



## Director of Nursing Informatics

### Leadership Profile

October 2024

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**WittKieffer**

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## The Opportunity

TidalHealth, headquartered in Salisbury, MD, is seeking a dynamic leader to serve as its next Director of Nursing Informatics. This is an exciting opportunity to serve as the leader of nursing informatics of an organization undergoing a major transformation to become one unified health system.

TidalHealth was formed in 2020 after formerly separate healthcare entities across the Delmarva Peninsula united to make a more seamless experience for patients with the strength of being better together. TidalHealth is comprised of two acute care hospitals: TidalHealth Peninsula Regional and TidalHealth Nanticoke, a 300+ provider group; and TidalHealth Medical Partners, an extensive ambulatory network and multiple joint ventures. TidalHealth provides a full range of services, including neurosurgery, cardiothoracic surgery, joint replacement, emergency/trauma care, comprehensive cancer care, wound care, and clinical trials and research as a member of the Johns Hopkins Clinical Research Network. In addition, TidalHealth has embarked on establishing a graduate medical education program which, over the next several years, will be the third largest single site program in Maryland.

The Director of Nursing Informatics is responsible for the clinical optimization of the electronic medical record as a key organizational initiative; is responsible for improving bedside provider efficiency by redesign of systems/processes associated with clinical workflow, standardizing content to improve safety and increase compliance with regulatory requirements, align policies and procedures with best practice and ongoing education and training to support clinicians integration of all applications of the electronic medical record.

Accountable to the Chief Information Officer (CIO) and Chief Nursing Executive (CNE) to lead the Patient Care Services division in the development and implementation of an IT strategy that supports clinical practice, nursing and clinical decision making and is aligned with the state and federal based vision for nursing and IT. The Director of Nursing Informatics is responsible for providing strategic leadership, innovative technology consultation, multi-disciplinary collaboration and operational oversight on electronic technology and information management as well as providing leadership to Share Leadership forums and projects throughout the medical center.

## Organization Overview

### Mission

To Improve the health of the communities we serve.

### Values

- Quality
- Service
- Community

### Vision Statement

To be the trusted leader in health and wellness, providing world-class care while building healthier communities for generations to come.

### TidalHealth

In 2020, more than 5,000 healthcare providers from across the region united under one name in celebration of a shared mission: to improve the health of the community.

TidalHealth includes TidalHealth Peninsula Regional, TidalHealth Nanticoke, TidalHealth Medical Partners, and various joint ventures with skilled specialists and primary care providers. The health system provides a full range of services, including neurosurgery, cardiothoracic surgery, joint replacement, emergency/trauma care, comprehensive cancer care, graduate medical education residencies and fellowships, wound care, and clinical trials and research as a member of the Johns Hopkins Clinical Research Network.

As we joined together, three key points became evident about our new health system: quality is our constant, special is our signature, and community is our core. By combining knowledge and sharing evidence-based protocols,

TidalHealth offers the best healthcare on Delmarva. Primary care physicians and specialists are collaborating every day to personalize the patient experience, and new technologies and treatment options continue to define the standard for safer care, faster recoveries, and better outcomes.

Through TidalHealth's primary care and specialty care offices across Delmarva, health campuses in Maryland and Delaware, FamilyLabs and pharmacies, and our wellness vans, we are making it more convenient than ever for patients to get the care they need.

With its legacy of firsts and proven accomplishments - and its ability to extend care above and beyond its walls - TidalHealth offers the best care in our region.



## TidalHealth Peninsula Regional

In the early 1890s, Dr. George W. Todd was making an increasing number of house calls to a growing population in and around the Salisbury area. With his team of six horses and an open buggy, there were many nights he would return home with his heavy beard soaked by rain or frozen stiff by the cold, and his horses too tired to reach the stable.

Dr. Todd understood the loss of his horse team would be the demise of his business, and medicine couldn't continue to be practiced as it had for decades. He, a simple country doctor, but a man of great vision and leadership, began a campaign to build a regional hospital in his hometown.

On October 1, 1897, in a six-bedroom home within shouting distance of where TidalHealth Peninsula Regional now stands, Dr. Todd opened Peninsula General Hospital. Here, his grandson performed the region's first open-heart procedure in 1974, and his great-grandson started practicing emergency medicine two decades later.

At 283 acute care beds today, TidalHealth Peninsula Regional is the region's largest, most advanced tertiary care facility, and the flagship hospital of TidalHealth. Its 3,300 physicians, staff and volunteers provide safe, compassionate and affordable care designed to exceed the expectations of the more than 500,000 patients who rely on the hospital team each year for inpatient, outpatient, diagnostic, subacute and emergency/trauma services. It is the region's oldest healthcare institution with the most experienced team of healthcare professionals and is the recipient of more than 150 national awards, recognitions, and certifications in the past half-decade for the care it offers patients and the outcomes they experience.

TidalHealth Peninsula Regional offers a full range of services, including neurosurgery, robotic surgery, cardiothoracic surgery, joint replacement, emergency/trauma care, wound care, women's and children's services, wellness services, breast care and comprehensive cancer care, and provides community and population health services.



## TidalHealth Nanticoke

In 1945, a group of civic organizations in Seaford, Delaware endorsed the building of a local hospital as a living memorial to those who served our country in time of war. Groundbreaking was held for the new Nanticoke Memorial Hospital, now TidalHealth Nanticoke. The dedication of TidalHealth Nanticoke was held on Armistice Day, November 11, 1950, in honor of the veterans of WWII, and dedicated to community health.

TidalHealth Nanticoke joined the health system in January 2020. It is an award-winning non-profit community hospital providing comprehensive care for Seaford and the surrounding communities. TidalHealth Nanticoke includes a 139 licensed bed facility, outpatient diagnostic and therapy services with several locations throughout the county, and a Level III trauma center. It is nationally respected and recognized for its outstanding care, patient safety and patient satisfaction scores. TidalHealth Nanticoke is nationally certified by the Joint Commission as a Primary Stroke Center and its Allen Cancer Center holds Accreditation from the American College of Surgeons Commission on Cancer and is a member of the Association of Community Cancer Centers

## TidalHealth Medical Partners

In 2020, the Peninsula Regional Medical Group and the Nanticoke Physician Network officially joined under the new name TidalHealth Medical Partners, the largest provider network in the region.

TidalHealth patients are partners with a team that offers more ways to care for them in the most locations on the Delmarva Peninsula. The TidalHealth medical practice family is over 800 team members strong, featuring over 300 providers (doctors, physician assistants and nurse practitioners), all dedicated to patient-focused care in 25 different specialties at over 30 different locations across Wicomico, Worcester, Caroline and Somerset Counties in Maryland and Sussex County in Delaware. With an expansive group of health care providers who are board-certified and experienced in family medicine and specialty care, TidalHealth is committed to offering the best care to its community as it has since 1897.

## TidalHealth McCready Pavilion

TidalHealth McCready Pavilion (former McCready Hospital) in Crisfield, Maryland, was born from tragedy and a generosity that overcame unimaginable sorrows. Chicago Millionaire Edward McCready, his 8-year-old daughter, Suzanne, and her nurse, Margaret Steinbach, were killed when a train struck the care Mr. McCready was driving in Westover in 1919. So moved by the compassion and kindness of the hospital staff that refused to bill her, Edward's widow, Caroline, donated \$200,000 to have a new hospital built. It opened May 6, 1923, honoring Edward McCready.

McCready joined TidalHealth in March 2020. After years of declining patient volumes, it did not maintain a daily census sufficient to support the services required to qualify as a hospital as defined by the Centers for Medicare and Medicaid Services. McCready was transformed into a freestanding medical facility featuring 24/7 emergency care, physical therapy, speech therapy, behavioral health services, outpatient physician services, imaging (CT scan and general x-ray) and laboratory services. In 24-36 months, construction will be complete on a new TidalHealth McCready Pavilion.

## Peninsula Regional Clinically Integrated Network, LLC



Peninsula Regional Clinically Integrated Network, LLC (“PRCIN”) organized in 2015 to establish a clinically integrated network to participate in the Medicare Shared Savings Program as an Accountable Care Organization (“ACO”). It began participation in Track 1 in 2016 through 2018. The program benefits Medicare beneficiaries by allowing TidalHealth Peninsula Regional to support independent practices with care management resources and practice transformation initiatives. In calendar year 2018, in the third year of participation in the Medicare Shared Savings Program, PRCIN achieved approximately \$1 million in savings and reduced its overall spending by approximately \$5 million from the previous fiscal year.

PRCIN launched a strategic plan in 2019 to reorganize the employed group participant within PRCIN, which required the employed group to drop out of the MSSP program during the reorganization. Therefore, PRCIN only participated in MSSP for six months in 2019. The employed group is

reorganizing under its own TIN and separating the specialist from primary care providers under separate TINs. They will be able to participate in MSSP ACO again in the 2022 application.

Currently, PRCIN consists of six independent practices with over 9,000 Medicare beneficiaries and was approved by CMS for the BASIC Track. PRCIN is also the health system entity that acts as a Care Transformation Organization (“CTO”) for the Maryland Primary Care Program. The Maryland Primary Care Program began in 2019, ends in 2026, and is funded by the Centers for Medicare & Medicaid Services (“CMS”). As part of the program, CMS offers to share care management fee payments between primary care practices in Maryland and CTOs. CTOs, which are unique to Maryland, are entities aimed at providing care management support and services to ambulatory healthcare practices to achieve better health outcomes through the administration of

higher quality health care. PRCIN's CTO aims to improve comprehensive care delivery by primary care practices in Wicomico, Worcester and Somerset counties. As of January 1, 2020, there were 44 primary care providers participating in PRCIN's CTO, caring for 8,906 Medicare beneficiaries.

## TidalHealth Foundation

TidalHealth Foundation, established in 1993, is a Maryland non-profit corporation exempt from federal taxation under section 501(c)(3) of the Internal Revenue Code. The purpose of the Foundation is to raise funds for program expansion, capital projects and equipment, and to support educational programs and community health and wellness initiatives.

The TidalHealth Foundation, governed by a Board of Directors, receives contributions from a broad public base that includes individuals, businesses and foundations. Contributions are used to purchase state-of-the-art medical equipment for diagnosis, treatment and rehabilitation, patient care services, education programs for professional and support staff, community education programs, health screenings, and facility improvement and expansion.

## Awards and Accolades

TidalHealth has been nationally recognized for the care and safety it provides its patients. The following is a sample of some of their highlights:

For three years in a row, *Healthgrades presented TidalHealth Peninsula Regional with its America's BEST Hospitals Award*. The 2020 honor recognized the Salisbury, Maryland hospital as being among the top 5% of all United States hospitals.

Healthgrades, the leading resource that connects consumers, physicians, and health systems, in its 2024 Star Report of hospital achievements rates *TidalHealth Peninsula Regional and TidalHealth Nanticoke among the nation's best in several clinical services*. In the 2024 report, TidalHealth Peninsula Regional has been designated *One of America's 100 BEST Hospitals for Spine Surgery*, placing it among the Top 10% in the Nation. New 5-Star ratings in the 2024 report include Pacemaker Procedures, Spinal Fusion, Treatment of Sepsis and Treatment of Respiratory Failure.

TidalHealth Peninsula Regional is also again *One of America's 50 Best Hospitals for Vascular Surgery*. This is the tenth consecutive year earning that recognition (2015-2024). The vascular team also maintains the Healthgrades Vascular Surgery Excellence Award for a tenth consecutive year (2015-2024), placing it among the Top 10% in the Nation for Vascular Surgery.

TidalHealth Peninsula Regional was also the only hospital in the state to earn a *50 BEST Hospitals for Vascular Surgery* designation, and the only Maryland hospital 5-Star rated in both the Treatment of Abdominal Aorta and Peripheral Vascular Bypass.

At TidalHealth Nanticoke, and new for 2024, the team was presented the Healthgrades *Coronary Interventional Excellence Award*, placing that service Top 10% in the Nation. The Seaford hospital also was 5-Star rated for the first time in Coronary Intervention, Treatment of Heart Attack and Treatment of Respiratory Failure.

TidalHealth Nanticoke was also honored again as one of *America's 100 Best Hospitals for Gastrointestinal (GI) Surgery*. The recognition was first awarded to the Seaford hospital in 2023. The GI Surgery Excellence Award keeps TidalHealth Nanticoke among the Top 10% in the Nation.

TidalHealth Nanticoke is also the only hospital in the state of Delaware to achieve the *Healthgrades 5-Star rating for the treatment of Heart Attack*.

*U.S. News & World Report names TidalHealth Peninsula Regional the 4th Best Hospital (tie) in Maryland and a 2023-2024 High Performing Hospital* for 11 challenging and elective health conditions; the highest distinction a hospital can earn for U.S. News' Best Hospitals Procedures & Conditions ratings.

*The Salisbury Hospital was recognized as high performing* in heart bypass surgery, abdominal aortic aneurysm repair, heart failure, the treatment of heart attack, stroke care, the treatment of pneumonia, lung cancer surgery, knee replacement, hip replacement, colon cancer surgery, and for the care of chronic obstructive pulmonary disease (COPD). (2024)

*ALS Association again recertifies the ALS Clinic at TidalHealth Peninsula Regional as an ALS recognized Treatment Center. This clinic was the first to earn that designation in Maryland in 2018 and has held it ever since. (2024)*

*Cigna Healthcare presents TidalHealth Nanticoke with the Cigna Healthcare Center of Excellence designation for Bariatric Surgery. (2024)*

*Leapfrog presents TidalHealth Peninsula Regional with an "A" Safety Grade in their Fall 2023 Safety Report. This is the second consecutive "A" for the Salisbury hospital. Only 13 in Maryland received an "A" grade. (2023)*

*TidalHealth Nanticoke has earned The Joint Commission's Gold Seal of Approval® for Hospital Accreditation by demonstrating continuous compliance with its performance standards. The Gold Seal is a symbol of quality that reflects a healthcare organization's commitment to providing safe and quality patient care and is valid for the next 36 months. (2023)*

*The Joint Commission recertifies TidalHealth Nanticoke for Hip and Knee Replacement Surgery with Gold Seal of Approval. (2023)*

*The Joint Commission awards TidalHealth Peninsula Regional with the Gold Seal of Approval® for AMI (treatment of heart attack) Certification by demonstrating continuous compliance with its performance standards. The Gold Seal is a symbol of quality that reflects a healthcare organization's commitment to providing safe and quality patient care. The Salisbury hospital has been continuously accredited since 2005. (2023)*



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## Position Summary

### Reporting Relationships

Reporting to the VP/CIO with a dotted line to the VP/CNE, direct reports include Nursing Informatics.

### Responsibilities

The successful Director of Nursing Informatics candidate will:

- Mentor Informatics staff in process and practices aligned with the tactical and strategic objectives of the department and the organization. Direct the selection, development, and coaching of team members.
- Elevate team members' thinking and understanding of the field by infusing best practice Informatics principles into the work. Ensure that job requirements and goals for each position are effectively communicated and understood. Oversee transition and support staff during periods of planned and unplanned change.
- Responsible for the achievement of organizational goals to drive results. Educate the organization on the informatics value and accomplishments.
- Model sound professional practices and build teamwork and encourage collaboration.
- Manage budget development and oversight, support community stewardship, and use resources wisely.
- Build and maintain strong relationships by utilizing effective communication. Work independently and demonstrate high ethical standards and core values. Create an organizational culture that exemplifies TidalHealth values and service excellence. Inspire a culture of continuous improvement.
- Serve as the primary strategic liaison for health IT efforts representing nursing and clinician needs. Also serve as a liaison between IS and clinical staff to ensure that clinical application implementations are optimized based on clinical workflow redesign.
- Develop clinical system strategies in collaboration with other senior nursing, medical informatics and operational leaders. Collaborate with Nursing, IT and Operations Leadership on Business Continuity plans to ensure clinical areas are minimally impacted, remain prepared and are properly notified of planned system outages.
- Provide leadership and serve as a role model and coach for the overall direction, coordination, implementation, evaluation, control and completion of specific projects ensuring consistency with organizational strategy, commitments and goals.
- Sponsor Clinical Informatics Council to connect the needed nurse, IT, and Informatics roles to support successful system planning and design.
- Understand the impact of regulatory changes and interprets them for internal and external constituents. Partner with regulatory and compliance in support of clinical system review during regulatory/accreditation/state surveys.
- Oversee the critical analysis and evaluation of health IT and recommends revisions of clinical systems, processes, and workflows to ensure achievement of positive patient and staff outcomes. Optimize the workflow of existing clinical systems for nurses, physicians, and other multidisciplinary care providers.
- In collaboration with Nursing/PCS/IT is accountable for clinical information strategy to support clinical practice and clinical content of the electronic medical record within the health system and beyond.

- Maintain relationships with key business partners and other senior industry leaders to leverage best practices, evaluate emerging technologies, and distribute knowledge internally to inform plans and strategies.
- In collaboration with IT, works with vendors to proactively strategize on the development and/or enhancement of clinical information system solutions to meet the organization's clinical and operational needs.
- Actively participates in user groups and national meetings to build knowledge of technical solutions and successful clinical informatics practices.
- Lead the effort to educate the health system and IS Department staff on clinical informatics capabilities.
- Drive the development, review and implementation of clinical informatics policies and procedures.
- Maintain a strong technical and clinical background to be effective in bridging the clinical and information that arise in association with information technology.
- Guide IT on business continuity impact.
- Responsible for clinician downtime readiness via business continuity training and simulation.
- Drive the monitoring and evaluation of the impact and effectiveness of EHR features and functions. Oversees the execution of EHR optimization plans to maximize clinician efficiency and boost patient/staff satisfaction.
- In collaboration with Nursing, PCS, and IT, drives the analysis, design, development, implementation, and maintenance of innovative technology solutions aligned to patient, customer, and organizational needs.
- Network with peers to recommend technology solutions and business continuity strategies which best meet workforce and patient care needs, are cost effective and consistent with industry best practices.
- Lead the development and maintenance of policies and practices in support of processes.
- Advise and collaborate regularly with CIO and CNE on decisions relating to systems, patient care, and personnel needs.
- Aligned with departments served and organizational strategy, establish technology solution project plans accounting for resource allocation and timelines.
- Maintain a cooperative working relationship interdepartmentally with Information Services, other members of the nursing team, other units and hospital leadership.
- Collaborate with IT Help Desk to coordinate a model for daily technology support for nursing staff.

## Goals and Objectives

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

- *Perform an overall assessment of the nursing informatics program.* Gain an understanding of the current state to develop a strong team and a strategic roadmap to guide TidalHealth into the future, in alignment with the health system's overall strategy and goals to improve quality, safety, patient experience, wellness and the financial strength of the organization.
- *Identify and develop key stakeholders and build strong working relationships.* The Director will work with senior executives, nursing leadership, physicians, Epic analysts, and key clinical operational stakeholders to create a working clinical informatics structure.
- *Learn the culture and listen to colleagues to understand their needs and how to successfully meet them.* Demonstrate the ability to listen and work with others to achieve goals, recognizing the organization's complex environment and challenges around achieving immediate consensus.
- *Perform an overall assessment of the current clinical applications and informatics department including workflows, operating procedures, and goals.* Identify needs and develop a roadmap for improving efficiency and quality metrics.
- *Establish the roadmap to support clinical informatics across the hospital and enterprise.* The Director must develop, plan, and deliver improvement to standardization and clinical practices at TidalHealth.
- *Partner with and advocate with clinical and IT leaders.* The Director must be able to work effectively with all leadership, the COO, the CIO, nursing and physician leadership and other clinical leaders.
- *Demonstrate informatics knowledge and expertise and continually improve on current and future informatics initiatives.* The Director must have knowledge and leadership ability to move forward in advanced clinical technology initiatives for the organization.
- *Stay current with technologies and industry trends,* including virtual nursing and leveraging new technologies to secure quality, performance improvement and other benefits. Assess and recommend new video technologies and workflows to optimize the telehealth program for nurses and ancillary care providers.

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## Candidate Qualifications

### Education/Certification

- Master's degree in nursing informatics is required.
- Currently licensed or eligible for licensure as a Registered Nurse in the State of Maryland or Delaware.
- ANCC certification preferred; or to be obtained within the first two years of employment.
- CPHIMS certification is also preferred.

### Knowledge and Work Experience

- A minimum of five years of informatics experience with at least three of those years in a management position.
- Working knowledge of Epic is highly desirable.

### Leadership Skills and Competencies

- Demonstrate critical thinking skills in all aspects of decision making and planning. Resolve and manage conflict effectively.
- Expert resource for workflow analysis and project management.
- Aptitude for detail-oriented work with a high level of accuracy.
- Demonstrated ability to apply current patient care practice models, leadership/management skills and performance improvement concepts that achieve organizational goals for improving the delivery of patient services/clinical care.
- Possess initiative, creativity, flexibility, and inspirational leadership.
- Demonstrated ability to effectively manage multiple and diverse tasks; appropriately delegate, follow-up and evaluate programs and assignments; correctly identify problems and recommend and empower staff to create viable solutions or alternatives.
- Possess strong interpersonal skills to communicate with medical professionals and organizational leadership.
- Receptive to new ideas and an advocate for change.
- Ability to network with peers and evaluate data and apply learnings to work environment.
- Has contact with the public, staff and families requiring effective verbal and written communication skills.

## The Community

### Salisbury and Wicomico County - Maryland

The position based in Salisbury Maryland, at the corporate headquarters of TidalHealth, is approximately 117 miles from Baltimore and Washington, DC, Salisbury is located on the southern portion of Maryland's Eastern Shore and is the county seat of Wicomico County. Salisbury is the largest city on the Eastern Shore, and serves as the cultural, governmental, economic, and educational hub for the region. Situated at the headwaters of the Wicomico River, Salisbury has a long history as a port and regional distribution center, and today boasts the second-largest water port in Maryland.

Multi-national poultry corporation Perdue Farms has its headquarters in Salisbury, resulting in the region's prominence in the agriculture industry. The region is currently experiencing notably low rates of unemployment along with high rates of job growth, with the Salisbury MD-DE Metropolitan Statistical Area ranking 7th in the nation in that regard.

Salisbury is home to Maryland's two fastest growing higher education institutions: Wor-Wic Community College and Salisbury University, a member of the University System of Maryland.



There are many recreational activities for residents and visitors of the community. The area is known for maritime and boating opportunities, with 14 boat ramps and six marinas with more than 400 boat slips. There is also an abundance of recreational facilities: 58 parks, 34 nature trails, four golf courses, 80 tennis courts, 76 ball fields and 44 basketball courts. The Salisbury Zoological Park is located alongside the south branch of the Wicomico River, featuring animals of North and South America, and charges no admission fees.

The city is also undergoing a revitalization, with an influx of new local businesses, events and culture, including art, food, music, and more. Salisbury hosts the National Folk Festival, which draws 100,000 people every year.

For more information, please visit <http://www.salisburyarea.com/>

## Procedure for Candidacy

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting TidalHealth with this recruitment, preferably via e-mail, to [erobles@wittkieffer.com](mailto:erobles@wittkieffer.com) or by phone, 781.564.2619.

The range for this position starts at \$143,100 and goes up to \$207,500.

**Diane Smith, RN, BSN**

**Principal**

**267.766.0410**

**Ethan Robles**

**Associate**

**781.564.2619**

*TidalHealth 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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