



**Executive Director, Business Development & Provider
Recruitment**

Leadership Profile

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WittKieffer

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Organization Overview

Based in Jacksonville, Baptist Health is the area's only locally governed, faith-based, mission-driven, not-for-profit health system. Including six acute-care hospitals, a heart hospital, 18 preferred skilled nursing facilities and home health agencies, four free-standing EDs, a robust ambulatory presence, and the area's most comprehensive network of primary and specialty care providers, Baptist Health is also the second largest private employer in the area, employing more than 14,250 team members. Having served the area for more than 25 years, Baptist Health has been recognized as "most preferred" by area consumers. Baptist Health serves families throughout North Florida, South Georgia, and beyond with high-quality, comprehensive care for every stage of life.

Founded in 1955, Baptist Health is independent and is not a part of any other Baptist Health System nationally. They are uniquely positioned to anticipate and respond to the changing needs of the community and have stayed true to their mission of providing accessible, quality health care services at a reasonable cost. They treat their patients with respect and compassion and provide the best quality care based on their guiding values of community, advocacy, respect, excellence and stewardship. Additionally, the health system also has a strong financial profile which is highlighted by sound operating profitability, cash flow, liquidity and supported by strong population and economic growth in the area enabled by a diverse employment base and further anchored by two U.S. naval bases.

Physician Groups and Specialty Programs

Baptist Health's distinctive programs include Baptist MD Anderson Cancer Center; comprehensive cardiovascular services including the area's only dedicated heart hospital; a neurological institute which includes a comprehensive stroke and cerebrovascular care program; Jacksonville Orthopaedic Institute, which provides the team physicians for Jacksonville's professional sports teams; a full array of women's services; and a growing regional presence for Wolfson Children's Hospital, the only freestanding children's hospital between Orlando, FL and Atlanta, Georgia.

Baptist Health has traditionally had an open medical staff model, and this model is evolving to include a more research-based approach in key tertiary services, such as oncology and neurosurgery. While moving toward greater clinical integration, maintaining excellent relationships with independent physicians is considered key to the ongoing success of the health system.

The health system has a robust ambulatory strategy which includes four freestanding emergency centers for adults and children, two of which are sited on large medical campuses with adjacent medical offices. In addition, Baptist Health employs more than 750 providers under its Baptist Medical Group (BMG) division, which features the area's largest primary care network. Employed groups include physicians and staff in the following specialties:

- Adult and adolescent behavioral health
- Cardiology
- Endocrinology
- ENT
- Infectious diseases
- Neurology
- Neurosurgery
- Oncology
- Orthopedics
- Pediatrics
- Rheumatology

Additionally, based on community need in Nassau County, Baptist Health employs a small number of providers in pulmonology and urology in that specific community only.

Each of these primary and specialty care offices has historically operated successfully in a federated model with a relatively high degree of autonomy and separate governing boards. In response to the shift from volume to value, BMG leadership working closely with physician leaders across the organization is laying the groundwork to shift to a clinically integrated, value driven model dedicated to high quality care for all consumers.

Clinically Integrated Network

A not-for-profit subsidiary of Baptist Health, Baptist Physician Partners (BPP) is a growing clinically integrated network that is comprised of independent and employed physicians in partnership with Baptist Health hospitals, working together toward common goals for improving quality, safety, efficiency and outcomes for patients. BPP currently has roughly 1,200 adult and pediatric providers, over 450 of which are employed (approximately 1/3 primary care and 2/3 specialty providers). BPP is governed by a physician-led Board of Managers comprised of 11 physicians and five healthcare system executive representatives. Physician-led committees develop, monitor and review quality measures for physicians who participate in BPP. The 4 committees include: Finance & Contracting, Information Technology, Membership & Quality and Clinical Transformation. An ACO was established in 2017, within BPP, to participate in the Medicare Shared Savings Program (MSSP).

Baptist Medical Center Jacksonville

For more than 20 years, healthcare consumers have named Baptist Medical Center Jacksonville hospital the "most preferred healthcare provider" in the region. As the central hub and flagship hospital, Baptist Jacksonville provides the highest level of medical and surgical care using the latest technologies, such as the robotic-assisted da Vinci™ Surgical System.



Baptist Jacksonville is a 489-bed facility and serves families throughout the area with high-quality, comprehensive care at every stage of life. Baptist Jacksonville is located on the river in downtown Jacksonville, this is the health system's main campus, housing the adult hospital and heart hospital.

Baptist Medical Center South

Baptist Medical Center South is ranked among the top five percent of hospitals in Florida by *U.S. News & World Report*. Patients benefit from the skilled and caring team at their state-of-the-art campus, which includes a Labor & Delivery Center, adult ER, surgery center, imaging, and pediatric Wolfson Children's ER.

Baptist Medical Center South serves the rapidly growing neighborhoods in southern Duval and northern St. Johns counties. With its 269 beds, Baptist South is located directly on Interstate 95 in a fast-growing region 16 miles south of the main campus. This community hospital serves as Baptist Health's secondary hub. The hospital

blends resort-like amenities with the most advanced medical care, providing for the physical, spiritual and emotional needs of patients and their families.

Baptist Medical Center Beaches

Baptist Beaches, a 146-bed community hospital, is located 21 miles east of downtown Jacksonville. This facility provides beach residents with easy access to comprehensive, high-tech medical and surgical care close to home. It offers the only hospital-based, 24-hour emergency service at the beach. The medical staff includes highly trained physicians in different specialties who practice locally.



Baptist Medical Center Nassau

Baptist Medical Center Nassau, a 62-bed community hospital, is located 37 miles northeast of downtown Jacksonville, on Amelia Island. It's a highly advanced, extremely well-equipped community hospital that provides a full spectrum of in- and outpatient services and 24-hour emergency care to coastal communities in northeast Florida and southeast Georgia.

Wolfson Children's Hospital

Recognized year after year as one of America's Best Children's Hospitals by *U.S. News & World Report*, Wolfson Children's Hospital of Jacksonville, Florida is the only full-service tertiary hospital for children in the region, serving North Florida, South Georgia and beyond. Wolfson Children's Hospital mission is to provide optimal health for the region's children by providing patient-and family-centered care, education, research and child advocacy. Wolfson serves as the largest provider of charitable care to children in Jacksonville and provide care for all children, regardless of their ability to pay.

Wolfson Children's Hospital, a 202-bed facility, is committed to providing safe, quality health care to children. In addition to being named as a 2019 Leapfrog Group Top Hospital, Wolfson Children's is a three-time Magnet™ designated hospital, a designation from the American Nurses Credentialing Center that recognized excellence in patient care and is nationally ranked by *U.S. News & World Report (2023-2024)* in two pediatric specialties.

Designed with input from local parents, the Wolfson Children's Hospital ER has its own dedicated parking area, entrance, waiting room and whimsical décor. It's staffed by medical experts who know and understand children to get them on the road to recovery.

Baptist Heart Hospital

Baptist Heart Hospital is the only freestanding hospital for heart and vascular care. It serves as the centerpiece of Baptist Health's top-ranked heart and vascular program, home to more than 500 physicians, nurses and staff – all with specialized training in providing inpatient and outpatient cardiovascular and thoracic care.

Baptist Medical Center Clay

Baptist Medical Center Clay, a 100-bed hospital, is a full-service hospital providing residents with easy access to comprehensive, high-tech medical and surgical care close to home. Located on Fleming Island, Baptist Clay features innovative care for every stage of life in an elegantly designed, comfortable environment. Unique services include onsite cancer care provided by Baptist MD Anderson, a 24/7 ER for adults and children, and a Level II Neonatal Intensive Care Unit. As part of the Baptist Health system, Baptist Clay has access to many additional specialized physicians, services, and resources including the Baptist Stroke and Cerebrovascular Center.

Social Responsibility and Community Impact

Baptist Health collaborates with nearly 100 community and faith-based organizations each year to create and offer community-based solutions that work. In addition to fostering community partnerships, Baptist Health also provides financial support to support organizations in delivering difference-making programming and resources to the community. The organization provided \$293.4 million in community benefit in the fiscal year ending in 2023.

To learn more about Baptist Health's commitment to lead strategic partnerships, programs, and investments that care for the entire community, visit: <https://www.baptistjax.com/about-us/social-responsibility#StrategicInvestments>

Awards and Honors

Baptist Health is committed to providing their patients with the highest quality of care. Their top national rankings and an ever-growing list of honors certainly reaffirms that commitment. They are proud to offer facilities that have earned designations as Centers of Excellence and top rankings in their state and nationwide.

- Each year, the Best of Bold City Community Choice Awards allows the Jacksonville community to nominate and vote for local companies in more than 160 categories. In 2023, Baptist Health received Best Medical Center, Best Family Practice and Best Pediatrics Clinic.
- Magnet designation is granted by The American Nurses Credentialing Center and reflects Baptist Health's overall excellence in patient care. Baptist is committed to providing outstanding quality care to patients and the community with nursing excellence at the core.
- Baptist Health and Wolfson Children's Hospital were recognized as a designated Clinical Center by the Angioma Alliance for the treatment of cerebral cavernous malformations (CCM) in both adults and children. Wolfson Children's is the first children's hospital in Florida to receive this designation and the only pediatric hospital in the southeast. Baptist Health is the only designated CCM Clinical Center in the Northeast Florida region.
- Baptist MD Anderson Cancer Center's radiation oncology clinics downtown and at Baptist South are accredited by the American Society for Radiation Oncology (ASTRO) through APEX - Accreditation Program for Excellence. This accreditation reflects our strong commitment to delivering safe, high-quality radiation oncology services to our patients.
- Baptist Jacksonville is a nationally designated Center of Excellence for obstetric anesthesia care by the Society for Obstetric Anesthesia and Perinatology (SOAP). Baptist Jacksonville and Baptist South are the first hospitals in Florida to receive this designation for meeting rigid standards in providing excellent anesthesia care to obstetric patients.
- The Stroke & Cerebrovascular Center at Baptist Medical Center Jacksonville is a Joint Commission certified Comprehensive Stroke Center, providing a state-of-the-art facility dedicated to the rapid diagnosis and treatment of stroke.
- Baptist Medical Center Jacksonville received the NRC Health Consumer Loyalty Award for providing exceptional patient-centered care and experiences. This national award underscores the trust the community has in the quality of care and service received at Baptist Jacksonville, the flagship adult hospital of the largest and most preferred health system in Northeast Florida.
- The Chartis Center for Rural Health awarded Baptist Medical Center Nassau a 2023 Performance Leadership Award for excellence in outcomes. Baptist Medical Center Nassau is Florida's only nationally ranked rural community hospital.

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- For a broader list of Baptist Health's awards and honors, visit: <https://www.baptistjax.com/about-us/awards>

Vision, Mission, and Values

Vision

A lifetime of health, together.

Mission

To make hope, healing and well-being accessible to every person as an expression of God's love.

Values

Their core values reflect how Baptist Health "CARES"

- **Community Advocacy:** Contribute to the well-being of all community members and improve health equity through partnership, civic involvement, responsible action and charitable service
- **Respect:** Foster a welcoming culture of inclusiveness and belonging that treats those we serve and each other with dignity, compassion, integrity and respect
- **Excellence:** Achieve the highest quality of care and service in all we do through continuous improvement and innovation
- **Stewardship:** Be accountable for managing resources responsibly, efficiently and equitably
- For additional information on Baptist Health, visit: <https://www.baptistjax.com/>

Position Summary

The Executive Director of Business Development & Provider Recruitment oversees the Business Development and Physician Recruiting departments at Baptist Medical Group. Baptist Health is the largest private employer in Northeast Florida and the Baptist Medical Group consists of 750-providers across all specialties. This position will be responsible for physician/provider recruitment and credentialing across the network. This key leader will be instrumental in building a strong rapport with the physicians, providers and senior leaders to ensure there is strategic alignment with the health system's mission and core values.

This role involves planning, developing, and executing relationship-building growth opportunities in both local and regional markets. The Executive Director identifies new business opportunities, innovative programs, and service improvements that align with the organization's mission, vision, and critical success factors. Leading a team of Business Development Specialists, the Executive Director guides their efforts to cultivate and advance business relationships. Additionally, they manage the Baptist Health physician recruitment program, developing and implementing an annual recruitment plan that meets organizational needs and strategic objectives.

The role requires active collaboration with practice administrators and legal counsel to structure physician recruitment agreements and coordinate negotiations. Ensuring that department services are efficient, responsive, customer-friendly, and effective is crucial. The Executive Director also fosters relationships with key physician residency and fellowship programs nationwide, with a particular focus on the southeastern United States.

Reporting Relationships

Reports to Senior Vice President of Clinical Service Lines and Ambulatory Business Development and oversees a team of approximately 25 FTE's.

Responsibilities

The successful Executive Director, Business Development & Provider Recruitment candidate will:

- Lead respective teams and individual team members across all departments ensuring individual performance and department services are efficient, responsive, effective, and demonstrably customer oriented.
- Provide venues for continued team member learning and development including championing attainment of professional, nationally recognized certifications.
- Conduct individual coaching and career development conversations with direct reports on a regularly scheduled basis.
- Develop annual department budgets and work within budgetary guidelines throughout the year to accomplish department goals and objectives in a fiscally responsible manner.
- Oversee the development of and guide the team in the execution of attributable efforts directly contributing to the achievement of annual system prioritized goals, employing such efforts as targeted outreach, campaigns, continuing education programs, unique events, and distribution channels. Seek to attach reportable metrics to each/all efforts.
- Determine and incorporate into tactics and strategies customer and prospects business drivers, market intelligence, industry knowledge, decision making processes and criteria.
- Coordinate business development efforts with hospital leadership, practice management, service line leaders and other stakeholders along with the corporate communications and marketing teams.
- Oversee continuous network integrity tracking, reporting, analysis, and action planning.

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- In collaboration with practice administrators and BMG leadership identify opportunities and implement efforts to close care coordination gaps.
 - Set as a priority and guide Business Development team in collection of barriers to care coordination in the field. Develop and mature the team's capacity to triage, conduct service recovery, collate by theme/problem type and advance barriers to appropriate owner.
 - Lead the business development team in initiative- taking cultivation of relationships with referring physicians and entities to achieve market targets and develop innovative opportunities for growth.
 - Work to maintain and organically strengthen and advance referring physician and entity alignment with existing accounts and build incremental new relationships.
 - Assist in identifying individual providers and physician groups prospects for alignment; be that employment, CIN membership and/or joint ventures or other types of relationships.
 - For all department within span of control, acquire and maintain working knowledge of key organizational platforms and systems, and ensure team members have sound working knowledge of the same.
 - As a norm, incorporate performance improvement processes and discipline into data driven, strategically aligned action planning and execution.
 - Oversee effective implementation of CRM/PRM and all related sales automation and reporting mechanisms.
 - Conduct ongoing data informed analysis and market research including but not limited to needs assessment, current business/industry/market conditions to identify areas of opportunity and/or growth; and inform associated strategies and action plans.
 - Develop and distribute to key stakeholders on an ongoing basis high level reporting reflective of KPIs for business development, provider recruitment and provider credentialing.
 - Applying a consultative approach, establish and maintain strong relationships with hospital administration, service line directors and physician practice administrators for the purpose of learning and advancing their respective priorities.
 - Effectively balance and manage expectations of these same stakeholders.
 - Lead development and implementation of the annual provider recruitment plan aligned with organization priorities and strategic objectives.
 - Act as organizational owner for the commissioned provider workforce study/plan. In addition, ensure organization has firm grasp of key provider stats such as retirement planning, reduced clinic hours, retention rates, etc.
 - Collaborate with practice administrators and legal team in the physician employment negotiation process.
 - Ensure effective ongoing collaboration across provider recruitment, physician integration and business development teams to ensure successful new provider onboarding.
 - Oversee the development and implementation of effective, innovative sourcing efforts reflective of optimal use of tested and novel sourcing methods such as job boards, websites, social media, professional journals, specialty conferences and graduate medical program relationships.
 - Ensure sourcing methods are tracked, reported out and evaluated for effectiveness on an ongoing basis.
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- Oversee development and implementation of effective, relevant marketing efforts and collateral materials to augment and advance provider recruitment efforts.
- Identify, establish, and advance relationships with key residency and fellowship programs building an evergreen candidate pipeline.
- Oversee the provider credentialing department and processes ensuring the timely attainment of all affiliations necessary to provide patient care and practice medicine.
- Oversee attainment and maintenance of delegated credentialing status with the major commercial payers.

Candidate Qualifications

Education/Certification

- A master's degree in business administration, health administration, public administration or related field is preferred; a bachelor's degree is required.

Knowledge and Work Experience

- Experience successfully recruiting physicians from multi-specialty backgrounds, with at least three years of recent experience in a healthcare leadership position.
- A background in provider relations and/or physician group practice management is desirable. Familiarity with provider credentialing and enrollment processes is required; direct experience with credentialing is desirable.
- Proven ability to establish and implement effective, innovative and creative sourcing, selection, on-boarding and credentialing processes.
- Proven ability to source physician leads through warm and cold calls, email communication, online job placement, database management, and other recruitment tools.
- Ability to develop and manage a pipeline of physician leads, both practicing physicians and ones coming out of residency, with a demonstrated history of closing candidates.
- Strong verbal and written communication skills, with a focus on professional yet friendly phone and email etiquette.
- Computer literacy/knowledge to support the use of online recruitment tools.
- Comfort in becoming conversant in the basics of a new clinical discipline in order to answer entry-level questions about the practice discipline for physician candidates.
- Leading and directing the work of others.
- History of collaboration with legal counsel in structuring physician recruitment agreements and coordinating the negotiation process.
- Capacity to develop physician and physician practice profiles.
- Familiarity with the profession; physician recruiting concepts, practices, software/applicant tracking systems and procedures.

The Community

Jacksonville, Florida



Jacksonville, the largest city in area in the continental United States, is a rapidly growing metropolitan city in Northeast Florida and Southeast Georgia located on the banks of the St. Johns River and adjacent to the Atlantic Ocean. The most populous city in Florida, Jacksonville has approximately 990,000 residents, and the Jacksonville Metropolitan Statistical Area has a population of over 1.3 million. It has a strong quality of life, thriving business and manufacturing community, mild climate along the southern Atlantic coast, and a variety of cultural attractions and educational institutions.

Jacksonville continues to distinguish itself as one of the nation's most dynamic and progressive cities. Due to its convenient location, climate, reasonable cost of living, high quality of life and a [business-friendly government](#), Jacksonville is a popular location for corporate expansions and relocations. Its status as an intermodal transportation hub is another incentive, and the city is also a leading distribution center, with a transportation network embracing port and air cargo facilities, rail and trucking routes. Jacksonville is consistently rated one of the 'Hottest Cities in America' for business expansions and relocations in an annual poll featured in Expansion Management magazine.

For families, the Jacksonville metropolitan area is very livable. It has one of the largest urban park systems in the country, abundant preserved natural areas, and miles of beaches and waterways. Its public and private elementary and college preparatory schools are some of the highest rated in the state, while the city has grown into a world-class arts and culture destination.



Jacksonville also offers a diverse range of cultural events from big city happenings such as a major symphony orchestra, sporting events such as THE PLAYERS Championship, the Jacksonville Jazz Festival, and an entertainment complex downtown, to the underground arts scene of the CoRK Arts District, indie music and film in Five Points, and the literary and folk music scene in the Riverside/Avondale Preservation District (Jax by Jax Literary Festival and Porchfest).



Jacksonville offers a wide selection of colleges and universities and is home to the Jacksonville Jaguars of the National Football League (NFL). The Jaguars play their home games at TIAA Bank Field. Baptist Health is the Official Healthcare Provider of the Jacksonville Jaguars as well as numerous other professional sports teams in the area, including the Sharks (arena football), Jumbo Shrimp (baseball) and Armada (soccer).

With a growing population, a strong economy, diverse cultural and recreational opportunities and abundant natural resources, Jacksonville continues to distinguish itself as one of the nation's most dynamic and progressive cities

Visit the following links for more information:

City of Jacksonville: <https://www.coj.net/welcome.aspx>

Visit Jacksonville: <https://www.visitjacksonville.com/>

Jacksonville Chamber of Commerce: <https://www.myjaxchamber.com/>

Downtown Jacksonville: <https://downtownjacksonville.org/>

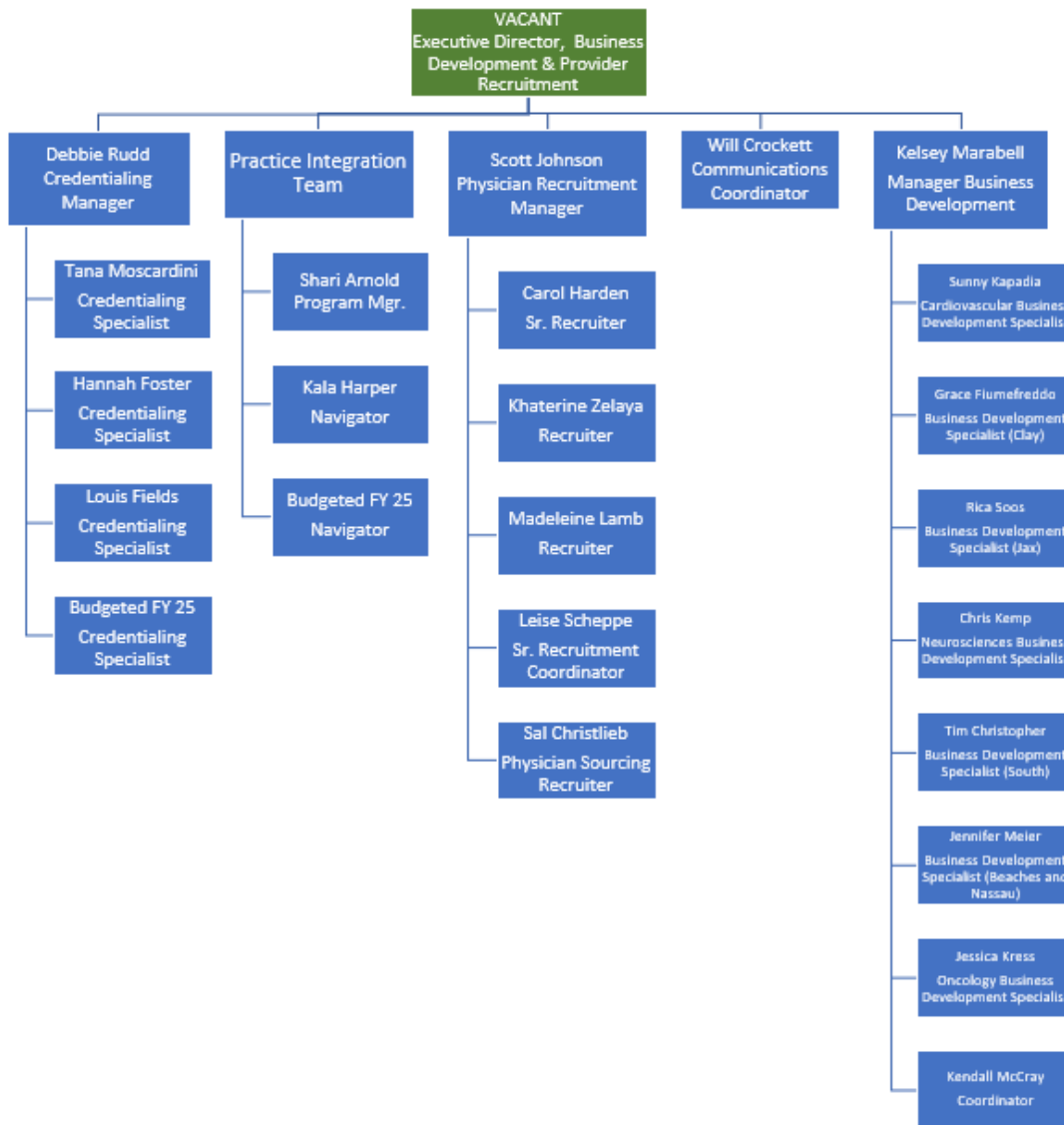
Procedure for Candidacy

Please direct all nominations and applications to April Allen and Jess Cummings through the [WittKieffer Candidate Portal](#) or via email, at: jcumings@wittkieffer.com. Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

Baptist Health 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 Baptist Health 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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