Baptist Health South Florida has retained Tyler & Company for an exciting 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. 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
BAPTIST HEALTH SOUTH FLORIDA
Chief Nursing Officer/Vice President
Miami Cancer Institute

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 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, the Chief Nursing Officer/Vice President (CNO) will serve as a member of the Miami Cancer Institute senior leadership team. The CNO will lead and direct patient care throughout the Miami Cancer Institute and establish standards of patient care in a cost effective manner based on the mission, vision, and values. The CNO will be an integral
part of developing the strategic plan for the Cancer Institute to assist the leadership team in developing a nursing organization that will support a clinically integrated network for cancer care. The CNO will be the voice of nursing representing the strategic initiatives of the Cancer Institute and all oncology service lines across the system.

As a change agent, the CNO will drive results, champion innovation and standardization, and stimulate new thinking in an integrated delivery network. In addition, he/she will create uniformity and consensus in nursing practice across the full continuum of care and create an atmosphere of creativity, collaboration and trust. The CNO will have system-wide responsibility for oncology nursing strategic, clinical, financial and operational goals.

The CNO will also champion new and innovative initiatives to advance care and quality outcomes across the system in an integrated and cost effective manner. With the emphasis on population health and value-based purchasing, the CNO will develop strong partnerships with the Deputy Director of Research, the Deputy Director, Chief Clinical Officer and medical staff to bring innovative approaches to care coordination including the development of new perspectives on structuring case management roles throughout the system hospitals and ambulatory settings.

Additional responsibilities of the Chief Nursing Officer include:

- Builds and nurtures relationships with staff, peers, medical staff and community leaders.
- Facilitates cooperation and partnerships.
- Builds credibility with physicians and represents nursing at medical staff meetings to include medical executive committee.
- Supports and fosters the development of a collaborative practice model for Nursing (Physician Leader, Administrator and Nursing Leader) across the system and continues to build on a culture that supports a mutual respect between nursing administration and the medical staff.
- Develops a relationship with other nursing executives nationally and at a state level, staying current with changes in healthcare law, policy, and payment, as well as technologies that will support better population health management.
- Establishes credibility with the governing board and represents nursing and patient care issues at board meetings.
- Is responsible for developing patient-centered and team-based approaches to nursing care with full coordination across the continuum to support evidence-based initiatives in population health. Establishes partnerships to develop new care models for clinical care teams in delivering patient care. Develops clinical pathways to ensure continued optimal outcomes, reduced variability in clinical care and improved efficiencies across the system.
- Knowledgeable with federal and state rules and regulations that affect patient care.
- Is an active participant in developing patient care quality improvement goals and metrics.
- Collaborates with the Institute’s Leadership Team, and develops the short-term and long-term nursing strategic plans for the Institute and its offered services.
- Develops a yearly capital/operational budget for the Nursing services, and ensures prudent management of the health system’s resources within those budget guidelines.
- Establishes a vision for nursing which reflects the system’s strategies for innovation, clinical integration, quality improvement and the patient experience.
Evaluate the current state of nursing across the oncology continuum and set a strategic direction for Nursing, consistent with the strategies and goals of the entire organization.

- Implements innovative changes in clinical education and training programs to enhance the clinical competency and skills of staff. Advocates for, and assist in, the continued advancement of nursing professionalism.

- Develops and evaluates the shared governance structure for opportunities to increase effectiveness and efficiency, advancing a multi-disciplinary approach.

- NCI designation and the accreditation with the Commission on Cancer designation.

- Builds nursing departmental capability and responsiveness.

- Ensures adherence to regulatory entities, Joint Commission, Agency for Healthcare Administration, CMS, OSHA, and HIPAA and all other local, state and federal laws and regulations as they apply to the Miami Cancer Institute.

- Harnesses information and provides visionary thinking to create opportunities that impact the organization.

- Project management.

- Inspires sense, purpose and direction; mentors and develops people.

- Implements change initiatives.

- Identifies succession planning opportunities with subsequent action plans.

- Ensures effective management of the human resources within the nursing organization, according to current, authorized personnel policies and procedures that fully conform to current laws and regulations.

- Develops nursing recruitment and retention strategies to meet projected staffing requirements.

- Serves as a mentor and coach to current nursing leadership as well as identifies a strong pipeline for future nursing leaders within the center of excellence.

- Holds self and others accountable for outcomes.

- Creates and sustains a culture which exemplifies integrity, participative decision making and personal growth.

- Active member in professional organization.

- Education/specialized sectoral experience.

- Demonstrates good judgment and common sense.

- Participates in workforce planning.

- Financial literacy/budget planning; Expense management.

- Program development and planning.

- Strategic thinking and planning.

- NDNQI results.

- Patient and employee satisfaction scores.

- NCI status designation.

- Physician satisfaction.

- Quality Indicators.

**THE CANDIDATE:** The selected candidate will have a minimum of 10 years of nursing leadership experience in a cancer center or large health system that includes participation in a large construction project. He/She will have demonstrated experience managing all aspects of patient care services and leading measurable improvements in quality, patient satisfaction and cost of care. The ideal candidate will understand the new healthcare paradigm, approach to patient care, and be open to alternative
access points to care for patients such as telemedicine and alternative patient care providers. The chosen candidate will be knowledgeable on current theoretical approaches to the delivery of nursing care and the strategies for examining and applying relevant concepts. He/She will be well versed in the scope and complexities of the nursing care needs for the major populations served as well as experience collaborating with and utilizing advanced practice nurses and patient navigators as part of the care delivery team. The preferred candidate will possess practical problem solving skills and the ability to deal with a variety of concrete variables in situations where only limited standardization exists. A Bachelor of Science degree in Nursing as well as a Master’s degree in a health care related field are required from accredited institutes; must hold or be eligible to obtain a Florida Nursing License. Certification as a Nurse Executive by ANCC or AONE is preferred.

Personal characteristics sought in the ideal candidate include:

- Hands-on builder and visionary.
- Energetic, collaborative and enjoys enterprise start-up
- Quick adapter (culture and business processes) to matrix environment.
- Politically savvy, positive and constructive interdisciplinary team member and leader.
- Ability to build and maintain physician credibility and trust.
- Comfortable with ambiguity and making complex decisions.
- Metrics driven and results oriented.
- Strong operations and information technology skills.
- Diplomatic and fair.
- Strong business acumen.
- Highly accessible to executives 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 F. 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 CHILDREN’S HOSPITAL  
President, Physician Enterprise

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 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.


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

**CONTACT**:

<table>
<thead>
<tr>
<th>Alan D. Johns</th>
<th>Julee Thompson</th>
<th>Stephanie Odorisio Arrivielo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Vice President</td>
<td>Vice President</td>
<td>Senior Research Associate</td>
</tr>
<tr>
<td><a href="mailto:ajohns@tylerandco.com">ajohns@tylerandco.com</a></td>
<td><a href="mailto:jthompson@tylerandco.com">jthompson@tylerandco.com</a></td>
<td><a href="mailto:sodorisio@tylerandco.com">sodorisio@tylerandco.com</a></td>
</tr>
<tr>
<td>Direct: (770) 396-3939</td>
<td>Direct: (770) 396-3939</td>
<td>Direct: (610) 558-6100 x234</td>
</tr>
</tbody>
</table>

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