



CookChildren's®

Vice President, Chief Data & Analytics Officer

Leadership Profile

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WittKieffer

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The Opportunity

Cook Children's Health Care System (Cook Children's) seeks an experienced, collaborative executive to serve as its Vice President, Chief Data & Analytics Officer (VP/CDAO). This is a unique opportunity to lead data and analytics at one of the nation's leading pediatric healthcare systems.

Based in Fort Worth, Texas, Cook Children's is a not-for-profit organization that includes a nationally recognized medical center, physician network, surgery center, home health company, health services company, health plan, and health foundation. As a premier, independent, and fully integrated health system dedicated exclusively to the health and well-being of children, Cook Children's has seen significant growth in the last decade and is in the first steps of a 10-year expansion plan that will add an additional one million square feet of space for pediatric care. With more than 11,000 employees, Cook Children's has been consistently named one of the top employers to work in the country by *Forbes*.

Reporting to the Senior Vice President, Chief Digital Information Officer (SVP/CDIO), the VP/CDAO is responsible for the overarching strategy and execution of Cook Children's data, analytics and research IT initiatives. This role drives the modernization of data engineering and advanced analytics capabilities. The successful candidate will bridge the gap between raw data and actionable intelligence, establishing a robust framework for governance and operational excellence that supports Cook Children's world-class research and clinical operations.

In addition, the VP/CDAO will define and champion strong data management and governance frameworks, enabling reliable and self-service access to trusted data throughout the organization, and maintain and lead a high-performing team of data professionals. Beyond traditional data management, the VP/CDAO will establish an enterprise-wide Advanced Analytics Program. This includes the end-to-end orchestration of people, processes, and technology required to deploy machine learning, predictive analytics, and artificial intelligence models that drive measurable organizational value. The role will also emphasize innovation and research enablement, advancing data infrastructure to support research initiatives and the continued evolution of a scalable data lake environment. The VP/CDAO will endeavor to advance data literacy enterprise-wide and foster a culture of data literacy.

The successful candidate will be a principled, mission-oriented executive with demonstrated experience leading enterprise-wide data functions within a large and complex organization, ideally in a healthcare environment. This leader will combine strategic insight with operational rigor and will be adept at influencing and guiding stakeholders to leverage data effectively. The VP/CDAO will play a critical role in fostering a nimble, evidence-based culture that advances strategic growth, operational effectiveness, and measurable performance outcomes.

Organization Overview

Cook Children's Health Care System

Cook Children's Health Care System (Cook Children's) is one of the country's leading integrated pediatric health care systems. Based in Fort Worth, Texas, the more than \$2 billion, not-for-profit organization includes nationally recognized medical centers, an autism center, physician network, surgery centers, home health company, health services company, health plan, and health foundation.

Cook Children's offers a unique approach to caring for children because it is one of the country's leading integrated pediatric healthcare delivery organizations. Patients benefit from the integrated system, as it allows Cook Children's to use all its resources to treat a patient, and while allowing for easy communication between the various companies by physicians with a focus on caring for children and adolescents.

Cook Children's continues to grow and expand access to primary and specialty care in all communities it serves. It records approximately one million patient encounters each year through the medical center, specialty clinics, neighborhood clinics, physician offices, outpatient settings, and home care.

Cook Children's includes more than 60 pediatric medical offices and specialty clinics throughout Texas. Cook Children's Medical Center is ranked in the top 5 percent of the nation's hospitals for its nursing excellence and has a distinguished reputation for the extraordinary care and outcomes achieved in its specialty programs.

Cook Children's has begun a 10-year expansion plan that will further increase care opportunities for kids across the Fort Worth metro area. This plan will include the investment of \$1.25 billion in additional brick-and-mortar. The first steps of the plan are already underway with Cook Children's having broken ground on a new patient tower with the goal of expanding the campus by more than 1 million square feet over the decade.

Cook Children's Medical Center

Cook Children's Medical Center—a nationally recognized and five r-time Magnet with distinction hospital with 443 beds—is the cornerstone of Cook Children's, and offers advanced technologies, research and treatments, surgery, rehabilitation and ancillary services all designed to meet children's needs. One of the largest freestanding pediatric medical centers in the country, Cook Children's main campus in Fort Worth is located in Tarrant County, which continues to experience high levels of population growth.



As Fort Worth continues to experience rapid growth, the demand for specialized pediatric care has increased significantly. To address this need, Cook Children's is preparing to embark on a 10-year master plan, beginning with the construction of a new 760,000-square-foot medical tower, referred to as the West Tower. This plan will allow for a new and improved Pediatric Intensive Care Unit (PICU), an expanded Neonatal Intensive Care Unit (NICU), as well as additional capacity for our Hematology and Oncology Center, operating rooms, and imaging services.

Cook Children's Medical Center Prosper

[Cook Children's Medical Center Prosper](#) is the first hospital in the organization's more than one-hundred-year history to be built outside of the flagship medical campus in Fort Worth. This state-of-the-art facility went live in 2023 and features 34 licensed beds and specialty clinics that are focused exclusively on the patient and family experience. Located in Collin County, the Cook Children's Medical Center Prosper is in the heart of one of the fastest growing regions in Texas. Plans are already underway to continue expansion of the hospital and specialty clinics. This year, Prosper added a NICU, and Prosper will be going for trauma certification in the next year.



Cook Children's Physician Network

[Cook Children's Physician Network](#) is the largest pediatric multi-specialty physician group in North Texas.

Cook Children's Home Health Care

[Cook Children's Home Health](#) care is an alternative to hospital care for patients whose diseases or conditions allow them to continue recovery or rehabilitation at home. Services include nursing and rehabilitation, infusions, durable medical equipment, orthotics, prosthetics and cranial asymmetry program and a specialty pharmacy. Cook Children's Home Health locations include Fort Worth, Dallas, Austin, Houston and San Antonio.

Cook Children's Health Services

In January 2012, Cook Children's Health Care System created Cook Children's Health Services Inc., a for-profit company designed to help doctors deliver quality health care at affordable prices. Under the umbrella of Cook Children's Health Services Inc., is [PedsPal](#), a for-profit company. PedsPal is a national group purchasing organization for physicians.

Cook Children's Health Plan

[Cook Children's Health Plan](#) provides vital coverage to nearly 120,000 people in low-income families who qualify for government-sponsored programs, such as CHIP and Star Kid's Medicaid, in our six-county service region. The program is a vital part of our commitment to the community and our Promise to improve the health of every child by providing access to much needed medical services, from preventive care to treatment for more serious diagnoses.

Cook Children's Health Foundation

[Cook Children's Health Foundation](#) relies on the generosity of donors to support our Promise so that we can offer the latest technology and research and provide access to health care services to the children and families we serve.

Cook Children's Pediatric Surgery Centers

[Cook Children's Pediatric Surgery Centers](#) offer a dedicated staff skilled in a full range of pediatric day surgeries with three locations in North Texas: Fort Worth, Hurst and Prosper.

Child Study Center Cook Children's

[Child Study Center Cook Children's](#) (CSC) provides children with complex developmental and behavioral disabilities the highest quality diagnosis, treatment, and education, to help them achieve their full potential.

The Center for Children's Health

A Cook Children's initiative, [The Center for Children's Health](#) works to create aligned collaborations by joining forces and engaging with communities, civic organizations and other stakeholders with a goal of making our North Texas region one of the healthiest places to raise a child.

The Center also is home to Cook Children's Community Health Outreach department (CHO). The department works with more than 240 partner organizations to improve the safety and health of at-risk children in our six-county region through education, disease and injury prevention and advocacy. CHO selects issues based on health needs assessments and data collected through our Community-wide Children's Health Assessment & Planning Survey (CCHAPS) and other local organizations. Another part of the center is the Community Health Research team which is tasked with determining the best approaches for managing specific health issues.

Cook Children's Pediatric Surgery Centers

[Cook Children's surgery centers](#) are built around the needs of children and our team of pediatric surgeons, anesthesiologists, nurses and other caregivers are devoted to treating kids. This specialized team will be with your child every step of the way. We will do our best to keep you informed, put you and your child at ease and help you be as comfortable as possible.

Clinical Research at Cook Children's

At Cook Children's, the health system believes that all children deserve the best treatment strategies available to manage their illness and maintain good health. The Cook Children's research environment has been continually growing and applies leading-edge scientific knowledge, technology and evidence-based practice to improve quality care outcomes for children.

There are two types of research at Cook Children's: investigator-initiated research and externally sponsored research. Ninety primary investigators are active in about 400 clinical trials on any given day. The neurosciences department enjoys a home grown R01 award from the NIH and many specialties have active collaborative with local university partners.

Technology at Cook Children's

Telehealth

Cook Children's has been using [telemedicine and telehealth technologies](#) since 2004. Telemedicine and telehealth connect parent, child and their doctor or nurse to the health care team at Cook Children's through video conferencing, thus allowing families to get a consultation in real time without having to sacrifice time or money to travel far from home. Clinics throughout Texas are equipped with cameras, microphones and TV monitors that allow our doctors to talk directly to you, and your nurses and doctors.

Epic EHR

In March 2018, Cook Children's launched Epic, an electronic health platform to transform the way that the health system delivers care in all settings under the Cook Children's Health Care System umbrella. The new software is transformational. It is improving patient experience, engagement and is helping Cook Children's continue to be the integrated health care system that its patient families deserve.

Epic combines the electronic health records of multiple legacy systems to streamline information and programs used to input patient health data. It provides a new and improved patient portal called MyCookChildrens (MyChart) and a referring physician portal called Epic Care Link.

Workday

Cook Children's launched Workday in 2023. The system will allow for better integration across administrative functions while providing more data for decision-making across the pediatric health system. Efforts are underway presently to further optimize those systems.



How Cook Children's Measures Up

Cook Children's transformed the way it delivers care to families and shares important health information among physicians with the launch of Epic. Organizations using Epic are awarded Gold Stars for their percentage of completion of more than 700 different implementation and optimization efforts. Cook Children's was the first pediatric customer to achieve eight gold stars and has maintained this level.

The Cook Children's Promise

Knowing that every child's life is sacred, we promise to improve the well-being of every child in our care and our communities. We should also list our Values of Kindness, Safety, Respect, Generosity, Imagination, and Collaboration, which are further represented in the graphic below.

There's a Promise at the heart of our Cook Children's culture:
Knowing every child's life is sacred, we promise to improve the well-being of every child in our care and our communities.



We connect.

Seeing the world through your eyes

We accept and value every person for who they are. We empathize with their unique circumstances and meaningfully connect so they know we're doing our best for them.

We collaborate.

Embracing togetherness

We're all in it together-- families and communities included. We believe in collegial collaboration, knowing the whole is greater than the sum of its parts.

We elevate.

Finding moments for magic

Our goal is to add a bit of magic to the moments that matter--both big and small.

How should everyone feel? Like family.

For more information, visit www.cookchildrens.org/

Position Summary

Information technology plays a vital and ever-expanding role at Cook Children's. The Cook Children's information technology environment is a highly diverse and complex set of components that require strong leadership. Reporting to the SVP/CDIO, the VP/CDAO is responsible for the overarching strategy and execution of Cook Children's data, analytics and research IT initiatives. This role drives the modernization of data engineering and advanced analytics capabilities. The successful candidate will bridge the gap between raw data and actionable intelligence, establishing a robust framework for governance and operational excellence that supports Cook Children's world-class research and clinical operations.

The VP/CDAO is a member of the IT leadership team and serves a key role in information technology leadership. The VP/CDAO is an advocate for Cook Children's data, analytics and research IT needs and is responsible for the development and delivery of a comprehensive strategy and framework. The complexity of this position requires a leadership approach that is engaging, imaginative, and collaborative, with a sophisticated ability to work with other leaders to set the best balance between data, analytics and research IT strategies and other priorities at the organization level.

Reporting Relationships

Reporting to the Senior Vice President, Chief Digital Information Officer (SVP/CDIO). Direct reports include:

- AVP, Research Informatics
- Director, Analytics Institute
- Director, Research & Data Platform

Responsibilities

Leadership

- Manage and mentor a high-performing team of data engineers, architects, and analysts, fostering a culture of innovation and continuous improvement.

Research Platform Strategy

- Design and oversee a secure, scalable Research IT environment. Facilitate seamless, secure data access for both internal investigators and external research partners, ensuring compliance with HIPAA and institutional protocols.
- Partner with clinical and business leaders to identify organizational pain points and deploy analytical solutions that improve patient outcomes and operational efficiency.

Data Governance & Literacy

- Establish the "rules of the road." Champion data quality, stewardship, and a culture of data literacy across the entire health system to ensure every department can make informed, evidence-based decisions. Ensure adherence to ITIL processes and ITSM frameworks to ensure the data organization operates with high reliability, clear service levels, and efficient incident/change management.

Data Platform Secure Architecture & Design

- Lead the architectural roadmap for the data ecosystem, from ingestion and warehousing to visualization and AI/ML readiness.

Other Important Job Functions

- Other duties assigned including handling administrative or project-based tasks.

Goals and Objectives

- **Become a trusted enterprise leader and catalyst for impact.** Partner closely with executive, clinical, research, and operational leaders across Cook Children's Health Care System to embed data and analytics into how decisions are made. Establish yourself as a thought leader who builds credibility, trust, and influence while translating complex data into insights that improve care for children and families.
- **Shape the future of data and analytics at a mission-driven organization.** Conduct a holistic assessment of the current data and analytics ecosystem—people, structure, processes, and initiatives—to identify opportunities for modernization and growth. Design and implement a roadmap that elevates capabilities, strengthens alignment with strategic priorities, and enables measurable operational and clinical outcomes.
- **Architect a modern, end-to-end data platform.** Provide strategic leadership for the evolution of Cook Children's data architecture—from data ingestion and storage to reporting, visualization, and readiness for advanced analytics, machine learning, and artificial intelligence—ensuring scalability, reliability, and long-term value. Ensure the architecture aligns with the goal of creating a data organization that empowers stakeholders across the institution.
- **Empower the organization through self-service analytics.** Champion and expand self-service data and analytics tools that enable clinicians, researchers, and business leaders to answer questions quickly and confidently. Evangelize the value of data literacy and analytics to unlock innovation, improve performance, and accelerate decision-making.
- **Build a trusted, well-governed, and accessible data environment.** Establish clear standards, principles, and governance for data access, usage, quality, and security. Democratize data responsibly—balancing accessibility with stewardship—to deliver actionable insights and foster an agile, high-performing, data-driven culture focused on continuous improvement and better outcomes for children.
- **Lead and advance the Research IT function to accelerate discovery and innovation.** Provide strategic and operational leadership for the Research IT organization, ensuring technology capabilities effectively support pediatric research, clinical trials, and translational science. Partner with research leadership to align platforms, data, and analytics with scientific priorities, regulatory requirements, and funding opportunities—enabling insights that move discoveries from bench to bedside faster and more responsibly.
- **Strengthen Research IT–IRB collaboration to enable compliant, efficient research.** Build strong, trusted connections with the Institutional Review Board (IRB) and research compliance partners to ensure Research IT platforms, data workflows, and analytics capabilities align with human subject protections, privacy regulations, and ethical standards. Streamline technology and data processes that support protocol review, data access, and monitoring—reducing friction for researchers while maintaining the highest standards of safety, governance, and integrity.

Candidate Qualifications

Education/Certification

- Bachelor's degree in Data Science, Computer Science, Healthcare Administration, or a related field (or equivalent experience).

Knowledge and Work Experience

- Ten+ years of progressive leadership in IT, specifically within data and analytics.
- Proven expertise in modern data stacks (Snowflake/Azure/AWS/Fabric), business intelligence tools (Tableau/Power BI), and research informatics.
- Deep understanding of ITIL/ITSM frameworks with a secure-by-design mindset.

Leadership Skills and Competencies

- **Strong communicator**—communicates clearly and effectively; transparent; capable of interacting effectively with the team and across all levels of the organization; capable of gaining support for initiatives and projects through influence and fact-based business rationale; able to translate concepts to clinical and business personnel; skilled listener and thinker.
- **Collaborator**—a consensus-driven leader who works through influence and involves the right constituents to effect change; builds bridges between individuals and organizations; flexible; able to compromise.
- **Strategic**—a visionary and creative thinker; influential; serves as technology champion throughout the system.
- **Team builder**—leads, facilitates, coaches, manages, and builds a strong team; mentors; develops a thriving team culture that facilitates recruiting and retention efforts.
- **Decisive**—results driven without compromising or disregarding values; demonstrates the ability to assess situations, determine the optimal course of action, and make timely decisions, while appropriately balancing risk and reward.
- **High integrity**—mission driven; maintains high standards of personal integrity.

The Community

Fort Worth, Texas

Fort Worth is the 11th-largest city in the United States and the fourth-largest city in the state of Texas. The city is in North Texas and is the county seat of Tarrant County, covering nearly 350 square miles in three counties: Johnson, Parker, and Wise. According to the 2024 census estimates, Fort Worth's population is 1,008,106. The city is the second largest in the Dallas–Fort Worth–Arlington metropolitan area (the "DFW Metroplex"), which itself is the fourth most populous metropolitan area in the United States.



The city is stimulated by several university communities, including: [Texas Christian University](#), [Texas Wesleyan University](#), [The University of North Texas Health Science Center at Fort Worth](#), [Texas A&M University](#) and [Tarleton State University](#). It is also home to many multinational corporations, including: American Airlines, Lockheed Martin, Alcon, and Ben E. Keith Company.

Building on its Frontier Western heritage and a history of strong local arts patronage, Fort Worth promotes itself as the "City of Cowboys and Culture." Fort Worth has the world's first and largest indoor rodeo, a calendar of festivals and a robust local arts scene. Fort Worth is also home to world-class art museums including: the [Kimbell Art Museum](#), the [Modern Art Museum of Fort Worth](#), the [Amon Carter Museum of American Art](#), and the [Sid Richardson Museum](#).

The city is also great for an outdoor lifestyle. Fort Worth has over 200 parks and is home to the [Fort Worth Botanic Garden](#). [The Botanical Research Institute of Texas](#) is also located in the city. For those interested in hiking, birding, or canoeing, [the Fort Worth Nature Center and Refuge](#) in northwest Fort Worth is a 3,621-acre preserved natural area which was designated by the Department of the Interior as a National Natural Landmark Site in 1980. One of the largest urban parks of its type in the U.S., the Nature Center has small, genetically pure

bison herd and a resident prairie dog town. Also, the [Fort Worth Zoo](#) is home to more than 7,000 animals representing over 500 species. The Fort Worth Zoo has been named one of the top 10 zoos in the United States by *USA Today*, a top zoo in the nation by *Family Life* magazine and recognized by the *Los Angeles Times*.

While much of Fort Worth's sports attention is focused on the Metroplex's professional sports teams, the city has its own athletic identity. The TCU Horned Frogs compete in NCAA Division I athletics; the football team is consistently ranked in the top 25, and the baseball team has competed in five of the last six NCAA tournaments. Texas Wesleyan University competes in the NAIA and has earned national recognition, winning the NAIA Division I Men's Basketball Championship in both 2006 and 2017, as well as multiple National Collegiate Table Tennis Association (NCTTA) coed team titles. In April 2025, Fort Worth hosted the NCAA Women's Gymnastics Championships—one of the most prestigious events in collegiate women's athletics. The city is also home to the NCAA football Bell Helicopter Armed Forces Bowl and supports two minor-league professional sports teams, further enriching its diverse sports landscape.

For additional information, consult the following websites:

www.fortworth.com

www.sundancesquare.com

www.tarrantcounty.com

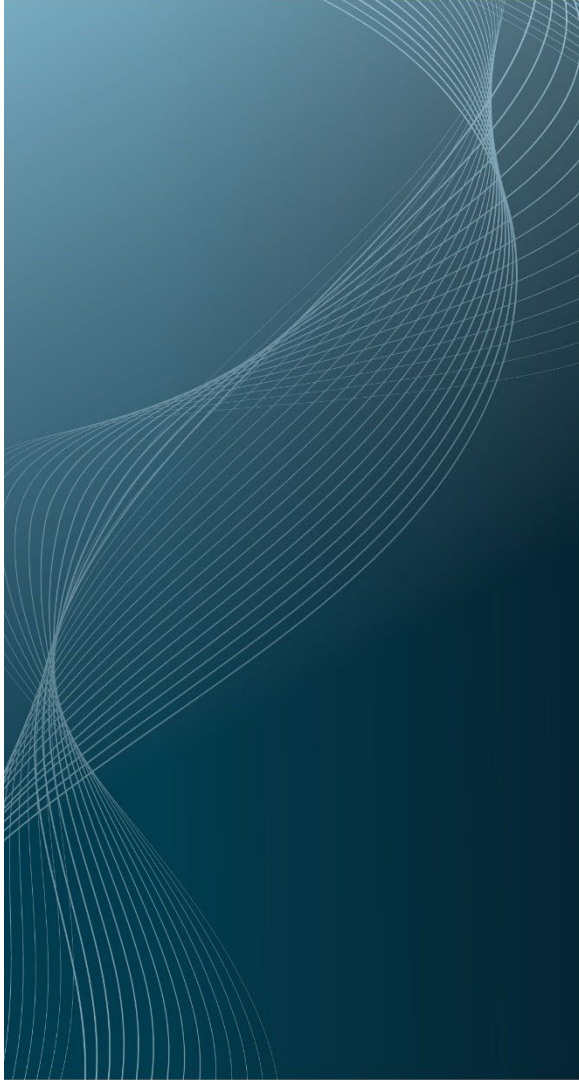
Procedure for Candidacy

Please direct all nominations and resumes to Zachary Durst and Scott Dethloff via the WittKieffer Candidate Portal [here](#). Inquiries may also be directed to the consultants through the portal or sdethloff@wittkieffer.com.

Cook Children's is an EOE/AA, Minority/Female/Disability/Veteran employer. As such, Cook Children's offers equal employment opportunities without regard to race, color, religion, sex, age, national origin, physical or mental disability, pregnancy, protected veteran status, genetic information, or any other protected class in accordance with applicable federal laws.

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 Cook Children's Health Care System documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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