

BOARD MANUAL

SUBJECT: Vice President Clinical Programs and Chief Nursing Executive (VP/CNE) Role Description		NUMBER: 2-B-32
SECTION: Board Processes	APPROVED BY: Board of Directors	
DATE: February 28, 2014	REVISED/REVIEWED: November 30, 2016, November 25, 2020	

Reporting to the CEO, the VP/CNE is responsible for the safe operational and financial management of clinical programs in the reporting portfolio; to uphold and ensure professional standards of practice in nursing and health professional disciplines across the organization; and to create an environment of focused quality, safe and effective patient care that supports the patient experience and strategic directions of Cambridge Memorial Hospital (CMH).

As a member of the executive team, the VP/CNE provides leadership for professional practice, patient experience, quality, safety and risk. The VP/CNE is responsible to maintain, develop and support effective collegial relationships with CMH and its internal stakeholders (the Hospital Board, CMH Foundation (CMHF), CMH Volunteers Association (CMHVA), Hospital staff and their committees/associations, etc.). The VP/CNE is responsible for building and maintaining effective collegial relationships with key community external stakeholders including the Ministry of Health (MOH), Ontario Health, Home and Community Care, Cambridge North Dumfries Ontario Health Team (CND OHT), community groups and other health care providers, both publicly and privately funded, and the Province of Ontario, City of Cambridge, Township of North Dumfries and Region of Waterloo, their key staff and elected officials.

ACCOUNTABILITY

The VP/CNE is accountable to the CEO:

- As a member of the executive team and with respect to Excellent Care for All Act, to fulfill the governance, leadership and practice domains inherent in the role within the organization and to identify and articulate the strategic direction for the delivery of patient care and the provision of nursing and professional disciplines in care delivery
- For quality, safe, effective care and patient experience through leadership of quality and safety innovations, maintenance of CMH's RNAO Best Practice Spotlight Designation and ongoing monitoring, intervention and oversight of risk

- To maintain and develop collaborative relationships across organizations, sectors and regions to best advance the mission, vision and values of CMH in integration and coordinated care delivery
- To assume accountability for patient care and service that complies with ethical standards and CMH values
- To ensure annual processes of nursing and health professional credentialing
- To ensure that obligations under the Regulated Health Professionals Act are upheld
- To participate as a voting member of the Quality Committee of the Board
- To participate as a non-voting member of the Board
- To maintain positive relations in the broader health care community, with the MOH, and other health care providers in both the public and private sector in the communities of Cambridge, North Dumfries, Kitchener, Waterloo and Wellington County, as appropriate
- To advocate on behalf of the Hospital and its needs

MAJOR RESPONSIBILITIES

PATIENT CARE AND PATIENT EXPERIENCE, QUALITY AND SAFETY

- Participate as an active member of the executive team and Board Quality Committee
- Lead the development of annual quality improvement plans and ensure compliance with submission to Health Quality Ontario as well as public posting of the document
- Propose, lead and direct strategies to improve quality outcomes, patient experience and advance evidence informed care
- Oversee and report on patient risk, ensure timely follow up, any required mitigation strategies and reporting of sentinel events to the Quality Committee of the Board
- Ensure a practice environment that enables implementation of evidence informed nursing and health discipline care delivery consistent with the organization's strategic directions and quality improvement plan(s)
- Ensure the effective use of informatics in practice to support quality and effective care delivery
- Support the development of appropriate quality, patient experience, patient and employee safety, utilization and risk management programs
- Lead the process to ensure adequate preparation of the Hospital in order to receive Accreditation status consistent with the requirements set out by the MOH

- Promote a patient safety culture that supports quality patient care and patient experience
- Consider safety of self and co-workers while performing their work
- Work in partnership with the Chief of Staff and Vice President Medical Affairs and communicate with Medical/Professional Staff concerning professional practice, regional initiatives and other matters of mutual focus
- Attend Medical Advisory Committee (MAC) meetings
- Participate as a voting member of Medical & Professional Staff Credentialing Committee of the MAC
- Work collaboratively with the Board appointed Chiefs of Departments and the elected Medical/Professional Staff Executive members
- Maintain collaborative relationships with executive leadership and senior nurse executives across organizations, sectors, and regions to advance nursing and professional practice agendas
- Ensure a system of collaboration with academic partners, with a focus on nursing programs and health practitioner programs to facilitate appropriate clinical placements and shape curriculum and effective teaching/learning experiences for students and staff

OPERATIONS AND RESOURCE MANAGEMENT

- Provide leadership to all employees within their portfolio and to the professional disciplines across the organization
- Support and or implement plans for approved new or expanded programs and services through the MOH; maintains ongoing contact with the MOH to monitor the status of approvals and funding
- Direct, co-ordinate and control the operation of the portfolio through directors and managers; ensure that approved plans are implemented; monitor actual capital and operating expenditures against approved budget on a monthly basis or more frequently if required
- Review and assess daily operating problems; develop and implement plans for corrective action
- Establish an organizational structure to ensure accountability of all nursing and health professionals to fulfill the professional practice mandate and labour relations parameters
- Ensure annual performance development processes for direct reports is maintained and that progress reviews occur as per organizational standards
- Ensure organizational standard work expectations are met within their portfolio
- Review and approve the hiring or appointment of key management and supervisory personnel to fill approved positions

- Ensure that managers assess the performance of their staff; review and approve their recommendations for their staff pay increases, promotions, transfers, or dismissals
- Ensure the appropriate utilization of resources within their portfolio
- Monitor quality metrics, access to services, volumes and utilization targets with corrective action plans as required

STRATEGIC VISIONING, ORGANIZATIONAL DECISION MAKING AND PRACTICE INNOVATION

- Participate as an active member of the Board and executive team
- Participates as a voting member of the Quality Committee and as a non-voting member of the Board
- Provide executive support for the Quality Committee of the Board and in collaboration with the Committee Chair prepare agendas, the annual work plan, ensure minutes are taken and circulated and that the work plan is delivered on over the course of the committee cycle
- Disseminate the strategic directions and vision across the organization through formal structures and processes and informal opportunities
- Implement annual corporate priorities and operating plan consistent with the strategic plan and the operating and external policy context of CMH

OTHER

- Performs other functions as requested by the CEO
- The VP/CNE shall not be employed or participate in compensated activities outside of CMH, without the approval of the CEO