A Position Profile

Chief Nursing Officer

Aurora St. Luke’s Medical Center
Milwaukee, Wisconsin

Defining and refining leadership.

Furst Group
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Aurora St. Luke’s Medical Center

Aurora St. Luke’s Medical Center (ASLMC) has earned a reputation as Wisconsin’s leading medical center, not only for providing exceptional medical treatment but also for treating each patient with compassion and care. It is a licensed 928-bed acute quaternary hospital with a 45-bed IP rehab unit, 121 ICU staffed beds, and 626 staffed beds with revenues in excess of $3.1 billion.

ASLMC has patients from all 50 states and hosts international patients as well, primarily in cardiac and neuro. As the only hospital in Wisconsin with a 24/7 on-site heart-care team, patients can expect to receive premiere cardiac services. Both the American Heart Association and American Stroke Association have recognized St. Luke’s performance in treating cardiac and stroke patients. U.S. News & World Report has singled out our services, as well, making Aurora St. Luke’s Medical Center one of only 26 hospitals in the United States to receive “Triple Recognition” for stroke and cardiac patients.

U.S. News & World Report also recognized these departments:

- Gastroenterology and GI Surgery
- Diabetes and Endocrinology
- Pulmonology and Geriatrics

In 2014, ASLMC was recognized as a Magnet hospital for the fourth consecutive time since 2001. Magnet Recognition is the highest honor awarded for nursing excellence by the American Nurses Credentialing Center.

Receiving Magnet designation for the fourth time places ASLMC and its nurses in an elite group of less than 1 percent of hospitals honored four times nationwide, and recognizes that it continually offer nurses an environment where they can deliver the highest-quality of care. ASLMC has a robust shared governance structure and the Chief Nursing Officers partner closely with Aurora Health Care’s Leadership team.

Aurora St. Luke’s Medical Center at a Glance

- 19,000 surgical procedures per year
- 30,000 discharges
- 410,000 OP visits.
- 70,000 patients in the ED annually.
- Provides 35 million in charity care annually
- 6,000 employees across the medical center and 29 off site locations
- Nearly 2,000 nursing in various areas
  - IP and OP
  - 25 IP units
  - 36 ORs
  - 10 GI procedure rooms
  - 15 cath labs
  - 4 IR rooms
Services

Cardiac Care

Internationally known for expertise in heart care, Aurora St. Luke’s Medical Center ranks among the top 10 centers in the world for minimally invasive, robotic-assisted heart surgery. Aurora St. Luke’s connects you with world-renowned experts at the Cardiac Specialty Centers. And as an accredited Chest Pain Center, we are committed to providing the highest standards of quality and care.

Cancer Care

If a patient has been diagnosed with cancer, they can expect the latest treatment options plus clinical trials sponsored by the National Cancer Institute close to home and support network. The multidisciplinary approach allows patients to discuss their diagnosis and treatment options with multiple cancer specialists under one roof. The cancer nurse navigators serve as advocates for patients and their family, guiding the patient from diagnosis to survivorship with resources and support for your personal and emotional needs.

Cancer Care Spanish Clinic

The Aurora Cancer Care Spanish Clinic is a bilingual, Spanish-speaking cancer clinic in Wisconsin. The doctor and his staff provide exceptional care in the management of cancer and other serious hematologic diseases, while also meeting the language and cultural needs of patients and their families.

Neurological Care

Aurora Health Care provides a patient-centered, collaborative approach to treatment as well as innovative surgical techniques that deliver pinpoint accuracy and faster healing. As a certified Primary Stroke Center, patients are offered lower rates of long-term damage and comprehensive rehabilitation options. Aurora Health Care’s regional epilepsy and multiple sclerosis programs are national trendsetters.

Organ Transplant Services

With more than 800 heart transplants – along with extensive experience in kidney, liver and pancreas transplants – Aurora Health Care is changing lives in miraculous ways. As a leader in transplant surgery since 1968, this program is Medicare-approved for heart, liver and kidney transplants and offers 24-hour access to doctors and transplant coordinators.

Orthopedic Care

When an injury happens, it can really slow a person down. Aurora Health Care’s knowledgeable Orthopedics, Sports Medicine and Rehabilitation staff is here to help patients get back to their active lifestyle in a way that is comfortable and safe.
Women’s Health Care

From mammograms to minimally invasive surgeries, patients can count on Aurora Health Care to provide respectful, professional care specializing in:

- Fertility and reproductive support
- Preventive care
- Prenatal and postpartum care
- Urogynecology and pelvic floor disorders
- Incontinence

Aurora Health Care

Aurora Health Care is a nationally renowned not-for-profit health care delivery system headquartered in Milwaukee, Wisconsin. It serves more than a million people through almost 9 million encounters each year in eastern Wisconsin and northern Illinois. Aurora prides itself as a leading integrated system, meaning it has diverse healthcare capabilities that it coordinates for its patients through 15 hospitals, 162 clinics and ambulatory care settings, 70 pharmacies, home care services, wellness/prevention programs and behavioral health all via a single electronic health record. With more than 30,000 employees, including 6,300 registered nurses and more than 1,700 employed physicians, Aurora is the largest private sector employer in Wisconsin.

Aurora’s stated purpose – We help people live well – seeks to keep people at the heart of everything, treating each individual as a person, not as a patient, an illness or simply an appointment. Coordinated care makes for better care by offering a comprehensive array of healthcare resources and access points. It also increases clinical quality and results in measurable cost efficiencies.

It is a nationally renowned for clinical quality and expertise. Aurora Health Care employs one of the largest and most skilled medical groups in the country. It has demonstrated to its business and community partners that higher quality, integrated services indeed leads to more cost effective care provision. Over the past seven years, it has proven to be the most cost effective system in its footprint. Its service quality – the overall experience people have with it is also excellent and its plan to make this best in class is underway.

Aurora Health Care has identified the emergent role that consumers have and will play in its sector and have formulated plans around better access to care and information, including the adoption of digital technologies and channels into our model. Its brand is the strongest in its service area in terms of consumer recognition and recommendation.

Through careful stewardship and cost reductions over the past seven years, Aurora Health Care is now in a strong financial position and are investing in new sites that add value to its current services to patients in ways that match how healthcare will be provided into the future. It initiated a comprehensive data recovery program this year.

Overall, Aurora Health Care believes it has a strong, complementary leadership team led by Nick Turkal, MD, CEO, and it is focusing the organizational energy on how it executes the current strategic plan while developing a roadmap for the future of where healthcare is headed. It sees its future as bright, given its model, track record, leadership, and the commitment of its employees, each of whom the organization believes is a caregiver. Where others in its sector look at the future of healthcare with doubt and uncertainty, Aurora Health Care see opportunity and hope for progress.
Executive Biographies

Marie Golanowski, M.S., B.S., B.S.N.
President
Aurora St. Luke’s Medical Center

Marie Golanowski is currently the President of Aurora St. Luke’s Medical Center, the 938-licensed-bed quaternary hospital for Aurora Health Care, an integrated healthcare delivery system serving communities throughout eastern Wisconsin and northern Illinois. Prior to this, she served as the senior vice president for Aurora St. Luke’s Medical Center and the chief nursing officer and vice president for the Metro Region of Aurora Healthcare, overseeing nursing for five hospitals in the greater Milwaukee, Wisconsin, area. Other administrative roles include vice president for clinical integration and practice, chief nursing officer, director of surgical services at an academic medical center, and director for nursing with oversight of inpatient and emergency nursing. Clinical areas of practice include emergency nursing, trauma nursing, critical care, operating room, medical surgical nursing, and behavioral health.

Marie is a member of the American Hospital Association, the Wisconsin Hospital Association, and Sigma Theta Tau International Honor Society, receiving the Nurse Administrator Award in 2014.

She has presented at numerous seminars and workshops on various nursing and business topics. Highlights include: “Bringing It All Together: The Senior Executive’s Role in Managing Rising Drug Expense” (Premier National Conference); “The Journey to Magnet” (ANCC Conference); “Magnet Hospitals Lead Patient Safety: Quality Patient Care, a Knowledge-based Nursing Initiative” (Cerner Health Conference, co-presenter with Norma Lang, Ph.D.); “Focusing on Evidence-based Practice and Research with All Nurses” (9th Annual Magnet Conference with Mary Hagle, Ph.D., J. Browne, R.N., J. Jensen, R.N.); “Finding Value through Negotiation” (WISPAN Wisconsin State Conference); and “Failure to Rescue: A Preliminary Study (Poster Presentation with K. Bobay, K. Fiorelli, M. Hagle). Marie was also appointed as an inaugural member of the Vanguard Society for Alverno College, Milwaukee, Wisconsin.

Mary Beth Kingston, R.N.
Executive Vice President and Chief Nursing Officer
Aurora Health Care

Mary Beth Kingston joined Aurora Health Care in 2012. As executive vice president and chief nursing officer, she co-leads the strategy for integrated services, and provides strategic direction for nursing, clinical education and chief nurse executives. In partnership with the chief medical officer and chief integration officer, she is responsible for clinical transformation, the enhancement of patient care services, and improving clinical quality and safety. Mary Beth is also responsible for developing and mentoring nursing leadership, as well as advancing the professional practice of nursing and leading system nursing shared governance. She is a member of Aurora’s executive leadership team.

Prior to joining Aurora, Mary Beth was vice president and chief nurse executive at Einstein Healthcare Network in Philadelphia. During her 35-year career, Mary Beth served in a variety of other nursing and administrative roles including chief nursing officer at Graduate Hospital in Philadelphia; president of Bates and Associates, a healthcare consulting firm; vice president of operations and chief nursing officer at Delaware County Memorial Hospital in
the Crozer Keystone Health System; and associate director of emergency services at the Hospital of the University of Pennsylvania.

Outside of Aurora, Mary Beth serves on the boards of the Milwaukee Urban League, and Mount Mary University, both in Milwaukee. She was a Robert Wood Johnson Executive Nurse Fellow from 2009 to 2012 and a 2007 recipient of the Pennsylvania Nightingale Award for Nursing Administration. Mary Beth was elected to the board of the American Organization of Nurse Executives in 2014. She earned a bachelor’s degree in nursing at West Chester University, a master’s degree in nursing at the University of Pennsylvania, and is currently pursuing her Ph.D. in health policy.
Position Description

The Chief Nursing Officer provides the overall strategic direction of the nursing program and practices including the integration of operational and clinical management functions. This person participates in the development, implementation and coordination of quality, cost-effective patient care and other programs contributing to optimum patient care and educational needs of the community.

Reporting Relationship

The Chief Nursing Officer will have a dual report to the President of Aurora St. Luke’s Medical Center and the Chief Nursing Officer of Aurora Health Care.

Principal Accountabilities

- Develops short- and long-term strategic plans, including growth and innovation strategies within St. Luke’s while also partnering closely with Aurora Health Care’s Leadership team. Ensures nursing strategies within the medical center and rest of the system align with patient service market and the market group, and system strategies align and effectively support the achievement of the organization’s objectives and mission.

- Oversees the development and implementation of nursing practices, effectively and efficiently utilizing resources to provide “the right care, in the right place, at the right time” for areas of accountability. Monitors productivity and maintenance targets and standards to measure effectiveness and efficiency of resource utilization.

- Facilitates the development and implementation of quality and care management programs to effectively monitor, evaluate and improve the quality and appropriateness of care delivered to patients. Collaborates with the governing body, management, medical staff and clinical areas to plan, promote and conduct quality assessment and improvement activities.

- Ensures adherence to and assists in the achievement of clinical performance outcomes and measurements utilizing a collaborative process that focuses on commitment, performance improvement, and the use of best practices.

- Evaluates health care technology and/or nursing information management systems, requirements for nursing staff, and the potential improvement of care provided and staff effectiveness and efficiency.

- Supports professional nursing practices and the nursing shared governance structure. Directs quality and efficiency improvement efforts including the continuous evaluation of nursing practices, patient care delivery models, and collaboration between nursing staff, physicians, and other clinical practitioners.
• Supports the provision of clinical facilities for nursing education programs. Interacts with other nursing leaders and nursing educators to recommend changes in curricula, and communicate clinical and/or managerial learning opportunities available within the medical center which would be beneficial to students while improving nursing care provided to patients.

• Interprets and complies with all federal, state, and local laws, regulations, and standards as they relate to nursing services.

• Develops and maintains strong physician relationships ensuring effective, proactive and ongoing communication.

• Oversees the development and administration of policies and procedures to accomplish department-specific and organizational initiatives.

• Performs human resources responsibilities for staff which include interviewing and selection of new employees, promotions, staff development, performance evaluations, compensation changes, resolution of employee concerns, corrective actions, terminations, and overall employee morale.

• Develops and recommends operating and capital budgets and controls expenditures within approved budget objectives.

• Responsible for understanding and adhering to the Aurora Health Care Code of Ethical Conduct and for ensuring that personal actions, and the actions of employees supervised, comply with the policies, regulations and laws applicable to Aurora’s business.

**Experience and Qualifications**

• Registered Nurse license issued by the state in which the caregiver practices.

• Master’s degree in nursing.

• This position requires 10 to 15 years of experience in nursing and healthcare administration in the management of staff and budgets.

• Experience in overseeing nursing practices and operations for a medical center within a large complex healthcare organization.

• Experience with developing and maintaining quality nursing programs.
Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within the organization. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

- Skills and demonstrated experience in developing, facilitating and leading nursing programs and initiatives which align with organizational goals and objectives.

- Comprehensive knowledge of effective best practice in nursing operations, regulations, and guidelines.

- Excellent written and verbal communication skills and the ability to communicate effectively with all levels of employees, which is necessary to collaborate with management/executives/other organizations. Skills and demonstrated experience in establishing excellent working relationships and strategic partnering with various teams and executives across a large organization to achieve a shared vision, values and objectives.

Opportunity Assessment

This is an opportunity for a nursing leader who wants to help lead one of the most well-respected hospitals in the country, while partnering closely with Aurora Health Care System leadership. As a teaching medical center, Aurora St. Luke’s Medical Center, offers an innovative care delivery environment utilizing the best that technology has to offer. This position will allow you to incorporate your transformational leadership skills into the culture of the organization. This collaborative visionary leader will embed best practices and new ideas to build upon the best in class foundation and principals while working closely with hospital and system colleagues.
Community Information

The Chief Nursing Officer position will be in the organization’s Milwaukee, Wisconsin, location. As you will read, Milwaukee is a community of choice for many good reasons.

Milwaukee, Wisconsin

The city of Milwaukee is located on the western shore of Lake Michigan, about 90 miles north of Chicago. With a population of 599,642, it is the largest city in Wisconsin and the fifth-largest city in the Midwestern United States. The metropolitan area, which includes Milwaukee, Ozaukee, Washington, Waukesha, and Racine Counties, is home to 1.7 million residents. About half of the population lives in the area’s five largest cities: Milwaukee, Racine, Waukesha, Wauwatosa, and West Allis.

Southeast Wisconsin is a comfortable blend of urban, suburban, and rural communities ideally located in the heart of the Upper Midwest. Nearly 64 million people, or one-fourth of the nation’s population, live within 600 miles of Milwaukee. Yet nature is always close by, whether you want to sail on Lake Michigan or hike a bluff that was carved out by glaciers thousands of years ago.

Milwaukee has been nicknamed “A Great Place on a Great Lake,” a name that really applies to the entire region, from Ozaukee County south to the Illinois state line and from Lake Michigan west to the glacial hills of Waukesha and Washington counties. Nestled on the western shores of Lake Michigan, this region is the hidden jewel of the Upper Midwest. It blends small town ambiance and big city excitement into a way of living that quickly captures the hearts of newcomers, many of whom never want to move away. Southeastern Wisconsin offers a wealth of business and social opportunities. Its diversified economy is built on a firm foundation of industrial, high-tech, and service jobs. The area’s rich ethnic heritage has spawned a variety of colorful events and award-winning restaurants. But this is not news to people who live there. Southeastern Wisconsin has been a great home town since Native Americans arrived hundreds of years ago.
Education

The Milwaukee area is also known for its colleges and universities. The University of Wisconsin-Milwaukee has more than 28,000 students in 180 different undergraduate and graduate degree programs. Lubar School, the university's business school, accommodates approximately 4,200 undergraduate and graduate business students, and is home to Wisconsin’s first Executive MBA program and one of the first in the Midwest. It is noted for its research in manufacturing, information systems, accounting, marketing, finance strategy and leadership, business development, and diversity issues. Marquette University offers more than 11,500 students a wide array of academic choices with more than 83 majors and 78 minors and pre-professional programs in dentistry, law and medicine through its nationally and internationally recognized colleges and schools. More than 2,900 students attend Milwaukee School of Engineering, a private university.

Wisconsin pioneered the concept of vocational education in 1908. Today, the system includes three schools that serve the region – Milwaukee Area Technical College, Waukesha County Technical College, and Moraine Park Technical College – which have a combined enrollment of more than 25,000 students in degree and certificate programs.

Recreation and Entertainment

For festivals and fun, Milwaukee can’t be beat. From May through September, the city vibrates with a dizzying array of activities, including parades, music festivals, ethnic celebrations and church socials, bicycle races, sailing regattas, block parties, and art fairs.

Sports fans can attend professional basketball, baseball, soccer, hockey, and arena football games, or they can watch Marquette University or University of Wisconsin-Milwaukee’s basketball teams battle their NCAA opponents.

Milwaukee is also a cultural center. It boasts a symphony orchestra, a ballet, two opera companies, a repertory theater, experimental theaters, and several nationally recognized dance troupes. It has several acclaimed museums, including the Milwaukee Art Museum, the Milwaukee Public Museum, and the brand-new Discovery World at Pier Wisconsin.

Nature abounds. In addition to the impressive Lake Michigan shoreline and the rolling hills of Kettle Moraine, plenty of land has been set aside for the public’s enjoyment. There are more than 15,000 acres of parkland in Milwaukee County alone, including several miles of public lakefront along the eastern edge of the downtown.

Six regional shopping malls are located in the five-county metropolitan area: Bayshore, Southridge, the Shops of Grand Avenue, and Mayfair Mall in Milwaukee County; Brookfield Square in Waukesha County; and Regency Mall in Racine County. And, in western Waukesha County, plans are being finalized for the Pabst Farms Town Center, a new regional shopping center that will feature more than 120 stores.
For those who are itching to drive, there are many nearby attractions, both man-made and natural. Chicago and Madison are less than 90 minutes away, while Wisconsin’s North Woods, Michigan’s Upper Peninsula, and beautiful Door County can be reached in just a few hours.

For more information about these communities, please visit the following Web site: http://www.visitmilwaukee.org/
Furst Group

Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today’s competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Chief Nursing Officer position for Aurora St. Luke’s Medical Center in Milwaukee, Wisconsin.

For additional information on Furst Group, please visit our Web site at furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:

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