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# SENIOR DIRECTOR, PROFESSIONAL PRACTICE & NURSING EXCELLENCE

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# POSITION DESCRIPTION



**CLIENT:** City of Hope  
**ROLE:** Senior Director Professional Practice & Nursing Excellence  
**LOCATION:** California  
**REPORTS TO:** SVP, Patient Services & Chief Nursing  
**WEBSITE:** [www.cityofhope.org](http://www.cityofhope.org)

## SITUATION OVERVIEW:

ZRG has been engaged to recruit a **Senior Director, Professional Practice & Nursing Excellence** for City of Hope. City of Hope is a leading research and treatment center for cancer, diabetes and other life-threatening diseases. Designated as a comprehensive cancer center, the highest recognition bestowed by the National Cancer Institute, City of Hope is also a founding member of the National Comprehensive Cancer Network, with research and treatment protocols that advance care throughout the nation.

## ABOUT CITY OF HOPE:

The City of Hope story began in 1913, when a group of volunteers spurred by compassion to help those afflicted with tuberculosis, established the Jewish Consumptive Relief Association (JCRA) and raised money to start a free, nonsectarian, tuberculosis sanatorium.

After several fundraisers, the JCRA put a down payment on 10 acres of sun-soaked land in Duarte, where they would establish the Los Angeles Sanatorium a year later. The original sanatorium consisted of two canvas cottages. So was launched a century-long journey that would place City of Hope at the forefront of the nation's leading medical and research institutions.



Click [here](#) for City of Hope's "WHO WE ARE" video

By the mid-1940s, thanks to the discovery of antibiotics, tuberculosis was on the decline in the U.S. However, City of Hope rose to the next medical challenge, tackling the catastrophic disease of cancer, and later on diabetes and HIV/AIDS, while reaffirming its humanitarian vision that "health is a human right."

Over the decades, research conducted at City of Hope has led to significant advances in modern medicine, including the development of the first synthetic human insulin, human growth hormone and the technology behind the widely used cancer-fighting drugs Herceptin, Rituxan and Avastin.

Today, City of Hope has been designated as a comprehensive cancer center, the highest recognition bestowed by the National Cancer Institute, and is a founding member of the National Comprehensive Cancer Network, with research and treatment protocols that advance care throughout the nation.





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City of Hope is dedicated to making a difference in the lives of people with cancer, diabetes and other serious illnesses. Their mission is to transform the future of health care by turning science into a practical benefit, hope into reality. They accomplish this by providing outstanding care, conducting innovative research and offering vital education programs focused on eliminating these diseases.

Their community includes research associates, scientists, doctors, nurses, allied health professionals, graduate students, fundraising specialists, marketing professionals, volunteers and an extensive support staff. They are united by their desire to find cures, save lives and transform the future of health. Every discovery they make and every new treatment they create gives people the chance to live longer, better and more fully.

## **City of Hope Medical Foundation**

City of Hope, together with California Cancer Specialists Medical Group (CCSMG) and Oncology Specialists of COH (OSCOH), two of the physician groups providing patient care at City of Hope, are now working as one to form the nonprofit City of Hope Medical Foundation, a sister organization to City of Hope's National Medical Center and Beckman Research Institute. The medical foundation will benefit City of Hope physicians, scientists and staff and, more importantly, their patients and mission.

City of Hope has an exceptional medical staff and a legacy of providing world-class, compassionate care to patients and of serving the community. The Medical Foundation will strengthen that legacy by helping them further improve the patient experience.

- The City of Hope Medical Foundation will provide an infrastructure that will mean better, more coordinated care for patients;
- The foundation promotes increased collaboration between the physicians and staff, leading to better patient experiences and more efficient delivery of care;
- The foundation creates a long-term, mutual commitment between City of Hope and physicians and empowers physicians to more directly engage in governance of the institution;
- The structure will better position City of Hope for changes in the nation's health-care system;
- Many of the 180 active physicians who will comprise City of Hope Medical Group are nationally recognized experts. They provide superb patient care, educate professional and lay communities and conduct biomedical research to improve treatments and outcomes for patients everywhere.

## **Care at the forefront of cure:**

With locations across Los Angeles, Ventura, Riverside and San Bernardino counties, their community patient care centers bring City of Hope's expert care and leading-edge treatment to their neighborhood. Patients in their community practice sites have access to various City of Hope clinical trials, in which their doctors and researchers investigate the newest ways to detect, treat and prevent disease.

## **POINTS OF DISTINCTION:**

### **Institutional Distinctions**

- City of Hope is one of only 49 comprehensive cancer centers in the nation, the highest designation possible from the National Cancer Institute.
- They have been ranked as one of the nation's "Best Hospitals in Cancer" by U.S. News & World Report for over 10 years.



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- City of Hope is a founding member of the National Comprehensive Cancer Network, meaning their research and treatment protocols advance care throughout the nation.

## **They have performed more than 14,000 bone marrow and stem cell transplants**

- In the 2017 fiscal year, City of Hope was awarded more than \$135.1 million in research grants and received approximately \$398.1 million in revenues from patented technologies.
- City of Hope has earned its eighth consecutive Press Ganey Guardian of Excellence Award.
- City of Hope has earned the highest rating, four stars, from the nation's leading watchdog Charity Navigator. The four-star rating reflects City of Hope's sound fiscal management and financial growth and stability.
- They are part of ORIEN (Oncology Research Information Exchange Network), the world's largest cancer research collaboration devoted to precision medicine.
- They were recently awarded the highest level of accreditation by the American College of Surgeons Commission on Cancer for their exceptional level of cancer care, "Three-Year with Commendation." This is the second consecutive time that they received this prestigious rating.
- Millions of people with diabetes benefit from synthetic human insulin, developed through research conducted at City of Hope.



## **They have over 300 patents and almost 30 drugs in the pipeline at any given time**

- City of Hope was a pioneer in bone marrow and stem cell transplants and their program is now one of the largest, most successful programs of its kind in the US. They have performed more than 14,000 bone marrow and stem cell transplant.
- Surgeons at City of Hope have performed more than 11,000 robotic procedures for prostate, kidney, colon, liver, bladder, gynecologic, oral and other cancers.

## **Speed, efficiency and collaboration**

- Their research facilities set them apart. They have not one, but three, manufacturing facilities on campus that manufacture both biologic and chemical compounds to GMP (good manufacturing practice) standards. This infrastructure helps them quickly turn breakthrough discoveries into lifesaving therapies.
- City of Hope holds more than 300 patents, and submits nearly 30 applications per year to the Food and Drug Administration for investigational new therapies. These numbers are exceptionally large for an organization of City of Hope's size.
- Beckman Research Institute of City of Hope was the first of five Beckman Institutes in the United States, which together have fueled scientific advances for more than a generation.
- Each year, City of Hope conducts 500 clinical trials, enrolling more than 6,200 patients.

## **Science that is saving lives**

- City of Hope researchers are investigating ways to harness the body's natural defenses to fight cancer, an approach known as "immunotherapy."



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- One approach strikes a dual blow, shutting off a gene that promotes cancer while stimulating the immune system to act in an effort to fight lymphoma and melanoma, as well as brain, ovarian and prostate cancers.
- Other studies are focused on engaging every stage of the immune response to defeat breast cancer.
- City of Hope scientists studying "superfoods" have found that an extract of white button mushrooms can help block hormones that cause breast cancer and prostate cancer to grow and spread. They're also researching the anti-cancer properties of other "superfoods" such as blueberries, pomegranates and grape seed extract.
- Because life after cancer treatment can present both physical and emotional challenges, City of Hope creates a bridge between treatment and ongoing support. The Center for Cancer Survivorship provides specialized follow-up care and education for survivors of pediatric, prostate and breast cancers. The resulting research is helping physicians understand the long-term effects of cancer and its treatment, influencing how care is delivered today at City of Hope and beyond.

## **Beyond the Study of Cancer**

- By investigating the molecular mechanisms of diabetes complications, City of Hope scientists are helping develop new treatments for them. They also are studying the use of blood stem cell transplantation to reboot the immune system in type 1 diabetes, an autoimmune disease.
- City of Hope is a national leader in islet cell transplantation, which has the potential to reverse type 1 diabetes. In addition, they provide islet cells for research at other institutions throughout the U.S.
- City of Hope scientists pioneered the application of blood stem cell transplants to treat patients with HIV and AIDS-related lymphoma. Their researchers used a new form of gene therapy to achieve the first long-term persistence of anti-HIV genes in patients with AIDS-related lymphoma. This treatment ultimately may cure not only lymphoma, but also HIV/AIDS, and their researchers are now expanding their studies with a new clinical trial.

## **Philanthropic support makes it all possible**

- City of Hope is powered by philanthropy. It was launched in the firm belief that all of us have the potential to change the fate of individuals, even as we improve medical care overall.
- "There is no profit in curing the body if, in the process, we destroy the soul." Those words were spoken by Samuel H. Golter, one of their early leaders, and they remain the credo that guides City of Hope's approach to patient care. They are committed to treating the whole person not only by providing the best medical care possible, but also by providing that care in an atmosphere of kindness and compassion.
- Year after year, foundations, philanthropists, business leaders, global corporations, small businesses and hundreds of thousands of other caring individuals of all ages contribute generously to support the lifesaving work of City of Hope.

## **They have not one, but three manufacturing facilities on campus that manufacture both biologic and chemical compounds that meet strict GMP standards**

- Many professional sports organizations have supported City of Hope, including the Los Angeles Dodgers, the Los Angeles Kings, Major League Soccer's Chivas USA and the National Football League.

## **ABOUT BECKMAN RESEARCH INSTITUTE:**

Established by Arnold and Mabel Beckman in 1983, the Beckman Research Institute of City of Hope was the first of five Beckman Institutes to be founded, and has held a National Cancer Institute Cancer Center Support Grant for over 30 years.





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In the global pursuit of scientific miracles in the fight against deadly diseases, the Beckman Research Institute of City of Hope is among those leading the charge. Its world-renowned staff have been responsible for fundamentally expanding the world's understanding of how biology affects diseases such as cancer, HIV/AIDS and diabetes.

Research areas include diabetes progression and treatment, immunology and imaging, interfering RNAs and HIV treatment, total synthesis of complex and therapeutic natural products, mechanisms of drug action, neurogenesis, stem cell therapy, DNA repair and radiation, and the immunobiology of viral infection.

Investigating the biology, biological chemistry, and pathology of cancer and diabetes, their researchers have also explored the emerging links between the diseases. By identifying opportunities at the cellular and molecular level, they continue developing breakthrough approaches for predicting, preventing, diagnosing, treating and curing these and other serious diseases.

## Institutes & Programs

- Beckman Research Institute of City of Hope
- Diabetes & Metabolism Research Institute
- Hematologic Malignancies & Stem Cell Transplantation Institute
- City of Hope Alpha Clinic
- Medical Oncology and Therapeutics
- Program in Natural Therapies
- Superfoods Research

## Clinical Research

- Information Sciences
- Medical Oncology and Therapeutics
- Gene Regulation and Drug Discovery
- Radiation Oncology
- Diabetes Endocrinology and Metabolism
- Population Sciences
- Graff Medical and Scientific Library

They have ongoing needs for faculty, Staff Scientists, Post-Doctors, Fellows, Research Associates, Research Operations, Clinical Research Associates, Clinical Research Coordinators and more.

## POSITION:

The **Senior Director, Professional Practice and Nursing Excellence** (Director) leads nursing efforts across all inpatient, outpatient and community settings in establishing an environment that supports the delivery of high quality, exquisite patient care. The Director supports the Chief Nursing Officer and is accountable for areas of responsibility that encompass inter-professional practice and health system transformation; professional development and quality improvement with a focus on improving outcomes. The Director serves as a role model for





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leadership in the professional practice of nursing. She/he promotes an awareness and understanding of positive professional practice principles, cultivates and inspires transformational leadership principles, and ensures quality staff and patient outcomes through the development of programs and systems consistent with the mission, vision, values and strategic plan of the City of Hope Enterprise

The Director will be responsible for providing leadership and for being a change agent to advance professional practice across the City of Hope Enterprise. This includes establishing partnerships, linkages and collaboration among inter-professional clinical staff and leaders, as well as affiliated academic institutions and professional organizations. The Director will advance a culture of professional and inter-professional practice, foster evidence-based practices and continuous improvement, cultivate lifelong learning, partner in the implementation and enhance technology to support clinical practice and service excellence within the City of Hope

The Director leads a commitment to high quality care as defined by internal and external customers in a way that makes quality knowable and measurable. She/he works to ensure a shared sense of purpose in creating both value for the customer and the committed involvement of nursing staff at all levels. The Director provides focus on the inadequacies of work processes as a source of error, trains others in quality improvement strategies and techniques, and develops an infrastructure to give nursing staff access to the problem-solving process, removing barriers to quality, and offering freedom from fear of reprisal. The Director supports the PDCA model of quality improvement and works with senior leadership to integrate annual quality goals of the City of Hope enterprise and key result areas with quality improvement/safety initiatives within nursing units and departments. She/he partners with physicians, hospital executives, and leadership and managers to execute key performance improvement strategies.

The Director is responsible for oversight and direction Magnet designation program across the City of Hope enterprise. She/he maintains expert knowledge of current Magnet requirements and ensures organization awareness and success and is responsible for coordinating all aspects of the ANCC Magnet application, annual reports and re-designation processes. The Director is responsible for coordinating and integrating professional practice and nursing excellence activities with other departments and serves as a role model, resource and mentor for patient care staff through support and active participation in the City of Hope Nursing Shared Governance Councils. She/he coordinates activities required to achieve, maintain and sustain ANCC Magnet Recognition Status, including but not limited to providing education to nurses/staff on Magnet Recognition Program standards and expectations, submitting application for Magnet Recognition, verifying that all requirements are met and designing and implementing process to maintain and sustain Magnet worthy level of professional practice and excellence.

This Director performs in support of the professional practice model and adherence to the Board of Registered Nurse's Scope of Practice, Regulation #2725 for the State of California, the California Nurse Practice Act, Title 22 and the Joint Commission Standards in addition to California licensing requirements as they pertain to this role. This role has the degree of independence required to achieve operating results consistent with approved operating plans, objectives, and policies. This Director is responsible for the overall operations of her/his departments, including frequent engagement and collaboration with the Medical Staff, compliance with all regulatory agencies (DHS, FACT, TJC, TITLE 22, etc.) for all areas of responsibility. This position must have the ability to engage and influence physicians, staff, and leadership through the use of effective communication and data





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driven decision making. This position must be familiar with the three (3) collective bargaining agreements representing the employee's e.g. SEIU/UHW; CNA; and Local 30.

## Leadership

- Responsible for departments goal development, planning, execution and evaluation of goal achievement. Develops short, mid and long-term Professional Practice and Nursing Excellence goals with plans to facilitate/guide goal achievement that are consistent with the mission and values of the City of Hope and the overall nursing department. Involves unit staff in goal development, planning, execution and evaluation. Revises plan based upon evaluation of progress toward goals. Assists areas within department with goal development, planning, execution and evaluation. Submits annual report
- Effectively communicates with patients, visitors, management staff, departmental personnel, physicians, peers and other City of Hope personnel. Participates in area meetings. Rounds off shift in areas. Demonstrates effective problem solving, negotiating, and conflict resolution skills. Promotes teamwork
- Serves as role model, motivates, mentors and inspires management staff and department personnel; demonstrates flexibility and impartiality when dealing with others. Participates in interviews, hiring and evaluation of related staff. Serves in the mentor role for the City of Hope Nursing Excellence Council
- Participates in and assumes leadership role in City of Hope committees, task forces and special projects. Demonstrates dependability in meeting target dates for reports and project completion. Represents the City of Hope in professional and civic activities locally, across the state or nationally as requested. Remains up-to-date in current level of practice
- Develops, implements and evaluates programs with emphasis on improvement in outcomes, service, operations and cost
- Facilitates development, implementation and enculturation of City of Hope Professional Practice Model and care delivery system

## Internal Professional Practice/Quality Consultant

- Communicates the mission, vision and goals of City of Hope Nursing in all interactions with nursing personnel and other disciplines/departments
- Fosters collegial professional relationships within nursing service and across hospital departments
- Partners with leaders in other patient care disciplines to promote quality patient care
- Designs, delivers and evaluates educational programming to support quality, safety and nursing practice initiatives
- Integrates evidence-based patient safety principles in all clinical practice initiatives
- Fosters a culture of safety. Encourages reporting of events and near misses
- Participates through leadership role modeling in FEMA and root cause analyses
- Leads and evaluates nursing initiatives to refine systems and processes to promote patient/nurse safety
- Develops, administrates and evaluates framework for the nursing quality improvement program, including data collection and analysis processes, report generation, process improvement, benchmarking and outcomes management
- Provides direction and coordination of quality assessment and improvement initiatives within all nursing units
- Integrates professional standards and evidence-based practice in development and evaluation of quality and professional practice initiatives
- Ensures that performance data is disseminated and activity reviewed for opportunities to change practice
- Serves as a resource expert in educating nursing about professional practice and quality improvement
- Facilitates City of Hope's participation in the National Database of Nursing Excellence Indicators



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- Participates in external benchmarking as determined by the organization
- Ensures the professional practice and quality improvement programs are congruent with the City of Hope mission and goals
- Collaborates with the City of Hope Vice President for Excellence and staff to communicate and coordinate excellence improvement functions and projects
- Establishes and maintains collegial relationships with nursing and Excellence professionals across the campus, affiliated Colleges of Nursing and NCI CCC hospitals
- Provides leadership for nursing involvement in interdisciplinary Excellence improvement initiatives

## **Magnet Program Recognition**

- Facilitates and oversees the preparation of documentation, policies, research and informal sessions relative to achieving and maintaining Magnet status
- Oversees collection of key nursing sensitive indicators and outcomes and develops all reports and demographics for submission to the ANCC Magnet Office
- Serves as a liaison, role model resource and leader of programs/services/committees as needed to further the efforts of the Magnet Recognition Program
- Oversees all aspects of Magnet® designation and re-designation and other nursing care recognitions, including application, document writing, submission, the appraisal process and interim reporting
- In consultation with other nursing leaders, uses data to develop and implement strategies that promote the quality, safety, efficiency and effectiveness of professional nursing practice
- The manager communicates and educates nursing staff, leaders and organizational stakeholders regarding initiatives and steps to achieve and maintain Magnet® designation
- Leads change efforts in collaboration with nurse leaders and staff utilizing the ANCC Magnet framework of excellence to create and implement innovative staff engagement, systems and processes

## **Fiscal Management**

- Acts in a fiscally responsible manner
- Develops revenue growth and effective expense management strategies, inclusive of management of capital and human resources

## **Personnel Management & Development**

- Recruit, develop, train and retain needed staff. Provide leadership and mentoring to develop accountable staff
- Motivate, influence and foster culture change with staff, colleagues, peers, physicians, other department directors and stakeholders in the organization to support the mission and core values
- Performs annual employee performance evaluation and motivates employees to perform in an efficient and professional manner; recruits and maintain the staff necessary to carry out the functions of the departments

## **QUALIFICATIONS:**

- MSN required
- 8 to 10 years nursing experience required with a minimum of five years in nursing leadership; experience in leading an organization to Magnet Recognition; knowledge of Quality Improvement activities
- California RN license required
- Quality Certification recommended

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- Proven track record of strategic programmatic leadership
- Must have excellent interpersonal skills
- Knowledge of Title 22, DHS and JCHO standards
- Must have the ability to effectively influence and persuade nursing, physician and hospital leadership to implement change
- Able to walk, stand, sit, type and operate a computer

The following shared, organization-wide competencies describe the desired behaviors that will facilitate success at City of Hope:

1. **Communication** – Expresses ideas clearly and constructively (written and spoken, upward and downward, one-on-one and with groups).
2. **Customer Service** – Seeks to understand customer needs and works to exceed customer expectations (internal and external).
3. **Initiative** – Looks for opportunities to improve performance; manages time, work and relationships effectively and efficiently.
4. **Professionalism** – Treats others with respect; abides by the institutional values; displays a positive and cooperative attitude; adheres to the workplace Code of Conduct and compliance policies.
5. **Stewardship** – Identifies efficiencies to reduce redundancy and/or elimination of tasks resulting in savings of cost, resources and/or time.
6. **Teamwork** – Works proactively and collaboratively with others to streamline work and achieve mutual goals.

## SENIOR MANAGEMENT:



Susan J. Brown, PhD, MSN, RN, NEA-BC, Senior Vice President, Patient Care Services and Chief Nursing Officer, provides vision, leadership and guidance to the practice of nursing at City of Hope. Brown, with more than 30 years of executive and senior leadership experience in oncology at academic medical centers, community hospitals and healthcare systems also brings a decade of clinical experience as a staff nurse and clinical nurse specialist in the field

At City of Hope, she leads the delivery of patient care for nursing, clinical nutrition, rehabilitation services, respiratory and cardiac diagnostic laboratory services and is responsible for patient care standards, professional practice standards and the delivery of efficient and cost-effective care in in-patient and outpatient settings. As a passionate advocate for oncology nursing, with a strong interest in scientific research, she also supports City of Hope's clinical research mission and leads transformational work redesign within her area.

Dr. Brown served as Executive Director for the Oncology Service Line at Mercy Health where she was responsible for cancer services in five hospitals in the Cincinnati region. In this role, she focused on building infrastructure and processes and collaborating with private practice oncologists to establish the service line. Brown facilitated Breast Program certification in the hospitals, established a regional group for lung cancer and negotiated contracts for linear accelerators for the Mercy system.

Prior to joining Mercy Health, Dr. Brown was the Chief Nursing Officer for The James Cancer Hospital at Ohio State University, an NCI-designated cancer center. In this role, she led the nursing department to their first Magnet designation, a major achievement they had been pursuing for years. She was also instrumental in the go-live of their Epic launch institution-wide. Prior to James, Dr. Brown served as the Associate Vice President for Scottsdale Healthcare as well as various leadership and clinical positions in other organizations.



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## LOCATION:

### Southern California

*(Duarte, Monrovia, Glendora, Arcadia, San Gabriel)*

Southern California is a megapolitan region occupying the southern portion of the US state of California. The region is bordered to the east by the states of Nevada and Arizona, to the south by the international border of the United States and Mexico, and to the west by the Pacific Ocean. There is no official definition for the northern boundary of Southern California, but most include all the land south of the Sierra Nevada Mountains and the Tehachapi Mountains. Southern California also includes several offshore islands such as the Channel Islands, deserts such as the Mojave and Colorado, and the largest lake in California, the very salty Salton Sea. The largest metropolitan area is Los Angeles, the nation's second largest metro area. Other metro areas include San Diego, Riverside-San Bernardino-Ontario, and the lightly populated El Centro.



Southern California is a culturally diverse and well-known area worldwide. Many tourists travel here for its fine year-round weather along the coast, open dramatic spaces, beaches, and numerous amusement parks. Southern California is a major economic center for the state of California and the United States.

## ABOUT ZRG PARTNERS

ZRG Partners, LLC is the leading global executive search firm that uses a proven, data-driven approach. For over 19 years, clients have trusted ZRG Partners to recruit top talent around the world. With offices throughout the US, Canada, Brazil, Europe, and Asia Pacific, our deep market knowledge coupled with our fact-based results driven approach is grounded in integrity. The ZRG team working on this project for our client will include:



### JULIA E. WILLIAMS

**Managing Director**

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Julia has specific experience within oncology, research, academic medicine and ambulatory operations executive search & consulting. She currently is an active member of several professional healthcare associations and sits on the Advisory Council for The Susan G. Komen Foundation. Julia has worked with top ranked Academic Medical Centers and Community Healthcare Systems across the country; of which many are NCI Designated Cancer Centers. She has a passion for oncology and research medicine, believing that we must always keep the patient first. Julia has worked within healthcare services for over 20 years in a variety of roles, however her industry knowledge through executive search over the last 15 years has added value to both clients/candidates alike through her ability to understand their complex structures, cultures and needs. [Click here to view more of Julia's bio.](#)