Job Description

Title: Chief Nursing Officer

Date of Issue: April 2013

POSITION SUMMARY: The Chief Nursing Officer (CNO) serves as the Nursing leader and primary resource for Patient Care Services and related ancillary departments for Group Health Cooperative of South Central Wisconsin (GHC-SCW). In conjunction with GHC-SCW executive leadership, the CNO participates in strategic planning, development, implementation and evaluation of clinical programs and services. The incumbent is responsible for the practice of Nursing throughout GHC-SCW, striving to improve operational effectiveness and ensuring patient satisfaction and clinical excellence. The CNO ensures consistency in the standards of practice across all clinical settings and supports and facilitates a team approach to the delivery of care. The CNO provides leadership and oversight to the departments which include, but are not limited to: Nursing, Ancillary Services, Reception and the Contact Center. The CNO is accountable for operational, financial, programmatic and staff activities including establishing, meeting, and monitoring departmental goals and objectives while maintaining alignment with the strategic goals and objectives of the organization. The incumbent works collaboratively with administration and physician leadership and must have excellent communication and organizational skills. The CNO is required to be a results oriented professional with the ability to drive improved patient satisfaction while managing costs. The incumbent reports to the Chief Executive Officer.

The incumbent knows and abides by all Group Health Cooperative of South Central Wisconsin organizational and departmental policies, sets personal standards and strives for high quality work in completing assignments, performs job duties in a timely manner, and represents the organization in a positive manner. The incumbent understands our Mission, Vision and Common Values (stated below) and is committed to promote these values in behavior and attitude.

Our Mission Statement: To provide accessible, comprehensive, high quality healthcare and outstanding service in an efficient and personalized manner on a prepaid basis to persons in the GHC-SCW service area.

Our Vision: To be a leader among HMO’s in providing high-quality medical care, impeccable service and competitive benefit levels and premium rates.

Our Common Values:

- **Patient Centered:** When health insurers and health care providers are brought together under one roof, we are **better together.** Our care team model focuses on supporting the needs of our patients/members and providing the best in safe, high quality coordinated health care. Members and their providers participate in making meaningful decisions that lead to better outcomes.
- **Quality Driven:** When members and their providers each participate meaningfully in the decisions that lead to better health care, we are **better together.** GHC-SCW continues its tradition of providing proactive health promotion and disease management outreach to our members to consistently achieve high quality health care accreditation.
- **Innovation:** When we work to lift each other up, show appreciation and collaborate in the best interests of the member, we are **better together.** GHC-SCW has made innovative advancements which include the implementation of an electronic medical records system (EMR) and GHC-SCW MyChartSM, access to innovative Complementary Medicine benefits and Wellness reimbursement services.
- **Community Involved:** When we join with our community to further the causes for which we share a common concern, we are **better together.** We are proud to promote programs that strengthen lives, and make our community a safer, stronger and healthier place to live and grow. GHC-SCW employees share their time and talent; and we recognize that the value of what we give is also what we gain – for our employees, our members and our community.
- **Not for Profit Cooperative:** When we share a common purpose, a common voice and a common vision, we are **better together.** We use our surpluses to improve clinics, enhance health care benefits and give back to the community. Our members, not our profits, are our priority. We have a unique “cooperative” governance structure which works directly for our members.
JOB SPECIFIC MINIMUM QUALIFICATIONS

1. Bachelor’s degree from an accredited college or university in Nursing. Master’s degree in Nursing, Health Administration, Business Administration, Public Health or related field is required; OR in lieu of a Master’s degree Fellow in the American College of Medical Practice Executives (FACMPE).
2. Minimum of ten (10) years of progressively responsible relevant clinical practice /administrative experience in the area of Healthcare/ Nursing Management, Clinic Operations, Clinical Practice or other relevant area including at least five (5) years management level experience is required.
3. Valid unrestricted, license to practice in the State of Wisconsin as a Registered Nurse is required.
4. Knowledge and skills in ambulatory healthcare organization and management, especially in relation to HMO’s; systems and program planning, implementation, and evaluation; health services supervision; and service delivery.
5. Knowledge of the principles and practices of Nursing that optimize patient care.
6. Knowledge of contemporary trends, issues, and standards of Nursing and healthcare.
7. Knowledge and proven general management skills in strategic planning, innovation, health care delivery, marketing, corporate finance and prepaid programs is required.
8. Demonstrated ability to lead system wide initiatives, interacting across multiple departments.
9. Ability to implement change in a positive, sensitive, and forward thinking manner.
10. Demonstrated commitment to quality and excellence.
11. Knowledge of project management/ process improvement methodologies and experience utilizing quality improvement techniques.
12. Demonstrated knowledge of and skill in management of Nursing practice, supervision, and performance improvement activities. Excellent supervisory skills required with the ability to direct others and develop their competencies and talents.
13. Proven success in leading teams with the ability to provide effective leadership to staff and other stakeholders in a group decision making process required.
14. Strong operational skills with the ability to recognize workflow problems and redesign new processes/workflows. Ability to use initiative and judgment in administrative areas with the ability to act decisively.
15. Strong commitment to the mission, vision, common values and service standards of GHC-SCW.
16. Ability to have creativity and vision while dealing with multiple, simultaneous projects.
17. Effective analytical ability in order to develop and analyze options, recommend solutions to and solve complex issues.
18. Knowledge of and ability to use various computer programs such as Microsoft Office and programs/systems utilized in healthcare management including systems such as EPIC, spreadsheet, word processing, database and presentation software.
19. Effective communication skills both in written and verbal presentation with a communication style that fosters openness, trust, credibility, and understanding. Effective listening skills required.
20. Excellent interpersonal and customer services skills required. Ability to develop and maintain positive working relationships with both internal and external stakeholders. Ability to work cooperatively, sensitively, and tactfully, and maintain composure and professionalism with all levels of staff and the general public required.
21. Ability to effect collaborative alliances, and promote and foster teamwork among the Senior Leadership team members.
22. Ability to maintain strict patient, proprietary and employee confidentiality at all times required. Knowledge of HIPAA requirements.
23. Ability to be culturally sensitive and work with diverse populations/constituencies.
24. Possession of a valid Wisconsin Driver license with a good driving record if operating a motor vehicle. Ability to provide own transportation to travel between sites as required.
25. Ability to stand and sit intermittently required. Ability to see at near, mid and far range required.
26. Ability to speak and hear in person and on the telephone required.
Job Description

SERVICE QUALIFICATIONS

- Ability to treat others with dignity, respect, and courtesy required.
- Ability to follow operating procedures and practices to ensure the highest level of patient/membership safety and care.
- Ability to maintain patient, employee, and proprietary confidentiality required.
- Ability to consistently meet or exceed customer expectations in performing own work required.
- Ability to use effective customer service techniques and effective interpersonal skills required.
- Ability to act professionally and remain calm in stressful situations required.
- Ability to communicate effectively in-person and in all forms of communication required.
- Ability to work and problem solve independently as well as an integral part of a team required.
- Ability to pay attention to detail required.
- Ability to be flexible and adapt to changing situations required.
- Ability to adhere to punctuality/attendance standards required.
- Ability to provide professional image as outlined in the professional casual dress policy required.
- Ability to practice and promote business, professional and personal ethical conduct.

STANDARDS OF SERVICE EXCELLENCE

Team Player – I am willing to contribute and collaborate in an open and honest manner for the benefit of my work group, my department, and the organization.

Positive Attitude – I use positive thinking at work. Thinking positively involves phrases such as “I can,” “I will,” “I am able,” “I am ready,” “I will try my best.”

Respectful – I respect our members/customers privacy. I am open to the views and issues of others. I respect my work group as we work together daily.

Dependable – I am a reliable and trustworthy source of information for my customers and co-workers. I strive to anticipate their needs, to be supportive, and to be available when needed.

Knowledgeable – I will remain current within my field, share my knowledge with others, and continuously look at ways to innovate and improve.

Helpful to Others – I build positive and professional relationships with customers and co-workers and make myself available to help others.

Flexible – I am willing to adapt to the changing needs of the organization and my team in response to new information, changing conditions, or unexpected obstacles.

Honest – I hold myself and others accountable to be truthful and straightforward even when it seems difficult. I practice and promote business, professional and personal ethical conduct.

SUPERVISED BY: Chief Executive Officer

ADDITIONAL ACCOUNTABILITIES:

- Provide reports and updates to the Board of Directors and per the committee calendars.
- Attend and participate in Board meetings and other Board Committee meetings.
- Promote and provide leadership in attaining the goals of the GHC-SCW Strategic Plan.

SUPERVISES: Director of Ancillary Services, Clinic Managers, Contact Center Manager, Administrative Assistant – Executive, Nursing Scheduling Coordinator. Others may be determined based on organizational structure.

FLSA STATUS: Exempt
Job Description

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. **Clinical / Nursing Administration – 35%**
   a. Provide executive leadership to Nursing staff Reception/ Contact Center, and Ancillary Services departments.
   b. In partnership with Clinic Managers and the Nursing Scheduling Coordinator, ensure appropriate nurse staffing and clinical care per the minimum staffing policy. Ensure operations meet or exceed clinic requirements.
   c. Accountable for quality, cost effective nursing services by planning, directing, evaluating and improving patient care.
   d. In partnership with Chief Medical Officer, Medical Director - Clinical Affairs, Clinic Managers, Contact Center Manager and Ancillary Services Director, oversee the coordination between support service departments and practitioners.
   e. Recognize workflow problems and design and implement solutions/new processes.
   f. Guide annual goal setting, as well as the development, implementation, and monitoring of a strategic plan for Nursing staff, Reception/ Contact Center, and Ancillary Services which reflects GHC-SCW’s current and anticipated priorities.
   g. Participate in business development, strategic analysis of new services, and activities that grow business in the service lines.
   h. Develop and implement policies and procedures affecting all aspects of departmental operations.
   i. Work with IT Enterprise Applications staff in assuring successful implementation of new information systems related initiatives.
   j. Collaborate with Facilities management. Assist in identifying ongoing maintenance and security for all assigned facilities.
   k. Direct and participate in the preparation and administration of budgets and capital outlay requests. Evaluate staffing, equipment and supply needs; prepare cost benefit analysis;
   l. Work collaboratively with Purchasing staff on procurement activities.
   m. Advocate for resources, including fiscal and technology, to support patient care.
   n. Direct the preparation and maintenance of nursing records, reports, and statistics in accordance with administrative, Nursing, and regulatory policies.
   o. Manage organizational relationships in a manner which builds mutual trust and respect.
   p. Represent Nursing staff, Reception / Contact Center and Ancillary Services departments with external and internal stakeholders, organizations, the general public, governmental entities, and community leaders.
   q. Ensure staff is working within their scope of practice and working up to their credentials.
   r. Meet regularly with the Medical Director – Clinical Affairs, Clinic Managers, Contact Center Manager and Ancillary Services Director.
   s. Complete assigned projects in a timely and effective manner.
   t. Attend site meetings and Quarterly RN, LPN/CMA and Reception Meetings, as appropriate.
   u. Chair, delegate or participate as a member of standing committees and work groups.
Title: Chief Nursing Officer

2. Leadership/Supervision – 25%
   a. Provide ongoing leadership and direction in alignment with GHC-SCW mission, vision, and values.
   b. Serve as a mentor and ensure that Nursing staff, Reception / Contact Center and Ancillary Services staff members continue to adapt, evolve, and grow to accommodate changes in the healthcare environment.
   c. Create an atmosphere of teamwork. Reach out to staff and foster an environment of collaboration and clinical excellence.
   d. Actively listen to staff ideas and concerns.
   e. Coordinate with Human Resources department and other team members to recruit, select, supervise, develop and support staff who have a passion for their work and the work of GHC-SCW and who are capable partners in growing the business.
   f. Provide individual professional/personal support, mentoring, guidance and problem solving for assigned staff. Communicate responsibilities and expectations to staff.
   g. Evaluate staff skills and performance, providing education and guidance as needed. Insure that appropriate training is given to all staff including new employee orientation, etc.
   h. Conduct Success Factors probationary and annual evaluations for assigned staff. Develop plan in conjunction with individual staff members to address performance areas that require growth.
   i. Oversee and approve payroll functions for direct reports. Review and approve Status Changes for changes in FTE, site changes, wage changes, etc.
   j. Provide input to the Chief HR Officer regarding annual pay plan and salary issues for assigned departments.
   k. Meet with direct reports and conduct regular staff meetings to provide timely and accurate information on critical business issues and to ensure effective communications and promote planning and communication.
   l. Address and manage conflict in a productive and constructive manner.
   m. Provide staff with a safe work environment and the necessary tools to excel in their work.
   n. Provide leadership and direction for the development of strategies that promote retention and recognition of excellence in Nursing staff, Reception / Contact Center, and Ancillary Services.
   o. Effectively delegate to and empower Clinic Managers and Ancillary Services Director.

3. Quality/Performance and Process Improvement 20%
   a. Lead quality, safety, and innovation initiatives for Nursing staff, Reception / Contact Center, and Ancillary Services.
   b. In collaboration with Senior leadership, improve clinical programs and strengthen operational processes to ensure the highest quality of patient care. Engage staff in continuous improvements of systems and processes.
   c. Accountable for the design and implementation of patient care policies and procedures to assure consistency of care delivery, and which meet standards of professional organizations and regulatory agencies.
   d. Interact effectively with Chief Medical Officer, Medical Director – Clinical Affairs, Clinic Managers, Contact Center Manager and Ancillary Services Director to deliver excellent patient and family experiences, ensuring an environment where patients and their families feel welcome, safe, and respected.
   e. Manage Quality Improvement projects from start to finish with successful results.
   f. Conduct regular project reviews and reports status of projects to GHC-SCW leadership and other relevant stakeholders.
   g. Maintain professional affiliations and enhance professional growth and development to keep up with the latest trends in healthcare.
Job Description

Title: Chief Nursing Officer

4. Participate in and Contribute to the Overall Management of the Cooperative. 15%
   a. The Chief Nursing Officer serves as a member of the Senior Leadership team. Attend and participate in all senior leadership meetings.
   b. Provide collaboration, coordination, service and advice pertaining to GHC-SC operational needs, strategic planning and overall organizational management. Provide input concerning strategies to meet the requirements of the competitive healthcare environment. Provide input to management decisions and strategic planning.
   c. Provide leadership and actively participate in various internal groups and committees, as appropriate. Attend all meetings of the GHC-SC Board and Human Resources committee, as required, and submit a written report at each; attend other Board committee meetings as requested. Act as the key staff representative to Board committees, as assigned.
   d. Contribute to a positive work environment by acting and communicating in a positive/effective manner with members, employer groups, community partners, internal and external stakeholders.
   e. Provide expert advice, strategy and guidance to GHC-SC leadership regarding areas of responsibilities and community services issues including the implications of major initiatives and plans.
   f. Establish departmental long- and short-term plans, including business goals and objectives.
   g. Establish and maintain successful relationships with community leaders and organizations, various governmental entities, the general public and other external and internal stakeholders.
   h. Recommend to GHC-SC leadership, plans and strategies to enhance the image of the organization.

5. Perform other related Duties as assigned by the Chief Executive Officer. 5%

GOALS

- Annually submit collective and individual goals to the Chief Executive Officer with defined standards and measures of success consistent with the organization’s Strategic Plan.
- Provide an annual report of goal achievement performed for assigned responsibilities, which is incorporated in the Chief Executive Officer’s Performance Report to the Board.

OTHER FUNCTIONS AND RESPONSIBILITIES

Provision of department/team support to maintain a pleasant work environment.

- Look for ways to support others in their work.
- Develop and maintain cooperative work relationships.
- Approach individuals directly regarding suggestions and concerns and provide constructive feedback.
- Attend and participate in department/team meetings.

Performance of other duties as assigned.

- Stay current with company, department and job-specific information necessary to perform job.
- Keep GHC-SC’s work environment clean and organized.
- Report suspicious, unethical or illegal conduct and cooperate with approved investigations and inspections.
Title: Chief Nursing Officer

Job Description

To comply with the Americans with Disabilities Act (ADA), which prohibits discrimination against qualified individuals on the basis of disability, it is necessary to specify the physical and environmental conditions of the essential duties of the job. The demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### PHYSICAL DEMANDS:

1. Check the frequency and number of hours a day the worker is required to do the following specific types of activities:

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>CONTINUOUS</th>
<th>INTERMITTENT</th>
<th>APPROX # OF HOURS A DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Sitting</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Walking</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>c. Standing</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>d. Bending</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>e. Squatting</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>f. Climbing</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>g. Kneeling</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>h. Twisting</td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>i. Lifting</td>
<td></td>
<td>x</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>LIFTING</th>
<th>0-20 lbs.</th>
<th>20-30 lbs.</th>
<th>40-60 lbs.</th>
<th>Over 60 lbs.</th>
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<tbody>
<tr>
<td>x</td>
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</table>

2a. HAND MANIPULATION REQUIRED?  ____x__ Yes (If yes, complete a,b,c,d,e) ____No

2b. Repetitive hand movements?  ____x__ Yes  ____No

2c. Simple Grasping?
   - Right Hand __x__ Yes__x__ No____
   - Left Hand __x__ Yes__x__ No____

2d. Power Grasping?
   - Right Hand __x__ Yes__x__ No____
   - Left Hand __x__ Yes__x__ No____

2e. Pushing Pulling?
   - Right Hand __x__ Yes__x__ No____
   - Left Hand __x__ Yes__x__ No____

2f. Fine manipulation:
   - Right Hand __x__ Yes__x__ No____
   - Left Hand __x__ Yes__x__ No____
Title: Chief Nursing Officer

### Job Description

3. (a) Does the job require worker to reach or work above the shoulder? _x_ Yes _____No  
   (b) Reaching at or below shoulder level? _x_ Yes _____No  
   Frequency: Occasional _x_  Frequent_____  Constant______ .

4. Does the job require use of his/her feet to operate foot controls or for repetitive movement?  
   Ability to operate a motor vehicle, if driving.

5. Are there special visual or auditory requirements?  
   Describe:  Works with computer monitor  
   Ability to see near, mid and far range required.  
   Ability to hear and communicate via telephone and in person.

### WORK ENVIRONMENT:

a. Does the employee work near moving mechanical parts; in high, precarious places; and in outside weather conditions?  
   _____Yes  _x_ No  

b. Is the employee exposed to fumes or airborne particles?  
   _x_ Yes _____No

### BIO-HAZARD EXPOSURE RISK:

This position requires job related duties that may include exposure to biohazards such as blood, bodily fluids and tissues.  
   _x_ Yes _____No

Job descriptions represent a general outline of job duties, functions, and qualifications. They are not intended to be comprehensive in nature. In addition, jobs evolve over time and therefore their description may not reflect the precise nature of the position at a given point in time.

To perform this job successfully, and incumbent must be able to perform each essential duty satisfactorily. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

**Incumbent Name:** ____________________________________________________

**Effective Date:** _____________________________________________________