



## Vice President, Information Security

### Leadership Profile

December 2023

*Prepared by:* Hillary Ross, Zach Durst, and Katie Mazzuckelli

A series of light blue, wavy, concentric lines that originate from the left side of the page and curve downwards and to the right, creating a sense of motion and depth. These lines are layered over a dark blue rectangular area at the bottom of the page.

**WittKieffer**

## Contents

01	The Opportunity
02	Organization Overview
08	Position Summary
10	Goals and Objectives
11	Candidate Qualifications
12	The Community
13	Procedure for Candidacy

## The Opportunity

Aspirus, Inc. (Aspirus) seeks a driven, results-oriented information security leader to serve as its Vice President, Information Security (VP). This is an outstanding opportunity for a progressive leader to join a financially sound health system that is committed to being a high-performing, community focused organization.

Based in Wausau, Wisconsin, Aspirus is a \$2B+ organization with more than 11,000 employees and serves communities through clinics and hospitals located in Wisconsin (13 hospitals) and Upper Michigan (4 hospitals). The corporate structure of Aspirus includes Aspirus Network, Inc., a Clinically Integrated Network; Aspirus Health Plan, a managed care health plan; and Aspirus Medical Group, a medical group that employs more than 1,000 physicians and advance practice providers.

Aspirus continues to grow and recently announced a Letter of Intent with St. Luke's Duluth in northeastern Minnesota to expand healthcare across the region. The combined organization will operate a total of 19 hospitals and 130 outpatient locations, with nearly 14,000 team members, including 1,300 employed physicians and advanced practice clinicians. Following due diligence, regulatory reviews, and necessary approvals, Aspirus and St. Luke's hope to complete the affiliation process in early 2024.

The Vice President, Information Security will report to the Senior Vice President, Chief Information Officer (CIO) and serve as information security leader for the enterprise. This VP will be an integral member of the CIO's leadership team, will work actively with the organization's Chief Compliance and Privacy Officer and have visibility to the Aspirus Board. The VP will grow the existing program and team in a manner that matures the information security posture in an urgent, yet thoughtful manner. This will include a redesign of the Aspirus Information Security program to meet the changing cybersecurity threat landscape.

The ideal candidate for the VP position will be a dynamic and collaborative executive with a track record of success leading information security, preferably in complex healthcare organization. This VP must be able to communicate effectively and develop trusting relationships at all levels of the enterprise.

Relocation to the Wausau region will be required of the Vice President, Information Security.

## Organization Overview

Aspirus Health is a non-profit, community-directed health system based in Wausau, Wisconsin. Aspirus' more than 11,000 employees are focused on improving the health and well-being of people throughout Wisconsin and Upper Michigan. Aspirus serves communities through 4 hospitals in Upper Michigan, 13 hospitals in Wisconsin, 75 clinics, home health and hospice care, pharmacies, critical care and ground and air medical transport, medical goods, nursing homes and a broad network of physicians. Aspirus team members demonstrate caring, plan to impact the future, work with happiness and enthusiasm and recognize its power to make a difference and improve the health of its communities.

### The Aspirus Mission

Aspirus' heals people, promotes health and strengthen communities.

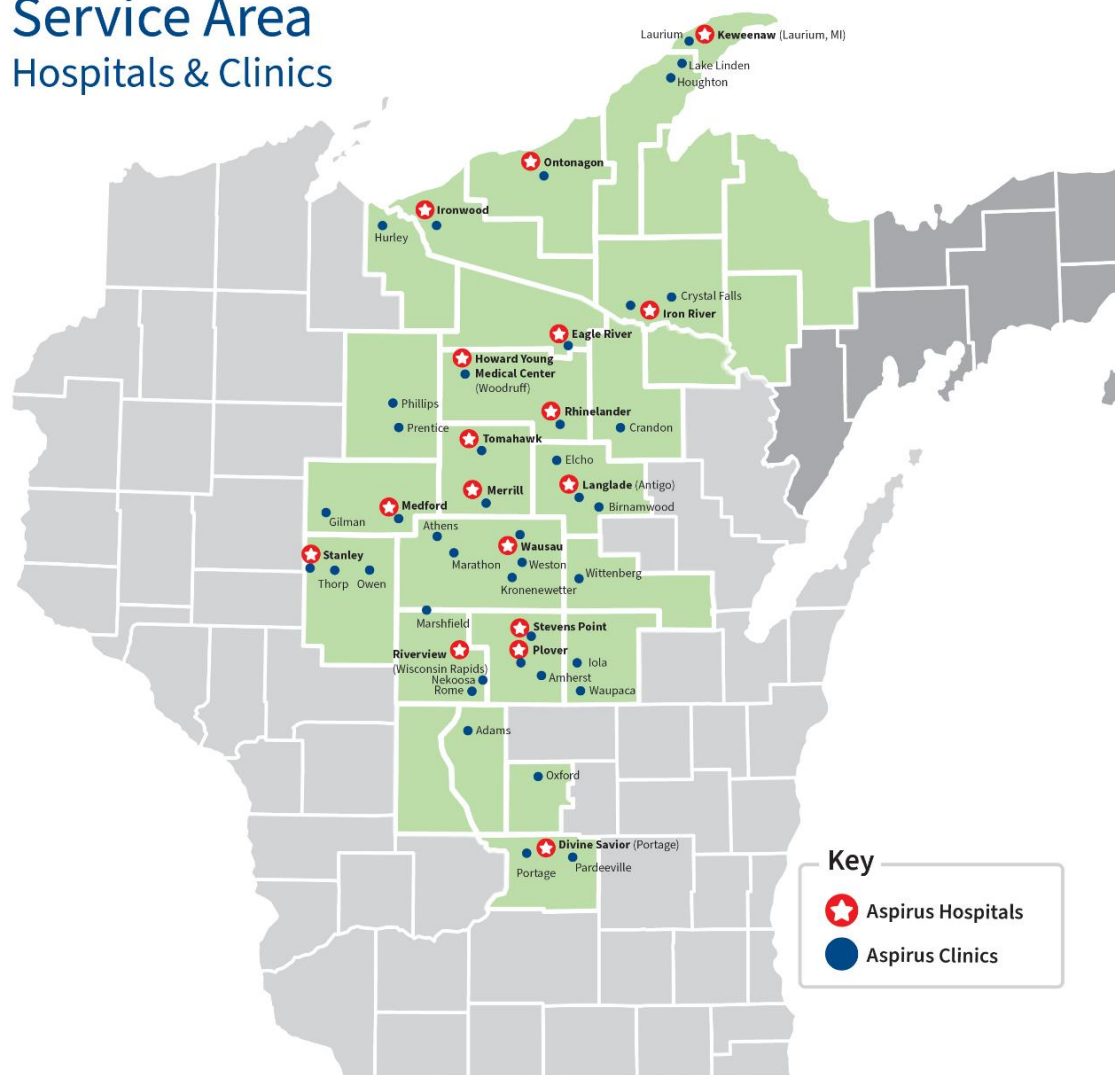
### The Aspirus Vision

Aspirus is a catalyst for creating healthy, thriving communities, trusted and engaged above all others.

### Aspirus Core Values

- **Compassion** - Demonstrate caring in all they do and cherish the honor of improving lives.
- **Accountability** - Commit to their work, recognize their power to make a difference, and embrace the responsibility to advocate for each person served.
- **Collaboration** - As a team, they improve their patients' lives; through partnerships they improve the health of their communities.
- **Foresight** - Plan and act today to impact the future and sustain and grow vital resources for those who need them.
- **Joy** - Work with happiness and enthusiasm; celebrate successes and build a positive environment.

## Service Area Hospitals & Clinics



### CENTRAL WI REGION

**Aspirus Wausau Hospital** is licensed for 325 beds and is staffed by 374 physicians in 42 specialties. It is the flagship of the Aspirus system that serves patients across northern and central Wisconsin, as well as the Upper Peninsula of Michigan.

Aspirus Wausau Hospital provides primary, secondary, and tertiary care services as a regional referral center. Specialty referral service emphasis exists in cardiology and cardiothoracic surgery, orthopedics, Level II trauma center, and oncology. The hospital has an average daily inpatient census of 236, with approximately 14,600 discharges per year. Outpatient visits exceed 240,000, and there are also more than 27,000 annual emergency department visits.

Aspirus Wausau Hospital provides world-class cardiovascular care in addition to leading-edge cancer, trauma, women's health, and spine and neurological care. The hospital is continually recognized nationally for the level of care it provides. Aspirus Wausau Hospital has earned high-quality ratings or awards from prominent quality agencies such as HealthGrades, Thomson Reuters, Truven Health, IBM Watson, Becker's Hospital Review, Mission: Lifeline®, and *U.S. News & World Report*.

**Aspirus Merrill Hospital & Clinics** is a 30-bed critical access hospital that provides primary and specialty services to Merrill and rural Lincoln County. Services include inpatient hospital care, 24/7 emergency department, urgent care as well as surgery, cancer care, imaging, laboratory, and rehabilitation services.

## NORTH WI REGION

**Aspirus Medford Hospital & Clinics** offers all the friendliness and flexibility of a 30-bed critical access hospital with the horsepower of a large health care system. In addition to the hospital, residents of Taylor, Price, Clark, and Marathon counties have convenient access to the pharmacy, five primary care clinics, two therapy centers, a public fitness center, and senior care services, which include a skilled nursing home and assisted living.

**Aspirus Stanley Hospital & Clinics** is a 24-bed critical access hospital that provides primary and specialty services to Stanley. Services include inpatient hospital care, swing bed services, and 24/7 emergency/urgent care. Aspirus Stanley Hospital is a destination for specialty care-including family medicine, internal medicine, gynecology, outpatient behavioral health, and general surgery.

**Aspirus Eagle River Hospital & Clinics** is a 25-bed critical access hospital in Wisconsin that proudly cares for Eagle River neighborhoods and surrounding communities. Eagle River Hospital offers inpatient hospital care, swing-bed program, 24/7 emergency department with a paramedic ambulance team caring for Eagle River residents and surrounding areas. It also has a surgery center, extensive radiology and laboratory services providing convenient diagnostic imaging and lab testing.

**Aspirus Rhinelander Hospital & Clinics** is a 73-bed facility that offers the best in health care services, including advanced medical imaging, high-tech surgical services, a state-of-the-art birthing center, comprehensive women's health services and a 13,000-square-foot cancer center equipped with the latest technology.

**Aspirus Tomahawk Hospital & Clinics** provides primary and specialty services to Tomahawk and rural Lincoln County through an 18-bed critical access hospital. Other services include inpatient hospital care, 24/7 emergency department/urgent care as well as surgery, imaging, laboratory, and rehabilitation services.

**Howard Young Medical Center** is a 99-bed acute care facility located in Woodruff that provides primary and specialty care to residents across northern Wisconsin, including Oneida, Vilas, and Iron counties, at a level not commonly found at a typical rural hospital. Howard Young Medical Center offers advanced medical imaging, high-tech surgical services, and comprehensive women's health services, all equipped with the latest technology, including the da Vinci Robotic Surgical System.

**Aspirus Langlade Hospital & Clinics** is a Catholic hospital, founded by the Religious Hospitallers of St. Joseph, and is sponsored by Catholic Health Partners, Inc. The Corporate Members of Aspirus Langlade Hospital are Aspirus, Inc. and the Religious Hospitallers of St. Joseph Health Corporation. Aspirus Langlade Hospital is a 25-bed critical access hospital. Services include imaging, occupational/physical therapy, birthing, emergency/trauma, lab, and rehab.

## SOUTH WI REGION

**Aspirus Riverview Hospital & Clinics, Inc.** is licensed for 99-beds and has a current capacity of 63 inpatient beds. Services include an inpatient facility with all private rooms, a critical care unit, birthing, cancer center with medical and radiation oncology, a state-of-the-art diagnostic imaging department, a comprehensive laboratory, an emergency room, modern surgery and outpatient procedures unit, therapies (including physical, occupational and speech/swallowing), cardiopulmonary rehabilitation, diabetes and nutrition center, respiratory care, a wound center with two hyperbaric oxygen therapy chambers, a joint center, a sleep lab, a dental clinic which serves the dental needs of lower-income residents, and numerous other services.

**Aspirus Divine Savior Hospital & Clinics** is a 73-bed hospital with emergency/urgent care, surgery, inpatient Care, ICU, birthing center, and more. Conveniently attached to the hospital is the clinic which offers family medicine, pediatrics, geriatrics, endocrinology, general surgery, ophthalmology and OB/GYN services. On the Portage campus, you will also find the Aspirus Tivoli Community, a welcoming and modern facility that offers assisted living. The Wellness Center, located between the hospital and Tivoli, is the home to orthopedic, sports medicine, rehab, speech and language pathology and audiology clinic services. In The Wellness Center, you will also find La Vita, a medically integrated fitness center, as well as the Aspirus Child Care Center, which provides daycare for employees and the community.

**Aspirus Plover Hospital & Clinics** Aspirus Plover Hospital offers ambulatory surgical services, an emergency department, and robust imaging and lab services. The campus also has a large primary and specialty care clinic that provides general wellness visits, acute care, and many specialists for conditions patients may need care for.

**Aspirus Stevens Point Hospital & Clinics** is a fully accredited acute-care facility with 94 beds, offering expert, personalized care for residents of Stevens Point and Portage County. It offers a broad range of services, including emergency medicine/urgent care, surgery, ICU/CCU, diagnostic radiology, rehabilitation, sports medicine, occupational and behavioral health, pathology, and sleep diagnostics.

## UPPER PENINSULA REGION

**Aspirus Keweenaw Hospital & Clinics** is a non-profit, community-directed hospital based in Laurium, Michigan, with clinics and outreach services in Laurium, Calumet, Houghton, and Lake Linden. Aspirus Keweenaw is part of the Aspirus, Inc. exclusive hospital and clinic network that includes home health and hospice care, pharmacy, critical care, medical goods, and a philanthropic foundation. Aspirus Keweenaw Hospital is a 25-bed facility that provides 24/7 access to emergency care and is supported by five clinic locations. Aspirus Keweenaw is committed to delivering excellent local health care to keep families healthy and provide a successful community hospital for generations to come.

**Aspirus Iron River Hospital & Clinics** serves the needs of the south-central Upper Peninsula of Michigan and northern Wisconsin. Aspirus Iron River Hospital is a 25-bed critical access hospital with emergency/trauma, swing beds, stroke and cancer care, lab, and occupational, physical and speech therapy services.

**Aspirus Ironwood Hospital & Clinics** is a 25-bed critical access hospital that serves people of the Gogebic-Iron Range in Upper Michigan and northern Wisconsin with high-quality medical care and services. Aspirus Ironwood Hospital & Clinics includes Aspirus Eye Center - Ironwood and two primary care clinics located in Ironwood, Michigan and Hurley, Wisconsin.

**Aspirus Ontonagon Hospital & Clinics** is a licensed 25-bed critical access hospital dedicated to serving the residents of Ontonagon County, Michigan, and the surrounding area. Aspirus Ontonagon offers a wide range of



services, some of which are unique for a small rural setting, including inpatient and outpatient physical therapy, imaging services including x-ray, CT, ultrasound, mammography, and fully operational lab.

## ASPIRUS MEDICAL GROUP, INC.

With 75 community-based clinics, 900 physicians and advanced practice clinicians, and 1.5 million clinic visits per year, the Aspirus Medical Group develops personal and caring relationships with its patients. As part of the Aspirus Health system, the Aspirus Medical Group has access to the resources of a comprehensive network of physicians, clinics, hospitals, and home care agencies to provide contemporary, cost-effective care.

## ASPIRUS NETWORK, INC.

Aspirus Network, Inc., is a Clinically Integrated Network of leading primary and specialty care physicians, hospitals, and allied health care professionals. Aspirus Network negotiates contracts on behalf of its members with employers and health plans. It aligns all elements of the care continuum to advance quality and improvement efforts that produce better clinical outcomes, enhanced patient experiences and controlled costs. Provider members of Aspirus Network can help identify and drive quality improvement initiatives, serve as advocates for healthier communities, and provide ongoing feedback on the Network's strategic direction.

Today Aspirus Network, Inc. represents more than 1,000 physicians, 17 hospitals, 11 ambulatory surgery centers, and many ancillary health care professionals. Aspirus Network is a wholly owned subsidiary of Aspirus, Inc.

## ASPIRUS HEALTH PLAN

Aspirus Health Plan is wholly owned by Aspirus and has enrollment of more than 45,000 members and growing. Aspirus Health Plan began insuring members on January 1, 2017, and expanded to offering Medicare Advantage January 1, 2021. Aspirus Health Plan is authorized to sell insurance products for Medicare Advantage, individuals, businesses headquartered in the following Wisconsin counties:

- Group and individual (HMO and POS)
  - Adams, Clark, Columbia, Florence, Forest, Iron, Juneau, Langlade, Lincoln, Marathon, Marquette, Oneida, Portage, Price, Sauk, Shawano, Taylor, Vilas, Waushara, and Wood.
- Medicare Advantage (PPO)
  - Adams, Clark, Columbia, Florence, Forest, Iron, Juneau, Langlade, Lincoln, Marathon, Marquette, Oneida, Portage, Price, Sauk, Shawano, Taylor, Vilas, Waupaca, Waushara, and Wood.

Aspirus Health Plan offers the following products:

- On and off-Exchange individual policies
- Off-Exchange small group policies
- Large group risk policies
- Group self-funded and level-funded policies
- Medicare Advantage plans

Networks available:

- Signature Network (available to group and individual business)
  - Aspirus Network, Inc.
  - Aurora Health Care
  - Bellin Health
  - Children's Wisconsin
  - Gundersen Health System
  - Reedsburg Area Medical Center



- The Medical College of Wisconsin
  - ThedaCare
  - UW Health
- Freedom Network (made up of First Health Network providers) (available to large group risk and group self-funded policies)
- Medicare Advantage
  - Aspirus Network, Inc.
  - Reedsburg Area Medical Center
  - ThedaCare
  - UW Health

## ASPIRUS AWARDS AND RECOGNITIONS

- Aspirus was the first Wisconsin system ever to earn the Top 15 Health System designation by IBM Watson/Truven – a recognition achieved for four consecutive years.
- Aspirus Health is one of only three health systems in the nation to be named a Platinum Well Workplace (2023-2026) by the Wellness Council of America (WELCOA) for meeting the highest standards of wellness support for employees.
- Aspirus Wausau Hospital has repeatedly been rated as having among the top cardiovascular programs in the country, receiving numerous annual distinctions from HealthGrades, Becker's Hospital Review, IBM Watson/Truven and others.
- Multiple Aspirus hospitals have received Environmental Excellence Awards for sustainability from Practice GreenHealth.
- Aspirus Ironwood Hospital and Aspirus Langlade Hospital in 2022 were identified by Chartis Center for Rural Health as top 100 critical access hospitals.
- Aspirus Wausau Hospital and Aspirus Langlade Hospital have earned recognitions for stroke care from the American Heart Association/American Stroke Association and the Wisconsin Stroke Coalition, respectively.
- For more information, please visit: [www.aspirus.org](http://www.aspirus.org)

## Position Summary

The Vice President, Information Security (VP) will be responsible for the health system's information security strategy and operations and will provide direction to the design and management of the program including policies, procedures, technical systems, and workforce training. The VP will work closely with Aspirus IT's technical division overseeing programs to address vulnerabilities and other security improvements in the technical architecture. The VP will also maintain the confidentiality, integrity, and availability of data within all information systems.

## Reporting Relationships

The VP reports directly to the Senior Vice President, Chief Information Officer, William Weider, and is an integral part of the IT leadership team.

The VP leads the information security team and will have the opportunity to grow and mature that group over time in collaboration with the CIO.

## Responsibilities by Area

The Vice President, Information Security will be responsible for the following:

- Address electronic systems architecture and functionality as it affects safeguards of protected health information (PHI) and business information assets.
- Help to lead the IT Disaster Recovery/Business and Clinical Continuity program to ensure the recoverability, security, integrity and availability of data, data systems, and IT infrastructure.
- Demonstrate commitment to the quality philosophy and values of Aspirus by maintaining established process design, policies and procedures, organizational objectives, continuous quality improvement, quality assessment, and safety standards.
- In consultation with colleagues, developing short and long-term goals, and the plans necessary to accomplish agreed-upon goals for areas of responsibility.
- Manage system technology to support information privacy and security including processes, communications, tools and systems related to the program.
- Maintain confidentiality, integrity and availability of data as the privacy and security programs integrate.
- Continually develop and maintain an Information Security program, including security policies and procedures including management of security risk assessments, the program budget, security complaints and incident activity and enforcement.
- Lead the development of strong workforce security training and awareness to ensure a culture of security permeates all levels of the health system.
- Apply industry standards and best practices in the continued maturation of the information security program.
- Lead the engagement of external compliance assurances and security survey activity; and business continuity/disaster recovery planning.

- Serve as the security voice on the Information Technology Governance Committee for decision-making around information security decisions for internal and health information exchange business decisions.
- Implement, manage, and enforce information security derivatives within regulatory mandates to protect PHI including HIPAA and The American Recovery and Reinvestment Act provisions.
- Ensure the ongoing integration of information security and business strategies and privacy requirements.
- Work closely with the organization's Chief Compliance and Privacy Officer for ongoing optimal application of technology functionality to protect PHI, including the identity management program. Report regularly to the organization's Compliance Committees.
- Lead information security awareness and training initiatives to educate workforce about policies, procedures and information risks.
- Conduct risk analyses to assess the probability of risks occurring and the impact on the organization.
- Create and execute an information security risk mitigation plan based on sound risk analysis. The VP will be supported by the organization so we can execute risk mitigation with urgency and excellence.
- Perform ongoing security audits to assess effectiveness of policies/procedures and systems security safeguards.
- Work with contractual and other activities with vendors, outside consultants, business associates and other third parties to improve information security practices.
- Lead the security incident response team in prevention, investigation, mitigation, and reporting activities, ensuring appropriate enforcement sanctions for information security breaches.
- Budget-related activities for the security program.
- Provide direct management of the Identity Access Management team for all areas of security provisioning. Re-engineer the IAM function to improve security visibility, speed and accuracy.

## Goals and Objectives

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

- Design and build a modern information security program to effectively confront cybersecurity threats prioritized by risk. Create meaningful metrics that measure the effectiveness of the program. Develop the plan to execute on key action items identified from security assessments to advance and grow the information security program. Communicate that vision effectively across all areas and levels of the organization including the Board of Directors, Senior Leadership, Management and Staff.
- Partner with senior leaders to become fully integrated into the Aspirus IT leadership team. Be perceived as a solid team player who has credibility, integrity, accountability and contributes broadly as a subject matter expert in information security. In particular, continue to establish a close, collaborative relationship with the legal, compliance and IT teams to closely align information security goals with organizational needs.
- Develop strong, trusting relationships with business and clinical leaders across Aspirus as well as partner organizations.
- Evaluate the current information security structure and staff to ensure effectiveness. Develop and mentor a high performing team that is results driven and viewed as a collaborative partner with IT and across the health system.
- Lead efforts in the areas of automation, security operations, governance, risk and compliance, identity and access management, policy procedure and medical device security across the health system. Transform the Identity Access Management function to be effective, cost-effective and accountable.
- Identify and leverage channels to address current security initiatives and gaps in knowledge through appropriate policy development, education, training and regular communication.
- Grow the Information Security program while simultaneously balancing financial stewardship and looking for cost savings opportunities.

## Candidate Qualifications

### Education/Certification

- Knowledge of healthcare information security normally acquired through completion of a Master's Degree in Information Systems, Computer Science, Health Information Management, or related field
- Certified Information System Security Professional (CISSP), Certified Information Systems Manager (CISM), and/or Certified in Healthcare Privacy and Security (CHPS), preferred

### Knowledge and Work Experience and Competencies

- Minimum of ten (10) years of progressively responsible information security leadership experience, preferably in a health system demonstrating change management, and project management
- Demonstrated expertise in healthcare operations and health information knowledge, preferred

### Leadership Skills and Competencies

- **Relationship builder**—able to effect collaborative alliances and promote teamwork and ensure a high level of internal and external customer satisfaction and engagement; exhibit a high degree of professionalism and competency dealing with a variety of individuals including physicians, senior executives, hospital administration and external constituents.
- **Strong communicator**—superior communication skills, both written and verbal; exemplary presentation skills to engage and motivate organizational stakeholders; strong conflict management and resolution skills.
- **Results-oriented change agent**—record of initiating change and innovation; recognized as a positive change agent.
- **Strong leader/mentor**—proven success in developing a large, high performing staff, establishing performance standards and transitioning staff through organizational change, with an emphasis on the ability to recruit and manage a culturally diverse workforce.
- **Independent worker**—organized; high degree of initiative; dependable.
- **Strategic thinker**—problem solver; able to succeed in a complex environment where decision-making may be diffuse and ambiguous; able to organize and present data in a concise and easily understood manner, often to professionals, physicians and board members.
- **High integrity**—able to professionally handle confidential matters and show an appropriate level of judgement and maturity.

## The Community

### Wausau, Wisconsin



Just a quick drive from all corners of Wisconsin, the greater Wausau area is centrally located and loaded with activities for everyone. Wausau sits in a shallow valley along the upper reaches of the Wisconsin River. Areas to the east are rolling and mixed with woods and farmland. Agricultural areas to the west are more level. Further to the north lie several areas of national and state forest. Like most Wisconsin towns, Wausau has a strong and friendly community feel, suitable housing and a family environment with much to offer.

The community has an excellent K-12 educational system, with high school graduation rates at 96 percent. Post-high school educational opportunities are available through a Technical College, two private Colleges and a two-year campus of the University of Wisconsin located in Wausau.

Wausau sits at the junction of Interstate 39, running North/South, and Highway 29, running East/West, making transportation to major metropolitan areas easy and convenient. American Eagle, Delta Connection, and United Airlines regional carriers from Central Wisconsin Airport serve the community.



The combination of big-city amenities, small-town hospitality, and the feel of the Northwoods makes Wausau/Central Wisconsin a great place to live. Surrounded by woods, lakes and hills, enjoy four seasons of outdoor recreation, a thriving arts community, which includes a nationally recognized art museum, entertaining festivals and events, and diverse shopping and dining. Outdoor recreation includes a downhill ski facility within the city limits, cross-country ski trails, five public golf courses and two country clubs, numerous parks, lakes and rivers.

For more information please visit: <https://www.visitwausau.com/community-organizations>

## Procedure for Candidacy

Please direct all nominations and resumes to Hillary Ross, 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](mailto:kmazzuckelli@wittkieffer.com).

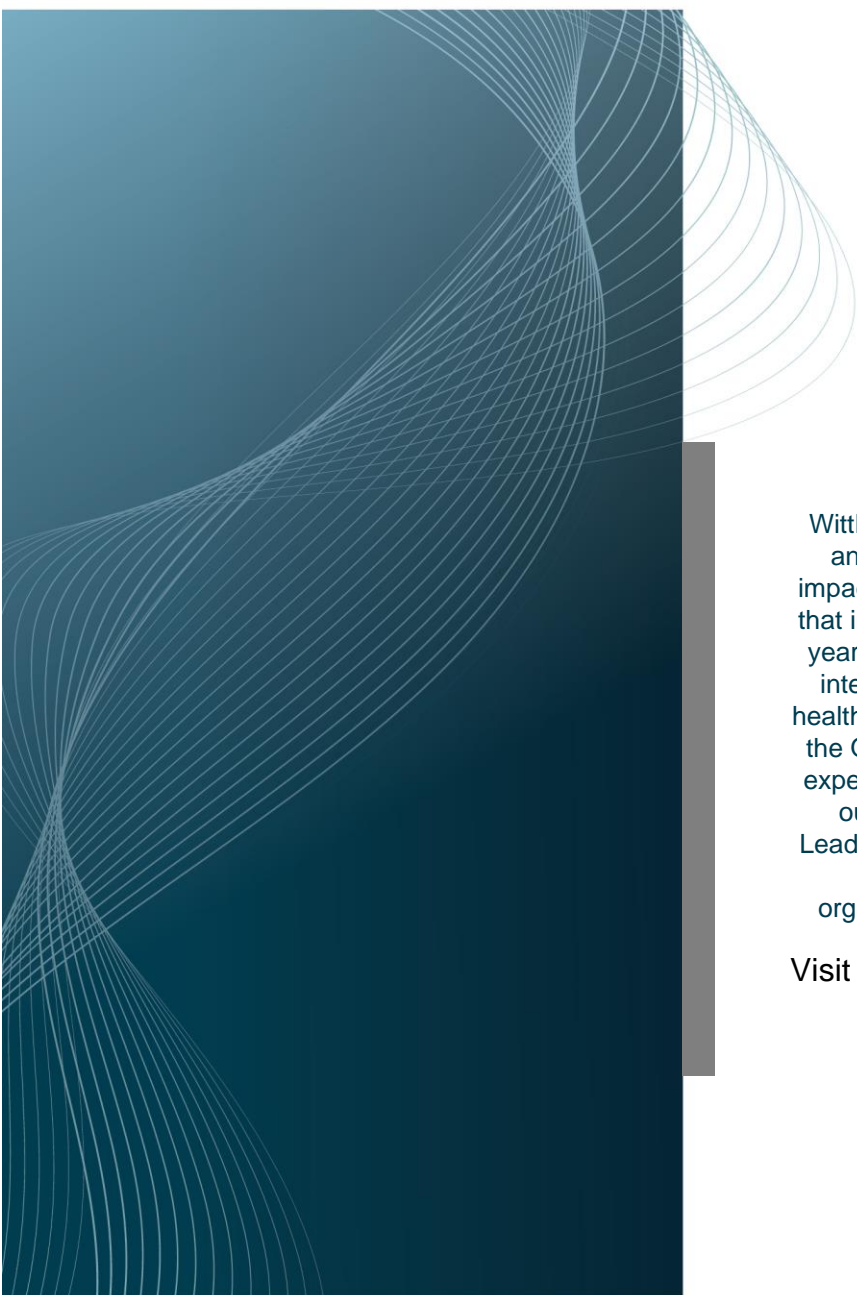
All inquiries, applications and nominations will be held in the highest confidence.

*Aspirus, Inc 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 Aspirus, Inc. 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.

All images and logos used in this leadership profile were attained from Aspirus, Inc. and/or are owned by Witt/Kieffer Inc. via Getty Images.





WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, DEI, Interim Leadership, Board Services and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://WittKieffer.com) to learn more.

# *WittKieffer*