



Leadership Profile

Vice President, Chief Information Officer

WITT / KIEFFER
Leaders Connecting Leaders

CONFIDENTIAL

Prepared by
Hillary Ross
Zach Durst
August 2017

This Leadership Profile is intended to provide information about Orlando Health and the position of Vice President, Chief Information Officer. It is designed to assist qualified individuals in assessing their interest.

The Opportunity

Orlando Health is seeking a dynamic IT executive for the position of Vice President, Chief Information Officer (VP/CIO). This is an exceptional opportunity to lead IT for a highly regarded, financially strong, progressive healthcare enterprise that continues to have tremendous growth. Orlando Health is committed to providing high quality care to nearly 3 million residents in Florida through its 8 hospitals, dozens of ambulatory sites, and through an affiliation with Lakeland Regional Health.

The VP/CIO will serve as part of a collaborative executive cabinet that crafts the strategy for the health system during this exciting period of expansion. She/he will provide the information, technology strategy and vision in support of the mission and goals of Orlando Health. The incoming VP/CIO will assess the current state of the IT organization and strategy to continue the development of a high-performing, stable, adaptable, and service-oriented IT team.

The new VP/CIO will lead in maintaining the current best-of-breed environment while partnering with stakeholders from across the health system in the selection and implementation of a new enterprise-wide EMR system that will support the continued tremendous growth of the health system. The VP/CIO will assist in the strategy and plan to build a robust infrastructure across the state and region, including the integration of new hospital and ambulatory acquisitions. The VP/CIO will lead the development of infrastructure and architecture strategies to support the clinical, research, and population health missions of Orlando Health. The VP/CIO will support the continued system maturity of Orlando Health into a data-driven organization through advanced analytics. Additionally, the VP/CIO will assist in the implementation of a new PACs system to support area joint ventures. The VP/CIO will partner with other senior executives and IT leadership for lean and continuous improvement initiatives to enhance care.

The successful candidate will be an experienced healthcare IT executive who will bring strong strategic and operational leadership to the division. She/he will be visionary with the ability to anticipate future needs of the organization. The VP/CIO will be a strategic partner, aligning IT with the business goals and objectives of Orlando Health and assisting with strengthening the organization's position in the market. The VP/CIO will be a collaborative leader with excellent communication skills and the ability to build strong relationships at all levels.

Organization Overview

Orlando Health is one of Florida's most comprehensive private, not-for-profit healthcare networks. The diversified health system encompasses 8 hospitals, a large multispecialty medical group, OHMG, and a clinically integrated network, Orlando Health Network. With a pending affiliation with Lakeland Regional Health on October 1, 2017, Orlando Health will have total revenue of more than \$3.4 billion annually, with more than 23,000 employees and a medical staff of nearly 2,100 physicians. Orlando Health's facilities, advanced medical treatments and procedures and highly qualified staff have distinguished Orlando Health as a healthcare leader for nearly 3 million Central Florida residents and millions of visitors annually. The System is accredited by The Joint Commission and has been providing outstanding care to the citizens of Orlando and the growing surrounding communities of Central Florida since its founding in 1918.

Orlando Regional Medical Center (ORMC) is an 794-bed teaching hospital in downtown Orlando specializing in trauma, cardiovascular services, orthopedics, neurosciences, and internal medicine, as well as minimally invasive bariatric surgery. ORMC is one of the state's six major teaching hospitals and Orlando Health's flagship medical center providing care for nearly 3 million residents of Brevard, Lake, Orange, Seminole and Osceola counties in Central Florida. ORMC is home to Central Florida's only Level One Trauma Center providing comprehensive care to the most critically-ill or injured patients throughout the community, as well as offering graduate medical education in seven specialties, serving as the institutional sponsor of seven residency and 18 fellowship programs. ORMC meets the growing healthcare needs of their community, providing a wide range of medical services and numerous specialty centers including memory disorder, epilepsy, the Orlando Health Rehabilitation Institute (OHRI), the esteemed Brain Injury Rehabilitation Program (BIRC), and outpatient surgery services.

Arnold Palmer Hospital for Children is a sanctuary of hope and healing. The most advanced technology, coupled with compassion and dedication make Arnold Palmer Hospital one of the most trusted names in children's healthcare worldwide. Careful attention is paid to creating a cheerful, comforting environment to minimize stress and generate smiles. Arnold Palmer Hospital is a 158-bed pediatric hospital facility supported by the Arnold Palmer Medical Center Foundation. Arnold Palmer Hospital is the first facility in Central Florida to provide emergency care exclusively for pediatrics. The Bert Martin's Champions for Children Emergency Department & Trauma Center is part of the area's only Level One Trauma Center. Arnold Palmer Hospital for Children is the only children's hospital in Central Florida to rank as one of "America's Best Children's Hospitals" in *U.S. News & World Report*.

Winnie Palmer Hospital for Women & Babies is a 315-bed hospital facility dedicated to the unique needs of women and babies. The 11-story hospital provides complete women's care from obstetrics and high-risk births to gynecological services and is one of the largest birthing centers in the United States. Winnie Palmer Hospital is also home to one of the largest Level III Neonatal Intensive Care Units (NICU) in the nation. The 142-bed NICU offers specialized care for high-risk critically ill newborns. The hospital offers 30 labor and delivery rooms, a high-risk maternity unit, postpartum and high-risk antepartum units and a Triage Unit for women's emergency and urgent care. Winnie Palmer Hospital also includes the Hughes Fetal Diagnostic Center, which offers ultrasound, targeted sonogram, diabetic and nutrition counseling, genetic counseling and fetal echocardiogram. Annually, more than 14,000 babies are born at Winnie Palmer Hospital,

making it the busiest labor and delivery unit in the state of Florida and one of the busiest in the nation.

Orlando Health UF Health Cancer Center offers specialized cancer treatment through a multidisciplinary approach, meaning each patient benefits from the expertise of a team of professionals including medical, radiation and surgical oncologists, pathologists, radiologists, nuclear medicine doctors, advanced practice nurses and other support staff.

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

South Seminole Hospital is dedicated to offering quality healthcare services and programs to meet the needs of the Seminole County community. South Seminole Hospital is a 206-bed, full-service, medical/surgical community hospital located in Longwood, Florida. The hospital serves as one of Orlando Health's three AirCare Team helicopter bases, allowing critical patients to be transferred to ORMC's Level One Trauma Center. South Seminole Hospital is home to Orlando Health Behavioral Healthcare, an 80-bed psychiatric hospital.

Health Central Hospital has served west Orange County for 65 years; Health Central Hospital is a full-service acute care facility that offers convenient on-site and local access to over 500 doctors of all specialties. Health Central Hospital is a state-recognized Primary Stroke Center, provides diagnostic and interventional cardiac catheterization, and offers state-of-the-art diagnostic imaging services. Health Central Hospital continues its mission to "improve the health of the community" by providing safe, quality healthcare services in an atmosphere of caring.

Orlando Health Medical Group was established in 2011 as a distinct legal entity of Orlando Health. Through its early existence, OHMG met challenges to keep up with the dramatic growth in the employed physician practices, which today has grown to over 600 providers (500+ physicians and 150 advanced practice practitioners). Growth has been organic, and has been in response to system needs and recruiting imperatives. Historically, the medical group has been a specialty driven organization as many of the physicians were recruited to meet the specific needs of the community. In 2013, the Medical Group grew through the acquisition of Physician Associates LLC, a 106-member primary care group. Further growth occurred in 2015 with the addition of an 11-member pediatric group.

At the present time, OHMG is 30 percent primary care physicians, including family medicine, internal medicine and pediatric care. OHMG offers specialty care including the following disciplines: Adult- Obstetrics & Gynecology, Podiatry, Orthopedics, Cardiothoracic Surgery, Head & Neck Surgery, Palliative Care, Cardiology, Aesthetic & Reconstructive Surgery, Critical Care, Hospital Medicine, Hematology/Oncology, Radiation Oncology, Physical Medicine & Rehabilitation, Infectious Disease, Pulmonology, Psychiatry, Neurology, Surgery, and Urology. Pediatric specialties include Genetics, Urology, Neurology, Infectious Disease, Palliative Care, Cardiology, GI, Hematology/Oncology, Critical Care, Cardiovascular Surgery, Anesthesiology, Orthopedics, Nephrology and Endocrinology.

OHMG cares for patients throughout a five-county region in Central Florida in over 50 locations ranging in size from one to 10 providers. OHMG provided over 1.2 million outpatient visits in FY 2016. The majority of the OHMG physician practices are on a variation of the Allscripts Electronic Health Record (EHR) with the expectation that in the next two years all practices will be supported by the same platform.

Affiliates

South Lake Hospital combines acute hospital care and medical services with comprehensive wellness programs, fitness training and community health education classes and support groups to serve the needs of south Lake County and west Orange County. The Center for Women's Health offers complete care for women from maternity to maturity. South Lake Hospital is also home to the National Training Center, which provides total body fitness, advanced rehabilitative services and athletic training. Orlando Health controls 50 percent of the board membership at South Lake Hospital.

St. Cloud Regional Medical Center has expertly served the families of St. Cloud and the surrounding communities with the warm, personal touch of a hometown hospital for more than 50 years. The Medical Center has received the Seal of Approval and recognition as one of the nation's Top Performers on key quality measures by The Joint Commission, and accreditation as a Chest Pain Center from the Society of Cardiovascular Patient Care. A majority ownership interest in St. Cloud Regional Medical Center was sold by the Corporation in February 2006. The System now owns 20 percent.

Orlando Health Network (OHN) Orlando Health has grown its value based portfolio to include five ACOs that have collectively produced more than \$34M in shared savings and delivered some of the highest quality scores compared to local and national cohorts. Moreover, the system boasts the largest Florida Blue ACO in the state and the second largest Cigna ACO nationally at 28k and 63k lives respectively. The system's clinically integrated network, Orlando Health Network (OHN), includes nearly 300 primary care physicians and advanced practice providers with a little more than half of them employed through Orlando Health. Overall, the system has received many accolades for its value based track record, including being listed as one of *Becker's 2016 Top 100 ACOs to Know*, and it continues to pursue primary care growth, physician partnership, and value-based payments as part of its long-term strategy. In addition, the system has five bundled payment episodes through CMS's Bundled Payment for Care Improvement (BPCI) Model 2, and has earned \$5.7M to date for our first year of performance.

Orlando Health Strategic Imperatives



To be a place that is financially healthy providing affordable, high quality healthcare services to consumers, employers and insurers.

Healthcare is expensive and consumers are looking for affordability. Patients have choices for where they want to receive care. As we endeavor to be financially healthy, team members can be a part of the solution.

To be a good, trusted partner for physicians.

Through physician engagement we are building stronger physician partnerships. Physicians are the economic and quality engine of the healthcare system.

To become the best place to work.

Orlando Health values every team member. As we strive to become the best place to work, we will continue to foster relationships through team member engagement. Not only are team members encouraged to share ideas with their leaders but there are additional opportunities throughout the year for our team members to provide feedback during forums and on surveys. Team member feedback has resulted in many of the changes and improvements made throughout the organization.

To be an organization that is recognized locally and nationally for quality and safety.

In support of our imperative to embrace quality and safety, we aspire to be listed on the Truven 15 Top Healthcare Systems. Truven compiles data based on performance measures to identify the best healthcare systems. Another goal of Orlando Health is to be ranked in the top 10 percent for patient satisfaction. As an organization, we are working to achieve this by focusing on the patient experience and how to best serve patients.

To be easy to use as a healthcare system – a place that is easy to give and receive care.

Healthcare that is easily accessible and convenient are important factors to consumers and providers. Consumer engagement and satisfaction are the tools we can use to adapt what we do to meet the needs and wants of the community we serve. Our strategy to enhance ease of use includes ambulatory development and technology enablement.

To grow and regain our market share, and to do it with innovation by thinking and doing things differently.

In order to drive growth and innovation, it is important to maintain profitable market share gains. To achieve this we will concentrate our attention on capital investment as well as process and innovation.

FY 2016 Orlando Health Facts:

• Acute Care Hospitals	6
• Affiliated Hospitals	2
• Team Members	18,481
• Affiliated Physicians	2,481
• Admissions	110,271
• Births	15,696
• Emergency Visits	379,248
• Surgeries	54,929
• Total Assets	\$3.357 Billion
• Net Operating Revenues	\$2.456 Billion
• Net Income	\$209.5 Million
• Operating Income	\$172.7 Million
• Bond Rating	Moody's: A2 , S&P: A, Fitch: A

Innovation at Orlando Health

Orlando Health recognizes that innovation is critical to its continued success as it drives better patient outcomes, more efficient business processes, and helps to establish a sustainable competitive advantage. With the challenges of healthcare reform and reduced payments, a coordinated innovation initiative will provide access to new, innovative healthcare products and services that will allow for better patient care in a difficult environment.

The innovation platform includes a \$20 million venture fund for direct investment in healthcare companies, a granting process, an incubator for projects, and a partnership program. Orlando ranked fourth for high-growth companies in healthcare for 2016, presenting many opportunities for the innovation platform.

Awards, Recognition and Performance Improvement

Orlando Health is currently experiencing the highest team member satisfaction in the history of the organization.

Orlando Health has been recognized and awarded for many outstanding achievements, including but not limited to:

2017

- Orlando Health is selected as one of the Orlando Sentinel's Top 100 Companies for The Best Workplaces in Central Florida.
- Orlando Health Orlando Regional Medical Center is ranked as a "Best Regional Hospitals" by U.S. News & World Report – ranking number one in Orlando and number four in the state

- Orlando Health is recognized as a “Most Wired” healthcare system by Hospitals & Health Networks for demonstrating achievement in facilitating patient access and capturing health data and relying on increased clinical capabilities, telehealth and mobile technology.
- For the eighth consecutive year, Orlando Health Arnold Palmer Hospital for Children is included on the U.S. News & World Report “Best Children’s Hospitals” rankings. It is the only hospital in Orlando to be given this designation.
- Orlando Health Dr. P. Phillips Hospital, Orlando Health Orlando Regional Medical Center and Orlando Health South Seminole Hospital receive “A” hospital safety grades by The Leapfrog Group, and independent national nonprofit organization operated by employers and other large purchasers of health benefits for Spring 2017.
- Orlando Health is honored with the Advisory Board’s 2017 Workplace of the Year award, which recognized hospitals and health systems that have outstanding levels of employee engagement. Orlando Health was one of 20 award recipients chosen for having the highest percentage of engaged team members during the 2016 survey year.
- Orlando Health is awarded Employer of Choice for demonstrating a dedication to team member relationships that goes above and beyond industry HR standards, scoring among the top employers in areas such as culture, care of people and leadership.

2016

- Arnold Palmer Medical Center was again named one of the best Children’s Hospitals in the country by *U.S. News & World Report*. Five specialties were included in the rankings.
- Orlando Regional Medical Center Trauma Intensive Care Unit and Trauma Step-Down Unit both earned the silver-level Beacon Award for Excellence from the American Association of Critical-Care Nurses (AACN).
- Orlando Health received its second, consecutive overall 3-Star rating from the Society of Thoracic Surgeons for providing excellent care to patients undergoing bypass surgery and lobectomy for lung cancer.
- The Orlando Health Heart Institute’s Pulmonary Hypertension Program received accreditation as a Comprehensive Care Center from the Pulmonary Hypertension Association (PHA)’s accreditation program for Pulmonary Hypertension Care Centers. The institute’s program is second in the state and among the first 30 hospitals in the nation to receive this accolade.
- Orlando Health is a vibrant, growing, high performing organization and has experienced three consecutive years of an operating margin > 7%.
- The System continues to see growth in market share.

2015

- UF Health Cancer Center awarded Orlando Health with the 2015 Women's Choice Award as an America's Best Breast Center.
- Three Orlando Health specialties - hip replacement, knee replacement and treatment for chronic obstructive pulmonary disease - are rated "High Performing" by *U.S. News & World Report's Common Care* measure.
- Orlando Health earned a Cancer Center of Excellence award. UF Health Cancer Center recognized Orlando Health as one of four Florida hospitals to demonstrate commitment to excellence by providing patient-centered coordinated care for those undergoing cancer treatment and therapy in Florida.

For more information go to OrlandoHealth.com

Affiliation with Lakeland Regional Health

Effective October 1, 2017, Lakeland Regional Health (LRH) and Orlando Health, Inc. (OHI) will come together to create an integrated regional health care system. The regional system will better position both organizations to expand clinical programs, improve access, and enhance the clinical quality of services provided. It will also foster the development of an academic graduate medical education program at LRH, manage population health across the region and promote joint formation of strategic goals and objectives.

Lakeland Regional Health offers a comprehensive array of inpatient and outpatient diagnostic and treatment services at its Medical Center, Hollis Cancer Center and ambulatory care locations. Lakeland Regional Health is an award winning workplace, ranked on *Becker's Hospital Review's* lists of "150 Great Places to Work in Healthcare" in 2017, 2016 and 2015. In addition, Forbes and Gallup have each twice recognized LRH's outstanding workplace.

Lakeland Regional Health Medical Center is the largest single component of Lakeland Regional Health. The 849-bed hospital is the fifth largest hospital in Florida. With more than 40,000 admissions and over 217,000 Emergency Department visits in 2016, Lakeland Regional Health Medical Center is the nation's busiest single-site Emergency Department, garnering international and national recognition.

The Medical Center encompasses:

- Three state-of-the-art hybrid operating rooms, the only such facilities in the county.
- Polk County's only Pediatric Emergency Department.
- Comprehensive Trauma Center with physician subspecialists.
- An advanced Level II Neonatal Intensive Care Unit.
- The only Primary Stroke Center in the area with advanced technology and accreditation to treat strokes beyond three hours.
- Neurosurgery services specialized in diagnosis and treatment of brain, spinal and neck injuries and illness.
- Nationally accredited Chest Pain Center and Echocardiography Lab.
- Housed in the Medical Center, the **Bannasch Institute for Advanced Rehabilitation Medicine** provides leading-edge, inpatient medical physical rehabilitation services to maximize clinical outcomes for those with conditions such as stroke, brain injury, spinal cord injury, major multiple traumas and neurological issues.
- In summer 2018, the eight story, state-of-the-art **Carol Jenkins Barnett Pavilion for Women and Children** will open on the south side of the Medical Center Campus. Services offered will include a dedicated Pediatric Emergency Department, surgical suites, private suites for labor and delivery, Polk County's only Level III Neonatal Intensive Care Unit, units dedicated to pediatric and women's care.

Lakeland Regional Health's **Hollis Cancer Center** opened in 2003. In 2016, Lakeland Regional Health was named one of 101 Hospitals and Health Systems with Great Oncology Programs by *Becker's Hospital Review*. Its cancer program is accredited with commendation by the American College of Surgeons' Commission on Cancer, and its Breast Cancer Program is accredited through the National Accreditation Program for Breast Centers.

The **Lakeland Regional Health Physician Group** provides primary care, urgent care and practice in over 20 specialties at 14 convenient locations. All primary care locations are recognized by the National Committee for Quality Assurance's Patient-Centered Medical Home Program.

- **LRH's use of technology is redefining medicine, advancing safe and quality patient care, and promoting health and wellness.** Lakeland Regional Health uses fully integrated Electronic Health Records and offers patients a secure and convenient Patient Portal. Lakeland Regional Health has been named a Most Wired hospital four times, twice earning Most Wired Advanced status, from the American Hospital Association's Health Forum. This designation recognizes dedication to creating an exceptional infrastructure and advanced clinical processes guided by technology.

Summary of Position

Overview

The VP/CIO provides the vision and leadership for the development of information technology initiatives and services that are consistent with the mission and goals of Orlando Health. The VP/CIO directs the planning and implementation of enterprise-wide IT systems in support of business, inpatient, and ambulatory operations in order to advance service, quality and cost effectiveness. The VP/CIO is responsible for all aspects of the organization's information technology enterprise, including technology infrastructure, data governance, strategic planning, project management, information management and business analysis. The VP/CIO will partner closely with leaders from across the organization including the C-suite, vice presidents, hospital presidents, clinical leaders, and others to meet the needs of the rapidly growing health system.

Essential Functions and Responsibilities

- Oversee customer relations management by publishing an updated IT vision, refining current IT request management processes and system alignment with industry best practices, and create alignment with IT projects and fast-moving organizational goals
- Create a culture of excitement and engagement regarding advances with technology in the industry and translate those trends into operational and strategic initiatives to meet the needs of a growing and expanding regional health system

Creating an Engaged Culture

- Act as a mission-oriented, servant leader to the IT organization to provide opportunities for growth and mentorship in the continual development of a high-performing team
- Work effectively with the senior leadership team, physicians, and all other stakeholders to build collaborative relationships
- Review and refine current change management procedures and reporting while collaboratively setting goals for the team

Operational and Strategic Leadership

- As a member of the Executive Cabinet, collaborate with other leaders throughout the health system to develop IT into a strategic partner that continually enables the clinical enterprise to provide the highest levels of care and service
- Coordinate IT technologies alignment by working with operational leadership

Opportunities and Expectations of Leadership

The Vice President, Chief Information Officer Orlando Health will be expected to have made measurable progress or achieved the following key objectives within the first 12 to 18 months (not listed in order of priority).

- Work with key constituents to continue developing the IT strategic plan that will guide the future direction of IT and ensure alignment with the goals and objectives of Orlando Health
- Evaluate the current technology environment and develop plans to sustain and further develop a highly robust and reliable IT infrastructure
- Partner with constituent leaders, clinicians, and other stakeholders in the selection of a new enterprise EMR system to fully integrate new hospitals into the health system
- Strategically lead the replacement of the GE PACS system with a state-of-the-art Phillips PACS system
- Review, evaluate, and optimize the current IT governance, planning, and organizational structures to meet the needs of a fast-growing regional health system focused on becoming the best in the nation

Candidate Qualifications

The ideal candidate will have the following professional qualifications and personal characteristics:

Education

- Bachelor's degree in Healthcare Administration, Computer Science or related field is required. Master's degree in Business Administration, Healthcare Administration, Computer Science or related graduate degree is strongly preferred.

Experience

- An experienced executive in a senior healthcare IT leadership position such as a Chief Information Officer or Vice President of IT, preferably in a complex health system
- Proven track record as a leader of information technology across a healthcare enterprise utilizing a best-of-breed EMR system, with the ability to develop a high-performing, customer-service oriented IT division
- Experience with transformational leadership of complex organizations experiencing tremendous growth, especially from the ambulatory enterprise
- Outstanding relations with clinicians; a style which emphasizes transparency, respect and communication; must have a successful track record of building trust and clinician support and loyalty around information technology
- Strong fiscal acumen with a demonstrated experience developing and executing a strategic plan with measurable and attainable milestones against the larger enterprise strategy for growth
- Ability to think strategically and has a deep understanding of the business of healthcare when seeking new ways to improve performance, processes and services through lean and Agile methodologies
- Adapts to changing needs by acquiring new skills, knowledge and behaviors
- Understanding of how to develop a robust, hybrid infrastructure with a mix of cloud and on-site solutions to meet the clinical, administrative and cybersecurity needs of the organization
- Experience in developing innovative technologies and tools in support of patient safety, evidence based medicine, population health, accountable care and value-based payment systems
- Experience with the continued development of an enterprise data warehouse and advanced analytics strategies and operations to transform organizations into data-driven institutions

Competencies and Personal Characteristics

- A desire for excellence and an ability to take measured risks to continually make the IT organization and Orlando Health among the best, most engaged health system in the country
- A strategic thinker and planner with the ability to understand complex business processes and operations and anticipate future needs of the organization
- Establishes clear plans and goals for the IT organization that align with the needs of the enterprise
- Executive presence and demeanor; a transparent leader who is forthright and can garner respect and credibility
- Demonstrated service orientation and is proactive in providing service and support to end-users
- Takes full accountability for individual and team actions, decisions and results. Anticipates and strives to understand the unique needs of those served including the hospital, research enterprise and ambulatory sites
- Demonstrated capacity to develop the talents and expertise of staff so that they are able to assume expanded responsibilities; proven ability to recruit and retain well-qualified, high performing professionals and empower them to succeed
- Ability to develop solid relationships across an organization including clinicians, executives and others as needed
- Works with others to assure a sustained focus on innovation and contemporary/emerging approaches to healthcare and technology
- Measures progress of IT projects against plans and stated goals
- Demonstrates open, honest and respectful communication. Conversely, listens actively and seeks to understand others
- Seeks out and constructively uses feedback from others in the continued improvement of the IT organization, team structure and methodologies used
- Superb listening and influencing skills; ability to cultivate trust and lead through developing consensus with executives, the IT team and external partners
- Excellent communication skills, oral and written; the ability to convey technically complex information and concepts in accessible terms; teach/educate with regard to technology
- Commitment to the highest ethical and professional standards; personal and professional integrity above reproach

Community Profile

Greater Orlando is the third largest metropolitan area in Florida and the fifth largest in the southeastern United States. Its principal cities are Orlando, Kissimmee and Sanford.

Greater Orlando is best known for its tourism industry, which attracts millions of visitors each year. Already with a population over 2 million, the Orlando region is projected to be among the nation's fastest-growing regions this decade. With over one third of its population between the ages of 20 and 44, and a median age of 37, Orlando is a young and vibrant community. The Orlando region's population diversity leads the rest of the nation by 35 years. Nearly a third of the residents have college degrees and employers have access to state-sponsored workforce training grant programs that allow them to keep their talent sharp and on the cutting-edge in their respective fields.

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

Access

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

Cultural and Historic Sites

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

The Dr. Phillips Center for Performing Arts is the newly constructed venue located in Downtown Orlando. The center features a 2,700-seat amplified hall for Broadway theater-class play events, a 1,700-seat acoustic hall for ballet, operas and orchestral performances, and a 300-seat venue for smaller functions.

The Charles Hosmer Morse Museum of American Art in Winter Park was founded by Jeannette Genius McKean in 1942 and named for her grandfather, Chicago industrialist and Winter Park philanthropist Charles Hosmer Morse. Its collections were built over a half-century by Mrs. McKean and her husband, Hugh F. McKean, who was the Museum's director until his death in 1995.

The work of Louis Comfort Tiffany is undoubtedly the centerpiece of the Morse Museum collection. The collection has been referred to as "the most comprehensive and most interesting collection of Tiffany anywhere" by Alice Cooney Frelinghuysen, Anthony W. and Lulu C. Wang, Curator of American Decorative Arts at The Metropolitan Museum of Art in New York.

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

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

Orlando Theme Parks

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

Sports

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

Education

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

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

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

growth and career development. Three MBA programs are offered, one of which is an Executive MBA through the Rollins College Crummer Graduate School of Business.

Procedure for Candidacy

Nominations and resumes should be submitted in confidence to the Orlando Health search team Hillary Ross and Zach Durst. Electronic communication is preferred.

Hillary Ross
Witt/Kieffer
Phone: 630/575-6116
Email: hross@wittkieffer.com

Zach Durst
Witt/Kieffer
Phone: 630/575-6956
Email: zdurst@wittkieffer.com

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 Orlando Health documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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.

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm's values are infused with a passion for excellence, personalized service and integrity.