

VCU Hospitals and Clinics

Leadership Profile

Chief Information Officer

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This Leadership Profile is intended to provide information about VCU Hospitals and Clinics and the position of Chief Information Officer. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of Position

The Chief Information Officer (CIO) position is an exciting opportunity for a dynamic leader to join a leading academic health system and make a significant impact by driving the future direction of IT. Anchored by the top hospital in Virginia, VCU Health System provides advanced clinical care, education and cutting edge-research. VCU Health System is guided by a compelling mission dedicated to community engagement and is the preeminent academic medical center in the mid-Atlantic region, serving communities across the Commonwealth. The CIO will lead an IT enterprise that fully supports the health system's priorities for quality, safety, innovation and growth. This position has become available due to the announced retirement of the incumbent CIO.

The CIO reports to the Chief Executive Officer of VCU Hospitals and Clinics and will be an active member of the leadership team. The CIO will develop and lead the IT strategic plan in support of the mission and goals of VCU Hospitals and Clinics. He/she must fully evaluate the current IT department, identify gaps and areas for improvement, and move forward with a plan to develop a high performing team that provides high quality services for business and clinical operations. A key area of importance will be moving towards an integrated model whereby the new CIO oversees all centralized and decentralized resources, whether directly or indirectly, enabling a system-wide approach to IT and creating operational efficiency through standardization and consolidation of technology. There is also a need to strengthen IT governance to allow for effective prioritization of technology investments.

VCU Hospitals and Clinic's core systems include Cerner inpatient and outpatient EMR, GE Centricity revenue cycle management and Lawson ERP. The CIO will provide the leadership and management to ensure the success of IT initiatives such as completing the EMR roadmap, upgrading the infrastructure and extending technology in newly built and acquired facilities. The CIO will work in concert with the VP, Strategy, Marketing and Data Analytics to successfully install an enterprise data warehouse. In addition, this position will work collaboratively with the CIO of Virginia Commonwealth University.

The CIO position is a critical hire for VCU Hospitals and Clinics and will be responsible for aligning IT with the health system's vision, supporting innovation, education, research and clinical care. The CIO will bring an enterprise wide vision and provide strategic leadership and operational excellence for IT services. He/she will develop strong, collaborative relationships at all levels and establish credibility and trust with senior management. The CIO will be an inspirational leader who is inclusive and mentors and develops staff. This position requires an experienced leader who has the ability to plan and execute on time and on budget working in a complex, academic environment.

Summary of Position

The Chief Information Officer (CIO) is the executive leader responsible for information technology (IT) strategy and execution for VCU Hospitals and Clinics. Reporting to the Chief Executive Officer of VCU Hospitals and Clinics, the CIO leads the IT organization and provides strategic leadership, vision, and oversight for all aspects of information systems and technology.

The CIO participates in enterprise strategic planning and directs VCU Hospitals and Clinics IT strategic planning in support of the clinical care, education and research environment. The CIO through the assessment of current and future clinical and business environments, proactively and reactively responds with IT solutions to support the growth and success of the enterprise. The incumbent must develop and maintain positive working relationships with wide-ranging groups of executive, clinical, business, and technical staff.

Currently, the IT department has a staff of approximately 180 FTEs. In addition to central IT, over 100 decentralized IT staff exist in departments across the health system.

Key Responsibilities and Accountabilities:

- Develops and leads IT strategic and tactical planning for VCU Hospitals and Clinics. Plans and leads the future direction of IT and ensures delivery of high quality service to support clinical and business operations.
- Promotes effective, open communication and develops collaborative working relationships with physicians and all levels of staff at VCU Hospitals and Clinics.
- Creates a unified IT organizational structure and enables efficiency through standardization and consolidation of technology.
- Reviews information technology opportunities and health information management procedures on a proactive basis to ensure adequate systems to meet organizational needs. Benchmarks industry to stay current with trends regarding information technology and its use inside and outside of healthcare. Ensures health information management policies and procedures are in line with best practice across the healthcare industry.
- Oversees systems implementation and integration, and other facets of the systems that support VCU Health System's teaching, clinical and research activities
- Participates in organization wide planning activities to ensure information technology investments support the business plan as well as other tactical and operational priorities.
- Contributes in organization wide committees, task forces, and performance improvement teams.
- Oversees overall operations, budgeting and staffing of Information Technology Division. Defines organizational structure and allocates staff appropriately based on organizational

and/or departmental plans and priorities. Keeps senior leadership and IT staff informed in an appropriate manner of key projects, activities and/or issues for areas managed.

- Mentors, develops, recruits, and retains a proactive, service-oriented team. Fosters an environment that promotes professional growth and staff development through effective leadership and education.
- Develops and recommends corporate policies and procedures for acquiring, implementing, supporting and using information systems and services. Provides guidance to VCU Hospitals and Clinics functional areas for the development and implementation of policies and procedures for user support and operation of information systems and management procedures.
- Effectively manages and leverages IT/vendor relationships to achieve strategic alignment and maximize value for VCU Hospitals and Clinics.
- Stays current and knowledgeable regarding advances with technology in the industry including maintaining an expert understanding of national initiatives such as Health Information Exchange and Telemedicine.

Goals and Objectives – Measures of Success

Within the first 12-18 months, the Chief Information Officer will be expected to meet the following goals and objectives:

- Partner with senior management and become fully integrated into the leadership team. Be perceived as a solid team player who has credibility, integrity and contributes broadly as a subject matter leader.
- Develop and implement an IT strategic plan that aligns with the clinical and business plans of VCU Hospitals and Clinics.
- Perform an overall assessment of the current staff including skills sets, performance, structure and goals and identify potential recruiting needs in order to build a high performing, service oriented team. Ensure the right operational structure for IT, specifically reviewing the outsourced PMO and recommending a new and effective structure.
- Oversee the move towards an integrated IT model, unifying centralized and decentralized resources, to enable a system-wide approach and decision-making.
- Lead the development of a formalized governance structure that effectively reviews and prioritizes technology investments.
- Oversee a system wide assessment of the current IT infrastructure and applications. This should include a plan to modernize the technology infrastructure and standardize and optimize existing application systems where needed.
- Work collaboratively and develop strong trusting relationships across VCU Health System and VCU in order to build consensus and effectively drive technology initiatives in support of clinical care, research and education.
- Provide leadership and management to assist and ensure the success of strategic initiatives such as telemedicine and enterprise analytics working in concert with senior management.

Candidate Qualifications

Education:

- A bachelor's degree in a relevant field is required; a master's degree in Business Administration, Information Management, Healthcare Administration or related field is preferred.

Experience:

- A dynamic executive in a senior IT leadership position such as a CIO or # 2 in a complex health system, preferably an academic medical center.
- A driven, strategic IT professional that has built and led a highly responsive, service oriented organization that consistently meets its goals.
- A progressive, visionary leader with significant experience in the development and execution of IT strategic plans.
- A track record in completing IT initiatives on time and on budget.
- Demonstrable experience effectively managing and integrating IT in an environment with both centralized and decentralized resources.
- Interact effectively at all levels and across departments of an organization and with multiple stakeholders including physicians.
- Lead and facilitate change in a way that inspires people and garners buy-in.
- Knowledge and experience with technology in support of analytics, telehealth and virtual health.

Personal Characteristics:

The ideal candidate will possess:

- Values consistent with those of VCU Health System; passionate about the mission and vision of the health system
- Strategic leader that can articulate a vision and values operational and service excellence
- Outstanding communicator who can manage both up and down the organization
- Collaborative leader with the highest integrity who can build trust and credibility quickly
- Strong Business acumen; a business partner with key stakeholders
- Excellent communication skills; ability to translate complex issues into comprehensible ideas and concepts
- Inclusive leader who embraces diversity
- Outstanding interpersonal skills and ability to interact with a broad range of people

- Inspirational leader who can mentor, develop and encourage staff to embrace change and improve the organization
- Strategic creativity and the ability to innovate in a complex setting
- Team building skills that provide leadership and structure to a group of high-performing technology leaders
- An ability to engage and foster strong relationships with physicians, healthcare providers
- Excellent negotiation and vendor management skills
- Global thinker who could see the big picture and also work effectively at the detail level
- Demonstrated values-based leadership skills that emphasize finance and human resource management
- Flexible, adaptable and persuasive; effective working in a growing environment
- An advocate of information technology; promotes IT and educates users on how IT can support the mission and vision of the organization
- Knowledge of best practices and aware of national trends and benchmarking

VCU Health System: An Overview

With an annual operating budget of approximately \$2.9 billion in net revenue, VCU Health System is an internationally known medical center, has one of the largest teaching hospitals in the country, and operates a statewide Medicaid managed care organization (MCO). The health system serves as the primary teaching and research site for Virginia Commonwealth University's School of Medicine. Located in Richmond, Virginia, MCV Hospitals and the health sciences schools of Virginia Commonwealth University comprise VCU Medical Center, one of the nation's leading academic medical centers with the clinical enterprise having \$1.9 billion in net revenue. The MCO has its corporate office in Richmond, Virginia and has statewide net revenue of \$1 billion. VCUHS has an S&P bond rating of AA- and a Moody's rating of Aa3.

VCU Health System is one of the largest private employers in Richmond and is comprised of approximately 11,000 employees, including 750 physicians and 647 residents and fellows. VCU Health System has been recognized on a national and regional level as an Employer of Choice: 2011 Greater Richmond Employer of Choice (4th time), "100 Best Companies for Working Mothers" (6th time), Alfred P. Sloan Award for Flexibility in the Workplace (4th time) and top 5 non-profits from the National Association for Female Executives (5th time). Further, VCU Health System was the first Magnet health system in the region (2002) and has been reaccredited. Virginia Premier, the MCO, is consistently ranked among the best in Virginia for quality and in the top quartile in the nation.

VCU Health System is experiencing tremendous growth. Several major strategic and capital construction projects are underway, including a \$200 million Children's Pavilion, a \$90 million renovation of the operating suites and a \$37 million renovation of the emergency department. Recently, a \$26 million renovation of the labor and delivery suites was completed and a 15-story critical care hospital opened in the fall of 2008 at a cost of approximately \$200 million. In the near future, new replacement facilities are planned for the VCU Community Memorial Hospital (\$75 million) and the Virginia Treatment Center for Children (\$57 million). Further, VCUHS has embarked on an aggressive ten year capital plan of \$2.4 billion for new and replacement facilities and infrastructure.

Mission

The Virginia Commonwealth University Health System is an urban, comprehensive academic medical center in central Virginia established to preserve and restore health for all people, to seek the cause and cure of diseases through innovative research, and to educate those who serve humanity.

Vision

The Virginia Commonwealth University Health System is committed to excellence in patient care and education as the preeminent academic medical center in the mid-Atlantic region. Quality and safety drive our vision, which is propelled by the best people dedicated to:

- Demonstrating superior value to patients, employers and payers;
- Securing our position as a national leader in integrated delivery systems;

- Fostering the contributions of all members of the health care team in the care of patients;
- Educating the next generation of health professionals using leading edge techniques and innovation;
- Applying novel research in the clinical and basic sciences, and translating new discoveries to patient care;
- Ensuring sufficient assets to support our mission and vision through disciplined stewardship of financial activities

VCU Medical Center

As the only academic medical center in the region, Virginia Commonwealth University Medical Center is on the forefront of healthcare, providing patients with the most progressive treatments and medical technology available. MCV Hospitals is the teaching hospital component of VCU Medical Center, which also includes outpatient clinics which see approximately 670,000+ visits annually and MCV Physicians, a 750-physician faculty group practice. VCU Health System's primary facility is a 1,125-bed regional referral center for the state and has the region's only Level I trauma centers for adults and children.

The Medical Center offers more than 200 specialty areas, many of national and international note. Clinical highlights include:

- Multidisciplinary centers for cancer, cardiology, neurosurgery and transplantation.
- Virtually every form of contemporary medical service.
- International recognition for early diagnosis and treatment of chest pain and strokes, organ transplant, head and spinal cord trauma research, burn and wound healing, neonatal intensive care and genetic research, as well as cancer research, treatment and rehabilitation.

VCU Medical Center has the area's only NCI-designated cancer center, VCU Massey Cancer Center and full-service children's hospital, Children's Hospital of Richmond at VCU. In 2014, Community Memorial HealthCenter (CMH) in South Hill, Virginia, joined operations with VCU Health System to expand the range and depth of healthcare delivery for residents of southern Virginia and northern North Carolina. CMH is now VCU Community Memorial Hospital and the affiliation brings together two high-performing organizations, combining the clinical expertise of the community-based hospital with the nationally ranked programs of VCU Medical Center as the large umbrella over the VCU Health System.

The VCU medical staff includes internationally recognized physicians and highly skilled nurses who provide state-of-the-art, comprehensive patient care. VCU physicians have been ranked among the top doctors in Richmond in specialties ranging from allergies to vascular surgery. Thanks to the dedication, compassion and expertise of its more than 11,000 team members, from doctors, nurses and resident medical staff to support personnel and administrators, the medical center has enjoyed consistently high patient satisfaction ratings.

VCU Medical Center by the Numbers

- 1,125 licensed beds
- 60,000 + adjusted inpatient discharges
- 22% share of the Richmond inpatient market
- 84,000+ emergency department visits (only Level I Trauma centers for Adults and pediatrics)
- 670,000 + ambulatory visits
- Total surgeries in excess of 22,000
- 184,000 covered lives in Virginia Premier Medicaid care organizations

Awards – Clinical Enterprise

- In July 2015, U.S. News & World Report ranked VCU Medical Center as the best hospital in the Commonwealth of Virginia (top slot for three of the last four years) as well as the best in the Richmond Metro area, the fifth consecutive year the hospital has led in the area. VCU is ranked 49th in cardiology and heart surgery, 48th in nephrology (kidney care) and 34th in orthopedic care. The medical center also ranked as “high-performing” in six adult specialties: cancer; gastroenterology and gastrointestinal surgery; geriatrics; neurology and neurosurgery; pulmonology; and urology.
- VCU Medical Center was selected as the 2014 recipient of the AHA–McKesson Quest for Quality Prize®, the American Hospital Association’s top honor for leadership and innovation in safety and quality improvement.
- Recently, the VCU Medical Center was recognized as one of about 55 medical centers in the nation designated to handle patients with Ebola or diseases caused by other unique pathogens. A custom built dedicated unit and over 100 specially trained team members make this distinction possible.
- In 2011, the medical center was re-designated by the American Nurses Credentialing Center as a Magnet hospital, the most prestigious honor and level of recognition awarded for nursing excellence in national and international healthcare. This was re-designated again in 2015.
- VCU Center for Clinical and Translational Research, funded by a \$20 million grant from the National Institutes of Health, is part of an elite consortium of 60 nationally prominent research institutions that focus on translating research into real-world applications.

Medical College of Virginia Physicians

Initially formed in 1981 as a federated practice plan providing billing services to the 19 clinical departments, Medical College of Virginia Physicians (MCV Physicians) has grown substantially since its inception. In 2000, MCVP joined the VCU Health Authority to form the VCU Health System and is now an active participant in the overall administration and strategic planning of the organization. During the last several years, the clinical and administrative leadership of MCV Physicians has been continuously evolving into an outstanding group practice.

- The practice plan has approximately 750 physicians and 300 advance practice providers providing coverage in virtually all medical fields and it anticipates continued growth. MCV Physicians has explored and implemented different recruitment and employment models to further the growth of its physician workforce. In the past five years MCVP has either aligned with or acquired over a dozen medical practices and facilities across the Commonwealth of Virginia, providing primary care, neurology, orthopedic surgery, cardiology, geriatrics and oncology in these innovative models.
- The executive director of MCV Physicians holds an appointment as associate dean in the School of Medicine (SOM) and MCV Physicians administration works very closely with the SOM in all aspects of day-to-day operations. The SOM has almost 1,200 faculty in clinical and basic sciences, with an enrollment of 700 students, 647 residents and fellows. In 2015, VCU fully matched all house staff positions. Class sizes expanded when the SOM relocated to its new 200,000-square-foot facility in the summer of 2013, a building designed by the architectural firm of I. M. Pei.
- In addition to this new facility, the VCU/VCUHS campus has grown through the acquisition of the One Capitol Square building, the new Molecular Medicine Research Building, the Massey Cancer Center, the addition of the campus of the Children's Hospital of Richmond and several new community sites.

VCU Ambulatory Enterprise

The system's ambulatory clinics provided care to over 600,000 patients in FY 2015. A growing part of VCU Health System's business, the outpatient enterprise has grown steadily by 3-5% over the past several years. Most recently, VCU's outpatient service line has experienced significant growth through the establishment of new innovative clinical models such as The Center of Advanced Health Management (CAHM), the certified NCQA Patient Centered Medical Home Recognition and the acquisition and affiliation with community providers across the region.

Several key new facility initiatives were implemented in spring/summer 2016 including the completion of the Children's Pavilion that consolidates the outpatient and diagnostic care of children into a 200,000 square foot new facility located on the downtown campus and a Neuroscience, Orthopedic and Wellness (NOW) Center that combines outpatient neurosurgery, neurology, PM&R, orthopedics, spine center, sports medicine, imaging and rehab therapy services into a 110,000 square foot facility offering an innovative, multidisciplinary patient experience. Continue clinical growth will focus on a 65,000 square foot facility offering

expanded and enhanced outpatient services in ENT, Dermatology, IVF and Surgical Services, both in the community in highly desirable locations.

VCU School of Medicine

VCU School of Medicine is the largest and oldest continuously operating medical school in Virginia. The school traces its beginnings to the 1838 opening of the medical department of Hampden-Sydney College, which in 1854 became an independent institution known as the Medical College of Virginia. In 1968, MCV joined with the Richmond Professional Institute to form Virginia Commonwealth University. The School of Medicine is one of five schools within the VCU Medical Center which also includes a school of: nursing, pharmacy, dentistry and allied health.

Located on VCU's MCV Campus in Richmond, Virginia, the School of Medicine's mission is a balance of teaching, research and patient care. The medical school offers dozens of master's, doctoral and interdisciplinary programs in addition to the M.D. degree, and postdoctoral research and residency training opportunities. The VCU School of Medicine has 800 medical students adding to the rich educational environment of the health system. Some of these programs connect VCU to universities in Italy, Spain, India and England. Closer to home, third and fourth-year School of Medicine students may elect to train at Inova Fairfax Hospital in northern Virginia, and the Virginia BioTechnology Research Park in Richmond gives faculty and students an incubator to grow bioscience companies and research programs.

The medical school provides educational expertise and clinical services to the patients of the VCU Medical Center. The medical center offers virtually every form of contemporary medical service, including the region's only Level 1 trauma centers for adults and pediatrics, a Level 3 neonatal intensive care unit, a comprehensive organ transplantation center, a research and rehabilitation center, a comprehensive children's mental health facility, a comprehensive burn care center and a teaching hospital.

For additional information about VCU Health System, please visit the organization's website: www.vcuhealth.org

Community

Richmond, Virginia

Incorporated in 1742, Richmond is the capital of the Commonwealth of Virginia. In 2015, the population was estimated to be 220,289, the fourth-most populous city in the state. The Richmond Metropolitan Area has a population of over 1.2 million, the third-most populous metro in Virginia.

The Richmond region is a dynamic collaboration between the city of Richmond and four counties, Chesterfield, Hanover, Henrico and New Kent. In a few short minutes you can travel from bustling downtown streets to rolling hills on farms or gorgeous trails in state parks, wineries or world-class shopping. With sports facilities, meeting space, restaurants, you are never far from something fun, and delicious. The city is one of the hottest culinary destinations in the country. In addition, there is no shortage of family fun in Richmond and the outdoors is a playground for kayaking, swimming, tubing and relaxing.

Richmond combines big-city amenities with southern charm and ease. It has everything you could need in a city environment, plus the scenic Blue Ridge Mountains and the Atlantic Ocean, just a short road trip away.

For more information about Richmond, Virginia: www.visitrichmondva.com
www.richmondgov.com

Procedure for Candidacy

Nominations and applications (including a cover letter and resume) should be submitted, preferably via e-mail, to the consultants supporting VCU Health System in this search. All materials will be treated as confidential. To make a confidential inquiry please contact our search consultants:

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