



Northern Arizona Healthcare

## Chief Information Officer

### Leadership Profile

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## Contents

<b>The Opportunity</b>	<b>01</b>
<b>Organization Overview</b>	<b>02</b>
<b>Position Summary</b>	<b>04</b>
<b>Goals and Objectives</b>	<b>06</b>
<b>Candidate Qualifications</b>	<b>07</b>
<b>The Community</b>	<b>09</b>
<b>Procedure for Candidacy</b>	<b>12</b>

## The Opportunity

Northern Arizona Healthcare (NAH) seeks a collaborative, strategic executive to serve as its Chief Information Officer (CIO). This is a unique opportunity to transform the use of technology in a growing and independent community based health system.

Northern Arizona Healthcare is the largest healthcare organization in a region encompassing over 50,000 square miles. Serving more than 700,000 people, NAH provides comprehensive healthcare services through two hospitals - Flagstaff Medical Center, the only Level 1 Trauma Center north of Phoenix, and Verde Valley Medical Center and its ambulatory clinics and centers. Guided by the vision to become the choice, the destination and the integrator of healthcare in the region, more than 3,500 professionals work together daily to offer not just great but amazing care and wellness opportunities to the surrounding community.

Reporting to the President and Chief Executive Officer of NAH, the CIO will be a contributing member of the senior leadership team and will provide the strategic and operational leadership for the technology enterprise. The CIO will develop a comprehensive IT vision and plan that aligns with NAH 's mission and objectives. Primary responsibility will involve evaluating the current IT structure and creating a roadmap fostering a cohesive, service-oriented team that partners effectively with operational and clinical leaders. In addition, the CIO will oversee several critical initiatives including the implementation of a new ERP, ongoing EHR optimization efforts and harnessing new digital technologies, such as artificial intelligence and machine learning, to improve care, operational efficiency and patient experience. Effective governance and project prioritization will be critical to ensure all NAH's resources are utilized appropriately to maximize impact.

This position will require a mission-driven, emotionally intelligent, visionary IT leader with demonstrated experience in leading IT transformations in a complex health system. The CIO will be a team-oriented professional who can communicate effectively and build strong relationships, engaging leadership and staff. Additionally, the CIO will bring a passion for healthcare and technology and a system-thinking mindset of continuous improvement and innovation. In this pivotal role, the CIO must demonstrate the ability to integrate IT and lead change in a transforming health system.

## Organization Overview

Northern Arizona Healthcare is the largest healthcare organization in a region that encompasses more than 50,000 square miles. Serving more than 700,000 people in communities across the region, NAH provides comprehensive healthcare services through two hospitals—Flagstaff Medical Center and Verde Valley Medical Center, which have a combined capacity of nearly 400 beds. Flagstaff Medical Center is the only Level 1 Trauma Center north of Phoenix.

In addition to inpatient services, NAH offers primary care and specialty physician clinics, outpatient surgical centers, a Cardiovascular Institute, the Cancer Centers of Northern Arizona Healthcare, EntireCare Rehab & Sports Medicine, Children's Health Center, the Orthopedic & Spine Institute and Guardian Air and Guardian Medical Transport.

More than 25 percent of NAH's patients represent disadvantaged populations, such as those who are uninsured or who are Medicaid beneficiaries. Among all NAH patients, more than 10 percent are members of tribal communities. At Flagstaff Medical Center, the number is about 25 percent. Additionally, nearly 10 percent of NAH employees are members of tribal populations.

NAH is committed to providing the best care to its communities and enhancing the patient experience every step of the way. NAH has been consistently recognized by the Centers for Medicare and Medicaid Services and Leapfrog Hospital Safety Grades for excellence in healthcare, and the organization's commitment to just culture is improving communication, collaboration and care across the organization. Among its recent achievements, NAH was ranked No. 1 in the state for preventing infections acquired at the hospital and Flagstaff Medical Center and Verde Valley Medical Center each earned an A grades on the national Leapfrog Safety Grades evaluation.



***Mission:*** Improving health, healing people.

***Vision:*** Always better care. Every person, every time... together.

***Values:***

- Do amazing work
- Respect differences
- Build community
- Be better together
- Show compassion

For additional information, visit [nahealth.com](http://nahealth.com).

## Position Summary

### Reporting Relationships

The Chief Information Officer reports to the President & Chief Executive Officer, David Cheney.

### Responsibilities

- Leads the operational and strategic planning to achieve organizational goals by setting priorities among healthcare technology (IT and Biomed) initiatives and coordinating the evaluation, deployment, and management of current and future IT systems across the organization.
- Ensures a collaborative and servant-oriented culture with an operating philosophy based on the patient, efficiency, and strong financial performance.
- Directs the planning, design, development, documentation and implementation of enterprise applications and infrastructure.

### Leadership and Decision-Making

- Analyzes complex operational, organizational, business and clinical structures and processes to facilitate decision making based on organizational goals.
- Directs, plans and organizes activities of information and biomedical engineering systems within the organization, ensuring the effective and efficient operation of technical and data systems.
- Works across all levels of leadership to educate, advise and provide guidance on evaluation, implementation, and maintenance of information systems, ensuring appropriate investment in strategic and operational systems.
- Promotes evidence-based and efficient practices and technologies to support business and clinical processes.
- Approves, coordinates and controls all projects related to the selection, acquisition, development, and installation of major information or biomedical systems.
- Chairs, co-chairs or attends governance meetings and steering committees as applicable.
- Ensures appropriate leaders are involved, educated and updated in all matters relating to organizational healthcare technology system changes/updates/projects.
- Maintains strong relationships with applicable vendors and 3rd party partners.
- Listens, manages conflicts and achieves compromise while meeting meaningful goals and respecting other parties' perspectives.

### Financial Management & People

- Reviews all contracts and sales orders within scope to ensure costs are aligned with budget and financial goals.
- Plans and executes operating and capital budgets for assigned cost centers.
- Provides financial guidance to other leaders/departments who must budget for items and projects with a clinical IT/Biomed component.

- Acts as a strong financial steward for NAH.
- Identifies and executes cost reduction opportunities.
- Maintains a labor force that is staffed for demand and can execute organizational vision.

### **Operations**

- Provides oversight of system support personnel including contractors & vendors.
- Directs employees with a focus on employee engagement, providing guidance, leadership, and coaching that aligns with NAH's vision, missions and goals.
- Advocates for the standardization and optimization of technical and data systems to drive business and clinical efficiencies and cost savings.
- Holds employees accountable to organizational standards.
- Builds and maintains a high performing team.

### **Compliance/Safety**

- Reports any safety-related incident in a timely fashion through the Midas/RDE tool; attends all safety-related training programs; performs work in a safe manner; monitors work environment for possible safety issues and ensures others are also performing work in a safe manner.
- Stays current and complies with state and federal regulations/statutes and company policies that impact the employee's area of responsibility.
- If required for the position, ensures all certifications and/or licenses are up-to-date and valid prior to expiration dates.
- Completes all company mandatory modules and required job-specific training in the specified time frame.



## Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Build trust and become fully integrated into the senior leadership team. Be perceived as a solid team player who has credibility and integrity and contributes broadly as a subject matter leader in support of technology.
- Work collaboratively and build strong relationships with administrative and clinical leaders and staff across NAH to identify, address and meet their needs.
- Perform an overall assessment of the current IT department, including resources, structure and staff. Identify and make changes necessary to develop a proactive, integrated, engaged and highly responsive organization that functions as a strategic business partner to serve the current and future needs of the organization. Enable a culture that energizes and is supportive of staff and offers career growth and development opportunities to aid in recruitment and retention.
- Fully evaluate the technology enterprise and develop and execute on an IT strategic plan that aligns with the mission and goals of the health system.
- Establish an IT governance structure that includes broad representation across the organization and enables effective evaluation and prioritization of new technology investments and initiatives while assessing risks.
- Evaluate the Cerner EHR and oversee ongoing optimization efforts. Explore opportunities and strategies to get closer to the platform's foundation.
- Oversee the implementation of a new Oracle ERP system. Ensure the application and business processes are streamlined and designed to support the operational functions of NAH.
- Evaluate and modernize the organization's technology infrastructure, including assessing opportunities to leverage cloud resources.
- Identify opportunities to leverage emerging and next-generation technology, such as artificial intelligence and machine learning, to improve operations and the patient experience.



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## Candidate Qualifications

### Education/Certification

- Bachelor's Degree in technical or related field of study - Required
- Master's Degree in technical, healthcare, or business related field of study (MSC, MHA, MBA) - Preferred
- Lean Six Sigma Green/Black Belt training or Certification - Preferred

### Knowledge and Work Experience

- Minimum five years' healthcare leadership experience - Required
- Minimum seven years' information systems experience in a healthcare setting - Required
- Proven strong, dynamic leadership skills, with abilities to manage across various levels of the organization - Required
- Proven skills in negotiating with vendors and contractors, budget preparation and monitoring, planning and organizing, management and leadership, and effective communication - Required
- Knowledge of strategic and operations, planning, healthcare economics, personnel administration, federal, state, and local laws, financial and cost analysis, and trends in the health care industry - Required
- Knowledge and experience with implementation and optimization of major information systems such as an EHR and ERP - Required

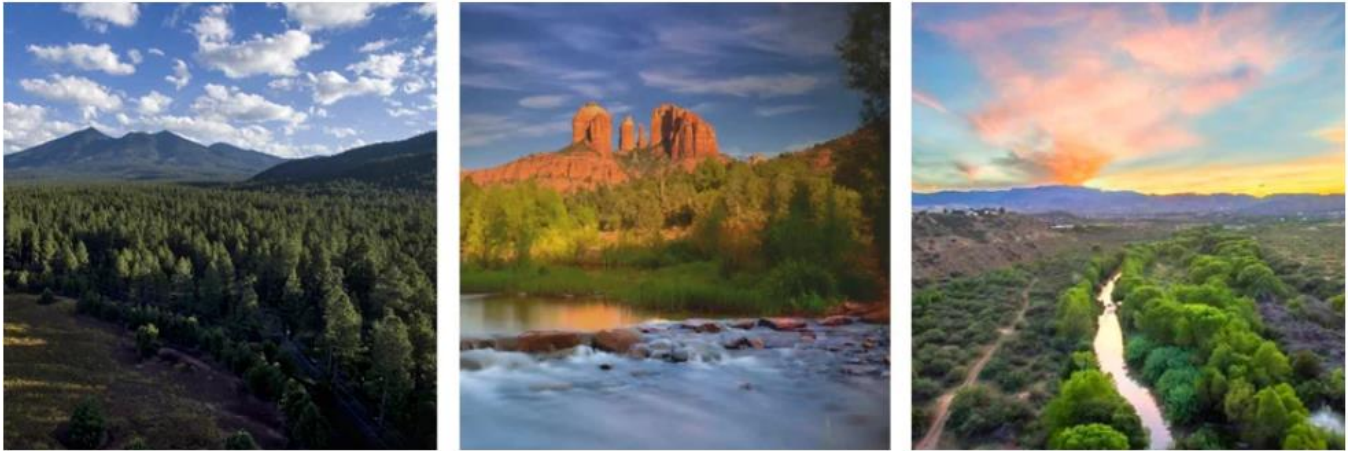
### Leadership Skills and Competencies

- Developing a Positive Culture: Actively engages in creating and sustaining an NAH environment that is rooted in its Mission, Vision and Values, where colleagues love their work and are proud to work for the organization.
  - Demonstrates a sincere care for those on the team.
  - Models NAH Values in making decisions and communicating them.
  - Recognizes and rewards colleague behavior.
  - Relentless focus on colleague and patient safety.
  - Committed to continuous learning.
  - Present and proactive about being visible and building relationships.
  - Provides effective coaching and mentoring to team.
  - Infuses the team with positivity through a delightful sense of humor, fostering a supportive and enjoyable atmosphere.
- Establishing Collaborative Partnerships: Proactively establish internal collaborative relationships where silos are eliminated, and partnerships and processes facilitate efficient and productive work.
  - Proactively builds coalitions that remove barriers to solving problems, facilitates efficient and productive work, coordinates care to create an amazing experience for staff and patients, and achieves the strategic plan.
  - Pursues innovation while accepting well designed failure.
  - Embraces a system perspective.

- Thoughtful and inclusive about involving stakeholders in initiative and implementing changes in a thoughtful manner.
- 200% Collective Accountability for Achieving Results: Leaders hold themselves and their colleagues accountable to achieve every target/result. They are committed to the leadership team and "own" every decision, and every result.
  - Holds self and colleagues accountable to achieve every target/result.
  - Commits to the NAH leadership team and have each other's back.
  - Make no excuses; eliminate blame.
  - Manage up and down.
- Communication and Deployment: Ensures key information is communicated and understood by all colleagues on a timely basis, that colleague feedback is incorporated into decisions and standardized, repeatable processes are implemented "every, every, every" with intended results achieved.
  - Ensures organizational knowledge and information is communicated effectively and on a timely basis.
  - Commits to continuous improvement through consistent/continuous utilization of measurable goals and objectives.
  - Manages by fact.
  - Commits to fully deploy standardized leadership practices and key initiatives, including huddle boards, shared governance, standard work for all positions and quarterly one-on-one meetings.

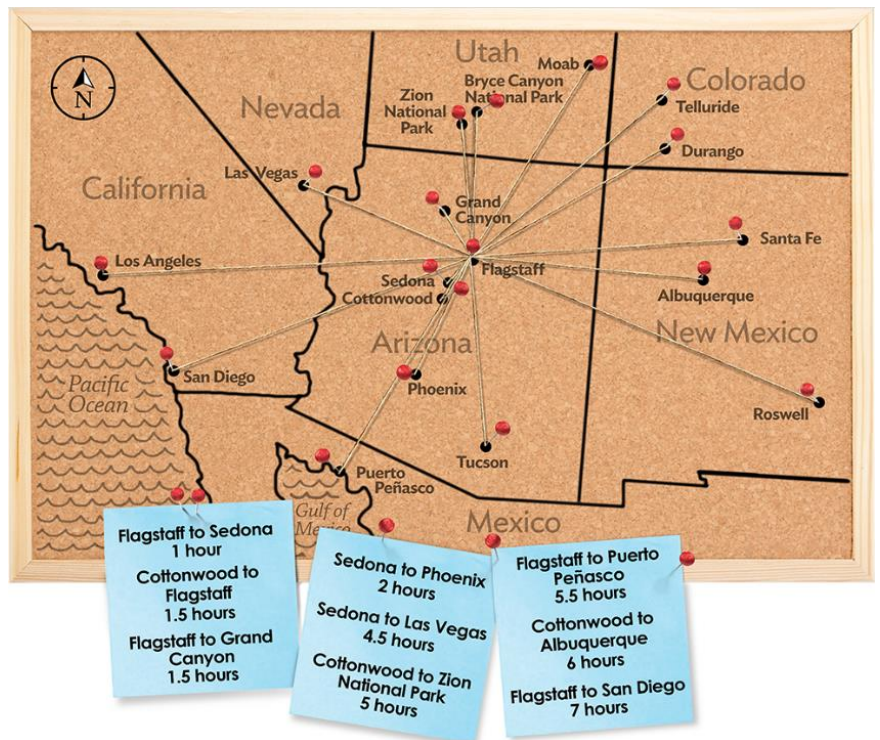
# The Community

## Northern Arizona



"Breathtaking" is how people describe the outdoor playground Northern Arizona residents enjoy year-round. Abundant sunshine, beautiful scenery and ample undeveloped space make Northern Arizona conducive to all types of outdoor play. Arts and culture infuse the tradition and traces of the past, and city life is just a short car ride away.

- Whether you prefer outdoor adventure or leisurely strolls in one of the most beautiful places on Earth, Northern Arizona is a haven for those who hold a special place in their hearts for experiencing nature. Northern Arizona has four distinct seasons, offering a variety of outdoor activities. Residents enjoy hiking, mountain biking, snowboarding, skiing or snowshoeing; rock climbing, golfing, paddle boarding or kayaking; camping, fishing, off-roading, hunting, fishing, horseback riding, concerts, hot air balloons, wineries and breweries and more.
- One of the most varied environments in the United States, Northern Arizona offers a little bit of every natural beauty: Mountain ranges and the San Francisco Peaks, ponderosa pine forests, Sedona red rocks; Verde River, Oak Creek, Page Springs and Lake Powell.



The culture born in the ancient civilization ruins found throughout Northern Arizona lives on in the soul of these communities. Navajo, Hopi and Yavapai Apache culture, along with a strong Southwestern influence, is evident in the arts and community charter.

With Phoenix just two hours away and Las Vegas four hours away, it's easy to enjoy all the amenities of big city life.

There is no shortage of art, theatre, music and dance to enrich the lives of area residents. The region offers a variety of genres and venues to entertain the senses, bridge cultural understanding and instill peace and harmony.

The area offers many elementary and secondary education options through the local school districts, as well as faith-based and charter school options. In terms of higher education, Flagstaff is home to Northern Arizona University as well as Coconino Community College. The Verde Valley is home to Yavapai College's Verde Valley Campus, known across the state for its viticulture program, and is less than 60 miles south of Northern Arizona University.

## Flagstaff

At nearly 7,000 feet in elevation, this charming mountain town boasts four seasons and lots of sunshine. The center of the world's largest ponderosa pine forest, it's a recreational hub with many areas for camping, hiking, biking, skiing, climbing, golfing, fishing and other outdoor adventures.

A city of nearly 70,000 people, Flagstaff is rich with cultural activities including theater, museums, art galleries, restaurants, bars, a symphony and diverse music venues. These offerings are infused with the area's Native American and Southwestern heritage. Healthcare is one of the area's primary industries, along with tourism, government and education.

Flagstaff also hosts a sizable airport, shopping centers, a ski resort, an observatory and a historic downtown district.

Due to elevation, each Northern Arizona city has its own unique climate and, at 7,000 feet and counting, Flagstaff is no different. In fact, Flagstaff has **five** distinct seasons: cold and snowy winters; warm and windy springs; hot and dry early summers; wet and humid monsoons in late summer followed by a dry and pleasant fall.

## Verde Valley

The Verde Valley stretches from Mingus Mountain—just east of Prescott Valley—to the Mogollon Rim, south of Flagstaff. It lies 100 miles north of Phoenix's shopping, performing arts and sports centers, and 60 miles south of Flagstaff.

The Verde Valley's 1,200 square miles encompass the towns and cities of Cottonwood, Clarkdale, Jerome, Camp Verde, Sedona, Cornville, the Village of Oak Creek, Lake Montezuma, Rimrock and the Verde Villages, a large unincorporated community.

Elevations in the Verde Valley range from approximately 3,000 feet in historic Camp Verde, to more than 5,000 feet in the former mining town and now thriving artist community of Jerome. Although the geography is described as "high desert," newcomers are surprised to encounter mountains, beautiful wildflowers, and forests of cedars and junipers as well as creeks and rivers.

Verde Valley residents enjoy a casual lifestyle with a rural feel complimented by a wide variety of recreational opportunities, including hiking, biking, camping, horseback riding, golfing and kayaking. The area has become a regional destination for its growing wine industry, now home to several vineyards along its waterways and tasting rooms in each of the communities.

The Verde Valley and its cities are part of the Central Arizona climate region. Cottonwood and Sedona offer milder temperatures in comparison to the heat Phoenix brings in summers and the colder temperatures of Flagstaff winters. It is possible to see snow in all three cities but most accumulation occurs in Sedona.

For more information, visit <https://www.flagstaff365.com/>, <https://www.flagstaffchamber.com/>, <https://sedonachamber.com/>, and <https://www.cottonwoodchamberaz.org/>

## Procedure for Candidacy

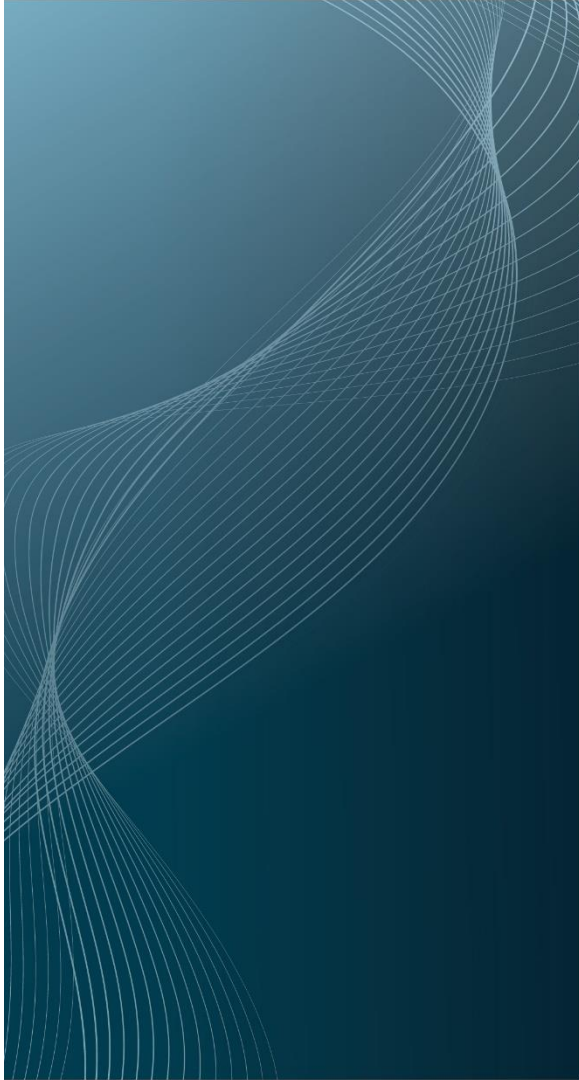
Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting Northern Arizona Healthcare with this recruitment, preferably via e-mail, to [wkerschner@wittkieffer.com](mailto:wkerschner@wittkieffer.com).

*Northern Arizona Healthcare 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.*

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