



Chief Medical Officer Ambulatory and Physician Services

Leadership Profile

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Contents

- 01** The Opportunity
- 02** Organization Overview
- 05** Position Summary
- 08** Goals and Objectives
- 09** Candidate Qualifications
- 11** The Community
- 12** Procedure for Candidacy

The Opportunity

Jackson Health System (JHS) is seeking a mission-driven, analytical physician leader as Chief Medical Officer Ambulatory and Physician Services (CMO/APS). The incoming leader will design and implement a strategy to maximize the effectiveness of ambulatory clinical operations while delivering high-quality patient care, improving provider and staff engagement, and optimizing financial performance.

JHS is one of the nation's largest public and academic healthcare systems, an integrated delivery network with six hospitals and a network of clinics, outpatient facilities, physician practices and two long-term care facilities. Jackson Memorial Hospital, JHS's flagship facility, is the principal teaching hospital for the University of Miami Miller School of Medicine and an outstanding academic medical center committed to delivering cutting-edge treatment and excellent outcomes for all. Governed by the Public Health Trust, a team of citizen volunteers acting on behalf of the Miami-Dade Board of County Commissioners, Jackson Health System ensures that all residents of Miami-Dade County receive a single high standard of care regardless of their ability to pay.

This CMO/APS is responsible for providing strong leadership and administrative oversight to evaluate, plan, direct, and execute strategic and operational priorities to provide patients with high-quality medical care. The ambulatory division of JHS is comprised of an ambulatory care center on the Jackson Memorial Medical Campus, seven community-based clinics, six urgent care centers, and 12 specialty care practices. These access points provide patient care for our community with annual volumes exceeding 165,000 clinic visits, 50,000 urgent care visits and nearly 100,000 physician practice visits. As a critical part of the ambulatory services leadership team, this leader will guide the medical staff to improve access to care, clinical effectiveness, and clinical quality.

The incoming CMO/APS will be a physician executive with expertise in building and maintaining effective relationships, driving stakeholder success, and executing results-oriented strategies. The ideal candidate will be a strategic thinker with a clear vision for the organization and an ability to anticipate obstacles, create contingency plans, and identify opportunities. This executive's forward-thinking leadership is poised to make a lasting impact on health outcomes throughout Miami-Dade County, emphasizing improving the health and well-being of the region's underserved populations.

Organization Overview

Jackson Health System is a nonprofit academic medical system offering world-class care to any person who walks through its doors. It has been a central provider of medical services and healthcare leadership for residents of Miami-Dade County for over a century. Governed by the Public Health Trust, a team of citizen volunteers acting on behalf of the Miami-Dade Board of County Commissioners, Jackson Health System ensures that all residents of Miami-Dade County receive a single high standard of care regardless of their ability to pay.

Having grown from a 13-bed hospital to a large, comprehensive, internationally recognized academic health system. JHS is a renowned healthcare provider known for its highly trained physicians and cutting-edge care. Its approach to state-of-the-art, compassionate care for people from all walks of life makes it a vital part of the South Florida community.

In 1952, the University of Miami welcomed its first class of medical students and Jackson Memorial Hospital (JMH), the flagship hospital of JHS, immediately became an integral part of the medical school's program.

Jackson Health System grew dramatically after 2001, when it acquired its first suburban hospital in south Miami-Dade. Five years later it acquired its third hospital in North Miami Beach, and built an entirely new west-suburban campus in 2021.

Today, the system is a comprehensive healthcare network consisting of various medical facilities aimed at providing world-class services to the community. At its core is the renowned Jackson Memorial Hospital, serving as the centerpiece and flagship institution. The system extends its reach with Jackson South Medical Center, Jackson North Medical Center, and Jackson West Medical Center, each catering to specific healthcare needs within their respective communities. Holtz Children's Hospital/The Women's Hospital at Jackson Memorial specializes in pediatric and women's health, ensuring specialized care for these demographics. Complementing these facilities is a UHealth Jackson Urgent Care center network offering accessible and immediate medical attention. Additionally, Jackson Behavioral Health Hospital focuses on mental health services.

Mission

To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County.

Vision

Our strategic vision is to be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.

Values

Jackson is committed to providing the best care, with care, for everyone by demonstrating compassion, accountability, respect, and expertise.

Jackson Ambulatory Network

This division of JHS is comprised of an ambulatory care center on the Jackson Memorial Medical Campus, seven community-based clinics, six urgent care centers, and 12 specialty care practices. These access points provide patient care for the community with annual volumes exceeding 165,000 clinic visits, 50,000 urgent care visits and nearly 100,000 physician practice visits.

Jackson Medical Group

Jackson Medical Group is a network of more than 40 providers who strive to deliver a single, high standard of health care to the Miami-Dade community. As part of JHS, the physicians practice at office locations throughout Miami-Dade County, providing patients with easy access to top-quality care. Patients can expect access to great facilities and exceptional attention to care, but in a small group practice setting. Services range from primary and preventive care to complex surgical procedures, including minimally invasive weight-loss surgery, robotic colon and rectal surgery, and advanced interventional cardiology.

Jackson Memorial Hospital

Jackson Memorial Hospital (JMH) is the flagship hospital of the system and is an accredited, nonprofit tertiary care hospital and the major teaching facility for the University of Miami Leonard M. Miller School of Medicine. Since 1952, the Public Health Trust has had a basic affiliation agreement with the University of Miami Leonard M. Miller School of Medicine, supplemented by an annual operating agreement, which sets forth the responsibilities of and the services to be provided by each party.



With more than 1,550 licensed beds, Jackson Memorial Hospital is both a referral center and a magnet for medical research.

Of the nearly 1,000 full-time faculty members of the medical school, more than 600 are doctors engaged in clinical practice who have been granted medical staff privileges and can admit patients to Jackson Memorial Hospital.

While Jackson Memorial and the University of Miami operate as independent institutions, many of the services and programs offered at the hospital and medical school have become closely integrated. This relationship has enabled Jackson Memorial to develop as a major tertiary care center, benefiting both the community and the region it serves.

Jackson Memorial Hospital is a regional resource for specialized care and includes:

- [Ryder Trauma Center](#)
- [The Miami Burn Center](#)
- [The Schatzi and Stanley Kassal Project: Newborn Neonatal Intensive Care Unit at Holtz Children's Hospital](#)

- [The Miami Transplant Institute](#)
- [The new Christine E. Lynn Rehabilitation Center for the Miami Project to Cure Paralysis at UHealth/Jackson Memorial](#)

Graduate Medical Education & Research

JHS is committed to being in education, research, and innovation—transforming the lives of not just patients but also residents and fellows. JHS has [74 ACCGME accredited programs](#), 27 subspecialty programs and houses over 1,100 residents and fellows. In addition, the University of Miami and JHS offer a variety of research opportunities including several that have been nationally recognized for advancements in diabetes, cancer, spinal cord injury, AIDS, and others.

To learn more about Jackson Health System, visit <https://jacksonhealth.org>.

Position Summary

Reporting Relationships

Reporting to the Chief Physician Executive and Clinical Officer for Jackson Health System (JHS) and aligned operationally to the Chief Executive Officer of Ambulatory Services. Direct reports to the CMO/APS include medical directors of the ambulatory specialty clinics, primary care centers, urgent care centers, and the Jackson Medical Group. The reporting structure will be further refined in collaboration with the CPE/CCO.

Responsibilities

The successful Chief Medical Officer Ambulatory and Physician Services candidate will:

Strategy/Vision

- Design and operationalize an integrated ambulatory care model to improve access to care, clinical effectiveness, efficiency, and the quality of care.
- Participate in evaluating new clinical business line opportunities that align with the JHS strategic vision, by actively engaging in strategic planning for service line business plan development. Monitor market trends, market share data and physician practices to look for opportunities for business growth. Implement new clinical initiatives and business plans in partnership with CEO.
- Provide a leadership framework for planning, directing, coordinating, and improving medical and ancillary services that are responsive to the needs of JHS stakeholders including physicians, patients, families, employees, union partners, payers, and relevant agencies.
- Develop clinical programs, compensation models and job profiles to achieve targets in care delivery, productivity, and patient experience. Keep the executive leadership and other administrators informed of all medical staff activities, problems, plans and issues, including quality of care given, adequacy and quality of staff, teaching programs and any other matters affecting quality of patient care.
- Participate in the development of ambulatory goals, plans, budget, policies, procedures, and programs.
- Develop and prioritize goals/objectives and work plans, including the definition and measurement of outcomes, which are consistent with the overall organizational strategy and mission.
- Implement organizational structures that promote shared accountability, high achievement and compliance with applicable laws and regulations. Ensure medical staff development plans and programs are implemented and maintained as required by policy.

Medical Staff Leadership

- Select, develop, and lead a network of employed physicians, University of Miami faculty and community physicians to drive standardized, consistent, and high-performing physician practices.
- Lead and implement the clinical direction for the Jackson Medical Group as part of a high-functioning dyad ambulatory leadership team.
- Partner and collaborate with the medical staff and management team, facilitating teamwork and shared goals. Help represent medical staff viewpoints to administration and relay administrative views to medical staff.
- Provide on-going counsel and advice on all physician matters. Take primary responsibility and authority for dealing with medical staff matters and concerns. Facilitate, intervene, and moderate all major physician-physician, physician-patient, and physician-staff concerns and other appropriate medical staff and executive team members.
- Participate in reviewing and verifying credentials, training, and education of physicians, and mid-level staff in cooperation with the appropriate organizational credentialing office.
- Encourage open forums for communications and problem solving among multidisciplinary clinicians.
- Assist with the supervision and oversight of medical staff governance/processes related to performance improvement, risk management, patient safety, and provides for the medical staff development/strategic plan.

Service Excellence

- Develop a plan to achieve high levels of service across the clinics and physician practices; gains commitment and alignment from providers to execute strategy.
- Maintain strong lines of communication with the medical, nursing, social work, and management staffs to coordinate the development, implementation, and the evaluation of exceptional patient care.
- Use patient experience data to understand pain points and opportunities for improvement.
- Execute service recovery processes to respond to patient and family concerns and positively impact overall experience.
- Role model behaviors of service excellence and CARE values (Compassion, Accountability, Respect and Expertise).

Clinical Practice/Operational Efficiency

- Work collaboratively with the members of the medical staff to provide efficient and effective medical services.

- Ensure that all patients presenting themselves for health care services are provided with the appropriate diagnostic, treatment services and proper disposition of their particular needs.
- Lead and develop operational and financial performance metrics to achieve efficient utilization of resources. Identify opportunities for improved efficiency and executes process improvement initiatives to drive enhanced business results.
- Align with system quality and patient safety initiatives. Ensure that quality management programs are executed in all clinical areas through the development and implementation of effective disease management programs, clinical protocols and guidelines, other decision tools, and review of the outcomes.
- Conduct a quality improvement program including Peer Review process; review charts of providers, developing and communicating corrective action plans to improve physician quality and behavior.
- Integrate evidence-based medicine practices wherever possible, building this into new and existing patient care delivery systems.
- Work closely with the Chief Nursing Officer and other senior leaders to achieve effective care management processes and develop new initiatives to improve clinical quality.
- Integrate clinical care quality and management with nursing, operations and finance; partner with members of the senior management team, particularly the Chief Nursing Officer, in this endeavor.
- Provide an environment of quality and cost improvement that is data driven and develop systems to review utilization of resources and objectively measure outcomes of care in the inpatient and outpatient settings.
- Follow established departmental policies, procedures, and objectives, continuous quality improvement objectives, and safety, environmental, and/or infection control standards.
- The CMO/APS will be expected to maintain a 20% clinical practice.

Regulatory, Policy and Procedural Compliance

- Ensure facilities operates in a constant state of readiness aligned with all regulatory bodies.
- Collaborate with clinical leadership to ensure that departmental performance meets or exceeds standards described in medical staff rules and regulations, the health system bylaws, departmental policies, the Joint Commission Manual of Accreditation, and in other appropriate local and national standards.
- Responsible for ensuring the ethical practice of medicine within facilities.

Goals and Objectives

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

- Establish personal and professional credibility as the recognized physician leader representing JHS. It is essential that the CMO/APS be visible and quickly gain credibility as a physician executive.
- Develop meaningful and productive relationships with key internal stakeholders, including the system executive team, the facility leadership teams and the chairs of the clinical departments.
- In collaboration with leaders throughout Jackson Health System, contribute to the development of the organization's vision for ambulatory care that ensures continued success and viability for the future.
- Gain a comprehensive understanding of the organizational structure; establish robust relationships across the enterprise to help navigate the complexity of the organization.
- Identify strategies to advance clinical operations while working towards enhanced physician alignment, integration, and resiliency across the enterprise.
- Collaborate with the medical directors of ambulatory services and other key stakeholders to develop a robust ambulatory quality program achieving outstanding quality metrics and continuing to move the practices to value-based care and population health management.
- In collaboration with other leaders, develop formal service lines to ensure seamless and consistent care for patients regardless of the place or method by which they enter the system promoting an enterprise approach to patients and their medical care.
- Develop an infrastructure that promotes physician and clinical leadership and develops others to build internal capabilities and the talent that facilitates succession.
- Promote diversity, equity, and inclusion, along with an environment that values differences, and integrates them into the workforce. Foster a culture of true discourse, share best practices, leverage the team, and empower a culture of openness, collaboration, teamwork, respect, and a mutual commitment to performance excellence.

Candidate Qualifications

Education/Certification

- Doctorate degree in Medicine is required from an accredited medical school and residency program. Master's Degree in Public Health, Health Administration, Business Administration, Medical Management or related field preferred.
- Must be able to obtain a valid Florida Medical License. Board Certification is required.

Knowledge and Work Experience

- Requires a minimum of five (5) years' physician leadership experience in an integrated medical group or health system setting.

Leadership Skills and Competencies

- **Builds and Maintains Effective Relationships:** establishes open, candid, trusting relationships among various stakeholders. Treats all individuals fairly and with respect. Cultivates an active network of relationships inside and outside of the organization. Stays connected to employees at all levels.
- **Drives for Stakeholder Success:** 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, the Board). Works collaboratively with union partners.
- **Drives for Results through Execution:** Assigns clear authority and accountability, integrates efforts and across units and functions, monitors results, tackles problems directly and immediately.
- **Demonstrates Strategic Thinking:** Has a clear vision for the business, function, or operation. Maintains a long-term, big-picture view. Anticipates obstacles, creates contingency plans, and identifies opportunities. Generates breakthrough ideas.
- **Leads, Influences, and Empowers others:** Creates an environment that that fosters personal investment and excellence. Actively encourages commitment to a common vision and shared values. Creates opportunities and gives people latitude to develop and achieve. Promotes collaboration and teamwork.
- **Makes Effective Decisions:** Takes all critical information into account when making decisions. Makes timely, tough decisions –even under pressure. Puts the organization's needs before personal needs when making decisions and acting.
- **Demonstrates Financial Acumen:** Understands the meaning and implications of key financial indicators. Manages overall financial performance of area function/operation. Uses financial analysis to evaluate strategic options and opportunities.

- **Demonstrates Industry Knowledge:** Knows what it takes to be successful in the healthcare industry. Has a thorough knowledge of the healthcare industry's history, clients, employees, and competitive environment.
- **Leads Continuous Improvement:** initiates, directs and sustains efforts to ensure continuous change and improvement throughout the organization. Initiates and embraces change –even when not supported by others.
- **Demonstrates adaptability:** Maintains a positive outlook, resists stress, and works constructively under pressure and in the face of adversity. Responds resourcefully to change and ambiguity.
- **Demonstrates Risk-Taking:** Champions new ideas and initiatives. Fosters innovation and risk-taking.
- **Effectively Influences and Negotiates:** Promotes ideas and proposals persuasively. Positively shapes stakeholders' opinions; negotiates win-win solutions.
- **Fosters Open Dialogue:** Promotes a free flow of information and communication throughout the organization (upward, downward, and across). Encourages open expression of ideas and opinions. Communicates effectively with all employees and patient populations.

The Community

Miami, Florida

Miami-Dade County is the 7th largest county in the United States, one of Florida's economic and cultural engines, and serves as a major tourist destination for South Florida. The region is a major center and a leader in finance, commerce, culture, media, entertainment, the arts, and international trade.

South Florida is one of the country's most culturally and ethnically diverse communities in the United States. Both Spanish and Haitian-Creole are widely spoken across the county, and substantial groups are first- or second-generation immigrants from Cuba, South America, other Caribbean nations, and Canada.



[Downtown Miami](#) is home to the largest concentration of international banks in the United States, and many large national and international companies. The [Health District](#) – home to Jackson Memorial – is a major center for hospitals, [research institutes](#), medical centers, and [biotechnology](#) industries. For more than two decades, the [Port of Miami](#), known as the "Cruise Capital of the World," has been the number one cruise passenger port in the world and a major cargo terminal. It accommodates some of the world's largest [cruise ships](#) and operations, and is the busiest port in both passenger traffic and cruise lines.

The city is home to a wide variety of entertainment venues, theaters, museums, parks and performing arts centers, including the Adrienne Arsht Center for the Performing Arts, the second-largest performing arts center in the United States. Arts, culture, cuisine, and a diversity that is second to none makes Miami an attractive destination for all walks of life. The city also boasts four main sports teams: the Miami Dolphins, the Miami Heat, the Miami Marlins and the Florida Panthers, as well as major professional tennis and golf tournaments and the new Formula 1 Miami Grand Prix.

For more information on Miami, please visit:

<http://en.wikipedia.org/wiki/Miami>

<http://www.miamiandbeaches.com/visitor-resources/visitor-centers>

<http://www.miamigov.com/>

Procedure for Candidacy

Please direct all nominations and resumes to Rachel Polhemus or Dan Dimenstein through the office of Wendy Kerschner via e-mail to wkerschner@wittkieffer.com.

Jackson Health System 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 Jackson Health System 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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