CARE NEW ENGLAND
BUTLER HOSPITAL • KENT HOSPITAL • MEMORIAL HOSPITAL
WOMEN & INFANTS HOSPITAL • VNA of CARE NEW ENGLAND • CNE WELLNESS CENTER

Sr. Vice President of Patient Care Services,
Chief Nursing Officer
Butler Hospital
Providence, RI

Position Specification

February 2014
Summary:
Butler Hospital, a member of the Care New England Healthcare System, is recruiting a Chief Nursing Officer to lead clinical services at this prestigious Ivy League behavioral health hospital located in Providence, Rhode Island.

Opportunity:
This position is an opportunity for an individual to lead patient care services in one of the premier behavioral health hospitals in New England. The CNO will play a pivotal role in shaping and designing the delivery of care in the new healthcare landscape. Butler Hospital is an innovator in cutting edge technologies, best practice, and nursing research. This person will have the opportunity to work with a staff who value teamwork, caring and accountability. Butler Hospital has successfully operated in a shared governance structure that gives voice to all members of the organization, resulting in a staff that has a shared vision for the mission of Butler Hospital and Care New England.

The CNE Organization and History:
October 1, 2011 marked the transition of Care New England (CNE), formed in 1996, from a federation model of individual components each with its own board to an integrated health system with a single Board of Trustees. The new structure supports the strategy of clinical and operational integration across the continuum of care. In addition, it better positions the System to compete in the nation’s ever-changing health care marketplace. See www.CareNewEngland.org.

CNE has 643 beds, 9,360 deliveries, 205,001 patient days, 41,100 discharges, 95,500 Emergency Department visits, 1,190 active medical staff and over 8,000 employees. Total revenue in 2012 was $846,153,342 with a total margin of 2.9 percent. Research grants totaled $26,696,000. CNE members provided more than $7 million in community benefits to people across the three states in its service area. CNE is located in Providence and serves Rhode Island and the southeastern New England community, with provider sites in southern Massachusetts, southern Rhode Island, and Connecticut.

The CNE System has academic centers affiliated with the Warren Alpert School of Medicine of Brown University and community hospitals that are important providers of care. The CNE System includes: Butler Hospital; Kent Hospital; Memorial Hospital; Women & Infants Hospital; the VNA of CNE; and the CNE New England Wellness Center. Memorial Hospital of Rhode Island is the newest member of CNE, joining the System in September, 2013.

The second recent organizational development that enhances CNE as a System is the partnership agreement with Rhode Island Physicians Corporation Primary Care (RIPCPC). It is an IPA with 150 primary care physicians, a statewide presence, and practices that care for over 220,000 people in Rhode Island. This relationship is one of the strategic alliances that has been established in the past year that makes CNE the only truly integrated health system in the state and positions it to become an effective ACO as defined in the Affordable Care Act. CNE’s components include:

- **Butler Hospital** was founded in 1844 and was Rhode Island’s first hospital. Butler is the premier treatment, teaching and research hospital for psychiatric and neurological disorders, serving Rhode Island and southeastern New England. It is a major affiliate of the Warren Alpert School of Medicine of Brown University. Butler provides acute inpatient and partial hospital services for psychiatric patients, substance abuse
treatment for adults and adolescents, and has a state-of-the-art senior treatment center.

- **Kent Hospital**, the state’s second largest hospital, is a 359-bed nonprofit, acute care hospital serving approximately 300,000 residents of central Rhode Island. Kent offers a full range of inpatient and outpatient health care and operates the second busiest emergency department in the state, caring for 60,000 patients per year.

- **Women & Infants Hospital** is a nationally renowned academic medical center that provides comprehensive care for women and newborns. It is the ninth busiest obstetrical service in the nation, with more than 8,500 deliveries a year. It is the primary hospital teaching affiliate for the Warren Alpert School of Medicine, with training programs in women’s health and newborn care.

- **Memorial Hospital** is the home and teaching site for the School of Medicine’s Family Residency Program. There are 70 residents at Memorial in family medicine and internal medicine. Seventy percent of all practicing family medicine physicians in Rhode Island were trained at Memorial.

- Since 1908, the **VNA of Care New England** has provided quality health care to patients in their homes. A staff of highly-trained nurses, home health aides, physical, occupational and speech therapists, social workers, and a chaplain deliver individualized home and hospice care to thousands of adults each year. The VNA is an essential program for the System as they design population health programs and focus on true care integration.

- The **CNE Wellness Center** offers an array of clinical services and personalized wellness and prevention programs. Staff partner with patients on care management programs to help manage chronic diseases.

A year following the creation of a unified Board, CNE has assembled the building blocks of an integrated system. The CNE Planning Committee developed a Five Year Strategic Plan and the first system-wide Balanced Scorecard. In addition, the streamlined governance has made it possible to look inside the system for clinical integration opportunities and outside for key partnerships to continue to expand the capabilities and services CNE can provide.

The Five Year Plan outlines the five major strategic directions for Care New England – clinical excellence, physician alignment, strategic partnerships, academic excellence, and system strength. The Balanced Scorecard is the detailed plan for execution, measuring progress and ownership of the initiatives that will drive the strategies. There are numerous initiatives that are tied to the new senior leadership positions in the Physician Organization and Quality. The Strategic Plan and the Balanced Scorecard reflect the comprehensive demands entailed in creating an effective, compassionate, financially viable, integrated system that can operate in an environment where the incentives for population health management are designed to improve health and drive down cost. CNE is the only health care organization in Rhode Island that has the necessary components of an integrated health care system and the governance and leadership structure most likely to succeed.
Butler Hospital

Founded in 1844, Butler Hospital is the state's only non-profit, free-standing psychiatric hospital providing adults, seniors, and adolescents specialized assessment and treatment for all major psychiatric illnesses and substance abuse.

Butler is the major affiliated teaching hospital for psychiatry and behavioral health of the Warren Alpert Medical School of Brown University. It is the flagship hospital for its Department of Psychiatry and Human Behavior, which has been recognized by its peers as one of the top ten in the US. Butler is the major training site and the base hospital for the Brown University General Residency in Psychiatry. Many physicians and psychologists at Butler are also part of the Brown Institute for Brain Science and participate in exciting clinical research initiatives with this world-renowned center for neuroscience.

A national leader in the development of acute psychiatric and substance abuse treatment, Butler is involved in a variety of research efforts, earning it a national reputation as a major teaching and research facility.

The Position

Reporting to the CEO, the CNO will establish a departmental vision and purpose for clinical nursing practice, goals, policies and procedures. S/he will ensure the effective day-to-day operations of the Department of Nursing and will be instrumental in the development of hospital wide patient care programs, policies and procedures that describe how nursing care needs are assessed, evaluated and met. The CNO, in concert with hospital leadership will collaborate and participate in ongoing review and decision making regarding short and long term goals, budget resource allocation, policies and procedures in all programs of the institution that provide nursing care. The CNO also supervises other departments which includes the departments of Pharmacy, Social Services and Occupational Therapy.

The CNO will participate with the Board of Trustees and system leadership in planning, promoting and conducting hospital wide quality assessment and improvement activities. S/he will develop and implement an effective ongoing program to monitor, evaluate, and improve the quality of nursing care. In addition, the new CNO will ensure that standards of patient care and nursing practice are consistent with current nursing research findings and nationally recognized professional standards, in a cost effective manner.

The CNO will be responsible for the business functions of the departmental budgets and resource allocation. S/he will be accountable for department management of personnel, supplies, equipment and other fiscal components.

The CNO will be a champion for ongoing professional growth and development of department leaders to ensure the highest level of professional competence. The CNO will ensure that the Nursing Department and all programs that deliver nursing care have a written organizational plan specifying lines of authority, accountability and lines of communication. S/he will ensure that nursing practice and delivery of care is of the highest quality and efficiency and that all relevant risk management, safety and infection control policies are fully integrated into the plan for the delivery of nursing care.
S/he will actively participate on the Hospital negotiating team, providing strategic input on Nursing issues and coordinates grievance process. S/he will monitor union and union organizing activities, working collaboratively with Human Resources.

The Candidate:

The ideal candidate will be a graduate of an accredited school of Nursing, with a Master’s Degree, preferably in Psychiatric Nursing or Nursing Administration. The new CNO will have had at least ten years of experience in nursing; seven of which are Psychiatric Nursing and at least five years in an administrative or supervisory capacity. The demonstrated experience and proven ability to think creatively and to assume leadership in the development of an effective Nursing Department is important.

This is an individual who will champion nursing as a profession with high standards and equal dedication to rigor in terms of clinical performance and scholarship. This person needs to be a strong leader and work with people in a variety of disciplines. The right candidates will have the ability to represent Butler Hospital on the larger corporate healthcare stage.

This is a leader who sees the value of and is able to engage and integrate all of the other operating units so that behavioral health is a presence throughout CNE. This is an individual who is accessible and recognizable throughout the system.

The CNO must have a strong passion for nursing and patient care. The position requires strong leadership, not just at Butler, or the CNE system but also at the State level. In addition, the ideal candidate will:

- Have business knowledge and an understanding of financial reporting functions
- Be able to use his or her skills and experience to integrate Butler Hospital into the larger health system
- Have the interpersonal skills to capitalize on the strengths of the staff
- Enjoy the role of the leader in behavioral health in both the system and the state
- Engage the staff and inspire and motivate the organization to strive for excellence
- Have insight, maturity, good judgment and a kind heart

Critical Success Factors:

The new CNO will have accomplished the following within his or her first year:

- Expand and integrate behavioral health throughout CNE
- Continue and enhance the shared governance model
- Review healthcare policy changes at the State level and educate staff on the impact to the Hospital and the System
- Ensure that Butler Hospital continues to be a cutting edge facility with outstanding quality of care and a Regional leader
- Achieve recognition as a person who has keen insight and highly valued contribution on the leadership team.
Living in Rhode Island:

Living in Rhode Island is a unique experience. This New England community offers the residents a great sense of pride and purpose since the size of the state is considered to be an asset as nothing in the state, from city to beach to countryside, is more than an hour away. Rhode Island offers easy access to all of New England. Massachusetts, New Hampshire, Vermont and Maine are all short car rides away, perfect for weekend get-aways. The summers in the Ocean State are filled with boating, sailing, and going to some of the best beaches in the country. Rhode Island is home to great places to visit, like Newport and Providence. Newport has wonderful shops, restaurants, glamorous historic mansions. Providence is the perfect small city that offers great shopping, dining and night life. Providence is also home to the nationally known theater, Trinity Repertory Company, which showcases a wide variety of pieces throughout the year. Rhode Island offers some of the best fresh seafood in the United States. Lobsters, crabs, and fresh fish are caught daily right off the Rhode Island shores. New England has some of the best professional sports teams in the country. Every season offers at least one team to follow, including the Red Sox, Patriots, Celtics, and Bruins. There is always a team to root for every weekend. Rhode Island also has many great options for schooling. The state is home to many top rated public and private schools in the country as well as home to many well respected universities, such as Brown University, The University of Rhode Island, and Providence College. The people of Rhode Island are generous and friendly, always offering warm welcomes to newcomers, making it easy to make friends.

Compensation:

A compensation package will be constructed commensurate with the background and experience of the selected candidate and includes a comprehensive benefits program. Most significant is the opportunity to assume a key leadership role in a thriving and growing organization.

For More Information:

We welcome all referrals. Interested parties please send resume and cover letter to ButlerCNO2080@ZurickDavis.com. For additional questions, please contact Myranne Janoff or Joanie Barton at 781.938.1975. All contact with our office will remain confidential.

Affirmative Action:

Care New England is proud to provide Equal Employment Opportunities to all qualified applicants and employees irrespective of race, color, national origin, sex, gender identity or expression, religion, age, disability or veteran status.