



Indiana University Health

Director of Talent Acquisition for Nurse Recruitment

Leadership Profile

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WittKieffer










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Organization Overview

IU Health is the largest health system in Indiana with nearly 40,000 team members, 15 hospitals, \$8.64 billion in operating revenue and a statewide market share of 30 percent. The system’s programs in cancer, cardiovascular, neuroscience, orthopedics, pediatrics and transplants have received national recognition for quality patient care. IU Health, in partnership with the Indiana University School of Medicine, created three institutes – cardiovascular, cancer and neuroscience - that bring together highly skilled physicians, researchers, and educators into close collaboration to provide world-class care and improve the health of patients and communities across Indiana. IU Health Simon Cancer Center is associated with IU Melvin and Bren Simon Cancer Center, Indiana’s only National Cancer Institute (NCI)-designated comprehensive cancer center.

IU Health: A national leader in healthcare

	<p>2.5 million+ OUTPATIENT VISITS</p> <hr/> <p>111,689 ADMISSIONS</p> 	<p>Nationally Ranked in 10 Pediatric Specialties</p>  <p>Riley Hospital for Children Indiana University Health</p>	
 <p>38,079 TEAM MEMBERS</p> <p>\$1.5 billion COMMUNITY BENEFIT & INVESTMENT</p>	<p>2,354 ACTIVE PHYSICIAN TEAM MEMBERS</p> <p>2,641 NUMBER OF VOLUNTEERS</p> 	<p>15 hospitals across Indiana</p> 	 <p>7 hospitals have achieved Magnet status—the gold standard for nursing excellence.</p>  <p>9 facilities have achieved Pathway to Excellence Designation—providing the very best patient care.</p>
<p>IN PARTNERSHIP</p>  <p>INDIANA UNIVERSITY</p> <p>Medicine Nursing Pharmacy Public Health Social Work</p>			

IU Health is an independent 501(c)(3) organization, working primarily in partnership with the Indiana University School of Medicine (IUSM), but also with other allied health schools including IU School of Nursing, IU Schools of Public Health (Bloomington and Indianapolis) and others. IUSM, one of the nation’s leading medical schools, partners with IU Health to train physicians, blending breakthrough research and treatments with the highest quality of patient care. IU Health also works closely with other Indiana University schools, including nursing and public health amongst others. IU Health employs nearly 4,000 physicians and over 1,300 advanced practice providers through its physician groups. Continued strategic alignment across the system has enhanced IU Health’s focus on research, elevated quality and safety and supported further expansion into the Indianapolis metropolitan area, where more than 2 million Hoosiers reside.

In Indianapolis, IU Health includes three major downtown hospitals: IU Health Methodist Hospital, IU Health University Hospital and Riley Hospital for Children at IU Health. These facilities serve as the system’s academic health center (AHC) and provide nationally recognized care to patients from across Indiana and beyond. The system’s regional and statewide facilities serve as referral resources to the AHC and facilitate seamless, high-quality patient care throughout Indiana. In addition to the AHC, IU Health has 12 community hospitals across the state, and a network of strategic partnerships, joint ventures and initiatives, including urgent care centers,

ambulatory operations, philanthropic foundations and a health plan. The system's statewide operations provide Hoosiers with access to advanced clinical care without having to travel to Indianapolis.

Since 1924, Riley Children's Health has consistently raised the bar for excellence in pediatric healthcare. As a comprehensive children's health system serving the state of Indiana, the Midwest, and beyond, Riley Children's offers nationally recognized care in a footprint that meets patients, and their families, close to home. Riley Children's operates two hospitals, with responsibility for 475 beds, and provides outpatient care across 18 communities by a robust primary and specialty care network. Riley Children's Health is committed to using our expertise and resources to improve the health and well-being of families close to home, advancing care globally, and supporting diversity, inclusion and equity in healthcare. Riley Children's is the comprehensive pediatric health system of Indiana University Health, the state's largest health system, and its faculty are members of IU School of Medicine, providing patients access to groundbreaking research and innovative treatments to complement high-quality patient care.

IU Health is comprised of six regions:

Region	
Academic Health Center	<ul style="list-style-type: none"> • IU Health Methodist Hospital • IU Health University Hospital • Riley Children's Health
Indy Suburban Region	<ul style="list-style-type: none"> • IU Health North Hospital • IU Health Saxony Hospital • IU Health Tipton Hospital • IU Health West Hospital
East Central Region	<ul style="list-style-type: none"> • IU Health Ball Memorial Hospital • IU Health Blackford • IU Health Jay Hospital
Northeast Region	<ul style="list-style-type: none"> • IU Health Fort Wayne
South Central Region	<ul style="list-style-type: none"> • IU Health Bloomington Hospital • IU Health Morgan • IU Health Paoli Hospital • IU Health Bedford Hospital
West Central Region	<ul style="list-style-type: none"> • IU Health Arnett Hospital • IU Health Frankfort Hospital • IU Health White Hospital



**Challenging
and meaningful
work for the
good of every
patient.**

IU Health Physician Groups

The physicians practicing across IU Health include both employed and independent providers. Five employed physician groups bring together IUSM faculty physicians, IU Health affiliated physicians and private practice physicians to give highly skilled physicians access to innovative treatments using the latest research and technology. The groups include:

- **Arnett Physicians** – more than 200 physicians and 100 advanced practice professionals; based in Lafayette, Indiana.
- **Ball Physicians** – nearly 175 physicians and more than 70 advanced practice professionals; based in Muncie, Indiana.
- **IU Health Physicians** – nearly 2,100 physicians and more than 800 advanced practice professionals in the metropolitan Indianapolis area. IU Health Physicians is one of the fastest-growing, comprehensive, multi-specialty practice groups in Indiana. The group also serves as the faculty practice plan of IU School of Medicine.
- **Southern Indiana Physicians** – more than 270 physicians and more than 200 advanced practice professionals; based out of Bloomington, Indiana.
- **Fort Wayne** – with the expansion into the Fort Wayne market, IU Health can better serve Hoosiers living in that region.

Over the next year, IU Health is creating one statewide medical group to serve its patients – uniting Arnett Physicians, Ball Memorial Physicians, Fort Wayne Physicians, IU Health Physicians, and Southern Indiana Physicians. The five medical groups will become one IU Health Medical Group to function as a cohesive healthcare provider that coordinates care across the system and optimizes support structures and distribution channels for clinical care. This move will help IU Health deliver on its vision of improving the health of Indiana.

New Academic Health Center

IU Health is designing a world-class medical campus that combines the services of IU Health Methodist and IU Health University hospitals into one location with inpatient and observation beds, a full-service outpatient center and a medical education building. Combining operations of the hospitals furthers IU Health's mission to provide world-class, patient-centered care, while eliminating costly duplication of high-acuity services. Construction for the new hospital is well underway and set to open in late 2027. It will feature three 16-story towers with 864 beds.



The 44-acre campus includes support buildings, such as medical offices, parking garages, a central utility plant and logistics space.

Our strong partnership with the Indiana University School of Medicine will be enhanced with their construction of the medical education and research building, which will sit directly east of the new hospital. The close proximity of a medical education building and will further support delivery of cutting-edge medicine and research-based care. As the only academic health center in our state, this partnership sets us apart and emphasizes our programs as destinations for care. The new facility will allow us to continue fulfilling that role and advancing our practice. [Learn more about how we are building our promise and creating a new model of care for our community.](#)

New Indy Health District

The Indy Health District is a visionary project in downtown Indianapolis designed to improve the health, vitality and economic mobility of the community around the \$4.3 billion new IU Health hospital campus now under construction. The large geographic area will house community-informed initiatives, programs and places focused on improving health outcomes for people who live, work and play near the new hospital. The Health District will demonstrate how investments in initiatives like affordable housing, public safety, improving education and workforce development options, and increasing access to living wage jobs can extend life expectancy in underserved communities. This metric is critical, because life expectancy in this area lags by up to 20 years compared to communities 20 miles north of the District.

Recognizing the diverse factors that affect a person's health and well-being, IU Health, community organizations and other anchor institutions located in the Indy Health District are creating an innovative district where people, organizations, and businesses collaborate to support better lives for residents, patients, workers and visitors. By targeting social determinants of health such as housing, education, employment and access to healthy food, the Health District will promote, facilitate and sustain the vitality of the neighborhood and the people who live, work, learn and heal there. And by pioneering an approach to holistic community building, the Health District will offer a model of hope for other neighborhoods that need it.

Our Vision, Values and Promise

IU Health has been on a path to create a healthy culture for all. The IU Health Way describes our shared culture and how we aspire to treat each other, our patients and the communities we serve.

Our vision: To make Indiana one of the nation's healthiest states

Our promise: The Best Care, Designed for You

Our values:

- **Purpose:** We work to do good in the lives of all others
- **Excellence:** We do our best at all times and in new ways
- **Compassion:** We treat all people with respect, kindness, and empathy
- **Team:** We count on and care for each other

The IU Health Way



Community Benefit

IU Health is a nonprofit health system dedicated to improving the health and quality of life in the communities we serve. We invest time and resources in organizations, programs and initiatives that focus on priority health needs that complement our mission and benefit all members of the community.

In 2022, IU Health invested over \$930 million in the communities we serve.

Additionally, IU Health recently made an unprecedented investment in public health, including \$500 million for health-related community development, and doubling the size of the IU Health Community Impact Investment Fund to \$200 million. The organization is also making significant investments in initiatives to address social determinants of health and health equity. In addition to addressing the societal challenges that propel health care costs and outcomes, IU Health understands that truly bending the cost curve requires a long-term commitment to values-based care. Reducing health care costs for patients requires an all-in commitment from providers, insurers, and policymakers. IU Health is proud to be at the leading edge of this effort.

To learn more about our strategies and investments in our local communities please visit [Community Benefit | IU Health](#).

Recognition and Awards

- IU Health and Riley Children's Health have achieved significant success across multiple clinical programs that have resulted in state and national recognition:
- IU Health is part of an elite group of hospitals with Magnet designation. IU Health has seven magnet designated hospitals. To achieve this prestigious designation, hospitals must demonstrate an exceptional practice environment for nurses and meet high standards for quality care and experience. Fewer than 7% of U.S. hospitals are Magnet hospitals.
- Nurses at IU Health hospitals have been recognized for their excellence by the world's largest and most prestigious nurse credentialing organization, the American Nurses Credentialing Center (ANCC). IU Health has eight Pathway to Excellence (trademark) designations.
- IU Health is ranked No. 1 in Indiana by *U.S. News & World Report*.
- Riley Children's Health is honored to be ranked as one of the top 50 children's hospitals in the country by U.S. News & World Report. Nationally ranked in 10 out of 10 pediatric specialties in 2023-2024, Riley Children's is also recognized as Indiana's best children's hospital.
- IU Health Transplant is the only comprehensive transplant program in Indiana and one of the nation's top thirty solid-organ transplant centers by volume.
- IU Melvin and Bren Simon Comprehensive Cancer Center is Indiana's only National Cancer Institute designated cancer center, with more than 250 physician researchers leading the way to new treatments.

Diversity, Equity, and Inclusion

At IU Health, we believe it is the power of our different voices and perspectives that contributes to our ability to improve the health of our communities and provide meaningful career opportunities. We connect dots between amazing people and their backgrounds to solve complex problems with excellence. We know that prioritizing workplace diversity at all levels of our organization supports trust of our team members, increases patient choice and satisfaction, reduces healthcare disparities, and improves community engagement. Put simply, our unique differences and diverse backgrounds make us better.

IU Health is actively integrating, embedding, and infusing diversity, equity and inclusion (DEI) in every strategy that impacts what matters most to current team members, future team members, patients, families and community partners. By listening, learning, and acting, we're engaged in meeting key interpersonal, institutional and societal commitments:

- **Interpersonal:** *Ensuring trust and equity in our care.* We are addressing and reducing discrimination and bias among team members, patients and guests.
- **Institutional:** *Fostering a diverse workforce and inclusive culture.* We are transforming our organization through an active review of policies, actions and procedures, and promoting a diverse, equitable and anti-discriminatory organization.
- **Societal:** *Advancing equity in the communities we serve* by committing to building meaningful and sustained partnerships that promote healthcare equity, reduce healthcare disparities, improve social factors and build inclusive communities.

Additionally, IU Health has a strong network of affinity groups. Affinity groups allow team members from diverse backgrounds to connect, learn from one another, and grow both personally and professionally. Affinity groups include IU Health Pride, Minority Professionals, Veteran and Military Services, Women's Initiative, and Young Professionals. Visit our [Diversity, Equity, and Inclusion](#) website for more detail on our DEI journey, commitments, and the affinity groups coming together for a common goal.

Position Summary

Indiana University Health seeks a dynamic, distinguished executive to serve as its next Director of Talent Acquisition for Nurse Recruitment. This is a unique opportunity at one of the most respected healthcare institutions in the U.S.

The Director of Talent Acquisition for Nurse Recruitment will lead, mentor, and develop the Nurse Recruitment team in the comprehensive talent acquisition process including workforce planning strategies, campus recruiting, reviewing applications, candidate selections, pre-hire preparation, and ensuring successful arrivals on first dates of employment for all regions across the IU Health system. The Director will research, develop, and implement policies, practices, and systems to target key initiatives as it relates to recruitment. This leader will serve as an internal advisor and business partner to leaders, making recommendations to promote IU Health's mission and business strategies.

Reporting Relationships

Reporting to the Executive Director - Talent Acquisition, direct reports include 2 Managers who lead 18 recruiters. There are 20 FTEs who report to this role. Key relationships include Talent Acquisition Extended Lead Team, System & Regional Chief Nursing Officers, and Associate Chief Nursing Officers.

Responsibilities

The Director of Talent Acquisition for Nurse Recruitment leads, mentors, and develops the Nurse Recruitment team in the comprehensive talent acquisition process including workforce planning strategies, campus recruiting, reviewing applications, candidate selections, pre-hire preparation, and ensuring successful arrivals on first dates of employment for all regions across the IU Health system. The Director researches, develops, and implements policies, practices, and systems to target key initiatives as is it relates to recruitment. This leader serves as an internal advisor and business partner to leaders, making recommendations to promote IU Health's mission and business strategies.

The successful candidate will focus on:

- **Stakeholder engagement** - Closely partnering with clinical and senior leadership to proactively understand business needs, align and manage talent acquisition efforts to support short and long-term organizational objectives, as well as partnering with regional leaders to provide world class customer service and partnership.
- **Strategic planning** - Designing and implementing a cohesive talent acquisition strategy to support the system's strategic and growth initiatives, including strategies to differentiate IU Health from other organizations recruiting for the same top talent.
- **Talent pipelining** - Partnering with the Executive Director of Talent Pipelines to project the market's human capital needs for the next 3 to 5 years and develop strategic and tactical plans to acquire the talent needed to accomplish the organization's mission and strategic objectives. This includes developing a pipeline management approach to acquiring talent, including identifying additional sourcing strategies to increase qualified candidates.
- **Process improvement** - Modelling leadership and championing change initiatives that improve recruiting program-wide, including establishing leading practices with process, leveraging and improving upon the technology infrastructure, as well as developing and measuring performance/cost metrics.
- **Diversity, equity, and inclusion** - Partnering closely with the Director of Diversity Recruitment to execute all of these activities with a strong focus on diversity, equity and inclusion within each of these key talent acquisition steps.
- **Team performance** - Measuring performance of the team with a focus on metrics, specific goal achievement and year-over-year continuous improvement.

- **Team development and engagement** - Identifying, developing, and retaining high performing talent acquisition professionals; creating future leaders for the Talent Acquisition/Human Resources organization; and inspiring a high-performance culture cultivating a diverse and inclusive work environment.
- **Industry insights** - Staying abreast of high-volume recruitment research, sourcing, talent acquisition tools and best practices to stay current with market innovations and competitive trends/threats.
- **Data reporting and analytics** - Delivering data and analyses to identify recruitment activity, market trends, competitive wage analysis, and monitor departmental productivity.

Goals and Objectives

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

- Become known as a transparent and visible leader who meets people where they are and values team members beyond just producing and works to enhance the intrinsic value of team.
- Implement a plan to develop a strong pipeline of talented individuals that is representative of the communities served by IU Health.
- Establish oneself as a strategic leader within the nurse recruitment talent acquisition arena that possess the ability to communicate the vision for how to transform nurse recruitment to the highest levels of system leadership. Build relationships within the human resources leadership team and effectively collaborate with the Chief Nursing Officers and Associate Chief Nursing Officers.
- Develop a recruitment process that is adaptable for all levels of roles within nursing that balances process and metrics with one that provides for a positive and best in class candidate experience.
- Bring creativity to nurse recruitment/talent acquisition by embracing lean processes and implement efficiencies and ideas.
- Use technology and efficiencies to shift from reactive to proactive.
- Support the team by socializing the successes but also embrace the opportunities for improvement by supporting the team and developing a plan to make positive improvements.

Candidate Qualifications

Education/Certification

- Bachelor's degree or equivalent years of experience required: Master's degree preferred.
- Seven to ten (7-10) years of relevant Human Resources experience. Nurse recruitment leadership experience strongly preferred.
- Professional certifications such as SPHR, etc. preferred.

Knowledge and Work Experience

- Experience leading the design, development, and execution of Nursing Recruitment/Talent Acquisition programs.
- Experience with the application of HR related regulations and laws (e.g.: FLSA; COBRA; ADA; FMLA; etc.)
- Experience with matrix organization and complex working environment.
- Proficiency in MS Office (Word, PowerPoint, Excel).

Indiana University Health is unlike any other healthcare system and we're looking for team members who share the things that matter most to us. IU Health leaders play a crucial role in advancing the mission of our diverse organization and inspiring teams to make a meaningful difference in the lives of patients. Our leaders shape strategic initiatives, develop passionate teams, and work to improve health outcomes. They advance our mission and exemplify excellence, compassion, teamwork, and purpose in all that they do. As one of Indiana's largest employers and the most comprehensive medical system in the state, our vision is to lead the transformation of healthcare through quality, innovation and education, and make Indiana one of the nation's healthiest states.

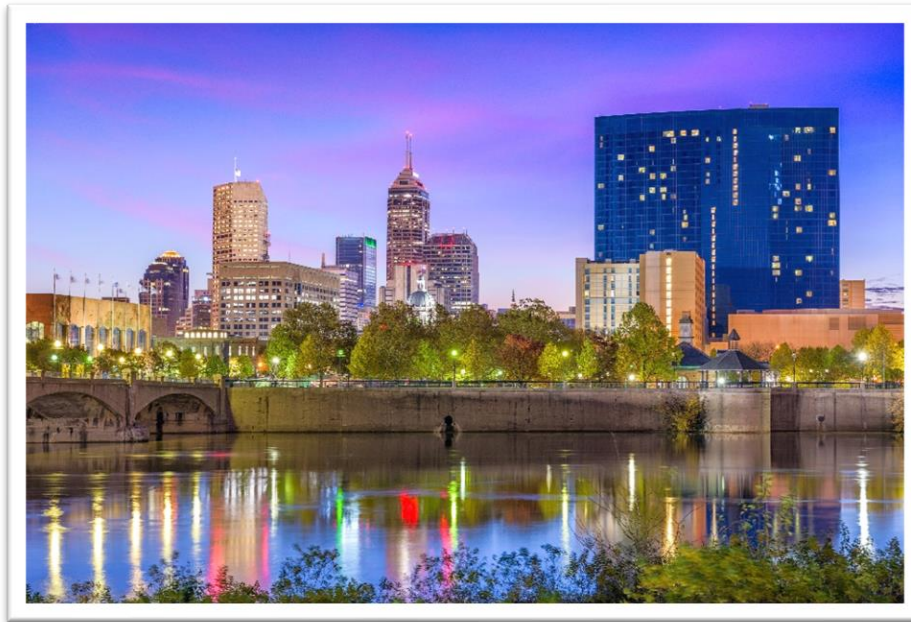
IU Health is among the top ten largest single-state nonprofit health systems in the United States. Through its 16 hospitals (a mix of urban, suburban, and rural facilities), IU Health offers a full range of specialty and primary care services for children and adults. Statewide, IU Health has more than 2,600 staffed beds, \$6.23 billion in net total operating revenue, and strategic service lines including cancer, cardiovascular, neuroscience, orthopedics, pediatrics, and transplant, that have received national recognition for quality patient care over the decades. IU Health has over 34,000 team members.

Apply teamwork. Apply experience. Apply skill. Apply yourself. And together we can change everything.

The Community

Indianapolis, Indiana

Indianapolis is the 13th largest city in the United States, with an estimated population of 888,000. Metropolitan Indianapolis includes a nine-county area with a combined population of 1,881,000. From its humble beginnings as a Native American settlement and trading outpost, Indianapolis has grown into a bright metropolis known for its cultural ambience, thriving downtown, and growing high-tech industries. Indianapolis is located in the center of Indiana and is within a day's drive of half the nation's population. Often referred to as the "Crossroads of America," Indianapolis is intersected by more segments of interstate highway than any other metro area. Indianapolis hosts more than 18 million visitors a year and is home to the Indianapolis International Airport served by more than 20 airlines flying to more than 100 destinations.



Today, Indianapolis is an economic boomtown with a buoyant economy held up by strong sectors of manufacturing, distribution, retail, and service. It attracts many new businesses due to its self-proclaimed "business friendly" climate. As a result, it is home to many large corporations including Eli Lilly and Company. The cost of housing in Indianapolis and the surrounding region is very affordable, with a cost of living well below the national average. When compared to other regions, people who relocate find they get more for their money. The region offers residents an abundance of housing choices and communities. Whether you're looking for an urban apartment, a forever home in the suburbs, or a quiet spot on a rural town, the Indianapolis region has a neighborhood that's right for you.

The public education system in Indianapolis and surrounding communities provides a wide variety of choices - public, private, faith-based, and international baccalaureate (IB) options. There are 11 school districts (corporations) in Marion County. Indianapolis Public Schools, the state's largest school system, serves students within the old city boundaries. The remaining districts of Beech Grove, Decatur, Franklin, Lawrence, Perry, Pike, Speedway, Warren, Washington, and Wayne serve the rest of the county. Most students in all 11 corporations are geographically assigned to a particular school. Within most districts, parents have some choice about where to send their children to school.

Several of the corporations offer vocational training at the high school level, as well as alternative schooling options for students who benefit from a non-traditional school setting. In addition, some schools (especially at the

high school level) have more than one program of study from which students can choose. There are also several charter schools in operation in Marion County, with more scheduled to open in the coming years.

In addition to a large system of profitable businesses, Indianapolis is a city close to some of the greatest learning institutions in the country. Indianapolis colleges, universities, and schools provide access to a multitude of degree programs at a variety of schools. Indiana offers students a city where education is affordable, achievable, and enjoyable.

Known as the Circle City, Indianapolis has a variety of exciting things to do and places to go. Indy is a place where people live life to the fullest. Whether your days are spent hiking nature trails, exploring art museums, or dining at local restaurants, the Indianapolis region has things to do for every passion and every person. Whether you are interested in professional sports (Indiana Pacers, Indianapolis Colts or Indy Eleven), history or high-octane excitement, Indianapolis can provide friendliness and fun that is recognized far and wide. Obviously known for the Indianapolis 500, the city also houses the Indianapolis Repertory Theatre, the Indianapolis Symphony Orchestra, and the Children's Museum of Indianapolis (the largest children's museum in the world). In the heart of Indianapolis, White River State Park has something for everyone from beautiful waterways to lush lawns and tree lined boulevards. You can see the African elephants and tigers at the Indianapolis Zoo. Catch a baseball game in the nation's best Triple-A ballpark, Victory Field. Go to the NCAA Hall of Champions to follow the journey of a collegiate champion - on and off the playing field. Visit the new Indiana State Museum and learn more about Indiana's past, present, and future. Experience the power of a movie on a six-story screen at Indiana's only IMAX Theater. Visit the Eiteljorg Museum of American Indians and Western Art to take in one of the most impressive collections of Western Art in the world. Whether welcoming a visitor for a stay of a day or a week, Indianapolis offers the best of "Hoosier hospitality."

For additional information on Indianapolis, visit the websites below:

- [Life In Indy](#) is a comprehensive guide showcasing the Indianapolis region.
- [Visit Indy](#) is a one-stop-shop for info about events and attractions in the downtown area.
- [Indy.Gov](#) is a hub of information about local government and happenings in neighborhoods throughout the city.
- [Develop Indy](#) is Marion County's local economic development organization. Develop Indy is dedicated to attracting new businesses, retaining and expanding existing businesses, and serving as a catalyst for capital investment and quality job growth in Indianapolis/Marion County

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a resume and a letter of interest addressing the themes in this profile. WittKieffer is assisting Indiana University Health in this search, which will remain open until an appointment is made. Application materials should be submitted using [WittKieffer's candidate portal](#). Nominations and inquiries can be directed to: Toni Davis at: tdavis@wittkieffer.com.

Toni Davis

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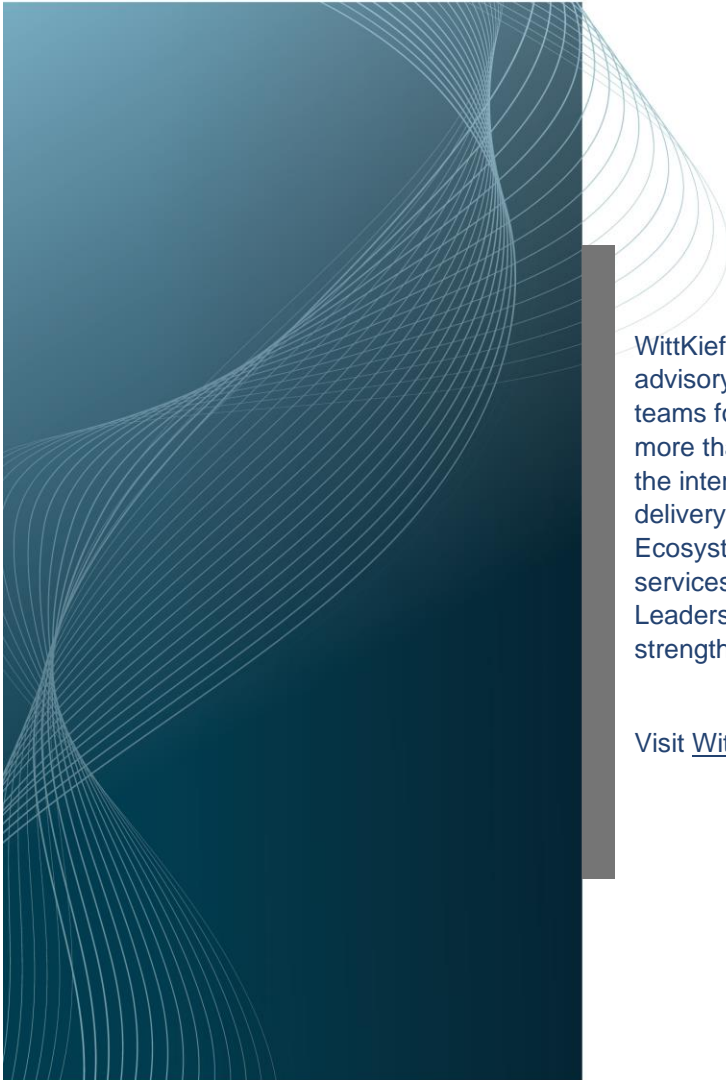
Mike Raddatz

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630. 575. 6106

Indiana University Health 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.

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 Indiana University Health 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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