



Director of the Heart Institute, Inpatient Nursing

Division of Nursing

Children's National Health System

Washington, D.C.

Leadership Profile

January 2018

Summary

Children's National Health System (Children's National) is seeking a nurse leader with pediatric cardiology experience to be the next Director of the Heart Institute, Inpatient Nursing. The Director 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 Heart Institute 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 has consistently been ranked among the top ten pediatric hospitals in the country by *U.S. News and World Report* and in 2018 rose to one of the top 5 children's hospitals. For the second year, the NICU won top honors and the Hospital was ranked in all 10 specialty services. 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 Nursing for the Heart Institute is a highly visible and senior nursing professional of the Division of Nursing's leadership team, reporting to the Vice President of Nursing and Chief Nursing Officer. The Hospital has been designated and re-designated as an ANCC Magnet hospital, the highest level of recognition for nursing excellence. Of this small group, an even smaller percentage are pediatric hospitals, putting Children's National in an elite group of pediatric hospitals in the country. Children's National Health System has recently been verified as a Level 1 Children's Surgery Center by the American College of Surgeons Children's, making it one of 12 pediatric hospitals to achieve this distinction.

The Organization

Children's National Health System is a highly regarded pediatric health care delivery system and a leader in the development of innovative treatments for childhood illness and injury. Home to the Children's Research Institute and Sheikh Zayed Institute for Pediatric Surgical Innovation, Children's National is the seventh-highest NIH-funded pediatric institution in the nation. The Sheikh Zayed Campus for Advanced Children's Medicine 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.

Children's National Health System employs 6,000 staff and includes a 313-bed freestanding academic pediatric medical center with a Level I Pediatric Trauma Center, three ICU's-a Cardiac ICU, a Level IV referral center NICU, a PICU, and a critical care transport program via ambulance, helicopter, and fixed wing airplane. The Trauma Center cared for 127,000 visits in the past year. The Health System continues to invest heavily in new professional resources and facilities. Children's National is developing a 12-acre parcel at the Walter Reed Campus for a research and innovation enterprise. The first phase is a hub for precision medicine, genomic research, and a pediatric outpatient center. The research center will be devoted to complex and rare genetic diseases.

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.

The Hospital has pioneered new partnerships with service and technology companies. The Bear Institute, the first pediatric health information technology (IT) institute, was established in 2013 as a strategic and transformational partnership between Children's National and Cerner. It is an IT hub and provides a solid foundation for the Hospital's technical infrastructure. The Institute has a cross disciplinary team of

developers, architects, researchers, and clinicians, who assume operational and administrative responsibilities for IT services, including implementations, system management, and clinical adoption.

Children's National has one of the leading pediatric residency programs in the country and has 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, graduate students and fellows. The Institute is further supported by, and has access to, more than 600 clinicians and clinician-scientists with the Children's Research Institute, the research arm of Children's National.

Children's National is dedicated to a "Child-Centered Vision" and mission, and its nursing, physicians, and other clinicians 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

Children's National Health System has a record of strong financial performance, including an A bond rating from Fitch and has achieved recognition regionally, nationally, and internationally.

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

The Division of Nursing

Children's National 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. Ms. Talley joined Children's National as a NICU nurse and has held numerous leadership roles, including Vice President of Nursing for Critical Care, Heart Institute and Nursing Systems. In that capacity, she played a key role in Children's National becoming a Magnet®-designated hospital, led the Beacon certification for the hospital's critical care units and developed and implemented a multidisciplinary simulation program.

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. The professional practice model serves as a strong foundation for nursing practice and reflects a commitment to the guiding principle of patient and family-centered care.

There are more than 1,700 nurses at Children's National. More than half of the nursing leadership group is certified by a nationally or internationally recognized professional organization. Eighty-nine (89) percent

of the clinical nurses hold a bachelor's or higher degree in nursing, which is 8 percent above the national average for Magnet designated pediatric hospitals. Children's National recently received special recognition from the Pediatric Nursing Certification Board because over 500 nursing professionals are Certified Pediatric Nurses, a distinction only achieved by three other health systems in the country.

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. 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.

A milestone initiative was the new design for Shared Nursing Leadership Re-Design. 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 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 venture 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 is 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. A current research initiative is the "Child's Voice Study" led by Dr. Hinds. The project tested a new conceptual measurement model that included both child and parent voices at two measurement points. The data collection is complete and was drawn from 600 of the 673 families approached to participate. Results are being analyzed and will be disseminated shortly.

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.

Another aspect of Nursing at Children's National is the long-standing formal relationship with the School of Medicine at the George Washington University where Children's National serves as the Department of Pediatrics. Because of this relationship, eligible nurses and physicians can be considered for faculty appointment. Two new Children's National Nurses have been appointed as faculty in the School of Medicine and join 13 other nurses who have faculty appointments.

The Heart Institute at Children's National

The Hospital is the region's leading provider of critical care for seriously ill and injured infants and children. The Cardiac ICU (CICU) and the pediatric ICU (PICU) are the only such units in the greater Washington DC area. The Cardiac ICU is a state of the art 26 bed unit with private rooms for children and their families. The nursing staff refer to the unit and its equipment as "technology heaven" with mobile technology and advanced monitoring devices. The CICU was designed with mobile technology to reconfigure the room to set up a VAD or prepare a patient for surgery without moving the child.

The CICU is staffed by members of a dedicated pediatric heart team, with specialists from more than 40 areas. The CICU is the core of the Heart Institute, which involves catheterizations, imaging, electrophysiology, fetal heart, preventive cardiology and an adult congenital program and cardiac surgery, including transplants. There are 35+ board certified cardiologists and renowned cardiac surgeons and critical care specialists. The Fetal Heart Program performs over 3000 echocardiograms, more than any other in the region. The cardiac surgery program consists of congenital heart defect procedures; heart failure and cardiac transplants; and ventricular assist device implants along with other specialized pediatric cardiac procedures.

There are three Co-Directors of the Heart Institute who share leadership roles. They are Charles Berul, MD, the Division Chief of Cardiology, Richard Jonas MD, the Division Chief of Cardiac Surgery, and Ricardo Munoz MD, Chief, Cardiac Critical Care Medicine and Executive Director of Telemedicine. Telemedicine has become an important medium for the Heart Institute and its value and applications are growing rapidly, under the lead of Dr. Munoz who has established a state of the art and innovative Telemedicine Program.

Children's National is a sponsor of the Pediatric Cardiac Intensive Care Society (PCICS) and has three leaders on the Executive Committee. Melissa Jones, MSN,CPNP is the VP, Nursing, Darren Klugman, MD is the Secretary, and Christine Riley, CPNP-AC are Executive Committee members and CICU providers.

Children's National is a member of PAC3, the Pediatric Acute Care Cardiology Collaborative and the HKU Medical Director Jessica Colyer, MD is a Clinical Champion. Children's National is also a member of PC4, the Pediatric Cardiac Critical Care Consortium and Darren Klugman, MD, the Medical Director of the CICU is on the Executive Committee and the Quality Committee.

The Position

The Director of the Heart Institute Inpatient 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 the Heart Institute Inpatient 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 encourages 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 Heart Institute Inpatient Nursing 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 of Medical Nursing*
- *Director, Nursing Behavioral Health Nursing*
- *Director, Perioperative Services Nursing*
- *Director, Emergency Department Nursing*

The Director of the Heart Institute Inpatient Nursing is leader of the Cardiac Intensive Care Unit (CICU) with 26 beds and the Heart and Kidney Unit (HKU) of 26 beds). There are two nurse managers of the CICU and one nurse manager of the HKU reporting to her/him. The operational leadership team consists of the 3 Nurse Managers, the Medical Unit Director of each unit and the Director of Nursing for the Heart Institute. There are 201 FTE's, 125 in the CICU and 76 in the HKU and a budget of \$18.7M. This includes RN's, clinical instructors, professional practice specialists, shift coordinators, clinical nurse specialists and patient care technicians and associates. Each unit has a Medical Director, who leads the medical team and has strong relationship with the nurse managers and a dyad relationship with the Director.

The Director will be a visible and engaged nursing leader with demonstrable expert cardiac experience. S/he will be a role model and mentor to the Nursing Managers and all staff and a collaborator with the Medical Directors and Co-Directors of the Heart Institute. S/he will bring a mature and experienced leadership presence to the staff of the Heart Institute. The Director will evaluate opportunities to improve operations, establish priorities for new initiatives, mentor Nurse Managers and encourage all staff to pursue professional development.

The Candidate

The incoming Director of Heart Institute Inpatient Nursing will bring a vision and strategy to guide pediatric cardiology nursing practice and operations and will support a talented team of nursing colleagues to advance family centered care and bring credible clinical and innovative nursing expertise and leadership to the CICU and HKU.

The right candidate will:

- Be a charismatic, engaged, and experienced leader with a record as an effective nursing leader, who can advance the ongoing transformation of nursing practice underway at Children's National.
- Demonstrate a leadership style that is grounded in interprofessional problem solving toward sustainable solutions at all levels of the organization.
- Can deftly balance competing operational priorities, lead teams, nurture nursing leaders, and rapidly resolve clinical and operational challenges.
- Model effective collaboration, tenacity, resilience, and humor to unite the nursing and physician providers toward a common, patient/family focused value set.
- Bring dynamic and high energy leadership skills to support the Nursing Managers work with their staff through a period of change management as the shared leadership model is implemented.
- Advance the culture of the inpatient Heart Institute of collaboration, expert clinical care and coordination from a work in progress to a highly functioning team.
- Working with key nursing leaders in the CICU and HKU, define accountability for all nursing positions and implement the necessary structure for implementation.
- Effectively manage key operational and financial measures, including labor productivity, staffing to demand, budget management and reconciliation, business plan development.
- Be accountable for the thoughtful and clear resolution and problem solving on employee relations issues.
- Possess excellent written and verbal communication skills.
- Form effective and successful departmental, interprofessional, and administrative partnerships that promote collaboration, mutual respect, foster workforce collegiality, nurture diversity and cultural competency.
- 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.
- Create incentives and the opportunity for nursing staff to become active participants in professional development, conferences, and presentations.

Qualifications and Experience

The Director will have a BSN and an advanced degree in a relevant field or an MSN if s/he does not have a BSN. A minimum of 10 years of nursing and progressive operational leadership with pediatric experience is required. Collective bargaining experience is a plus, but not required.

The best candidates will have significant experience at the bedside in pediatric critical care and have earned certification in pediatric critical care.

Critical Success Factors

- Create a credible and visible presence in the Heart Institute that is paired with a communication plan for all shifts.
- Develop a plan for nursing recruitment and retention, especially for younger nurses who are ambitious and seeking career advancement.
- Work with the Co-Directors of the Heart Institute to create a successful dyad relationship.
- Develop a needs assessment of nursing in the CICU to determine high priority initiatives and a tactical and strategic plan for phased implementation.
- Demonstrate the qualities of integrity and authenticity as a nursing leader.
- 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 candidate'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 CNRNDirectorHeartInstitute2258@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.