

POSITION DESCRIPTION

Vice President of Patient Care Services/Chief Nursing Officer
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Reports To: President and CEO

Position Status: Exempt

Supervises: Nurse Clinical Directors
(Quality, Regulatory, Outpatient,
Home and Hospital Services,
Clinical Education)
Director of Technical Services

Effective Date: 10/4/17

GENERAL SUMMARY

The VP of Patient Care Services/Chief Nursing Officer (CNO) is responsible to the President and CEO for providing oversight of patient care in all care settings- outpatient dialysis, home dialysis, and hospital services within contracted hospitals. This oversight includes coordination with other care partners such as NKC nephrology medical staff, clinics, hospitals, and skilled nursing facilities. The CNO serves as a member of the NKC executive leadership and together with other executives guides the organization toward meeting the goals in the strategic plan.

The CNO is responsible for establishing and monitoring processes so NKC meets federal, state and other regulatory standards for dialysis care in outpatient and hospital settings. The CNO fosters a culture of safety and oversees the NKC program for safety alerts, infection prevention and employee health. The CNO fosters continuous quality and performance improvement and is actively engaged in quality initiatives to advance outcomes to benchmark levels. The CNO is an advocate and adopts Kaizen, using best practices in Continuous Process Improvement (Lean) to reduce waste and improve outcomes.

DUTIES and RESPONSIBILITIES

1. Inspires a culture of safety and quality of care by:
 - a. Collaborating with the CMO, Associate CMO, Medical Director for Quality Initiatives and Clinical Directors in the development of clinical procedures for daily care and to advance quality

- initiatives, providing direction to implementation of these activities.
 - b. Developing, evaluating, and implementing systems for monitoring patient care outcomes and compliance with clinical policies and procedures.
 - c. Developing and maintaining an orientation and ongoing continuing education program for clinical staff.
 - d. Setting and monitoring nursing practice standards within NKC.
 - e. Assuring staff are appropriately trained to provide clinical management and treatment of patients.
2. Leads the innovation of clinical practice through:
- a. Championing change that aligns with NKC goals and contemporary dialysis clinical practice.
 - b. Integrating Kaizen principles into daily work and practice.
 - c. Ensuring that clinic leadership has the tools and knowledge to effectively lead change in their units.
3. Inspires a highly engaged workforce through:
- a. Ensuring that the work environment for staff is collaborative and patient focused.
 - b. Fostering a culture of shared accountability
 - c. Setting a tone of listening to input and problem solving from front-line staff.
4. Communicates effectively with staff, managers, medical staff and peers to ensure positive working relationships, support for change, and to make clear expectations and accountabilities. Communicates goals that are clearly articulated, understood and garners support for positive change and improvement.
5. Assure effective and innovative management of patient care services by:
- a. Fostering collaboration and communication between different disciplines and levels of the organization.
 - b. Fostering change management and positive adaptation to changes in clinical care and growth of the organization.
 - c. Hiring, supervising, supporting, and evaluating performance of Clinical Directors and others who are committed to quality patient care and the best interest of the organization, and are competent and accountable.

- d. Developing and assuring implementation of NKC administrative and clinical policies and procedures, goals, and objectives in collaboration with the CEO, CMO, and other executives.
6. Serves as a member of the NKC executive team and Operations, Quality and Safety Committee (facility governing body per ESRD Conditions for Coverage.) Provides input into the strategic plan, annual goals and tactics and quality and safety initiatives and work plans for the organization. Aligns clinical goals with the strategic plan.
7. Plans and allocates work force and financial resources in collaboration with the CFO, VP of Human Resources, VP of Planning and others to ensure adequate number and properly prepared patient care staff are available and supported to care for outpatient, home and hospital patients requiring NKC service. Collaborates with Director of Supply Chain and Pharmacy Manager to foster effective allocation of resources.
8. Budgets and monitors operating expenses for dialysis services so they are within budget on an ongoing basis or variances are explained. Focuses on workforce planning for future needs.
9. Assure all patient care sites are in compliance with prevailing rules and regulations including CMS, DOH, TJC and other hospital regulatory bodies, Assure the development of disaster plans for the maintenance of dialysis services.
10. Oversee the infection prevention program and ensure collaboration with the CMO and Advisor of Infectious Disease. Oversee employee health programs with collaboration with the Vice President of Human Resources.
11. Keep informed of current professional nursing and dialysis services standards and practices involving management, patient care, training and education, and of staff issues, and provides leadership in recommending and implementing changes in policies and practices to address these areas.
12. Oversee clinical use of the EMR by staff and give input into EMR design and functionality to Information Systems and Clinical Informatics department.
13. Support Safety and Emergency Response plans as developed by the Safety Officer and Committee so NKC is prepared to support staff and patients in disasters of all types.
14. Supervise the Director of Technical Services who oversees biomedical, water and facility specialists who provide daily facility patient care support including housekeeping and waste management.
15. Reviews and advises the Board of Trustees on credentials of ARNP and PA applicants to the NKC medical staff.

16. Maintains associations with Schools of Nursing at academic institutions to foster interest and education through exposure to nephrology nursing.
17. Maintains contacts with CNOs at local and regional healthcare institutions to support collaborative partnerships.

PLANNING

The position is responsible for the effective planning and coordination of clinical services to ensure optimal patient outcomes and to meet all compliance and regulatory requirements. In addition, the CNO will collaborate with other senior leaders to plan for growth and innovation of NKC services.

SUPERVISION and COORDINATION

The CNO supervises the RN clinical directors who serve as facility administrators under the CMS Conditions of Coverage for ESRD facilities. As well the CNO supervises the Clinical Director of Hospital Services who provides mobile qualified staff to contract hospitals each day. The CNO oversees clinical staff training to ensure dialysis technicians, nurses, care managers, and receptionists are prepared and qualified to perform their clinical duties per policies and procedures and remain up to date in their skills.

In addition to his/her oversight role, the CNO serves as an active member of the Operations, Quality and Safety Committee (ESRD facility governing body), Kaizen Leadership Team and Board of Trustee Quality and Safety Committee.

EXTERNAL CONTACTS

The CNO participates in local, regional and national collaborative activities with health systems, hospital association, dialysis coalitions and leaders in dialysis throughout the nation, including the Non Profit Kidney Care Alliance. The CNO serves as lead staff and compliance officer for the Northwest Kidney Care Alliance, a renal Accountable Care Organization demonstration program.

DECISIONS

The position is responsible for decisions that are NKC-wide.

JOB CONDITIONS and PHYSICAL EFFORT

1. Must be able to communicate effectively in English on the phone, in writing, and in person.

2. Must be able to use a computer keyboard, mouse, and pull down windows in an efficient manner. Must be able to demonstrate use of appropriate software after training.
3. Duties and responsibilities are performed in clinical and office environments.
4. Physical activities require the ability to climb, balance, stoop, kneel, crouch, crawl, reach, stand, walk, push, pull, and grasp, and may include repetitive activity involving hands, wrists, and fingers.

CUSTOMER SERVICE STANDARDS

All staff are responsible for demonstrating good customer service and professionalism.

1. **CONSIDERATION:** Greet customers promptly; Show courtesy; Recognize customers' needs; Respect privacy.
2. **CONCERN:** Listen to customers; Express appreciation; Be non-judgmental; Take responsibility.
3. **CONFIDENCE:** Show a positive attitude; Take personal initiative; Inform; Educate and reassure; Provide prompt follow-up.
4. **CONDUCT:** Hold appropriate conversations; Maintain a professional appearance; Establish teamwork; Show professional competency.

EDUCATION and EXPERIENCE

The CNO should have qualifications to secure a WA State Nursing license and a Master's degree.

The CNO should have had direct patient care experience in inpatient or outpatient healthcare. As well they must have the equivalent of ten years nursing management experience within a hospital and/or healthcare system with exposure at the senior management/executive level. They must show evidence of demonstrated ability to direct the operations of a large clinical staff dispersed in clinics throughout a geographical area that crosses counties. They must have evidence of quality and safety knowledge and accountability, and have in-depth experience with continuous process improvement methodology. The CNO must have strong change management and teamwork skills and a collaborative working relationship with medical staff. Knowledge of the dialysis care process in an outpatient and hospital environment is highly desired. The CNO is expected to have outstanding communication skills verbally and in writing and the ability to relate well to staff and patients as well as management, the Board of Trustees and general public.

The above statements are intended to describe the general nature and level of work performed by people assigned to this classification. They are not to be considered as an exhaustive list of all job tasks performed by people so classified.

REVIEW and APPROVAL



President and CEO

11/1/17
Date



Vice President of Human Resources

11/1/17
Date