

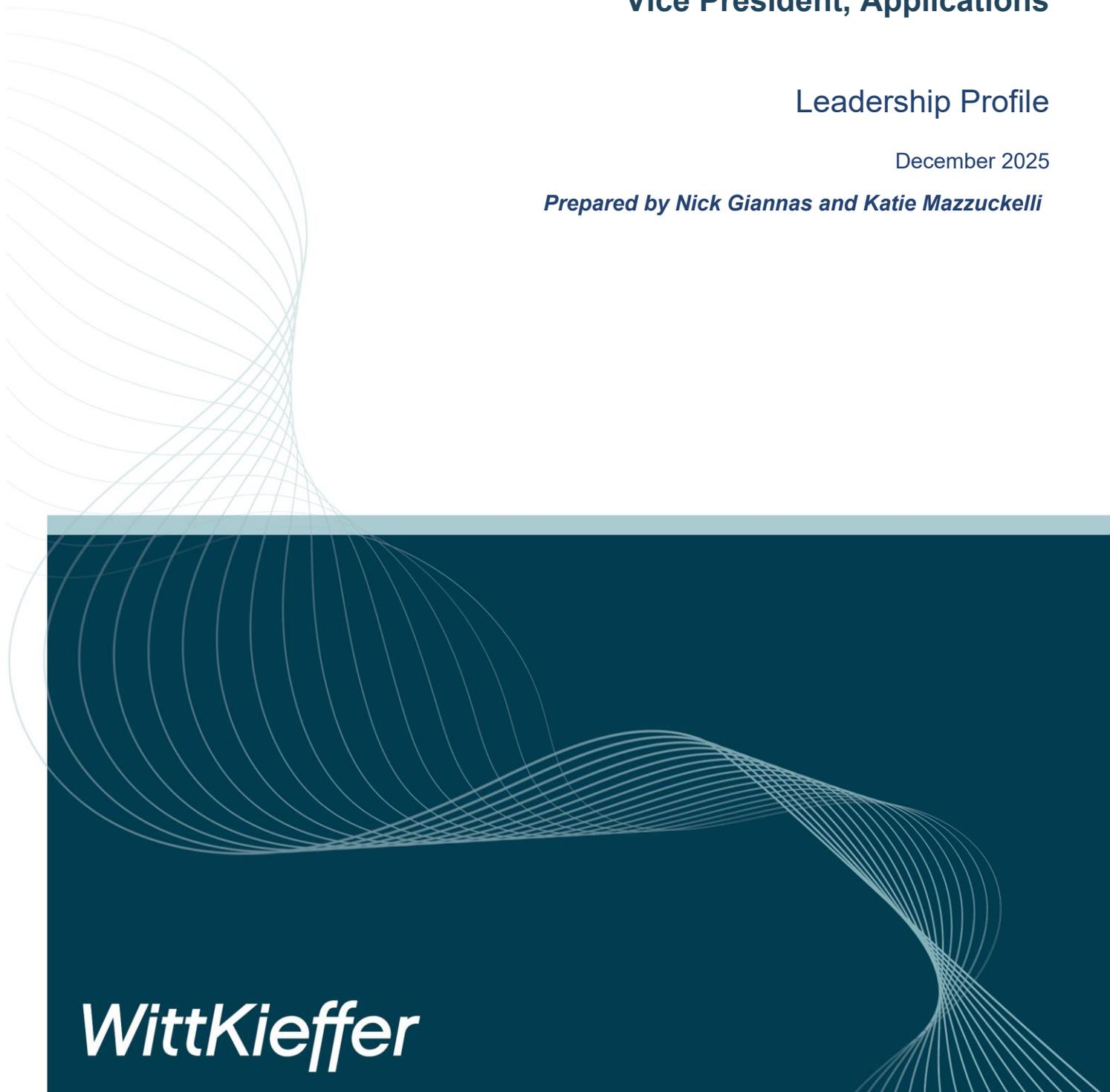


Vice President, Applications

Leadership Profile

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A decorative graphic consisting of numerous thin, light blue lines that overlap and curve across the page, creating a sense of motion and depth. The lines are most dense in the lower right quadrant and fade out towards the top left.

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The Opportunity

Mosaic Life Care (Mosaic) in St. Joseph, MO, seeks a strategic and collaborative leader to serve as its next Vice President, Applications. This is a unique opportunity to join a regional health system and support its strategic priorities including organizational growth, enhanced quality, increased efficiency, effectiveness and productivity as well as increased access to care.

Mosaic is a physician-led healthcare system serving 35 counties in northwest Missouri, northeast Kansas, southeast Nebraska, and southwest Iowa. The organization serves a population of approximately 270,000 and is the largest employer in the region with more than 4,500 employees. Mosaic is composed of three hospitals: the flagship, 352-bed Mosaic Life Care-St. Joseph; 81-bed Mosaic Medical Center-Maryville; and, Mosaic Medical Center-Albany, a critical access hospital. It is augmented by clinics and a long-term care facility and is the first healthcare system in Missouri that is a member of the Mayo Clinic Care Network. Also, with one of the largest private rural primary care networks in the nation, Mosaic is home of the University of Missouri-Kansas City School of Medicine campus in St. Joseph, MO.

The Vice President, Applications will report to the Chief Information Officer and serve as a contributing member of the IT leadership team. This Vice President will provide the strategic and operational leadership for clinical and business applications and enable a high performing team that functions as a strategic partner to the organization. In addition, the Vice President will collaborate with the Chief Information Officer and business partners across the health system in developing the digital strategy. Other key initiatives that the Vice President will directly support include rationalization and optimization of the application portfolio as well as the on-going implementation of Oracle Fusion ERP.

The ideal candidate for the Vice President, Applications position will be an experienced healthcare IT leader with a proven track record of successfully leading clinical and business applications, preferably within a health system. The Vice President will be an authentic, team-oriented professional who communicates effectively and builds strong relationships with leadership, staff, and physicians. Experience with ERP and Epic EMR implementation and optimization is required. Knowledge and experience with Agile methodology is highly desirable. The Vice President will have the ability to develop a vision and lead change effectively in a complex organization.

Organization Overview

Mosaic Life Care

Mosaic Life Care is a physician-led healthcare system serving 35 counties in northwest Missouri, northeast Kansas, southeast Nebraska and southwest Iowa. With a vision of transforming community health by being a life-care innovator, Mosaic places the holistic needs of patients first by providing the right care at the right time and place offering high value and quality health care. The organization serves a population of approximately 270,000 and is the largest employer in the region with more than 4,000 employees.

Medical Centers and Clinics

Mosaic Life Care—St. Joseph (St. Joseph, MO). A Level II Trauma Center and Level II Stroke Center, this 352-bed hospital is augmented by more than 60 area clinics offering urgent, primary, specialty and emergency care. It is the only tertiary hospital between Kansas City and Omaha.

Mosaic Medical Center—Maryville (Maryville, MO). A Level III Stroke Center, Mosaic Medical Center—St. Joseph is Critical Access Hospital extended by four rural health care clinics. It offers inpatient, outpatient, primary, specialty, emergency and behavioral health care.

Mosaic Medical Center—Albany (Albany, MO). A Level III Stroke Center and Critical Access Hospital, Mosaic Medical Center—Albany is composed of 25 certified beds and extended by four surrounding family care clinics. It offers inpatient (acute-care and swing bed), outpatient, primary, specialty and emergency care.

Mosaic Long Term Acute Care Hospital (St. Joseph, MO). A hospital within a hospital with 41 beds.

Mayo Clinic Care Network

Mosaic is the only healthcare system in Missouri that is a member of the Mayo Clinic Care Network. Being part of this network allows Mosaic physicians the ability to:

- Conveniently consult with other experts in their field and access resources of the #1 ranked hospital in the nation, Mayo Clinic.
- Incorporate the insights, research and diagnostic recommendations of Mayo Clinic to create a treatment plan personalized to each patient's needs.

UMKC School of Medicine

With one of the largest private rural primary care networks in the nation, Mosaic is the home of the University of Missouri—Kansas City (UMKC) School of Medicine campus in St. Joseph, MO. Mosaic provides rural primary care clinics in Missouri (Albany, Bethany, Cameron, Grant City, New Hampton, Savannah, St. Joseph, Stanberry, Trenton, Maryville) and Kansas (Atchison, Hiawatha, Sabetha, Troy). Mosaic Life Care's extensive high quality rural health care network and state-of-the-art telehealth capabilities provide students the rural clinical backbone for a medical degree (MD) program.

| Organizational Statistics | |
|----------------------------------|-------------|
| Total Certified Beds | 499 |
| Yearly Discharges | 16,000 |
| Yearly Outpatient/Clinic Visits | 1.2 million |
| Emergency Room Visits | 61,125 |
| Total Surgeries | 19,047 |

Community Benefit

- Provides more than \$43 million in direct community benefit yearly
- More than 20 organizations funded that impact population health and community benefit
- Foster G. McGaw Prize recipient — one of the most respected community service honors in healthcare

Population Health

- Offers access to FindHelp, a national database and search tool for population health resources such as housing, education and food, to non-profits in the community at no cost.
- Developed extensive partnerships with community agencies to collectively address the barriers to the Social Determinates of Health.
- In 2023, Mosaic implemented Epic as the new electronic medical record (EMR) platform for the health system. This new best-in-class, secure, patient-focused system, allows Mosaic to provide tools and resources to care teams and patients for better health and wellness management. Patients also have a new and robust patient portal powered by Epic's MyChart.



Mission

To put the needs of the patient first by empowering a culture where caregivers bring their best, ensuring a healthier future for generations to come.

Vision

For Mosaic to be the first choice and trusted partner in health.

Caregiver Promise

Mosaic is committed to creating and sustaining a culture where Life Care Values provide a foundation of support, safety, and inclusion.

Life Care Values

Mosaic's Life Care Values represent actionable ways each caregiver can make a difference in someone's life by first seeking to understand. Life Care Values guide our actions, behaviors, and align us to build a culture that reflects how Mosaic wants to bring our best every day.

Meet people where they are.

Compassion

See something. Say something.

Integrity

Every interaction matters.

Connection

Build something that lasts.

Sustainability

Respect people, understand your influence.

Equity

For additional information on Mosaic Life Care, visit: mymlc.com

Position Summary

The Vice President, Applications will be responsible for both clinical and business enterprise applications in support of the organization's strategic plan. They will oversee the enhancement, deployment, and growth of the Epic electronic medical record (EMR) and associated clinical applications, which serve as the foundational technology to help improve the quality and efficiency of patient care. Likewise, the Vice President will oversee the enhancement, deployment, and growth of business applications and development and other applications which serve as the foundational technology to help improve the management of day-to-day business activities such as accounting, procurement, and human resources. This includes ownership of the IT operations, as well as all other application systems across the enterprise.

The Vice President, Applications will also develop long-term technology strategic plans based in alignment with and support for the organization's strategies and goals. They will provide expert counsel and guidance to senior management on business, education, and clinical issues as seen through an IT lens, across the full range of organization strategy, clinical programs, business systems and services, and operations issues. The VP will work collaboratively with the CIO, CMIO, and key business leaders to develop strategic initiatives to meet emerging needs identified in the organization's strategic plan, as well as deliver solutions to meet current requirements and key initiatives. They will work collaboratively with the IT leadership team to establish and execute a business-aligned technology roadmap that promotes efficiency. And, they will oversee application portfolio management to ensure the most effective and cost efficient use of applications.

Reporting Relationships

The Vice President, Applications will report to the Chief Information Officer and lead a team of approximately 60 FTEs.

Responsibilities

The Vice President, Applications will be responsible for the following:

- Recommend, champion, and implement clinical and business applications as well as process improvements related to enterprise applications selection, utilization, and implementation
- Develop long-term technology strategic plans based on alignment with and support for the organization's strategies and goals
- Direct the definition, architecture, development, implementation, maintenance, and support of application systems, which drive and enable organization objectives
- Support and provide focus on all integration activities and set integration strategies and drive standardization to one single platform
- Work collaboratively with the CMIO and informatics team to prioritize clinical application work assignments and work together to develop vendor strategies for future products
- Work with business leaders to understand their strategic and emerging needs, as well as their current requirements and key initiatives
- Integrate technology and application strategy into the clinical and business' long-range plans and identify opportunities that add long-term value
- Serve as a trusted technology and service advisor to senior leadership
- Work collaboratively with CISO and VP, Technology Officer to develop an integrated strategy for the IT organization

Goals and Objectives

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

- Partner and become fully integrated into the Mosaic Life Care IT leadership team. Be perceived as a solid team player who has credibility, integrity, accountability and contributes broadly as a subject matter expert in applications
- Build and cultivate strong, trusting relationships with leadership, staff, and physicians
- Fully evaluate the existing application systems environment and develop and garner buy-in on the future vision and roadmap that aligns with the mission and goals of Mosaic; partner with key stakeholders to develop a rolling three-year application roadmap aligned to strategic and operational objectives
- Assess the current applications staff and support structure to identify gaps and/or areas of improvement to enable a proactive, high-performing team that functions as a strategic partner with business and clinical operations. Enable a culture that energizes and is supportive of staff and offers career growth and development opportunities to aid in recruitment and retention
- Partner with key stakeholders to ensure a governance structure that effectively reviews and prioritizes application investments, projects, and effectiveness
- Develop a strategy and roadmap around application rationalization efforts utilizing a recently developed inventory of applications portfolio
- Lead the continued optimization of the Epic EMR to maximize its capabilities in support of the system's priorities. This includes reviewing the workflow, training, ongoing support, and change management structure affiliated with the systems as well as implementing new modules. Drive best practices and benchmark Mosaic with industry peers
- Support the completion of the ERP deployment
- In partnership with the CIO and other leaders across the health system, contribute to the development of Mosaic's digital strategy in support of improving the consumer and employee experience. Identify opportunities to leverage emerging technology such as AI enabled applications that improve health system operations
- In partnership with Corporate Information Security Officer, standardize processes around identity and access management

Candidate Qualifications

Education

- Bachelor's degree in relevant field (e.g., Computer Science, Business Management, or related field), required. Master's degree, preferred

Knowledge and Work Experience

- Significant senior level applications leadership experience, with a proven track record of accomplishments in leading EMR and ERP implementation and optimization in a complex healthcare organization
- Epic experience, required; experience with Epic Community Connect, a plus
- Knowledge and experience applying Agile methodologies is highly desirable
- Proven experience as a business focused, change driven, and credible leader in a complex healthcare system
- Experience managing multiple complex systems implementation projects with depth of experience in application portfolio management
- A track record of innovative and modern approaches to lead applications and solutions delivery teams in support of Mosaic's clinical and business applications

Leadership Skills and Competencies

- **Collaborator**—able to develop relationships and work through influence and involve the right stakeholders to effect change; has strong change management skills; approachable; humble; able to engage others; capacity to inspire others and contribute to creative thought
- **Effective communicator**—able to translate IT concepts to business and clinical personnel; proven written, verbal, listening, and presentation skills; direct and transparent
- **Team builder**—strong management and mentoring skills; capable of building, developing, and retaining a high-performing team
- **Strategic thinker**—proven ability to successfully define and implement strategic direction in concert with the organization's vision; problem solver; proven ability to see the big picture; creative; proactive
- **Current industry knowledge**—excellent working knowledge of current IT industry trends; able to leverage industry network
- **Detail-oriented and organized**—solid project management and time management skills
- **High integrity**—operates with strong integrity and ethics; instills trust and honesty

The Community

St. Joseph, MO

Mosaic's service area offers big-town amenities in charming settings. Just a 45-minute drive from Kansas City, Missouri, St. Joseph's amazing architecture whispers fabulous tales of grit and determination from long ago, when rich merchants formed a small town on the Missouri River to outfit settlers moving west. Remnants remain in the small business owners who offer unique shopping and dining opportunities. It's no wonder so many artisans call St. Joseph home, where their work is celebrated during fairs and festivals throughout the year.

During the summer, residents can sit back and enjoy a concert on the parkway, professional football training camp, a movie, miniature golf, go-karts and other amusements. In the fall, they can attend a high school or college football game, pick a pumpkin, drink a latte and get set to experience fine fall foliage and festive holidays. The communities offer both private and public school systems.

One mile from Mosaic's main campus is Missouri Western State University (MWSU), a public, four-year university. Known for its applied learning focus, Mosaic works collaboratively with many MWSU programs. Further north, is Maryville, home to Northwest Missouri State University, which offers undergraduate and graduate courses as well as a full complement of collegiate sports. Spanning the gently-rolling hills is Albany, home to some of the best pond fishing, white-tailed deer hunting, lightening-bug-lit front-porch evenings and the brightest Friday night lights east of the Missouri River.

For additional information on St. Joseph, MO, visit:

<https://www.stjosephmo.gov/>

<https://stjomo.com/explore/>



Procedure for Candidacy

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

It is Mosaic's policy to recruit, hire, pay, train, and promote individuals, as well as administer any and all personnel activities, without regard to race, color, religion, age, gender, national origin or ancestry, marital status, military/veteran status, or status as a qualified individual with a disability, in accordance with applicable laws. Mosaic will not tolerate any unlawful discrimination and any such conduct is prohibited.

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 Mosaic Life Care 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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