A Position Profile

Chief Nursing Officer

Jackson Memorial Hospital
Miami, Florida
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Jackson Health System

Jackson Health System (JHS) is a non-profit academic medical system offering world-class care to any person who walks through its doors. Governed by the Public Health Trust, a dedicated team of citizen volunteers acting on behalf of the Miami-Dade Board of County Commissioners, JHS ensures that all residents of Miami-Dade County receive a single high standard of care regardless of their ability to pay.

An integrated healthcare delivery system, JHS consists of its centerpiece, Jackson Memorial Hospital; multiple primary care and specialty care centers; two long-term care nursing facilities; five Corrections Health Services locations; a network of mental health facilities; Holtz Children’s Hospital; Jackson Rehabilitation Hospital; Jackson Behavioral Health Hospital; Jackson North Medical Center; and Jackson South Community Hospital.

Mission

To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County.

Vision

Our strategic vision is to be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.

Values

Service Excellence and Quality, Commitment, Compassion, Teamwork and Communication, Respect, Confidentiality, Integrity and Stewardship, Inclusion

Jackson Memorial Hospital

With more than 1,000 residents and fellows each year, Jackson Memorial Hospital is the primary teaching hospital for the University of Miami Leonard M. Miller School of Medicine. Since 1952, the Public Health Trust has had a basic affiliation agreement with the medical school, supplemented by an annual operating agreement, which sets forth the responsibilities of and the services to be provided by each party. Of the nearly 1,000 full-time faculty members of the medical
school, more than 600 are doctors engaged in clinical practice who have been granted medical staff privileges and can admit patients to Jackson Memorial Hospital.

While Jackson Memorial and the University of Miami operate as independent institutions, many of the services and programs offered at the hospital and medical school have become closely integrated. This relationship has enabled Jackson Memorial Hospital to develop as a major tertiary care center, benefiting both the community and the region it serves.

Jackson Memorial Hospital also maintains academic affiliations with:

- Bascom Palmer Eye Institute
- Center for Haitian Studies
- Center for Treatment Research on Adolescent Drug Abuse
- Diabetes Research Institute
- Injury Free Coalition For Kids – Miami
- Miami Project to Cure Paralysis at Lois Pope Life Center
- Michael S. Gordon Center for Research in Medical Education
- National Parkinson Foundation
- South Florida Aids Network (SFAN)
- Sylvester Comprehensive Cancer Center
- University of Miami ALS Clinical and Research Center
- University of Miami Miller School of Medicine

For more information about Jackson Health System, please visit:
http://www.jacksonhealth.org
University of Miami Health System

The University of Miami Health System (UHealth) delivers leading-edge patient care by the region’s best doctors, powered by the groundbreaking research and medical education of the University of Miami Leonard M. Miller School of Medicine.

As South Florida’s only university system, UHealth is a vital component of the community. UHealth combines patient care, research, and education to create a front line approach to healthcare. Within the UHealth system, patients can participate in clinical trials and benefit from the latest developments that are fast-tracked from the laboratory to the bedside.

UHealth’s comprehensive network includes three hospitals and more than 30 outpatient facilities in Miami-Dade, Broward, Palm Beach, and Collier counties, with more than 1,500 physicians and scientists.

The flagship University of Miami Hospital is a 560-bed, all private room hospital. Together with Sylvester Comprehensive Cancer Center, Bascom Palmer Eye Institute, and its affiliates Jackson Memorial Hospital, Holtz Children’s Hospital, and the Miami VA, UHealth stands ready to provide life-saving care to the hospital’s region and beyond.

Miller School of Medicine

The University of Miami Leonard M. Miller School of Medicine, an academic medical center founded in 1952, is proud to serve South Florida, South America, and the Caribbean in education, research, patient care, and community service.

The founders of the Miller School of Medicine were true visionaries. They anticipated the tremendous need for excellent medical care within the community and set into motion a plan for the facility that now has more than 1 million patient encounters annually.

Miller School of Medicine’s mission is to provide great care and great doctors; provide breakthrough medicine and life-changing discoveries; and to develop the next generation of healthcare leaders.
Nursing Excellence

Jackson Health System nurses are global leaders committed to excellence in providing world-class care through innovation, collaboration, and evidence-based practice.

The organization believes that nursing is a professional discipline, of both art and science that incorporates nursing knowledge, critical thinking, and caring. The delivery of care is guided by a “Single High Standard of Care” for all that is safe, culturally-competent, and patient- and family-focused. Nursing practice is vital to accomplishing the JHS Mission, Values, Pillars of Success, and Standards of Excellence.

JHS believes that each individual is unique and brings abilities and needs to the healthcare milieu. It is committed to relationship-based care that focuses on nurses’ relationships with patients and families, co-workers, and self. The nurse-patient relationship is based on genuine care and respect, recognizing the individual’s values, developmental stage, disabilities, sexual orientation, nationality, and religious and cultural beliefs.

The goal for nursing at JHS is to provide excellent care whereby all nurses are encouraged to realize their best potential as professionals. Excellence in patient care is fostered by providing nurses with orientation, mentoring, resources, continuing education, and advancement opportunities. The nursing practice is evidenced-based and one of collaboration with other healthcare professionals, educational institutions, healthcare advocates, and organizations at local, regional, state, national, and international levels. Collaboration is promoted in order to bring together clinical practice, administration, education, and research.

Shared Governance Coordinating Council

Shared Governance is the structure that provides nurses and frontline staff with a voice in decision-making in their work area. Shared Governance began with nursing in Jackson Health System because nurses are the largest group of providers at the bedside. It is a leadership style that empowers nurses to have an impact on decision-making for their practice. It is a partnership with the entire health system between those who provide care and those who support it.

Responsibilities

1. To support the JHS vision, mission, and values

2. To provide the venue for showcasing excellence in nursing and healthcare practice at JHS

3. To involve JHS staff who provide direct patient care in key meetings

4. To tell the JHS story in terms of the significant contributions that JHS caregivers provide on an ongoing basis

5. To recognize extraordinary care

6. To collaborate with JHS departments to support the professional image of nursing
Shared Governance Model

Jackson Health System
Senior Vice President &
Chief Nursing Executive

Share Governance
Coordinating Council

Direct Reports
- Budget
- Performance Review
- Operations

Nurse Executive Council

Nursing Informatics
- Nursing Standards
- Nursing Research &
Evidence-Based
* Quality & Outcomes
- Nurse Educators

Advanced Practice Nurses
- Nursing Theory/Nursing History
- Nursing Cancer Council
- Nursing Leadership
- Human Resources
- Professional Development
- Workforce Group
- Performance Engagement

Practice Councils

* Councils to be established
### HCAHPS Trending

**Jackson Memorial Hospital**

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*Note: N/A = Not reported*
Executive Biographies

Joe Arriola
Chairman of the Board

Joe Arriola, a resident of Miami-Dade County for more than 50 years, has long served the community in various organizations. He currently serves as the Chairman of the Public Health Trust Board of Trustees, Jackson Health System’s governing body.

In 1972, Mr. Arriola founded Avanti-Case Hoyt, a commercial printing company, and served as its President until 2001. He then served as City Manager for the City of Miami for three years. He also worked as the President and CEO of Pullmantur Cruises, the largest cruise line in Spain.

Mr. Arriola first served on the Public Health Trust during the transition of Jackson President and CEO Ira Clark to his successor, Marvin O’Quinn, and was again appointed to the PHT in 2011. He was voted Chairman of the Board in June 2015.

His community and civic involvement includes serving as the chairman of the United Way, as a trustee for the University of Miami, and as a member of the Orange Bowl committee.

He attended Miami-Dade Community College.

Carlos A. Migoya
President and Chief Executive Officer
Jackson Health System

Carlos A. Migoya has served as President and Chief Executive Officer of Jackson Health System since May 2011, overseeing one of the nation’s largest and most respected public healthcare networks. In his first year at Jackson, Mr. Migoya led a transformation that reversed years of massive losses, including an $82 million loss in the prior year, and produced a surplus of more than $8 million. It was the first time Jackson produced a surplus since 2006. A year later, the surplus increased to more than $51 million. At the same time, key indicators of healthcare quality and patient satisfaction improved, proving that public hospital systems need not choose between medical excellence and operational sustainability. In November 2013, he led a successful campaign in which 65 percent of Miami-Dade voters approved an $830 million bond program to renovate, modernize, and expand Jackson’s facilities.

Prior to joining Jackson, Mr. Migoya served as City Manager in Miami, successfully tackling the city’s ailing budget issues. Most of Mr. Migoya’s professional life has been spent in the banking industry, rising through the ranks over more than 40 years from part-time Teller to Regional President and CEO. He spent many years working for Wachovia, most recently as the Regional President of Wachovia in North Carolina and the CEO for the Atlantic region, responsible for banking in New Jersey, Connecticut, and New York.

He is actively involved in several community organizations, including having served as the foundation Chairman of Florida International University and as a member of the university’s Dean’s Council, the College of Business Administration’s principal advisory board. Since 2006, Mr. Migoya has served as a Director of AutoNation, the largest auto retailer in the
United States. He currently serves on the boards of the Downtown Charter School in Miami and the Jazz at Lincoln Center in New York City.

Mr. Migoya earned an undergraduate degree in Finance and a Master of Business Administration in Finance from Florida International University.

Don Steigman
Chief Operating Officer
Jackson Health System

Don Steigman has been the Chief Operating Officer of Jackson Health System since June 2011. Mr. Steigman has extensive experience in the healthcare industry and extensive knowledge of the South Florida healthcare market. Before joining Jackson Health System’s senior executive team, he was CEO of a healthcare revenue cycle management company and founder of a healthcare consulting company that provided services to acute care hospitals and other providers in the industry. Mr. Steigman also served as Senior Vice President of the management team of Tenet Health System and was responsible for directing the strategy and operations for 15 acute care hospitals and one rehabilitation hospital in Florida and Alabama.

Mr. Steigman is well-known throughout the healthcare industry. He has served as Chairman of the Florida Hospital Association, the South Florida Hospital Association, and the Florida League of Health Systems. Mr. Steigman was also appointed to the Florida’s Agency for Health Care Administration technical advisory panel relating to certificate of need and the Public Medical Assistance Trust Fund Task Force. He was on the board of the Cleveland Clinic Hospital in Weston, where he was instrumental in the development and operations of the facility in its early stages.

He holds a Bachelor of Science degree in Health Systems and Management Science from the University of Connecticut and a Master of Business Administration degree in Healthcare Administration from The George Washington University in Washington, DC.

Mark T. Knight
Executive Vice President and Chief Financial Officer
Jackson Health System

Mark T. Knight joined Jackson Health System as Executive Vice President and Chief Financial Officer in 2010. Mr. Knight was integral in leading the system’s dramatic financial turnaround. After losing nearly $430 million from mid-2006 through mid-2011, Jackson earned an $8.2 million surplus in 2012 and nearly $51 million in surplus for 2013.

Prior to joining Jackson, Mr. Knight served in CFO positions with the Health Care District of Palm Beach County, Miami Jewish Health System, and the North Broward Hospital District (Broward Health).

Mr. Knight earned an undergraduate degree in Business Administration from Baylor University and a Master of Business Administration from Florida Atlantic University.

In 2014, Mr. Knight won the South Florida Business Journal’s CFO Award for Turnaround Achievement. He is a member of the National Multiple Sclerosis Society South Florida Chapter and Calvary Chapel Fort Lauderdale.
David Zambrana
Senior Vice President and Chief Executive Officer
Jackson Memorial Hospital

David Zambrana, PhDc, DNP, MBA, RN, is the Senior Vice President and Chief Executive Officer of Jackson Memorial Hospital, responsible for managing the day-to-day operations of one of the nation’s largest hospitals. He oversees multiple departments and premier service lines, including the emergency care center, the critical care division, Ryder Trauma Center, and the Miami Transplant Institute, the only center in Florida that performs every type of transplant.

Prior to joining Jackson in April 2016, Mr. Zambrana was the Chief Executive Officer of the University of Miami Hospital, a role he held for two years. Prior to that, he served as the hospital’s Chief Nursing Officer and Chief Operating Officer. While at UM Hospital, he led significant changes in clinical care, operations, quality of care, and financial performance.

His professional experience also includes work as Chief Nursing Officer at Des Peres Hospital in St. Louis, Missouri, and other leadership roles throughout South Florida at Hollywood Medical Center, Cleveland Clinic Florida, and Delray Medical Center. More than 20 years ago, his career started at Jackson Memorial Hospital, where he worked as a nurse in cardiac surgery intensive care, trauma, and pediatric intensive care.

Mr. Zambrana holds a Nursing degree from Southern University in Chattanooga, Tennessee, a Bachelor’s and Master’s of Science degree in Business Administration and Healthcare Management, a Doctorate in Nursing Practice, and is a candidate for a Doctor of Philosophy degree in Nursing with a concentration in Leadership and Healthcare Systems from the University of Miami.

With a research interest in leadership and the phenomenon of staff burnout, Mr. Zambrana has co-authored a publication in the International Journal of Lean Six Sigma on incidents of never events and also co-authored a chapter on workforce engagement and collective action for the 6th edition of Leading and Managing in Nursing. He also teaches at the University of Miami School of Nursing and Health Studies.
Position Description

The Chief Nursing Officer provides strategic leadership as the senior executive position responsible for all nursing and other designated patient care functions/services within Jackson Memorial Hospital. This key executive will assume responsibility for assessing, planning, coordinating, implementing, and evaluating nursing practice on a facility level. The CNO assumes 24/7 responsibility and is accountable to ensure high quality, safe, and appropriate nursing care, competency of clinical staff, and appropriate resource management related to patient care. This role represents nursing concerns on the governing board and at medical staff leadership meetings.

Reporting Relationship

The Chief Nursing Officer reports to the Senior Vice President and Chief Executive Officer of Jackson Memorial Hospital.

Principal Accountabilities

Clinical Practice Leadership

- Understands and articulates patient care standards reflected in federal and state regulation, TJC, the state Nurse Practice Act, and organizational policies and procedures.

- Maintains knowledge of current nursing practice and roles and functions within nursing and other healthcare disciplines.

- Maintains current knowledge of patient care delivery systems and innovations.

- Ensures that nursing practice is consistent with current standards and current evidence-based practice.

- Ensures that the care delivery model, clinical environment of care, and related technology is appropriate to needs of caregivers and patients.

- Serves as a change agent when patient care work/workflow is redesigned.

- Advocates use of documented best practices.

- Teaches and mentors others to routinely utilize evidence-based data and research.

- Assures that the clinical perspective is included in organizational decisions.
**Academic Relationships**

- Provides a supportive and stimulating learning environment for nursing students and faculty practice.
- Participates in the academic community through advisory and collaborative efforts.
- Ensures that the educational system is aligned with organizational needs.
- Collaborates with nursing programs to provide required resources and evaluate graduates.
- Collaborates with academia in nursing research and incorporates nursing research into practice.

**Leadership Influence**

- Creates and communicates a compelling shared vision.
- Demonstrates effective change management and is able to serve as an organizational change agent.
- Develops effective strategies for addressing organizational priorities.
- Develops, communicates, and monitors performance expectations.
- Formulates objectives, goals, and specific strategies related to the organization’s mission and vision.
- Understands effective organizational outcome measures in order to balance cost, quality, and service.
- Measures and analyzes performance from the learning and growth, business process, customer, and financial perspectives.
- Collaborates and drives volume building through ideas, initiatives, and relationships.
- Develops and maintains positive relationships with physicians and other practitioners.
- Demonstrates understanding of business from varied perspectives to facilitate patient care and business relationships.
- Collaborates with business development to build partnerships across the healthcare continuum.
- Promotes a results-oriented environment.
- Develops succession plan for nursing leadership.
- Coaches and mentors aspiring nurse leaders.
• Creates an environment in which professional and personal growth is an expectation.

• Articulates the application of ethical principles to operations.

• Manages organizational and individual performance with appropriate rewards.

• Represents nursing/patient care issues within the organization’s governance and medical staff structures.

• Represents nursing/patient care in strategic planning and quality initiatives with the governing body.

• Educates the organization’s board members and physicians regarding healthcare/value of nursing care.

Retention and Development

• Collaborates with related team members to develop and implement recruitment and retention strategies that ensure a qualified and stable workforce.

• Collaborates to promote a robust employee development/education program that responds to the unique needs of employees across the career continuum (novice to expert).

• Works in partnership with related team members to promote an effective facility-level competency program.

• Collaborates with human resources and other team members to select, onboard, orient, and provide coaching for direct reports.

• Participates in workforce planning to ensure an adequate and competent workforce.

• Considers and/or implements nurse residency programs to ensure pipeline for facility.

• Collaborates with team members to formulate programs to enhance work/life balance.

• Collaborates with related team members to promote a safe work environment that is based on a zero tolerance for sexual harassment, workplace violence, and verbal and physical abuse.

• Supports the design of effective and competitive compensation and benefits programs.

• Evaluates and monitors facility-level people pillar statistics and participates on related calls as necessary.

Shared Decision-Making/Shared Leadership

• Engages staff and others in decision making.

• Promotes decisions that are patient-centered.
• Provides an environment conducive to opinion sharing.

• Promotes systems thinking as a value in the nursing organization.

• Considers the impact of nursing decisions on the healthcare organization as a whole.

• Provides leadership in building loyalty and commitment throughout the organization.

• Synthesizes and integrates divergent viewpoints for the good of the organization.

• Involves employees in decision making.

• Attends and participates in regional CNO calls/meetings.

Diversity

• Creates an environment which recognizes and values diversity.

• Develops processes to incorporate cultural beliefs into care.

• Designs strategies that address the unique needs of a diverse workforce, patient population, and community.

• Assesses the current environment and establishes indicators of progress toward cultural competency.

Communication and Relationship Building

• Effectively communicates with all internal and external constituents, including staff, colleagues, and physicians.

• Manages organizational relationships in a manner which builds mutual trust and respect. Builds trusting and collaborative relationships.

• Effective negotiation skills; addresses and manages conflict in a constructive and productive manner.

• Gives timely feedback and reinforces positive behaviors.

• Communicates and administers human resource programs and procedures in accordance with established policies.

Resource Management

• Demonstrates a comprehensive understanding of organizational revenue, expense performance, and capital planning.

• Manages fiscal, human, and material resources in a cost effective manner.

• Designs and maintains effective systems for resource management in nursing.
- Manages patient care processes such as care management/length of stay to ensure optimal revenue.

- Utilizes effective performance management in managing key areas of responsibility.

**Quality, Patient Safety, and Risk Management**

- Contributes to the development and implementation of the organization’s performance improvement program.

- Supports the development and implementation of an organization-wide patient safety program.

- Monitors and evaluates quality through public reported measure (i.e., core measures, nurse sensitive patient outcomes, infection control, etc.) in collaboration with the facility DCQI and ICP, as well as national resources.

- Actively participates in facility clinical close calls.

- Defines quality metrics by: identifying the problem/process, measuring success at improving specific areas of patient care, analyzing the root causes or variation from quality standards, improving the process with the evidence, controlling solutions, and sustaining success.

- Interprets information from research.

- Participates in studies that provide outcome measurements.

- Utilizes research findings for the establishment of standards, practices, and patient care models in the organization.

- Disseminates research findings to patient care team members.

- Supports the development of a facility-wide patient safety program.

- Supports a non-punitive environment and a reward system for reporting unsafe practices.

- Designs safe clinical systems, processes, policies, and procedures.

- Allocates nursing resources based on measurement of patient acuity/care needed.

- Ensures staff is clinically competent and trained on their role in patient safety, performance improvement, and risk management.

- Supports a safe culture that assures accountability and respects values and individual contributions.

- Incorporates safety as a design element as appropriate.

- Collaborates with RM to monitor and follow up on clinical risk trends.
• Identifies, mitigates, and takes action to correct areas of risk/liability in patient care.

• Facilitates facility-level annual pressure ulcer prevalence and incidence study results with corrective action.

• Collaborates with related team members to monitor and evaluate a Culture of Safety through active coaching of direct reports to ensure that the culture of safety is cultivated at the facility.

• Supports the annual AHRQ Patient Safety Survey and follows up with corrective actions.

**Information Management and Technology**

• Demonstrates basic competency in technology applications related to business and clinical functions.

• Recognizes the relevance of nursing data for improving practice.

• Utilizes hospital database management, decision support, and expert system programs to access information and analyze data from disparate sources for use in planning for patient care processes and systems.

• Participates in system change processes and utility analysis.

• Evaluates and revises patient care processes and systems.

• Participates in the evaluation of information systems in practice settings.

• Uses computerized management systems to record administrative data (e.g., billing data, quality assurance data, workload data, etc.).

• Uses applications for structured data entry (e.g., classification systems, acuity level, etc.).

• Recognizes the utility of nursing involvement in the planning, design, choice, and implementation of information systems in the practice environment.

• Demonstrates awareness of societal and technological trends, issues, and new developments as they apply to nursing.

• Demonstrates proficient awareness of legal and ethical issues related to client data, information, and confidentiality.

• Reads and interprets benchmarking, financial, and occupancy data.

**Service**

• Monitors and evaluates service indicators in collaboration with related team members at the facility level.

• Facilitates education of employees related to service.
• Actively facilitates physician satisfaction survey, monitors results, and collaborates with facility team members to develop and implement action plans.

• Monitors and evaluates results of annual Employee Satisfaction Survey and collaborates with related team members to develop and implement action plans.

**Professional Role Model**

• Advocates for nursing.

• Assumes personal and professional accountability.

• Follows through on commitments.

• Integrates high ethical standards and core values into everyday work activities.

• Maintains a professional network of colleagues.

• Contributes to the profession of nursing through professional organizations, publication, and other professional endeavors.

• Participates in the legislative process and health policy issues that impact nursing and health care delivery.

**Experience and Qualifications**

• Master’s degree in Nursing or related field (Health Administration, Business, Public Health, or management) is required.

• Doctorate in Nursing Practice or Doctorate in Philosophy is preferred but not required.

• Five years of progressive management experience in an academic medical center as an Associate Chief Nursing Officer or Nursing Director of multiple, complex nursing departments.

• Prior experience working in a collective bargaining environment and creating a collaborative culture with unionized nurses.

• Active and current registered nurse license in the state of residence/practice.

• Current CENP or NEA certification preferred.

**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:

• Proven ability to integrate practice, education, and research within the healthcare delivery system.

• Ability to serve as role model and advocate for the professional discipline of nursing.

• Proven leadership ability and hospital operational expertise.
• Highly effective interpersonal and communication skills.
• Ability to interact with others in a professional, courteous, tactful manner; ability to act as a consultant to management.
• Organize and prioritize; analyze situations and develop alternatives; analyze data and develop valid conclusions, develop clear, concise policies, procedures and correspondence; provide clear direction to others; and manage duties in an environment of changing priorities and frequent deadlines.
Community Information

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

Miami, Florida

Miami-Dade County, which includes internationally known Miami Beach, has been dubbed the “Capital of the Americas,” a crossroads where neighbors from many nations to the south share their music, cuisine, and culture. It is also a preferred choice of those who want to enjoy paradise-like weather and crystal-clear beaches while dining and being entertained in a culture that says, “Only in Miami.”

With an estimated population of more than 6 million, the Miami metropolitan area is the eighth-largest metro area in the United States. As Dade County’s largest city, Miami has a population of just over 440,000. Hispanics represent 69 percent of Greater Miami’s total population, and African-Americans account for 19 percent. Miami-Dade County consists of 34 municipalities and a vast unincorporated area. Each municipality has its own government and provides city services, such as police and zoning protection.

Miami is recognized as a global city because of its importance in finance, commerce, media, entertainment, arts, and international trade. The city is home to many company headquarters, banks, and television studios. It is an international center for popular entertainment in television, music, fashion, film, and the performing arts. The city’s Port of Miami is known for accommodating the largest volume of cruise ships in the world and is home to many cruise line headquarters. Miami is also home to the largest concentration of international banks in the United States.

Economy

Miami is one of the country’s most important financial centers. It is a major center of commerce, finances, corporate headquarters, and boasts a strong international business community. According to the ranking of world cities undertaken by the Globalization and World Cities Study Group and Network (GaWC) and based on the level of presence of global corporate service organizations, Miami is considered a “beta world city.”
Transportation

Miami International Airport (MIA) has the third-highest international passenger traffic in the United States. MIA is commonly known as the “Hub of the Americas,” serving as the vital gateway between the United States and Latin America and offering more flights to those countries than all other U.S. airports combined. The Port of Miami is known as the “cruise ship capital of the world.”

Education

Miami-Dade County Public Schools is the fourth-largest school district in the United States, comprised of 392 schools, 345,000 students, and over 40,000 employees. Located at the southern end of the Florida peninsula, the school district stretches over 2,000 square miles of diverse and vibrant communities ranging from rural and suburban to urban cities and municipalities. A truly global community, district students speak 56 different languages and represent 160 countries.

Arts and Culture

Greater Miami and the Beaches’ thriving art scene reflect the strong multicultural influence that is an integral part of the destination. Each year it continues to grow, not only with the contributions of its diverse and talented community but also with the accolades of renowned artists and organizations from around the world.

Long touted for its majestic beaches, year-round tropical sunshine, and bevy of activities and attractions, Greater Miami and the Beaches is also a formidable contender – on par with New York and Los Angeles – when it comes to arts and culture.

Recreation

Greater Miami includes all of Miami-Dade County, an area of more than 2,000 square miles. (By comparison, this is the same landmass as the state of Rhode Island.) Residents and visitors enjoy plentiful green space and 84 miles of coastline. Skirting the southeastern shoreline is Biscayne National Park, an 181,500-acre marine area that includes Biscayne Bay and 44 keys (islands).

Everglades National Park occupies 695,300 acres of marshes, mangroves, and hummocks in the southwestern quadrant, and is one of the largest and most fascinating wilderness preserves in the nation.

Greater Miami and the Beaches attract a multitude of sports enthusiasts. With year-round warm weather and plenty of sunshine, the opportunities for fun are endless. The Science Museum and Planetarium, the Miami Metro Zoo, Parrot Jungle, the South Florida Historical Museum, and the Wolfsonian Museum invite visitors to a wide variety of exhibits and attractions.
A leader in sports, Greater Miami and the Beaches boast professional football, basketball, hockey, and baseball. If golf is your choice, the area hosts major golf tournaments, such as the Genuity Championship and the Royal Caribbean Classic. Tennis fans can check out the pros from around the world at the NASDAQ-100 Open held on Key Biscayne.

There is a great selection of first-class sporting facilities around town. Golfers can choose from more than 20 courses. For tennis players, public courts are located throughout the area. Water sports include boating, fishing, windsurfing, snorkeling, scuba diving, water-skiing, canoeing, or jet skiing. South Florida is one of the world’s leading boating areas with access to the Bahamas, the Caribbean, and several other tropical locations.

For more information about the Miami area, please visit:
http://www.miamigov.com/home
http://www.miamiandbeaches.com
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 Jackson Memorial Hospital in Miami, Florida.

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

Deanna Banks dbanks@furstgroup.com
Beth Martin bmartin@furstgroup.com
Mary Plese mplese@furstgroup.com

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