

Shaping A Healthier Future

An Interview with Glenn D. Waters, Executive Vice President and Chief Operating Officer, Baptist Health South Florida

EDITORS' NOTE Glenn Waters is responsible for the operations of Baptist Health South Florida's 12 hospitals and more than 200 outpatient centers, urgent care centers, and physician practices, as well as Miami Cancer Institute, Miami Cardiac & Vascular Institute, Baptist Health Orthopedic Care, Miami Neuroscience Institute, Lynn Cancer Institute, Marcus Neuroscience Institute, and Lynn Heart & Vascular Institute. Prior to joining Baptist Health, Waters served as a senior leader at BayCare Health System in Clearwater, Florida, for 15 years, holding the roles of executive vice president and chief operating officer, president of BayCare's hospital division and president of Morton Plant Mease Healthcare, part of BayCare. He also held leadership positions at Moses Cone Health System in Greensboro, North Carolina; at Wadley Regional Medical Center in Texarkana, Texas; and at Riverside Health System in Newport News, Virginia. He is a Fellow of the American College of Healthcare Executives. Waters earned a bachelor's degree in economics from Hampden-Sydney College in Virginia and a master's degree in hospital administration from Medical College of Virginia, now known as Virginia Commonwealth University.



Glenn D. Waters

Will you discuss your career journey?

My journey in healthcare began with a deep belief in the power of systems to improve lives. I started out in hospital operations and over time held leadership roles across North Carolina, Texas, and Virginia before moving to Florida. I spent 15 years with BayCare Health System, eventually serving as executive vice president and chief operating officer, where I helped lead a large integrated system through a period of rapid growth and innovation.

In 2022, I joined Baptist Health South Florida as executive vice president and COO. Each step in my career has been guided by a commitment to service, team building, and aligning strategy with purpose.

What excited you about the opportunity to join Baptist Health South Florida and made you feel it was the right fit?

Baptist Health has a reputation for clinical excellence, compassionate care and deep community roots. What really stood out to me was the culture – mission-driven, patient-centered and committed to innovation. This was an opportunity to lead alongside a talented executive team in one of the most

dynamic, diverse regions in the country. I saw it as a place where my experience could make a meaningful impact, not just operationally, but in shaping a healthier future for South Florida.

How do you describe Baptist Health South Florida's culture and values?

At Baptist Health, our culture is built on respect, integrity, compassion, and excellence. We are grounded in our mission to serve all people with empathy and dignity. Collaboration is a defining characteristic of our culture – across hospitals, service lines and support functions. We foster innovation, invest in our people, and work every day to improve access to care and outcomes for our patients.

Will you provide an overview of your role and areas of focus?

As COO, I'm responsible for the operational performance of our 12 hospitals and more than 200 outpatient centers. My focus includes clinical operations, strategic growth, service line integration, and ensuring our facilities and teams are positioned to deliver outstanding patient care. I also work closely with our executive leadership on systemwide priorities like enhancing the patient experience, workforce development, and strengthening care delivery through innovation.



The main campus of Baptist Health Baptist Hospital in Miami, Florida

ORGANIZATION BRIEF Baptist Health South Florida (baptisthealth.net) is the largest healthcare organization in the region with 12 hospitals, more than 28,000 employees, 4,500 physicians and 200 outpatient centers, urgent care facilities and physician practices spanning across Florida's Miami-Dade, Monroe, Broward, and Palm Beach counties. Baptist Health has internationally renowned institutes specializing in cancer care, brain and spine care, heart and vascular care, and orthopedic care. In addition, it includes Baptist Health Medical Group; Baptist Health Quality Network; and the Baptist Health PineApp, a virtual health platform. Baptist Health South Florida is an academic and clinical affiliate of Florida International University. A not-for-profit organization supported by philanthropy and committed to its charitable mission of medical excellence, Baptist Health has been recognized by Fortune as one of the 100 Best Companies to Work For in America and is the most awarded healthcare system in South Florida by U.S. News & World Report.



Baptist Health freestanding emergency department in West Boca Raton, Florida

What have been the keys to Baptist Health South Florida's industry leadership?

Consistency in values, a strong leadership team, and a deep understanding of the communities we serve. We don't chase trends – we invest in what works: clinical excellence, innovation, and building lasting relationships with patients, partners, and our own employees. Our

not-for-profit status allows us to reinvest in care delivery, technology, and access, and that reinvestment shows up in the outcomes we achieve.

How critical is it for Baptist Health's workforce to mirror the diversity of its patients and the communities it serves?

Diversity is important because it helps us better connect with the patients and families we

serve. South Florida is one of the most diverse regions in the country, and understanding the unique needs of our communities strengthens our ability to deliver effective, empathetic care. Having a workforce that appreciates different perspectives builds trust and supports culturally informed care.

What do you feel are the keys to effective leadership, and how do you approach your management style?

Effective leadership starts with listening. You have to be present, accessible and able to synthesize perspectives. I believe in empowering people – setting clear expectations, removing obstacles and giving teams room to innovate. I'm detail-oriented, but collaborative. I also believe in staying calm under pressure and modeling the kind of behavior that builds trust and accountability. Leadership is ultimately about service and stewardship.

What advice do you offer to young people beginning their careers?

Be curious. Ask questions, seek feedback and never stop learning. Build strong relationships – your network will carry you further than any job title. Most importantly, lead with integrity. Your reputation is your greatest asset. Don't be afraid to take on tough challenges early in your career – it's where the real growth happens. And finally, remember that leadership isn't about climbing the ladder, but rather about lifting others as you rise. ●



Baptist Health Hospital, Doral, Florida