



**Winnie Palmer  
Hospital**  
For Women & Babies

**Assistant Vice President, Orlando  
Health and**

**Chief Nursing Officer, Orlando  
Health Winnie Palmer Hospital**

Leadership Profile

July 2023

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## The Opportunity

Orlando Health Winnie Palmer Hospital for Women & Babies (OHWPH) seeks a dynamic, distinguished executive to serve as its next Chief Nursing Officer (CNO). The CNO will provide leadership and coordinate activities, processes, and policies resulting in high-quality patient care driven by system-wide nursing practices and standards. The new CNO will also work closely with the Vice President of Nursing for Orlando Health to provide leadership and direction in accordance with the organization's mission and values and nursing's core mission, vision, and values.

OHWPH is a 350-bed facility dedicated to the unique needs of women and babies. The 11-story hospital provides complete women's care, from obstetrics and high-risk births to gynecological services, and is one of the largest birthing centers in the United States. Winnie Palmer Hospital is also home to one of the nation's largest Level IV Neonatal Intensive Care Units (NICU). The 142-bed NICU offers specialized care for high-risk, critically ill newborns. The hospital offers 30 labor and delivery rooms, a high-risk maternity unit, postpartum services, and a Women's Unit which includes critical care services, outpatient breast and gynecology oncology care, and a Women's Emergency Department offering obstetrical and gynecologic care. Annually, more than 14,500 babies are born at Winnie Palmer Hospital, making it the busiest labor and delivery unit in the state of Florida and one of the busiest in the nation. Winnie Palmer Hospital also just received its third designation from the American Nurse Credentialing Committee as a Magnet designated facility. OHWPH is a vital part of Orlando Health, a not-for-profit healthcare system with \$8.1 billion of assets under management that serves the southeastern United States, headquartered in Orlando, Florida. Orlando Health is a 3,238-bed system that includes 23 hospitals and emergency departments – 18 of which are currently operational, with five coming soon.

Reporting directly to Suzanne Worthington, Senior Vice President Orlando Health and President, Orlando Health Winnie Palmer Hospital for Women & Babies, this role offers the opportunity to join one of the top women & babies hospitals in the U.S. OHWPH has again been named by U.S. News & World Report as a 2022-2023 High Performing hospital for Maternity Care (Uncomplicated Pregnancy). This is the highest award a hospital can earn from U.S. News' Best Hospitals for Maternity Care. The Neonatal ICU is also ranked by U.S. News & World Report Best Children's Hospitals as one of the nation's top programs.

The ideal candidate will bring significant progressive leadership experience leading nursing operations within an acute care facility and will have a Master's degree in nursing or a related field. They will bring experience within Women's and Children's service lines. This individual will be an excellent communicator and adaptable, with demonstrated ability to lead through influence. The CNO will have a strong understanding of operational and finance management as it relates to providing exceptional patient care and strong nursing performance, patient experience, quality, and patient safety metrics within a system hospital. Experience within a Magnet hospital is a plus.

## Organization Overview

### Orlando Health Winnie Palmer Hospital for Women & Babies



Orlando Health Winnie Palmer Hospital for Women & Babies is a 350-bed facility dedicated to the unique needs of women and babies. The 11-story hospital provides complete women's care, from obstetrics and high-risk births to gynecological services, and is one of the largest birthing centers in the United States. Winnie Palmer Hospital is also home to one of the nation's largest Level IV Neonatal Intensive Care Units (NICU) with 142 beds for critically-ill, high-risk newborns. The hospital delivers over 14,500 babies a year and

offers 30 labor and delivery rooms, a high-risk maternity unit, postpartum services, and Women's Unit which includes critical care services, outpatient breast and gynecology oncology care, and a Women's Emergency Department offering obstetrical and gynecologic care. It is one of the busiest labor and delivery operations in the country and the busiest in Florida. Winnie Palmer Hospital also includes the Hughes Fetal Diagnostic Center, which offers ultrasound, targeted sonogram, diabetic and nutrition counseling, genetic counseling, and fetal echocardiogram. Additionally, Winnie Palmer Hospital recently received its third designation from the American Nurse Credentialing Committee as a Magnet designated facility.

Winnie Palmer Hospital offers many medical specialties covering all aspects of women and baby care. These include:

- **Breast Care Center** –The Breast Care Center is nationally accredited and utilizes the latest diagnostic tools and treatments along with a multidisciplinary team including medical, surgical and radiation oncologists, as well as pathologists and reconstructive surgeons.
- **Clinical Social Work** - Clinical Social Workers are key members of the healthcare team and work with patients and their families to help manage the difficulties of the hospital stay. Clinical Social Workers are experienced mental health professionals and have a master's degree and are licensed by the State of Florida. They provide counseling and support to help families cope with the emotional stresses of illness and hospitalization and assist with discharge planning to ensure the continuity of care.
- **Fetal Care Center** - The Fetal Care Center is dedicated to helping families when prenatal conditions are diagnosed. Renowned doctors, specialists and nurses explain options for care and stay with patients throughout pregnancy, birth and into recovery. This program provides comprehensive fetal intervention services, including fetal surgery and fetoscopy procedures.
- **Gynecology** – Orlando Health offers a team of highly skilled professionals with advanced training and specialization in women's healthcare. Recognizing that each woman has unique healthcare needs, Winnie Palmer Hospital for Women & Babies provides all levels of care, from well-woman care and obstetrics to menopause and everything in between.
- **Gynecologic Oncology** - The Orlando Health Cancer Institute offers comprehensive, individualized, compassionate care for gynecologic malignancies or other complex gynecologic conditions utilizing the latest, evidence-based treatment protocols.

- **Center for Maternal Fetal Medicine** -The Center for Maternal Fetal Medicine at Orlando Health Winnie Palmer Hospital for Women & Babies offers caring, comprehensive services to expectant mothers with high-risk diagnoses and obstetric concerns. Specialized physicians work collaboratively with a multidisciplinary team to ensure the best outcome for mom and baby.
- **Minimally Invasive Surgery** - At Orlando Health Winnie Palmer Hospital for Women & Babies, 75 percent of all gynecologic surgeries are performed minimally invasively. That's more than double the national average of 30 percent. Experienced specialists collaborate with patients to find the individualized treatment that best suits the patient's medical and surgical needs.
- **Neonatal Intensive Care Unit (NICU)** - With 45 years of compassionate experience, its Neonatal Intensive Care Unit (NICU) experts are prepared for the unexpected and are committed to providing dedicated, life-saving care around the clock to all newborns in need of special treatment.
- **Obstetrics** – Orlando Health Winnie Palmer Hospital for Women & Babies offers all services to pregnancy and post-pregnancy patients. This includes prenatal testing, pre-pregnancy counseling, diabetic and nutrition counseling, high-risk pregnancy management, genetic counseling, lactation support, newborn services and more.
- **Urogynecology** - The Orlando Health Winnie Palmer Hospital Center for Urogynecology offers a full spectrum of diagnostic tests and treatments, including specialized physical therapy, prescription medication and surgical intervention to help manage urogynecology disorders and improve patient quality of life. Treatments are offered to women in all stages of life and cover many different types of conditions.
- **Women's Primary Care** – As part of Orlando Health, women have access to a full range of healthcare services. From yearly exams and screenings to treatment for complex conditions, this team of physicians and medical professionals has the years of experience, continued education and true compassion needed to provide patients with the most comprehensive, quality care.

## Award Winning Care

Orlando Health Winnie Palmer Hospital for Women & Babies is an award winning hospital committed to exceptional care. Examples of some of the many awards and honors they have earned include:

- **Magnet designation** - a recognition given by the American Nurses Credentialing Center for nursing contributions to quality, patient care, safety, research, and service excellence.
- **Beacon Award for Excellence**- Given to the NICU, this is an honor given by the American Association of Critical Care Nurses (AACN) that recognizes units that distinguish themselves by improving every facet of patient care.
- **Perinatal Care Certification** – Assigned by The Joint Commission, this designation means families can count on receiving exceptional care from prenatal visits, through labor and delivery, to baby's six-week checkup, and everything in between. Winnie Palmer Hospital is one of just over 30 hospitals in the country – and the only one in Orlando – to earn this designation.
- **Top Hospital honors from The Leapfrog Group** based on excellence in patient safety and clinical outcomes. Winnie Palmer Hospital for Women & Babies was named a Top Teaching Hospital as well.

- Rankings from U.S. News & World Report for 2022-2023 for Neonatal and Maternity care.

To learn more, visit [www.winniepalmerhospital.com](http://www.winniepalmerhospital.com)

## Orlando Health

Orlando Health, headquartered in Orlando, Florida, is a not-for-profit healthcare organization with \$8 billion of assets under management that serves the southeastern United States.

Founded more than 100 years ago, the healthcare system is recognized around the world for Central Florida's only pediatric and adult Level One Trauma program as well as the only state-accredited Level Two Adult Trauma Center in the St. Petersburg region. It is the home of the nation's largest neonatal intensive care unit under one roof, the only system in the southeast to offer open fetal surgery to repair the most severe forms of spina bifida, the site of an Olympic athlete training facility and operator of one of the largest and highest performing clinically integrated networks in the region. Orlando Health has pioneered life-changing medical research and its Graduate Medical Education program hosts more than 350 residents and fellows. The 3,200-bed system includes 10 award-winning hospitals, 9 hospital-based ERs, and 7 free-standing emergency rooms; rehabilitation services, cancer and heart institutes, imaging and laboratory services, wound care centers, physician offices for adults and pediatrics, skilled nursing facilities, an inpatient behavioral health facility, home healthcare services in partnership with LHC Group, and urgent care centers in partnership with FastMed Urgent Care. Recognized as one of *Forbes* 2022 "America's Best Large Employers", more than 4,200 physicians, representing more than 100 medical specialties and subspecialties, have privileges across the Orlando Health system, which employs more than 23,000 team members. In FY21, Orlando Health served more than 160,000 inpatients and 3.6 million outpatients. During that same time, Orlando Health provided approximately \$648 million in total value to the communities it serves in the form of charity care, community benefit programs and services, community-building activities and more.



**Orlando Health Orlando Regional Medical Center (ORMC)** is an 808-bed teaching hospital in downtown Orlando specializing in trauma, cardiovascular services, orthopedics, neurosciences, and internal medicine, as well as minimally invasive bariatric surgery. Orlando Health's flagship medical center provides care for nearly 3 million residents of Brevard, Lake, Orange, Seminole and Osceola counties in Central Florida. ORMC is home to Central Florida's only Level I Trauma Center, providing comprehensive care to the most critically ill or injured patients

throughout the community. As one of the state's major teaching hospitals, ORMC serves as the institutional sponsor of seven residency and 18 fellowship programs. ORMC meets the growing healthcare needs of its community, providing a wide range of medical services and numerous specialty centers, including memory disorder, epilepsy, the Orlando Health Rehabilitation Institute (OHRI), the esteemed Brain Injury Rehabilitation Program and outpatient surgery services.



**Orlando Health Arnold Palmer Hospital for Children** is a sanctuary of hope and healing. The most advanced technology, coupled with compassion and dedication make Arnold Palmer Hospital one of the most trusted names in children's healthcare worldwide. Careful attention is paid to creating a cheerful, comforting environment to minimize stress and generate smiles. Arnold Palmer Hospital is a 158-bed pediatric hospital facility supported by the Arnold Palmer Medical Center Foundation. Arnold Palmer

Hospital is the first facility in Central Florida to provide emergency care exclusively for pediatrics. The Bert Martin's Champions for Children Emergency Department & Trauma Center is part of the area's only Level I Trauma Center. Arnold Palmer Hospital for Children is the only children's hospital in Central Florida to rank as one of "America's Best Children's Hospitals" by *U.S. News & World Report*.



**Orlando Health Cancer Institute** offers specialized cancer treatment through a multidisciplinary approach that provides patients with an expert team of medical, radiation and surgical oncologists, pathologists, radiologists, nuclear medicine doctors, advanced practice nurses and other support staff.



**Orlando Health Dr. P. Phillips Hospital** is a full-service medical/surgical facility serving the residents of southwest Orange County and Orlando's growing tourist population. With 237 acute care beds, Dr. P. Phillips Hospital offers signature programs such as 24-hour emergency services. Other services include: surgical services, robotic and minimally invasive surgery, neurosurgery, vascular surgery, orthopedic, cardiovascular care, diagnostic imaging services, an accredited Chest Pain Center, and a designated Stroke Center.



**Orlando Health Health Central Hospital** has served west Orange County for 70 years, and today is a full-service acute care facility that offers convenient on-site and local access to more than 400 doctors of all specialties. With 262 beds, Health Central Hospital is a state-recognized Primary Stroke Center provides diagnostic and interventional cardiac catheterization, and offers state-of-the-art diagnostic imaging services. Health Central Hospital continues its mission to "improve the health of the community" by providing safe, quality healthcare services in an atmosphere of caring.



**Orlando Health Horizon West Hospital** opened its doors on January 30, 2021. The beautiful six-story, 214,000-square-foot facility features a 120-patient bed capacity and seamlessly integrates the 78,000-square-foot emergency department and medical pavilion that began serving the community in 2018. In one convenient location, Orlando Health Horizon West brings comprehensive health services, personalized care and state-of-the-art imaging and treatments to West Orange County, Florida, and the Horizon West community.



**Orlando Health South Lake Hospital** combines acute hospital care and medical services with comprehensive wellness programs, fitness training, community health education classes and support groups to serve the needs of South Lake County and West Orange County. South Lake Hospital's campus includes a 140-bed not-for-profit hospital and a 30-bed short-term rehabilitation center. The Center for Women's Health offers complete care for women from maternity to maturity. South Lake Hospital is also

home to the National Training Center, which provides total body fitness, advanced rehabilitative services and athletic training. South Lake Hospital is the only hospital in Lake County to be recognized as a 2019 Top Hospital by The Leapfrog Group, earning a 4-Star quality rating from the Centers for Medicare & Medicaid Services, reflecting the commitment to providing the highest level of safe, quality care.



**Orlando Health St. Cloud Regional Medical Center** has expertly served the families of St. Cloud and the surrounding communities with the warm, personal touch of a hometown hospital for more than 50 years. The Medical Center has received the Seal of Approval and recognition as one of the nation's Top Performers on key quality measures by The Joint Commission and accreditation as a Chest Pain Center from the Society of Cardiovascular Patient Care. In July 2020, St. Cloud Regional Medical Center joined Orlando Health as a wholly-owned hospital.



**Bayfront Health St. Petersburg** was acquired in October 2020. The hospital is a 480-bed tertiary care center and Level II Trauma Center equipped to provide comprehensive medical and surgical care. The hospital offers many areas of expertise, including surgery and trauma, neuroscience, cardiology, acute rehabilitation, and obstetrics. The hospital has a 38-bed neurosciences unit with a dedicated neurology team consisting of board-certified neuroscience



specialists and physicians with subspecialty expertise in stroke, epilepsy, and Parkinson's disease, and includes a Level IV Epilepsy Center. In partnership with Johns Hopkins All Children's Hospital, Bayfront Health St. Petersburg Baby Place offers full obstetrical services and is a Level III Regional Perinatal Intensive Care Center.



### **Orlando Health South Seminole Hospital**

South Seminole Hospital is a 206-bed, full-service medical/surgical community hospital currently located in scenic Longwood, Florida. This campus will soon transition to a reimagined healthcare hub anchored by a new free-standing emergency department (FSED). Concurrently, South Seminole Hospital will be replaced with the new Orlando Health Lake Mary Hospital. It will have 180 beds housed in two six-story towers with the

ability to expand up to 240 beds. At 320,000 square feet, Lake Mary Hospital will be a comprehensive acute care facility. A key focus area for the new hospital will be women's health, including labor and delivery services and a future neonatal intensive care unit. The new facility will include six state-of-the-art operating rooms and two catheterization labs, a comprehensive imaging suite, medical-surgical bed units, an observation unit, dining, chapel, and gift shop, among other features.

**Orlando Health Jewett Orthopedic Hospital**, on track to be completed in August of 2023, will include up to 75 inpatient rooms, 20 operating suites, 5 internationally virtually connected operating suites that can be used to train surgeons around the world and 167,000 square feet of medical office space. As one of the only orthopedic-specific hospitals in the Southeast, the hospital will offer unparalleled comfort and ease for patients – from arrival through departure. Designed to capitalize on efficiency of service, wait times for patients will be virtually eliminated. A centrally located diagnostic center will provide immediate results for physicians and patients.

**Orlando Health Heart & Vascular Institute** includes more than 70 physicians and 24 locations in Central Florida. As a part of Orlando Health, the Heart & Vascular Institute includes a network of community and specialty hospitals with more than 4,000 providers. The institute's team of experts specialize in more than 40 heart and vascular areas and offers comprehensive care, including wellness, imaging, and rehabilitation services, as well as minor and complex surgery.

### **Orlando Health Health Central Park Nursing and Rehabilitation Center**

Orlando Health – Health Central Park Nursing and Rehabilitation Center is dedicated to providing professional, compassionate care that enriches and enhances residents' lives. Located in a quaint Winter Garden neighborhood, Health Central Park features a beautifully landscaped courtyard, gazebos and grilling areas for personal visits with family and friends. A variety of programs distinguish Health Central Park as a respected nursing and rehabilitation center, establishing it as a leader in long-term care and rehabilitation.

**Orlando Health Medical Group** was established in 2011 as a distinct legal entity of Orlando Health. Through its early existence, OHMG met challenges to keep up with the dramatic growth in the employed physician practices, which today has grown to more than 650 providers (500+ physicians and 150 advanced practice practitioners). Growth has been organic and has been in response to system needs and recruiting imperatives. Historically, the medical group has been a specialty-driven organization, as many of the physicians were recruited to meet the specific needs of the community. In 2013, OHMG grew through the acquisition of Physician Associates LLC, a 106-member primary care group. Further growth occurred in 2015 with the addition of an 11-member pediatric group.

Currently, OHMG is 30 percent primary care physicians, including family medicine, internal medicine and pediatric care. OHMG offers specialty care, including the following disciplines: Adult- Obstetrics & Gynecology, Podiatry, Orthopedics, Cardiothoracic Surgery, Head & Neck Surgery, Palliative Care, Cardiology, Aesthetic & Reconstructive Surgery, Critical Care, Hospital Medicine, Hematology/Oncology, Radiation Oncology, Physical Medicine & Rehabilitation, Infectious Disease, Pulmonology, Psychiatry, Neurology, Surgery, and Urology. Pediatric specialties include Genetics, Urology, Neurology, Infectious Disease, Palliative Care, Cardiology, GI, Hematology/Oncology, Critical Care, Cardiovascular Surgery, Anesthesiology, Orthopedics, Nephrology and Endocrinology. OHMG cares for patients throughout a five-county region in Central Florida in more than 50 locations, ranging in size from one to 10 providers. OHMG provided over 1.2 million outpatient visits in FY 2016. The majority of the OHMG physician practices are on a variation of the Allscripts Electronic Health Record (EHR) with the expectation that in the next two years, all practices will be supported by the same platform.

**Orlando Health Network (OHN)** Orlando Health has grown OHN, its clinically integrated network of community and employed providers, to care for more than 212,000 covered lives in Central Florida. Since 2013, its members have saved nearly \$120 million in healthcare expenses. Due to this success, participating providers have received annual financial incentives through arrangements with payors, including Florida Blue, Cigna, AvMed, Medicare and Disney — the largest direct-employer arrangement in the country. In addition, a growing portfolio of payers are seeking to work with OHN, which is governed by a board of directors led by physicians who oversee its governance, quality, contracting, finance and network development.

Overall, the system has received many accolades for its value-based track record, including being listed among *Becker's Top 100 ACOs to Know* for three consecutive years. Through OHN, the system continues to pursue primary care growth, physician partnership and value-based payments as part of its long-term strategy. In addition, the system has five bundled payment episodes through CMS's Bundled Payment for Care Improvement (BPCI) Model 2, and has earned \$5.7 million to date for its performance.

### [Community Health Needs - Orlando Health](#)

## Mission, Vision, and Values

### Mission

To improve the health and quality of life of the individuals and communities they serve.

### Values

#### People

- They are committed to excellence in serving and supporting their patients, physicians, 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.

### **Vision**

A trusted leader inspiring hope through the advancement of health.

For more information go to [www.OrlandoHealth.com](http://www.OrlandoHealth.com)

## Position Summary

### Reporting Relationships

The Chief Nursing Officer will report to Suzanne Worthington, Senior Vice President Orlando Health and President, Orlando Health Winnie Palmer Hospital for Women & Babies.

Direct reports to the CNO include:

- Patient Care Administrator (3) – position is comparable to Associate CNO

There are currently 950 Registered Nurses working at OHWPH.

### Responsibilities

The successful Chief Nursing Officer candidate will:

- Facilitate and support an interdisciplinary team approach to the overall delivery of care to patients, families, and the community.
- Create an environment of collaboration to promote excellence in clinical care.
- Ensure the vision and the advancement of the profession of nursing.
- Lead the effort to implement the model for patient care delivery.
- Accountable for the delivery of patient care by ensuring consistency in the standard of practice across clinical settings.
- Ensure the development, implementation and evaluation of policies, programs and services that are evidence-based and consistent with professional standards and values.
- Serve as primary liaison to the medical staff regarding clinical issues in the assigned facility.
- Collaborate with physician leaders, administrative team(s), and other key stakeholders to meet, monitor and improve the quality of care and regulatory requirements.
- Collaborate with other Chief Nursing Officers to support the goals of Orlando Health Nurse Executive Council and accepts assignments at the organizational level.
- Promote the professional practice model for nursing.
- Assume operational responsibility as directed by or in the absence of the President or Vice President of Orlando Health.
- Plan, lead, organize, direct, and evaluate patient care/nursing services. Key components of this leadership role include the development and articulation of the vision and strategic direction for the practice of nursing and collaboration with all levels of customers on the implementation of strategies.

- Participate in the planning, implementation and evaluation of clinical programs and services; advises the Vice President (s), President (s), medical staff and others concerning implications of decisions and impact on the quality of patient care, nursing practice and nursing care providers.
- Accountable for strategic and tactical planning and direction for nursing service in collaboration with the Vice president of Nursing. This includes the provision of resources and coordination to ensure successful planning and implementation of initiatives and processes to meet objectives.
- Collaborate with administrative team(s) to plan for future development and growth and to meet the goals set by the Orlando Health Board of Directors.
- Represent and advocate for nursing at the facility, organizational and community level.
- Accountable for the development of strategies to promote the recruitment, retention, and recognition of excellence in nursing.
- Accountable for the measurement, assessment, and improvement in patient and organizational outcomes.
- Assure a professional nursing practice environment in which registered nurses are empowered to provide effective, efficient, safe, and compassionate quality care. Nursing trends will be evaluated at the facility, organizational and national level and appropriate responses will be implemented.
- Demonstrate knowledge of legal issues related to clinical services and manages situations to reduce risk to patients, staff, and organization.
- Participate in any contract or negotiations which would affect nursing services as assigned.
- Participate in evaluating, selecting, and integrating health care technology and information management systems that support service needs.
- Initiate and build relationships outside the organization (government and community leaders, medical community, and public relations) as appropriate.
- Establish and maintain philanthropic relationships with potential donors and Board members.
- Serve on Orlando Health's committees or community boards as required.
- Establish and maintains excellence in customer service for all patients utilizing appropriate tools available.
- Perform other duties as required or assigned by the Vice president of Nursing or hospital President.

## Goals and Objectives

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

- Seek to understand OHWPH's people, culture, organizational history, and goals. Build strong relationships across the enterprise as well as with the CEO, Senior Management, and physician leadership. Foster trust, transparency, and superb communication.
- Continue the success of nursing at OHWPH while creating a collaborative vision to lead nursing into the future.
- Develop and approve the nursing organization, budget, and staffing for the provision of nursing care for the assigned site.
- Collaborate with peers in order to serve as a strategic partner. The CNO must take a team approach as it relates to developing strategy to elevate nursing practice within the hospital. This individual will be seen as a trusted advisor and partner to the President as OHWPH expands existing and offers new services.
- Review and evaluate the current staff; establish an appropriate organizational structure; and hire, mentor and develop the team as needed. Create a culture that is supportive of staff and is patient-focused.
- Participate in Orlando Health's strategic planning for nursing and Orlando Health's Nurse Executive Council.
- Continue to build upon a culture that supports a mutual respect between nursing and medical staff. Develop a partnership with the Chief Medical Officer and other key medical staff leaders to create synergy between the nursing staff and the medical staff.
- Collaborate with the Chief Quality Officer and the administrative team to set the vision for quality improvement, regulatory compliance, and all aspects of patient care that tie into Orlando Health overall strategic plan. Support Orlando Health's commitment to patient safety and best practice environment.
- Establish processes to ensure management succession.

## Candidate Qualifications

### Education/Certification

- Bachelor's in Nursing from an accredited school of nursing. Master's Degree in Nursing and/or Masters in business or related field.
- Ability to obtain and/or maintain RN licensure in the State of Florida.
- National specialty certification required in Nursing Administration or Certified Nurse Executive.

### Knowledge and Work Experience

- Ten years of progressive responsibility experience in leadership or management. To include experience in leading patient care providers, creating a vision for patient care and being an advocate for caregivers while achieving organizational goals required.
- Experience in quality management, medical management, administration, operational finance, and leadership required.
- Experience in building strategic relationships with community leaders and physicians required.

### Leadership Skills and Competencies

- **Passion for excellence:** Believes in exceptional patient care, education, research, and service to the community.
- **Authenticity:** Is a leader who is visible and genuine; engenders trust and credibility at all levels of the organization.
- **Collaboration:** Builds partnerships and works collaboratively with others (individuals and organizations) to meet shared goals.
- **Systems orientation:** Possesses a "systems perspective"; looks at the organization as a whole and builds upon key organizational requirements, including strategic objectives and action plans.
- **Decisiveness:** Makes timely decisions based on values, goals, facts, and good judgment; uses decision tools effectively and at appropriate times; shows a good sense of timing related to decision-making.
- **Strong communications:** Engages clearly and convincingly with others; is an active listener who seeks input and encourages the dynamic exchange of ideas.
- **Strong mentorship:** Ensures accountability, as well as being supportive and open with staff; talks beyond the day-to-day tactical matters that face the organization, shows confidence and optimism about the future state of the organization, and engages others to join in.
- **Political acumen:** Orchestrates, optimizes, and constructively balances the interests of a number of different constituencies in the service area and beyond.
- **Attention to quality:** Demonstrates a commitment to high-quality clinical excellence and consistent patient care and services.
- **Transparency, accountability:** Works openly with peers, staff, and constituents towards beneficial outcomes for all; seeks input; builds consensus.

## The Community

### Orlando, Florida



Greater Orlando is the third-largest metropolitan area in Florida and the fifth-largest in the South. Its principal cities are Orlando, Kissimmee and Sanford. Greater Orlando is best known for its tourism industry, which attracts millions of visitors each year. Already with a population of over 2 million, the Orlando region is projected to be among the nation's fastest-growing regions this decade. With over one-third of its population between the ages of 20 and 44, and a median age of 37, Orlando is a young and vibrant community. The Orlando region's population diversity leads the rest of the nation by 35 years. Nearly a

third of the residents have college degrees and employers have access to state-sponsored workforce training grant programs that allow them to keep their talent sharp and on the cutting edge in their respective fields.

While Orlando is renowned worldwide for its tropical climate and relaxed lifestyle, the region is also one of the top 10 locations in the country for business. From corporate headquarters to regional distribution centers, from product manufacturing to high-tech research, the region (consisting of Orange, Seminole, Lake and Osceola counties and the City of Orlando) spans a dynamic economic spectrum.

#### Access

With over 66 million visitors a year, the Orlando region is home to three international airports. Orlando International Airport is the third largest origin and destination airport in the U.S. In spring 2014, SunRail, the region's commuter rail system, became operational from outlying areas of Central Florida to Orange County.

#### Cultural and Historic Sites

The Orlando Philharmonic Orchestra is Central Florida's resident professional orchestra comprised of accomplished musicians recruited from around the world and is Central Florida's resource for classical music, education programming and first-rate entertainment.

The Charles Hosmer Morse Museum of American Art in Winter Park was founded by Jeannette Genius McKean in 1942 and named for her grandfather, Chicago industrialist and Winter Park philanthropist Charles Hosmer Morse. Its collections were built over a half-century by Mrs. McKean and her husband, Hugh F. McKean, who was the Museum's director until his death in 1995. The work of Louis Comfort Tiffany is undoubtedly the centerpiece of the Morse Museum collection. The collection has been referred to as "the most comprehensive and most interesting collection of Tiffany anywhere" by Alice Cooney Frelinghuysen, Anthony W. and Lulu C. Wang, Curator of American Decorative Arts at The Metropolitan Museum of Art in New York.



In her book *The Art of Louis Tiffany*, Vivienne Couldrey described the Morse's holdings as "the most important collection of Tiffany material in the world today."

Kennedy Space Center – A 50-minute drive from Orlando, The Kennedy Space Center brings to life the epic story of the U.S. space program, offering a full-day or more of fun and educational activities, including the new \$100 million home for Space Shuttle Atlantis, the Kennedy Space Center Tour featuring the Saturn V Center with an actual Saturn V moon rocket, the new Angry Birds™ Space Encounter, Shuttle Launch Experience, 3D IMAX® space films, Astronaut Encounter, Exploration Space: Explorers Wanted and many other interactive exhibits.

### Orlando Theme Parks

Visitors both young and young at heart can immerse themselves in the world's top theme parks right here in Orlando. From the classic *Magic Kingdom*® Park at Walt Disney World® Resort to The Wizarding World of Harry Potter™ at Universal Orlando® Resort, there's a world for everyone to escape into. Experience a wonderland of ocean animals at SeaWorld® Orlando. Discover fun for the whole family at LEGOLAND® Florida, one of Orlando's newest theme parks. In addition, with multiple new projects on the horizon, even the most die-hard visitors to Orlando theme parks will always find new ways to create lasting memories, year after year.

### Sports

The Orlando area is also home to the Orlando Magic (NBA), Orlando City Soccer Club (MLS) (Orlando Health is the official medical team of the Orlando City Soccer Club), and spring training for the Atlanta Braves.

### Education

The University of Central Florida (UCF) is the second largest university in the U.S. with 13 colleges and draws students nationwide from 140 countries. UCF is called a "Top Up-and-Coming" national university by *U.S News & World Report*; a best-value university by *The Princeton Review* and *Kiplinger's*, and one of the nation's most affordable colleges by *Forbes*.

UCF is one of the most dynamic universities in the country. Offering 212 degree programs, it has become an academic and research leader in numerous fields, such as optics, modeling and simulation, engineering and computer science, business administration, education, science, hospitality management and digital media. Its 1,415-acre main campus provides modern facilities, most of which have wireless connectivity, with 600 acres set aside for lakes, woods and an arboretum. UCF also has a newly established College of Medicine. More than 60,000 students attend classes on UCF's main campus and its 9 regional campuses located throughout Central Florida. UCF has granted more than 250,000 degrees in its 45 years of offering classes.

Rollins College is a prestigious, private, co-educational liberal arts college located in Winter Park, Florida. Rollins is a member of the SACS, NASM, ACS, FDE, AAM, AACSB International and Council for Accreditation of Counseling, offering both undergraduate and graduate programs with an average class size of 17 students. The academic experience is enhanced by study abroad and internship opportunities. The Hamilton Holt School at Rollins College offers a range of master's degree programs in the evening, allowing working adults to achieve academic growth and career development. Three MBA programs are offered, one of which is an Executive MBA through the Rollins College Crummer Graduate School of Business.

## Procedure for Candidacy

Please direct all nominations, applications of interest and inquiries to the WittKieffer consultants assisting Orlando Health Winnie Palmer Hospital for Women & Babies with this recruitment via the [WittKieffer Candidate Portal](#). Other questions or concerns can be directed to Stephen Davis and Trey Wilson via email to [twilson@wittkieffer.com](mailto:twilson@wittkieffer.com)

*The Orlando Health Winnie Palmer Hospital for Women & Babies 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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