This Leadership Profile is intended to provide information about CHI Health and the position of Chief Nursing Officer. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

CHI Health is seeking an inspirational leader to be the next Chief Nursing Officer for the health system. The Chief Nursing Officer will serve as the leader for all nursing and patient care services across the continuum of care and will enhance the effectiveness of care delivery and services provided to the community and the region. The Chief Nursing Officer will continue to build a culture of excellence by partnering closely with physicians, key executives, hospital and system leaders to support growth initiatives while driving a performance-based culture and creating a strong sense of “systemness” throughout the organization.

The Chief Nursing Officer position is open due to the recent promotion of the previous incumbent to the system Chief Operating Officer position. The Chief Nursing Officer reports directly to the system Chief Executive Officer and serves as a key member of the executive leadership team. CHI Health has strong financial performance balanced with an excellent quality and safety track record. The Chief Nursing Officer will provide innovative, strategic solutions to complex organizational problems, unifying nursing across the healthcare system, eliminating waste, improving performance and preparing the organization for the future.

Organization Overview

CHI Health

Based in Omaha Nebraska, CHI Health is a regional health network with a unified mission; nurturing the healing ministry of a Catholic healthcare system while creating healthier communities. CHI Health was formed in 2012 and carries on the faith traditions of the Sisters of St. Francis as well as their other founders: the Sisters of Mercy, the Immanuel Lutheran Communities, and the Jesuits of Creighton University. Each brought a distinct way of practicing the Christian faith, but all shared a calling and passion for serving those most in need through compassionate care and excellence in medicine. The combined organization consists of 15 hospitals, two stand-alone behavioral health facilities and more than 150 employed physician practice locations in Nebraska and southwestern Iowa. Nearly 12,000 employees comprise the workforce of this network that includes 2,820 licensed beds and serves as the primary teaching partner of Creighton University’s health science schools. CHI Health locations stretch from Kearney, Nebraska to Missouri Valley, Iowa. Four of the hospitals are Magnet designated and four are Pathways to Excellence, reflecting a strong dedication to excellence in patient care.

The health network is the largest in Nebraska and serves residents of Nebraska, southwest Iowa and northern Kansas. CHI Health is financially strong with a solid bottom line. Net patient revenues in fiscal year 2016 exceeded $2.02 billion. CHI Health is governed by a regional Board of Directors made up of 13 volunteer leaders. The system is led by the Chief Executive Officer Cliff A. Robertson, M.D. and the executive leadership team. CHI Health is a member of Denver-based Catholic Health Initiatives.
Catholic Health Initiatives

Catholic Health Initiatives, a nonprofit, faith-based health system formed in 1996 through the consolidation of four Catholic health systems, expresses its mission each day by creating and nurturing healthy communities in the hundreds of sites across the nation where we provide care. The nation's third-largest nonprofit health system, Englewood, Colorado-based CHI operates in 17 states and comprises 104 hospitals, including four academic health centers and major teaching hospitals as well as 30 critical-access facilities; community health-services organizations; accredited nursing colleges; home-health agencies; living communities; and other facilities and services that span the inpatient and outpatient continuum of care.

In fiscal year 2016, CHI provided more than $1.1 billion in financial assistance and community benefit – a 13 percent increase over the previous year – for programs and services for the poor, free clinics, education and research. Financial assistance and community benefit totaled more than $2 billion with the inclusion of the unpaid costs of Medicare. The health system, which generated operating revenues of $15.9 billion in fiscal year 2016, has total assets of approximately $22.7 billion.

For more information, visit www.catholichealthinit.org.

Mission

The Mission of Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

Core Values

Our core values define our organization and serve as our guiding principles. They are the roots or anchors from which all activities, decisions, and behaviors follow.

- **Reverence**: Profound respect and awe for all of creation, the foundation that shapes spirituality, our relationships with others, and our journey to God.
- **Integrity**: Moral wholeness, soundness, fidelity, trust, and truthfulness in all we do.
- **Compassion**: Our capacity to share another’s joy and sorrow.
- **Excellence**: Preeminent performance, becoming the benchmark, putting forth our personal and professional best.

Summary of Position

Reporting to CHI Health’s Chief Executive Officer and serving as a member of the executive leadership team, the Chief Nursing Officer (CNO) is responsible for the practice of nursing and nursing care throughout the market's continuum-of-care sites and programs. He/she provides leadership and strategic direction for all patient care services in accordance with the mission, vision and values of CHI Health. The CNO will achieve this through the development and implementation of key strategic and operational initiatives that facilitate optimal care delivery.
and population health management in person-centered, financially sound, safe and quality care. The CNO serves as a positive role model for ethical management behavior and promotes awareness and understanding of positive ethical and moral principles. He/she partners with national nursing leaders to set CHI national nursing strategies, goals and standards as a member of the CHI Nurse Executive Council. He/she has a matrix reporting relationship to the Catholic Health Initiatives System Chief Nursing Officer.

**Reporting Relationship**

The Chief Nursing Officer supervises four direct reports:

- Vice President, Advanced Practice/Post Acute Services
- Division Director, Staffing Operations/Productivity
- Director, Center for Clinical Practice
- Administrative Assistant

In addition to the direct reports and their staff, the Vice Presidents of Patient Care Services and continuum nursing leaders in CHI Health hospitals and other facilities have a dotted line reporting relationship to the Chief Nursing Officer.

**Key Responsibilities**

*Partner with Other Strategic Leaders to Design Systems of Care for Clinical Value*

- The Chief Nursing Officer plays a critical role in the development of strategies involving the design and deployment of clinical resources, the design of alignment options for nurses and other provider groups, and the establishment/management of partnerships as part of a broader clinical integration strategy.
- Participates in strategic planning for the market in support of CHI Health strategic plan.
- Aggregates clinical expertise (via clinical program leadership, nursing councils, and other groups) to assist in the prioritization of capital expenditures.
- Manages internal and external relationships with nursing and physician organizations and other components of the clinically integrated network toward greater levels of integration.
- Works closely in dyad leadership with system CMO.
- Engages in network development and planning work in collaboration with strategy, nursing groups, medical group leadership, and others.
- Ensures clinical integration across the system (hospital, medical group, home health, etc.) and continuum-of-care.
- Co-leads strategic transactions and alignment initiatives in a manner consistent with the integration strategy.
• Serves as the public relations and media interface for issues of clinical significance related to nursing and other clinicians.

**Improve Value through Optimizing Clinical Operations**

• The Chief Nursing Officer reviews cost, quality, safety, utilization, and value data regularly with nursing leaders and health system executives, and will be responsible for both the dissemination of this information and for the development of interventions needed to improve value (quality, safety, and cost across the continuum) as well as risk mitigation in clinical areas.

• Leads resource management for care delivery across the continuum.

• Identifies and ensures realization of current clinical opportunities through reduction of variation in cost, quality, and resource utilization.

• Ensures that approved CHI Health standards and best practices are implemented and monitored throughout the market.

• Takes a leadership role in setting annual market continuum-wide quality objectives in support of CHI Health quality goals.

• Ensures adequate structures exist for oversight of quality and improvement activities.

• Supports the Patient and Family Advisory Council (PFAC) and pursues projects to improve customer service/patient experience.

**Develop and Enhance Nursing and Clinical Team Leadership**

• The Chief Nursing Officer develops, aligns, and mobilizes nursing and other clinical leaders around successfully achieving clinical, operational, and strategic priorities for the organization.

• In partnership with the physician enterprise leader, serves as cultural architect for the integration platform, establishing common clinical purpose across the continuum.

• Establishes organizational structures for accountability (nursing clinical councils, clinical program groups, shared governance councils, etc.).

• Creates and models cross-functional/multi-disciplinary leadership for clinical programs.

• Manages direct reports’ performance by establishing clear job descriptions and goals. Develops direct reports’ talents.

• Identifies and develops high-potential nursing leaders (and other clinical leaders as identified by MBOs). Documents a succession plan.
• Communicates with key stakeholders and groups.

**Governance**

• The CNO serves the local Board of Directors through providing nursing updates and information on nursing strategic direction, clinical quality and safety matters and nursing performance across the continuum.

• Provides the local Board of Directors with an orientation to nursing care across the continuum at the MBO level as well as CHI nursing and clinical strategies.

**Convey Catholic Health Initiatives’ Mission, Vision and Values through Action**

• The Chief Nursing Officer serves as an organizational and community role model for ethical management behavior. He/she promotes an awareness and understanding of ethical and moral principles that are consistent with the mission, vision, and values of CHI.

• Actively participates in community boards/or ganizations/activities that promote CHI’s national and local mission, philosophy, and values and represent opportunities for furthering the mission.

• Educates stakeholders on the implications of changes and directions in healthcare. Increases understanding and support of partnerships.

• Demonstrates a commitment to service, organization values, and professionalism through appropriate conduct and demeanor at all times.

**Candidate Qualifications**

**Required Education**

• The Chief Nursing must possess a minimum of a master’s degree in nursing, business, healthcare administration or a related field. If the master’s degree is not in nursing, the candidate must possess a baccalaureate or doctorate in nursing.

• National certification in nursing or executive leadership (CEMP, NE-BC, NEA-BC, and FACHE) is strongly preferred.

• Candidate will have current state licensure as a registered nurse with eligibility to obtain a nursing license in a state where CHI has a facility or a national office.
**Desired Capabilities and Experience**

- Experience in clinical and managerial roles in a multi-faceted healthcare system and multi-site provider setting are required; experience that includes working in an integrated healthcare delivery system is ideal.

- Experience in a service line organization is preferred; experience in a variety of hospital sizes and complexities from critical access hospitals to academic medical centers is helpful.

- Possesses a strong nursing operations background including health systems operations improvement and workforce management systems. Excellent financial and business skills and a proven ability to create systems of cost effective, efficient care.

- Expert in contemporary care models, staffing and scheduling systems and the creative use of financial and human resources.

- Champions quality and safety, balancing these priorities with efficiency and cost effectiveness.

- Technologically advanced, creative, progressive with contemporary skills.

- Innovative and creative leader in improving customer service and the patient experience.

- Expert in recruitment and retention of nurses and patient care staff at all levels.

- Proven track record of working effectively in a highly complex and matrixed system.

- Active participation in state and national nursing organizations is a plus; serves as a visible thought leader for advancing the profession of nursing.

**Functional Competencies**

- **Financial/Business Savvy:** Recognizes cost inefficiencies; reduces redundancies to improve efficiency in clinical programs; sets realistic expense goals; considers cost and benefits when justifying capital expenditures; understands and is comfortable with matrix management.

- **Demonstrates Change Leadership:** Anticipates and responds proactively to changes in the healthcare environment; welcomes and cultivates new and diverse solutions to problems; identifies and leads opportunities for positive change. Develops an agile learning based organization.

- **Coalition Building:** Clearly expresses thoughts and ideas; demonstrates exemplary oral and written communication skills; encourages open communication; shares necessary information with others; listens willingly to others; provides compelling presentations.

- **Governance and Delivery System Improvement:** Leverage best practices, continuous improvement methodologies and data to improve processes; transforms service delivery;
reduces redundancies and costs when possible; follows a structured, systematic work approach.

- **Government Relations and Political Savvy:** Demonstrates understanding of the legal and political environment; harnesses state and national public policy to ensure Catholic Health Initiatives is administering the highest quality care; demonstrates exemplary understanding of legal shifts in health insurance; develops and leverages relationships with key community figures.

- **Global Strategic View:** Aligns objectives with organizational strategy; recognizes broad implications of actions and anticipates strategic outcomes; considers multiple alternatives before making decisions; capitalizes on strategic opportunities; develops strategic alliances; mobilizes stakeholder groups to obtain Catholic Health Initiatives’ strategic goals; engages in environmental scanning and recognizes market shifts and associated threats and opportunities.

- **Risk and Insurance Management:** Demonstrates awareness of the risk environment; understands and utilizes best practices in risk and insurance management; develops and embeds risk management in CHI programs and processes; provides oversight regarding the quality of risk management efforts; understands the role of risk profiling in insurance.

**Leadership Competencies**

- **Accountability:** Focuses on results and desired outcomes setting a climate of achievement; follows through on commitments; takes responsibility for actions; holds others accountable for goal attainment; ensures others deliver on commitments; takes action when responsibilities are not met.

- **Innovation:** Incorporates new methods or approaches to solving problems; cultivates alternative viewpoints; actively seeks varied perspectives when problem solving; develops a team that reflects the diversity of Catholic Health Initiatives’ clients and employees; encourages diversity and sharing new ideas.

- **Change Leadership:** Accurately assesses the potential barriers and resources necessary for change; challenges the status quo, and takes personal ownership for leading change that enhances the organization; inspires others to think positively about change.

- **Collaboration and Teamwork:** Builds teamwork and participation; works together with others to bring out the best in everyone; provides team with useful, caring feedback for growth; leverages teams that work across the care continuum.

- **Management of Performance Outcomes:** Sets clear expectations with associated celebration and rewards; builds a high performance group with a focus on excellence and achievement orientation; recognizes individual achievements throughout the performance period; ensures others know how they are performing throughout the year.
• Coaching and Development of Others: Fosters professional and personal development; nurtures individual strengths and abilities to develop employee skill sets; provides feedback honestly, even when difficult.

• Inspirational Leadership: Articulates a compelling vision that promotes the goals that need to be attained and metrics for success; builds commitment to Catholic Health Initiative’s healing ministry; communicates what needs to be accomplished for the vision to be realized; relates CHI’s legacy of care.

• Integrity and Spirituality: Is open and honest in all interactions; acts with moral wholeness, soundness, and truthfulness; demonstrates trust and respect for others; acts according to values and beliefs.

**Personal Characteristics**

• Excellent leadership and strategic thinking skills with the ability to drive business results by motivating and inspiring staff.

• Demonstrated critical thinking, problem solving and analytical skills.

• Strong verbal and written communication skills with excellent public speaking and presentation skills. Well-developed listening skills.

• Collaborative interpersonal style, works well across organizational lines. Possesses a track record of relating well to a variety of constituents, including physicians and other leaders. Seeks interdisciplinary solutions to complex organizational problems.

• Well developed management, teambuilding and delegation skills with the ability to drive performance improvement and encourage accountability.

• A visible and accessible leader who is able to engage staff at all levels and who serves as a role model for professional patient care services.

• Comfortable working in a matrix management environment and able to manage by influence rather than direct authority.

• High energy individual who approaches his/her work with a positive outlook, bravery, courage and resilience.

• Inclusive leadership style. Builds rapport, trust and effective relationships.

• Passionate about patient care, inspirational, motivational and serves as a positive role model for nurses at all levels.

• Humble, respectful, interpersonal style; creates a positive culture, is trustworthy and inspires trust in others.
• Strong core values; resonates with the mission of CHI Health. Models and reinforces ethical behavior in self and others in accordance with CHI’s mission and values.

Goals and Objectives

The Chief Nursing Officer is expected to accomplish several key objectives within the first 12 to 18 months. The following goals represent some of these challenges, not listed in order of priority.

• Join a strong C-suite team, serving as the voice for nursing at the leadership level. Participate in the development of strategic initiatives and innovations in patient care and healthcare delivery, ensuring that nursing strategic priorities match the health system strategic plan. Develop a nursing strategic plan with timelines and accountabilities.

• Assess and restructure as needed, the system nursing staff to achieve maximum effectiveness and impact. Ensure that there are strong Chief Nursing Officers and nursing leaders in each of the facilities across the system-wide continuum of care. Develop a succession plan for key nursing positions.

• Identify and disseminate best practices in patient care delivery, ensuring standardization of policies and procedures and consistency of nursing care across the system. Share best practices, information and innovations across the continuum of care.

• Redesign the current nursing care model for maximum impact, cost effectiveness and efficiency. Improve the affordability of the care model and prepare the organization for risk-based reimbursement.

• Create and communicate a positive nursing culture, building strong employee engagement at all levels. Reduce nursing turnover, advance the new nurse residency program, and improve the retention of nurses, particularly new-graduate nurses.

• Continue to build a centralized nursing resource center including expanding the centralized staffing resources and “float pool”.

• Support the completion of the Epic implementation throughout the system, with a particular emphasis on how Epic affects nursing and patient care protocols.

• Lead enhancement of the patient experience and identify initiatives that improve patient satisfaction and decrease variability in the patient experience across the continuum of care.

• Develop a close dyad partnership between nurses and physicians at all levels. Serve as a role model by establishing a strong collaboration with the system Chief Medical Officer.

• Utilize contemporary technologies to connect nurses across the region and to communicate effectively, share information, reduce silos and deploy resources.
• Continue to foster a culture across the system that supports Shared Governance and bottom-up decision making. Maintain and grow structures and processes that facilitate the adoption of these practices system-wide.

• Form a strong liaison and partnership with key academic organizations, schools of nursing and professional associations across the region. Develop a relationship with other nursing executives nationally and at a state level, helping to advance patient care in the region.

Community Profile

Omaha, Nebraska

Omaha is a vibrant city with a metropolitan population of 800,000. Offering excellent schools, pleasant neighborhoods and suburbs, and an affordable cost of living, Omaha is a safe, family-oriented town. There are numerous universities and colleges, most notably the University of Nebraska at Omaha, the University of Nebraska Medical Center, Creighton University, and the College of Saint Mary’s.

Year after year, national publications have noted the high quality of life. The area is consistently rated in the top 20 percent of the best places to live by Places Rated Almanac. Omaha was recently named by Forbes magazine as one of the top 15 regions in the nation – for both economic and quality of life factors. Parenting magazine has named Omaha as one of the top 10 cities in the nation for raising a family. Omaha is also one of the top “eco-cities” in the nation based on air and water quality, open space and population stability. Redbook magazine has called Omaha one of the 10 best cities for working mothers.

Omaha has affordable housing and a cost of living below the national average. According to a recent survey conducted by the National Association of Realtors, the median housing price is at least 20 percent below the national average. A survey of 300 United States cities reveals that the relative price levels for consumer goods and services in Greater Omaha are consistently 10 to 12 percent below the average U.S. metropolitan price level.

There are over 18,600 businesses located in the metropolitan area, according to a U.S. Department of Commerce business survey. Omaha/Council Bluffs area is home to four Fortune 500 companies – Mutual of Omaha Companies, Union Pacific, Berkshire Hathaway and Peter Kiewit and Sons. In addition, there are 35 other Fortune 500 companies that have manufacturing plants or service centers in the metropolitan area.

The area is home to numerous recreational opportunities. Omaha’s zoo has won many awards and is one of the region’s most popular attractions. Omaha has a professional symphony and opera company, a strong community playhouse and one of the nation’s foremost professional children’s theater companies. The Strategic Air Command Museum and the Children’s Museum of Omaha are also consistently favorite attractions.
Entertainment options are abundant with a new large downtown convention center and arena. Omaha is a major center for college and amateur sporting events including Volleyball Final Four, Regional Division I Basketball, Olympic Swimming Trials and the College World Series of Baseball.

For more information on the greater Omaha area please visit:

www.omahachamber.org
www.selectgreateromaha.com
www.visitomaha.com
Procedure for Candidacy

Please direct all nominations and resumes, via email, to the executive search consultants below:

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