POSITION SPECIFICATION

POSITION: Executive Director, Advanced Practice Providers (ED-APPs)

ORGANIZATION: Memorial Sloan Kettering Cancer Center (MSK)

Memorial Sloan Kettering Cancer Center (MSK), the world's oldest and largest private cancer center, has devoted more than 130 years to exceptional patient care, leading-edge research, and superb educational programs. Close collaboration between bench and clinical science is a unique strength of MSK, enabling it to provide the best available cancer care as it works to discover more effective strategies to prevent, control, and ultimately cure cancer. MSK's educational programs train many of the leading physicians and scientists of the future; the knowledge transmitted in its programs has far-reaching influence on cancer treatment and biomedical research around the globe.

MSK is one of 45 institutions in the United States that have been designated as Comprehensive Cancer Centers by the National Cancer Institute (NCI), a testament to its leadership in research, patient care, and education. MSK has approximately 14,000 employees, including 995 hospital-attending physicians and 140 Sloan Kettering Institute (SKI) members; over 500 Advanced Practice Providers; 2,373 registered nurses; and 10,223 support staff.

MSK is consistently ranked among the nation’s top hospitals for cancer care. Surgeons, medical oncologists, radiation oncologists, radiologists, pathologists, psychiatrists, physiologists, and nurses combine their expertise and experience on more than a dozen Disease Management Teams (DMTs) to provide the best possible care for their patients.

The multidisciplinary teams at MSK have established standards of care and treatment protocols for each type and stage of cancer. Its physicians have extraordinary depth and breadth of experience in diagnosing and treating more than 400 different subtypes of cancer, from the most common to the very rare. In addition, MSK offers a full range of programs to help patients and their families throughout all phases of treatment, including support groups, genetic counseling, assistance with pain and symptom management, rehabilitation, integrative medicine services, and assistance in navigating life after treatment.

The close collaboration between its scientists and physicians permits rapid application of laboratory research in the clinical setting. With more than 120 active research laboratories, MSK hosts one of the world’s most dynamic cancer-research programs. Between 1980 and 2012, the FDA approved 10 drugs developed in MSK labs for marketing – a number unmatched by any other cancer center. At any given time, MSK clinicians and researchers are pursuing more than 900 clinical trials of new therapeutic approaches to cancer, as well as other multidisciplinary investigations.

Over the last several years, MSK has undertaken a major plan for expansion, featuring new construction, renovations, and strategic regional alliances designed to meet its growing needs in patient care and innovative research, as well as to extend its reach into nearby communities. In 2014, an outpatient center in Manhattan was opened to offer expanded outpatient services. Also in 2014, a major new facility in West Harrison, NY was added to its growing network of regional ambulatory care centers. Plans are in place to develop three additional regional network facilities over the next three years.
MSK is committed to training the next generations of physicians, scientists, and other healthcare professionals for leadership roles in the life sciences, cancer research, and patient care. In 2004, the Louis V. Gerstner, Jr. Graduate School of Biomedical Sciences was established at MSK as an extension of its educational mission. This innovative program offers a Ph.D. and trains laboratory scientists to study biomedical sciences the lens of cancer research. In 2015, more than 1,674 residents and clinical fellows; 603 postdoctoral research fellows, research scholars, and research associates; 239 PhD candidates; 18 MD/PhD candidates; 505 medical students; and 257 nursing students participated in the school’s programs.

For further information on MSK, visit its Website: www.mskcc.org.

POSITION OVERVIEW:

MSK is seeking a transformational, visionary leader to manage the integration of its Advanced Practice Providers (APPs) into a successful practice that will implement state-of-the-art patient-care models aligned with the institution’s future vision and operational needs. The success of the APPs practice is key to MSK’s long-term strategy, and as a result, the number of Providers is planned to continue to grow accordingly.

This newly created position will report directly to the Deputy Physician in Chief of Clinical Operations and to the EVP & Hospital Administrator, with an indirect reporting relationship to the SVP & Chief Nursing Officer (CNO). A key objective for the ED-APPs is the transformation of MSK’s patient-care models to ensure that they support APPs working at the top of their licensures.

The ED-APPs will direct the operational and human-resource functions of the clinical program. This includes managing both the fiscal and informational requirements of the department. S/he will provide leadership to over 500 APPs (i.e., Nurse Practitioners/Advanced Practice Nurses, and Physician Assistants) through excellent management, coaching, and mentoring in order to make sure their development is in concert with MSK’s mission, values, and goals.

Practicing outstanding performance-management skills, s/he will cultivate and foster an empowered and engaged workforce by establishing and maintaining a practice environment consistent with MSK’s commitment to patient- and family-centered care, new knowledge and innovation, team collaboration, and evidence-based practice. By building collaborative relationships with multiple counterparts and key stakeholders, including physician, nursing, and administrative leadership, the ED-APPs will assure the advancement of organizational goals, programs, and projects.

The ED-APPs will be responsible for ensuring that policies and procedures regarding hiring, credentialing, privileging, care-delivery model, performance appraisal/competency assessment are expertly met. In addition, s/he will help create a continuing-education curriculum that aligns with appropriate career-progression plans customized for APPs.

The ED-APPs will develop well-structured metrics and data for assessing outcomes of APP quality-of-care, ensuring that APPs meet State and Federal regulatory-agency requirements. These metrics and data will provide accurate information for major changes and improvements going forward and will ensure that APPs participate in cost-saving and revenue-generating opportunities critical to MSK’s long-term goals.

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The ED-APPs will be expected to represent the institution appropriately in all of his/her interactions and to role-model its core values and philosophy.

RESPONSIBILITIES: The specific responsibilities include, but are not limited to:

1. PROGRAM DEVELOPMENT AND PLANNING

- In collaboration with senior leadership, explore, recommend, develop, and implement new opportunities to optimize clinical care and enable better utilization of APPs to drive MSK’s growth and expansion.
- Direct and prioritize resource allocation to ensure that service needs are met, while maintaining MSK’s quality standards.
- Develop structured APP-associated metrics for assessing productivity and outcomes of APP quality of care and use data to identify and implement changes to optimize care-delivery models.
- Represent the function and all APPs, ensuring that they are included in multi-disciplinary activities by chairing or serving as members of various committees that contribute to the organization’s excellent clinical care.
- Identify and resolve issues, communicate information, and/or facilitate required actions.

2. OPERATIONS AND FISCAL MANAGEMENT

- Oversee the overall operation of the APP practice, ensuring appropriate and efficient provision of services to meet clinical-programs and MSK goals and objectives.
- Oversee the development and management of the APP budget in accordance with institutional financial goals and expectations.
- Oversee APP billing practices and ensure compliance with all regulatory requirements.
- Monitor reimbursements and evaluate productivity to ensure that budgeted revenue targets are met.
- Establish mechanisms to continually evaluate and respond to short- and long-term operational and fiscal needs.

3. PEOPLE MANAGEMENT

- Management oversight of the APP (Physician Assistants, Nurse Practitioners, Advanced Practice Nurses) practice.
- Collaborate with the Deputy Physician in Chief of Clinical Operations and the EVP & Hospital Administrator to set the strategy and establish standards for the hiring, credentialing, privileging, performance appraisal/competency assessment, and clinical practice of APPs. The SVP & CNO will also provide expertise, as needed.
- Establish job expectations, performance standards, and methods for measurement of standards for APPs.
- Coordinate with Human Resources and physician, nursing, and administrative leadership in the development and implementation of policies and procedures that apply to APP staff.
- Ensure that Nurse Practitioners/APNs practice the tenets of Nursing’s care-delivery model and adhere to ANCC Magnet standards, including participation in Nursing’s shared-governance structure, peer review, and RN-satisfaction surveys.
• Coach, mentor, and develop staff through innovative mechanisms (e.g., peer reviews) designed to improve performance.
• Maintain awareness of team engagement; identify and respond to key challenges and areas of opportunity.

4. QUALITY MANAGEMENT

• Identify and develop process and outcome metrics specific to the practice environments to ensure the highest quality of care and patient satisfaction.
• Ensure the completion of focused/ongoing professional-practice evaluation with appropriate leadership.
• Engage APPs in developing and implementing process-improvement initiatives, while anticipating downstream impacts of the changes; communicate and collaborate with stakeholders regularly and accordingly.
• Promote clinical inquiry by conducting research and translating research findings into practice, utilizing an evidence-based practice (EBP) approach.
• Ensure integration with the hospital’s and the clinical departments’ QA/Safety structures and processes.

5. REGULATORY/COMPLIANCE

• In collaboration with the CNO and MSK’s Regulatory Affairs; develop and evaluate clinical policies, procedures, and protocols.
• Communicate and ensure compliance with institutional policies and procedures and with State medical boards and State nursing boards regarding APP practice at MSK, deferring to the CNO in matters related to State Board of Nurse Practice requirements, legal scope, and associated interpretation.
• Deferring to Hospital Regulatory Affairs and the CNO, monitor physician supervision of APP practice in accordance with all applicable regulations, appreciating the differences that may exist among NPs/APNs, and PAs, as well as the State variations in requirements.
• Within the process defined by MHCCAP, oversee the APP credentialing and privileging process. Collaborate with Clinical Department Chairs and the CNO, as appropriate.
• Keep abreast of current and future legislative issues and actively participate in State and national activities as they relate to APP practice.

6. PROFESSIONAL DEVELOPMENT/CONTINUING EDUCATION

• Foster an engaged and learning environment by promoting APP participation in continuing education programs (e.g., CME/CEU).
• Support academic-degree achievement to enhance professional knowledge and clinical practice. Support APPs’ engagement in research.
• Develop and oversee a comprehensive orientation/onboarding program and a formal residency/fellowship program for APPs.
• Create a pipeline of talent to meet current/future needs by promoting APP clinical rotations. Develop and foster relationships with PA-training programs and collaborate with Nursing Professional Development on academic affiliations within schools of nursing to support NP/APN placements.
• Role-model professional growth and development and keep abreast of trends through participation in educational programs and workshops. Present APP-relevant topics at State and national organizational meetings. Consult with other healthcare organizations on APP activities.

EDUCATION AND CERTIFICATIONS:

• If PA, graduate of an ARC-PA-approved Physician Assistant program required. Master’s degree in PA studies or a related discipline preferred.
• If NP/APN, Master’s degree, Nursing or DNP required.
• If PA, current (or need to obtain) NY and NJ licensure as a Physician Assistant, NCCPA certification is required.
• If NP/APN, current (or need to obtain) NY and NJ licensure as a Registered Nurse required. In NY, current NP license required; in NJ, current APN license required.

EXPERIENCE AND COMPETENCIES:

• Extensive clinical-practice experience (10+ years) is required.
• A seasoned professional with significant management/leadership experience (minimum 5 years) in healthcare/hospitals is required. Experience in a cancer-treatment center is highly desirable but not required.
• Having led or played a key role in a successful integration of APPs into highly functioning and successful patient-care model(s) is highly desirable.
• Excellent leadership skills and experience managing a large department/function through well-established performance management skills. Proven success in developing an engaged and high-performance work environment/culture with diverse workforces.
• Proven problem solver, with the ability to analyze issues and opportunities systematically in order to make decisions that will support MSK’s mission, vision, values, and goals.
• Experience in change management and process improvement; exposure to process-improvement techniques (e.g. Lean/Six Sigma) are a plus.
• Outstanding analytical and process skills. Capable of tracking and monitoring data/metrics, identifying trends, and making sound recommendations based on key indicators and rational thinking approaches to drive productivity and operational results.
• Well organized and disciplined, with the ability to manage multiple priorities and projects. Excellent project management capability. Keeps leadership fully informed on project milestones and any issues on a timely basis.
• Excellent team building and facilitation capabilities. Can structure and lead business initiatives and meetings to achieve results.
• Extensive knowledge of APP legislations, CMS professional billing, Medical Board and Nursing Board practices, and JCAHO mandates regarding APP practice in hospitals.

• Experience with Joint Commission and other governmental surveys/audits is desirable.

• Experience in a Magnet hospital, along with an understanding of ANCC Magnet standards and the ability to operationalize them, is highly desired.

• IT and system proficient. Experience with Allscripts is a plus.

• Active membership in relevant State and national professional associations.

PERSONAL CHARACTERISTICS

• A transformational, visionary leader and change agent. Forward thinking and highly innovative. Smart and insightful; mentally tough and resilient. Results oriented - sees opportunities where others do not.

• Flexible and agile. Resilient. Manages ambiguity well. Calm under pressure.

• Excellent communication skills; good active-listening capability; skilled at understanding and influencing a variety of people. Capable of mediating and managing conflict and difficult situations.

• Exceptional interpersonal skills; highly collaborative; leads by example; proven success at cultivating strong relationships with internal stakeholders at all levels and creating partnerships.


• A highly confident, committed, and mature individual, with the necessary drive, energy, and work ethic to respond to the demands of the institution and work collaboratively to achieve results.

COMPENSATION: The compensation and comprehensive benefit package is highly competitive. Relocation assistance is provided.

APPLICATIONS AND REFERRALS: Applicants should send a current resume in Word format and a summary of relevant experience/credentials to:

Chiharu (Cara) Arai
Senior Engagement Director
3D Leadership, LLC
carai@3dleadership.com

MSK is committed to diversity among its employees and encourages candidates from all backgrounds to apply.