POSITION PROFILE
Director Professional Practice and Research

The Organization

Sinai Hospital of Baltimore, founded in 1866, is a member of LifeBridge Health. LifeBridge Health is a regional health care organization based in northwest Baltimore City and Baltimore County. LifeBridge Health consists of: Sinai Hospital of Baltimore, Northwest Hospital, Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens Nursing & Rehabilitation Center, LifeBridge Health & Fitness, and their subsidiaries and affiliates. The Northwest Hospital Medical Care Center in Eldersburg is also part of this growing health care organization. As the largest, most comprehensive and most highly respected provider of health-related services to the people of the northwest Baltimore region, LifeBridge Health provides preventive services, wellness and fitness services as well as programs to educate and support the communities it serves.

LifeBridge embraces a culture of inclusion and mutual respect by valuing the unique contributions of each person. LifeBridge has been selected by Fortune Magazine as one of the “100 Best Companies to Work For”. Only four Maryland-based companies received this recognition and LifeBridge was the only Maryland-based health care system to achieve the award. Baltimore Magazine also named LifeBridge as a “Best Places to Work” for three consecutive years 2006, 2007 and 2008. Sinai and LifeBridge Health Fitness were also recognized by the American Heart Association as a Fit Friendly Company. This award is given to organizations that go above and beyond to support the health of their employees. Sinai and LifeBridge Health Fitness have achieved this recognition for six consecutive years and Northwest Hospital has attained this designation for the past two years.

Sinai Hospital of Baltimore, an independent academic medical center, provides a broad array of high quality, cost effective health and health related services to the people of Greater Baltimore. Central to its role is the provision of undergraduate and graduate medical education and educational programs to other health professionals, employees, and the community at large. Building upon its Jewish heritage, exceptional clinical strengths, and its history of service, Sinai is a unique institution providing comprehensive health care in the Maryland marketplace.

Sinai Hospital has 473 licensed beds and 35 newborn bassinets plus 21 NICU beds. There is a separately licensed 57-bed rehabilitation facility within the hospital. Sinai Hospital is accredited and certified through the Joint Commission on the Accreditation of Healthcare Organizations, Accreditation Council for Graduate Medical Education, Commission on the Accreditation of Rehabilitation Facilities, American College of Surgeons, American College of Radiology and the College of American Pathologists. The hospital is also a Level II Trauma Center.

The mission of Sinai Hospital includes the teaching of future generations of health care professionals. The hospital shares many of the characteristics of a university-owned hospital. Its own distinguished full-time faculty, many of whom are nationally and internationally recognized experts in their fields, holding teaching positions at The Johns Hopkins University School of Medicine and the University of Maryland School of Medicine. Total resident physicians and fellows based at Sinai average 125. Approximately 400 medical students receive clinical training each year at Sinai. It is a training site for Johns Hopkins University medical students and third year internal medicine clerkships. Sinai
sponsored residency programs include Physical Medicine and Rehabilitation, Obstetrics and Gynecology, Pediatrics and the joint programs of Johns Hopkins University/Sinai Hospital in Internal Medicine and Ophthalmology.

Sinai Hospital of Baltimore received the prestigious American Nurses Credentialing Center’s Magnet designation in April 2008 and is scheduled for redesignation in 2012. Sinai nurses value the individual differences of patients and colleagues and believe in leveraging an individuals’ inherent creative potential to enhance performance. This is reflected in a proud tradition steeped in humanism, caring practices, and the celebration of individual life experiences.

Sinai Hospital has also received numerous national awards and recognitions for the excellence of their clinical programs. The Stroke Center received the American Stroke Association Gold Plus Status, the highest level a stroke center can achieve. The Maryland Institute for Emergency Medical Services Systems (MIEMSS) designated Sinai Hospital of Baltimore as a Cardiac Intervenational Center April 2011. Sinai was also awarded the Distinguished Achievement in Patient Safety Innovation Award by the Maryland Patient Safety Center for the “Call, Don’t Fall” patient fall reduction program. The hospital’s success in insuring patient safety is evidenced by the fact that Inpatient fall with injury per 1,000 inpatient day’s rate has been below the goal of 0.9 for over 1 fiscal year from a prior high of 1.2.

Sinai Hospital provides a variety of quality care services to the Baltimore community. Centers of Excellence specialize in the most advanced treatments for specific patient populations. Centers of Excellence at Sinai Hospital include: the Alvin & Lois Lapidus Cancer Institute, the Center for Joint Preservation and Replacement, the Children's Hospital at Sinai, the E-7 Emergency Center, the Heart Center, the International Center for Limb Lengthening, the Krieger Eye Institute, the Rubin Institute for Advanced Orthopedics, Sinai Rehabilitation Center, and The Brain and Spine Center at Sinai.

Patient Care Services - Sinai Hospital of Baltimore provides comprehensive health care services, which contribute significantly to the overall wellness state of the consumer. Nurses at Sinai embrace a patient-centered health care delivery perspective and are committed to evidence-based practice that is strengthened by an unparalleled passion for excellence.

Sinai pledges to foster a culture of Exceptional Care and Exceptional Service that is driven by the Patient Care Services values:

- **Accountability** ~ The Ownership of one’s actions and obligations to achieve optimal outcomes.
- **Service Excellence** ~ consistently exceeding customer expectations and creating an exceptional patient/family experience.
- **Partnership** ~ working with one another sharing responsibility to achieve a specific goal within the organization.
- **Integrity** ~ the quality of having a sense of honesty and trustworthiness.
- **Respect** ~ maintaining the dignity of oneself and others through behavior that shows appreciation, acknowledgement, active listening, honesty, and inclusion.
- **Empowerment** ~ enabling an individual to think, speak, behave, and take action in the decision making process.

The commitment by Sinai Patient Care Services’ Staff to excellence in every center is evidenced by numerous prestigious awards. An Alcohol Withdrawal Project which was lead by a Sinai Clinical Nurse Specialist received 1st place at the Spotlight on Critical Care Conference and 3rd place for the Nursing...
IT Innovation Award. The Emergency Department was recognized for their quality patient care and received the National Lantern Award. This award is given to departments that exemplify exceptional practice and innovative performance in: leadership, practice, education, advocacy and research. The Hospital is a designated NICHE site, Nurses Improving Care for Healthsystem Elders, the only national designation indicating a hospital’s commitment to elder care excellence. This achievement signals the hospital’s resolve to provide evidence-based, interdisciplinary approaches that promote positive experiences for the older adults.

Front line nursing staff are actively engaged in promoting excellence in nursing practice and ensuring advances that have a positive impact on patient outcomes. To ensure a culture of safety, front line staff are completing education and implementation for a Just Culture at Sinai Hospital. This initiative encourages collaboration across disciplines, establishes a blame free environment, and seeks solutions to patient safety concerns. Sinai Nurses are also actively engaged in nursing research and eleven different projects are currently. In keeping with the commitment to lifelong learning, clinical education opportunities abound at Sinai. Nurses have access to monthly Nursing Grand Rounds and the biweekly Clinical Practice Lecture Series.

The Position

Sinai Hospital of Baltimore is seeking a self-directed, progressive, and highly experienced nursing leader to assume the position of Director Professional Practice and Research. The Director will provide visionary leadership to individuals and interdisciplinary teams, which ultimately serve to advantage the care for patients and families. Collaboration with senior leadership, management, and physician colleagues to achieve programmatic goals is a key expectation. The role requires the synthesis of expert knowledge in the areas of Magnet qualifications, scientific research, and clinical practice standards in the practice setting.

This Director will be responsible for overseeing activities within the Patient Care Services Division related to professional nursing practice, research, care delivery systems, evidenced-based practice, and nursing outcomes improvement. The incumbent will serve as Magnet Project Director and coordinate efforts to maintain Magnet Hospital designation and achieve compliance with all Magnet Program requirements.

Unified by the core purpose of creating a healthier community one person at a time, the members of the Division of Patient Care Services commit themselves to sustaining a culture focused on achieving optimal patient outcomes. Each employee is obligated to deliver highly reliable care while adhering to all National Patient Safety Goals. This occurs within a learning environment that is supportive and just, where each employee is valued for their contribution to the collective safety of patients, staff, and visitors. Of equal importance is each employee’s commitment to the value of teamwork in order to promote a unified and spirited workplace.

The Director will take a leadership role in overseeing the Clinical Ladder and nursing professional development programs; supporting the application of evidence based practice; and defining innovative strategies to build a culture of clinical excellence and reliable care. In addition, the Director will be pivotal to promoting nursing research within the nursing organization.

This position reports to the Chief Nursing Officer and is responsible for approximately a budget of 1.5 million and a staff of approximately 14 FTEs. Ten Clinical Nurse Specialists and other key providers
supporting Informatics will report directly to the Director of Professional Practice and Research. The Director will also oversee three Nursing Outcome Leaders. These professionals are currently assigned on three patient care units and provide direct support to nurses in achieving patient outcomes. Early results from this new program have been quite positive. A Health Information Specialist will also report to the Director.

**Key Responsibilities:** The statements below, from the Position Description, describe the essential duties of this position, but they are not intended as an exhaustive list of all job duties and responsibilities.

**Magnet Program**
Oversees the advancement of the Magnet Recognition Program, Clinical Ladder and other programs, in alignment with the CNO and the organizational Strategic Plans.

**Tasks:**
- Recommends changes in behavioral and organizational practices that are critical to the development of a professional practice milieu.
- Assesses need and evaluates current and future professional nursing practices at Sinai Hospital.
- Coordinates efforts to ensure compliance with Magnet Program standards and serves as Magnet Program Director.
- Plans, organizes, directs, and controls all activities required to continually gain and sustain Magnet redesignation.
- Interacts effectively with all levels of the organization to advance the Magnet agenda.
- Develops data measures to track progress and outcomes of Magnet strategies. Analyzes information and reports findings to peers and supervisors, along with recommendations for action.
- Oversees the Clinical Ladder Professional Advancement Program.
- Leads the strategic planning process and is accountable for developing, organizing, implementing, and evaluating plans for Evidence Based Practice (EBP) and the transformation of clinical care.
- Establishes annual and long-term goals and strategic plans for service areas.
- Remains abreast of innovative patient care delivery programs being tested and/or implemented throughout the country.

**Professional Development**
Establishes and implements strategies and programs to inspire, promote, and advance the professional development of clinical staff.

**Tasks:**
- Mentors staff, in collaboration with Clinical Nurse Specialists, to increase the number of nurses who are published and achieve certification.
- Supports staff in preparing abstracts, slide presentations, and posters for national presentation.
- Provides education and guidance to members of the Nursing Management Team in shared governance, nursing care delivery systems, and performance and outcomes improvement.
- Implements and/or oversees professional development strategies intended to enhance the delivery of clinical nursing care and the professional growth of staff (e.g. Sinai Hospital Auxiliary Nursing lectureship, Clinical Practice lecture series, Professional Development Fund).
- Engages in professional activities such as publications and regional, national, or international presentations.
- Evaluates and facilitates opportunities to promote nursing activities through community relations and legislative efforts.

Research
Oversees the nursing research process. Ensures timely integration of findings into practice and promotes publication of findings to the larger nursing community.

Tasks:
- Develops and institutes a vital nursing research process through which staff are engaged in conducting research and assimilating pertinent findings into practice.
- Oversees, develops, executes, and analyzes independent nursing research projects consistent with organizational goals.
- Provides education and consultation in research design and statistical analysis regarding scientific and ethical standards, methods, and specialized techniques to maximize scientific integrity and protection of the safety and welfare of human subjects.
- Presents and/or promotes educational offerings that enhance behaviors leading to scientific inquiry, use of evidence-based outcomes in practice, and the generation of nursing research questions where no evidence exists.
- Conducts regular research and statistics classes designed specifically for direct care nurses with the intent to produce better-informed consumers of nursing research.
- Serves as a member of the Institutional Review Board (IRB) and the Administrative Review Board (ARB).
- Establishes a formal relationship with an academic institution to enable grant-funded research.
- Oversees and coordinates grant management responsibilities in Patient Care Services in collaboration with Development department, to ensure compliance with grant requirements.

Clinical Excellence
Ensures the integration of innovative strategies that build a culture of clinical excellence and reliable care.

Tasks:
- Employs strategies to improve clinical outcomes performance and promote high reliability and accountability in clinical practice.
- Responsible for the development, implementation, and maintenance of evidenced-based nursing practice standards that elevate nursing performance.
- Ensures performance indicators are outcomes focused, evidence-based and drive improvements in nursing practice.
- Leads the implementation of conceptual nursing models designed to advance professional nursing practice.
Information Management

Oversees the application of clinical expertise in combination with informatics to develop, implement, and maintain a variety of automated clinical systems to improve efficiency and outcomes reliability.

Tasks:
- Leads the nursing organization’s efforts to define, design, and execute process change that can maximize the quality of care and operational efficiency through the implementation of information systems and technology-enabled care delivery.
- Develop and maintain management systems and statistical databases to provide PCS leadership with information and analyses to be used in planning and decision making (e.g. dashboards, benchmarking, nurse patient ratios, overtime, and certification).
- Develop and monitor information systems that analyze productivity and cost benefit, and relate fiscal management and personnel utilization to objectives and quality of care (e.g. workload and productivity reporting, variance analyses, select performance indicators).
- Oversees and coordinates data management for participation in national databases such as the National Database of Nursing Quality Indicators (NDNQI).

Fiscal Management

Plans, develops, and implements strategies for achieving financial performance goals.

Tasks:
- Develops financial projections. Prepares, analyzes, and manages budgets to ensure optimum financial performance for assigned area(s) of responsibility.
- Recommends and/or develops business plans for proposed and existing programs in collaboration with others.
- Facilitates the submission of grant requests, which support research, professional development, and/or practice enhancement.
- Plans, develops, and implements creative strategies for generating conference revenue for the organization.

Operations

Ensures effective operation of department and service areas.

Tasks:
- Oversees the operations of assigned areas.
- Responsible for hiring and retaining high performing staff.
- Assists in the supervision/oversight of advanced practice nurses in all areas of the organization.
- Ensures compliance with all applicable standards from licensing, accrediting, certifying, and regulating bodies.
- Prepares statistical and narrative reports concerning the activities and evaluations of programs and services offered.

Relationship Management

Develops collegial relationships with peers, medical staff, direct reports, and customers.
Tasks:
- Displays a commitment to the value of teamwork by building strong relationships with patients, families, co-workers, and external partners.
- Cooperates and collaborates in the performance of responsibilities to promote a unified and spirited workplace.
- Employs effective engagement strategies and teambuilding skills to promote good staff relations.
- Develops and maintains collaborative relationships with medical staff and other departments to improve service and enhance quality.
- Promotes shared decision-making and fosters staff empowerment.
- Acts as a liaison between various departments and programs through participation in intra/interdepartmental meetings or workgroups.
- Establishes and uses appropriate communication channels to ensure timely communication of information in the proper forum to all in need of the content.
- Generates and communicates written and verbal reports regarding key strategic projects and initiatives to stakeholders.

Patient Care Values
Exhibits an understanding and demonstration of the Patient Care Values in interactions with patients, families, and co-workers.

Tasks:
- Accountability: The Ownership of one's actions and obligations to achieve optimal outcomes.
- Service Excellence: Consistently exceeding customer expectations and creating an exceptional patient/family experience.
- Partnership: Working with one another sharing responsibility to achieve a specific goal within the organization.
- Integrity: The quality of having a sense of honesty and trustworthiness.
- Respect: Maintaining the dignity of oneself and others through behavior that shows appreciation, acknowledgment, active listening, honesty, and inclusion.
- Empowerment: Enabling an individual to think, speak, behave, and take action in the decision making process.

Qualifications and Personal Characteristics
1. Graduate of an accredited school of nursing and licensure or eligibility for licensure to practice as a registered nurse in the State of Maryland.
2. A Bachelor’s degree in Nursing, a Master’s degree in Nursing or a related field, and a Doctor of Philosophy in Nursing.
3. A minimum of seven years of professional nursing practice, including at least five years of
nursing management experience in a complex teaching or academic organization.

4. A visible leader with an approachable, personable and optimistic demeanor and the ability to engage, empower and motivate others.

5. Expert verbal and written communication skills, proficiency in presentation, and a record of professional presentations and publications.

6. Working knowledge and understanding of a Magnet-designated nursing organization and the ability to provide guidance and support to maintain designation.

7. Proficiency in nursing research, the ability to promote scholarly thinking and provide expert support and guidance for nursing research activities.

8. Strong analytic skills and the ability to develop and use metrics for program evaluation.

9. An energetic, organized leader with the ability to stay on task with multiple priorities.

10. Understanding of the interface between nursing practice and information technologies; the ability to promote the effective use of information systems and to gain relevant information about nursing practice and nursing process.

11. The ability to develop an effective team with a shared vision and success in achieving goals, objectives, and collaborative practice.

**Key Attractions of the Position**

~ The opportunity to work at one of the top ranked Magnet designated hospitals in the region.

~ The opportunity to work at an organization with a reputation for providing outstanding clinical care and customer service.

~ The opportunity to work for a state-of-the-art, financially secure, and growing organization that has the resources to provide excellent care.

~ The opportunity to work with progressive and highly respected leaders who are committed to quality patient care and empower their management team.

~ The opportunity to work with a dynamic group of nurses and managers who are eager to learn and excel.

~ The opportunity to work in an environment that values professional development and continuous learning.

~ The opportunity to live and work in an outstanding part of the United States.

~ An excellent compensation and benefits package and relocation allowance.

**The Location**
When one thinks of Baltimore, MD it is usually the Inner Harbor that comes first to mind, boasting such attractions as the National Aquarium, the historic landmark Fort McHenry, and the renowned baseball stadium-Oriole Park at Camden Yards. Baltimore holds a special place in American history. The Star Spangled Banner was written while Francis Scott Key observed the battle raging over Fort McHenry. Baltimore is a bustling city built on tradition and civic pride. It is an American success story. Since the redevelopment of the Inner Harbor in the late 1970s, Baltimore has set the standard for urban renewal and is now a major travel destination welcoming over 11 million business and leisure visitors each year.

The crown jewel of Baltimore is the Inner Harbor, a scenic and popular waterfront area with dozens of retail stores, restaurants, and attractions. This, combined with Baltimore’s easy accessibility, makes the city unique. What most people do not realize is that most sites and neighborhoods are within walking distance of each other, and this makes Baltimore an ideal place for business as well as pleasure. Street entertainers, open-air concerts, fireworks, parades, paddleboats, cruise boats, and an outdoor ice skating rink enhance the fun and festive atmosphere of the Harbor.

However, there is more to Baltimore than is seen at first glance. Charming historic neighborhoods surround the Inner Harbor, each offering their own character, history, and cuisine. Little Italy is a pasta lover’s paradise with outdoor movies on summer weekends, festivals of San Gabriel and St. Anthony, and two bocce ball courts. Fells Point is the oldest section of Baltimore and still has the feel of an old English neighborhood with cobblestone streets, unique retail shops, historical points of interest and plentiful pubs and restaurants.

The best view of the city is from the top of Federal Hill on the south side of the Inner Harbor. The surrounding neighborhood has a variety of boutiques and restaurants and one of the city’s most popular markets. Mount Vernon, the cultural center of the city, was the address for the rich and famous during the 18th and 19th centuries. Their legacies include the first architectural monument to George Washington; Peabody Conservatory of Music; The Walters Art Museum; and the Basilica of the National Shrine of the Assumption, the first Roman Catholic cathedral in the United States. Canton to the east, houses the city’s hottest neighborhoods, where old factories have been converted into a thriving retail and entertainment hub.

Baltimore has restaurants to satisfy nearly every craving. Dining options include elegant gourmet cuisine, ethnic foods from around the world, and plenty of fresh seafood from Maryland's Chesapeake Bay. Baltimore is known for its fabulous crabs, and dining at one of the city’s many seafood restaurants is a must.

Baltimore is a dynamic city that continues to evolve while holding on to its maritime heritage. Since 1600, Baltimore waterways have been a passage for ships carrying commercial cargo and new citizens. It lies farther west than any other major Atlantic port, a point that endeared its harbors to shippers. More than 30 million tons of cargo passes through the port of Baltimore every year.

Baltimore's growth continues today. Development is moving both east and west of the Inner Harbor, such as the Reginald F. Lewis Museum of Maryland African American History and Culture, with more projects on the way. Baltimore is currently enjoying a second renaissance with more than $1 billion in new development planned. In the future, look for new hotels, additional retail shops, and increased arts and cultural venues.

Baltimore is conveniently located three hours from the mountains of western Maryland and within a few hours of seaside resorts to the east. An attractive variety of suburban and rural neighborhoods may be found in the counties surrounding Baltimore.
The State of Maryland boasts dynamic cities and towns, an innovative workforce, outstanding schools and world-renowned health care. An exceptional network of more than 400 research centers and 60 colleges provide a solid and steady catalyst for research and higher education in Maryland. Johns Hopkins, the University of Maryland, College Park and the University of Maryland, Baltimore County are responsible for more than 250 research centers in science and technology. Some are associated with federal or state agencies, other universities, and private and nonprofit research organizations like Batelle, Eastern Science and Technology Institute, BioMedical Research Institute and the J. Craig Venter Institute. Maryland ranks 2nd nationally in research and development investments by the federal government—with $11.6 billion in annual funding.

Nestled within small towns like Cambridge, suburbs like Gaithersburg, waterfront communities like Annapolis and Ocean City, and cities like Baltimore and Frederick are the hundreds of neighborhoods Marylanders call home. Housing of all types are available in new developments and established communities throughout the state, with nearby access to great schools, public transportation, shopping, dining and outdoor concerts and festivals. With great sports and entertainment, history and heritage, fine wine and dining and amazing parks and shorelines—Maryland is the perfect place to live, work and play.

**Procedure for Candidacy**

Send resume and salary requirement, or nominations for this position, as soon as possible to:

Jane Fitzsimmons, RN, MSN  
Vice President  
Kirby Bates Associates

Telephone: (401) 364-1009 • Fax: (610) 660-9408  
E-Mail: jfitzsimmons@kirbybates.com