

Florida
Medical Clinic



ORLANDO
HEALTH[®]

**Vice President, Orlando Health &
President Orlando Health Florida Medical Clinic**

Leadership Profile

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WittKieffer

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The Opportunity

Orlando Health seeks a dynamic and strategic leader to serve as Vice President, Orlando Health, and President (President) of Orlando Health Florida Medical Clinic, succeeding the highly respected outgoing President, Joe Delatorre. Reporting to the Senior Vice President, Orlando Health & President, West Region, the successful candidate will be a collaborative, relationship-oriented, and visible member of the Senior Leadership Team. The President will drive the creation of a vision, strategic plan, and common culture that integrates local alignments while fostering cohesion across over 70 geographically dispersed care sites. This is a unique opportunity to build upon a strong foundation of clinical excellence, operational performance, and community trust while guiding the organization into its next phase of growth and innovation.

A key aspect of this role involves engaging with over 2,000 employees and 550 providers within more than 40 medical and surgical specialties to ensure meaningful outcomes and alignment with Florida Medical Clinic Orlando Health's mission, vision, and values. The President will leverage the medical community's strength to enhance the integration of primary and specialty care, emphasizing clinical integration to improve the patient experience and outcomes. Additionally, the President will assess the current organizational infrastructure and implement an operational framework that ensures consistent, effective, and efficient business practices.

Florida Medical Clinic, Orlando Health, is a large multispecialty medical group offering integrated primary care, medical subspecialties, surgical services, and high-demand outpatient specialties, including family medicine, internal medicine, cardiology, orthopedics, gastroenterology, rheumatology, and more. The President will establish best practices that rank Florida Medical Clinic Orlando Health among the strongest multi-specialty groups nationally, focusing on productivity, cost containment, utilization, quality, and patient satisfaction. Evaluating, defining, and managing provider compensation plans will be crucial to maintaining a motivated and high-performing medical staff. Furthermore, the President will ensure that Florida Medical Clinic Orlando Health, understands and aligns with Orlando Health's vision and strategic imperatives, providing clarity on the group's impact on the system's overall strategy.

Significant growth is anticipated for Florida Medical Clinic Orlando Health over the next few years, making experience in expanding a medical group a crucial aspect of this role. To achieve these goals, the President will assess the organization's current state, determine future physician needs based on the strategic plan, identify gaps, and develop plans to address them. This leader will foster a culture that promotes high levels of engagement and professional satisfaction, creating an environment focused on safe, effective, equitable, timely, patient-centered, and accessible care. Through these efforts, the President will position Florida Medical Clinic Orlando Health for continued success and significant growth in the evolving healthcare landscape.

A successful candidate will ideally hold a master's degree in Business, Health Administration, or Public Administration. The ideal candidate will have at least 15 years of progressive management experience in the healthcare environment within a group practice or clinic model, preferably within a large, complex health delivery system. They should possess specific knowledge of physician practice management and ambulatory care operations, as well as broad knowledge of healthcare operations, financial management, strategic planning, and human resources management.

Experience in a highly competitive, mature market, with transformational leadership in how care is provided across different payment methods, is highly desired. The candidate should have extensive experience with strategic planning, practice evaluation, and integration, along with business acumen in leading complex groups. An in-depth understanding of integrated healthcare delivery systems, familiarity with information systems, regulatory compliance issues, and business operations for physician practices, clinics, and outpatient care are required. Knowledge of national and local physician practice trends, policies, and issues is also important. This position offers a unique and exciting opportunity to lead and shape the future of healthcare delivery within a respected and growing organization.

Organization Overview

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 quality of life of the individuals and communities they 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 through community benefit programs and services, Medicare shortfalls, bad debt, community-building activities, and capital investments.



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 their patients, their physicians, their 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.

Florida Medical Clinic Orlando Health

Florida Medical Clinic was founded in 1993 by five physicians in East Pasco County with a vision to deliver high-quality, cost-effective care through a more coordinated, patient-centered model. Under the leadership of Dr. Paul Hughes and CEO Joe Delatorre, the organization quickly expanded, adding physicians, specialties, and locations throughout Pasco and Hillsborough counties. Early investments in a multispecialty campus model, ambulatory surgery centers, and integrated ancillary services, including imaging and laboratory capabilities, positioned the organization for sustained growth. Over the following decades, Florida Medical Clinic scaled into a leading regional medical group supported by a strong infrastructure in population health, care coordination, and digital integration.

The organization has demonstrated consistent growth through strategic expansion, specialty alignment, and operational sophistication. Key milestones include the development of advanced care management programs, participation in accountable care initiatives, and meaningful investments in technology and patient access, including a fully integrated electronic health record and centralized patient engagement platforms. Florida Medical Clinic has also maintained a strong community focus through its Foundation of Caring, reinforcing its commitment to local impact and access to care.

In August 2023, Florida Medical Clinic joined Orlando Health to form Florida Medical Clinic Orlando Health, combining a high-performing, community-based multispecialty physician group with one of the region's leading not-for-profit health systems. The partnership enhances access to advanced specialty care, strengthens care coordination across the continuum, and expands the organization's geographic and clinical footprint across the Tampa Bay region. Rebranded in 2024, Florida Medical Clinic Orlando Health reflects a shared commitment to delivering integrated, high-quality care and positioning the organization for continued growth and long-term sustainability.

Florida Medical Clinic, Orlando Health, offers fully accredited, all-digital radiology and laboratory services and is recognized by the NCQA for its Patient-Centered Medical Home. Florida Medical Clinic, Orlando Health, offers two Accredited Urgent Care Centers and is accredited by the Accreditation Association for Ambulatory Health Care (AAHC) for its three Surgery Centers. They have over 100,000 patients enrolled in various value-based arrangements, from pay-for-performance to full-risk Medicare Advantage Plans.

Florida Medical Clinic, Orlando Health, leads its community in offering integrated, coordinated care for all patients, including common medical conditions such as diabetes and high blood pressure. Their primary care doctors are

dedicated to preventative care and wellness strategies and coordinate appropriate health screening for their patients. Florida Medical Clinic Orlando Health is fully committed to providing high-quality, cost-effective care while improving access for its patients, with a focus on the patient and provider experience.

Key Highlights of the Partnership

- **Expanded Access & Integration:** Patients benefit from a fully connected system that integrates primary care, specialty services, urgent care, and hospital-based care.
- **Enhanced Clinical Capabilities:** The collaboration enables access to Orlando Health's advanced technologies, specialty programs, and broader physician network.
- **Regional Growth:** The partnership marks Orlando Health's expansion into Hillsborough and Pasco counties and supports continued growth across the Tampa Bay market.
- **Future Development:** Plans include new facilities such as a state-of-the-art hospital in Wiregrass Ranch, further increasing access to high-quality care.

Mission, Vision, and Values

Mission

Florida Medical Clinic Orlando Health is dedicated to improving the health and quality of life of the communities it serves.

Vision

- A trusted leader inspiring hope through the advancement of health.

Values

People

- Florida Medical Clinic Orlando Health is committed to excellence in serving and supporting our patients, our physicians, our guests, and fellow team members.
- Florida Medical Clinic Orlando Health, not only cares for people, but they also care about them.
- Florida Medical Clinic Orlando Health will do everything in its power to ensure that all people are treated with respect, dignity, kindness, and compassion.
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Board of Managers

Florida Medical Clinic Orlando Health's Board of Managers is a diverse group of experienced physicians offering leadership and guidance. The composition of the Board of Managers is a unique blend of skills and knowledge, allowing them to provide strong management and oversight of Florida Medical Clinic Orlando Health.

Florida Medical Clinic Orlando Health Telemedicine

Video visits provide the same high-quality medical care patients receive in the clinic. Telemedicine services are available for new and existing patients. Both primary care and specialty providers provide telemedicine services.

Florida Medical Clinic Orlando Health Urgent Care

Staffed by board-certified Florida Medical Clinic Orlando Health physicians, urgent care patients will receive the same high-quality care they already trust Orlando Health to provide. As an Accountable Care Organization, Florida Medical Clinic Orlando Health is committed to providing high-quality, cost-effective urgent medical care. Their urgent care visits cost less than a visit to the emergency room, for the same level of medical care, and are available in Wesley Chapel and Zephyrhills. Urgent care hours of operation are Sunday through Saturday, 8 am-8 pm.

Florida Medical Clinic Orlando Health Pharmacy

The Florida Medical Clinic Orlando Health Pharmacy offers dedicated parking, curbside delivery, and easy access to its pharmacists for questions, consultations, and personalized service. Florida Medical Clinic, Orlando Health's pharmacists, also access their patients' Electronic Medical Records, enabling streamlined communication with your providers.

Florida Medical Clinic Orlando Health Foundation of Caring

Florida Medical Clinic Orlando Health Foundation of Caring, founded in 2005, strives to support individuals, children, and families in need and at risk in Hillsborough and Pasco Counties. Through volunteerism and funding, Florida Medical Clinic Orlando Health Foundation of Caring leverages resources to enrich lives and create measurable, immediate, and ongoing positive changes in their communities.

Impact of Florida Medical Clinic Orlando Health Foundation of Caring

- \$3,800,000 dollars reinvested
- 189 non-profits assisted
- 90,000 volunteer hours served

For more information, please visit:

<https://www.orlandohealth.com/> | <https://www.floridamedicalclinic.com/> | <https://fmcfoundationofcaring.org/>

Position Summary

The Vice President, Orlando Health & President, Family Medical Center, provides overall leadership and operational oversight for Florida Medical Clinic Orlando Health, ensuring the delivery of high-quality, cost-effective care. This leader drives organizational success through quality improvement, financial stewardship, strategic planning, and adherence to governance and regulatory requirements. The role requires building and sustaining strong, collaborative relationships with team members, executive leadership, physicians, board members, and community stakeholders, while maintaining accountability for achieving key performance indicators and advancing the clinic's strategic and operational goals.

Reporting Relationships

Reporting to the Senior Vice President, Orlando Health & President, West Region, direct reports may include:

- Chief Financial Officer
- Chief Administrative Officer
- Chief Medical Officer

Essential Functions

The successful Vice President & President candidate will:

- Plan, lead, organize, direct, and evaluate the operations of Florida Medical Clinic Orlando Health, and all its services.
- Monitor quality care and meet the financial plans to achieve organizational success effectively.
- Assure accreditation and ensure that operations conform to local, state, and federal governmental regulations.
- Coordinate the medical group operations with appropriate OH Executives and partner organizations
- Develop and maintain positive working relationships with corporate leaders and other members of the OH executive team.

Planning

- Establish short- and long-term organizational goals and objectives.
- Ensure that strategic plans for future development and growth of Florida Medical Clinic Orlando Health are prepared well and participate in their preparation; periodically present such plans for general review and approval by corporate leadership.
- Collaborate with other key leaders in evaluating the health care needs of the region.

Leadership

- Develop direct reports to make effective decisions and appropriately delegate authority to team members.
- Establish processes to ensure strong management development and to provide for thoughtful management succession.
- Recommend changes in organization required by growth and environmental changes. Create an environment that fosters creativity and innovation.

- Cultivate a sense of excellence and accountability with all members of the Florida Medical Clinic Orlando Health team.
- Create an environment that continually assesses the integration of services to meet the needs of the community.
- Develop business partnerships and collaborate with other leadership positions in planning for Florida Medical Clinic Orlando Health's present and future impact.
- Support OH's community benefit strategy and related initiatives as approved by the OH Board of Directors to ensure achievement of organizational goals and objectives while assisting with the implementation of system and facility community benefit plans.

Directing

- Direct the activities associated with the development and achievement of goals and objectives that are consistent with those of the Organizational Strategic Plan.
- Design the administrative structure and process of Florida Medical Clinic Orlando Health, to maximize productivity, quality, and financial performance.

Evaluating

- Develop, foster, and ensure a continuous improvement and learning environment.
- Ensure there are mechanisms to provide a consistent quality of patient care wherever patient care is provided.
- Establish and work with the leadership team to achieve budgetary targets and goals.
- Evaluate performance of the Leadership Team against organizational, departmental, and personal goals and objectives.
- Ensure that compliance with safety, health, and regulatory standards is maintained.

Other Related Functions

- Observe professional ethics in maintaining confidential information acquired concerning the personal, financial, medical, or employment status of patients of the Hospital and their families.
- Follow and enforce accepted safety practices for patients and facilities. Adhere to OH policies and procedures.
- Participate in professional activities and develop/implement personal goals/objectives that support the organization's strategic operating plans.
- Maintain involvement and representation in the community.

Goals and Objectives

The successful candidate will focus on the following priorities over the first 12–24 months:

- **Establish Credibility:** Build personal and professional credibility, gaining respect and trust with leadership, peers, and subordinates.
- **Partner effectively with a physician-led Board:** Clarify governance, strengthen engagement, and evolve the Board's role in a post-integration environment while respecting its historical influence and culture.
- **Drive Strategic Growth:** Create a vision, strategic plan, and common culture that integrates local alignments and fosters cohesion across geographically dispersed care sites. Expand Florida Medical Clinic Orlando Health's ambulatory footprint through targeted clinic growth, improved access, and market positioning in the Tampa Bay region.
- **Standardize operations and governance** across the multispecialty platform, including physician agreements, access standards, referral patterns, and performance expectations, to drive consistency, quality, and efficiency.
- **Lead the continued integration with Orlando Health:** Align strategy, operations, and culture across legacy Florida Medical Clinic and system-affiliated medical groups while preserving the organization's strong physician-centric culture.
- **Advance value-based care capabilities:** Including ACO participation and risk-based contracting, while improving care coordination and strengthening financial performance within evolving reimbursement models.
- **Engage Providers:** Foster strong physician and APP engagement to support recruitment, retention, and alignment around quality and growth initiatives. Balance physician autonomy with system integration, fostering a collaborative environment that supports independent clinical decision-making while advancing enterprise-wide standards, performance, and strategic priorities. Evaluate, define, and manage provider compensation plans.
- **Expand Community Access:** Increase access to care across diverse populations while strengthening community relationships and referral networks. Enhance the integration of primary and specialty care to improve patient experience and outcomes
- **Deliver Financial Results:** Improve clinic performance through volume growth, cost management, and revenue cycle optimization.
- **Advance Data and Analytical Capabilities:** Drive a culture of data-informed decision-making and operational excellence through the integration of advanced analytics and technology innovation.
- **Assess and strengthen the leadership bench:** Make key decisions around organizational structure and talent to ensure the team is equipped to meet future growth and integration goals.

Candidate Qualifications

Education/Certification

- Graduate degree in Business Administration, Health Care Administration, or Public Health.
- Member of the medical group of the health administration society preferred.

Knowledge and Work Experience

- Minimum of fifteen (15) years of progressive responsibility in management in the healthcare environment. Expertise in physician practice management and ambulatory care operations.
- Prior position as a Chief Executive Officer, Chief Operating Officer, or Administrator of Operations in a related healthcare environment, including familiarity with quality management and managed care environments.
- Comprehensive knowledge of healthcare operations, financial management, strategic planning, and human resources.
- Proven leadership in competitive markets, transforming care delivery through various payment methods.
- Extensive experience in strategic planning, practice evaluation, and integration, with strong business acumen in managing complex groups.
- Deep understanding of integrated healthcare delivery systems.
- Familiarity with information systems, regulatory compliance, and business operations for physician practices, clinics, and outpatient care.
- Awareness of national and local trends, policies, and issues affecting physician practices.
- Experience with electronic medical/health record implementation.
- Skilled in designing physician compensation programs and incentivizing physicians, with experience in contract negotiations.
- Proven track record in improving clinical quality, reducing costs, sharing best practices, and engaging physicians effectively.

Leadership Skills and Competencies

The Vice President, Orlando Health & President, Family Medical Center will be a collaborative, results-oriented leader with a demonstrated ability to inspire teams and drive organizational performance. Key competencies include:

- **Strategic Leadership:** Ability to develop and execute a clear vision aligned with Orlando Health's system priorities, positioning the organization for sustainable growth and innovation.
- **Operational Excellence:** Proven track record of improving quality, safety, patient experience, and throughput while maintaining a strong focus on efficiency and performance improvement.
- **Financial Acumen:** Strong understanding of healthcare finance, including budgeting, cost management, and revenue optimization, with accountability for achieving financial targets.

- **Physician and Team Engagement:** Skilled in building trust and alignment with physicians, clinical leaders, and staff to foster a high-performing, collaborative culture.
- **Relationship Building:** Effective communicator with the ability to establish and maintain strong relationships with executive leadership, board members, and community stakeholders.
- **Change Management:** Experience leading organizations through growth, transformation, and complex change initiatives with transparency and accountability.
- **Quality and Patient-Centered Focus:** Deep commitment to advancing clinical excellence, patient safety, and service standards across the organization.
- **Community and Market Awareness:** Ability to understand and respond to evolving community needs, strengthening the organization's presence and reputation within the marketplace.
- **Governance and Compliance:** Knowledge of healthcare regulations, accreditation standards, and governance practices to ensure organizational integrity and compliance.

The Community

Tampa, Florida

Tampa is a vibrant and rapidly growing metropolitan hub on Florida's Gulf Coast and part of the broader Tampa–St. The Petersburg–Clearwater region is one of the largest and most dynamic markets in the Southeast. The city has a population of approximately 413,000, with more than 3.3 million residents across the metro area, reflecting sustained in-migration and economic expansion.

Tampa is characterized by a young, diverse, and expanding population, with a median age of approximately 36 years. The community includes significant cultural diversity, with approximately 26% Hispanic/Latino residents and nearly one-fifth of the population foreign-born, supporting a multicultural workforce and patient population. The region is further strengthened by a robust pipeline of talent from leading academic institutions, including the University of South Florida, the University of Tampa, and Hillsborough Community College.



The Tampa Bay economy is diverse, resilient, and growth-oriented, anchored by key sectors such as healthcare, financial services, technology, defense, and professional services. Healthcare, in particular, is a major driver of regional growth, consistently contributing to job creation and investment across the market. Favorable economic conditions—including strong job growth, relatively low unemployment, and the absence of a state income tax—continue to attract both businesses and a highly skilled workforce to the region.

The region's healthcare landscape is highly competitive and expanding, led by prominent systems such as BayCare, AdventHealth, Tampa General Hospital, and Orlando Health. Orlando Health has established a growing presence in the Tampa market through its partnership with Florida Medical Clinic Orlando Health, a multispecialty network of more than 50 locations and 350 providers offering comprehensive services across primary and specialty care. Family medicine clinics within this network serve as key access points for preventive care, chronic disease management, and population health initiatives, supported by integrated care models and advanced clinical infrastructure.

Tampa offers an exceptional quality of life that continues to attract professionals and families alike. The region features diverse housing options, from urban waterfront living to suburban communities, along with year-round outdoor recreation, a vibrant arts and cultural scene, and major professional sports franchises. Tampa is consistently recognized as a top U.S. relocation destination, supported by its livability, business-friendly environment, and overall lifestyle appeal.

Overall, Tampa represents a high-growth, demographically diverse, and economically strong market with increasing demand for accessible, high-quality healthcare services. Orlando Health's expanding footprint—anchored by its family medicine and multispecialty clinic network—positions the organization to play a critical role in advancing population health and delivering integrated, community-based care across the region.

Procedure for Candidacy

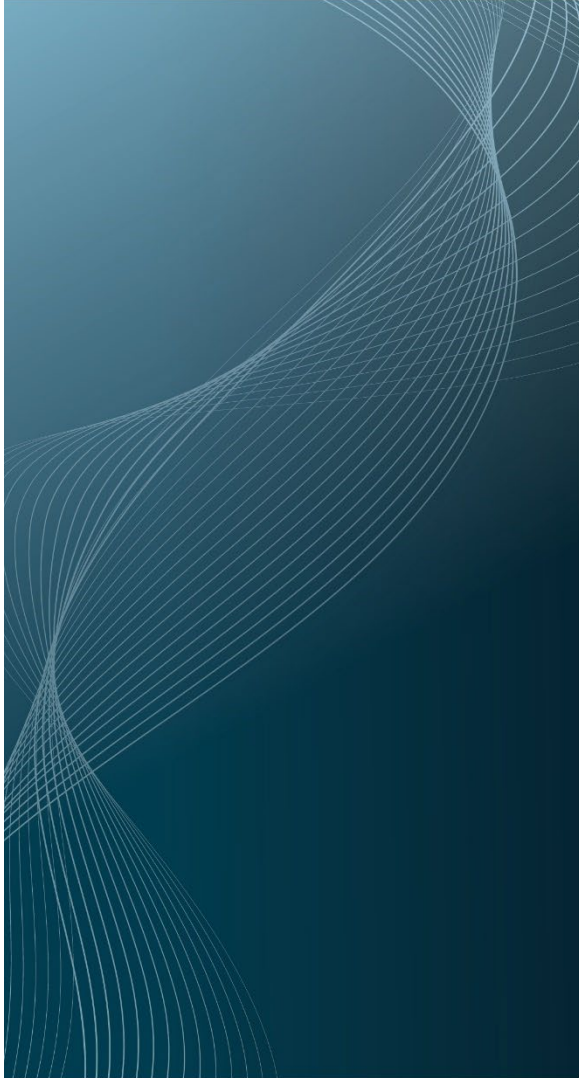
Please direct all nominations and applications to Stephen Davis and Angela Raphael through the WittKieffer Candidate Portal by [clicking here](#). New users should select “Register Here” to create an account before proceeding. After logging in, navigate to “Open Positions,” then locate the role by entering the institution’s name and clicking the search wheel.

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Orlando 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 Orlando 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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