

Baptist Health, Wolfson Children's Hospital



Vice President, Patient Care Services

Leadership Profile

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The Opportunity

The Vice President of Patient Care Services at Wolfson Children's Hospital is a senior executive leader responsible for advancing pediatric clinical operations, nursing practice, quality and patient experience across one of Florida's most prominent children's hospitals. Wolfson Children's Hospital is a 281-bed, specialty-licensed pediatric facility within the Baptist Health System that includes five adult hospitals and one dedicated children's hospital. Of the 281 total beds, 24 of which are located within NICUs at two Baptist Health community hospitals. The Wolfson Children's network of care also encompasses eight children's



emergency centers, including a level 1 trauma program at our main campus, and five freestanding emergency rooms, as well as nine community-based multispecialty centers serving North Florida and South Georgia. As the second-largest pediatric provider in Florida and the only designated pediatric trauma center in the region, Wolfson Children's Hospital serves as a critical destination for complex and high-acuity pediatric care. At Wolfson Children's, providing the best care for children in the region is a shared effort. The organization collaborates with trusted pediatric provider groups to ensure children and families have access to high-quality, coordinated care close to home that supports long-term health and well-being.

A cornerstone of this collaborative model is its longstanding relationship with Nemours Children's Health. Connected to the hospital via skybridge, Nemours Children's provides outpatient specialty services and is their primary pediatric physician specialists and advanced practice who partner to provide top quality care and are fully integrated into Wolfson Children's care teams. In this model, Wolfson Children's serves as the primary site for inpatient and surgical care, while Nemours Children's brings deep subspecialty expertise in treating complex childhood conditions. Together, the organizations share a commitment to advancing pediatric care and improving outcomes across the region.

This role carries both hospital-specific and system-level responsibilities for pediatric care delivery and leadership for the community it serves. The organization is a strong market leader and a five-time Magnet-designated hospital with a Legacy Magnet Recognition award, and is not seeking a turnaround leader, but rather an executive who can elevate an already high-performing organization to its next level of excellence. Leadership teams are well-staffed, succession planning is valued, and there is a strong belief in long-term leadership development, with many team members having six or more years of tenure. The Vice President is expected to bring alignment across clinical leaders, foster shared accountability and help teams move forward together with clarity and purpose.

The ideal candidate is an accomplished pediatric health care executive with deep experience and passion for children's health and service, the credibility to lead at scale and a strong track record of mentoring managers, directors and emerging leaders. This individual must be able to give clear, constructive and actionable communication to their leaders, their peers and the system—raising the bar while supporting growth—and drive development down to the charge nurse and bedside level. Change is welcomed at Wolfson Children's, and leaders are looking for someone who embraces innovation, challenges complacency and helps the organization continue to grow rather than remain static.



National presence and thought leadership are essential to the role. The Vice President is expected to be actively engaged with organizations such as the Children's Hospital Association (CHA), participate on national pediatric consortia and serve as a visible ambassador for Wolfson Children's Hospital. This includes collaboration at forums such as CHA meetings, working closely with the foundation to advance recognition, philanthropy and research, and bringing national best practices to the organization.

Key priorities include improving team engagement and satisfaction, strengthening quality, safety, service and outcomes across all pediatric settings, and ensuring financial stewardship through budget and operating responsibility. The Vice President of Patient Care Services is expected to break down barriers across the system, empower leaders to drive change, hold teams accountable and position Wolfson Children's Hospital as an even stronger regional and national leader in pediatric care.

Organization Overview

Wolfson Children's Hospital is dedicated to making hope, healing and well-being accessible to every child and family in the region. This mission is guided by a vision to deliver top-decile pediatric care as one of Florida's four specialty-licensed children's hospitals, ensuring exceptional outcomes through compassion, innovation and clinical excellence.

As part of Baptist Health of Northeast Florida, Wolfson Children's Hospital has earned the trust of generations of families by providing high-quality care when and where it is needed most. Its commitment to patient safety and quality has been nationally recognized, including designation as one of only 15 Top Children's Hospitals in the nation by The Leapfrog Group and consistent recognition by U.S. News & World Report as one of America's Best Children's Hospitals.

Founded in 1955, Wolfson Children's Hospital is the region's only full-service tertiary children's hospital, serving North Florida, South Georgia and beyond. The hospital is supported by a robust network of outpatient and community-based pediatric services, delivered in close collaboration with nationally recognized physician collaborators. These include Nemours Children's Health, which is connected to the hospital by a skybridge, providing seamless access to coordinated outpatient specialty care. Wolfson Children's pediatric specialists also serve on the medical faculties of Nemours Children's and Mayo Clinic, bringing world-class expertise close to home.

As a nonprofit organization, Wolfson Children's Hospital is committed to caring for all children, regardless of their ability to pay. With the support of generous donors, it is the largest provider of charitable pediatric care in Jacksonville, delivering \$6.3 million in uncompensated and charity care. By offering critically needed services that might not otherwise be available, Wolfson Children's plays a vital role in enhancing the quality of life for children and families throughout North Florida, South Georgia and beyond—remaining true to its founding promise to serve every child with dignity, equity and excellence.

Serving our Region's Children

- 281 beds, includes 14-bed Wolfson Children's NICU at Baptist Medical Center South and 10-bed NICU at Baptist Medical Center Clay
- 112,914 emergency visits
- 16,944 inpatient and observation admissions
- 1,845 surgeries
- 1,972 team members
- 1,081 providers with privileges
- 133 volunteers
- 8 children's emergency centers, including a separate pediatric emergency department at Baptist South
- 9 outpatient rehabilitation centers
- 6 community-based multispecialty centers
- 4 child and adolescent outpatient behavioral health locations

Programs of Distinction

Wolfson Children's Hospital offers care in more than 35 subspecialty fields of pediatric medicine, with many programs of distinction, including:

Borowy Family Children's Critical Care Tower: a 7-story, 225,000-square-foot home to four intensive care units serving medically complex children:

- Neonatal Intensive Care Center (Level IV NICU, providing the highest level of intensive care designated in Florida)
- Pediatric Intensive Care Unit
- Cardiovascular Intensive Care Unit
- Neuro-Intensive Care Unit

Porter Family Children's Trauma Center: the region's only American College of Surgeons (ACS)-verified Level 1 Pediatric Trauma Center.

Wolfson Children's Pediatric Cancer Program: providing cutting-edge treatment options and protocols based on the latest medical advancements and clinical trials.

Walter and Michelle Stys Neuroscience Institute: one of the nation's best neuroscience programs, having been repeatedly ranked among the 50 best children's hospitals in the nation for neurology and neurosurgery by U.S. News & World Report.

C. Herman and Mary Virginia Terry Heart Institute: with pediatric cardiologists, cardiothoracic surgeons, cardiac intensivists and other subspecialists providing inpatient and outpatient cardiovascular services.

Wolfson Children's Behavioral Health: provides comprehensive inpatient and outpatient consultation, evaluation and treatment, and is ranked by U.S. News & World Report as one of the 50 best children's hospitals for behavioral health.

Kids Kare Mobile ICU Program: which transports more than 2,200 infants and children a year to Wolfson Children's Hospital via ground or air for emergency critical care, trauma and specialty care.

THE PLAYERS Center for Child Health: providing programs to prevent illness/injury, increase access to care, educate families, promote health/wellness and advocate for child and community well-being.

Bower Lyman Center for Medically Complex Children: serving as a primary medical home for children with chronic complex conditions that require ongoing care by pediatric specialists.

Snyder Family Cleft and Craniofacial Center: the only team in Northeast Florida recommended by the American Cleft Palate–Craniofacial Association.

Awards and Recognition

- In 2025, Wolfson Children's Hospital was recognized as one of 15 Top Children's Hospitals in the country by The Leapfrog Group.
- Wolfson Children's Hospital of Jacksonville is the only state-designated, ACS-verified Level 1 Pediatric Trauma Center in Northeast Florida.
- Since 2007, Wolfson Children's Hospital has maintained Magnet designation (fewer than 10% of hospitals nationwide achieve Magnet status) and is currently working towards its 6th designation.
- Cardiovascular Intensive Care Unit at Wolfson Children's Hospital received silver-level Beacon Award from American Association of Critical-Care Nurses (Jacksonville, FL - May 24, 2021).
- Baptist Health, Wolfson Children's emergency centers are nationally recognized for outstanding patient experience. Press Ganey Human Experience Awards reflect patients' feedback for likelihood to recommend, overall rating and teamwork (Jacksonville, FL - January 09, 2025).

- ACS NSQIP Hospital:** The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP) measures and enhances the care of surgical patients. Baptist Medical Center South was recognized as a meritorious hospital for all surgical cases as well as high risk cases. Baptist South is one of only 46 hospitals nationwide to achieve the distinction of being recognized in both categories. Baptist Medical Center Jacksonville was recognized as a Surgical Quality Partner, having demonstrated a year of commitment to ACS NSQIP. Wolfson Children's Hospital was recognized as a Surgical Quality Partner in both the National Surgical Quality Improvement Program – Pediatric and the Trauma Quality Improvement Program for demonstrating a year of commitment to each program.
- Advanced Practice Provider Fellowship Accreditation:** The Baptist Health and Wolfson Children's Hospital Psychiatric Advanced Practice Providers (APP) Fellowship has been awarded Advanced Practice Provider Fellowship Accreditation with Distinction by the American Nurses Credentialing Center (ANCC). Earning APPFA means our program demonstrates excellence in transitioning PAs and APRNs to new practice settings.
- Angioma Alliance CCM Clinical Center:** Baptist Health and Wolfson Children's Hospital were recognized as a designated Clinical Center by the Angioma Alliance for the treatment of cerebral cavernous malformations (CCM) in both adults and children. Wolfson Children's is the first children's hospital in Florida to receive this designation and the only pediatric hospital in the southeast. Baptist Health is the only designated CCM Clinical Center in the Northeast Florida region.
- Emergency Nurses Association Lantern Award:** The Wolfson Children's Hospital Emergency Center and Porter Family Trauma Center are Lantern Award recipients. The Lantern Award is given by the Emergency Nurses Association to emergency departments that exemplify outstanding performance in the core areas of leadership, practice, education, advocacy, and research.
- Guardian of Excellence Award:** Baptist Health has been recognized by Press Ganey, a national leader in health care consumer and workforce engagement, for setting the standard for excellence across the care continuum. Baptist/Wolfson Children's Emergency Center Town Center and Baptist/Wolfson Children's Emergency Center Oakleaf each received the Guardian of Excellence Award® for Patient Experience, while Baptist MD Anderson Cancer Center earned the Guardian of Excellence Award® for Employee Experience.

Quality Recognitions and Designations

THE LEAPFROGGROUP
 TOP CHILDREN'S HOSPITAL 2025

Fact
 ACCREDITED

EMERGENCY NURSES ASSOCIATION
 2024-2027
LANTERN AWARD

THE COMMITTEE ON TRAUMA
 VERIFIED TRAUMA CENTER

BEST CHILDREN'S HOSPITALS
 USNews
 NEUROLOGY & NEUROGERIATRY 2024-2025

BEST CHILDREN'S HOSPITALS
 USNews
 PEDIATRIC & ADOLESCENT RESPIRATORY HEALTH 2025-2026

MAGNET RECOGNIZED
 AMERICAN NURSES CREDENTIALING CENTER

ANGIOMA ALLIANCE
 CCM Clinical Center
 because brains shouldn't bleed®

BEACON AWARD FOR EXCELLENCE

ACR RADIOLOGY
 ACCREDITED FACILITY

ELSO
 EXTRA-CORPOREAL LIFE SUPPORT ORGANIZATION
 ESTABLISHED 1969

ACS SURGICAL QUALITY PARTNER

ACS NSQIP Pediatric
 National Quality Improvement Program Partner

IAC
 ACCREDITED FACILITY
 INTERSOCIETY ACCREDITATION COMMISSION
 CARDIOVASCULAR CATHETERIZATION

Wolfson Children's

- Class 2 License - Specialty Hospital for Children
- Level 4 Neonatal ICU
- State Designated Pediatric Trauma Referral Center
- Medicaid Managed Care Essential Pediatric Provider

Position Summary

The Vice President of Patient Care Services at Wolfson Children's Hospital provides executive leadership for the delivery of high-quality, safe and compassionate patient care across the hospital campus. This role is accountable for overseeing all nursing management, nursing staff and nursing support staff, including full-time equivalents and unit budgets, while ensuring exceptional customer service and patient-centered outcomes. The Vice President is responsible for the administrative, clinical and organizational operations of nursing services and serves as a key liaison between health system administration, hospital leadership and frontline staff to align nursing practice with organizational priorities.

In collaboration with the governing board, senior leadership, medical staff and clinical teams, the Vice President of Patient Care Services actively contributes to strategic planning, resource allocation and the evaluation of patient outcomes in support of Baptist Health's mission to provide top-quality care. This role requires the development and maintenance of strong relationships with internal and external stakeholders to drive clinical excellence and operational effectiveness. The position is a full-time, on-site executive leadership role located in downtown Jacksonville, Florida, and the successful candidate is required to obtain a Certified Nursing Administrator (CNA) certification within two years of hire.

Reporting Relationships

Reporting to the System CNO, Dr. Tammy Daniel, and dotted line to the President, Wolfson Children's Hospital, Allegra Jaros, with over 900 FTEs.

Direct Reports to WCH VP:

- Director, Surgical Services
- Director, Pediatric Nursing
- Director, Hospital Pharmacy-Baptist Medical Center
- Director, Emergency Services- Wolfson Children's Hospital
- Director, Pediatric Critical Care
- Director, Neonatal Intensive Care

Responsibilities

The successful Vice President, Patient Care Services candidate will:

- Enhance operational efficiency.
- Monitor revenue margins to assess productivity.
- Develop strategic plans for future growth.
- Create training and incentive programs.
- Maintain efficient team structures.
- Collaborate with leadership to develop future plans that meet the organization's needs.
- Maintain profit margins.
- Build strong relationships with partners.

- Provide leadership in nursing care, treatment and services.
- Lead and manage clinical service operations.
- Ensure clinical patient care standards are met in a cost-effective manner.
- Develop nursing services in alignment with the hospital's overall mission and goals.
- Share responsibility across all nursing positions throughout the hospital.
- Drive quality improvement initiatives.
- Maximize effective hospital patient care and oversee nursing staff.
- Strategically develop a value system within the organization and community.

Job Duties

- Responsible for implementing key strategic and operational initiatives that promote optimal and high-quality care.
- Oversee the assessment, planning, coordination, implementation and evaluation of nursing practices.
- Guarantee the delivery of safe, high-quality and appropriate nursing care, while ensuring staff competency.
- Collaborate with the leadership team to develop operational programs, policies and procedures to meet all requirements, including ethical and legal standards.
- Monitor, evaluate and enhance the quality and appropriateness of operational, ancillary and clinical support leadership and staff.
- Establish systems and processes that promote accountability to achieve key patient care, financial and operational outcomes.
- Set standards of excellence, foster commitment and serve as a role model.
- Ensure compliance with health care regulations and accreditation standards by overseeing operations and implementing necessary changes.

Goals and Objectives

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

- Serve as a strategic nursing and patient care services leader and trusted partner. Establish oneself as an influential executive engaged in leading a transformational clinical environment. Define and express a vision and strategy for nursing and patient care services that align with institutional objectives. Balance advocating nursing practice with overall hospital strategies and priorities. Grow and foster relationships with nursing and other professional schools in strategic workforce development.
- Successfully execute and complete the five-year strategic plan for Wolfson Children's Hospital, ensuring alignment across patient care services with clearly defined milestones, accountability and measurable outcomes.
- Achieve and sustain top-decile staff and provider engagement scores by fostering a culture of high reliability, professional development, inclusion, well-being and leadership readiness across all care teams. Define and execute a nursing and patient care services strategy that supports an environment of transparency, learning, teamwork and collaboration. Be an approachable leader through purposeful rounding and connecting with frontline caregivers. Motivate the teams in a meaningful way, helping everyone understand their "why" and their personal impact on the mission. Embraces and supports a shared governance and participative management leadership style. Develop communication plans that ensure understanding of goals, vision and objectives across all areas and all levels of nursing.
- Establish Wolfson Children's Hospital as a nationally recognized leader in pediatric health care by strengthening state and national collaborations, improving benchmarked rankings and elevating clinical and operational excellence across Florida and beyond. Expand innovation, research and clinical trial opportunities to provide children with access to cutting-edge therapies, advance evidence-based practice and enhance Wolfson Children's role as a destination for pediatric research and discovery.
- Complete the addition of a new emergency department and expansion of trauma center services, ensuring operational readiness, exceptional care quality, patient flow efficiency, and workforce stability.
- Improve access to pediatric and subspecialty care across key regions of Florida through expanded outreach, telehealth, referral coordination and regional collaborations, addressing both high-demand and underserved populations.
- Achieve and maintain top-decile patient and family engagement and experience metrics by strengthening communication, care coordination, shared decision-making and continuity of care.
- Drive performance outcomes that reduce pediatric patient out-migration, ensuring more children remain in Florida and the Jacksonville region for high-quality, comprehensive pediatric care. Ensure strong financial performance, sustainable operating margins and efficient resource utilization while supporting growth in philanthropy, research funding and mission-driven investments at Wolfson Children's Hospital.
- Create a vision for nursing and pride around the practice of nursing. Evaluate to improve current nursing and patient care services staffing models across the hospital to plan for shortages and optimize productivity while still providing optimal patient care. Improve nurse education by investing time and resources in developing the next generation of leaders and nurses within the organization, recruiting top talent and investing in external talent development. Implement staffing strategies to improve retention and overall engagement of caregivers. Identify and implement leadership development and succession planning for staff and leaders and assist in the onboarding, training and retention initiatives for new team members.

- Establish trusting relations with physicians and achieve complete trust from the medical staff through meaningful engagement and follow-up. Must be described as action-oriented, agile and someone who brings tremendous value.

Candidate Qualifications

Education/Certification

- Master of Business Administration, Master of Health Administration, or Master of Science in Nursing required
- Doctorate of Arts/Science preferred
- Certified Nursing Administrator (CNA) certification within two years of hire
- Licensed Registered Nurse

Knowledge, Work Experience, and Leadership Skills

- Extensive executive-level experience within a nationally recognized health care organization known for exceptional quality, growth and sustained financial strength.
- At least five years of progressively responsible experience in health care.
- Knowledge of current leadership, management and performance improvement concepts. Ability to develop and execute strategies to enhance patient care delivery. Understanding of federal, state and professional regulations relevant to care delivery. Demonstrated management skills, including problem-solving, communication, human resources and financial stewardship.
- Proven ability to build and maintain effective working relationships with all stakeholders across the organization; capable of serving as a team leader and fostering collaborative consensus.
- Up-to-date knowledge of care delivery models, health care policy and industry trends. An individual who stays informed about the profession and actively participates in professional organizations.
- A forward-thinking, contemporary clinical leader who exhibits confidence, influences others without formal authority, builds consensus and drives change.
- A humble, articulate, energetic and participative leader who inspires trust, respect and credibility.
- An outstanding communicator with excellent written and oral presentation skills, along with active listening abilities.
- Proven track record in leading and managing through influence and change.

The Community

Jacksonville, Florida (and surrounding area)

Jacksonville, often called “Jax,” offers a blend of coastal living, urban energy and a welcoming community atmosphere. It is known for its vast geography, diverse neighborhoods and easygoing lifestyle, which appeal to families, professionals and anyone looking for both space and opportunity.

Jacksonville and the surrounding First Coast region offer an exceptional quality of life, including:

- **Beautiful coastal living** with more than 20 miles of beaches, riverfront neighborhoods, and year-round outdoor recreation.
- **A rapidly expanding metro economy** with growing healthcare, finance, logistics, and technology sectors.
- **Affordable cost of living**, diverse communities, top-tier schools in surrounding counties, and easy access to regional and international travel.



Lifestyle & Culture

Life in Jacksonville revolves around outdoor living, local culture, and easy access to natural beauty. The city has one of the nation’s largest urban park systems, offering everything from wooded trails to waterfront recreation. Locals enjoy miles of beaches, riverfront views, and year-round sunshine.

Jacksonville’s cultural scene spans art walks, live music, craft breweries, museums, and sports events. The blend of coastal influences, Southern roots, and modern growth creates a community that feels both laid-back and dynamic.

Economy & Opportunities

Jacksonville’s economy is broad and resilient, supported by healthcare, logistics, finance, military installations, hospitality, and emerging tech and creative industries. The city serves as a central hub for commerce in Northeast Florida, with strong retail, transportation, and service sectors.

Many residents find that Jacksonville offers a balance of career opportunities and a cost of living that allows for more space, greater flexibility, and a higher quality of life.



Housing & Living Experience

Whether you are drawn to modern riverfront apartments, historic bungalows, suburban neighborhoods, or coastal communities, Jacksonville offers a wide range of housing options. The market offers more room to grow than many other large Florida metros, which appeals to both first-time buyers and those seeking more space.

Procedure for Candidacy

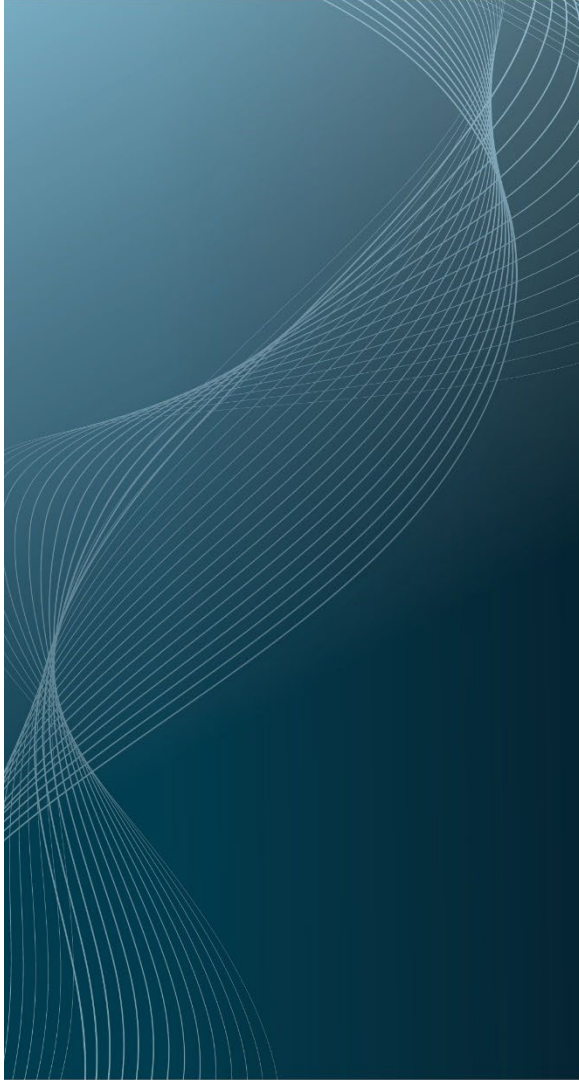
Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by [clicking here](#). New users should select "Register Here" to create an account before proceeding. After logging in, navigate to "Open Positions" and locate the role by entering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

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Wolfson Children's Hospital 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 Wolfson Children's Hospital 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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