



## Associate Chief Medical Information Officer

### Leadership Profile

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*Prepared by Wendy Kerschner, Zachary Durst*



*WittKieffer*

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## The Opportunity

Cook Children's Health Care System seeks a strategic and influential physician executive to serve as its Associate Chief Medical Information Officer (ACMIO). The ACMIO, alongside other senior leaders at Cook Children's, will profoundly influence the health system and the broader community. This position offers an informatics leader a unique and compelling opportunity to assume a pivotal leadership role within one of the nation's leading and rapidly expanding children's hospitals.

The ACMIO will be a crucial contributor to strengthening the connection between IT and the clinical community, advancing informatics and technology to better meet the needs of clinicians and the pediatric patients they serve. A key part of their role will be managing physician engagement across the organization, playing a vital role in growing the IT Medical Director Program and enhancing the informatics knowledge base within this group.

The ACMIO will collaborate with clinical application peers to develop education and provide at-the-elbow support for physicians throughout the organization. They must be a strong leader capable of integrating themselves into the clinical setting, fostering strong partnerships, and establishing credibility to advance new initiatives. This person should be a skilled change agent, adept at building consensus while maintaining momentum amidst competing priorities.

The incoming ACMIO must be dedicated to delivering world-class clinical care to the pediatric populations served by the organization. This is a key aspect of the role, and the ACMIO will collaborate directly with senior leadership, physicians, nurses, technology leaders, and others on initiatives aimed at improving patient outcomes. Situated in one of the country's fastest-growing metropolitan areas, the ACMIO will have the chance to establish partnerships with regional and national informatics collaborators. The incoming ACMIO must have an M.D. or D.O. with a strong background in clinical practice. Current clinical practice is required.

## Organization Overview

### Cook Children's Health Care System

Cook Children's is a \$2.1 billion integrated child health system located in Fort Worth, Texas. The system combines the art of caring with the use of leading technology and extraordinary collaboration to provide exceptional care for every child, every day. With more than [60 primary, specialty and urgent care locations](#) throughout Texas, families can access top-ranked specialty programs and a network of services to meet the unique needs of their children.

The system is comprised of the following nine companies:

- Cook Children's Health Care System
- Cook Children's Medical Center Fort Worth
- Cook Children's Medical Center Prosper
- Cook Children's Physician Network
- Cook Children's Home Health care
- Cook Children's Pediatric Surgery Center
- Cook Children's Health Plan
- Cook Health Services, Inc.
- Cook Health Foundation

### Cook Children's Medical Center Fort Worth

Cook Children's Medical Center Fort Worth is a nationally recognized and Magnet-designated hospital with 486 licensed beds providing state-of-the-art technology to more than 30 specialties and subspecialties. One of the largest freestanding pediatric medical centers in the country, Cook Children's main campus in Fort Worth is located in Tarrant County, which continues to experience high levels of population growth.



In fiscal year 2021, which ended September 30, 2021, Cook Children's Medical Center Fort Worth experienced 263,693 Emergency Department/urgent care visits and 10,495 admissions and performed 3,984 inpatient surgeries.

## Cook Children's Medical Center Prosper

Cook Children's Medical Center Prosper is the first hospital in over a 105-year history to be built outside of the flagship medical campus in Fort Worth. This state-of-the-art facility just recently went live in 2023 and features 25 licensed beds and specialty clinics that are focused exclusively on the patient and family experience. Located in Collin County, the Cook Children's Medical Center Prosper is in the heart of one of the fastest growing regions in Texas. Plans are already underway to continue expansion of the hospital and specialty clinics.



## Cook Children's Physician Network

Cook Children's Physician Network employs over 400 primary care physicians and pediatric specialists with offices in Tarrant, Denton, Parker, Johnson and Hood counties. Through the network, Cook Children's has established physician offices in several medically underserved, predominately low-income neighborhoods. The neighborhood clinics in these areas are able to provide a medical home to families who might normally frequent the Emergency Department for routine medical care. In fiscal year 2023, 124,959 patients were seen in a neighborhood clinic. The network also has increased access to pediatric specialty care through outreach clinics in many communities in North and West Texas. In total, CCPN records more than one million patient encounters a year through the medical center, neighborhood clinics, primary care offices, specialty clinics and outpatient settings. In fiscal year 2023, this included 648,728 pediatric office visits and 784,144 specialty care visits.

## Cook Children's Home Health Care

Cook Children's Home Health Care offers individual care plans to meet the diverse needs of kids in the comfort and convenience of their own homes. Home Health pharmacists, orthotic and prosthetic practitioners, nurses, social workers, respiratory therapists and occupational, physical and speech therapists are trained in the science of pediatric home care. In fiscal year 2023, Cook Children's Home Health Care provided 20,629 home health rehabilitation visits and 2,080 home health nursing visits.

## Cook Children's Pediatric Surgery Center

Cook Children's pediatric surgery centers offer a dedicated staff skilled in a full range of pediatric surgery services. Three facilities—located in Fort Worth, Hurst and Prosper—are built around the needs of children and a team of pediatric surgeons, anesthesiologists, nurses, Child Life specialists and other caregivers are devoted to treating kids.

In fiscal year 2023, 15,025 outpatient surgeries were completed across the system.

## Cook Children's Health Plan

Cook Children's Health Plan is a Medicaid health plan providing coverage to CHIP, STAR and STAR Kids (Medicaid) members within a six-county area of the Tarrant service area. Through CCHP, over 180,000 members receive access to over 1,455 primary care providers, more than 2,550 specialists and 55 hospitals in the network. Although the majority of members are children, CCHP also covers pregnant women, disabled adults and other qualifying members.

## Expanding the Footprint

In 2018, Cook Children's broke ground on a new primary care office and north campus location in Prosper, Texas. The north campus location began offering primary and urgent care services in the fall of 2019. In the spring of 2020, it expanded to include an ambulatory surgery center, medical office building and outpatient imaging. In January 2023, the inpatient pediatric hospital with intensive care services, an emergency department, operating rooms and medical/surgical unit opened their doors.

To meet the needs of the rapidly expanding population in Fort Worth, Cook Children's also broke ground in 2018, on Cook Children's Pediatrics - Walsh Ranch. This has officially opened and is providing primary, specialty and urgent care services.

## Clinical Research at Cook

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

There are two types of research at Cook Children's: investigator-initiated research and externally sponsored research.

**Investigator-initiated research** is conceived and designed by a Cook Children's staff member and is conducted solely at Cook Children's. With these projects, the investigators are responsible for coordinating and facilitating the entire project life cycle. This includes the research design, initiation and conduction of the study, as well as analysis and publication of the clinical research. These are most often smaller-scale studies aimed at evaluating drugs already on the market or providing open access to drugs in development that are not otherwise available.

**Externally sponsored research** is conceived, designed, initiated and managed by a non-Cook Children's investigator or company. Sponsors contract Cook Children's to recruit individuals to participate in their trials. These are most often large pharmaceutical trials or collaborative group trials studying drugs, procedures or medical devices in development for the purpose of bringing new therapies to the market. Also, clinical research



involves the study of the biology of many diseases via tests on blood and tissue so that we can learn more about the specific disease and how best to treat patients.

## Technology at Cook Children's

### Telehealth

Cook Children's has been using telemedicine and telehealth technologies since 2004.

Virtual care has grown such that physicians in the health system now have the ability to consult with other clinicians in outlying areas of the care area, provide after-hours visits in patient homes as well as conduct virtual visits at numerous school partners in the region. No matter the place, the virtual care program exists for patients across the region.

### Epic EHR

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

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

### How Cook Children's Measures Up

Cook Children's transformed the way it delivers care to families and shares important health information among physicians with the launch of Epic. Organizations using Epic are awarded Gold Stars for their percentage of completion of more than 700 different implementation and optimization efforts. Fewer than 10 percent of all Epic organizations achieve a score of eight gold stars or higher. In the 39-year history of Epic, there has never been a pediatric customer to achieve eight gold stars ... until now! Cook Children's is the first.

### Cook Children's Information Services team is wired

The College of Healthcare Information Management Executives (CHIME) named Cook Children's to its 2023, Healthcare Most Wired list as a Level 9 organization for maximizing the capabilities of information technology to improve quality care and patient safety. This was the health system's eighth year in a row receiving this national honor.

For more information, visit [www.cookchildrens.org/](http://www.cookchildrens.org/)

## Position Summary

The Associate Chief Medical Information Officer (ACMIO) provides physician leadership to support the ongoing optimization of the enterprise-wide, integrated electronic health record (EHR) and other clinical information systems that support the delivery of quality patient care across all the communities that Cook Children's Health Care System (CCHCS) serves. The ACMIO assists the CMIO as the liaison between clinicians and information systems (IS) and will take a supporting role in developing requirements for implementing solutions that positively impact patient care, reduce provider burden, increase efficiency, or a combination of the three. The ACMIO leads and/or facilitates multi-disciplinary committees to ensure that a diverse group of clinicians has appropriate levels of participation in clinical IT implementations and in the governance of technology decisions. The ACMIO participates in appropriate medical staff committees to ensure that physicians and medical staff committees have a voice in the requirements for, and knowledge of, clinical IT system changes. The ACMIO will work in partnership and collaboration with system entities such as Quality & Safety, Research, Medical Staff leadership, Medical Center leadership, Physician Network leadership and other system leaders.

### Reporting Relationships

This position will report to the Chief Medical Information Officer.

### Responsibilities

The successful Associate Chief Medical Information Officer candidate will:

#### Systems development and implementation

- Manage desires, demands and expectations of clinical users
- Use informatics to support reduction of risk in clinical operations and minimize risk that arise from new IT systems
- Work closely with users of IT systems to enhance the effectiveness and efficiency of the clinical staff and to meet organizational needs and optimize clinician workflow
- Work closely with IS on architecture and technology platforms that best support patient care and clinician workflow
- Develop, maintain and enforce information standards and policies to support the above (Medical Staff by-laws, etc.)
- Development of the clinical requirements for and lead roles in the implementation of physician-oriented IT clinical projects such as CPOE, ambulatory EMR and any electronic physician documentation

#### Strategic and tactical planning

- Actively participate in IS department management activities
- Participate in IS tactical planning to meet strategic objective in the organization's 5-year strategic plan
- IT governance-maintain alignment of clinical IT systems and proposals with the organization's strategic plans
- Ensure that IT developments are in line with global trends in medicine, informatics and information technology
- Participate on IT governance committees



- Participate in the development of portal technologies enterprise-wide and in the governance of eHealth requests to pursue that technology

#### **Communications with physicians and other stakeholders**

- Participate in specified medical staff committees and other committees as assigned
- Develop and maintain good relationships and empathy with key physicians, the CNO, other medical center physician network leaders and other clinical leaders across the organization
- Listen and learn from stakeholders
- Develop communication plans to maintain frequent communications with the Medical and Nursing Staff to augment support for clinical IT projects
- Be visible and available to physicians and other key stakeholders

#### **Stakeholder engagement**

- Work closely with the IS Project Management Office to ensure alignment of priorities for all technology projects and proposals
- Engage stakeholders (clinical leaders, executive management, IT, clinicians, ancillary workers and patient families) to ensure tactical alignment of clinical systems with patient, clinical and organizational needs

#### **Education and training**

- Educate physicians and other clinicians on informatics
- Ensure adequate training and communications are planned for before and during technology implementations including one-on-one training for physicians where appropriate
- Identify and articulate resource needs for successful training

#### **Leadership**

- Promote collaboration and candid dialogue across organization
- Take advantage of opportunities for visible leadership roles as they arise

#### **Capacity building**

- Participate in local, regional, and national level advocacy to build up wider support for informatics

## Goals and Objectives

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

- Establish yourself as a credible, trusting and highly collaborative leader amongst clinical staff, technology teams and administrative leadership at the health system.
- Collaborate with the CMIO to manage physician engagement, ensuring effective communication and coordination across the health system. Support the growth of the IT Medical Director program by developing and implementing educational programs to raise the base knowledge of medical directors, particularly those without prior experience in IT or informatics.
- Enhance end-user engagement by increasing their involvement and satisfaction with IT systems and fostering a supportive environment for feedback and suggestions.
- Develop a network of subject matter experts (SME) across the organization to support various departments and promote the sharing of knowledge and best practices.
- Identify and promote opportunities for data and research, encouraging data-driven decision-making and leveraging research opportunities to benefit from IT enhancements.
- Foster engagement and networking with other organizations to share knowledge and strategies, representing the organization at external conferences and events. Drive external partnerships by identifying and pursuing collaborations with external organizations, leveraging these partnerships to enhance IT capabilities and resources available to physicians.

## Candidate Qualifications

### Education/Certification

- Licensed physician with medical experience - MD or DO
- Board certification in clinical informatics preferred
- In lieu of graduate training in informatics, a minimum of two years of work experience with medical information systems will be required (i.e., physician champion, IT medical director, etc.)

### Knowledge and Work Experience

- Experience with health care information systems
- Project management experience and/or an understanding of project management principles is highly desirable
- Experience in strategic technology planning, execution, and policy development
- Understanding of business/clinical process redesign

### Leadership Skills and Competencies

- Exceptionally self-motivated and directed
- Excellent interpersonal skills
- Keen attention to detail
- Excellent written and oral communication skills
- Strong tactical skills
- Basic understanding of computer systems characteristics, features, and integration capabilities
- Superior analytical, evaluative, and problem-solving abilities
- Superior understanding of the organization's goals and objectives
- Ability to set and manage priorities judiciously
- Leadership ability
- Ability to articulate ideas to both technical and non-technical addressees
- Ability to motivate in a team-oriented, collaborative environment
- Some knowledge of data processing, hardware platforms, enterprise software applications, and outsourced systems

## The Community

### Fort Worth, Texas

Fort Worth is the 11th-largest city in the United States and the fifth-largest city in the state of Texas. The city is located in North Texas. It is the county seat of Tarrant County, covering nearly 350 square miles into three other counties: [Denton](#), [Parker](#) and [Wise](#). According to the 2022, census estimates, Fort Worth's population is 956,709. The city is the second largest in the Dallas–Fort Worth–Arlington metropolitan area (the "DFW Metroplex"), fourth most populous metropolitan area in the United States.

The city is stimulated by several university communities: [Texas Christian University](#), [Texas Wesleyan](#), [University of North Texas Health Science Center](#) and [Texas A&M University School of Law](#), as well as many multinational corporations, including [Bell Helicopter](#), [Lockheed Martin](#), [American Airlines](#), [BNSF Railway](#), [XTO Energy](#) and [Alcon](#).

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

The city is also great for an outdoor lifestyle. Fort Worth has over 200 parks and is home to [Fort Worth Botanic Garden](#) and the [Botanical Research Institute of Texas](#) are also in the city. For those interested in hiking, birding or canoeing, the Fort Worth Nature Center and Refuge in northwest Fort Worth is a 3,621-acre preserved natural area designated by the Department of the Interior as a National Natural Landmark Site in 1980. The Nature Center has small, genetically pure bison herd, a resident prairie dog town and the prairie upon which they live. It is one of the largest urban parks of its type in the U.S. Additionally, the [Fort Worth Zoo](#) is home to over 5,000 animals and has been named as a top zoo in the nation by Family Life magazine, the Los Angeles Times and USA Today; it has been ranked in the top 10 zoos in the United States.

While much of Fort Worth's sports attention is focused on the Metroplex's professional sports teams, the city has its own athletic identity. The [TCU Horned Frogs](#) compete in [NCAA](#) Division I athletics; the football team is consistently ranked in the top 25, and the baseball team has competed in the last four of the last five NCAA tournaments. [Texas Wesleyan University](#) competes in the [NAIA](#) and won the 2006 and 2017, NAIA Division I Men's Basketball championship and the [National Collegiate Table Tennis Association](#) (NCTTA) Coed team championship 14 times since 2004. Fort Worth is also home to the NCAA football [Bell Helicopter Armed Forces Bowl](#), as well as two minor-league professional sports teams.

For additional information, consult the following websites:

[www.fortworth.com](http://www.fortworth.com)

[www.sundancesquare.com](http://www.sundancesquare.com)

[www.tarrantcounty.com](http://www.tarrantcounty.com)

## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include a CV/resume.

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting Cook Children's Health Care System with this recruitment, preferably via e-mail, to [wkerschner@wittkieffer.com](mailto:wkerschner@wittkieffer.com).

Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button.

**Zachary Durst**

**Consultant**

**(630) 575-6956**

**Wendy Kerschner**

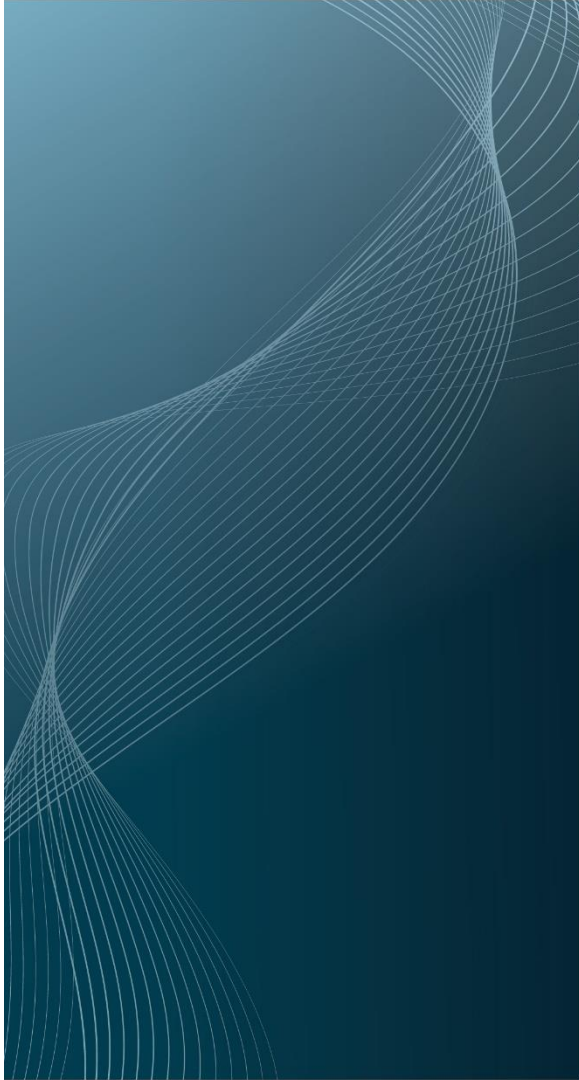
**Senior Associate**

**(630) 575-6909**

*Cook Children's Health Care System 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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