



Director of Respiratory Care

Children's National Health System

Washington, D.C.

Position Specification

October 2017

Summary

Children's National Health System (Children's National) in Washington, D.C. is seeking a Director of Respiratory Care. The Director of Respiratory Care will lead and support a growing department to provide top tier excellence of care to the sickest Children.

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 Respiratory Care is a highly visible and important role within the Center for Hospital Based Specialties.

The Director of Respiratory Care Services at Children's National Health System (CNHS) will lead a department providing world-class respiratory care to enhance the well-being of children. This department is a leader in creating innovative solutions to pediatric cardiopulmonary problems, and to participate in CNHS's mission to be preeminent in health outcomes for children regionally, nationally, and internationally. This will be achieved through dynamic administration of best practices in respiratory care.

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*. 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 with 6,000 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 having a Level I Pediatric Trauma Center, a 54-bed Level IV referral center NICU, a recently renovated 26 bed CICU, and a 44 bed PICU. Children's National Health System has a record of strong financial performance (with 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 1,400 affiliated pediatricians with offices located throughout the region and a primary care network that includes health centers in the District, and includes Children's Pediatricians and Associates with offices in Maryland and the District. Children's National also has two groups of pediatric specialists, 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 \$150 million 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 Respiratory Care Services

The Division of Respiratory Care Services (RCS) functions under the Vice President, Chief Medical Office; the Senior Vice President of the Center for Hospital Based Specialties; the Division Chief/Medical Director of Respiratory Care Services; and the Director of Administration and Staff Development. The RCS provides patient care 24-hours per day, seven days per week. RCS is dynamically involved in all areas of the hospital including the three intensive care units and the Emergency Medical Trauma Center. Respiratory Care Services provides its therapies and services to all units and applicable departments through the approval of the medical staff and in accordance with a complete written physician's order. Therapists work and are actively involved with, but are not limited to, the management of patients with asthma, cystic fibrosis, respiratory distress, and respiratory failure who need ventilatory support. RCS offers many modalities of mechanical ventilation, including high frequency oscillatory ventilation and non-invasive positive pressure ventilation.

Additionally, therapists deliver specialty gases in the hospital such as heliox and nitric oxide. Therapists are also involved with performing diagnostic tests (point-of-care testing, EKGs) and ensuring accurate functionality of monitoring devices (end tidal CO₂ monitoring, and pulse oximetry). In addition, respiratory therapists remain an important part of the asthma, bronchiolitis, and cystic fibrosis pathways. In conjunction with the Division Respiratory Care Services of Critical Care Medicine, Division of Neonatology, and the ECMO department, respiratory therapists from RCS provide staffing for

approximately 10 percent of ECMO cases. RCS respiratory therapists are vital members of the air and ground transport teams for both pediatric and neonatal transport teams.

The scope of the Division of Respiratory Care Services is both inpatient and outpatient and includes the use of therapeutic and medical gases; appropriate administering apparatus; humidification and aerosols; ventilatory management; respiratory physiotherapy and rehabilitation; care and maintenance of natural and artificial airways; cardiopulmonary resuscitation; blood gas and chemistry interpretation; non-invasive monitoring; teaching and research innovations in respiratory care.

The Position

Reporting to the Vice President of the Chief Medical Office for Hospital and Specialty Service, the Director of Respiratory Care plans, implements, directs and evaluates activities, resources, programs, and services for all areas within the Division of Respiratory Care. S/he holds responsibility for the overall direction and operational success in accordance with national respiratory care standards. The Director of Respiratory Care creates active research collaborations in the field of pediatric cardiopulmonary medicine with the ECMO program, and supports clinical research as requested by Divisions of Critical Care, Neonatology, Pulmonary Medicine, Emergency Medicine and Transport Medicine. S/he also:

- Manages day-to-day operation of the department;
- Is involved in creating strategic plans, and implements same;
- Oversees ongoing clinical education and competency training of all levels of RCS staff;
- In collaboration with the Medical Director, provides ongoing evaluation of all existing therapies for clinical efficiency and cost effectiveness, including new respiratory care technologies;
- Collaborates with the Simulation Center to provide year-round high-fidelity simulation-based training and skills acquisition and retention by RCS staff.

The Candidate

The incoming Director of Respiratory Care will be a highly visible and accessible leader. S/he will be a Respiratory Therapist registered with the National Board of Respiratory Care (NBRC), and have a minimum of five years of progressive leadership experience. A bachelor's degree is required and Master's degree is strongly preferred. S/he will have demonstrated leadership and management skills in a pediatric hospital environment. The ideal candidate will have familiarity with departmental budgets, statistics and analytics. Experience with research and clinical trials desired. The right candidate will:

- Be present, visible, engaged and have a record as an effective clinician and administrator;
- Collaborate effectively with NICU, PICU, and CICU leadership to provide effective care;
- Develop a needs assessment in Respiratory Care to determine high priority initiatives and a tactical and strategic plan for phased implementation;
- Demonstrate the ability to develop and mentor the current respiratory staff;
- Effectively manage key operational and financial measures, including budget management and reconciliation;
- 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 Respiratory Care Managers;

- Be accountable for the thoughtful and clear resolution of problems and 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, inter-professional 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 Respiratory Care with a vision for future direction and innovation in practice and care models.

Critical Success Factors

- Demonstrate strong leadership and managerial skills;
- Strategically and effectively assess direction of budget and services;
- Partner with departmental clinical specialists to provide effective training programs for staff development and advancement;
- Assess and develop proper processes and procedures to ensure proficient care to best support the patient safety culture at Children's National.

Compensation and Licensure

The selected candidate will be required to obtain licensure in the District of Columbia. 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 CNHSDirResp2222@ZurickDavis.com. For additional questions, please contact **Fernando Limbo** or **Jeffrey Zegas** 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.