 residents, Bayhealth is central and southern Delaware's largest health system and the second-largest integrated health system in the state. It is comprised of Bayhealth Hospital, Kent Campus and Bayhealth Hospital, Sussex Campus, a freestanding Emergency Department in Smyrna, an Emergency and Urgent Care Center, Total Care in Milton, as well as numerous satellite facilities and employed clinician practices encompassing a variety of specialties.

The system encompasses over 5,000 team members and a medical staff of more than 450 physicians, 106 residents, and 200 advanced practice clinicians. Bayhealth embraces the principles of a High-Reliability Organization (HRO) - one where all clinicians, caregivers, team members, management, and key stakeholders look for and report small problems or unsafe conditions before they pose a substantial risk to their patients. In 2024, Bayhealth received Silver recognition in the 2024 AMA Joy in Medicine Health System Recognition Program.

Throughout its history, Bayhealth has pursued exceptional quality and patient outcomes. Their consistent financial stability has enabled them to fulfill their mission "To strengthen the health of our community, one life at a time." Bayhealth is fiscally sound, boasting revenues of \$1 billion. In 2024, S&P Global Ratings affirmed Bayhealth's bond with an 'AA-' long-term rating with a stable outlook. Bayhealth is a three-time Magnet designated organization.

Bayhealth provided more than \$172 million in community benefits in 2024. The pursuit of more coordinated, convenient, comprehensive, and community-focused healthcare services remains the paramount objective for the system.

Kent Campus, located in the state capital of Dover is a 266-bed, Level III trauma center has provided quality healthcare since 1927. Services include Heart & Vascular, Oncology, Neurosciences, Orthopedics, Women's & Children's Health, among others. The Bayhealth programs boast award-winning and innovative approaches to medicine. As a member of the Penn Medicine Cancer Network, they offer precision medicine and clinical trials in their Cancer Center. And their Heart & Vascular service line is recognized as a Heart and Vascular Center of Excellence.



The Sussex Campus, was built in 2019 in Milford and is a 440,000 square foot, six-story acute care hospital facility with 157-bed private patient rooms. The expansive Sussex Campus is also home to the Nemours Building, featuring several clinician and specialty services. Bayhealth opened the PAM Rehabilitation Center and Bayhealth Childcare Center on the site with a master plan that may include future medical office buildings and retail space.



In July 2023, Bayhealth's Emergency and Urgent Care Center, Total Care, located in Milton, had its grand opening. The facility is the first of its kind to incorporate a hybrid emergency and urgent care facility that is open 24/7. This innovative approach eliminates the confusion for patients who are unsure whether their condition requires emergency or urgent care. The facility also houses walk-in lab services, as well as imaging, primary care, and specialty care physician offices. The opening of Bayhealth Total Care is a testament to Bayhealth's dedication to innovation and patient-centered care. The facility is equipped with advanced technology partially funded by generous donors and staffed by a team of highly skilled healthcare professionals, ensuring that patients receive the highest quality of care in a comfortable and convenient setting.

Bayhealth Hospital - Kent Campus



Bayhealth's Kent Campus offers a comprehensive array of services to the residents of Central Delaware, including cardiac surgery and diagnostic and interventional cardiac catheterizations; endovascular surgery; da Vinci® Si™ Surgical System; neurosurgery; family-centered birth services and neonatal care; cancer care; orthopedic and rehabilitation services; advanced digital imaging; inpatient and outpatient medical and surgical care; intensive, intermediate and coronary care; and a 24-hour emergency department. It is a 266-bed facility that includes a level III trauma Emergency Department. The facility had 1,471 births and 71,340 ED visits in 2024.

Bayhealth Hospital - Sussex Campus

Bayhealth's Sussex Campus offers a comprehensive array of services to the residents of Central and Southern Delaware, including an interventional room for radiologic and cardiac procedures; da Vinci® Si™ Surgical System; inpatient rehabilitation; family-centered birth services and women's services, including an obstetrical emergency department; general surgery; cancer care; gastroenterology; orthopedic and rehabilitation services; advanced digital imaging; inpatient and outpatient medical and surgical care; intensive and intermediate; and a 24-hour emergency department. It is a 157 private-patient-



room facility which includes a level III trauma Emergency Department. The facility had 798 births and 52,007 ED visits in 2024.

Undergraduate and Graduate Medical Education

Bayhealth is proud to offer both undergraduate (UME) and graduate (GME) medical education opportunities for students and trainees. Bayhealth has been a Core Clinical Campus for [Philadelphia College of Osteopathic Medicine \(PCOM\)](#) since 2019. These Doctor of Osteopathic Medicine students complete third- and fourth-year clinical rotations at Kent and Sussex Campuses. Bayhealth was also named a Regional Campus for [Drexel University College of Medicine](#) in 2024, enabling these Doctor of Medicine students to perform their third- and fourth-year clinicals in central and southern Delaware. Bayhealth hosts several medical students from [Jefferson University Sidney Kimmel Medical College](#) for clinical rotations in Internal Medicine, Family Medicine, and Neurology. Several of these students have been accepted into residency programs at Bayhealth. The system also offers elective clerkships in: Critical Care, Gastroenterology, Hematology/Oncology, Infectious Disease, Nephrology, Neurosurgery, Pathology, Plastic & Reconstructive Surgery, Pulmonary & Sleep Medicine, and Urology. Bayhealth also hosts several Physician Assistant students from [Arcadia University's College of Health Sciences](#) every year.

Bayhealth also features an array of residency and fellowship training programs. In 2019, Bayhealth established its Graduate Medical Education programs in Family Medicine and Internal Medicine and has grown the program each year. The system added additional training programs in General Surgery and Emergency Medicine, taking the total number of residents at Bayhealth to nearly 90 as of March 2024. Bayhealth has Fellowships in Hematology/Oncology, Gastroenterology, and Sports Medicine.

One of the highlights of Bayhealth's graduate medical education programs is the state-of-the-art [PCOM Simulation Center](#). Opened in 2022, the Simulation Center, a 10,000 square-foot educational space located at the Bayhealth Hospital – Kent Campus, has significantly enhanced the training experience for residents, clinical teams, and medical staff.

Bayhealth also offers two [Pharmacy Residency programs](#): A Postgraduate Year One (PGY1) Pharmacy Residency and a Postgraduate Year One (PGY1) Pharmacy Residency (Ambulatory Care Components), as well as a yearlong, ANCC-accredited [Inpatient Nurse Residency Program](#).

For more information, visit <https://www.bayhealth.org/gme> and <https://www.bayhealth.org/gme/undergraduate-medical-education>.

Bayhealth Medical Group

The Bayhealth Medical Group is comprised of 140 highly trained clinicians and clinical staff, as well as an administrative support team that operates clinical practices throughout central and southern Delaware. The Bayhealth Medical Group was formed to attract the best clinicians to our rapidly growing service area. This forward-thinking group of physicians and advanced practice clinicians offers a wide range of services, including:

- Cardiology
- Endocrinology
- ENT (Otolaryngology)
- Gastroenterology
- General Surgery
- Maternal-Fetal Medicine
- Orthopedics
- Palliative Care
- Pediatrics
- Plastic & Reconstructive Surgery
- Primary Care
- Psychiatry
- Pulmonary & Critical Care
- Urology
- Women's Care
- Wound Care

For more information, visit <https://www.bayhealth.org/about-us/medical-group>.

Awards and Accreditations

Bayhealth is committed to providing hands-on education in a nurturing environment while providing advanced medical technology, progressive treatment options, state-of-the-art equipment, and extensive consumer health education programs. Bayhealth has earned the following awards and accreditations:

- The Joint Commission - Gold Seal of Approval
- American College of Surgeons - Commission on Cancer Accreditation
- American Nurses Credentialing Center (ANCC) - Magnet Recognition
- The Joint Commission - Advanced Certification Primary Stroke Center
- American College of Radiology - Accreditation for Imaging
- The Joint Commission - Top Performer on Key Quality Metrics
- College of American Pathologists - Accreditation for Laboratory and Pathology Services
- The Leapfrog Group and Newsweek - Best Maternity Hospital
- Academy of Medical Surgical Nurses - PRISM Award for Exemplary Practice
- Accreditation Commission for Health Care - Specialty Pharmacy Services Accreditation
- American College of Surgeons and American Society of Metabolic and Bariatric Surgery - Comprehensive Accreditation, Metabolic and Bariatric Surgery and Quality Program
- Highmark Blue Cross Blue Shield, Bariatric Surgery, Cardiac Care, Knee and Hip Replacement - Blue Distinction Center
- Baby-Friendly USA, Inc - Baby-Friendly Status
- College of Healthcare Information Management Executives (CHIME) - Digital Health Most Wired - Acute
- College of Healthcare Information Management Executives (CHIME) - Digital Health Most Wired – Ambulatory
- Healthcare Information and Management Systems Society (HIMSS) - Stage 7 Award Epic Gold Stars
- American Nurses Credentialing Center (ANCC) - Practice Transition Accreditation Program (PTAP)
- American College of Cardiology - HeartCARE Center National Distinction of Excellence
- American College of Cardiology - Transcatheter Aortic Valve Replacement (TAVR) Center of Excellence
- Commission on Accreditation of Rehabilitation Facilities - Accreditation for Inpatient Rehabilitation
- American College of Surgeons - Verified Trauma Center
- American Heart Association (AHA) - Get with the Guidelines - Resuscitation Gold Plus Quality Achievement Award
- Healthcare Chaplaincy Network - Excellence in Spiritual Care
- LGBTQ Healthcare Equality - Healthcare Equality Index - Top Performer

Mission, Vision and Values

Mission

To strengthen the health of our community, one life at a time.

Vision

To deliver the nation's best healthcare to our communities here at home.

Values

Compassion: We are kind and caring to everyone we encounter.

Accountability: Each of us is responsible for our words, our actions, and our results.

Respect: We value everyone and treat people with dignity and professionalism.

Integrity: We build trust through responsible actions and honest relationships.

Teamwork: We achieve more when we collaborate and all work together.

Brand Promise

Our commitment runs deep.

Visit [Bayhealth.org/Stories](https://www.bayhealth.org/stories) to learn more.

Position Summary

The Chief Medical Officer (CMO) will be responsible for overseeing Bayhealth's medical affairs, including the Bayhealth Medical Group, as it relates to clinical operations, strategy, and quality of care within a healthcare organization. This executive will also provide leadership to the Accountable Care Organization (ACO), ensuring that key metrics are obtained. Along with the President & CEO, the CMO will supervise the DIO for the GME/UME programs for Bayhealth. This leadership role combines extensive clinical experience with strong business and administrative skills to ensure high standards of patient care while also promoting the organization's financial viability.

Reporting Relationships

Reports to:	Chief Executive Officer
Direct reports:	Vice President of Quality and Medical Affairs Designated Institutional Official (dotted line) Bayhealth Medical Group Accountable Care Organization
Key relationships:	Bayhealth Executive Leadership Team Bayhealth Board of Directors

Responsibilities

The successful Chief Medical Officer candidate will:

Clinical Oversight, Patient Safety/Quality/Risk Reduction

- Establish medical policies: Develop, implement, and monitor clinical policies, practice protocols, and guidelines to ensure the highest standards of patient care.
- Drive quality improvement: Lead initiatives and patient safety programs, analyze clinical outcomes, and implement evidence-based solutions to enhance care delivery.
- Manage clinical operations: Supervise the daily operations of medical departments, including resource utilization and efficiency.
- Ensure compliance: Oversee regulatory and accreditation compliance with bodies like The Joint Commission, as well as federal and state laws.

Executive Leadership and Strategic Planning

- Provide strategic direction: Serve as the medical expert on the executive leadership team, advising the CEO and board of directors on clinical strategy, new technologies, and policy.
- Represent the organization: Act as a liaison and spokesperson for the facility with external stakeholders, including medical advisory boards, community organizations, and the media.
- Lead strategic initiatives: Collaborate with other executives, including the Chief Operating Officer (COO), Chief Nursing Executive (CNE), Chief Human Resources Officer (CHRO) and Chief Financial Officer (CFO), to develop and execute the organization's overall strategic goals.
- Manage budgets: Develop, monitor, and manage the medical groups department budget, resources, and inventory, focusing on cost-effectiveness and efficiency.

Bayhealth Medical Group

- Be responsible for Bayhealth's medical group operations.

Medical Staff Oversight

- Recruit and mentor staff: Partners with CHRO to ensure a solid plan for the recruitment, hiring, training, and performance evaluation of all medical staff, fostering a motivated workforce.
- Serve as a liaison: Mediate and facilitate communication between medical staff and administration to foster a collaborative culture with shared goals.
- Provide executive oversight of the Vice President of Quality and Medical Affairs.
- Oversee credentialing: Ensure the proper appointment and re-appointment of medical staff members and manage privileging practices.
- Resolve issues: Facilitate and moderate disputes or concerns involving physicians, patients, and staff.

Goals and Objectives

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

- Gain a reputation as a transparent, innovative, and trusted leader. The Chief Medical Officer (CMO) will act in a collaborative and communicative manner, building consensus for changes impacting the hospitals and their medical staff. The CMO will build strong relationships with the rest of the senior leadership team and clinical leadership based on mutual trust, open and honest communication, and, above all, integrity.
- Work in conjunction with hospital leadership and medical staff to ensure that quality and performance improvement are continually strengthened and hardwired at all levels of the institution.
- Facilitate the advancement of the clinical operating model across the continuum, engaging operations and physicians (aligned and employed) in health care transformation that is data-driven and accountable for high value, efficient care. Use data to inform decision making on improving performance, eliminating inefficiency enhancing safety, and improving outcomes to balance the needs of the community.
- Establish credibility as a strong, operationally oriented and effective leader with a well-developed business acumen. Guide the hospitals in realizing opportunities for efficiency as Bayhealth continues to grow and evolve as a system. The opportunities should be rational and aligned with the mission, while also acknowledging the nuances associated with each component of the system.
- Advance clinical network optimization between primary care and specialty providers to ensure all patients' needs can be delivered within Bayhealth. Provide consistent communication to all referring providers ensuring a seamless patient experience.
- Assess and evaluate the current state of the medical staff office with an eye toward optimizing medical staff services, credentialing, bylaws, and regulations.
- Advance graduate medical education integration across Bayhealth and its community to further evolve educational services. The CMO will partner with colleagues in moving the GME programs forward in ways that will optimally position the organization as an educational system.
- Lead the organization's drive to engage the medical staff and build relationships that foster culture and inclusivity.
- Establish oneself as a collaborative, relationship-oriented member of the senior leadership team of Bayhealth; one who brings a fresh and contemporary perspective on quality, safety, performance improvement, and patient experience, and how those functions support the goals of Bayhealth.
- In conjunction with the CEO, participate in community-facing activities representing Bayhealth and its commitment to the greater region.

Candidate Qualifications

Education/Certification

- An M.D. or D.O. from an accredited institution with board certification in the respective specialty.
- Eligible for licensure in the state of Delaware.
- An advanced degree in healthcare or a business-related field is desirable.

Knowledge and Work Experience

- A minimum of ten (10) years of clinical practice, with at least five (5) years of successful experience as a clinical leader, providing effective administrative and physician leadership, including direct operational oversight of physicians.
- Experience with Graduate Medical Education (GME), ideally in a complex, community-focused health system that has developed GME programs.
- Successful experience in the mentoring and development of physician leaders.
- Must demonstrate the interpersonal skills needed to resolve conflict and to promote partnership with the constituencies.
- Demonstrated understanding of healthcare regulations, compliance, physician contracting/employed physician models, and ACGME guidelines.

Leadership Skills and Competencies

- Proven ability to collaborate with multidisciplinary teams.
- Track record of successful project management, demonstrating an innovative mindset with a focus on continuous improvement
- Experience with electronic medical records (EMR) systems.
- Active and unrestricted medical license in the state of practice, with board certification in a relevant medical specialty.
- Ability to make critical decisions under pressure, maintain composure, and use sound judgment.
- Must effectively communicate (both written and oral) with peers, staff, legal counsel, board members, and physicians (including large group presentations).
- Must have a working knowledge of the regulatory rules and consequences of non-compliance, such as those for Medicare and Medicaid.
- Requires an exceptional level of people skills, sensitivity, tact, and diplomacy.
- A champion for excellence, one who believes in unwavering patient care and service to the community.

- Has high emotional intelligence; has their ego in check and keeps professional and personal life in balance, encouraging others to do the same.
- Possesses the self-confidence, professionalism, and communication skills needed for interacting with all levels of leadership and staff.
- Makes decisions systematically and under pressure, builds consensus, can make difficult/unpopular decisions, and considers the impact of decisions.
- Skilled in fostering collaboration and building strong relationships with senior leaders, physicians, and cross-functional teams in a matrixed environment.
- An effective hospital administrator with a reputation for honesty, integrity, credibility, and the capacity for building strong, trusting relationships with individuals at all levels of the organization. Visible, approachable, and accessible.
- Excellent team building, coaching, and mentoring skills. Evidence of leading cohesive, high-performing teams. Able to communicate expectations and hold staff accountable.
- High energy, strong work ethic, and action-orientation. Innovative, takes initiative, and is an out-of-the-box thinker.
- Proficiency in lean methodologies and continuous improvement techniques to streamline processes and drive operational efficiency.
- A high degree of professionalism and competency; able to deal with a variety of internal and external constituents, including physicians, senior executives, staff, and Board Members.
- Comfortable driving and managing organizational change initiatives, with a track record of successfully implementing transformative projects.
- Proven ability to manage and lead operations across multiple sites, driving expansion and growth initiatives while maintaining operational excellence.
- Passionate and enthusiastic with a sense of humor.

The Community

Dover, Delaware

Central Delaware is uniquely situated within three hours of the major metropolitan areas of New York, Philadelphia, Baltimore, and Washington, yet it retains its small-town character with good schools, quality shopping, and an abundance of cultural and recreational activities. Delaware's Capital Region includes the historic towns of Dover, Milford, Smyrna, Harrington, and Camden. Visit <https://www.visitdelaware.com> for more information on the area.

Dover is the state capital of the First State. It is located 75 miles south of Philadelphia and 40 miles north of the nation's summer capital, Rehoboth Beach. Dover is adjacent to several bodies of water, including Silver Lake, Moore's Lake, the St. Jones River, and Delaware Bay. Dover, the second largest city in the state, is a center of government, commerce, and industry for Central Delaware. Dover Air Force Base has a substantial economic impact on the local economy, totaling more than \$331 million per year. The base operates the largest aerial port facility on the East Coast and serves as a focal point for military cargo movement to Europe and the Middle East. The air base's military and civilian payroll of nearly \$170 million is mostly pumped back into the local economy.

Milford, Delaware, is located just 20 miles south of Dover and 20 miles north of Lewes Beach and Rehoboth Beach. The Mispillion River bisects the downtown area and divides Milford into two counties, Kent County to the north and Sussex County to the south. The river flows into Delaware Bay at the Mispillion Light, which is 12 miles from its origin in Silver Lake, one of the numerous small lakes and ponds connected by creeks and streams found throughout the area.

Dubbed as the Nation's Summer Capital, the Rehoboth Beach & Dewey Beach area is a top choice for vacationers and vacation home buyers alike. For visitors, there are several independent and national hotels that are great lodging options. The activities are endless, including, but not limited to tax-free shopping, live music venues, fitness opportunities, local spas, art galleries, nationally recognized craft breweries, and water parks.



Rehoboth Beach has been recognized as one of the most desirable vacation destinations on the East Coast and one of the top ten small towns to visit in the Mid-Atlantic by Recreation News. Fodor's Travel Guide awarded Rehoboth Beach as having one of the Best Boardwalks in America and the Sea Witch® Festival was included in the HGTV's "21 Great Fall Festivals" feature.

Central Delaware is served by two public school districts, Capital and Caesar Rodney. Capital School District is an above average, public school district located in Dover, Delaware.

For the 2024 school year, there are 2 private schools serving students in Middletown, DE. 5% of all K-12 students in Middletown, DE are educated in private schools. The best top ranked private schools in Middletown, DE include [St. Andrew's School](#) and [St. Annes Episcopal School](#).

There are also a variety of higher education institutions in the region. The University of Delaware's (<https://www.udel.edu/>) main campus is in Newark with satellite campuses in Dover, Wilmington, Lewes, and Georgetown. In addition, Delaware State University (<https://www.desu.edu/>) is a 4-year, public technical college in the historic city of Dover, the capital of Delaware.



Procedure for Candidacy

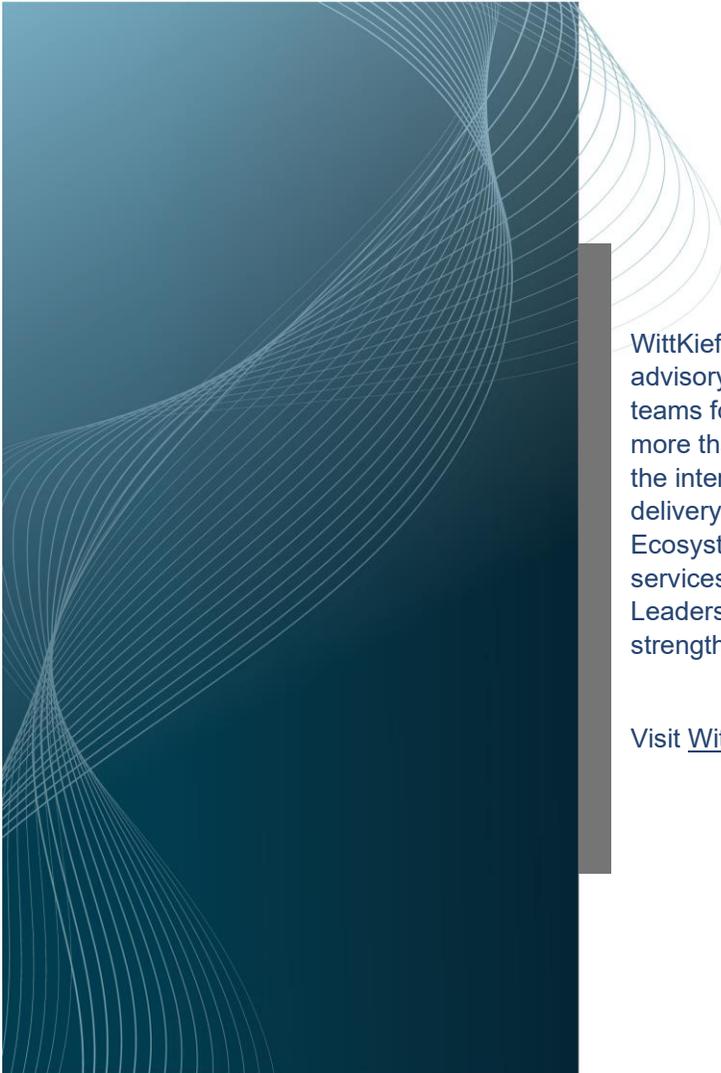
Please direct all nominations and applications to Rachel Polhemus, Brittany Amaral, Dan Dimenstein through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

Rachel Polhemus Senior Partner (240) 644-6023	Daniel Dimenstein Principal (240) 644-6032	Brittany Amaral Associate (781) 564-2618
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Bayhealth values diversity and is committed 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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Bayhealth documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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