



**TALLAHASSEE
MEMORIAL**
HEALTHCARE

**President, Chief Physician Enterprise Officer
TMH Physician Partners**

Leadership Profile

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WittKieffer

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The Opportunity

TMH Physician Partners (TMHPP) is entering a period of significant growth and transformation, demanding bold vision, disciplined execution, and innovative leadership. To support this evolution, TMHPP seeks a President, Chief Physician Enterprise Officer ("President") an exceptional opportunity for a seasoned physician leader to help shape the future of a thriving, community-focused physician enterprise affiliated with Tallahassee Memorial HealthCare (TMH). The President will have the unique opportunity to shape the physician enterprise across the entire system for the future, to include helping build out a governance structure. TMHPP is an incredibly important component of TMH, which is evolving over time to become "FSU Health, TMH").

TMHPP is a robust, multispecialty, community-based medical group dedicated to advancing the health of the Tallahassee region and surrounding counties. Founded to shift care delivery from episodic, acute interventions toward prevention, wellness, and comprehensive longitudinal care, TMHPP has expanded significantly and now encompasses 54 care sites across seven counties. With nearly 600 providers and over 1000 team members, the organization delivers high-quality, accessible, and patient-centered primary and specialty care.

The next PRESIDENT will serve as a strategic executive partner and catalyst for TMHPP's continued advancement. This leader will guide the organization through its next phase of growth, strengthening physician engagement, elevating clinical performance, and ensuring high-value care is consistently delivered. The role requires a sophisticated understanding of contemporary healthcare operations, finance, and value-based care models, along with exceptional emotional intelligence, collaborative leadership, and the ability to navigate and influence in complex, matrixed systems. This leadership opportunity comes at a pivotal time. TMH and Florida State University (FSU) are embarking on a historic partnership to establish an academic health center in Tallahassee. This initiative will lay the groundwork for a true quaternary care destination, expanding specialty and subspecialty services, enhancing regional reach, stimulating economic development, and elevating the standard of care across North Florida. By integrating TMH's longstanding commitment to community health with FSU's academic and research strengths, the partnership will enrich clinical education, accelerate scientific discovery, and fundamentally strengthen healthcare delivery for the region. The FSU partnership is inclusive of the expansion of Panama City Beach, extending the academic partnership across all aspects of the health system.

As TMHPP's leader the PRESIDENT will serve as both a strategic architect and an operational leader. This individual will champion clinical integration, support care coordination and population health strategies, and build scalable systems that improve operational efficiency and clinical reliability. The President will foster a culture of collaboration and accountability, deepen physician alignment, and mentor emerging leaders to ensure long-term organizational success. This is a compelling opportunity for a physician executive to drive strategic growth in an expanding market while inspiring trust, partnership, and followership across the physician enterprise.

The ideal candidate will be a clinically credible physician leader with a minimum of 10 years of senior leadership experience in complex healthcare environments. They will demonstrate a strong record of building productive physician relationships and a deep alignment with TMHPP's mission, vision, and values. Candidates must hold an M.D. or D.O., have completed an ACGME-accredited residency, and maintain active board certification in their specialty. An advanced degree in healthcare administration or business is strongly preferred.

Organization Overview

TMH Physician Partners

TMH Physician Partners (TMHPP) is a community-based, multi-specialty group affiliated with Tallahassee Memorial Healthcare. It was established to improve the community's overall health and to shift the health system from a focus on crisis management and disease to prevention and health maintenance. TMHPP comprises approximately 300 employed and contracted physicians and over 250 advanced practice providers. The network includes partnerships with specialty physician groups, such as Southern Medical Group, PA, for cardiac and internal medicine services, and Tallahassee Pulmonary Clinic, PA, for pulmonary, critical care, and sleep services.

TMHPP is a compilation of providers, both employed and contracted, as well as a service organization for community providers. TMHPP operates its own revenue cycle, human resources, and physician support functions, separate from the hospital.

More information on TMHPP can be found by visiting: <https://www.tmh.org/services/tmh-physician-partners/>

Tallahassee Memorial HealthCare

For more than 75 years, Tallahassee Memorial HealthCare (TMH) has focused on delivering high-quality, patient- and family-centered healthcare to Tallahassee and surrounding communities.

Founded in 1948, TMH is a leading private, not-for-profit community healthcare system that delivers care across a 21-county region spanning north Florida, south Georgia, and southeastern Alabama. It is nationally recognized by U.S. News & World Report as one of the best hospitals in Florida. TMH has recently been named as a top-performing hospital in the United States in the 2026 Modern Healthcare 50 Top Cardiovascular Hospitals winners list.

Tallahassee Memorial Hospital has the region's most advanced neurosurgery program; the region's only structural heart and critical limb ischemia programs; the only Level II Trauma Center in the region; the highest designation for heart attack care; and the most powerful cancer center program in the Big Bend. TMH is also the region's largest private employer.

TMH aims to be known as the most engaged and supportive organization in America through the delivery of care in our 772-bed acute care hospital, surgery and adult ICU centers, psychiatric hospital, multiple specialty care centers, 4 physician residency programs, and nearly 50 affiliated physician practices.

TMH also collaborates with other hospitals and education leaders across our community and state to bring the most advanced care to Tallahassee. Our partners include:

- Apalachee Center, Inc.
- Calhoun Liberty Hospital
- Capital Health Plan
- Alliant Management Services (rural health management organization)
- Doctors' Memorial Hospital
- Florida State University
- Radiology Associates
- Tallahassee State College
- University of Florida Health
- Weems Memorial Hospital

- Big Bend Hospice

By combining the latest medical technology with patient- and family-centered design and amenities, the M.T. Mustian Center has transformed the standard of care in the Big Bend community.

In May 2019, TMH opened the highly anticipated M.T. Mustian Center, an unprecedented, more than 340,000-square-foot, multi-story addition that expanded the organization's footprint and capacity to meet the region's surgical and critical care needs. The M.T. Mustian Center houses 28 state-of-the-art operating rooms, 4 interventional suites, and 3 thoughtfully designed adult intensive care units (ICUs) with 72 ICU patient rooms.

As the most expensive single construction project in Tallahassee's history, the facility represents an investment of more than \$270 million in caring for the community. Anticipating the region's long-term needs, the M.T. Mustian Center was designed to be a '50 Year Building,' capable of expanding both upward and outward to add ICU beds and operating rooms as needed and to accommodate new technologies over the next half century.

For more information, visit <https://www.tmh.org>.

FSU Health

In 2026, TMH's partnership with Florida State University (FSU) is expanding, with the expected establishment of a new academic health center in Tallahassee. The partnership aims to integrate patient care at TMH with FSU's educational and research mission. The operating agreement is expected to be finalized by April 2026. The proposed Memorandum of Understanding outlines an approach under which FSU will invest \$1.7 billion locally over the next 30 years. This commitment includes a 30-year contribution to citizens as payment for the City-owned assets; a short-term investment to improve local facilities and provide research grants; and a 30-year investment plan aligned with academic health center practices.

TMH and FSU have also partnered to build a new hospital in the growing Panama City Beach region, about two hours west of Tallahassee. The hospital, which will be operated by TMH, is expected to open by 2028 under the name FSU Health.

For more information, visit <https://fsuhealth.fsu.edu>.

Position Summary

The President, Chief Physician Enterprise Officer of TMHPP serves as the senior executive responsible for the multispecialty physician enterprise's overall strategic, clinical, operational, and financial leadership. As the organization's physician voice, the President provides vision, direction, and accountability for delivering high-quality, patient-centered care and for advancing a sustainable, integrated, and high-performing medical group. This leader plays a critical role in aligning physicians around shared goals, executing the organization's strategy, and translating priorities into measurable results.

In this highly visible role, the President drives clinical excellence and operational performance across all specialties and practice settings. The President leads the development and implementation of evidence-based practice standards, innovative care delivery models, and access-improvement strategies that enhance quality, affordability, efficiency, and the patient experience. The President ensures seamless, efficient operations, fosters a culture of safety and continuous improvement, and maintains compliance with all applicable regulatory, accreditation, and quality requirements.

The President is also accountable for physician engagement, leadership development, and talent strategy, including the recruitment, retention, and development of a world-class provider workforce. By fostering a culture of accountability, collaboration, innovation, and respect, the President builds strong physician leadership and positions TMHPP as an employer of choice. In close partnership with executive leadership, service line leaders, ambulatory operations, and physician leaders, the President aligns the physician enterprise with the broader organizational strategy and leads the ongoing evolution of an integrated, future-ready medical group across the full continuum of care.

Reporting Relationships

The President will report to Mark O'Bryant, System Chief Executive Officer of Tallahassee Memorial Healthcare Inc. and is responsible for the areas mentioned for the entire health system.

Direct reports to the President include the following:

- Chief Operating Officer of TMHPP
- Multiple TMHPP Medical Directors
- Manager, Physician Recruitment

Key Peer Relationships to the President include:

- President FSU Health, Panama City Beach (currently in construction and ultimately anticipated to be a 600-bed hospital with complimentary clinics and ambulatory facilities)
- President FSU Health, Tallahassee Memorial
- President, Hospice
- Additional leaders across the entities, including, but not limited to: health ventures and real estate services

Responsibilities

Strategic Leadership

- Exercise leadership and management responsibilities to ensure the efficient delivery of services that meet the needs of patients, physicians, employees, and the community.

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- Partner with executive, service line, ambulatory, academic, and physician leaders to align the physician enterprise with the organizational strategy.
 - Develop and execute a comprehensive, long-term strategy for TMHPP that advances the mission, vision, and system goals.
 - Lead clinical operations integration across specialties to improve quality, efficiency, and patient access.
 - Identify and drive growth opportunities (e.g., service-line expansion, new geographies, virtual care, and team-based care).
 - Establish a unified operating model, governance structure, and leadership framework for the medical group.
 - Anticipate and resolve complex clinical and operational challenges through data-driven analysis and structured problem-solving.
 - Lead change management and implement scalable solutions to improve outcomes and experience.

Communication

- Communicate clearly, promptly, and transparently with physicians, staff, and executive stakeholders.
- Utilize appropriate channels to cascade priorities, share performance, close feedback loops, and celebrate wins.

Operational Management

- Drive integrated clinical practice, operational excellence, and access improvement across clinics and specialties.
- Provide executive oversight of ambulatory operations, including practice management, scheduling, patient access, revenue cycle, throughput, and clinic workflows.
- Collaborate with operational leaders to optimize performance and service delivery.
- Ensure efficient onboarding and integration of physicians, advanced practice providers, practices, and acquisitions.
- Implement standardized operating policies, performance expectations, and service standards

Physician Relations and Governance

- Serve as the executive leader for physician engagement, alignment, communication, and organizational integration.
- Build trusted relationships with employed, affiliated, and independent physicians; and strengthen community partnerships.
- Lead governance for medical groups, clinical councils, and physician leadership development initiatives.
- Partner with Human Resources and the Medical Staff Office on recruiting, onboarding, credentialing, privileging, and retention efforts.
- Foster professionalism, collaboration, wellness, and shared accountability.

Technology, Data, and Innovation

- Partner with information technology, clinical informatics, and performance improvement teams to optimize the EHR and data utility. The system went live with Epic in early 2025 and is moving into optimization phase.
- Partner with revenue cycle around enhancements, automation, and effective use of AI.
- Promote data transparency and consistent use of dashboards, KPIs, and performance metrics across specialties.
- Advance digital health, telemedicine, and innovative workflows to improve access, provider efficiency, and quality.
- Oversee enterprise-wide quality improvement programs and ensure the dissemination of best practices.

Strategy and Growth

- Provide direction and leadership in developing strategy, leveraging organizational strengths and relationships to execute against key operating and financial metrics and market growth for TMHPP.
- Execute key operational and financial metrics while advancing the organization's reputation and reach.
- Attract, recruit, and retain top-notch physicians and physician leaders to build a team of providers at TMHPP that best supports and reflects the patient population at TMH.

Financial Stewardship

- Oversee the physician enterprise's financial performance; manage budgets and meet operating and growth targets.
- Ensure operational sustainability through effective resource allocation, productivity optimization, and cost management.

Values

- Consistently demonstrate Integrity, Compassion, Accountability, Respect, and Excellence (I CARE) in all actions and decisions.
- Model professionalism, collaboration, and a patient-first mindset throughout the enterprise.
- Demonstrate cultural humility and population-specific competence; deliver and lead care that is effective and appropriate for diverse populations.

Goals and Objectives

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

- Establish credibility and trust with leadership, peers, and front-line teams; be recognized as a visible, collaborative, and relationship-oriented physician leader across TMH and TMHPP.
- Set and advance the organizational vision, mission, and values to ensure long-term success, sustainability, and alignment with TMH's culture of excellence.
- Evaluate and optimize the medical group structure to support growth, strategic priorities, service excellence, and contemporary business practices, while engaging providers in the enterprise's success.
- Lead clinical integration across primary and specialty care, enhancing coordination, communication, program development, recruitment and retention, and the consistent use of evidence-based practices to improve outcomes across TMHPP communities.
- Transform care delivery models by fostering innovation and creative thinking, advancing the transition from fee-for-service to value-based care and population health, and improving patient care and provider well-being.
- Establish best-in-class multispecialty group performance, with documented excellence in productivity, cost containment, utilization management, access, and provider and patient satisfaction, all benchmarked nationally.
- Collaborate with operational and systems leaders to drive continuous improvement in experience, engagement, quality, safety, and efficiency across the full continuum of care.
- Enhance fully integrated service lines across all clinical sites to ensure coordinated, high-quality care, a consistent patient experience, advancement of clinical capabilities, and a unified strategic approach.
- Provide strategic leadership in physician engagement, maintaining strong relationships with providers across all care delivery settings to ensure meaningful outcomes and alignment with mission, values, and standards of excellence.
- Partner with finance and external stakeholders to strengthen revenue cycle performance and financial sustainability.
- Develop and execute a strategic provider recruitment strategy that delivers a best-in-class candidate experience and supports long-term workforce needs.
- Leverage data and technology platforms to identify opportunities to improve provider efficiency, operational performance, and quality outcomes, as measured against national benchmarks.
- Cultivate a strong partnership with Florida State University leadership to support a unified approach to balancing and advancing the clinical and academic missions of the proposed academic health center. Harmonizing TMHPP with the academic and research missions will have a tremendous impact and benefit to the health system. Physicians and Physician leaders will have significant opportunities to participate in faculty and research.

Candidate Qualifications

Education/Certification

- An M.D. or D.O. from an accredited institution with board certification in a specialty.
- Eligible for medical licensure in the state of Florida.
- A graduate degree in business administration, health care administration, management, or a related field is highly desirable.

Knowledge and Work Experience

- A minimum of ten (10) years of progressive experience as a senior physician leader in a nationally recognized multi-specialty medical group or an integrated delivery system, with exemplary quality, growth, and sustained financial strength.
- Specialized knowledge of physician practice management and ambulatory care operations. Broad knowledge of healthcare operations, financial management, strategic planning, and human resources management.
- Extensive experience in strategic planning, practice evaluation, and clinical integration. Business acumen in leading complex groups. Experience with value-based care, population health, clinically integrated networks (CINs), and accountable care organizations (ACOs).
- An in-depth understanding of integrated healthcare delivery systems and the academic mission.
- Reputation as a physician advocate with a strong focus on patient experience. Successful track record in recruiting and integrating physicians. Knowledge of national and local physician practice trends, policies, and issues affecting physician practices.
- Demonstrated success in change management and operational transformation.
- Familiarity with information systems, regulatory compliance issues, and business operations in physician practices, clinics, and outpatient care.
- Record of accomplishment in designing physician compensation programs and in demonstrating knowledge of how to incentivize and engage a diverse set of providers. Experience developing and implementing physician alignment and engagement strategies.
- Track record of improving clinical quality, reducing costs, sharing best clinical practices, and other effective physician engagements.
- Management experience using data and key performance indicators to monitor business performance.
- Knowledge of optimizing electronic health record systems, informatics, and analytics, and their integration to transform healthcare systems, processes, and care.
- Demonstrated personal and interpersonal qualities that reflect confidence, trust, credibility, and accountability.
- Record of relationship-building and effective communication across an organization, including physicians, senior management, clinical leaders, staff, and patients.

Leadership Skills and Competencies

- **Passion for Excellence:** Committed to exceptional patient care, education, research, and service to the community.
- **Accountability:** Sets goals and objectives, holds management teams accountable, and delegates authority and responsibility to achieve results. Takes personal responsibility for actions and outcomes, integrates efforts across units, monitors progress, and promptly addresses issues.
- **Results-Oriented:** Consistently delivers desired results, even in challenging circumstances. Sets and actively pursues aggressive goals. Demonstrates a strong commitment to organizational success. Works to do what is best for all stakeholders (i.e., patients, employees, management, and the Board).
- **Decisiveness:** Makes timely decisions based on values, goals, facts, and good judgment; uses decision-making tools effectively and at appropriate times; demonstrates good timing in decision-making.
- **Proactive:** A confident, highly proactive professional who can anticipate and address issues with a sense of urgency.
- **Strategic Thinking:** Has a clear vision for the business, function, and operations. Maintains a long-term, big-picture view. Anticipates obstacles, develops contingency plans, and identifies opportunities. Generates breakthrough ideas.
- **Change Agent:** Creatively constructs new ways of doing things; future-oriented and, while understanding tradition, capable of making changes sensitively yet unwaveringly. A confident, agile leader who readily adapts to ambiguity and fosters an environment that encourages innovation, transformation, and calculated risk-taking.
- **Collaboration:** Builds partnerships and works collaboratively with others, including clinical and operational leaders, to achieve shared goals; maintains an uncompromising commitment to the value of staff involvement in decision-making and in finding solutions to future challenges. Treats all individuals fairly and with respect. Cultivates an active network of relationships inside and outside the organization. Stays connected with employees at all levels.
- **Demonstrates Financial Acumen:** Understands the meaning and implications of key financial indicators. Applies financial analysis to evaluate strategic options and opportunities.
- **Leads Continuous Improvement:** Initiates, directs, and sustains efforts to drive continuous improvement throughout the organization. Embraces change, even when others do not.
- **Strong Talent Management:** A proven track record of hiring, developing, coaching, and promoting providers and staff. A mentor/coach with a collaborative style who can develop and encourage staff to embrace change and improve the organization.
- **Trustworthy:** Gains the confidence and trust of others through honesty, integrity, authenticity, and consistent actions; acts in ways others experience as forthright, genuine, and authentic.
- **Mature, Emotionally Intelligent:** Keeps ego in check and encourages others to do the same; maintains an executive presence regardless of the situation. Has a sense of humor and the wisdom to use it wisely. Must demonstrate the ability to navigate complexities and work with a wide variety of constituents.
- **Exceptional Communication Skills:** A confident communicator with excellent presentation skills who works effectively with senior executives and serves as a highly credible spokesperson. Demonstrates outstanding oral and written communication through a direct, honest, and open style. Promotes free flow of information across the organization and encourages open expression of ideas. Communicates effectively with all employees and patient populations.

The Community

Tallahassee - Florida's Capital City

Tallahassee, also known as the Capital City, is the capital of Florida. It is located in the Florida Panhandle, nestled among the rolling hills of northwest Florida, and at the center of the eight-county Big Bend region. Tallahassee is the 8th-most populous city in Florida. Tallahassee is an intellectual hub, known for its academic, government and research institutions.

From canopied roads to miles of greenways, Florida's capital is more Southern charm than a bustling city. North Florida is known for its majestic oaks rather than the palm trees of South Florida, though Tallahassee does have its fair share of palms.

Home to Florida State University, Florida Agricultural & Mechanical University, and Tallahassee State College, Tallahassee has Florida's most educated population. About half of its 205,000 residents have a bachelor's degree or higher. The entire metro population is over 400,000 residents.

Thanks to the local universities, Tallahassee is home to a thriving arts community featuring 24 art galleries, 15 museums, and annual events such as Seven Days of Opening Nights, Shakespeare in the Park, LeMoyne Chain of Parks Arts Festival, and Word of South, a literature and music festival. The Capital City Amphitheater at Cascades Park hosts several outdoor concerts each year.

While there's plenty to do in the city, Tallahassee is within driving distance of several amazing day trips. Just outside the city limits are several cute towns with great shopping, dining, and historical sites, including Havana, Monticello, Quincy, and Thomasville, Georgia, to the north.

Tallahassee is a short drive from the Forgotten Coast. There are several beach towns to explore, such as Carrabelle, Apalachicola, St. George Island, and Mexico Beach.

Nearby nature trips include St. Marks National Wildlife Refuge, Wakulla Springs, Florida Caverns State Park, Blue Springs State Park, and Apalachicola National Forest.

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

Procedure for Candidacy

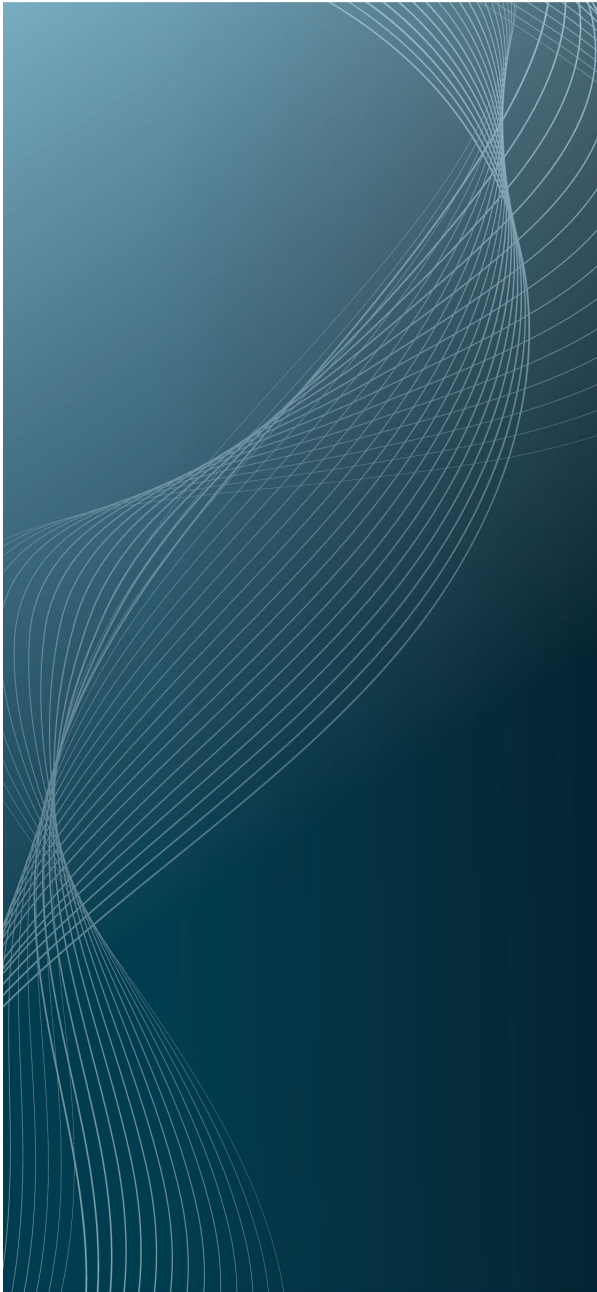
Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by [clicking here](#). New users should select “Register Here” to create an account before proceeding. After logging in, navigate to “Open Positions,” then locate the role by entering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

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Tallahassee Memorial Healthcare, Inc. 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.

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