Senior Vice President for Patient Care Services and Chief Nursing Officer

Dana-Farber Cancer Institute

Boston, MA

Position Specification

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Summary

Dana-Farber Cancer Institute (DFCI) is seeking an experienced, strategic, and passionate leader to serve as Senior Vice President for Patient Care Services and Chief Nursing Officer (SVP/CNO). The DFCI SVP/CNO is a senior executive accountable for the discipline of nursing, patient care operations and interprofessional service delivery throughout the system of care. The DFCI system of care includes the sites under the DFCI license, including, Longwood Adult and Pediatric Ambulatory Services, thirty DFCI-licensed inpatient beds at the Brigham and Women’s Hospital (BWH), and the four DFCI Network Satellites. Pediatric inpatient oncology patients are admitted to Boston’s Children’s Hospital (BCH). In addition, the SVP/CNO, in collaboration with colleagues at BWH and BCH, is responsible for ensuring a high quality and consistent level of cancer care is delivered to DFCI patients. All three institutions are Harvard Medical School (HMS) teaching affiliates. DFCI is the only hospital ranked in the top four nationally by U.S. News and World Report in both adult and pediatric cancer care.

DFCI and its two hospital partners have been recognized for their shared devotion to exceptional patient/family centered practices and professional nursing opportunities as reflected in successive ANCC Magnet Program designations and re-designations. DFCI nursing professionals and physicians share a deep commitment to the integration of innovation, science and caring practices. Together, they seek to advance academic adult and pediatric oncology care delivery, research, and educational missions to improve health and healthcare for DFCI oncology patients and families.

The incoming leader will shape and advance oncology nursing practice and patient care operations concentrated within the 13 DFCI-designated Disease Centers. The next SVP/CNO will collaborate with a talented team distributed throughout an extended inpatient, ambulatory and satellite system of care. The DFCI SVP/CNO role itself demands a capacity to bridge organizational boundaries to:

- Shape the next evolution of patient and family-centered collaboration;
- Promote reliability, safety and patient centricity in the care of families, patients, and communities;
- Advance nursing science and care delivery operations through research, clinical inquiry and quality improvement;
- Lead internal / external change, demonstrate inclusivity, and support the interests of a broad range of patient / family, nurse, physician and organizational stakeholders;
- Authentically lead a tenured team of academic oncology nursing and patient care leaders to strengthen and nurture effective and mutually satisfying team communication and capabilities; and,
- In concert with physician leaders, scientists, and professional colleagues, lead DFCI nursing professionals through a period of significant discovery in clinical research and basic science to translate discoveries and therapies to patient care and inform effective delivery system innovations.

The Opportunity

The position of Senior Vice President for Patient Care Services and Chief Nursing Officer reports to DFCI’s President and CEO. The SVP/CNO and Chief Medical Officer (CMO) will partner to build effective patient care operations at the Institute through aligned values, accountabilities, and incentives. The SVP/CNO is an integral member of the DFCI Executive Management Group (EMG). The SVP/CNO will be a thought
leader and a participant in the development and evolution of the organization’s strategic planning process and will oversee patient care operations at the highest levels of DFCI.

The position offers a unique opportunity for an experienced nurse leader to positively impact oncology professional practice within DFCI and to provide regional, national, and international leadership in the care of patients and their families. DFCI seeks to identify an exceptional nurse leader and patient care operations executive to contribute to a distinguished cadre of oncology nursing professionals, whose specialized skills and expertise is highly valued within inter-professional clinical teams and externally to contribute to evidence-based practice, policy and health outcomes.

This role provides a unique opportunity for an experienced nurse and organizational leader to guide the continuing innovation and advancement of nursing practice of oncology care throughout the DFCI system of care: the DFCI Longwood Adult and Pediatric Ambulatory Services; the Dana-Farber Brigham and Women’s Cancer Center (DF/BWCC) Inpatient Service, and the DFCI Network Practices and Satellites. This individual will be recognized internally and externally for oncology nursing practice innovation and have a distinguished reputation as an inspiring and effective leader in a progressive, research-oriented, academic Cancer Center.

The next leader in this role will apply the latest innovations from nursing science to the full range of specialty oncology service: radiation oncology and bone marrow transplantation; oral chemotherapy; CAR-T; immunotherapy; cell therapies; symptom science; personalized medicine; genetic profiling; and, integrative therapies.

The Organization

The next Senior Vice President for Patient Care Services and Chief Nursing Officer will be the leader of a team of nursing professionals and other clinical and non-clinical staff to shape the foundations for all aspects of cancer care and treatment. It is a unique opportunity and responsibility to lead, support, mentor and advance nursing practice and patient care operations in a remarkable health care organization that is preparing for continued success, while also meeting the challenges of new health care policies that will influence care.

The DFCI is a world leader in basic and clinical research, training and application of advanced diagnostic and treatment methods relating to cancer. Founded in 1947 by Sidney Farber, MD, today DFCI employs nearly 5,000 people supporting more than 300,000 patient visits a year, is involved in some 700 clinical trials, and is internationally renowned for its blending of research and clinical excellence. DFCI’s expertise in these two aspects of the fight against cancer uniquely positions it to develop and test the next generation of cancer therapies in both the laboratory and the clinic.

DFCI, a principal teaching affiliate of Harvard Medical School, is a federally designated Center for AIDS Research, and a founding member of the Dana-Farber/Harvard Cancer Center, a federally designated comprehensive cancer center. Providing advanced training in cancer treatment and research for an international faculty, the Institute conducts community-based programs in cancer prevention, detection and control throughout New England. DFCI is supported by the National Cancer Institute (where it continues to be one of the highest recipients of grant funding), as well as other institutes of the National Institutes of Health, and the generous support of numerous foundations and individuals who contribute to the Institute’s individual research and clinic programs or to the Jimmy Fund, the principal charity of the Institute, named for one of its pediatric patients.
When ranked among 141 independent hospitals, DFCI placed fourth in receipt of NIH research awards, preceded only by Massachusetts General Hospital, Brigham and Women's Hospital and Boston Children's Hospital—all founding members of the consortium Dana-Farber/Harvard Cancer Center.

DFCI is equally committed to cancer research to advance knowledge around cancer causes and cures, as well as the psychosocial concerns and symptom management that enhance total care for patients. They support a balance between research and care, with high standards for discovery and quality of care. This model is critical for making the most progress against this disease and for their mission.

DFCI is a financially strong organization. It invests in cancer research and care by generating a consistent operating margin, earning a return on its endowment, and through generous philanthropy. DFCI has a strong balance sheet with a $1 billion endowment, $2 billion in assets and $1.3 billion in net assets supporting its “A” credit rating. While the healthcare industry as a whole is challenged, DFCI as a specialty cancer center is in a stronger relative financial position than most of the industry.

The organization budgets a 1.5 percent margin annually and has a demonstrated record of achieving or exceeding that margin for the last five years. Revenue growth in pharmacy has been strong, driven by the introduction of revolutionary cancer treatments that are helping patients with improved outcomes. DFCI projects continued strength within three primary focus areas of clinical care, research and philanthropy.

**Mission and Values:** The mission of DFCI is to provide expert, compassionate care to children and adults with cancer while advancing the understanding, diagnosis, treatment, cure, and prevention of cancer and related diseases. DFCI also provides training for new generations of physicians and scientists, nursing professionals and others involved in patient care and wellness. DFCI designs programs that promote public health particularly among high-risk and underserved populations, and disseminates innovative patient therapies and scientific discoveries to our target community across the United States and throughout the world.

**Vision:** Dana-Farber Cancer Institute's ultimate goal is the eradication of cancer, AIDS, and related diseases and the fear that they engender.

**Patient Care:** The delivery of clinical care is of utmost importance at DFCI. The Institute has a dual focus on both research and clinical care. As the research mission has focused increasingly on translational efforts, the importance of direct clinical care has only increased. Dana-Farber’s patient care volume and portfolio of services has undergone dramatic expansion over the past 15 years as the Institute has become the largest provider of cancer care in New England.

In 2011 Dana-Farber opened a state of the art Ambulatory facility to accommodate growth in the type of oncology care that can be provided in an outpatient setting. This environment is supported by an interdisciplinary care team of which nursing is at the core in delivering the highest quality and compassionate care to the patients and exemplifies the future of Ambulatory Cancer Care for the future. Care is provided to children and adults within the context of specialized treatment centers, each devoted to a specific type of cancer and/or blood disorder. Experts from different disciplines work together in each treatment center – a team approach that allows many patients to see all of their specialists in one visit. The Disease Centers include: breast; cutaneous; endocrine; gastrointestinal; genitourinary; gynecologic; head and neck; hematologic oncology; hematology; melanoma; neurologic; sarcoma; and thoracic.
For more than 60 years, DFCI and Boston’s Children’s Hospital have worked together to provide pediatric-focused therapies and patient care services to children with cancer, blood disorders, and related conditions. Outpatients are seen at Dana-Farber’s Jimmy Fund Clinic, while patients requiring hospitalization are treated at Boston Children’s Hospital, all under the umbrella of the Dana-Farber/Boston Children’s Cancer and Blood Disorders Center.

Integrated across the continuum of all cancer care delivered at DFCI, is robust psychosocial and palliative care for patients and their families, including specialized programs in integrative therapy, nutrition, survivorship and spiritual care.

DFCI also provides medical oncology and hematology care under a DFCI license at four Satellite sites within 30 miles of the main Longwood campus. These site are based at community hospitals in the Network: Milford Regional Medical Center, New Hampshire Oncology-Hematology at Elliott Hospital, South Shore Hospital and at St. Elizabeth’s Medical Center and within Dana Farber Community Cancer Care, a subsidiary of DFCI.

The Department of Nursing

The DFCI Department of Nursing has been recognized as a national and global leader in the science and practice of oncology nursing. DFCI has been designated and re-designated as a Magnet facility as conferred by the American Nurses Credentialing Center (ANCC). The Magnet Recognition Program® recognizes health care organizations for quality patient care, evidence-based nursing excellence, and innovations in professional nursing practice. DFCI was the first major cancer center to achieve Magnet designation in 2005, and has maintained this recognition through successive re-designations that have been conferred via tri-annual reviews over the past decade. The DFCI Nursing Strategic plan highlights the priority to expand DFCI’s Magnet practices throughout the Network and recently acquired satellite and physician practices going forward.

The mid-term vision of the Department of Nursing is captured in its Three Year Strategic Plan. This plan aligns nursing and patient care operational strategic initiatives with DFCI organizational priorities including: sustaining and extending the current high standard of quality and patient care, implementing new Care Modalities, strengthening the Patient and Family Experience, and refinement of Patient Pathways and Access initiatives. The Plan also identifies the expansion of clinical research as a priority to include: developing a research nurse talent pipeline; creating a nursing infrastructure for responding to new care modalities; and examining staffing and patient flow implications of oral chemotherapy, CAR-T and immunotherapy. Both DFCI and Nursing strategic plans delineate a focus on a framework aimed to promote “systemness” that seeks to connect ambulatory, inpatient, network enterprises, and coordinating care practices.”

The Senior Vice President for Patient Care Services and Chief Nursing Officer manages an expense budget of $30 million and 500 FTEs, of which 420 are nursing professionals, including staff nurses, research nurses, program nurses and nurse practitioners.

DFCI Nursing Services professionals support patient and family care spanning the following settings and focus areas: Clinics and Infusion, Inpatient Units, Medical and Surgical Specialties, Diagnostic Centers and Intervention Areas, Integrative Therapies, Nutrition Services, Radiation Oncology, Imaging, and Psycho-Social, Pain and Palliative Care, Survivorship, and Spiritual Care.
The DFCI professional practice model is based on the American Association of Critical Care Nurses (AACN) Synergy Model bridging patient care and primary nursing precepts. The DFCI application of the Synergy Model emphasizes the importance of the nurse, patient, and family relationship over time that is consistent with all aspects of treatment and integrative patient care priorities throughout the DFCI care delivery system.

**Extended Nursing/Patient Care Departmental and Program Accountabilities:**

The Phyllis F. Cantor Center for Research in Nursing and Patient Care Services was established in 2001 and continues to conduct and promote research focused on the patient/family experience for those living with and beyond cancer. Cantor Center research and inquiry emphasizes symptom management, interventions, and outcomes. The goal of the center’s research is to reduce the burden of cancer through scholarly inquiry and rigorous research focused on the patient/family experience spanning diagnosis, treatment and survivorship of a cancer diagnosis.

The Department of Clinical & Professional Development offers continuing education programs for healthcare professionals including nurses, physicians, pharmacists, social workers, and other members of the health care team. The goal of this integrated network of education is to assure the delivery of excellent patient care services by focusing on the continuous development of all members of the care team. The department recognizes that the quality of patient care is directly related to the recruitment and retention of qualified, diverse and competent team members within an environment that fosters professional growth. To that end, the Department commits to providing dynamic, state-of-the-art continuing education.

**The Position**

The role of the Senior Vice President for Patient Care Services and Chief Nursing Officer is to serve as the senior nursing executive and thought leader for the discipline of nursing at an enterprise level, a partner to the Chief Medical Officer and key physician leaders, and to provide active contributions to strategic planning and DFCI operations as a member of the Executive Management Group.

The SVP/CNO collaborates with clinical, administrative and physician leaders to ensure the care of patients enrolled in clinical trials and cared for via integrative therapies, nutrition, respiratory care, spiritual care and other patient and family programs and services. This leader will be a key contributor to shape systems and programs that meet and exceed quality, safety and regulatory standards and will be an effective collaborator with SVP/CNO colleagues at the Brigham and Women’s Hospital and Boston Children’s Hospital and with the affiliated Network leaders.

The SVP/CNO role also contributes to interdepartmental working relationships in areas such as: facility operations; financial services; human resources; ambulatory care operations; information services; clinical planning and community site operations; and strategic planning. The SVP/CNO will be a visible leader, who engages directly with front line clinicians and managers within DFCI, BWH and the Network sites on a regular basis.

The SVP/CNO will encourage and support nurses and team members to pursue education and professional advancement. Through their work, they will lead a culture of scholarly inquiry with associates and collaborating departments.
The Candidate
The strongest candidate will be a tenured nurse and operational leader, who will advance professional nursing/interprofessional practice and the health of the work environment for front-line nurses and patient care team members, guide the advancement of nursing science, contribute to care delivery innovation and operational effectiveness, and advance nursing and patient care systems internally and on a regional, national and international level.

Specifically, the candidate will have the following experiences in his/her background:

- Be recognized as an existing / emerging nurse executive and leader on a national level, including engagement in professional organizations and policy leadership.
- Have a strong record of accomplishment and demonstrated evidence that s/he will successfully lead change and build teams.
- Possess and apply high emotional intelligence (EQ) to both DFCI enterprise issues and nursing and patient care priorities.
- Prior active contributions to enterprise and discipline-specific strategic direction-setting and planning with an academic institution.
- Possess a deep understanding and appreciation for an academic research mission and active experience within a research-intensive enterprise.
- Have senior nursing and operational leadership experience in a complex, matrixed academic organization and demonstrated ability to deal with the inherent complexity and ambiguity of multiple external relationships.
- Possess a deep understanding of the current healthcare environment and future anticipated trends: healthcare reform; finance and reimbursement; business and clinical relationships, etc.
- Have demonstrated strong business and political acumen.
- Demonstrate a deep understanding of effective nursing/patient care leadership and employee engagement practices to effectively lead a nursing workforce organized within a collective bargaining contract. Prior experience in collective bargaining negotiations is beneficial.

Leadership Attributes of the Next SVP/CNO will include:

- Create a shared vision for nursing and patient care delivery systems to include both near-term (one to two year) and longer-term (five or more years) horizons.
- Inspire nurses, patient care teams, and operational leaders to understand, embrace, and incrementally achieve this evolving vision.
- Effectively contribute at strategic and operational levels, credibly navigating this interface through a relationship-focused orientation.
- Meaningfully contribute to strategic discussions as the senior nursing/patient care operations leader by demonstrating an appreciation for complementary and competing strategic imperatives that frequently co-exist.
- Foster collaborative relationships with senior executives and physician leaders within DFCI and with key external partners.
- Contribute renewed thinking, innovation, and strength-of-character to further develop the capabilities and impact of the nursing/patient care and executive leadership team.
• Possess the skills and abilities, presence and character to influence and be an equal partner “at the table” with senior physicians and scientists in a research-focused clinical environment.
• Be an inclusive leader, a good listener and gifted communicator with colleagues at all levels and DFCI practice settings.
• Demonstrate an ability to initiate and navigate honest conversations with staff and colleagues at all levels, including an ability to express perspectives counter to prevailing thought via informed reasoning.
• Be a data-informed decision maker; use metrics to monitor and analyze performance and model that leadership style throughout the organization.
• Set clear and aspirational expectations, consistent with the mission, vision and values of DFCI’s distinguished position as a scientific leader shaping the eradication of cancer and a clinical leader seeking to define new horizons in employee wellbeing and patient/family experience through a culture of caring and reliability.

Critical Success Factors
The new SVP/CNO will encounter both opportunities and challenges in his/her role. Specific priorities of the new leader in the first 12-24 months include:

• Establish new norms and practices within the senior nursing leadership team to model and cascade the values and vision for nursing/patient care throughout the DFCI system of care.
• Work collaboratively to implement new oncology clinical and research protocols, understanding and planning for the implications of these changes on patient care quality, safety, and regulatory standards, the nursing workforce, and patient/family experience.
• Ensure that nursing managers and leaders continue to be integrated as essential contributors to the triad leadership model of DFCI building strong, collaborative relationships with physician and administrative leaders.
• Be an active participant in discourse on the future of DFCI and contribute to enterprise strategic planning.
• In concert with the CFO and business intelligence resources, design and implement effective analytic and reporting tools and apply insights to improve the operational effectiveness of the DFCI enterprise through attention to quality/safety, financial and workforce-related metrics.
• Ensure consistent DFCI patient care standards across the Network, partnering facilities (BWH & BCH), and the Longwood main campus with attention to the implementation of “systemness.”
• Maintain ANCC Magnet designation and continue the Magnet journey to advance progressive nursing and interprofessional governance and leadership practices.
• Promote nursing research activities for the staff within and across the disease centers by creating the structural and resource supports to nurture professional development.
Educational and Experience Requirements

Candidates must be prepared at the doctoral level e.g. Ph.D. or DNP and have a record of professional scholarship and leadership effectiveness. The preferred candidate will have oncology specialty expertise within an oncology program of distinction in an academic medical center with a strong oncology program and NIH Cancer Center or a free standing NIH cancer institute. Nursing leaders with extensive operational experience in one or more complex academic environments without oncology specialty experience will be considered if they fulfill the other leadership qualities, experience and essential competencies necessary for this role.

For More Information

Referrals and nominations are welcomed. Interested parties please send a cover letter and resume to DFCI.SVP.CNO.2180@ZurickDavis.com. For questions and additional information, please contact Julie DeSorgher (julie.desorgher@zurickdavis.com) or Jacqueline Rosenthal (jacqueline.rosenthal@zurickdavis.com). All communication with ZurickDavis will remain confidential.

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