This Position Specification is intended to provide information about University of Washington Medical Center and the position of Chief Nursing Officer. It is designed to assist qualified individuals in assessing their interest.
The Organization

University of Washington Medical Center (UWMC) is one of the nation’s leading academic medical centers and provides highly specialized medical care in areas such as cardiac services, high risk pregnancy and neonatal intensive care, oncology, orthopedics, and organ transplantation. UWMC is a tertiary/quaternary hospital of the UW Medicine Health System which also includes Harborview Medical Center, Northwest Hospital and Medical Center, Valley Medical Center, UW Medicine Neighborhood Clinics, UW Physicians, UW School of Medicine, and Airlift Northwest. UWMC partners with the Fred Hutchinson Cancer Research Center and Seattle Children’s Hospital through the Seattle Cancer Care Alliance to provide the most advanced cancer diagnosis and treatment available.

UWMC has a longstanding focus on Patient and Family Centered Care. The UW Medicine Health System iscommencing the third year of intensive focus on improving the service culture including an environment that is consistently respectful, compassionate, timely, personalized, inclusive of families, efficient, coordinated, informative, and innovative in support of their care.

University of Washington Medical Center

UWMC opened as University Hospital in 1959. At the time, it was one of the nation’s smallest teaching hospitals but it immediately became a leader in healthcare innovation. Currently, the hospital has 450 licensed beds and five satellite ambulatory care facilities.

UWMC broke ground in 2009 on a new 8-story patient care tower, the Montlake Tower, which will be completed in two phases. The first phase will provide 50 new neonatal intensive care beds allowing the medical center to care for more of the region’s smallest and sickest newborns. It will also provide an advanced care, 30-bed adult oncology unit with the environmental protections needed to care for blood and marrow transplant patients, as well as significantly expanded diagnostic imaging capacity. Construction of the first phase is complete and will open in October 2012. Phase 2 planning is already underway and consists of additional intensive care beds, medical/surgical beds and advanced technology operating room suites.

The medical center provides specialized services in Cancer Care, and in coordination with the Fred Hutchinson Cancer Research Center (FHCRC) and the Seattle Cancer Care Alliance (SCCA), has 20 inpatient beds licensed to the SCCA (hospital within a hospital). Together with the FHCRC, the SCCA, and the UW School of Medicine, UWMC is part of an NCI-designated comprehensive Cancer Center. UWMC also provides advanced Cardiac Services, including a full range of diagnostic, interventional and surgical services. These include ventricular assist device implantation and heart transplant, transcatheter aortic valve placement, and electrophysiology services. UWMC also provides Solid Organ Transplantation (liver, kidney, heart, lung, (pancreas, and small intestine); Otolaryngology and Head and Neck Surgery; and High Risk Obstetrics and Neonatal Intensive Care, including the regional’s first Level IIIB neonatal intensive care unit. The hospital is accredited by The Joint Commission (TJC) and is the first and only facility in the region to be a TJC Center of Excellence for Ventricle Assist Devices. UWMC is respected as a tertiary/quaternary specialty hospital. Acuity is high with a Case Mix Index over 2.0. Over 30% of the inpatient volume is Oncology-related and UWMC is nationally ranked as one of the nation’s top five hospitals for Cancer Care. Through the SCCA, the Oncology units at UWMC do many clinical research trials. Currently, there are over 200
research trials open within the SCCA and the UWMC. Additionally, the close relationship with the UW Schools of Medicine, Nursing, Pharmacy and Social Work make research and evidence-based practice a priority and the UWMC is active in many leading clinical trials and translational health sciences research projects in these areas.

U.S. News and World Report’s 2011 edition of America’s Best Hospitals ranked UWMC 13th in the nation in overall rankings. UWMC has been ranked among the country’s best since the rankings began in 1993. The medical center also was named the nation’s first Magnet Hospital for excellence in nursing care by the American Nurses Credentialing Center which has continued to honor UWMC with this award every four years since 1994, making it the only hospital in the nation that has received Magnet recognition five times in a row. Nurses at UWMC are well-trained and highly engaged. Currently, 65% of the nurses have a Bachelor’s degree or higher and the number is steadily growing. Nurses at UWMC are represented by the Washington State Nurses Association. Labor relations are collaborative and a new contract was signed in 2012.

UWMC is known for advanced information technology. They have a Cerner EMR for inpatient services and have successfully launched CPOE in May 2012. They are in the midst of an EpicCare EMR installation for outpatient services.

UWMC is financially strong with nearly $900 million in net patient revenue. The medical center has a 5% operating margin and a track record of consistently meeting or exceeding budget targets.

2011 statistics include:

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Beds</td>
<td>450</td>
</tr>
<tr>
<td>Employees</td>
<td>3,853</td>
</tr>
<tr>
<td>Physicians</td>
<td>1,829</td>
</tr>
<tr>
<td>Admissions</td>
<td>18,432</td>
</tr>
<tr>
<td>Outpatient Visits</td>
<td>332,900</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>5.4 days</td>
</tr>
<tr>
<td>Average Daily Census</td>
<td>275</td>
</tr>
<tr>
<td>Inpatient Surgery</td>
<td>9,800</td>
</tr>
<tr>
<td>Outpatient Surgery</td>
<td>43,800</td>
</tr>
<tr>
<td>Births</td>
<td>1,800</td>
</tr>
<tr>
<td>ER Visits</td>
<td>23,400</td>
</tr>
<tr>
<td>Number of Interns and Residents</td>
<td>331 FTEs</td>
</tr>
<tr>
<td>Number of RNs</td>
<td>750</td>
</tr>
</tbody>
</table>

**Mission, Vision and Values**

*Our Mission*

UWMC improves health by providing exceptional patient and family centered care in an environment of education and innovation.
Our Vision

Building on their combined strengths, UWMC and the UW School of Medicine are regional leaders in primary care and the region's valued source for advanced specialized care and innovation in health-care practice. UW Medicine is known world-wide for its research and training and locally for its responsiveness to the needs of the people of the region for superb, cost-effective, appropriate and accessible medical care. To realize its vision, UWMC is:

- Increasing its services and training programs in primary and ambulatory care
- Expanding its range of clinical services offered directly or in collaboration with others to minimize cost, improve access, and enhance service excellence
- Strengthening its commitment to the ongoing health of the people of the region through an emphasis on preventive services and innovative communication technologies
- Developing a widening range of services and satellite sites, some operating in affiliation with other institutions, and all anchored by the programs of UW Medicine.

Our Values

At UWMC, our values guide all our actions and decision-making. They are:

- Accountability: Taking responsibility for our actions and their collective outcomes is reflected in the many daily decisions and actions that enhance UWMC's commitment to patient care, research, and education. It applies to the staff who provide direct patient care and to those supporting patient care activities.

- Respect: UWMC staff perform a wide range of jobs to keep the medical center functioning smoothly 24 hours a day. Positive working relationships between people in different departments ensure high quality patient care. Respect is crucial to maintaining cooperation and effective teamwork between individuals and departments. Respect also means we value confidentiality of our patients. This applies equally to UWMC staff who become patients.

- Innovation: Thinking creatively is key to ensuring a continued high standard of patient care. All staff keep UWMC at the forefront of health-care facilities by thinking of new ways to solve problems.

- Service: UWMC consistently tries to meet needs of our patients, physicians, staff, and the community. All UWMC staff, whether they provide direct care or support services, play an important role in serving those who have chosen to receive care at UWMC.

- Excellence: Excellence is the result of a commitment from each of us to use all our intelligence, skills and compassion to do our best, all the time.
**UW School of Medicine**

UW School of Medicine is a regional resource for Washington, Wyoming, Alaska, Montana, and Idaho; the WWAMI states. Founded in 1946, the UW School of Medicine is recognized for excellence in training, primary care physicians, and for advancing medical knowledge through scientific research. The UW School of Medicine has been ranked the number one primary care medical school in the country for 18 consecutive years. In addition, UW Medicine teaching programs are ranked in the top ten by the U.S. News and World Report for:

- AIDS
- Family medicine
- Geriatrics
- Internal medicine
- Pediatrics
- Rural medicine

Full-time physician faculty members staff UWMC and Harborview Medical Center, as well as other institutions. Medical School faculty also staff UW Medicine Neighborhood Clinics located throughout the Puget Sound area.

Research scientists at the UW School of Medicine explore every aspect of health and disease, from the molecular mechanisms of gene action to population studies of global illnesses. UW research scientists’ work has contributed to improved understanding of the cause of diseases and to better treatments and prevention of many disorders. UW Medicine ranks number ten nationally in NIH funding for research.

A distinguishing characteristic of the UW Medical School is interdisciplinary collaboration. Scientists, educators, and clinicians are dedicated to helping each other reach the common goals of improving people’s health and alleviating suffering from disease.

**UW School of Nursing**

For more than 90 years, the University of Washington has been training nurses and breaking new ground in the nursing profession. U.S. News and World Report currently ranks the University of Washington as the number one school of nursing in the nation. Additionally, the UW School of Nursing consistently ranks in the top three recipients of nursing research grants, nationally. 99% of tenured faculty members hold Ph.D. degrees. The University of Washington is accredited by the Northwest Commission on Colleges and Universities and is a member of the Association of American Universities. The UW School of Nursing offers five degree programs – the BSN, MN, MS, DNP and PhD. The School of Nursing works in close collaboration with UWMC as well as the other hospitals in the UW Medicine Health System to provide outstanding training and education experiences for nursing students. Many UWMC Nursing leaders hold faculty appointments at the UW School of Nursing and the medical center collaborates with the School to support a joint faculty Clinical Nurse Researcher.
The Position

The prior Chief Nursing Officer at UWMC, Lorie Wild, RN, PhD recently left the organization to become Dean of the School of Nursing at Seattle Pacific University. Ms. Wild served University of Washington for 28 years and was UWMC’s Chief Nursing Officer for the past five years. The Chief Nursing Officer position reports to the Executive Director, Stephen P. Zieniewicz, FACHE and will be a critical component of UWMC’s executive team. Other members of the executive team include:

- Associate Administrator, Oncology and Neurosurgery Service Line
- Associate Administrator, Ambulatory Care
- Associate Administrator, Support Services
- Senior Associate Administrator, Regional Heart Center, Imaging, Planning, Design and Construction
- Associate Administrator, Clinical Regulatory Compliance and Surgical Services
- Medical Director
- Financial Planning Officer (UW Medicine Health System position)
- Director, Health Information Management (UW Medicine Health System position)
- Executive Sponsor, Patients are First Program and Executive Administrator Strategic Program Development (UW Medicine Health System position)

Responsibilities

The Chief Nursing Officer has the primary accountability and responsibility for the practice of nursing, the development of nursing services, and the evaluation and implementation of clinical programs and services in collaboration with the medical staff and other management. The Chief Nursing Officer provides leadership and direction for all aspects of nursing, particularly efficient and cost-effective operations, service excellence, patient safety, and quality initiatives. He/she provides strategic leadership and operational guidance for nursing across the Medical Center. The Chief Nursing Officer has responsibility administratively for the following:

- Provides nursing leadership for the practice of nursing at UWMC.
- Supports the executive director by proactively advancing UWMC’s Patients Are First Goals and Pillars collaborating across the UW Medicine Health System to ensure alignment and timely execution of Patients Are First related initiatives.
- Consistent with UWMC’s priorities and the UW Medicine strategic plan, coordinates and directs the operational, functional, and human resources activities of patient care services at UWMC.
- Maintains positive collaborative working relationships with the Schools of Health Sciences and functions as a full partner in the effective management of the medical center based on a philosophy of continuous quality improvement (CQI).
- Participates with leaders in reaching organizational decisions in the development of programs, policies, and plans for the effective operation of UWMC.
• Serves as a role model in professional behavior for the medical center management and patient care services.

• Prepares reports, analysis, and recommendations for the effective management of nursing and other patient care services within the medical center.

• Participates as a member of the Joint Conference Committee of the medical center Board, the Medical Centers Information Systems Steering Committee, and the Joint Medical Centers Personnel Steering Committee.

• Understands and supports the Adult Inpatient Services Agreement between the Fred Hutchinson Cancer Research Center, the UWMC and the Seattle Cancer Care Alliance.

• Provides leadership for integration of patient care between departments within the patient care division.

• Maintains close collaborative working relationships with other executive staff members to assure coordination across divisions so opportunities and processes for improvement meet the needs of patients.

• Communicates the philosophy and goals of Nursing Services and Patient Care Division to UWMC constituents, particularly the medical staff.

• Works collaboratively with physicians to identify areas of common interest, joint effort and opportunities to support the success of physician leadership.

• Participates in the preparation of medical center operating, capital, and cash budgets as a full partner in the management of the medical center.

• Provides professional leadership for an academically well-prepared nursing staff engaged in hospital-based nursing practice, setting standards for nursing care in all settings of the medical center where nursing is practiced.

• Responsible for the establishment and evaluation of nursing service philosophy, plan for delivery of patient care, goals, policies, practices and procedures.

• Assures the clinical directors and other department managers accountable to this position prepare operating and capital budgets which assure appropriate resource allocation within the parameters established.

• Provides for nursing education programs within the medical center so that the requirements of the patients for professional nursing care can be met and the ability to respond to or provide new programs in patient care is maintained.

• Demonstrates support for nursing research by utilizing and disseminating research findings, and by facilitating appropriate research within the medical center.
- Participates in hospital-wide program planning and evaluation and assumes primary responsibility for the development of the patient care and nursing implications of program plans considered for adoption by the medical center.

- Implements an ongoing program to assess and improve the quality, effectiveness, and appropriateness of nursing care and systems necessary to deliver service to UWMC customers.

- Establishes effective communications and collaborative problem solving in interdepartmental working relationships.

- Consults with divisional administrators to coordinate interdepartmental activities; assists in determining and implementing departmental activities and operating procedures, and assists in interpreting the medical center mission statement, program plans, policies, procedures, budgets and operating statements.

- Uses and/or develops effective monitoring systems for management to assure departmental standards of performance are met, operating objectives are achieved, laws, regulations, policies and procedures are being followed to assure the interests of the institution and the patients, students, and researchers served are properly met and protected.

- Reviews and approves departmental and/or service requests and specifications for capital expenditures. Interviews, selects, and evaluates the performance of clinical directors, department managers, and support staff reporting to this position.

- Finalizes budget requests, prepares written narratives and reviews the final proposal with the Executive Director and organizational budget committee.

- In collaboration with the medical center’s personnel function, assumes responsibility for the recruitment and retention of qualified professional nurses for the medical center and other nursing related staff.

- Plans, assigns, and reviews the work of support staff. Instructs and advises support staff on methods and procedures.

- Maintains contact with and coordinates the medical center’s activities with other hospitals, University departments, and relevant agencies of local and state government.

- Represents UWMC in discussions with the School of Nursing regarding curriculum, student assignments, nursing research, nursing practice, and nursing orientation and continuing education.

- Participates as a member of various medical center and Health Sciences Center committees involved in policy and procedure development, program planning and/or conflict resolution as requested or approved by the Executive Director.

- Represents the medical center on external boards, commissions, associations, and committees as requested or approved by the Executive Director.
• Responds to and handles patient, staff or public complaints and grievances related to this assignment of administrative responsibility.

• May serve as chief administrative officer in the absence of the Executive Director.

• Periodically, on a scheduled basis, serves as administrator-on-call for a 24-hour day, seven consecutive days.

**Reporting Relationships**

Those currently reporting directly to the Chief Nursing Officer include:

- Assistant Administrator, Nursing Operations, Acute and Critical Care
- Assistant Administrator, Women’s and Infant’s Specialty Care
- Assistant Administrator, Professional Practice/Patient and Family Centered Care
- Director, Patient Clinical Informatics and Support
- Assistant Administrator, Social Work and Care Coordination
- Chief, Advanced Nursing Practice
- Chief Pharmacy Officer (UW Medicine System position)

**Goals and Objectives**

In order to be considered a success, the new Chief Nursing Officer will be expected to accomplish the following in his/her first 18 months in the position:

• Articulate a vision for nursing and develop a roadmap for achieving success. Develop and sustain operational processes to execute the vision.

• Rapidly build a collegial, supportive and effective leadership dynamic with the Executive Director and the Medical Director.

• Establish himself/herself as a valued colleague and team member at the senior level of UWMC and in the UW Medicine Health System.

• Serve as a visible, accessible example of nursing leadership and a role model for nurses in the organization. Be the facilitator of nursing excellence in the organization. Continue the dedication to Magnet principles in nursing and the focus on the professional practice of nursing.

• Demonstrate by word and action that he/she is a servant leader, actively and noticeably be present, available, listening and responding to all levels of employees.

• Manage growth: successfully open the new building of the hospital slated for Fall 2012. Strategically grow new programs and services in response to innovation and market need. Proactively lead change and promote innovations and improvements in patient care.

• Enhance value and affordability through improved nursing productivity, better resource utilization, labor cost reduction, control of overtime, improved scheduling, throughput improvement and more efficient operations.
- Implement programs and work processes that promote the “Patients are First” goal. Proactively lead change that improves the patient and family experience at UWMC.

- Continue progress on quality improvement and patient safety, as well as improvement of all core measures. Achieve core measures in the top decile nationally. Implement patient safety programs leading to improved clinical outcomes and achievement of national leadership in lowering patient mortality.

- Continue the organization’s strength in patient and family centered care and continue to improve patient satisfaction. Lead the nursing team in best practices for enhancing the patient experience and achieving HCAHPS scores in the top quartile nationally.

- Establish proactive partnerships with physician leadership and medical staff at all levels, including residents. Ensure strong nurse/physician communications and partnerships committed to clinical quality, improved outcomes, and a positive patient experience.

- Develop a nursing culture that supports UWMC’s education mission. Develop an environment that is encouraging to the growth and learning of residents, fellows and other students in the organization. Facilitate the development of a collaborative and educational milieu for all trainees.

- Encourage strong relationships between UWMC and the UW School of Medicine and the UW School of Nursing.

- Actively participate in the research mission of UWMC, especially championing nursing research endeavors.

- Serve as a leader for Patient Care in the UW Medicine Health System. Collaborate with other UW Medicine Chief Nursing Officer’s and leaders to adopt best practices, improve performance of the System and optimize the continuum of care.

- Serve as a mentor and coach to nursing leaders in the organization, ensuring that the organization structure is appropriate and that the right people are in the right positions. Develop nursing leaders, continually improve nursing education, competence and professionalism throughout the organization and ensure the accountability of nurses at all levels. Create a culture of learning, openness to new ideas and commitment to continuous improvement.

- Ensure nursing organization readiness for advances in information technology by streamlining processes and procedures.

- Work effectively across organizational lines including with ancillary and support services to ensure collaboration, efficient operations and optimal utilization of resources.

**Candidate Qualifications**

The following describes the desired credentials, experience, skills, and personal characteristics of the ideal candidate:
Education

- A Bachelor’s degree in Nursing is required as is preparation at the Master’s level. A Ph.D. or Doctorate is desirable, but not required.
- Must have a current Registered Nurse license; must be eligible for licensure in the State of Washington.

Experience

- Extensive and progressive administrative experience with at least seven years as a senior level patient care services executive is required. Experience in an academic medical center or full service university-affiliated hospital and/or experience in a large, complex hospital with a teaching and research mission is needed.
- Senior nursing leadership experience in a clinically complex, high acuity hospital in a highly competitive market is required. Strong clinical background in oncology, cardiology, and specialty surgery will be a plus.
- Experience leading a highly skilled nursing division and advancing the professional practice of nursing. Must understand and embrace the principles of Magnet. Experience in a Magnet hospital is helpful, but not required.
- Strong operations skills and the ability to execute a strategy. Prior experience which includes a balance of strategic new program development and innovation combined with operational improvement is an asset.
- Excellent financial skills, including proficiency in budgeting, forecasting, strategic fiscal planning, and the use of decision support systems, benchmarks and metrics to guide operating decisions.
- Experience in patient and family centered care is ideal; openness to the principles of family involvement in patient care is required. Creative leadership for providing an excellent patient experience and improving patient satisfaction are essential.
- Experience in a sophisticated information technology environment is required; previous experience with Cerner and EPIC will be particularly valuable.
- Strategically oriented with the ability to contribute to and execute a strategic plan. Possesses the collaborative skills to work across the organization with others to articulate and execute the strategic plan.
- Clinically sound with a foundation of research combined with bedside nursing and a strong passion for patient care.
- Solid track record of effective management. Experience mentoring nursing leaders, developing staff competency at all levels and creating a highly accountable and high performing nursing team is essential. Experience in an organization with collective bargaining relationships is helpful.
• Proven experience working effectively with physicians and other clinical leaders in a multi-disciplinary environment. Works across organizational lines to achieve excellent outcomes.

• Communicates effectively at all levels in the organization. Articulate and poised with well developed presentation skills, both verbal and written.

• Previous experience in a multi-site healthcare system is ideal.

Personal Characteristics

• A high energy, focused, upbeat individual who is able to work in a challenging, fast-paced, and high acuity environment. Maintains a positive outlook, is open to new ideas and conveys a high level of personal confidence.

• A creative problem solver; willing to lead new initiatives with the ability to manage change effectively. A progressive change-agent who motivates others to think creatively and embrace new ideas.

• A leadership style which emphasizes personal visibility both internally and externally. An executive who practices openness, is highly trustworthy and transparent and who is accessible to his/her peers, staff and medical staff.

• A teacher and a role model with outstanding mentoring and development skills. A leader who develops, empowers and teaches others and also one who holds people accountable for results.

• An experienced negotiator and team player who knows how to challenge others while effectively balancing resources; possesses the ability to confront issues tactfully and diplomatically.

• A visionary with the ability to see the big picture and think strategically combined with an understanding of day-to-day details of operations.

• An inspirational leader with a commanding yet genuine presence and a personal style that builds relationships based on respect, trust, honesty, openness, and confidence.

• Executive presence and professional demeanor. Able to represent Patient Care Services at the highest levels of UWM, UW Medicine and in the outside community.

• Embraces cultural diversity; comfortable working with a diverse group of peers, employees and patients.

The Community

Seattle, Washington

Seattle’s spectacular location, nestled between the Cascade and Olympic mountain ranges along Puget Sound, beautifully contrasts with the modern epicenter of urban Seattle, creating the
perfect location for a balanced lifestyle. Seattle is a vibrant and sophisticated city whose thriving urban core of culture, economy and entertainment is surrounded by over 100 distinct neighborhoods offering an attractive range of housing options. The best in urban recreation is nearby with golf, kayaking and canoeing, fishing, hiking, urban parks and rose gardens in close proximity. A short drive out of the city leads to skiing, snowboarding, river rafting, hiking and wonderful wilderness. Seattle is home to major league sports teams providing spectator sport opportunities. Magazines such as Fortune and Money rate Puget Sound communities as some of the best places to live in America.

The Greater Seattle area is comprised of three counties, King, Snohomish and Island, with a population of 3.7 million. The moderate climate with mild winters and cool summers has attracted a diverse citizenry. Originally founded by those involved in logging, fishing and major maritime pursuits, the Greater Seattle area is now known for high-tech companies like Microsoft and Amazon and firms such as Starbucks and Boeing.

Educational opportunities abound. The public K-12 school system is strong and there are plentiful options for private education as well. Opportunities for higher education include the University of Washington, Seattle University, Seattle Pacific University, plus an array of small colleges, community colleges, technical schools and arts colleges.

For additional information, consult the following Web sites:


Procedure for Candidacy

Please direct all nominations and resumes to the executive search consultant supporting this search, preferably via e-mail to:

Lori Morris
Witt/Kieffer
2227 Old Ranch Place
Santa Rosa, CA  95405
Phone:  707/537.1014
Fax:  707/537.1142
lorim@wittkieffer.com

University of Washington Medical Center is an equal opportunity employer.

Discover Thought Leadership at www.wittkieffer.com

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from UWMC 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.