



# UVA Health

## Chief Medical Information Officer

Leadership Profile

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*WittKieffer*

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## The Opportunity

UVA Health seeks a dynamic, distinguished executive to serve as its next Chief Medical Information Officer (CMIO). This is a unique opportunity to support UVA Health's vision is to be the nation's leading public academic health system and a best place to work while transforming patient care, research, education, and engagement with the diverse communities it serves.

Reporting to the Chief Information and Technology Officer (CITO), the CMIO will work in a dyad partnership with the Chief Nursing Information Officer (CNIO) to develop and deploy sound, clinically relevant technology solutions that promote standardization and high quality, efficient patient care across both the academic medical center and community hospitals. The CMIO will actively participate at the enterprise level as a member of the health IT department leadership team and other IT & Clinical groups to align technology and clinical needs of the entire health system.

The CMIO will play a key leadership role in the optimization of health information systems by building on UVA Health's strong foundation of advanced clinical care. The CMIO will review proposed IT initiatives in terms of their impact on clinicians at all sites, working closely with IT staff, physician informaticians and nursing informatics, among others, while being sensitive to organizational priorities and fiscal impacts.

The role involves direct supervision of physician liaisons/trainers and Associate CMIOs and will be a highly visible leader with physician executives, administrative leaders, the IT peers. The CMIO will also take a lead role in identifying opportunities to apply technologies that fully leverage interaction to provide positive healthcare outcomes.

The ideal candidate must be an experienced informaticist who is adept at evangelizing clinical technologies, but also capable of contributing more broadly to the strategic goals of the organization. They will have an appreciation for, and desire to work closely with, the research enterprise at a world class academic medical center and promote the vision which aims to fully align and invest in clinical, research, education and community missions across the continuum of care.

## Organization Overview

UVA Health's vision is to be the nation's leading public academic health system and a best place to work while transforming patient care, research, education, and engagement with the diverse communities it serves. UVA Health is an expansive network comprised of the UVA Medical Center, UVA Community Health (including hospitals in Culpeper, Prince William, Haymarket, and a community medical practice), UVA School of Nursing, UVA School of Medicine, University of Virginia Physicians Group, Claude Moore Health Sciences Library, and other strategic partnerships and alliances.

### Key Statistics

- \$3.8 billion in annual operating revenue
- >1,000 inpatient beds
- 41,000 inpatient admissions per year
- 1.8 million clinic visits per year
- 16,000 employees
- 615 Advanced Practice Providers and 1,357 Physicians for a total of 1,972 providers
- \$233 million in annual research funding
- 1023 students in the School of Medicine
- 798 students in the School of Nursing
- 761 residents and fellows
- 16-degree programs in UVA's School of Medicine and Nursing

### Key UVA Health Facilities

- Six Hospitals
- Charlottesville - 696 beds
- Culpeper - 70 beds
- Prince William - 130 beds
- Haymarket - 60 beds
- 50-bed Transitional Care Hospital (LTACH)
- 50-bed Rehabilitation Hospital (UVA Encompass Health Rehabilitation Hospital)
- Battle Building (Children's Outpatient Services and Outpatient Surgery)
- 12 operating rooms
- Emily Couric Clinical Cancer Center
- Ivy Road Orthopedics Center
- Six operating rooms
- Monticello Community Surgery Center
- Four operating rooms, one procedure room
- 100+ primary & specialty care clinics

Additionally, UVA Health has several signature programs, including the only comprehensive cancer center in Virginia, the #1 children's hospital in Virginia with a level IV NICU, a level I trauma center, and the only comprehensive transplant center in Virginia for adults and children.

### Other Assets or Partnerships

- Strategic Clinical Affiliation with Centra Health in Lynchburg, VA (Kidney Transplant, Malignant Hematology)
- JOA in Pediatric heart (Children’s Hospital of The King’s Daughter, VCU Health)
- JOA in Stereotactic radiosurgery (Winchester Medical Center, Riverside Health, Chesapeake Regional Medical Center)
- Stem cell transplantation programs in Lynchburg and Northern Virginia
- Pediatric clinical integrated network (CHKD, independent community providers)
- Partnership with Encompass (rehabilitation hospital)
- Dialysis (11 units throughout central Virginia)
- Home Health agency (wholly owned)
- Hospice (partnership with Hospice of the Piedmont)

UVA Health has a long and storied history beginning almost two centuries ago. The School of Medicine was founded in 1825, six short years after Thomas Jefferson founded UVA, becoming the 10th medical school in the nation. UVA Health continues to expand at an incredibly rapid rate and invest significant resources across all missions. Just over the past two and a half years, UVA Health has opened a new 84-bed tower, acquired a free-standing ambulatory surgery center, opened a 200,000 square foot orthopedic center, acquired three community hospitals as well as a physicians organization in Northern Virginia, became the #1 children’s hospital in the state and successfully achieved comprehensive status for its NCI designated cancer center.

### UVA Health Strategic Plan

As a milestone in its almost 200-year history, UVA Health just completed its first-ever enterprise-wide strategic plan encompassing all of UVA Health’s four mission areas (clinical care, education, research, and community). [The 2022-2032 One Future Together | Health & Hope for All](#) plan is an extension of the [University’s 2030 Great and Good Strategic Plan](#). The plan recognizes the transformative potential of a fully integrated academic health system and provides a blueprint to achieve our vision.



For more information, please visit: [www.uvahealth.com](http://www.uvahealth.com)

## University of Virginia

UVA Health is a fully consolidated part of the University of Virginia. The university is an iconic public institution of higher education, boasting nationally ranked schools and programs, diverse and distinguished faculty, a major academic medical center, and a proud history as a renowned research university. The community and culture of the university are enriched by active student self-governance, sustained commitment to the arts, and a robust NCAA Division I Athletics program. In its third century, the University of Virginia offers an affordable, world-class education consistently ranked among the nation’s best. It is currently #3 in U.S. News & World Report’s 2023 Best Public National Universities.

The university’s endowment, an essential source of permanent support, ranks among the top five largest public institutions of higher learning and is among the top 20 U.S. colleges and universities. Financial leaders at UVA have designed and implemented a highly efficient debt structure, making UVA one of only four public institutions with a AAA bond rating from all three rating agencies - Moody’s Investor Services, Standard & Poor’s, and Fitch Investor Services.

For more information, please visit: [www.virginia.edu](http://www.virginia.edu)

## Position Summary

The CMIO will lead enterprise informatics in partnership with the CNIO to develop a strategy and roadmap that aligns with organizational goals, mission and values. The CMIO will seek to deploy sound, clinically relevant technology solutions that promote standardization and high quality, efficient patient care. The CMIO is a member of the health system IT leadership team. They are a highly visible executive and will partner very closely with the Chief Clinical Officer, Chief Medical Officers and other medical leaders. The CMIO will create the informatics structure that allows for the engagement of hospitals and departments in the adoption, optimization and deployment of clinical technology solutions.

## Reporting Relationships

- Reporting to the Chief Information and Technology Officer (CITO)
- Reports include the Associate CMIOs and physician informatics team

## Responsibilities

The successful Chief Medical Information Officer candidate will:

- Support leadership in promoting the use of information technology among medical staff members and departments. They are also accountable for driving activities to improve clinician EMR utilization, efficiency and burn-out concerns in conjunction with the other leaders within the organization
- The CMIO works in partnership with Health Information Technology Project Teams to translate clinician requirements into specifications for new clinical systems and communicates change and drives adoption of new implementations. The CMIO works with the CNIO and Nursing IT leadership to assure an integrated and effective clinical workflow across disciplines in all clinically related digital systems
- The CMIO aligns informatics with the priorities and strategic plan of the organization as it effects technology and is responsible in collaboration with the CIO, CNIO and other technology leaders for the execution of the IT portfolio. This includes the planning, strategy and execution of project activities
- Recognizing UVA Health is both academic and community based, this role will represent all aspects and constituents. The CMIO is accountable for creating alignment on clinical EMR workflows where appropriate and also providing support for those workflows that should operate differently
- The CMIO will Chair, or Co-Chair, physician advisory groups to provide broad-based input and alignment into the design of the clinical information systems that support excellence in patient care
- They will maintain critical, positive relationships with academic and community medical center CMOs to ensure all clinicians are heard in the development of clinical information systems

- Responsible for the development of applications and technologies that provide clinical decision support resources including Physician Order Entry, Clinical Rules, Physician Clinical Documentation, Clinical Applications of workflow engines, AI & RPA
- Empathize, understand and advocate appropriately for physician needs so as to drive consensus in support of broader IT initiatives. The CMIO must be highly responsive to users needs, including training, to assure widespread acceptance and provider use of the clinical systems
- Keep abreast of national medical informatics trends, experiences, and approaches, bringing those technologies and processes that may benefit UVA Health in terms of patient safety, quality or clinician efficiency/effectiveness
- Develop technical and application implementation strategies and assists in the development of strategic plans for clinical information systems
- Ensure alignment on tactics between IT, academic and community partners while involving all appropriate areas needed such as cybersecurity, compliance or quality
- Lead the development and ongoing review of clinical technology "rules" supporting patient care and protocol research. In collaboration with CNIO and others, designs clinical system features that maximize communication effectiveness between referring physicians and affiliates
- Work with knowledge management and QPI Leadership across the health system to design and evaluate the collection of data for clinical purposes, including tracking and interpretation of outcomes



## Goals and Objectives

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

- Develop and implement a strategic plan for the application of informatics across the UVA Health enterprise that aligns with the overall mission and priorities of UVA Health. Garner consensus across senior leadership, physician leadership and front-line clinical staff to ensure its successful implementation
- Develop personal and professional credibility, gain respect, and build trust internally and externally. It is essential that the CMIO promote a culture of accessibility and integrate themselves into the UVA Health culture
- Optimize the current Epic EMR system to ensure standardization of processes, technology and governance across both the academic medical center and community hospitals
- Engage with other leaders and the appropriate governance groups in the prioritization of IT investments with a focus on both fiscally responsible and creative solutions
- Work with clinicians, executives, and members of IT to create governance around all areas of physician documentation, enterprise data analytics, EMR adoption, and clinical care
- The CMIO must quickly assimilate and familiarize themselves with ongoing technology initiatives with the goal of providing valuable insight. This includes developing strong relationships with IT leadership peers. On the clinical side, the CMIO must establish relationships with leaders to ensure the effective utilization of clinical systems to translate new and innovative care models into practice in a manner that is positive to the clinician experience
- Work with research leaders to align informatics between the health system and university enterprise. Develop the appropriate safeguards and mechanisms to provide data to the research community in an effective manner

## Candidate Qualifications

### Education/Certification

- MD or equivalent degree
- The CMIO must be a licensed physician with a robust history of medical practice

### Knowledge and Work Experience

Experience with and knowledge of medical informatics, including:

- Deep knowledge of Epic EMR functionality & features
- Prior experience building an informatics strategy
- Experience in health systems Health Delivery Systems
- Experience in implementing evidence-based patient care models within clinical technologies
- Prior experience in clinical workflow analysis, process redesign, and quality improvement
- Demonstrated ability to build strong relationships with both clinical and technology peers
- Deep understanding of change management and how to drive consensus
- Ability to lead complex initiatives through project management
- Understanding of financial planning and budgeting to ensure fiscal responsibility of informatics resources
- Has a strong understanding of the Electronic Medical Record and the associated systems that support clinical care, education and research

### Leadership Skills and Competencies

- Recognized among a wide variety of peers for clinical expertise/knowledge
- Understanding of how to improve clinical decision support models
- A passion for continuing to improve healthcare IT, making it more intuitive, and less time consuming for clinicians
- Able to forge strong, long-lasting relationships throughout multiple levels across UVA Health
- Ability to assume a UVA Health wide approach (no campus bias) in setting priorities as well as working with colleagues
- Understanding of how to process and problem-solve complex organizational needs

- Ability to broker optimal solutions in the face of varying and contrary opinions – Excellent “people skills”
- The ability to confidently present information at various leadership levels across UVA Health
- A track record of listening to, and working with colleagues at all levels to produce positive change – preferably a history of successful work improving healthcare safety and quality
- Excellent organizational skills
- Ability to participate actively in decision making at all levels, and then support the ultimate decision whether it was her/his preferred option. Ability to subjugate personal opinions to the needs of patients, colleagues and UVA Health
- Ability to serve as a role model for other employees and colleagues, as exemplified by a positive attitude and consistent presence at both current and future sites
- Familiarity with hospital and college policies and procedures, as well as changing state and federal law as they impact the intersection of Health IT and patient care. Must be able and willing to consult with and interact with operational, legal and compliance colleagues as needed, to protect patients and UVA Health
- Ability to identify solutions to project and organizational challenges. The ability to develop clear, concise and realistic strategies for achieving project and organizational goals is essential
- High standards of ethical conduct and professionalism
- Ability to collaborate with faculty and staff at all levels and across multiple disciplines

## The Community

### Charlottesville, Virginia

Located in Central Virginia just east of the Blue Ridge Mountains, Charlottesville offers stunning beauty, rich culture, and an endless list of things to do. In the span of a single day, you can hike through the mountains, catch a concert, grab a bite at one of Charlottesville's many celebrated restaurants (Charlottesville ranks among the nation's top 15 places with the most restaurants per capita), stroll the historic Downtown Mall and explore Thomas Jefferson's Monticello or James Monroe's Ashlawn Highland. Whatever you do, Charlottesville brings together the best of many worlds, offering the livability and community of a small city with the amenities and cultural attractions of a metropolis.



*#5 Healthiest and Happiest City in U.S., 2018 Gallup*

*#10 Top Ten College Towns, 2018 Livability*

Beyond being an exceptional city, Charlottesville is also conveniently located two hours south of the nation's capital by car and just over one hour from Richmond, VA, to the east. The Appalachian Trail and the Blue Ridge Parkway can be reached within a 30-minute drive from Grounds.

Just outside the city limits, [Albemarle County](#) offers a 726-square-mile area of land home to an unusually rich variety of cultural, natural, and historic attractions. Most notable among these is [Monticello](#), the famous home designed by Thomas Jefferson, where he spent many years of his life living, working, and writing. A mere six miles from UVA, this UNESCO World Heritage site offers daily tours. The county also hosts President James Monroe's Ashlawn Highland. And in nearby Orange, VA, [Montpelier](#) offers a glimpse into the life and work of President James Madison.

## Procedure for Candidacy

Inquiries, nominations and applications are invited. Please direct all application materials to Hillary Ross, Zachary Durst, 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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*The University of Virginia, including the UVA Health System which represents the UVA Medical Center, Schools of Medicine and Nursing, UVA Physician's Group and the Claude Moore Health Sciences Library, are fundamentally committed to the diversity of our faculty and staff. We believe diversity is excellence expressing itself through every person's perspective and lived experiences. We are equal opportunity and affirmative action employers. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender identity or expression, marital status, national or ethnic origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, veteran status, and family medical or genetic information.*

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