



**Children's National®**

**Vice President, Enterprise Data,  
Analytics & AI**

Leadership Profile

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**WittKieffer**

## Contents

- 01** The Opportunity
- 02** Organization Overview
- 09** Position Summary
- 11** Goals and Objectives
- 12** Candidate Qualifications
- 13** Procedure for Candidacy

## The Opportunity

Children's National seeks a dynamic, distinguished leader to serve as its inaugural Vice President, Enterprise Data, Analytics & AI (VP). This is a transformational opportunity to empower the Children's National enterprise with trusted, timely, transparent, and accessible data and analytics to drive clinical excellence, strategic growth, advance research and innovation, and service to the community.

With the recent recruitment of a new President and CEO, Michelle Riley-Brown, data and analytics has been identified as one of the top organizational strategic priorities. The recruitment of the VP is a critical hire as it will be a highly visible role across the organization and will have a significant impact on the future growth and success of Children's National.

Reporting to the Executive Vice President and Chief Information Officer, the VP will collaborate with a broad group of stakeholders to set the strategic direction for data, analytics, and AI functions for the enterprise. The VP will ensure the data strategy aligns to and enables the mission and strategic plan of Children's National. The VP will oversee implementation of a data center of excellence and will work with leaders and staff to manage organizational data priorities. The center will be responsible for developing and implementing a unified data ecosystem, ensuring data management and governance, promoting data literacy, integrity, access and data-driven decision-making, and overseeing the management of data platforms. The VP will provide the leadership to evolve a data-driven culture while also developing strategic relationships with a wide variety of key leaders and other stakeholders.

The ideal candidate will be a visionary leader with a proven track-record leading enterprise analytics in a complex organization, preferably in healthcare. The VP will bring strong strategic and operational management, developing, mentoring and growing the team into a cohesive and highly productive data group to improve business, clinical and research operations. The VP will be a highly collaborative leader who possesses exceptional communication, relationship and team building skills, as well as the ability to lead change effectively and bring a systems approach to problem-solving, consensus-building and process improvement.

## Children's National Overview

Based in Washington, D.C., Children's National recently celebrated 150 years of pediatric care, research, and commitment to the community. In 1870, volunteers opened the hospital with 12 beds for children displaced after the Civil War. Today, Children's National has grown steadily into a \$1.5 billion enterprise that employs over 8,000 people and primarily serves the pediatric population across the Washington, D.C., Maryland, and Virginia region.

Children's National's main hospital is among the nation's top five children's hospitals and is nationally ranked across 10 children's specialties by *U.S. News & World Report*, including number one for newborn care for the sixth straight year. As the largest and premier provider of pediatric health care in the region, the health system makes a tremendous regional impact, providing more than \$143 million in uncompensated care annually and more than \$194 million in community benefit. The academic health system includes primary care centers, regional outpatient centers, and affiliated pediatric primary and specialty care practices throughout the D.C. metropolitan area, in addition to providing tertiary care in the main hospital. Internationally, Children's National is recognized for its high-quality services, research, and innovation, and serves as a care destination for children and families worldwide. Annually, Children's National provides care to families over 32 countries worldwide. While the pediatric health care market has experienced unprecedented change, Children's National has continued to grow and remains a leader regionally, nationally and internationally.

The hospital is also a three-time Magnet<sup>®</sup>-designated facility, demonstrating the highest standards of nursing and patient care delivery. Children's National is ranked number five in the nation by *U.S. News & World Report*. It is ranked number one for newborns and is the best pediatric hospital for neurology and neurosurgery in the Mid-Atlantic region. What's more, Children's National ranked in all 10 specialties, with top 10 honors in neurology and neurosurgery, cancer, nephrology, orthopedics, pulmonology and lung surgery, and diabetes and endocrinology.

In addition, Children's National has established and continues to grow a research and innovation institute to develop, advance, prevent, and treat pediatric diseases. The Children's National Research Institute (the "Research Institute") and the Sheikh Zayed Institute for Pediatric Surgical Innovation receives more than 70% of its research funding from federal agencies, including 60% from the National Institutes of Health.

Given the hospital's unique location in the nation's capital, Children's National has established many clinical support services for children at the NIH clinical center. Children's National has had an ongoing multi-million-dollar collaboration with NIH (NIAID) for clinical care and clinical research in immunology and related illnesses. This entails patient care and clinical research at Children's National facilities and has culminated in a highly regarded annual symposium on immunologic challenges in pediatric care (including COVID) jointly sponsored by NIH and Children's National. Building on that successful collaboration and our national leadership during COVID, the hospital's physician-scientists were awarded a unique contract to co-direct with NIH leadership a long COVID study in children involving six years of funded (\$40 million) follow-up.

To further its mission, Children's National has created various entities, including the Children's National Hospital Foundation, Safe Kids Worldwide, Children's School Services, the Pediatric Health Network, and Bearacuda RE.

In 2019, Children's National acquired the HSC Health Care System, a long-standing partner, that started as a small home for children that now focuses on special needs children. This integration enables Children's National the opportunity to provide seamless care to children and young adults with complex healthcare needs. This includes a special needs Medicaid health plan, pediatric post-acute hospital, and home health agency that serve children and young adults with complex healthcare needs.

Children's National is recognized as committed advocates for children on local, state and federal health policy through its Child Health Advocacy Institute (CHAI). Children's National is often the first at the table when pediatric healthcare legislation is being developed and have played a significant role in advocating for pediatric health, healthcare, and research.

## The Hospital

At the health system's center, located on the Sheikh Zayed Campus, the hospital contains 323 beds, including 66 beds dedicated to the neonatal intensive care unit, which is ranked number one in the country by *U.S. News & World Report*, and is recognized by the American Academy of Pediatrics with its Level IV designation. The hospital has more than 60 intensive care beds, a cardiac intensive care unit and the only pediatric neuro-intensive care unit in the Mid-Atlantic region. The hospital is home to the region's busiest emergency department and the only Level I Pediatric Trauma Center in the Washington, D.C. metropolitan area. The state-of-the-art East Inpatient Tower is designed to enhance family-centered care throughout the hospital.



The hospital also features a Level I Children's Surgery Center designated by the American College of Surgeons, Children's Surgery Verification Program; one of only 30 children's hospitals in the nation to achieve this distinction. The surgery center includes state-of-the-art operating rooms with wireless, robotic equipment for minimally invasive procedures, sophisticated monitoring and real-time 3D imaging. Children's National partners with regional hospitals within the service area to provide neonatal, cardiac and other types of specialty care. The hospital is renowned for its institutes and care centers, including the Heart Institute, Center for Cancer and Blood Disorders, Joseph E. Robert, Jr. Center for Surgical Care, Rare Disease Institute, Center for Neuroscience and Behavioral Medicine, Center for Hospital-Based Specialties and the Diana L. and Stephen A. Goldberg Center for Community Pediatric Health.

Children's National provides expert care through a convenient, community-based primary care network and specialty care locations in the D.C. metropolitan area, including the Maryland and Northern Virginia suburbs, providing 190,000 annual patient visits.

Children's National plays a critical role in developing the next generation of pediatric providers through a robust graduate medical education (GME) program. The GME office provides clinical training to 120 pediatric residents, eight dentistry residents, 12 child neurology residents and 154 pediatric specialty fellows, in addition to providing core pediatric training to 892 rotating GME trainees from the region's hospitals. Children's National's primary academic affiliation is with George Washington University School of Medicine, and the majority of faculty have academic appointments

are through GW. In addition, Children's National is the site for medical student education for both George Washington University and Howard University College of Medicine and provides the pediatric clerkships opportunities.

At Children's National, diversity in all forms (including, but not limited to, race, ethnicity, sexual orientation, gender identity, religion and disability status) is paramount to assuring exceptional educational programs and high-quality patient care. Of Children's National's current class of pediatric interns, 51% are underrepresented backgrounds, which is over three times the national average.

## Children's National - Global Reach

- 16 specialty care centers spread throughout Maryland, Virginia and Washington, D.C.; two ambulatory surgery centers in Maryland; plus, one joint venture ambulatory center in Virginia.
- 16 primary care offices located throughout Maryland and Washington, D.C.
- A satellite emergency department located on the United Medical Center campus in the Anacostia area of Washington, DC. Children's National's physicians also provide pediatric emergency care at Doctors Community Hospital's emergency department in Prince George's County, Maryland.
- Community hospital NICU partnerships: The division of neonatology, ranked number one in the nation, partners with community hospitals to extend the quality care offered at the Children's National's NICU to other areas of the Washington, D.C. metropolitan region.
- Children's National's telehealth program enables healthcare providers to help families, physicians and other healthcare partners receive care or guidance through phone consultations, secure video visits and distance learning and education.
- Children's National became the first pediatric hospital in the nation to form an in-house advocacy institute. The belief at the time was that in order to create an environment where children could grow up to fulfill their potential, a cohort of advocates was necessary to ensure systems and policy did not ignore the needs of the region's smallest residents. In 2007, Children's National became home to the country's first hospital-based department focused exclusively on child health advocacy, the Child Health Advocacy Institute (CHAI).

## The Research Institute

The Research Institute is the academic arm of Children's National. Today, over 600 faculty and staff work to improve the health and quality of life for children and families through dynamic, advanced and integrated research, innovation and education efforts.

In 2021, Children's National opened its state-of-the-art research campus on a nearly 12-acre portion of the former, historic Walter Reed Army Medical Center in Northwest Washington, D.C., combining its strengths with those of public and private partners including Johnson & Johnson Innovation LLC and Virginia Tech, along with industry, universities, federal agencies, start-up companies and academic medical centers. This makes the Northern Virginia, Washington, D.C., and



Baltimore metro area one of the nation's fastest-growing life science and biotechnology hubs. The campus is home to the Research Institute, Children's National's academic arm and leader in basic, translational and clinical research programs. Researchers conduct and promote translational and clinical medical research programs that lead to improved understanding, prevention, treatment and care of childhood diseases. Children's National has academic partnerships with Georgetown University, the George Washington University, Howard University, and the University of

Maryland. In recent years, Children's National has focused on commercializing some of the work and intellectual property that has resulted in the formation of over 20 companies two of which are located in the JLABS enterprise at the new research campus.

## Research and Innovation Centers and Institutes

- The Center for Genetic Medicine Research houses a highly interdisciplinary faculty, with nearly half of the physician-scientists coming from clinical divisions in the hospital. The center focuses on common health problems in Washington, D.C., as well as serving as an international referral site for rare disorders. The center provides services in these technologies to laboratories throughout the District and internationally, through a series of National Institutes of Health (NIH) Core grants. Drug development and experimental therapeutics are also a major focus. The center utilizes data from interdisciplinary studies of molecules and pathways to create interactive physiological models of human health and disease that provide novel insights about potential strategies for disease prevention and treatment.
- The Prenatal Pediatrics Institute (in initial launch phase) provides the most advanced and comprehensive prenatal pediatric care, prenatal services, genetic and prenatal counseling, and a fetal imaging program for unborn babies. The program offers pregnant families state-of-the-art, high-risk prenatal diagnostics and treatment in a compassionate and supportive environment. The multidisciplinary team knows the critical importance of care continuity across each individual patient's journey. The team works to ensure that expectant families receive the most accurate diagnosis and care planning, while providing information on topics like genetics and conditions that may affect an unborn child. Clinical care coordinators help families navigate appointments and care, ensuring clear and compassionate communication between patients, their care team and referring providers from the very first contact through delivery of the baby and beyond.
- The Rare Disease Institute is a first-of-its-kind center focused exclusively on advancing the care and treatment of children and adults with rare genetic diseases. This institute provides a medical home for patients and families seeking the most advanced care and expertise for rare genetic conditions that remain largely unknown to the general medical community. With 12 physicians and more than 8,500 visits annually, Children's National is home to the largest clinical genetics program in the United States. This institute coordinates the multidisciplinary care of children with genetic, metabolic and undiagnosed disorders in collaboration with primary care physicians and specialists from other divisions at Children's National. Additionally, every geneticist at Children's National works in concert with a genetic counselor to manage both the clinical and practical aspects of treatment.
- The Center for Neuroscience and Behavioral Medicine is one of the largest and most comprehensive pediatric neuroscience programs in the world. An expert care team works

together to treat all aspects of children's neurological care ranging from brain conditions, diseases and injuries to behavioral and developmental disorders. Children's National combines neuroscience with behavioral medicine to help children and parents better understand brain conditions and how they affect children's emotions and behavior. Cutting edge research and highly specialized clinical care from over 100 neuroscience and behavioral medicine experts working across the full spectrum of neurological conditions are also combined at Children's National.

## The HSC Health Care System

In 1883, The HSC Health Care System (HSC) began as a small home for children and has since grown into a system that focuses on special needs children. The mission of HSC is to provide and coordinate innovative, high quality, community-based care and advocacy for individuals with complex needs and their families. Today, HSC includes a pediatric specialty hospital (The HSC Pediatric Center), a special needs pediatric Medicaid health plan (Health Services for Children's with Special Needs), and a home health agency (HSC Home Care) that combine to serve and empower people with complex health care needs and eliminate barriers to health services. In 2019 and after years of collaboration, HSC became a wholly owned subsidiary of Children's National. The multi-year integration plan to advance care coordination and data integration across all entities, will result in seamless care for children and young adults with complex medical needs in Washington, D.C. and across the region.

## Children's National Hospital Foundation

The Foundation is the fundraising arm for the health system. The foundation supports physicians, nurses, clinicians and staff who are advancing pediatric medicine through expertise, innovation and excellence in care and research. The foundation works with individual donors, corporations and community organizations that share Children's National's dedication to improving the health of children. The Foundation is a 501(c)3 organization exclusively dedicated to Children's National, with a gold rating from Guidestar. Children's National is in the final stages of completing a \$500 million comprehensive fundraising campaign.

## Pediatric Health Network

The Pediatric Health Network (PHN), Children's National clinically integrated network, was established in June 2018 to transform health and healthcare for our region's kids and families. PHN represents collaboration between community pediatricians, Children's National and other community partners.

PHN has grown to more than 1,500 total members, including 523 primary care providers (PCPs), and over 1,000 specialty physicians from Children's National and Pediatric Specialists of Virginia (PSV). Of the 523 PCPs in the network, 381 are independent, community-based pediatricians based in DC, Maryland and Northern Virginia. The remaining 141 PCPs are affiliated with Children's National Pediatricians & Associates and the Goldberg Center for Community Pediatric Health.

## Awards/Recognition

- Ranked #5 in the Nation and #2 in neonatology by *U.S. News & World Report*



- Magnet<sup>®</sup>-designated for excellence in nursing by the American Nurses Credentialing Center
- Received the Sustainability Award by the D.C. Department of Energy & Environment for its work in reducing anesthetic gases.
- Human Rights Campaign Foundation names Children's National a LGBTQ+ Healthcare Equality Leader
- Ranked the 11th best children's hospital in the World by *Newsweek*
- Washingtonian names 68 Children's National Physicians to their 2021 list of "Top Doctors"
- *Northern Virginia* magazine Names 104 Children's National physicians to the list of "Top Doctors"
- Winner in the *Washington Parent* Picks for 2021 Hospital and Urgent Care Facilities category, voted on by parents in Washington, D.C., Maryland and Virginia
- Earned accreditation from the Association for Accreditation of Human Research Protection Program, Inc. (AAHRPP)
- Ranks #7 among pediatric institutions for NIH funding. More than 70% of their overall research funding comes from federal agencies.

## Mission, Vision, Values

### Mission

As the nation's children's hospital, the mission of Children's National is to excel in Care, Advocacy, Research and Education. We accomplish this through:

- Providing a quality healthcare experience for our patients and families
- Improving health outcomes for children regionally, nationally and internationally
- Leading the creation of innovative solutions to pediatric health challenges

### Vision

Children's National will lead the future of pediatric health through its clinical excellence, transformative research, innovation and service to the community.

### The Hospital's Child-Centered Vision

By incorporating feedback from our families, we have developed our first child-centered vision, which looks at the hospital experience through a child's eyes:

- Healing a child's body, mind and spirit takes more than medicine: It takes a team to fulfill a family's dream
- My hospital is a bright and happy place that feels like home
- My providers, my family and I are a team, and everyone's job is important

The way my hospital works is built around me  
 My providers don't all look alike  
 My hospital is my family's connection to everything I need for my health, whether they provide it  
 or blaze trail it

**Our Core Values**

The Core Values of Compassion, Commitment and Connection were cultivated directly from Children's National employees. The eagerness to create an exceptional patient experience, serve with integrity and develop inclusive relationships is the culture we at Children's National have defined among ourselves.



**Diversity, Equity and Inclusion**

Children's National places a priority on building and sustaining a culture that leverages differences to achieve excellence. The health system promotes and practices compassion, commitment and connection in order to create strong partnerships with the community, staff members, vendors, patients and their families.

Children's National Diversity, Equity and Inclusion position statement

At Children's National, we stand for diversity, equity, and inclusion. We strive to foster, nurture, and sustain a culture where everyone feels welcomed and respected at work and we champion these values in our community. Our continued commitment to each other and all the families we serve is central to our mission.

## Position Summary

The Vice President, Enterprise Data, Analytics & AI is an executive leader that has the primary enterprise accountability of the organization's data and analytics assets to drive value for the enterprise. This includes creation and management of data and analytics strategy, and execution of related programs and practices that drive measurable business outcomes. This role involves establishing, leading, and operating the function; developing talent and mature data and analytics culture; building trust and managing data; and evolving technology capabilities.

## Reporting Relationships

Reports to the Executive Vice President and Chief Information Officer, Matt MacVey.

## Responsibilities

The successful Vice President, Enterprise Data, Analytics & AI candidate will:

- Build partnerships with executive leadership to establish the vision for managing data as a business asset — to exploit data, analytics, and AI capabilities to maximize the value derived from data assets.
- Identify and evaluate emerging data strategies and technologies, and the ability to apply them in key clinical, operations, and research goals.
- Define data and analytics vision, strategy, and associated practices. Lead the creation (and assure the ongoing relevance) of the organization's data and analytics strategy in collaboration with the key leaders across the organization.
- Lead data-driven innovation for the enterprise, including investigation, adoption, and exploitation of artificial intelligence.
- Institute an enterprise operating model for data, analytics and AI that is consistent with the capabilities and competencies required to execute the strategy.
- Oversee the development and deployment of the enterprise's data and analytics platform for digital business.
- Expand the organization's research and analytics offerings, especially in emerging analytical approaches, skills, and technologies, focusing on accelerating digital business innovation and transformation.
- Foster the creation of a data-driven culture, related competencies, and data literacy across the enterprise.
- Exercise influencing skills across the organization to support and encourage widespread adoption and usage of a broad spectrum of data assets and tools.
- Lead these transformation efforts by developing Data, Analytics and AI talent and maturing the capability of the organization.

- Oversee delivery models, methods, and practices for creation of data products and to ensure consistent application and use of data and analytics solutions.
- Create and oversee a centralized data management service for sourcing data to ensure quality, traceability, timeliness, usability, and cost-effectiveness.
- Establish and maintain trust in data assets by instituting governance mechanisms for data and algorithms used for analysis, analytical applications and automated decision making.

## Goals and Objectives

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

- Partner with senior management and become fully integrated into Children's National. Be perceived as a solid team player who has credibility, integrity and contributes broadly as a subject matter leader for data, analytics and artificial intelligence.
- Fully evaluate the existing data analytics environment and lead in the development of a vision and execution of the strategy for data and analytics that is aligned with the vision and strategic priorities of Children's National.
- Build trust, credibility and strong relationships with the business, research and clinical leaders across Children's National to identify and address their data and reporting needs.
- Enable a culture that energizes and is supportive of staff and offers career growth and development opportunities to aid in recruitment and retention.
- Develop standards, principles and governance as it relates to data usage, access and intelligence and create a center of excellence in data which democratizes data thus enabling data access for end users and providing insight and actionable information leading to an agile, data driven organization in support of operational excellence and performance improvement.
- Promote the adoption of a unified data platform and tools and evangelize the capabilities and value that data and analytics can provide the organization.

## Candidate Qualifications

### Education/Certification

Bachelor's or Master's degree in Computer Science, Information Systems, Business Administration, Healthcare Management, or a related field required. Master's Degree or higher preferred.

### Knowledge and Work Experience

#### Required

- Minimum 10 years of experience in data management or analytics, including successful leadership of an organization of similar complexity; preferably in a healthcare setting.
- Expertise in developing enterprise-class data and analytics architectures, solutions and services.
- Experience with data, analytics and AI tools and techniques, and the ability to translate data into actionable insights and/or performance improvement.
- Acumen for strategic business and technology planning and execution, including policy development and maintenance.
- Demonstrated ability to lead and inspire teams in the development and execution of data and analytics strategies.
- Experience successfully executing complex projects with multiple stakeholders and cross-functional/business team members.
- Demonstrated ability to influence change in a complex environment with diverse stakeholders.
- Demonstrated ability to lead and mentor staff in a team environment where collaboration, engagement, and knowledge transfer are critical.
- Flexibility, adaptability, and tenacity with the ability to meet deadlines, prioritize demands, and effect creative problem solving.
- Robust analytical capabilities with the ability to support decisions and strategy with facts and data.
- Excellent communication skills, with the ability to explain complex data concepts to non-technical stakeholders.

#### Preferred

- Academic qualification or professional training and experience in legal and regulatory areas are also desirable.
- Experience working within a healthcare community and culture.

- Experience in integrating complex, cross-corporate processes, and information strategies, and/or designing strategic metrics and scorecards.
- Strategy and management consulting experience desirable.
- Demonstrated ability to create a culture of innovation across an organization.
- Proven experience driving new ideas, technologies and capabilities.
- Entrepreneurial spirit and interest in commercializing data innovations.

## **Leadership Skills and Competencies**

### **Deliver**

- Set and achieve division goals.
- Set the division budget and assign resources accordingly.
- Reinforce a culture of exemplary safety, quality, and service by providing resources and resolving interdepartmental coordination needs.

### **Engage**

- Clearly communicate organizational strategies and priorities to the division and act as a voice for staff with executives.
- Make the organizational and cross-functional decisions and connections needed to maintain high performance.
- Monitor and plan for long-term talent and culture needs.
- Align and develop leadership talent to the short-and long-term needs of the organization.

### **Grow**

- Promote a culture of continuous learning and problem-solving.
- Recognize and share innovation and improvement.
- Establish long-term innovation and operational improvement strategies.
- Monitor and grow the division's capacity for change.

## Procedure for Candidacy

Inquiries, nominations and applications are invited. Please direct all application materials to Rachel Polhemus, Nick Giannas or Scott Dethloff via the WittKieffer Candidate Portal [here](#). Inquiries and nominations may also be directed to the consultants through the portal or [sdethloff@wittkieffer.com](mailto:sdethloff@wittkieffer.com).

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*Children's National 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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