Memorial Hospital

Chief Nursing Officer and Senior Vice President,

Patient Care Services

Pawtucket, Rhode Island

Position Specification

August 2014
Summary

Memorial Hospital of Rhode Island (MHRI) is looking for a Chief Nursing Officer (CNO) and Senior Vice President of Patient Care Services to lead the nursing practice and clinical services at this highly respected hospital, which is part of Care New England.

The Opportunity

Care New England is a dynamic health system that has been growing rapidly and consists of four hospitals and numerous employed and affiliated physician groups and other health units. Care New England is now the first integrated health care system with all the components of an Accountable Care Organization (ACO) in Rhode Island, including a solid foundation of primary care physicians. CNE has reorganized its governance structure and created a talented system leadership team of physician and executive leaders. They have identified clinical integration as the fundamental strategy for readiness for health care reform and announced a plan to pursue a Malcolm Baldrige Award for Quality. These strategies reveal an organization, community, patients, and employers in Rhode Island that are looking toward the future and on the move.

This is an opportunity for a dynamic and creative leader to be on the forefront of the healthcare landscape of the next decade, working with a talented President and leadership team that are committed to Memorial Hospital and CNE’s highly valued mission of quality and innovative care. The CNO, SVP Patient Care Services will be able to positively impact this highly respected and unique organization by continuously improving operations around clinical quality, building effective teams, and increasing productivity and efficiency.

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 and Infants Hospital; the VNA of CNE; and the Care 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:

- **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.
- **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. 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 and 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 approximately 8,400 deliveries per year. Its NICU is a unique single room program in both facility design and model of care and includes 80 NICU beds. In June, WIH was named a 2014-15 Best Children’s Hospital in Neonatology by U.S. News Media Group. It is the primary hospital teaching affiliate for the Warren Alpert School of Medicine, with training programs in women’s health and newborn care.
- 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 it designs population health programs and focuses 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.

About Memorial Hospital of Rhode Island

Memorial Hospital of Rhode Island, a Care New England hospital, is licensed as a 294-bed hospital that serves as the major teaching affiliate of The Warren Alpert Medical School of Brown University and the chief site for the medical school’s primary care academic program. Research focuses on primary care and disease prevention, including osteoarthritis, heart disease, cancer, pulmonary function, maternal and child health and women’s health issues.

Memorial provides a full spectrum of health services for the people of Rhode Island and southeastern Massachusetts. Services include oncology, cardiovascular, rehabilitation, pain management, obstetrics/gynecology, pediatrics, 24-hour intensive care specialist coverage and diagnostics. Memorial offers primary care services in Pawtucket, Central Falls and Plainville, Massachusetts.

The Position

Reporting to the President and as a senior executive member of the leadership team, the Senior Vice President of Patient Care Services will plan, organize, direct and control the overall patient care function for MHRI. This new CNO will work closely with senior leadership within MHRI and across the CNE system to communicate and implement the organizational vision and strategic plan to members of Patient Care Services; Nursing, Surgical Services, Emergency Services, Pharmacy, Rehab Services, Clinical Education, Respiratory Therapy and Clinical Informatics.

The CNO/SVP will develop the philosophy and objectives for the Department of Patient Care Services by establishing the departmental structure, policies, procedures, standards and programs to ensure accomplishment of the objectives. He/she will participate in decision-making and strategic planning, including setting financial and organizational goals as well as coordinating and consolidating operations of the Patient Care Service functions, specifically in the areas of personnel assignments, staffing requirements and Staff Development programs. The CNO will foster professional development and training of nurses at all levels, resulting in improved patient outcomes. S/he will ensure that the nursing services at MHRI conform to The Joint Commission standards and other accrediting or regulatory agencies as appropriate.

This new leader will establish mechanisms for monitoring, improving and evaluating quality patient care through Quality Assurance/Improvement activities for Patient Care Services. S/he will establish performance standards with which to measure effectiveness and efficiency of Patient Care Service’s personnel and activities, and monitor and evaluate overall Quality Assurance/Improvement activities for Patient Care areas.

The CNO and SVP Patient Service will play a vital role in the Hospital Quality Management Committee and Performance Improvement of the Hospital and CNE. Other responsibilities include

- Provides strategic planning leadership for Nursing, Pharmacy, Rehab Services, Clinical Education, Respiratory Therapy, Emergency Department, Surgical Services, etc.
• Collaborates with other Executive Management personnel in the development of budgets for MHRI and supervises the preparation and administration of department budgets
• Collaborates with the CMO and Physicians to foster open communication; supports developing pathways, rounding processes, and operational improvement to deliver high quality care
• Assesses nursing culture and implements strategic initiatives
• Coordinates the activities of all professional and support staff within the Patient Care Services Department with other departments to ensure quality patient care
• Formulates departmental policies; defines and interprets policies established
• Participates in the development of hospital wide patient care programs, policies and procedures that describe how the nursing care needs of patients or patient populations receiving nursing care are assessed, evaluated, and met
• Participates in the development and implementation of the Hospital’s plan for provision of care and scope of services
• Liaison to Medical Staff committees/departmental meeting
• Participates with other governance, managerial, and medical staff in the decision-making structures and processes of the organization
• Formulates long-range objectives, plans, and programs for Patient Care Services, integrating those with overall hospital objectives and plans
• Develops short-range goals for Patient Care Services and establishes budgetary guidelines by which goals can be achieved
• Participates in and maintains contact with local, state, and national professional associations
• Serves on appropriate administrative, medical, board and other advisory committees, as appointed
• Develops objectives for and monitors actual department performance in the following areas: patient care, patient satisfaction, employee performance, attendance, and retention; staffing, budget, staff development, managerial development; physicians’ relations, interdepartmental relations, occupational health RNs, infection prevention, pharmacy, rehab services and respiratory therapy
• Coordinates the activities of Patient Care Services with the activities of all other hospital departments to ensure smooth operation of hospital services in relation to the patient care and treatment

The Candidate
The ideal candidate will hold a Master’s Degree in Nursing, Health Care Administration, and have five to ten years of progressively more responsible experience. The new CNO will have demonstrated success in the participative management and employee development. A current Rhode Island nursing license is desirable. The right candidate:

• Has an engaging personality that can easily connect with all staff, including employed physicians
• Is a creative and innovative leader who will be a visible contributor to Executive Committee meetings
• Thinks progressively and is a change agent, supporting the new dynamic culture at CNE and Memorial
• Advocates for the philosophy of “shared governance” and continues to enhance its application
• Is a fair and mature assessor of the organization, evaluating personnel to ensure that all staff are working at the top of their license
• Is a fair and mature assessor of the skills and attributes of all staff, helping and mentoring individuals to continue learning and growing within the organization
• Leverages the unique talents of each individual on the team for best outcomes
• Has a connection with and appreciation for the communities MHRI serves
• Is an inspiring leader, able to articulate a vision and motivate people to accomplish that vision

Critical Success Factors

The following are areas of accomplishment that the candidate will meet within the next 12 months:

• Develop credibility and positive relationships within the MHRI and work effectively with the CNOs across the CNE community
• Empower, engage and motivate the nursing staff; initiate opportunities for MHRI to enhance its reputation as a “great place to work”
• Become an accessible resource for the organization in the CNO’s areas of expertise
• Work closely with MHRI leadership and CNE leadership to meet the variable budget
• At the end of the first year, the staff will be optimistic about their careers, their potential for growth and the future of MHRI

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 getaways. 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 nightlife. 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 MemorialCNO2101@ZurickDavis.com. For additional questions, please contact Myranne Janoff or Paul Cooper 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.