



Vice President, Chief Information Officer

Leadership Profile

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The Opportunity

Southwest General Health Center seeks a strategic and collaborative IT leader as its Vice President, Chief Information Officer (CIO). This is a unique opportunity to impact care delivery through leveraging technology in a freestanding community hospital that proudly serves the residents of Northeast Ohio.

Southwest General Health Center is a 352-bed community hospital located in Middleburg Heights, Ohio. Southwest partners with University Hospitals and other local community organizations to provide a full range of services and is certified as a Level III Trauma Center and a Primary Stroke Center. It has been successfully serving the area for more than 100 years and is a cornerstone of the community, just a short drive from Cleveland.

Reporting directly to the President and Chief Executive Officer and serving as a contributing member of the Senior Leadership Team, the CIO will provide the overall vision for IT to effectively guide the future direction of the department in alignment with the organization's mission and goals. The CIO will be tasked with assessing and transforming the existing IT environment and developing the plan and structure to enable a high-performing team that is service oriented and highly collaborative. Also, the CIO will lead other key initiatives such as the optimization of the application systems environment including the Cerner EHR, development of a digital strategy with a focus on improving the patient experience and establishment of a governance structure that effectively reviews and prioritizes technology investments.

The ideal candidate will be an experienced leader with demonstrated success leading IT in a complex health system. The CIO will be a visionary and team-oriented leader; a strong communicator who is decisive and proactive. The CIO will be able to establish relationships with key stakeholders across the organization and leverage these to enact positive change.

Organization Overview

Southwest General Health Center (Southwest General) was founded in 1920 by local residents responding to a flu epidemic and has always been a hospital committed to supporting the community. It maintains strong ties to the Greater Cleveland area through its quality medical services, partnerships with University Hospitals, and local community organizations and many community benefit programs promoting health and wellness.

Southwest General is home to nationally recognized physicians, state-of-the-art technology, and a full range of medical, surgical and emergency services, including a Level III trauma center. Its services are designed to provide patients with care that addresses their physical, mental, emotional, and spiritual needs.

Mission and Vision

At Southwest General, they have a long history of commitment to the health and wellbeing of their communities. The mission statement reminds them of this commitment, first made by its founders when they opened the hospital so many decades ago:

Health is our Passion. Quality is our Focus. Compassion is our Way.

The entire team holds these words close to the heart while treating patients and assisting families.

Going hand in hand with our mission, the Southwest General vision guides the health system in its commitment to excellence and community health:

The Vision of Southwest General is to be the leading health care system based in and serving the communities southwest of Cleveland.

Southwest General aims to be looked to by its communities as their first choice for advanced medicine and an exceptional health care experience—leading with unsurpassed quality, dynamic growth, innovative professionals, advanced facilities and supported by the financial performance to achieve this vision.

Southwest General pledges to continuously improve and to collaborate with other outstanding health care providers, so that they may be a trusted source for health and wellness services, bringing care to members of its community, right where they live.

Employee Value Proposition Statement

At Southwest General, we believe in the power of teamwork, creating a family-like environment, ensuring a work-life balance, and providing meaningful work to make a real difference in people's lives.

We value our employees as much as our patients, offering a supportive work culture that encourages growth, development and collaboration. We're committed to building a team that works together, supports each other, and ultimately, saves lives every day.

At Southwest, you are family.

Partnering with University Hospitals

Southwest General strives to provide quality medical services to all who need them. Their unique partnering agreement with University Hospitals helps the organization continue to provide innovative patient care, including enhanced clinical services and program development. Additionally, it allows the organization to offer selected services of the following nationally renowned medical institutions:

- University Hospitals Rainbow Babies and Children's Hospital
- University Hospitals Seidman Cancer Center
- University Hospitals MacDonald Women's Hospital

History

A Strong History of Community Support

Nothing characterizes Southwest General's community support more dramatically than its founding as The Community Hospital in 1920. Its creation followed a post-World War I flu epidemic during which many area residents died while being transported to the nearest Cleveland hospital. Convinced of the need for a local hospital, citizens of the southwest Cleveland area rallied to raise \$100,000 in 10 days to build a 32-bed hospital in Berea.

For five years, until construction of the new hospital was completed, patients were cared for in Sprague Haven, an eight-bed facility established in a home formerly owned by the Sprague family in Berea.

The new community hospital opened on the corner of Bagley and Front streets in 1925. It had 32 beds and eight bassinets and sufficed until 1945 when the first addition was made to increase the capacity to 107 beds and 34 bassinets. Seven more additions and two name changes later, the hospital had grown to 166 beds. With no land remaining for expansion and a rapidly growing community to serve, a 22-acre site was purchased in neighboring Middleburg Heights upon which to construct a new 235-bed replacement hospital.

The new Southwest General Hospital was opened in 1975. It was constructed in part using funds from a self-imposed tax levy, supported by six communities in Southwest General's service area. The new facility, the health center's current location, was eventually expanded to 325 beds through an addition in 1983, 336 beds in 1994, 340 beds in 2000, 354 beds in 2006, and today stands at 368 beds.

In 1994, Southwest General Hospital changed its name to Southwest General Health Center to reflect its growing role in promoting wellness in the communities it serves.

The Symbol of the Mighty Oak

Situated on Old Oak Boulevard, with grounds once graced by 200-year-old oak trees, the health center continues to use the oak tree as part of its logo. Through the years, the tree has come to symbolize the strength, endurance and growth that are the Southwest General heritage.

Accreditations and Verifications

Southwest General is accredited by The Joint Commission, the American College of Surgeons Commission on Cancer, the American Association of Blood Banks and the College of American Pathologists. It is a member of the Ohio Hospital Association and the Center for Health Affairs.

Additionally, Southwest General's Trauma Service is verified by the [American College of Surgeons \(ACS\)](#) Committee on Trauma as a Level III trauma center. This verification recognizes that the Trauma Service has 24-hour, in-house coverage by highly specialized physicians and nurses prepared for the immediate treatment of the critically injured patient. The entire spectrum of care, from the pre-hospital phase through rehabilitation, is established to address the continuum of needs for the injured patient.

Awards

At Southwest General, its commitment to the community members served, and to an outstanding level of service, has been a defining feature of the health system since its founding in 1920. Below is a list of the awards and recognition received. Each of these honors validates the high quality of care and service its health care professionals deliver.

Achievements include:

- **American Association of Cardiovascular and Pulmonary Rehabilitation**
Southwest General's Cardiopulmonary Rehabilitation Program has been certified the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR). This certification recognizes SWG's proven track record of providing high-quality patient care and enhancing the standards of care for cardiopulmonary rehabilitation patients.
- **NCDR Platinum Performance Achievement Award**
A distinction granted for facilities that maintain high standards in the area of heart attack care, following the strict guidelines and recommendations of the American College of Cardiology and American Heart Association.
- **The Joint Commission Heart Failure and Primary Stroke Center Certifications**
The hospital's rigorous standard of care for heart attack and stroke care have earned Southwest General official recognition by The Joint Commission. This means the health system meets or exceeds all the clinical practice guidelines published by the American Heart Association.
- **Cigna Centers of Excellence: Pulmonology Medical (COPD and Pneumonia)**
Named a Cigna Center of Excellence for Joint Replacement and Cardiac Cath and Angioplasty (cardiac catheterization and angioplasty, with and without stent) based on Cigna's evaluation of hospital quality and affordability for four individual inpatient conditions and procedures and seven categories of conditions and procedures.
- **American Heart Association's Get With The Guidelines® Gold Quality Achievement Award Heart Failure Recognition**

Southwest General received the Get With The Guidelines®-Heart Failure Gold Quality Achievement Award for implementing specific quality improvement measures as outlined by the American Heart Association/American College of Cardiology Foundation's secondary prevention guidelines for patients with heart failure.

- **Mission: Lifeline® Gold Receiving Quality Achievement Award**

The system earned the Mission: Lifeline® Gold Plus Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association for the treatment of patients who suffer severe heart attacks.

- **Mission: Lifeline® NSTEMI Gold Achievement Award**

Southwest General earned the Mission: Lifeline® Gold Plus Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association for the treatment of patients who suffer mild heart attacks.

- **American Heart Association (AHA)/American Stroke Association's (ASA) Get With The Guidelines® - Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll**

A GWTG Achievement Award demonstrates the hospital's commitment to quality and ability to work as a team that is dedicated to providing patients with care that is appropriate and based on the latest clinical guidelines with the goal of improving quality patient care and patient outcomes.

- **Hospital Compare - Five-Star Overall Hospital Quality Rating**

The overall hospital quality star rating summarizes a variety of measures on Hospital Compare reflecting common conditions that hospitals treat, like heart attacks or pneumonia. The overall hospital quality star rating shows how well each hospital performed, on average, compared to other hospitals in the U.S.

- **Blue Distinction® Center for Cardiac Care, Knee and Hip Replacement, Spine Surgery and Maternity Care**

Healthcare facilities and providers recognized for their expertise in delivering specialty care. Blue Distinction Centers+ are healthcare facilities and providers recognized for their expertise and efficiency in delivering specialty care.

- **Senior-Friendly designation from Nurses Improving Care for Health System Elders (NICHE)**

Imparts principles and tools to stimulate changes in clinical practice to achieve patient-centered nursing care for older adults in healthcare facilities. The vision of NICHE is that all older adults, age 65 and over, receive age-friendly, exemplary nursing care.

- **A Top Workplace**

Southwest General was named to the "Top Workplaces" list by *The Plain Dealer* for the fourteenth consecutive year as one of the best workplaces in Northeast Ohio.

- **2023 Top Workplaces USA**

Southwest General has been named to the 2023 Top Workplaces USA list. Top Workplaces USA recognizes companies that have built an excellent workplace culture by prioritizing a people-centered culture and giving employees a voice. The Top Workplaces USA award recognizes organizations with more than 150 employees and is based entirely on feedback from an employee engagement survey completed by the employees of participating workplaces.

For more information, please visit: www.swgeneral.com

Position Summary

The Vice President, Chief Information Officer (CIO) will be a top executive at Southwest General Health Center. They will have ultimate responsibility for information systems and serve as a member of the Senior Leadership Team (SLT) in defining future organizational strategy. The CIO will be responsible for all operations of the organization's information technology systems, networks, applications, infrastructure, help-desk support, databases, and teams. Importantly, the CIO will be responsible for setting the overall strategic vision for technology.

The CIO will partner with their administrative and clinical peers to ensure technology systems align with business and clinical workflows in a manner that helps to elevate physician, nursing and other providers. In collaboration with other members of the SLT, the CIO will develop a prioritization, governance, and budgeting model that will aim to create efficiencies and consistency across the IT organization. As the top technology executive in the organization, the CIO will analyze CMS requirements in collaboration with the quality department to develop strategies to capture clinical data and identify opportunities to increase patient safety and decrease costs through business technology transformation efforts.

The CIO will provide leadership and participate in governance in the areas of planning, development, preparation, and implementation of strategic and tactical clinical information systems. They are the clinical point of contact for the integration of existing and future specialty clinical IT systems including, core clinical systems, physician order entry, clinical training, documentation, PACS, Laboratory Information System, anesthesia systems, and decision support. Additionally, the CIO will be responsible for core systems including those that are a part of the enterprise resource planning system to ensure operational efficiencies as well as providing useful information for data driven decision-making.

Reporting Relationships

Reporting to the President and Chief Executive Officer, the CIO will lead the IT organization and all associated resources.

Responsibilities

The successful Chief Information Officer will:

- Evaluate and propose strategic and technical directions for IT, Informatics and related technologies
- Develop and lead the IT governance process. Work closely with all senior management team members and physicians across the health system to execute the strategic plan and further the mission of the organization
- Create a vision and roadmap for information technology. Work closely with all senior leaders to understand the organization and how to best position information systems to support the strategic goals
- Track and evaluate emerging technologies. Seek opportunities for digital innovation within the organization where long-term benefits will outweigh short-term costs

- Set the IT security standards for the organization. Ensure the investment in security resources is aligned with an up-to-date security risk assessment
- Ensure proper network and systems infrastructure that supports common communication standards and solid operational plans built upon industry best practices
- Provide expert advice on the selection, implementation, maintenance and evaluation of information systems, including application software, hardware and operating system software
- Establish system-wide information management/technology standards and strategies for achieving reliability, integration and interoperability of systems. Craft an over-arching technology architecture and drive the selection of IT solutions that best fit that architecture
- Lead the development of digital strategies that rethink the customer journey through Southwest General
- Optimize the Cerner platform to leverage the patient portal, telehealth, online scheduling and referral management in a manner that improves the clinician and patient experience
- Organize, lead and facilitate the functioning of the information systems (IS) department, providing excellent customer service to all clinical, support and business departments within the health system
- Develop and manage department budgets, both operation and capital
- Facilitate professional growth and development of technology leadership and staff through identification of needs, provision of educational programs and evaluation of efforts
- Develop appropriate policies and procedures to ensure system and regulatory compliance and the effective utilization of physical and financial IT resources
- Initiate, facilitate and collaborate with appropriate vendors for IT services while protecting and serving the mission of the organization. Negotiate, review and seek appropriate approvals on all vendor contracts
- Seek to improve the systems related to data and its use across the hospital
- Seek and develop opportunities to improve and enhance service to end users throughout the health system
- Work collaboratively with clinical and business users to maximize IT system use and capability in alignment with the operational process
- Communicate extensively throughout the organization. Clearly articulate issues and remedies to leaders, clinicians and other constituents
- Develop and support programs that encourage and facilitate understanding, enthusiasm and effective utilization of information technology by end users

Goals and Objectives

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

- Build trust and become fully integrated into the senior leadership team. Be perceived as a solid team player who has credibility and integrity and contributes broadly as a subject matter leader in support of technology
- Work collaboratively and build strong relationships with administrative and clinical leaders and staff across Southwest General Health Center in an effort to identify, address and meet their needs. Showcase an ability to understand and get to the root cause of concerns from the stakeholder community and effectively translate that knowledge into action
- Fully evaluate the information technology enterprise and develop the IT strategic plan that aligns with the mission and objectives of the organization. Prioritize IT efforts, including the upgrade of the Cerner system and modernizing the technology infrastructure, and manage initiatives effectively within this construct
- Perform an overall assessment of the IT department including resources, structure and staff. Identify and make changes necessary to develop a proactive, highly service-oriented department that functions as a strategic business partner to effectively serve the current and future needs of the health system.
- Partner with leaders across the organization in establishing a governance structure that effectively reviews and prioritizes technology investments, projects, and effectiveness
- Provide the leadership and guidance to appropriately invest in new digital technology and innovation that directly supports business and clinical objectives and improves the patient experience.
- Develop a vision and roadmap for the practical implementation of data and analytics resources across the organization
- Conduct an information security assessment to identify program gaps and vulnerabilities with the goal of implementing an information security roadmap that will protect patient information and the operational integrity of Southwest General

Candidate Qualifications

Education/Certification

- Bachelor's degree required; advanced degree highly preferred

Knowledge and Work Experience

- Significant information systems senior leadership experience in a hospital or health system
- A strategic leader that has a strong track record in leading a highly responsive, service oriented information technology organization that consistently meets its goals
- A progressive, visionary leader with significant experience in the development and execution of IT strategic plans
- Experience in deploying digital technology in support of improving the patient experience
- Cerner experience, preferred

Leadership Skills and Competencies

- **Strong and effective communicator**—visible, present, and engaged; able to translate IT concepts to business and clinical personnel; proven written, verbal and presentation skills
- **Collaborative**—a consensus-driven leader who works through influence and involves the right stakeholders to effect change; develops strong relationships
- **A change agent**—demonstrates support for organizational changes needed to improve effectiveness and who helps others leverage technology to effect change in a manner that demonstrates partnership yet is assertive and proactive
- **Team builder**—a mentor with exceptional ability to lead, coach, and manage; empowers, motivates and challenges staff while holding them accountable
- **Strategic**—a visionary thinker with a proven ability to successfully define and implement strategic direction in concert with the organization's vision; creative executive with presence
- **Analytical thinker**—data-oriented, and a critical thinker; able to analyze, investigate and interpret data, issues and situations and develop solutions in a logical, systematic way; able to prioritize effectively; able and willing to work at the hands-on level
- **Detail-oriented**—organized with strong time management skills; capable of overseeing many projects concurrently and fully executing projects
- **Mission driven**—a person of high integrity and good judgment

The Community

Middleburg Heights and Cleveland Area

Southwest General is located in Middleburg Heights and the surrounding suburbs, just 11 miles southwest of Cleveland, Ohio. As a part of the 1.2 million Cuyahoga County, the metropolitan area is the second largest in the state. With just over 16,000 residents, Middleburg Heights provides easy access to the city with some of the best living standards in the state.

Sitting proudly on the shores of Lake Erie, the region comes closer than any other metropolitan areas to offering everything an individual or family may need.

The region offers nationally renowned amenities comparable with any major metropolitan area (big-league sports, thriving arts & culture, top-rated health care, exciting dining, historic and diverse neighborhoods) yet small enough to offer a remarkable quality of life (low cost of living, hassle-free transportation and easy access to parks and nature).

Ranked as one of the country's most livable urban areas, this makes the region an especially great place for young professionals, families, couples and individuals. In particular, the area receives high marks for its:

- Thriving health care and biotechnology industries.
- Lively arts and cultural scene.
- Low cost of living.
- Four-seasons climate.
- Wealth of natural resources.

This also includes the region's renowned cultural institutions — including the Rock And Roll Hall of Fame and Museum, the Cleveland Orchestra and the Cleveland Museum of Art — attract millions of visitors each year. The city is home to Playhouse Square, the largest performing arts center in the nation outside of New York. The city's three big-league professional sports teams include: MLB's Cleveland Guardians, NFL's Cleveland Browns and NBA's Cleveland Cavaliers.

Given the area's appeal, it is no wonder that nearly 60% of U.S. Fortune 500 companies have a presence in the region, and top employers like Progressive Insurance and Sherwin-Williams are headquartered here.

For more information, please visit: www.middleburgheightschamber.com
www.greatercle.com
www.thisiscleveland.com

Procedure for Candidacy

Please direct all nominations and resumes to Nick Giannas, Zachary Durst, and Katie Mazzuckelli via the WittKieffer Candidate Portal [here](#). Inquiries and nominations may also be directed to the consultants through the portal or kmazzuckelli@wittkieffer.com.

All inquiries, applications and nominations will be held in the highest confidence.

Southwest General Health Center 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 Southwest General Health Center 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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