



Director of Medical Nursing

Division of Nursing

Children's National Health System

Washington, D.C.

Position Specification

June 2017

Summary

Children's National Health System (Children's National) is seeking a nurse leader with pediatric experience to be the next Director of Medical Nursing. The Director of Medical Nursing will be a member of the nursing leadership team and support and model professional engagement, compassionate care, best practices, and promote professional development of the medical nursing team.

The Opportunity

This position offers an opportunity to impact pediatric health care in one of the country's top pediatric hospitals. Children's National is continuing its cutting-edge development of innovative pediatric therapeutics and executing its strategic plan to expand its regional base to provide greater access to pediatric care throughout the region. The Director of Medical Nursing is a highly visible and important member of the Division of Nursing's leadership team in a distinguished pediatric hospital. The Hospital has been designated and re-designated as an ANCC Magnet hospital, the highest level of recognition for nursing excellence, awarded to only seven percent of all hospitals nationally. Of this small group, an even smaller percentage are pediatric hospitals, putting Children's National in an elite group of pediatric hospitals in the U.S.

Children's National's Division of Nursing is led by Linda Talley, MS, BSN, RN, NE-BC, whose priorities and those of her leadership team, support the advancement of pediatric nursing practice, exemplary care and communication with patients and families, the professional development of staff and the pursuit of nursing research and innovation.

The Organization

Founded in 1870, Children's National Health System is ranked among the top ten pediatric hospitals in the United States by *US News & World Report*. The Children's National is also the only pediatric hospital in the northeast to have been designated a Leapfrog hospital 2016. The Sheikh Zayed Campus for Advanced Children's Medicine has a 313-bed freestanding academic pediatric medical center located in Washington, DC with 6000 employees and is the only exclusive provider of pediatric care in the Washington, DC metro area. It is also the only freestanding children's hospital between Philadelphia, Pittsburgh, Norfolk and Atlanta, with a Level I Pediatric Trauma Center, a 54-bed Level IV referral center NICU and a newly renovated 44 bed PICU. Children's National Health System has a record of strong financial performance, including an A bond rating from Fitch and has achieved strong brand recognition regionally, nationally, and internationally.

Children's National is well positioned as a referral hospital with an extensive network of primary care physicians and specialists with over 50 sites of care. The Children's National Health Network has 1400 affiliated pediatricians with offices located throughout the region and a primary care network that includes health centers in the District and Children's Pediatricians and Associates with offices in Maryland and the District. Children's National also has two groups of pediatric specialists and seven Regional Outpatient Centers and an Ambulatory Surgical Center.

Children's National has also been extending its reach by establishing innovative partnerships with regional health systems and has a global division with strong networks and relationships in the Middle East.

Children's National has one of the leading pediatric residency programs in the country and provides residents with a strong foundation in general pediatrics training and advanced fellowship training in pediatric subspecialty care. There are 120 pediatric residents and 170 subspecialty fellows in one of the thirty ACGME fellowship programs. Children's National is the home of pediatric medical student education for George Washington University School of Medicine and Health Sciences.

The Sheikh Zayed Institute for Pediatric Surgical Innovation was founded in 2010 with a \$150M gift from the government of Abu Dhabi. The mission of the Sheikh Zayed Institute for Pediatric Surgical Innovation is to make pediatric surgery more precise, less invasive, and pain free. The Institute currently has more than 20 investigators primarily affiliated with the Institute and more than 70 technical and scientific staff, including postgraduate and graduate students and fellows. The Institute is further supported by, and has access to, more than 600 clinicians and clinician-scientists with Children's Research Institute, the research arm of Children's National.

Research at Children's National is conducted through the Children's Research Institute (CRI), the academic arm of Children's National Health System. The Children's Research Institute also oversees the educational activities and academic affairs of Children's and the Department of Pediatrics at the George Washington University School of Medicine and Health Sciences.

Children's National is dedicated to a "Child-Centered Vision" and mission, and its clinicians, staff and leaders promote an environment of respect, dignity and care for its patients, their families and staff. The Values of the Division of Nursing are incorporated in all matters of clinical care, education, and research and they are:

- Compassion
- Commitment
- Connection

For more information about Children's National Health System. www.childrensnational.org

The Division of Nursing

The culture of the Division of Nursing is one that rewards and supports performance excellence for patients and family satisfaction, for nursing engagement and professional development, and for quality and safety.

There are more than 1,800 nurses at Children's National. More than half of the nursing leadership group is certified by a nationally or internationally recognized professional organization. 84 percent of the clinical nurses hold a bachelor's or master's degree in nursing, which is 8 percent above the national average for Magnet designated pediatric hospitals. Remarkably, 84 percent of the staff participated in the annual RN Satisfaction Survey with results that exceeded national benchmarks in 10 of 11 subscales.

Children's National is a Magnet hospital that has been re-designated once and is preparing its application for another evaluation in 2019. The Beacon Award from the Association of Critical-Care Nursing for Critical Care Nursing reflects its outstanding reputation for critical care nursing.

The Pediatric ***Nurse (PNJ)*** is the Professional Nursing Journal of Children's National Health System, published by the Professional Practice Nursing Department with articles written by members of the

nursing staff. In the past year there were four issues, and 102 authors. The focus of the PNJ is to highlight the individual, collective, and inter-professional collaborative work of the nursing staff in all dimensions of professional practice. It contains articles that promote: the mission of Nursing at Children's National on Care, Advocacy, Research, and Education, that include patient and family-centered care; scholarly work, evidence based practice and research to advance pediatric care and shared decision-making. The PNJ also celebrates meaningful recognition, which in the past year included clinical, academic/development, and leadership achievements of over 140 staff.

In Issue 3 of 2017, the new design for Shared Nursing Leadership Re-Design was published. The Re-Design was developed following an 18-month comprehensive evaluation of the Shared Nursing Leadership structure, originally created in 2005. The goal was to improve shared governance structure and processes with the best practices in the literature in relation to other Magnet hospitals. The full implementation began in February 2017 after extensive training and workshops for all staff and for the leaders and members of the newly chartered Councils that were created to support and advance the new Design for Shared Nursing Leadership.

At Children's National, nurses partner in the decision-making, implementation, and evaluation of the art and science of patient care. Nurses at Children's National continually evaluate care challenges and improvements that result in enhanced outcomes for the patient, the family, and the organization. This is disseminated through nursing practice and outcomes research in a variety of different ways, including Nursing Research Day Outcomes Day, an Endowed Chair for Nursing Research, grant funding for research in nursing and nursing practice and nursing research committees.

The Nursing Leadership group has been tenacious in its pursuit of professional development and educational opportunities to recruit and retain nursing professionals who are committed to evidence based practice, shared nursing leadership and family centered care. There are myriad specialized pediatric nursing education opportunities designed for nursing students, graduate nurses and experienced staff.

These include an expansive Continuing Nursing Education program and tuition reimbursement for all full time and part-time RN's. There are three Nursing Fellowship programs offered to nurses who wish to develop a specialized concentration in neonatology, critical care nursing or the operating room. The Pediatric Nursing Residency program is designed for novice nurses to support their transition to competence in pediatric clinical nursing practice. The Nursing Residency Program is a one year fully funded open to new graduates with less than a year of acute care experience. The nurses who complete the Residency Program are an important source of nursing recruits for Children's National. Another program created to attract young nursing graduates is the Summer Nursing Trainee Program. It's a program for nursing students who are halfway through their nursing program and consists of a 12-week paid summer externship program where each student has a clinical orientation to pediatric nursing and is assigned a nurse manager and preceptor.

Pamela Hinds, PhD, RN, FAAN is the Director of Nursing Research and Quality Outcomes at Children's National. She is the first nursing researcher and educator to hold the William and Joanne Conway Endowed Chair in Nursing Research. Dr. Hinds and her group conduct specialized research on aspects of pediatric care. What is particularly revealing about the establishment of her role is that in addition to the donors, after whom the Chair is named, the nurses at Children's National helped make the endowment possible by joining forces to contribute about \$300,000 for the Chair.

This is a sample of the extensive educational programs at Children's National that are offered to nurses in different stages of their pediatric clinical careers.

The Position

The Director of Medical Nursing is a member of the Nursing Executive team and reports to the Vice President and Chief Nursing Officer. S/he is one of eight Directors responsible for leading clinical units at the Hospital. The nursing leadership group promotes innovation, clinical excellence, education and professional development. There is a culture of leadership generosity in the Nursing Executive team which will benefit the incoming Director of Medical Nursing. The leadership group encourages "peer checks" and has tremendous pride in the innovations of clinical care and nursing practice. The team welcomes opportunities to serve as consultants to other pediatric hospitals throughout the country and the CDC and encourage visits to the Hospital that showcase the special expertise of the nursing program to care for their fragile and complex patients. They play a key role as advocates for the newly redesigned leadership and governance structure that encourages front line nurses to be active participants and leaders on projects in change and transformation.

The Director of Medical Nursing's clinical operational peers at Children's National include:

- *Director, Neuroscience and Surgical Care Nursing*
- *Director, Hematology Oncology and BMT Nursing*
- *Director, Critical Care Nursing*
- *Director, Heart Institute Inpatient Nursing*
- *Director, Nursing Service Psychiatry*
- *Director, Perioperative Services*
- *Director, Emergency Department Nursing*

The Director of Medical Nursing is responsible for the medical units led by 4 Nurse Managers, who are the operational leaders of each unit. The operational leadership team for the units consists of the Nurse Manager, the Medical Unit Director(s) and the Director of Medical Nursing. There are 220 FTE's in Medical Nursing that includes 146 nurses and 80 beds in the clinical unit. The physician staffing of the units varies, with one unit led by hospitalists, one staffed by residents and attendings, and another by attending physicians only.

The Director will be a visible and engaged nursing leader and role model and mentor to the Nursing Managers and all staff. S/he will bring a mature and experienced leadership presence to the staff on the Medical Units. The Director will evaluate opportunities to improve operations, establish priorities for new initiatives, and encourage Nurse Managers and front-line staff to participate in professional development.

The Candidate

The incoming Director of Medical Nursing will bring a vision to guide pediatric nursing practice and operations, and will collaborate with a talented team of nursing colleagues to advance family centered care and bring consistent and innovative leadership to Medical Nursing. Successful completion of a BSN is required and an advanced degree in health care administration or a related field is required. Candidates with a baccalaureate degree must have a master's degree in nursing (MSN, MS). Demonstrated progression toward certification is preferred. A minimum of five to seven years of nursing and progressive operational leadership experience is required. Collective bargaining experience is a plus, but not required.

The right candidate will:

- Be present, visible, engaged and have a record as an effective nursing leader, who can advance the transformation of nursing practice now underway at Children's National.
- Develop a needs assessment in Medical Nursing to determine high priority initiatives and a tactical and strategic plan for phased implementation.
- Demonstrate the ability to develop the current nursing staff and recognize and share innovation and improvement opportunities across the Division of Nursing.
- Model effective collaboration, tenacity, resilience, and humor to unite a broad range of stakeholders and individuals toward a common, patient/family focused value set.
- Effectively manage key operational and financial measures, including labor productivity, staffing to demand, budget management and reconciliation, business plan development.
- Convey the excitement and professional reward of being a member of one of the highest performing pediatric hospitals in the country.
- Bring dynamic and high energy leadership skills to support the Medical Nursing Managers work with their staff through a period of transition as the shared leadership model is implemented.
- Demonstrate the ability to balance competing operational priorities, lead teams, nurture nursing leaders and rapidly resolve clinical and operational practice changes.
- Demonstrate the ability to communicate Division of Nursing's strategic priorities to all Stakeholders.
- Be accountable for the thoughtful and clear resolution and problem solving on employee relations issues.
- Possess excellent written and verbal communication skills.
- Have experience using Lean or other business process tools and principles to evaluate improvement opportunities on the Unit.
- Form effective and successful departmental and interprofessional and administrative partnerships that promote collaboration, mutual respect, foster workforce collegiality, and nurture diversity and cultural competency.
- Continue to advance the practice and strength of Medical Nursing with a vision of the future direction and innovation in practice and care models.
- Promote well-being and resiliency via healthy work environment related values and practices.
- Play a leadership role in clinical practice models and policy initiatives for pediatric nursing at a state and national level to advance the practice and establish affirm Children's National as an important contributor to the profession.

Critical Success Factors

- Ability to recruit, lead and retain talent in Medical Nursing.
- Conduct a needs assessment of Medical Nursing in the first year and prioritize implementation initiatives.
- Demonstrate the qualities of integrity and authenticity as a nursing leader.
- Develop positive, credible, and effective relationships with physician leaders and other stakeholders in Medical Nursing.
- Develop a reputation as a champion of nursing engagement and satisfaction.

Compensation and Licensure

The candidate should have current state licensure and registration in the District of Columbia or be eligible to attain licensure and registration prior to employment. A compensation package, including relocation assistance, will be provided that is competitive and commensurate with the individual's qualifications and ability to contribute.

For More Information

We welcome recommendations, nominations, and confidential inquiries. Interested parties should send a resume and cover letter to ChildrensNationalDMN2207@ZurickDavis.com. For additional questions, please contact **Ellen Mahoney** or **Jacqueline Rosenthal** at **781.938.1975**. All contact with **ZurickDavis** will remain confidential.

Children's National Health System is an equal opportunity employer. We evaluate qualified applicants without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status, and other legally protected characteristics.