



## **Senior Vice President, Chief Information Security Officer**

Leadership Profile

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**WittKieffer**

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## The Opportunity

Baylor Scott & White Health (BSWH) seeks a dynamic, distinguished executive to serve as its next Senior Vice President, Chief Information Security Officer (SVP/CISO). This is a unique opportunity at one of the most respected and financially strong healthcare organizations in the U.S. The SVP/CISO is responsible for aligning the information security program with the enterprise strategy of a growing, transforming health system that spans 51 hospitals, more than 1,100 care locations and 47,000 employees.

Reporting to the Chief Information Officer with a dotted line reporting relationship to the Chief Compliance Officer. The SVP/CISO is tasked with developing and executing the enterprise strategy for information security that effectively serves the needs of BSWH. The successful candidate will lead the creation of a scalable information security program that includes people, process, technology, governance, education and communication. They will oversee the internal information security organization in addition to outsourced resources through an agreement with Atos. The SVP/CISO will fully assess the existing environment, build out a high performing team and organization that enables business and clinical operations while protecting patient health information as well as intellectual property for BSWH. This leader will work directly with senior executives across the organization to help achieve organizational priorities including digital initiatives in support of enhancing the consumer and provider experience.

The recruitment of the SVP/CISO is a critical hire for the health system, as it will be a highly visible role working collaboratively with senior leadership and will have a significant impact on the future growth and success of BSWH. The ideal candidate will be a visionary executive with a proven track-record leading enterprise information security in a large organization, preferably an integrated delivery health system. The SVP/CISO will bring strong strategic and operational management, developing and growing the team into an industry-leading information security group. Additionally, the SVP/CISO will possess exceptional relationship and team building skills and be able to communicate, educate and evangelize to stakeholders in the effective use of risk management to drive informed decision-making within the health system. The ability to create and execute a strategic plan is essential. The SVP/CISO will have the ability to effectively work at all levels and lead change within a complex organization.

## Organization Overview

The 49,000 team members of Baylor Scott & White Health work to promote the well-being of individuals, families and communities across Texas. Headquartered in Dallas and Temple, Texas, the system is the state's largest not-for-profit, integrated health system and a national leader in evidence-based, patient-centered care. Today's Baylor Scott & White consists of hospitals and care locations, the state's largest physician network, one of the nation's largest accountable care organizations, health plans, research and innovation centers, telehealth, and other services. Continuing the legacy of its founding organizations (Baylor Health Care System and Scott & White Healthcare), the system is well-positioned to expand its reach across the continuum of care.

At Baylor Scott & White, they are changing healthcare for the better. Patients are at the center of everything they do across the system's 51 hospitals—including two flagship academic medical centers (in Dallas and Temple)—and 1,100-plus care locations. More than hospitals and clinics, the integrated delivery network includes:

- Scott and White Health Plan
- Baylor Scott & White Quality Alliance
- Baylor Scott & White Research Institute
- Baylor Scott & White Medical Group

### Mission

Founded as a Christian ministry of healing, Baylor Scott & White Health promotes the well-being of all individuals, families and communities.

### Ambition

To be the trusted leader, educator and innovator in value-based care delivery, customer experience and affordability.

### Values

- We serve faithfully
- We act honestly
- We never settle
- We are in it together

### Strategies

- **Health** – Provide seamless and exceptional quality care by transforming into one high-performing team
- **Experience** – Create customers for life; driving loyalty by empowering consumers and delivering on the brand promise

- **Affordability** – Reduce the financial burden on our customers and invest in Our Core by relentlessly driving down the total cost of care
- **Alignment** – Ensure consistent results through a streamlined leadership team approach and unified operating and clinical models
- **Growth** – Create value for those we serve through the pursuit of sustainable growth initiatives

### **Scott and White Health Plan**

Since 1982, Texans have put their trust in Scott and White Health Plan (SWHP). With the acquisition of FirstCare Health Plans, more than 367,000 members and 171 counties in the Central, East, North and West Texas regions gain access to affordable, high-quality care from Baylor Scott & White and other leading healthcare providers. Currently, SWHP offers individual and family plans, fully insured and self-funded plans for small and large employers, Medicare Advantage and prescription drug plans, and a Medicaid plan. Like Baylor Scott & White, SWHP continues to innovate, introducing new insurance plans, technologies and services to meet the needs of members, employers—and fellow Texans.

### **Value-Based Care**

Baylor Scott & White Quality Alliance (BSWQA) is the accountable care organization (ACO) from Baylor Scott & White. It encompasses more than 6,000 primary and specialty care physician members, 51 hospitals, 95-plus post-acute care facilities and other healthcare stakeholders all agreeing to be jointly accountable for improving quality, enhancing the patient experience and reducing healthcare costs. BSWQA is accredited by the National Committee for Quality Assurance as a Level-2 ACO. In 2019 alone, total earned shared savings were \$34.3 million.

### **Baylor Scott & White Research Institute**

Discoveries start at the Baylor Scott & White Research Institute (BSWRI), one of the leading research centers for clinical and translational research in the US, is the dedicated research and innovation arm for Baylor Scott & White. BSWRI brings together the critical infrastructure and operational resources needed to safely and effectively, conduct advanced patient-centered research across the largest not-for-profit healthcare system in Texas. BSWRI's team of more than 1,000 research specialists and principal investigators support approximately 2,000 research studies each year. They work across two administrative offices (Dallas and Temple), four clinical trials offices (Dallas, Fort Worth, Plano and Temple), four institutional review boards, nearly a dozen specialized labs and technology cores, and 20 dedicated research centers, hospitals and clinics throughout the BSWH system.

### **Baylor Scott & White Medical Group**

The Baylor Scott & White Medical Group is focused on the essentials—improving the safety, health and experience of our patients and efficiency for our organization and providers. The Medical Group provides consumer-centric, on-demand, reliable, consistent and value-driven care. In combining the expertise of four 501(a) physician groups, Baylor Scott & White's unified Medical Group is well-positioned to lead Baylor Scott & White's healthcare transformation.

## Awards

For the third consecutive year, Baylor Scott & White is *U.S. News & World Report's* most award-winning not-for-profit health system in Texas. In the 2020-2021, Best Hospitals list, 16 Baylor Scott & White medical centers are rated, and the system's two flagship academic medical centers are recognized as being among the top 10 in the state. The American Nurses Credentialing Center is the gold standard for nursing care. Baylor Scott & White has more recognized hospitals than any other health system in Texas. At Baylor Scott & White, patients are at the center of everything it does. Patient experience honors help Baylor Scott & White measure how well it meets patients' needs for safety, high-quality and compassionate care. Nine of its hospitals earned the 2020, Press Ganey Guardian of Excellence Award, which recognizes top-performing healthcare facilities consistently rated in the 95th percentile or above for patient experience based on one year of data. Additionally, five hospitals earned the 2020, Pinnacle of Excellence Award, which recognizes facilities that have consistently maintained high performance levels for multiple years. Each honor adds to Baylor Scott & White's story.

## Transforming healthcare's future

Before COVID-19 taught that transformational change is imperative, Baylor Scott & White was already pioneering healthcare's digital future. The industry-leading MyBSWHealth app is the heart of an ecosystem that provides digital access to every element of care, designed to exceed consumer expectations. With more than two million accounts, MyBSWHealth empowers consumers to view their health records and lab results, communicate with Baylor Scott & White doctors, schedule follow-up visits with one of our primary care providers, pay bills and more. For more than a century, consumers have trusted Baylor Scott & White for safe, quality care. As consumers turn to on-demand, high-quality, flexible healthcare solutions, Baylor Scott & White will still be there, changing healthcare for the better.

## Growing tomorrow's leaders

Baylor Scott & White has academic affiliations with Baylor College of Medicine and Texas A&M University. Both alliances aim to train future clinicians and developing programs that advance high quality care and healthcare innovation. Collectively, over the next four years, the programs will grow the next generation of physicians providing high-quality care. In addition, the system is exploring growing educational opportunities in nursing and pharmacy in Bryan/College Station, Texas.

## Culture makes a difference

At the center of all that Baylor Scott & White does is a deep commitment to the patients, health plan members and communities they serve. The people of Baylor Scott & White are united around Our Core, a visual representation of system strategy. Our Core is anchored by the system's Mission (why they exist), Ambition (what they aspire to be), Values (how they behave) and Strategies (keys to achieving Baylor Scott & White's Ambition). The center of Our Core is reserved for the personal commitment each of Baylor Scott & White's employees voluntarily makes to their patients and health plan members. Commitments connect how individual roles impact those they serve.

## **Moving forward together**

The communities Baylor Scott & White serves are diverse, as is its workforce. As a purpose-driven organization, their Mission is incomplete without all individuals feeling welcome and included, respected and valued. Baylor Scott & White is committed to advancing diversity, equity and inclusion while constantly challenging themselves to be better. Their goal is to create an environment, both within the System and in the communities, they serve, that embraces the differences that make them better together.

## **A proud tradition of serving those in need**

Today's Baylor Scott & White continues a proud legacy founded in faith and service. Its original Christian ministry of healing continues, reflected in the Office of Mission and Ministry (OMM). From providing spiritual and emotional care for those within its walls to collaborating with local faith communities, OMM is part of Baylor Scott & White. Its team members are committed to caring for patients and each other. Through the Employees 1st Emergency Assistance Fund, more than \$3.6 million has been provided to BSWH front-line caregivers and employees facing hardships due to COVID-19 or other unforeseen circumstances. This program is 100% funded through donations from our employees, board members and the community. Each day, Baylor Scott & White affirms its Commitment to improving the well-being of all individuals, families and communities. As part of its \$966 million in community benefits, Baylor Scott & White's community benefit fund distributes more than \$2 million annually to key community partners.

## **Supported by the community**

Comprising four separate foundations across North and Central Texas, Baylor Scott & White Foundations (Foundations) raise and manage charitable funds for Baylor Scott & White Health. Fundraising efforts through Foundations enable the organization to improve lives, deliver quality services to patients and develop new models of care to meet the needs of Texas' growing population. Powered by the community's generosity, Foundations are supported by more than 12,000 active donors, including individuals, corporations and private foundations. Over the last five years alone, Foundations have invested more than \$470 million into the system to fund innovative research, training for future healthcare leaders, the purchase of advanced medical technology and programs that support our employees and enhance patient care.

## **By the Numbers**

Baylor Scott & White provides full-range, inpatient, outpatient, rehabilitation and emergency medical services through 52 hospitals and more than 800 patient access points.

- 7.8 million patient encounters annually
- More than 800 patient access points
- 52 owned, operated, joint-ventured and affiliated hospitals
- 235 satellite outpatient facilities
- 26 ambulatory surgery centers

- 159 primary care clinics
- 554 specialty care clinics
- Four senior health centers
- Seven urgent care clinics
- 33 retail pharmacies
- \$17.5 billion in total assets\*
- \$11.7 billion in total operating revenue\*
- \$966 million in community benefit
- 208,789 hospital admissions
- 31,368 babies born
- More than 900,000 emergency department visits
- More than 4.3 million outpatient registrations
- More than 5,000 licensed beds
- More than 7,000 active physicians
- More than 49,000 employees

For more information visit [www.bswhealth.com](http://www.bswhealth.com)

## Position Summary

The Senior Vice President, Chief Information Security Officer (SVP/CISO) is the executive responsible for the planning, development, implementation and enforcement of the information security function across Baylor Scott & White Health (BSWH). This includes the assessment of the current environment, development of an organizational strategy and alignment with business objectives and the subsequent selection, development, deployment, monitoring, maintenance, and enhancement of all BSWH information security technology and systems. The SVP/CISO oversees and monitors the confidentiality, integrity, and availability of BSWH information systems across the health system and affiliated entities. They will work closely with Atos and outsourced resources to ensure tight alignment between those teams and internal information security groups.

The SVP/CISO must be a thoughtful executive that develops and implements information security solutions that enable clinicians, staff and the community while mitigating risks through enhancing hardware, software, email, web firewall, access verification, identity management, and encryption requirements. In collaboration with compliance and privacy leaders, the SVP/CISO monitors and ensures compliance with HIPAA security standards for healthcare-specific information and all other regulatory, industry, or legal requirements to protect sensitive patient and proprietary information.

The SVP/CISO evaluates potential business impacts from security issues and provides consultation with leaders across BSWH departments to collaboratively identify a path forward. The SVP/CISO leads risk evaluations and audits of data, application, computer, and network information security solutions and issues. They provide guidance on cyber security vulnerabilities, threats and events and new security technologies to support BSWH business objectives and future growth.

## Reporting Relationships

Reporting to the Chief Information Officer with a dotted line report to the Chief Compliance Officer

Direct reports include:

- Director, Cybersecurity
- Director, Enterprise Security Assurance

## Responsibilities

The successful Senior Vice President, Chief Information Security Officer candidate will:

- Develops the information security strategy and sets objectives within a major system unit. Accountable for implementation of that strategy across a multi-year time horizon of at least three to five years
- Acts as a leading subject matter expert for information security across the health system. This requires maintaining a deep understanding of fast-changing trends across information security globally

- Interfaces directly with system “Chief” leadership and entity Presidents to ensure information security posture is aligned with organizational goals
- Holds overall operational responsibility for the BSWH information security function and ensures effective and efficient operations which include information security systems strategy and design, new technology implementations, identity and access management, security vulnerability management, security incident investigations, business continuity, third-party vendor management, internal and external regulatory compliance, and other information security functions
- Participates in broader strategy development with senior leadership at the corporate and regional levels
- Directly and indirectly leads multiple levels of subordinate vice presidents, directors, and/or managers covering multiple disciplines and skill levels as it pertains to the information security environment
- Maintains primary accountability for information security fiscal stewardship, talent management and development and input on major resource needs
- Responsible for establishing team metrics and monitoring performance of both internal and external information security resources
- Develops the information security communication and education strategy to ensure the continued development of a culture of security across relevant stakeholders including physicians, nurses, staff and the community
- Oversees, guides, and leads the BSWH information security function to monitor and reduce organizational risk proactively in collaboration with compliance, privacy and other institutional partners
- Leads, reviews and approves the establishment of information security policies and security controls for IT systems leveraged to support BSWH patients, employees and health care operations
- Reviews, approves, and communicates information security metrics, dashboards, and guidance to BSWH executive leadership on strengthening defenses and reducing vulnerabilities for BSWH information assets

## Goals and Objectives

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

- Partners with the CIO, Chief Compliance Officer and other senior leaders and becomes 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 information security
- Assesses the current state of the information security environment and identifies the appropriate management structure for both internal staff and external resources provided through the outsourced relationship with Atos
- Evaluates the existing team and make any changes necessary to develop a high performing, service oriented organization. Create a culture that energizes and is supportive of staff and offers career growth and development opportunities to aid in recruitment and retention
- Develops the vision and roadmap to advance information security program
- Builds trust, credibility and strong relationships with business and clinical leaders across the health system to identify and address their needs as it pertains to information security. Ensures the program enables and supports business and clinical priorities
- Continues to develop standards, policies and governance as it relates to information security and the protection of key personal health information and intellectual property
- Promotes the continued adoption of a culture of information security through education, communication and the development of strong, enterprise-wide relationships

## Candidate Qualifications

### Education/Certification

- Bachelor's degree in Information Security, IT, Computer Science, Management of Information Systems, or related field. Masters preferred
- Professional information security management certification preferred, such as a Certified Information Systems Security Professional (CISSP), Certified Chief Information Security Officer (CCISO), Certified Information Security Manager (CISM), Certified Information Systems Auditor (CISA) or similar credentials

### Knowledge and Work Experience

- 10+ years of experience in IT or healthcare informatics, with experience as an Information Security leader for a large, complex organization. Health Care industry experience preferred
- 5+ years of leadership experience preferred
- Demonstrated sound business judgment and ability to work successfully with all levels of management
- Proven track record and experience in developing information security policies and procedures, as well as successfully executing programs that meet the objectives of excellence in a dynamic environment
- Advanced knowledge of Compliance Frameworks including PCI-DSS, ISO 27001/27002, NIST CSF and others
- Advanced knowledge of planning and implementing risk management programs
- Working knowledge of technical infrastructure, networks, business applications and systems in relation to security and risk
- Proven innovative thinking and leadership with an ability to lead and motivate cross-functional, interdisciplinary teams from across the enterprise
- Experience with cloud security as well as security engineering automation

### Leadership Skills and Competencies

- Executive presence
- Ability to build relationships, gain trust, and work with cross-functional teams in understanding the current state before developing a future state roadmap
- Strategic thinker and proficient in decision-making

- Informative and persuasive presentation skills, with ability to communicate information security and risk-related concepts to technical and non-technical audiences
- Excellent written and verbal communication skills including senior management or executive level presentation material development experience
- Ability to work collaboratively by building consensus and influencing decision making to foster forward progress with projects and initiatives
- Proven leadership style that includes exceptional people skills, program management, business and technology expertise
- Excellent organizational skills, coupled with ability to be versatile and flexible
- Driven with the ability to execute
- Ability to manage change in a large, complex organization
- Ability to build relationships with stakeholders across various business and clinical operations; humility
- Strategic ability and system level thinking
- Servant leader orientation
- Ability to manage multiple projects simultaneously with varied deadlines; prioritize effectively

## The Community

### Dallas, Texas

Dallas was founded in 1841, and formally incorporated as a city in February 1856. It is the third-largest city in the state of Texas and the ninth-largest in the United States. The city covers 342.5 square miles, not including water area, and is the county seat of Dallas County. It is the main economic center of the 12-county Dallas-Fort Worth metropolitan area – at over 7.5 million people; it is the fourth-largest metropolitan area in the United States. The Metroplex also includes areas such as Plano, Grand Prairie, Arlington, Irving, Lewisville, and Flower Mound.



Dallas is the Southwest's leading business and financial center. It boasts the largest wholesale market in the world and lays claim to being one of the top convention cities in the United States and the number one visitor destination in Texas. Dallas is considered to be one of the most livable cities in America. Residents enjoy a flourishing economy, cultural arts, abundant housing options, endless entertainment and activities and a thriving community spirit.

The communities surrounding Dallas/Ft. Worth have experienced unprecedented business growth and population expansion during the last ten years, and that growth continues. Dallas has developed a strong industrial and financial sector, and a major inland port, due largely to the presence of Dallas/Fort Worth International Airport; one of the largest and busiest airports in the world. The city is the corporate headquarters for American Airlines, Texas Instruments, Lockheed Martin Aircraft, Bell Helicopter, Burlington Northern Santa Fe Railroad, Radio Shack, Pier One Imports, XTO Energy, AmeriCredit, Alcon Laboratories, and Cash America.

The city is sometimes referred to as the heart of "Silicon Prairie" because of a high concentration of telecommunications companies in the region, the epicenter of which lies along the Telecom Corridor located in Richardson, a northern suburb of Dallas. The Corridor is home to more than 5,700 companies including Texas Instruments (headquartered in Dallas), Nortel Networks, Alcatel Lucent, AT&T, Ericsson, Fujitsu, Nokia, Rockwell Collins, Cisco Systems, Sprint, Verizon Communications, XO Communications and until recently CompUSA (which is now headquartered in Miami, FL). Texas Instruments, a major manufacturer employs 10,400 people at its corporate headquarters and chip plants in Dallas.

Significant national headquarters relocations to the area (as exemplified by Toyota's decision to leave California and establish its new North American headquarters in the Dallas region) coupled with significant expansions of regional offices for a variety of corporations and along with company relocations to downtown Dallas are helping drive the current boom in the Dallas economy. Dallas leads Texas' largest cities in Forbes' 2019 ranking of "The Best Place for Business and Careers."

The Dallas-Fort Worth MSA has one of the largest concentrations of corporate headquarters for publicly traded companies in the United States. *Fortune Magazine's* 2021, annual list of the Fortune 500 in America indicates the D/FW area has 22 Fortune 500 companies located in the metroplex.

Dallas/Ft. Worth is one of only a few metro areas to have teams in six major professional sports leagues: the Dallas Cowboys of the NFL, the Texas Rangers of the MLB, the Dallas Mavericks of the NBA, the Dallas Stars of the NHL, and professional soccer's FC Dallas and Dallas Sidekicks. Throw in the Mesquite Rodeo, Texas Motor Speedway, ample numbers of golf courses, and NCAA Division I athletics, and you can see that Dallas/Ft. Worth is a community that likes to play all sports. Ft. Worth also hosts many national equestrian cutting horse competitions including the Southwestern Exposition and Stock Show.

This rich western agricultural and sports heritage is complemented by a sophisticated dedication to the arts. The Dallas Arts District, located on the north side of downtown and covering 118 acres, is the largest such urban district in the United States. The Dallas Museum of Art and the Morton H. Myerson Symphony Center are two of the most prominent features on the Dallas Arts scene. Several other museums and concert venues grace the grounds of Fair Park, including The Science Place and the African American Museum.

Ft. Worth's 2,056-seat Bass Performance Hall is home to the Van Cliburn International Piano Competition, the Ft. Worth Symphony, the Ft. Worth Dallas Ballet, the Ft. Worth Opera, and special productions of Casa Manana musicals. Ft. Worth's art museums are nationally respected – the Ft. Worth Museum of Modern Art, the Amon Carter Museum of Western Art, the Kimball Art Museum, and the Ft. Worth Museum of Science and History.

Throughout Dallas/Ft. Worth you will find an amazing blend of artistic expressions that reflect the multicultural dynamics of the city's heritage.

Other fun things to do in the Dallas/Ft. Worth area include historical sites depicting the city's earliest days and most infamous moments, Ft. Worth Botanic Gardens and Dallas Arboretum, the Dallas and Ft. Worth Zoo, and wildlife centers where you can experience the wonders of nature. Six Flags Over Texas has the tallest roller coasters and the best shows in the Southwest and plenty of fun places to relax and enjoy the warm Texas climate. Dallas has more shopping centers per capita than any other major U.S. city and four times more restaurants per person than New York City.

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

[www.dallaschamber.org/](http://www.dallaschamber.org/)

## Procedure for Candidacy

Please direct all nominations and resumes to Nick Giannas and Zach Durst, preferably via e-mail, to [zdurst@wittkieffer.com](mailto:zdurst@wittkieffer.com). Information that cannot be sent electronically may be forwarded to:

Nick Giannas and Zach Durst  
WittKieffer  
2015 Spring Road, Suite 510  
Oak Brook, Illinois 60523  
Phone: 630-990-1370

*The Baylor Scott & White Health 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 Baylor Scott & White Health 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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