Miami Cancer Institute  
VICE PRESIDENT, CLINICAL OPERATIONS  
Baptist Health South Florida

_Baptist Health South Florida has retained Tyler & Company to lead this executive search._

**MISSION:** The mission of Baptist Health is to improve the health and well-being of individuals, and to promote the sanctity and preservation of life, in the communities we serve. Baptist Health is a faith-based organization guided by the spirit of Jesus Christ and the Judeo-Christian ethic. We are committed to maintaining the highest standards of clinical and service excellence, rooted in the utmost integrity and moral practice. Consistent with its spiritual foundation, Baptist Health is dedicated to providing high-quality, cost-effective, compassionate healthcare services to all, regardless of religion, creed, race or national origin, including, as permitted by its resources, charity care to those in need.

**VISION:** Baptist Health will be the preeminent healthcare provider in the communities we serve, the organization that people instinctively turn to for their healthcare needs. Baptist Health will offer a broad range of clinical services that are evidence-based and compassionately provided to ensure patient safety, superior clinical outcomes and the highest levels of satisfaction with a patient- and family-centered focus. Baptist Health will be a national and international leader in healthcare innovation.

**THE CLIENT:** Baptist Health South Florida (BHSF) is a not-for-profit, faith-based force for health, well-being and medical excellence. BHSF strives to utilize the latest technology to give high-quality, compassionate medical care to those in need, regardless of their ability to pay. BHSF is committed to a corporate culture rooted in integrity and high ethical standards, reflecting our spiritual foundation. BHSF serves as a lifeline for the uninsured by providing millions of dollars worth of free medical care every year as well as spiritual support to patients, their families, and Baptist employees. BHSF provides free health screenings and conducts educational programs to educate people how to prevent disease and embrace wellness. Furthermore, BHSF is proud to partner with and support dozens of community organizations, faith-based groups and health clinics to make South Florida a healthier place for everyone.

With more than one million patient visits annually, BHSF patients and their families travel from around the world travel to Miami for the system’s medical expertise. More than 12,000 people, primarily from Latin America and the Caribbean, travel to BHSF each year for medical care.
BAPTIST HEALTH SOUTH FLORIDA
Vice President, Clinical Operations
Miami Cancer Institute

BHSF is proud of its team, which includes 15,000 employees and 2,200 physicians in virtually all specialties at the system’s eight locations: Baptist Hospital Miami, Baptist Children’s Hospital, Doctors Hospital, Homestead Hospital, Mariners Hospital, South Miami Hospital, West Kendall Baptist Hospital, and the Miami Cardiac & Vascular Institute. The success of BHSF comes from a culture of quality and dedication that is instilled into every member of the Baptist Health family and is the result of their generosity, compassion and commitment to clinical and service excellence that we have a reputation for quality.

Baptist Outpatient Services, conveniently located throughout South Florida, Baptist Medical Plazas and outpatient facilities provide cutting-edge surgical, diagnostic and urgent care services in a comfortable, relaxing environment. In addition, BHSF offers an extensive range of medical, surgical and technological services that include weight-loss surgery, pediatrics, addiction treatment and cancer care provided by renowned physicians.

Center of Excellence:
- Miami Cardiac & Vascular Institute
- Baptist Health Breast Center
- Center for Orthopedics & Sports Medicine at Doctor’s Hospital
- Center for Robotic Surgery
- Neuroscience Center at Baptist Hospital

THE NEW MIAMI CANCER INSTITUTE

The new Miami Cancer Institute is a $400 million state-of-the-art facility that is scheduled to break ground in July 2015 and open in 2016. The Miami Cancer Institute at BHSF consolidates under one roof outpatient cancer services, a dedicated cancer research facility and signature technology platforms, including the first proton therapy center in South Florida. Located on the Baptist Hospital campus, the 395,000-square-foot cancer institute will include a 305,000-square-
foot clinical cancer center, a 90,000-square-foot research facility and two parking garages. A
brand-new inpatient floor in Baptist Hospital will connect to the Cancer Institute via an enclosed
bridge. The stunning, four-story facility is designed by Portland-based ZGF Architects,
renowned for creating healthcare spaces that are beautiful and patient-centered, such as the
Dana-Farber Cancer Institute and Memorial Sloan-Kettering Cancer Center Brooklyn Infusion
Center. Miami based MGE Architects provided able support and knowledge of the Miami
construction project environment.

The Miami Cancer Institute will be the first in South Florida and among only a handful in the
nation to offer proton therapy. The Miami Cancer Institute will make proton therapy available to
the South Florida community as well as patients throughout Latin America and the Caribbean.
BHSF is also in discussions with Miami Children’s Hospital to collaborate on proton therapy
services for their pediatric patients. Since proton therapy is the treatment of choice for serious
and difficult-to-treat cancers in children, this potential partnership will ensure that pediatric
patients receive child-friendly treatment dedicated to their needs.

The Miami Cancer Institute is attempting to convert a sophisticated community oncology
environment into a leading “clinical academic center.” A key element to success is the support
of the community’s medical oncologists. Therefore, the Institute is proud to report that as of
December 1, 2014, the physicians of Advanced Medical Specialties (AMS), the dominant
oncology practice in the region, have partnered with Miami Cancer Institute as employed
physicians. The medical and radiation and pediatric oncologists of AMS, working with the
extensive resources of the Institute, are looking forward to further improving patient care and
expanding their offering of services.

The Miami Cancer Institute plans to offer comprehensive clinical services, such as adult and
pediatric oncology care (including bone marrow and stem cell transplant), a beautiful patient
centric infusion suite, diagnostic imaging, and radiation oncology services, including standard
radiation therapy, tomotherapy, gamma knife and cyberknife stereotactic radio surgery, and proton
therapy. The Institute will also leverage the system’s nationally renowned robotic surgery
program, with a special emphasis on gynecology-oncology and thoracic surgery. In addition,
BHSF’s highly regarded Breast Center will be a part of the Miami Cancer Institute, which will
allow for the expansion of services while maintaining a highly personalized approach to breast
cancer patients. Furthermore, the Miami Cancer Institute will provide special programs and
support services for patients and their family and friends.

The Miami Cancer Institute’s expansive research facility is designed to accommodate space for
principal investigators, researchers and staff to pursue translational research closely tied to an
extensive clinical trials program. The focus will be on providing patients access to cutting edge
clinical trials, obviating the need to ever leave Miami for treatment.

The Miami Cancer Institute will transform cancer care throughout the region. The bold and
visionary plan will offer an extraordinary opportunity for philanthropy. The Baptist Health
South Florida Foundation will invite the public and private sector to participate in the creation of
BAPTIST HEALTH SOUTH FLORIDA  
Vice President, Clinical Operations  
Miami Cancer Institute

the Miami Cancer Institute by investing in its construction and infrastructure through philanthropic giving. BHSF will be seeking philanthropic partners to join forces with renowned physicians and visionary leaders to create an iconic, highly visible center that will contribute significantly to the future of cancer care and bring world-class, innovative cancer treatment to Miami.

**THE POSITION:*** Reporting to the Chief Operating Officer of the Miami Cancer Institute, the Vice President of Clinical Operations will serve as a senior member of the Miami Cancer Institute leadership team. The Vice President will provide oversight for BHSF’s radiation oncology services and overseeing the areas of radiation, proton, and photon therapy, stereotactic, radiosurgery program, diagnostic imaging, breast center, clinic management, life safety, bio-med engineering, proton engineering, tumor boards and facility management. He/She will achieve strategic objectives by focusing on the quality to sustain and strengthen a culture of evidenced based patient care and safety. In addition, the Vice President will maintain expertise in the areas of radiation therapy and medical oncology reimbursements, clinical trial involvement, equipment procurement, American College of Surgeon requirements, cancer program strategic plan development, and any other issues involving the continued development of the Miami Cancer Institute.

The Vice President will focus on influencing effective communication, a caring philosophy, collaborative relationships and shared decision making. He/She will be accountable for always sustaining excellence to all customers at all times and utilizing resources effectively. In addition, the Vice President will support growth of professional clinical practices at all levels within the organization, locally, across the state and nation.

The Vice President will create an environment that facilitates the team to initiate actions that produce results. He/She will hold him/herself accountable for actions and outcomes and create an environment in which others are setting expectations and holding each other accountable. The Vice President will coach others in developing their career plans and encourage professional and personal growth. He/She will integrate high ethical standards and core values into everyday work activities and uphold the organization’s reputation for high ethical standards. Furthermore, the Vice President will provide proactive service recovery, respond to complaints and trends leading to positive outcomes, and represent the organization to professional, healthcare and non-healthcare constituents within the community.

Additional responsibilities of the Vice President, Clinical Operations include:

- Making oral and cogent written presentations to diverse audiences on quality, clinical and organizational issues.
- Resolving and managing conflict effectively.
- Building trusting and collaborative relationships with staff, peers, other disciplines, MDs, vendors and community leaders.
- Caring about people as individuals and demonstrating empathy and concern while ensuring that organizational objectives are met.
Accomplishing objectives through persuasion, celebrating successes and accomplishments, and communicating a shared vision.

Developing, communicating and monitoring behavior expectations.

Asserting views in a non-threatening and non-judgmental manner.

Creating an environment, which recognizes and values the differences in staff, physicians, patients and communities.

Developing processes to incorporate cultural beliefs into care.

Building credibility with physicians as a champion for patient care, quality and nursing professionalism.

Collaborating with physicians to address performance improvement issues.

Maintaining current knowledge of clinical practice and roles of team members.

Articulating regulatory standards as published by TJC, CMS, ANA, ANCC and others.

Ensuring compliance with regulatory agency standards, the Florida professional licensure Boards requirements and rules and regulations, and policies of MCI and BHSF.

Ensuring that written MCI/BHSF policies and procedures are reviewed and updated in accordance with evidence based practice.

Articulating federal/state laws and regulations that affect the provision of patient care.

Interpreting impact of state and federal legislation on clinical services at BHM/BHSF.

Defining clinical resources based on evidenced based measurement of patient needs.

Developing effective clinical outcomes management processes to ensure Top 10% compliance with the National Quality Measures.

Monitoring clinical activities to identify both expected and unexpected risks.

Supporting a non-punitive reporting and reward system for reporting unsafe practices.

Ensuring staff is clinically competent and trained in their role in patient safety.

Leading the actions necessary to meet National Patient Safety Goals.

Designing continuum of care options for managing patient continuity of care.

Overseeing the long range planning for facilities, equipment and staff in line with the strategic goals of the hospital and system.

Overseeing the clinical, fiscal and service excellence of radiation oncology services.

Overseeing the long range planning for facilities, equipment, technology and staff in line with the strategic goals of the hospital and system.

Supporting the highest level of accreditation for the system-wide cancer program to support and sustain the organization’s competitive edge.

Ensuring compliance with AHCA and CMS regulations for grievance management.

Identifying areas of risk/liability.

Ensuring staff is educated on risk management and compliance issues.

Utilizing transformational and change theory to plan for implementation of changes.

Serving as a change agent, assisting others in understanding the importance, necessity, impact and process of change.

Adapting leadership style to situational needs.

Creating an environment that facilitates the team to initiate actions that produce results.

Holding self and others accountable for actions and outcomes.

Creating an environment for others to set expectations and hold each other accountable.
BAPTIST HEALTH SOUTH FLORIDA
Vice President, Clinical Operations
Miami Cancer Institute

➢ Articulating federal and state payment systems and regulations, as well as managed care and private insurance issues that affect MCI/BHSF’s finances.
➢ Overseeing the budgets of assigned Cost Centers to meet LEM targets.
➢ Maintaining curiosity and an eagerness to explore new knowledge and ideas, using a reflective leadership style.
➢ Providing visionary thinking to the CNO and others on nursing issues that impact MCI/BHSF.
➢ Promoting BHSF "systems thinking" as a value in the organization.
➢ Considering the impact of clinical and quality decisions on the whole organization.
➢ Providing leadership in building loyalty and commitment throughout the organization.
➢ Serve as a professional role model and mentor to future professional and clinical leaders.
➢ Establishing mechanisms to identify and mentor staff with leadership potential.
➢ Participating in a succession plan for own position.
➢ Engaging staff and others in decision making.
➢ Promoting decisions that are patient and family centered.
➢ Providing an environment conducive to opinion sharing.
➢ Identifying educational needs of existing and potential clinical staff.
➢ Valuing and acting on feedback that is provided about own strengths and weaknesses.
➢ Demonstrating the value of lifelong learning through own example.
➢ Seeking mentorship from respected colleagues.

THE CANDIDATE: The selected candidate will possess a minimum of seven years of senior operations and/or nursing leadership experience, preferably as an Assistant Vice President or Vice President, leading clinical operations within a national cancer institute or large health system. He/She will have experience managing operations, radiation oncology services and overseeing radiation, proton, and photon therapy, stereotactic, radiosurgery program, diagnostic imaging and a breast center. The preferred candidate will have demonstrated experience managing a cancer clinic as well as bio-med engineering, proton engineering, tumor boards and facility management. Furthermore, he/she will have the ability to achieve strategic objectives and strengthen a culture of evidenced based patient care and safety.

The chosen candidate will be familiar with leading, sharing and embracing a vision for clinical operations while serving as an advocate for clinical professional leaders and staff, and achieving hospital goals. He/She will create an environment that facilitates the team to initiate actions that produce results and will possess an approachable and dynamic leadership style without hesitation of holding staff and himself/herself accountable. The preferred candidate will be a business strategist with the ability to focus on excellent patient care and department efficiency and effectiveness while also focusing on growing the services lines to meet the needs of Baptist Hospital and the community. Furthermore, he/she must be well organized and driven to manage and grow multiple product lines and services. The selected candidate will hold a Master's Degree from an accredited institution.

Personal characteristics sought in the ideal candidate include:
BAPTIST HEALTH SOUTH FLORIDA
Vice President, Clinical Operations
Miami Cancer Institute

- Skilled manager of people and process.
- Experienced in new business development and start-up.
- Quick adapter (culture and business processes) to matrix environment.
- Politically savvy, positive and constructive interdisciplinary team member and leader.
- Ability to lead teams, build credibility and gain trust.
- Comfortable with change and participating in developing organizational priorities.
- Metrics driven and results oriented.
- Strong operations, IT and overall business acumen.
- Diplomatic and fair.
- Accessible to executives, team leaders and staff.
- Self-motivated and holds self accountable.
- Independent thinker that can constructively influence decisions.

THE COMMUNITY: Miami, Florida, located on the Atlantic coast of southeastern Florida is the seat of Miami-Dade County. Miami and its suburbs are located between the Florida Everglades to the west and the Biscayne Bay to the east. With a population of 420,000, Miami is the largest city proper in the United States, and the most populous city of the Miami metropolitan area. Miami's tropical climate includes a hot/tropical summer season and a mild warm winter season with temperatures rarely dipping below 40 degrees Fahrenheit. Residents identify the city by the North, South, West and Downtown sections. Downtown Miami is the heart of the city and includes the Brickell, Virginia Key, Watson Island, and Port of Miami neighborhoods. East of Downtown is South Beach and northwest of Downtown is the Civic Center section.

Miami is a major center and a leader in finance, arts, entertainment, culture and international trade in the United States. According to a 2009 UBS study of 73 world cities, Miami was ranked as the richest city in the United States, and the world's fifth-richest city in terms of purchasing power. Nicknamed the "Capital of Latin America," Miami is the second largest city with a Spanish-speaking majority, and the largest city with a Cuban-American population. In Downtown Miami, the Civic Center is a major center for medical centers, hospitals, research institutes and the biotech industries. For more than 20 years, the Port of Miami has been considered the "Cruise Capital of the World" as it accommodates some of the world's largest cruise ships and busiest port for cruise lines. The city is served by two busy airports: Miami International and Fort Lauderdale International.
MIAMI CHILDREN’S HOSPITAL  
President, Physician Enterprise

Miami is home to the fourth-largest public school district in the nation, several major universities and some of the region's finest continuing education resources. Miami-Dade County Public Schools is comprised of 392 schools and 345,000 students. Located at the southern end of the Florida peninsula, the school district stretches over 2,000 square miles of diverse and vibrant communities ranging from rural and suburban to urban cities and municipalities. District students speak 56 different languages and represent 160 countries. Miami is also home to The University of Miami, Miami Dade College, Florida International University and St. Thomas University.

Miami has something to offer everyone. It is home to the Miami Dolphins, Heat, Marlins and Florida Panthers. The city is popular for its beaches, arts and cultural, outdoor and sporting activities, museums, restaurants, shopping, landmarks, zoos, aquariums and parks. Miami’s South Beach is the surf capital where residents and visitors enjoy the turquoise Atlantic Ocean, gorgeous golden sands, sidewalk cafes, designer boutiques and excellent restaurants. The Vizcaya Museum and Gardens is a popular National Historic Landmark and Museum that is well known for its exemplary preservation and unique visitor experience. Children love the 740 acre Zoo Miami. Zoo Miami is home to more than 2,000 animals that are visible from walkways. The Miami Seaquarium is another very popular attraction that offers shows, exhibits, animal encounters and education programs.

For more information, please visit: http://www.miamiandbeaches.com/ or http://www.miami.com/.

COMPENSATION: An attractive base salary, bonus, benefits package and relocation allowance will be provided.

CONTACT:

www.tylerandco.com

Alan D. Johns  
Senior Vice President  
ajohns@tylerandco.com  
(770) 396-3939

Julee Thompson  
Vice President  
jthompson@tylerandco.com  
(770) 396-3939

Stephanie Odorisio Arriviello  
Senior Research Associate  
sodorisio@tylerandco.com  
Direct: (610) 558-6100 x234

We prefer to receive resumes in Word format via e-mail.