



UNIVERSITY *of* MARYLAND
MEDICAL SYSTEM

Vice President, Enterprise Analytics, Data Science, & AI

Leadership Profile

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WittKieffer

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The Opportunity

University of Maryland Medical System (UMMS) is seeking a forward-thinking, transformational leader to serve as the Vice President, Enterprise Analytics, Data Science, & AI (VP). This is an exceptional opportunity to lead and advance analytics and AI in support of the strategic priorities of a highly regarded, regional academic health system.

The VP will report directly to the Senior Vice President, Chief Innovation Officer, and will partner closely with other senior leaders across the organization to provide executive and strategic leadership to establish the vision, strategy, and operations for managing data as a clinical and business asset. This leader will harness data, analytics, and AI capabilities to maximize their value in driving business decisions and improving clinical, operational, and financial value creation for UMMS. The VP will be responsible for advancing unified analytics, data science, and AI ecosystem, ensuring appropriate data-driven and analytics-focused problem-solving and decision-making. The VP will work with leaders and staff to manage organizational analytics and AI priorities and coordinate data assets to address the needs of UMMS.

The VP will be responsible for managing the clinical and business intelligence, data governance, and data science/AI functions. The role will also spearhead in-house development of predictive and generative AI assets/applications to address the strategic and tactical priorities of the organization and serve as a thought leader for evaluating and influencing the acquisition and implementation externally developed AI applications. The role will assume leadership for establishing assurance standards of internally developed AI applications and align such standards with those emerging from the Coalition for Healthcare AI (CHAI) and develop appropriate risk management, such as that emerging from National Institute for Standards and Technology (NIST). The role will actively contribute to the development of digital health technologies, products, and solutions at the iHarbor Innovation Center, including ideation, technical leadership, and workflow optimization. Lastly, the role will collaborate with investigators at the University of Maryland Institute for Health Computing (UM-IHC) on research projects, grant proposals, and industry partnerships.

The ideal candidate will be a visionary leader with a proven track-record leading enterprise analytics and AI in a large, complex organization, preferably in healthcare. The VP will bring strong machine learning, AI, operations management domain expertise (with prior hands-on experience developing/building AI models, solving optimization problems, etc.) strategic and operational management to mentor, grow, and advance the team into a cohesive and highly productive group that focuses on the strategic priorities of the organization while addressing the evolving healthcare realities and externalities. Additionally, the VP must be able to educate, translate, and evangelize stakeholders in the effective use of analytics, data science, and AI to drive informed decision making in support of an agile, evidence-based organization focused on strategic growth, operational excellence and performance improvement. The VP will possess exceptional 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.

Organization Overview

The University of Maryland Medical System (UMMS) was created in 1984 when the state-owned University Hospital became a private, nonprofit organization. It has evolved into a multi-hospital system with academic, community and specialty service missions reaching every part of the state and beyond. UMMS' flagship academic campus, the University of Maryland Medical Center in Baltimore, is recognized regionally and nationally for excellence in specialized care.

Headquartered in Baltimore, the 12-hospital UMMS has approximately 28,000 employees, 2,458 licensed beds, over 100,000 annual patient admissions and patient revenues of \$4.86 billion. UMMS is a comprehensive healthcare delivery system that extends from the Eastern Shore of Maryland to the Baltimore-Washington Corridor to Southern Maryland with approximately 150 locations where patient care is provided.

The University of Maryland Medical Center (UMMC) is the academic flagship of the Medical System and, in partnership with the University of Maryland School of Medicine, is a national and regional referral center for trauma, cancer care, transplant, neurocare, cardiac care, women's and children's health and physical rehabilitation. Its R Adams Cowley Shock Trauma Center is world-renowned for its innovations in trauma care and efforts to advance medicine devoted to the care of the critically injured patient. The UMMC also includes one of the world's largest solid organ transplant programs, as well as scores of other programs that improve the physical and mental health of thousands of people daily.

Below is an overview of the components of the system organized by functional area/region.

University of Maryland Medical Center (UMMC) is the flagship academic medical center at the heart of UMMS and includes the 739-bed downtown Baltimore campus and the 201-bed midtown campus one mile north. The medical staff comprises more than 1,500 attending physicians who are faculty members at the University of Maryland School of Medicine, as well as more than 950 residents and fellows in all medical specialties. UMMC is home to the Marlene and Stewart Greenebaum Comprehensive Cancer Center, the R Adams Cowley Shock Trauma Center and the University of Maryland Children's Hospital. University of Maryland Baltimore Washington Medical Center in Anne Arundel County provides primary and specialty care, including cancer, orthopaedic, cardiac, women's, vascular and neuroscience services.

University of Maryland Capital Region Health provides primary and specialty health care in Prince George's County, Southern Maryland and the Washington metro area, and includes:

- UM Capital Region Medical Center
- UM Bowie Health Center
- UM Laurel Medical Center

University of Maryland Charles Regional Medical Center is an acute-care community hospital serving Southern Maryland. University of Maryland Rehabilitation & Orthopaedic Institute is the state's largest rehabilitation and orthopaedic hospital, serving both adults and children.

University of Maryland St. Joseph Medical Center is a Catholic acute-care hospital in Towson, with centers of excellence in heart, cancer, orthopaedics and women's and children's services.

University of Maryland Shore Regional Health serves Maryland's Eastern Shore and includes:

- UM Shore Medical Center at Easton
- UM Shore Medical Center at Cambridge
- UM Shore Medical Center at Chestertown
- UM Shore Emergency Center at Queenstown

University of Maryland Upper Chesapeake Health serves Northeast Maryland and includes:

- UM Upper Chesapeake Medical Center
- UM Harford Memorial Hospital

Mt. Washington Pediatric Hospital in Northwest Baltimore is a pediatric rehabilitation hospital operated as a joint venture by UMMS and Johns Hopkins Medicine.

University of Maryland Physician Network is a group of physicians and advanced practice providers that offer primary care and specialty services throughout Maryland. UMMS-affiliated practices provide expert care across all specialties, including primary care, pediatrics, women’s health, orthopaedics, neurology and neurosurgery, heart and vascular care and more. A trusted partner of University of Maryland Faculty Physicians Inc., UM Physician Network is focused on providing high-quality, patient-centered care.

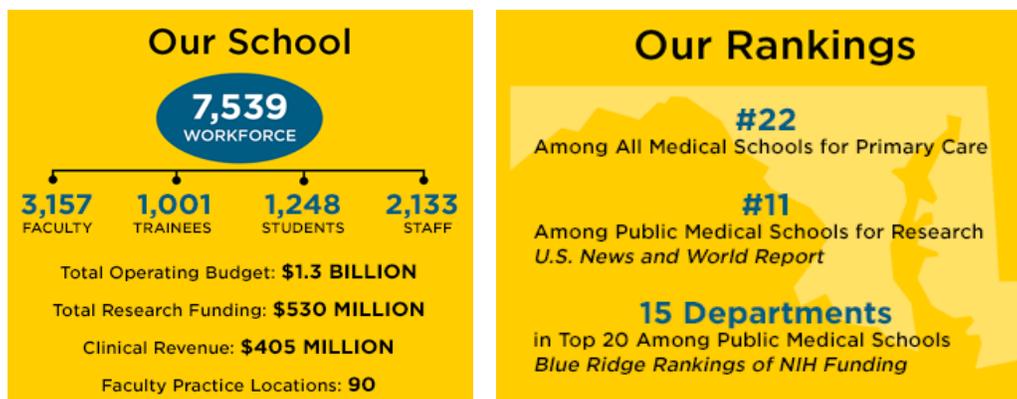
University of Maryland Urgent Care provides walk-in care, pre-operative testing, vaccinations and other ambulatory services at 10 locations in Maryland, coordinating with the UMMS network and other providers across the state.

University of Maryland School of Medicine

Established in 1807, the University of Maryland School of Medicine (UMSOM) is the fifth oldest and the first public medical school in the United States and the first to institute a residency-training program. The UMSOM was the founding school of the University of Maryland, and today plays an integral role in the University System of Maryland, consisting of 12 institutions and two regional higher education centers. Located on the campus and an essential unit of the University of Maryland, Baltimore (UMB) campus, the UMSOM serves as the anchor for UMMC in support of their mutual aims to provide the best medical education, to conduct the most innovative biomedical research and to provide the best patient care and community service to Maryland and beyond. While its tradition of excellence remains constant, the UMSOM and its reputation for academic achievement continue to grow.

The UMSOM employs more than 3,100 faculty members (full-time, part-time and adjunct); 2,100 administrative, research and clinical staff; and maintains a current enrollment of over 1,200 medical, graduate and allied health students. The School of Medicine and its clinical partner, the UMMC, educate and train many of the state of Maryland’s medical professionals; continuing education programs serve more than 5,000 physicians and other health professionals annually.

The research productivity of the faculty ranks among the highest in the country, making the UMSOM one of the fastest growing research enterprises. Total grants and contracts to the UMSOM totaled \$530 million in FY 23.

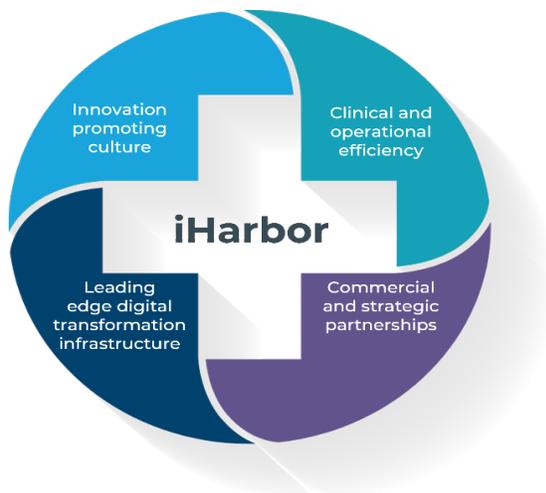


iHarbor, University of Maryland Medical System's Innovation Center

iHarbor, the UMMS Center for Innovation, is a strategic resource to the University of Maryland Medical System to create a culture of innovation, transformation, and action in all aspects of our clinical and operational enterprise to bring superior care experiences to our patients and our communities.

As such, iHarbor's primary goals are:

- Foster a culture of innovation at the University of Maryland Medical System
- Develop products and solutions that improve the quality of patient care and provide for more equitable access
- Transform the delivery and administration of health care for enhanced outcomes and quality
- Increase clinical, business and operational efficiency and effectiveness for more streamlined hospital operations
- Create commercialization opportunities for our leading-edge solutions



University of Maryland Institute for Health Computing (UM-IHC)

The UM-IHC is a strategic collaborative (including University of Maryland, Baltimore, University of Maryland, College Park, and University of Maryland Medical System) that aims to improve the health and well-being of those living in Maryland and beyond using advanced computing tools like artificial intelligence, machine learning, and network medicine to create a premier learning health care system. It merges top-tier computational expertise and biomedical research with a vast clinical care network that is diverse socioeconomically and geographically. This network includes access to clinical trial data and de-identified electronic health records from 2 million patients in the University of Maryland Medical System.

Position Summary

The Vice President, Enterprise Analytics, Data Science, & AI is responsible for providing executive and strategic leadership to establish the vision, strategy, and operations for managing data as a clinical and business asset and to harness data, analytics, and AI capabilities to maximize their value in driving business decisions and improving clinical, operational, and financial value creation for the University of Maryland Medical System. The VP will serve as the executive champion for enterprise data governance, data quality, and analytics delivery in support of clinical and operational transformation. The VP will also serve as the executive responsible for in-house development of predictive and generative AI and thought partner for externally developed AI.

Reporting Relationships

Reports directly to the Senior Vice President, Chief Innovation Officer.

Responsibilities

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

- Provide executive sponsorship for Clinical & Business Intelligence, Data Governance, Data Science, Machine Learning, Artificial Intelligence (AI), and Operations Research functions.
- Identify and evaluate emerging data strategies and technologies and determine the ability to apply them in key clinical, operational, and business goals.
- Serve as thought leader on existing and emerging AI technologies, trends, and opportunities, including predictive and generative AI.
- Key leader who contributes to the development of novel technologies and products in the iHarbor Innovation Center.
- Partner with executive leaders across the enterprise to promote a data-driven culture powered by the effective use of clinical and business intelligence, data science, and the spectrum of AI capabilities.
- 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.
- Develop consultative and collaborative relationships with clinical, business, and functional leaders to identify and scope strategic opportunities that foster value creation potential.
- Lead data-driven innovation for the enterprise, including investigation, adoption, and leverage of artificial intelligence.
- Provide strategic and tactical leadership on data sources, stewardship, integration, and utilization across the organization.
- Accountable for maintaining and enhancing data and analytics platforms, sources, and partnerships; owns data governance, including data strategy, quality control, and integrity.
- Lead data governance initiatives to ensure effective data standards, policies, and processes.

- Oversee development and deployment of AI models (predictive and generative); lead development of prescriptive analytics, simulation, and operations research techniques for addressing clinical, business, and strategic problems.
- Develop and lead Machine Learning and AI governance policies, including bias for predictive and generative algorithms, both internally and externally developed; provide guidance on adoption of external AI models or algorithms.
- Lead the provision of analytics tools, services, and technologies to the organization to improve efficiencies, outcomes, throughput, cost, and other value-added services.
- Champion efforts to expand internal evidence-based consultancy capabilities, include operational and strategic analysis of business and clinical improvement opportunities as required.
- Expand the organization's analytics offerings 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.
- Create a disciplined operating environment that drives the highest levels of customer satisfaction.
- Oversee delivery models, methods, and practices for creation of data products and to ensure consistent application and use of data and analytics solutions.
- Arrange and manage technology/product/solution demos with internal stakeholders and external clients/customers.
- Facilitate pilots, testing, and implementation of iHarbor products and services at external and internal sites, including the execution of prospective clinical trials for appropriate iHarbor technologies, products, and services.
- Derive feedback and measure outcomes from innovation pilots (internal and external) to evaluate the value potential of products and/or solutions and determine product market fit.
- Be a key contributor to and maintain working knowledge of the iHarbor Innovation Center portfolio, including adequate level of technical depth to communicate with potential investors, customers, and partners.
- Grow and maintain talented and, data science, and AI teams.
- Attract, mentor, and develop a diverse team of high performing service-oriented analytics, data science, and AI professionals, fostering an environment of innovation, collaboration, and professional growth.

Goals and Objectives

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

- Build trusted relationships and partner with senior management and become fully integrated into the leadership team. Be perceived as a solid team player who has credibility, integrity and contributes broadly as a subject matter leader for analytics, data science and artificial intelligence.
- Learn the data technology platforms currently in place and develop the future strategy to build upon and enhance the ecosystem in alignment with the priorities and goals of the health system.
- Provide the leadership to solidify the operating model that effectively creates a center of excellence to advance analytics and data science.
- Provide guidance and support for a high performing and sophisticated team. Enable a culture that energizes and is supportive of staff and offers career growth and development opportunities to aid in recruitment and retention.
- Build trust, credibility and strong relationships with business, research and clinical leaders across the enterprise to identify and address their data, reporting and AI needs. Develop solid relationships with external partners that generate value and assist with achieving health system goals.
- Develop and implement formalized practices and standards to support clinical and business intelligence.
- Provide the strategy and leadership in developing core AI and ML assets.
- Contribute and collaborate with colleagues at iHarbor to assist with innovative, groundbreaking opportunities.
- Partner with the CISO and other stakeholders to create a framework in support of effective AI Governance.

Candidate Qualifications

Education/Certification

- Master's degree in computer science, engineering, physical sciences, life sciences, statistics, or closely related field required. PhD or MD degree strongly preferred.

Knowledge and Work Experience

- 10+ years' experience in technology, preferably in the healthcare or life sciences space, including advanced analytics and AI, innovation, and the digital landscape.
- 10+ years' experience developing enterprise-class data and analytics architectures, solutions, and services.
- 10+ years' experience with machine learning, advanced statistical methods, and AI methods and technologies.
- 10+ years' experience developing significant analytics capabilities that drive innovation and insights.
- 10+ years' experience in data modeling and relevant computing environments, (e.g., SQL, Python, R, Tableau, Power BI, or similar environments) preferred.

Leadership Skills and Competencies

- Expert knowledge and understanding of market trends in the analytics landscape and the correlating impact on healthcare and integrated systems.
- Visionary leader with the ability to anticipate future trends in data analytics and AI and to align them with strategic clinical and business objectives.
- Proven ability to create, lead and execute a vision for the enterprise analytics, data science and AI functions.
- Astuteness to manage complex analytics at a system level with a keen ability to create meaningful solutions in a new and ambiguous environment.
- Expert knowledge of modern data architecture, data modeling, and data engineering practices.
- Proven ability to synthesize complex data sets into clear, actionable insights and strategic plans.
- Expert leadership skills, including situational awareness, conflict resolution, establishing alignment and clear direction, and driving continuous improvement.
- Ability to influence, negotiate and persuade to reach agreeable exchange and positive outcomes.
- Strong executive presence with the ability to establish credibility and rapport with a broad set of executives and business owners at all organizational levels.
- Proven ability to manage budgets, allocate resources effectively, and deliver projects on time and within scope.
- Exhibit high self-motivation and ability to work and plan independently as well as in a team environment.

- Ability to reinforce a culture of exemplary safety, quality, and service by providing resources and resolving interdepartmental coordination needs.
- Manage confidential, sensitive, and proprietary items and matters with discretion.

Procedure for Candidacy

Please direct all nominations and applications to Rachel Polhemus, Nick Giannas and Scott Dethloff through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

The employer offers a compensation of \$289,000 to \$462,000. Benefits include full medical, dental, and other health benefits as well as paid time off, and other retirement benefits.

University of Maryland Medical 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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