

ORLANDO HEALTH[®]

Chief Nursing Officer, Baptist Health Brookwood Hospital

Leadership Profile

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Prepared by Stephen Davis | Keshia Harris | Charlotte Harris

WittKieffer

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The Opportunity

Orlando Health is seeking a senior nursing executive to serve as the next Chief Nursing Officer (CNO) of Baptist Health Brookwood Hospital (Brookwood Hospital) in Birmingham, AL. Brookwood Hospital is comprised of 595 beds and serves as the flagship facility of Orlando Health's newest market serving Central Alabama. The CNO will be joining the leadership team during a pivotal period of growth and change for the organization. This executive will be at the forefront of driving excellence in patient care, quality, and safety. This is an exciting opportunity for a dynamic, culture-driven, progressive nursing leader.

The CNO will report directly to the President of Baptist Health Brookwood Hospital and have a dotted line to the Alabama Region Chief Nursing Officer. Due to the recent acquisition by Orlando Health, the CNO will be joining an organization that is excited for the future and poised for growth. The CNO will be directly responsible for nursing operations across Brookwood Hospital. As a key member of the hospital leadership team, the CNO must balance nursing leadership with strong business and operational acumen. The CNO will strengthen the voice of nursing across Brookwood Hospital and maintain a strong, positive presence across the function. This executive must demonstrate strong communication skills and play an active role in advancing quality and safety initiatives in partnership with other senior leaders. A key priority for the CNO will be to develop strategies focused on the recruitment and retention of nursing staff. The CNO will need to partner with regional and corporate nursing leadership to develop and implement workforce development strategies within the facility. It is vital that the CNO build a culture within nursing across Brookwood Hospital that is viewed as collaborative and inclusive across all departments. The CNO will foster a culture of continuous learning and development ensuring that nursing staff have the knowledge and resources to be successful in their roles. This executive will also identify opportunities to further improve patient experience and increase nurse engagement.

The ideal candidate will have progressive leadership experience in nursing operations, along with a demonstrated ability to lead change and drive results through collaboration while driving accountability throughout nursing. The CNO will be an engaging leader with an effective communication style, data-driven approach, and the ability to advocate for nursing staff while collaborating broadly with physicians, clinicians, and other departments across the organization. The ideal candidate will possess a strong understanding of operational and financial management related to exceptional patient care, nursing performance, patient experience, quality, and patient safety metrics within a hospital system. They will have a passion for professional development, coaching, and mentoring of a high-performing nursing team focused on service excellence, innovative practices and compassionate care. This executive will be expected to live in the service area.

Organization Overview

Baptist Health Brookwood Hospital

Baptist Health Brookwood Hospital, located in Birmingham, Alabama, is a comprehensive healthcare facility with 595 beds, dedicated to providing a wide range of medical services and specialized care to the Homewood community and beyond. Established in 1973, the center is known for its commitment to delivering quality and compassionate care through a dedicated team of physicians, nurses, and medical professionals. Accredited by The Joint Commission, Baptist Health Brookwood Hospital is recognized for excellence in stroke care, cardiovascular services, rehabilitation, bariatrics, surgical care including minimally invasive procedures and is one of the largest providers of psychiatry care in the state. Brookwood Hospital has earned Primary Stroke Center certification from The Joint Commission and Get With the Guidelines® Gold Plus Achievement in Stroke from the American Heart Association. The bariatric program is accredited by the American College of Surgeons Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP) as a Comprehensive Center.

The campus also includes the Women's Medical Center, providing full-service care for women at all stages of life, including gynecologic surgery, maternity, and a labor and delivery unit with a Level III NICU. The center holds Advanced Certification in Perinatal Care from The Joint Commission.

Baptist Health Brookwood Hospital offers a comprehensive range of advanced medical services to best serve the Homewood and surrounding communities. Their specialties include:

- **Cancer Care:** Personalized and compassionate treatment plans tailored to each patient's unique needs.
- **Emergency Care:** 24/7 hospital-level care at both the main ER and a free-standing emergency room, staffed by board-certified emergency medicine physicians.
- **Heart and Vascular Care:** Extensive services including cardiac imaging, surgery, electrophysiology, heart failure programs, and interventional cardiology.
- **Orthopedics:** Expert care for bone and muscle injuries provided by a skilled team of doctors, nurses, and therapists.
- **Radiology and Diagnostic Imaging:** Efficient and comfortable diagnostic imaging and interventional radiology services for both inpatients and outpatients.
- **Surgical Care:** A wide array of surgical options, including minimally invasive procedures for faster recovery.
- **Weight Loss and Bariatrics:** Customized treatment plans for long-term weight loss, accredited by the MBSAQIP®.
- **Women's Care:** Comprehensive gynecology services and exceptional childbirth experiences, including a Level III NICU and 24/7 on-site anesthesiologists.

Additional services include behavioral health, neurological care, outpatient services, primary and specialty care, pulmonary care, rehabilitation, sleep disorders, urology, and wound care.

Orlando Health

Orlando Health is a private not-for-profit, integrated academic healthcare system with \$12 billion of assets under management, that serves the southeastern United States, including Florida, Alabama and Puerto Rico. With corporate offices in Orlando, Florida, the system provides a complete continuum of care across a network of medical centers and institutes, community and specialty hospitals, physician practices, urgent care facilities, skilled nursing facilities, home healthcare, and long-term and behavioral health care services. The organization has pioneered life-changing medical research and its Graduate Medical Education program hosts more than 355 residents and fellows.

Founded over 100 years ago, Orlando Health’s mission is to improve the health and the quality of life of the individuals and communities we serve. The 5,650-bed system includes 25 hospitals, 11 free-standing emergency rooms and 9 Hospital Care at Home programs. Recognized as one of Fortune’s 2024 America’s Best Places to Work in Health Care, more than 5,200 physicians, representing more than 100 medical specialties and subspecialties have privileges across the Orlando Health system, which employs more than 36,000 team members. Orlando Health serves more than 242,000 inpatients and 6.9 million outpatients annually. Last year, the healthcare system provided nearly \$1.7 billion in community impact in the form of community benefit programs and services, Medicare shortfalls, bad debt, community-building activities and capital investments.



Orlando Health Alabama Market

In August 2024, Orlando Health, Inc. signed a definitive agreement to purchase Tenet Healthcare’s majority interest in Baptist Health in Birmingham, Alabama. With roots extending nearly a century, Baptist Health is a private, not-for-profit faith-based system dedicated to providing high quality, accessible healthcare for the citizens of Central Alabama. The network’s community of care includes five acute care hospitals and more than 1,700 licensed beds, 58 primary and specialty care clinics, approximately 2,600 affiliated physicians and more than 6,100 team members. The network also offers a free-standing emergency room, one of the first of its kind in Alabama, providing hospital-level emergency services. Baptist Health is actively involved in community outreach and education, providing health screenings, wellness programs and support groups to advance wellness for the entire community. As part of Orlando Health, Baptist Health will advance in providing innovative and compassionate patient care, strengthening the mission to improve the health and quality of life of the individuals and communities we serve.



Baptist Health Brookwood Hospital:
Key Services:

- Total Beds: 534
- 24-hour emergency care, with online check-in
- Comprehensive cardiovascular services including diagnostics, procedural care, rehab and more
- Regionally recognized women’s health center with a perinatal unit and Level III NICU
- Certified primary stroke center complementing a broader neurosciences service line
- Surgical center offering bariatrics surgery, CT surgery, orthopedic surgery, neurosurgery and more
- Higher level of care transfer receiving center for the region



Baptist Health Princeton Hospital
Key Services:

- Total Beds: 319
- 24-hour emergency care, with online check-in
- Comprehensive cardiovascular services
- Award winning stroke center
- Surgical services including bariatrics services and minimally invasive capabilities
- Oncology services accredited by the American College of Surgeons Commission on Cancer
- Higher level of care transfer receiving center for the region



Baptist Health Shelby Hospital
Key Services:

- Total Beds: 234
- 24-hour emergency care, with online check-in
- Comprehensive cardiovascular services
- High quality orthopedics program with sports medicine, orthopedic surgery and therapy
- Robotic surgery services for minimally invasive surgeries
- Higher level of care transfer receiving center for the region



Baptist Health Walker Hospital

Key Services:

- Total Beds: 174
- 24-hour emergency care, with online check-in
- Full range of surgical services including general surgery, orthopedics, spine and more
- High quality women's health program with a Level II Specialty Care Nursery
- Cardiovascular and stroke services



Baptist Health Citizens Hospital

Key Services:

- Total beds: 66
- Full-service emergency room
- Broad range of specialty care access including CV, orthopedics, general surgery
- Surgical services including minimally invasive surgery
- Accredited chest pain center

Mission, Vision, and Values

Mission

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

Vision

A trusted leader inspiring hope through the advancement of health.

Values

People

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

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

Position Summary

Reporting Relationships

Reporting directly to the President of Baptist Health Brookwood Hospital, the CNO will serve as a key member of the leadership team.

Responsibilities

Scope and Practice

- Be responsible for nursing professional practice standards and guidelines, assuring adherence to relevant statutes, rules, regulatory requirements and accreditation standards 24-hours a day/seven days a week.
- Implement and evaluate the organizational plan for the provision of care in collaboration with nursing and medical staff, interdisciplinary providers, and other stakeholders, assuring that available evidence is integrated into practice, policies, and procedures.
- Assess, measure, and improve the quality of nursing care, providing the opportunity for patient and family input into personal healthcare decisions and policy development.
- Assure the preservation and protection of the autonomy, dignity and rights of patients, oversees teams that address the ethical risks, benefits and outcomes of patient care.
- Consider factors related to safety, effectiveness, cost, and impact upon nursing and patient care services, integrating lean and daily management principles in achieving efficiencies concurrent with standardizing nursing and patient care delivery models of care.
- In collaboration with human resources, assure that adequate recruitment and retention of nursing staff.
- Assure regulatory compliance and accreditation, including continual readiness efforts, complaint investigations, and assuring adherence with state and/or Joint Commission regulatory requirements, as well as CMS Conditions of Participation standards. Oversees nursing infrastructure for preparation, action planning, and improvement tracking.
- In collaboration with the Alabama Region CNO and other CNOs throughout the health system and region, participate in evaluating, selecting, and integrating healthcare technology and information management systems that support patient care needs and the efficient utilization of clinical resources.

Leadership

- Participate in regional nursing leadership teams and shared governance councils, striving to align nursing practice and sharing of best practice across the health system.
- Lead daily nursing operations, assuring the infrastructure for nursing daily management and assuring that patient care needs are met by assuring adequate nurse staffing and scheduling is coordinated 24 hours a day, 7 days a week and providing budget and business support for nursing and clinical staff leaders.
- Provide leadership for other clinical areas and departments as assigned.
- Develop annual capital and operational budgets for areas of responsibility. Develop short range goals within established budget, formulate and participate in long range planning for material, fiscal and staff needs. Identify ways to strengthen the hospital's financial position. Encourage operational efficiencies and innovations to achieve financial targets.

Professional Communication

- Represent Brookwood Hospital on local community boards.

- Ensure nurse and other clinical staff participate in decision-making at varied levels of the organization, supporting a strong framework for structural empowerment and shared governance.
- Participate in community service and educational programs that will enhance the delivery of quality patient care throughout the community and enhance the image of nursing and Brookwood Hospital.

Teamwork

- Participate in developing and implementing mechanisms for collaboration between entity and network entities.
- Develop and implement development and performance management plans for clinical leaders aligned with organizational priorities.
- Support Shared Governance and clinical engagement in professional practice, research, and innovation.

Professional Development

- Facilitate the conduct, dissemination, and utilization of research to ensure theory and evidence-based methods are utilized in the practice settings of nursing, patient care, healthcare, management and administrative systems.
- Monitor clinical credentials, professional certifications, and requirements in accordance with professional standards, laws and regulations. Ensure that professional licensure for nurses and other licensed personnel are current and valid in the State of Alabama.

Goals and Objectives

The following represent areas in which the CNO is expected to make significant progress within the first 12 months of their tenure.

- Build outstanding working relationships with the hospital nursing staff, physicians, allied health, and operations leaders by creating an environment of collaboration and facilitating an interdisciplinary team approach.
- Champion the practice of nursing. Prioritize visibility, improve nursing engagement scores, and be a positive, visible role model for professional nursing.
- Identify talent, coach, and mentor individuals to their highest levels of performance to create an environment that will attract and retain the region's top nurses and nursing leaders. Encourage the highest levels of nursing professionalism and inspire pride in nursing.
- Stabilize the nursing division: Decrease levels of turnover and fill vacant positions, partnering with Human Resources on innovative recruitment activities. Ensure that the organization provides a positive environment that is a best place to work for nurses and patient care professionals.
- Collaborate effectively with other hospital and regional senior leadership team members to continuously improve patient care delivery, including efficiency, productivity, throughput, length of stay reduction, cost-effectiveness, and readmissions reduction. Build a broad, inclusive perspective incorporating patient care and quality into overall organizational excellence demonstrated by improved satisfaction scores and quality outcomes.
- Serve as a role model for contemporary nursing practice and professionalism, ensuring high nursing education, proficiency, and competency levels. Encourage continued education and support developmental opportunities, including nurturing and investing in new graduate nurses.
- Develop and enhance the skills of directors and managers to build a strong nursing team and ensure that the nursing division is organized for maximum effectiveness.
- Formulate a plan and successfully integrate the nursing function into Orlando Health by establishing administrative structures and systems to support a culture of shared responsibility and aligned incentives that advance Orlando Health's priorities.
- Partner with leaders across the hospital to develop and implement strategies to improve patient experience.

Candidate Qualifications

Education/Certification

- A bachelor's degree in nursing and a master's degree in a Healthcare related discipline is required.
- Candidate will have current state licensure as a registered nurse with eligibility to obtain an Alabama registered nurse license.

Knowledge and Work Experience

- A minimum of ten years of experience in nursing management and/or administration and a history of progressive and successful nursing service management or administration in an acute care setting is required. Previous experience as a Chief Nursing Officer or Vice President of Patient Care Services is strongly preferred.
- Clinically credible; possessing at least five years in bedside nursing in an acute care setting.
- Experience in a multi-hospital healthcare delivery system and/or integrated delivery system.
- Exceptional financial and business skills are required. Proven experience in operational improvement, including LEAN and/or other operations improvement methodologies, is needed. Previous experience in customer service systems such as Studer is preferred.
- Knowledge of nursing theory, standards, and professional practice is required, including expertise in healthcare regulatory affairs.
- Proven experience working effectively in multidisciplinary operations teams is required. Experience in improving organizational efficiency, cost-effectiveness, quality, and patient experience is a must.
- A track record of excellent physician relations and the ability to partner effectively with the medical staff.
- Excellent communication, writing, facilitation, and presentation skills, including strong listening skills.

Leadership Skills and Competencies

Leadership Competencies

Leadership Lenses Inform Future Trajectory (LIFT)

Visionary Lens

- **Cultivates Purpose:** Ignites passion, purpose, and enthusiasm about where the organization is headed.
 - Is personally aligned to the organization and its mission.
 - Clearly articulates the purpose of the organization.
 - Communicates with passion, gets people excited about the future.
 - Helps people understand their impact on the organization.
- **Develops a Vision:** Strategically grows the organization by anticipating industry demands, market changes, and evolving external trends and internal trends.
 - Plans beyond the current year to maximize results.
 - Stays up to date on the external environment, identifying emerging trends.
 - Takes an enterprise-wide view of the organization, understands how each area contributes to success.
 - Uses knowledge of external trends to devise strategies.

- **Makes Sound Decisions:** Effectively leverages information and considers multiple factors (financial, ethical, cultural, political) to create value for the enterprise.
 - Demonstrates sound rationale when evaluating decisions.
 - Understands the implications of key financial and business indicators.
 - Balances the risk and reward of decisions, acting decisively when needed.
 - Acquires data from multiple sources when analyzing situations.

Operational Lens

- **Executes Efficiently:** Puts the structure and plans in place needed to accomplish goals.
 - Prioritizes tasks effectively.
 - Breaks down goals into actionable objectives and milestones.
 - Identifies and allocates resources to execute on goals.
 - Establishes performance indicators and tracks progress against targets.
- **Optimizes Processes:** Drives continuous improvement through effective and efficient processes.
 - Improves processes to drive greater efficiency.
 - Understands the systems and structures that that need to be addressed to enhance workflow.
 - Recognizes what processes need to be updated during change.
 - Knows when to inhouse and when to outsource for greatest value.
- **Owns Results:** Demonstrates a tenacious attitude to deliver against organizational goals.
 - Sets ambitious goals and perseveres to achieve them.
 - Readily takes on challenges and steps up to handle tough issues.
 - Takes responsibility for their actions, commitments, and failures.
 - Willing to roll up sleeves when needed to accomplish goals, even when resources are scarce.

Relational Lens

- **Builds an Inclusive Culture:** Champions inclusion and fosters an environment where individuals feel valued and respected.
 - Creates a feeling of belonging, makes each person feel their contributions are important.
 - Is open to and listens to diverse perspectives.
 - Facilitates constructive and respectful debate, values differences and communicates with tact.
 - Builds rapport and positive relationships with people.
- **Creates Alignment:** Engages and influences others to gain traction for ideas across and outside the enterprise.
 - Provides strong rationale when influencing.
 - Socializes ideas across the enterprise and or/with external partners, knowing when and how to pre-sell ideas.
 - Balances listening to understand the audience with advocating for a point of view.
 - Communicates clearly and concisely.
- **Develops Talent & Teams:** Ensures the organization has the right talent, in the right roles, with the right skills to meet strategic priorities.
 - Is a talent magnet, recruits strong talent with the right skills.
 - Focuses on succession to build a robust and diverse talent pipeline.
 - Provides feedback, coaching, and development suggestions to help team members grow.

- Supports the movement of talent across and beyond the organization.

Self-Management Lens

- **Establishes Trust:** Gains trust through honesty, genuineness, and care for the needs of others.
 - Shows consistency between words and actions.
 - Keeps confidences by protecting confidential information.
 - Openly shares their struggles, failures, and lessons learned.
 - Is tactfully direct, communicates with honesty while considering the needs of others.
- **Exhibits Adaptability:** Adjusts and perseveres in the face of change, uncertainty, and adversity.
 - Maintains a solutions-focused and poised demeanor when challenges arise.
 - Demonstrates strong self-regulation.
 - Willing to change approach when presented with new data or perspectives.
 - Applies learnings from previous situations.
- **Leads with Courage:** Makes challenging decisions, even when faced with difficult choices or conflicting interests.
 - Prioritizes the greater good over personal gain.
 - Acts in alignment with their personal and organizational values, regardless of external pressures.
 - Upholds ethical standards even when faced with dissent.

The Community

Birmingham, Alabama – the state’s largest metro area with a population of just over one million – has grown from a primarily steel-based economy to a thriving nexus of R&D, medicine, banking and other services industries. Serving as the largest city the state of Alabama, Birmingham ranks 48th in population among the nation’s top 300 metropolitan areas. The area is also steeped in the arts and culture. The Birmingham Museum of Art is the largest art museum in the southeast. In addition, Birmingham is home to the state’s major ballet, opera, and symphony orchestra companies including the Alabama Ballet, Alabama Symphony Orchestra, Birmingham Ballet, Birmingham Concert Chorale, and Opera Birmingham. Alys Stephens Center serves as Birmingham’s home for the performing arts and an anchor of the burgeoning Cultural Arts District – hosting performances by the Alabama Symphony Orchestra as well as diverse, top-billed acts from Itzhak Perlman to Smokey Robinson to Emmylou Harris. The metro area’s vibrancy and diversity continue garnering national attention and has been hailed as a top travel destination by National Geographic Traveler, The L.A. Times, NBC Today Show, and Forbes.



The Birmingham area is also home to some of the country’s best high schools. In 2005, the Jefferson County International Baccalaureate School in Irondale, an eastern suburb of Birmingham, was rated as the #1 high school in America by Newsweek. The school remains among the nation’s top five high schools. Mountain Brook High School placed 250th on the list. Other local schools that have been rated among America’s best in various publications include Homewood High School, Vestavia Hills High School, and the Alabama School of Fine Arts. The metro area is also home to three highly regarded preparatory schools: Saint Rose Academy, The Altamont School, and Indian Springs School.

With endless river ways, 22 million acres of lush forests and diverse vistas that range from Gulf Coast beaches to Appalachian cliffs, Alabama is a paradise for those who love the great outdoors. Recreational opportunities abound and the scenery is exquisite. From the majestic mountains of North Alabama to the sugar-white sands of the Gulf Coast beaches, outdoor lovers will find Alabama a great place.

Outdoor entertainment is one of the main attractions to Birmingham. Recently completed park projects have given the city greener space per capita than any other city in the country, thus, outdoor recreation is easily accessible. Championship golf, hiking and mountain biking are virtually year-round sports, along with fishing in what is known as the “Bass Capital of the World.” Alabama’s location at the southern end of the Appalachian Mountain chain provides the unique opportunity to hike in some of the most diverse and beautiful woodlands in the nation.

Both amateur and professional sports play a large part of Birmingham’s many entertainment opportunities. The Birmingham Barons minor league baseball team can trace its roots in the city back to 1885. The current iteration of the club was established in 1981 and has served as the Chicago White Sox’ Double-A affiliate since 1986.

Birmingham is one of the best places to live, work and play according to the non-profit organization Partners for Livable Communities. Birmingham is among its top 11 in a poll on “America’s Most Livable Communities.” Whether you want peaceful seclusion, an adrenaline rush or bustling night life, you will find it on Alabama’s Gulf Coast. For years, Gulf Shores and Orange Beach remained a hidden vacation treasure, but more and more families are discovering the 32 miles of soft sand and clear waters that lace the edges of Alabama’s southern border to the Gulf of Mexico.

www.informationbirmingham.com

www.birminghamal.org

Procedure for Candidacy

Please direct all applications, nominations and inquiries to the WittKieffer Stephen Davis, Keshia Harris or Charlotte Harris, preferably via e-mail, to charris@wittkieffer.com or the WittKieffer candidate portal, which can be accessed [here](#).

Stephen Davis

Senior Partner

sdavis@wittkieffer.com

(781) 564-2624

Keshia Harris

Consultant

kharris@wittkieffer.com

(678) 302-1555

Charlotte Harris

Senior Associate

charris@wittkieffer.com

(513) 490-4748

Orlando Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law

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