Role Specification

Chief Information Officer

AMN Healthcare

Contact

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# Company Background

## Founded in 1985 as a single-service provider of travel nurses to hospitals across the US, today AMN Healthcare is the nation's innovator and leader in workforce solutions and healthcare staffing services to healthcare facilities across the nation. AMN Recruitment Services provide unparalleled access to the most comprehensive network of quality healthcare professionals, and allow healthcare clients to partner for hiring and on-boarding permanent clinical and non-clinical positions with qualified candidates. The company reports approximately 8,700 nurses, allied and other clinical healthcare professionals, 350 executive and clinical leadership interim staff, and 450 medical coding professionals under contract, not including temporary placements (locum tenens) who are independent contractors. AMN Healthcare's workforce solutions - including managed services programs, vendor management systems, recruitment process outsourcing and consulting services - enable providers to optimize their workforce to successfully reduce complexity, increase efficiency, and improve patient outcomes. Clients include acute-care hospitals, community health centers and clinics, physician practice groups, retail and urgent care centers, home health facilities, and many other healthcare settings.

## AMN Healthcare Services, Inc. is publically listed on the New York Stock Exchange (NYSE: AMN). In Q3 2017, the company saw quarterly revenue of $494 million, a 5% increase over prior year and 1% higher than the second quarter of 2017. The company’s full-year revenue for 2016 was $1.9B, an increase of 30% from prior year, with net income of $106 million. The company has grown both organically and inorganically, completing a number of acquisitions over the last several years in the areas of predictive analytics and workforce optimization, interim and permanent leadership staffing services, physician leadership permanent placement services, medical coding services, and vendor management systems. Additionally, AMN continues to expand new service offerings such as Managed Services Programs and Recruitment Process Outsourcing. The company reports over corporate 3,000 employees, with major sites in Dallas and its San Diego headquarters. AMN also maintains product development centers in Portland, Omaha, and Memphis.

## **Helpful Links:**

## Corporate website: <https://www.amnhealthcare.com/>

## Investor relations: <http://amnhealthcare.investorroom.com/index.php>

## YouTube channel: <https://www.youtube.com/user/AMNHealthcare>

## **Management Team**

* Susan Salka, Chief Executive Officer, President and Director
* Brian Scott, Chief Financial Officer, Chief Accounting Officer and Treasurer
* Julie Fletcher, Chief Talent Officer
* Marcia Faller, Chief Clinical Officer
* Matt Zubiller, Senior Vice President, Strategy, M&A
* Denise Jackson, General Counsel and Senior Vice President
* Ralph Henderson, President, Professional Services and Staffing
* Dan White, President, Strategic Workforce Solutions
* Mark Smith, President, Merritt Hawkins

# The Role

As AMN Healthcare has grown both organically and inorganically in recent years, the company’s technology systems have been stretched to support the rising trajectory of the company. Furthermore the rapid digital transformation across the industry presents an opportunity for AMN to modernize its systems and develop a world-class digital platform that will serve as the standard in the healthcare staffing industry. Achieving the company’s goals to double revenue to $4B requires a senior, strategic technology leader who can chart a course for change and deliver an ambitious roadmap for its technology systems.

Reporting directly to CEO Susan Salka, AMN’s Chief Information Officer is the most senior technology leader serving all of AMN’s multiple lines of business. S/he is a strategic technology and IT leader who partners with AMN business leaders to ensure all strategic planning, resources, infrastructure and IT priorities are aligned with company goals, governance procedures, and the evolving technology needs that enable AMN’s enduring competitive advantage. This leader will direct a team of approximately 100 full-time IT professionals and another 90 contractors/vendors based primarily in San Diego and Dallas. In addition, the CIO and his/her organization will work closely with software development teams in Portland, Omaha, and Memphis.

## **Key Responsibilities**

* Serve as the senior voice of technology for AMN Healthcare and act as an advisor to the CEO and other senior AMN leaders regarding technology strategy as it relates to meeting the company’s business objectives. Communicate with a wide range of stakeholders – including the Board of Directors, business unit leaders, product teams, clients, analysts and more – to articulate the company’s technology strategy and roadmap.
* Lead the overall planning, coordination, direction and design of all IT-related activities for AMN Healthcare. Lead the IT department’s operational and strategic planning, including fostering innovation, organizational design, program management, capacity planning and the allocation of resources.
* Collaborate with both internal and external clients and stakeholders to define business and systems requirements for all technology implementations. Establish and maintain regular interdepartmental communications with key executives and functional stakeholders regarding pertinent IT activities and performance.
* Ensure the continued delivery and ultimate success of the *Destinations* project, a multi-year technology and business system upgrade launched in August 2013 that will deliver a compelling, modern IT infrastructure that dramatically increases AMN’s ability to source, recruit and place healthcare professionals across all of the company’s brands. *Destinations* is a mission-critical, strategic project with a wide scope that includes front- and back-office improvements, systems integration and modernization, new product/service development, business intelligence/analytics improvements, and more.
* Build, lead and mentor a world-class team of 100+ managers and professionals to include staffing, training and employee development, etc.
* Ensure compliance with all IT governance programs establishing policies and procedures, including those for architecture, applications, security, disaster recovery, purchasing and service provisioning.
* Benchmark, analyze, and make recommendations for the improvement and growth of the IT infrastructure and Applications ecosystem based on AMN Healthcare business strategies.
* Oversee the design and deployment of systems that support AMN Healthcare corporate functions using innovative solutions.
* Maintain knowledge of industry best practice in the areas of application and infrastructure to assure future state considerations are incorporated into all system design.
* Administer and control the AMN Healthcare technology expense budget to contribute to a cost effective operation.
* Develop business case justifications and cost/benefit analyses for IT spending based on the governance model.
* Oversee negotiation and administration of vendor, outsourcing and consulting agreements.
* Support M & A due diligence and integration activities.
* Oversee provision of end-user services including help desk and support services.
* Establish service-level agreements with AMN executives for the delivery of IT services.

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# Role Location

The role may be based either in Dallas, Texas or at the company’s headquarters, located in the Del Mar Highlands area of San Diego, CA.

# Candidate Profile

The ideal candidate will be a proven CIO or CTO of a company of $1B scale or greater, with a high level of maturity, self-confidence and executive presence. He or she will have a strong track record of technology deployment, operations and systems management in a large-scale, service-oriented, mission-critical environment. He or she will possess the ability to think both strategically and operationally, and drive change in a complex, mature, and growth-oriented environment. He or she has a team-oriented outlook, inspires collaboration and builds bridges between cross-functional organizations.

The successful candidate will be comfortable in all settings, interfacing directly with internal stakeholders, customers, partners, and investors as well as operating at all levels of the organization. He or she must have a strong technical foundation, outstanding business acumen, and a bias for action that balances the need for short-term technology improvements and rationalization with the long-term business needs that create AMN’s sustainable advantage. Experience with employment processes or other technology-enabled business services is highly desirable.

## The following competencies are particularly relevant for this role:

* **Technical and Functional Excellence:** The candidate will have demonstrated success as a CIO or CTO leading an organization of similar or larger scale, managing the full spectrum of technology and IT-related functions. The candidate will demonstrate successful experience implementing and supporting mission-critical business applications such as ERP/CRM/SFA systems and/or digital transformational activities, with a track record of consistent delivery and development of services and systems to support the business at the highest levels of availability and reliability. This individual must be able to operate at strategic, executive levels as well as dive deep to be credible and decisive at operational levels.
* **Strategic Agility:**  The successful candidate will have developed and executed competitive and breakthrough strategies and plans that measurably shift a company’s performance in the market, with the ability to synthesize many sources of information to fundamentally shape a company’s strategy and challenge other players in the industry. He or she sees ahead clearly and can anticipate future consequences and trends accurately. This individual brings broad knowledge and perspective, is future oriented, and can articulately paint credible pictures and visions of possibilities and likelihoods. He or she communicates a compelling and inspired vision or sense of core purpose, talks beyond today, emphasizes possibilities, and is optimistic.
* **Drive for Results:** Success in this role requires individuals who can be counted on to exceed goals successfully, are very bottom-line oriented, and steadfastly push themselves and others for results. In priority setting,theyspend time and the time of others on what’s important; quickly zeroing in on the critical few and putting the trivial many aside. Successful candidates quickly sense what will help or hinder accomplishing a goal, can eliminate roadblocks, and create focus. They make quality decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure. They are sought out by others for advice and solutions, and most solutions and suggestions turn out to be correct and accurate when judged over time.
* **Organizational Agility**: The ideal candidate will be knowledgeable about how organizations work, with the ability to get things done both through formal channels and the informal network. He or she has a keen sense of culture, and has clearly demonstrated an ability to influence and work closely with a variety of constituencies, both internal and external, as well as the ability to develop strong organizational relationships based on mutual trust. He or she must be a team player, supporting and promoting team accomplishments versus personal achievement, with a proven ability to bring projects to fruition through influence and collaboration across a complex, matrixed organization.
* **Driving Change, Innovation, and Creativity:** The ideal candidate will be an effective leader of change, with demonstrated ability to foster new ideas and drive innovation. He or she identifies key markets to implement new and innovative ideas that constantly strive for increased customer and shareholder satisfaction. This individual provides strategic guidance to other leaders in support of an open, creative and diverse ideation process, while setting risk parameters to guide desired innovative thought and action. He or she will not only chart and communicate a new direction, but will be adept at building group momentum for change and inspiring others to take an active part in the change effort. The ability to effectively drive change and innovation in a mature organization is critical, creating enough momentum to overcome organizational inertia yet appreciative of past success and mindful not to disrupt critical existing business processes.
* **Building Effective Teams:** Candidates for this role must have an ability to identify top talent, hire and develop the best people—from inside or outside. He or she is not afraid of selecting strong people, and assembles talented staffs and provides challenging and stretching tasks and assignments. This leader unites people into teams, creates strong morale and spirit, shares wins and successes, fosters open dialogue, and lets people finish and be responsible for their work. He or she defines success in terms of the whole team, creating a feeling of belonging. In developing individuals, he or she holds frequent development discussions, and is aware of each person’s career goals. He or she constructs compelling development plans and executes them, encouraging team members to seek developmental moves, and supporting those who need help and further development.

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| **Critical Experience** | Must have | Nice to have |
| Prior CIO/CTO Role of comparable scope and scale  (Led 150+ person teams and managed $20M+ budget for organizations with $1B+ revenue and 2000+ employees) |  |  |
| Platform rationalization and integration  (e.g. M&A and company growth experience) |  |  |
| Drove and supported major deployments of core business applications such as: ERP/CRM/SFA systems |  |  |
| Experience leading digital transformation and/or developed and launched new software products |  |  |
| Experience in staffing or technology-enabled business services |  |  |
| Advanced Technical Degree |  |  |
| Based in San Diego or willing to relocate |  |  |

## **Personal Qualities:**

* A convincing, credible communicator able to present thoughts, ideas, and concepts in a logical and easy to understand manner. Demonstrates an outgoing and engaging demeanor. Makes a positive first impression.
* Demonstrates the highest standards of ethics and integrity. Guided by a set of core values and acts in line with them at all times, regardless of internal or external pressures.
* Team-oriented, humble, and low-ego. The ideal candidate prefers a collaborative environment, sharing credit and praise with others.
* Driven and courageous, this individual is comfortable in a fast-paced, intense, risk-taking environment with high performance expectations. Strikes the right balance between speed and patience. He or she enjoys being competitive externally while remaining internally apolitical.