

# AANA

American Association of  
**NURSE ANESTHESIOLOGY**

**Chief Science and Practice Officer**

**Leadership Profile**

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**WittKieffer**

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## The Opportunity

The American Association of Nurse Anesthesiology (AANA) and its members are seeking a dynamic and distinguished Chief Science and Practice Officer. The Chief Science and Practice Officer will be able to conceptualize health care and larger societal trends affecting the practice of nurse anesthesiology and chart a productive path forward for the association and the profession. The successful candidate will effectively draw upon and connect with quality, research, policy, education, and other key areas of the association to promote the role these specialized advanced practice registered nurses play in the United States healthcare system.

Headquartered in Rosemont, Illinois, and founded in 1931, AANA has a longstanding history of supporting Certified Registered Nurse Anesthetists (CRNAs), helping to improve patient care, and advancing the nurse anesthesiology profession overall. With more than 61,000 CRNAs and nurse anesthesiology student members and 120 staff members, AANA is the transformational leader driving innovation and excellence in healthcare. Interactions with key stakeholders, such as members, professional organizations, government, and payors, will help to advance these objectives in support of the professional practice of anesthesiology.

Reporting to the Chief Executive Officer, the Chief Science and Practice Officer strategically integrates and leads a team of Research and Quality, Scholarly Publications, AANA Journal, Professional Practice, Professional Education, and Academy of Nurse Anesthesia Fellows. The Chief Science and Practice Officer will integrate thought-provoking and new strategic concepts to advance AANA. It is vital that the Chief Science and Practice Officer directs research studies, analyses, and surveys that will serve as the basis for new policy initiatives and support positions that are related to existing issues that affect the membership. The new leader will support the development of evidence-based resources, such as practice standards, guidelines, and position statements. Additionally, the Chief Science and Practice Officer will strategize, develop, and execute professional development and educational programs for CRNAs.

This is a high-profile position with leadership responsibility to apply a keen understanding of data, analytics, research, member relations, and policy to design strategies for positioning nurse anesthesiologists and the practice of anesthesiology for the future. The Chief Science and Practice Officer will be a leader skilled at optimizing a team that is action-oriented and able to effect change. The ideal candidate will have a Doctorate in Philosophy or an equivalent doctoral degree in a relevant field with experience in healthcare research and practice. This is an exciting opportunity to operationalize best-in-class research policies and professional education initiatives that provide a strategy to the AANA that is essential to every single CRNA. This leadership role is the catalyst for guiding the professional development and education staff team while collaborating with other service areas within the association on both strategic and tactical levels. As such, strong leadership skills, the ability to manage multiple projects simultaneously, and a collaborative work style are particularly important.

## Organization Overview

### Mission

AANA advances, supports, and protects nurse anesthesiology.

### Vision

AANA is the transformational leader driving innovation and excellence in healthcare.

### Core Values

Member service - we advance our members' profession and their ability to care for patients to the full scope of their practice

Compassion - we support members in providing patient-centered care

Professionalism - we maintain professionalism through education, accountability, and high standards of care

Advocacy - we advance CRNA practice and ensure patient access to safe, cost-effective anesthesia care

Innovative solutions - we empower CRNAs to advance patient care through research, evidence-based practice, and collaboration with healthcare professionals

Diversity, equity, and inclusion - we embrace a diverse and inclusive workforce and patient population and welcome all ideas, experiences, and beliefs

### AANA Motto

Safe and effective Anesthesia Care for Every Patient

### Organization

The National Association of Nurse Anesthetists (NANA) was founded in 1931 by Agatha Hodgins and was the first national association of anesthesia providers in the United States. In 1939, the organization changed its name to the American Association of Nurse Anesthesiology (AANA). Nurses represent the largest of the health professions and are among the nation's most trusted professions. CRNAs are a part of that representation, and nurse anesthesiology continues to be one of the safest and most innovative fields. Today, AANA is an organization of 61,000 members that provides representation and support to members through patient care, education, and advocacy. In 2023, AANA was named by the Chicago Tribune as a Top Place to Work.



## Advocacy

The AANA advances and protects the CRNA profession and patient care through several advocacy initiatives pertaining to scope of practice, reimbursement, patient safety, and other key legislative and regulatory matters. AANA leverages its expertise and amplifies the voice of the members and profession in Washington, D.C. through the CRNA-PAC and individual state associations. The Mid-Year Assembly is the profession's largest advocacy event and provides a hands-on opportunity for members to convene to discuss ways to protect the practice and develop their careers.

## Clinical Practice

AANA provides evidence-based resources to support the work of members in any type of practice setting. The professional practice manual is the definitive resource for CRNA practice excellence. It contains anesthesia standards, scope of practice, and practice and policy considerations. AANA practice management solutions include facility accreditation information, employment contracts, clinical forms, vendor directories, and negotiation tips. For additional clinical practice resources and tools, please visit: <https://www.aana.com/practice/clinical-practice/>.

## Professional Development and Continuing Education

AANA offers several meetings, events, and workshops to obtain Continuing Education (CE) credits, both virtually and in person. Congress is held annually in August, and the Mid-Year Assembly takes place in April. The association manages the CE credit submissions and tracing for the National Board of Certification & Recertification for Nurse Anesthetists. Members can view and track their CE at any time.

## Research

Evidence-based practice research allows AANA to help advance the careers of members, patient care, and the nurse anesthesiology practice overall. For more information and resources regarding research at AANA, please visit: <https://www.aana.com/practice/research/>.

AANA research endeavors include:

- Consulting on research matters
- Assessing current research efforts
- Targeting research topics based on significant trends

AANA and AANA Foundation's research objectives include:

- Health policy
- Science of anesthesia
- Education
- Practice/clinical
- Leadership

## Programs and Awards

Scholarships, doctoral and post-doctoral CRNA Scholars, post-doctoral fellowships, research grants, and oral "State of the Science" poster sessions are funded by the AANA Foundation. Annually, the Foundation also recognizes selected members for professional and philanthropic achievements through CRNA and student/resident awards.

## Diversity, Equity, and Inclusion (DEI)

The Diversity and Inclusion Committee at AANA helps to expand cultural sensitivity, diversity, and inclusion within nurse anesthesiology. The Asian American/Pacific Islander Nurse Association, Diversity in Nurse Mentorship Program, and the Nurse Anesthesiology Pride Foundation are three DEI Communities within the profession of nurse anesthesiology. For additional information, tools, and educational resources regarding DEI, please visit: <https://www.aana.com/ce/dei-education/>.

## AANA Journal

The AANA Journal contains peer-reviewed articles on practical clinical information and topics that are important to the members. It is published bi-monthly and serves as a resource for nurse anesthetists to stay current in their profession, maintain the highest practice standards, and ensure patient safety and positive outcomes.

## Key Partners and Affiliates

The AANA partners and affiliates below are dedicated to improving the profession of nurse anesthesiology. They play a vital role in supporting AANA's mission.

## AANA Foundation

The Foundation is a 501c3 charitable organization that funds research and education to support CRNAs and students. In addition to supporting the individual growth of CRNAs, the Foundation builds a body of research that is used to protect the practice of every CRNA and offers opportunities for learning, volunteering, mentoring, leadership, networking, and advocacy. The Board of Trustees of the AANA Foundation serve as ambassadors, recommend policies, ensure ongoing strategic planning and evaluation, and ensure financial stewardship. Board members serve a two-year term.

## AANA Insurance Services

AANA Insurance Services offers members a range of innovative malpractice insurance coverage solutions.

## Governance

The AANA is governed by an 11-member Board of Directors. These individuals are broadly representative of the membership of AANA, geographically and by institution type. The Board is deeply involved in setting the organization's strategic direction, supporting AANA, soliciting member engagement, and providing oversight of AANA's finances and operations.

## Position Summary

The Chief Practice and Science Officer position requires an individual who strategically integrates and leads teams of Professional Practice, Research and Quality, AANA Journal, Professional Development, and Academy of Nurse Anesthesia Fellows. This position requires a leader skilled at optimizing and leveraging strategic relationships to proactively advance AANA's agenda for the future.

## Reporting Relationships

Reporting to the Chief Science and Practice Officer, are the following:

- Senior Director of Education and Practice
- Director of Research, Quality, and Strategic Policy

## Responsibilities

The successful Chief Science and Practice Officer candidate will:

## Strategy, Vision, and Leadership

- Develop and implement an integrated strategy to advance the value of CRNAs in the healthcare delivery system, industry, practice, and advocacy with policy research.
- Broaden awareness of AANA practice and research efforts and increase the value of AANA programs and services.
- Partner with the Chief Advocacy Officer to proactively assess and determine the gaps in knowledge regarding key practice and advocacy issues, prioritizing and implementing research initiatives.
- Construct and implement solutions to address key issues through research and practice issues.
- Develop and manage comprehensive research and evidence-based strategy to create a powerful, factual, relevant, and defensible position to advance AANA's goals.
- Share AANA's vision and strategy with the AANA Foundation to strategically align research initiatives to support nurse anesthesiology.
- Identify opportunities to deepen and expand programs based on AANA's strategic goals.
- Engages with external organizations that support the mission and vision of the AANA (i.e., Academy of Health Services, Interorganizational Collaborative on Nursing Statistics, ASA, AONL, Academy of Nursing)
- Manage research activities related to developing information and knowledge reflecting the interrelationship of healthcare financing and clinical care, as well as its impact on communities.
- Support colleagues with relevant analysis of policies, research, and quality initiatives impacting the profession.

## Content Strategy

- Identify challenges and emerging issues facing AANA and its members in practice and research.
- Develop and lead targeted research and practice initiatives that consistently deliver valuable and relevant information to key audiences. Be a catalyst for turning healthcare-related data into credible, accessible, useful information and thought leadership in a cogent and persuasive manner.
- Strategically lead research, quality, and practice activities to be an effective expenditure of resources to meet the goals of the AANA.
- Lead and support the content and operations of the AANA Journal. Ensure materials reflect the highest level of accuracy, academic rigor, and intellectual underpinnings.
- Steer and support the continued growth of the Academy of Nurse Anesthesia Fellows Program.
- Ensure and develop practice and research program initiatives continually integrating DEI in nurse anesthesiology.

## Team Development and Management

- Lead the Professional Practice, Research and Quality, AANA Journal, Professional Development, and Academy of Nurse Anesthesia Fellows.
- Support integrated teams to efficiently execute AANA's key initiatives, goals, and objectives.
- Promote a culture of high performance and continuous improvement.
- Mentor and develop staff.



## Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Earn the trust and establish credibility among the employees and key leadership of AANA. Gain a sense of the membership and establish a way to be connected to their needs and what will add value to AANA's constituents.
- Become a respected and integral part of the association leadership team; develop a sense of personal ownership of the future success of the healthcare research, data, policy, and education functions.
- Foster a culture of high engagement across staff through excellent communication, collaboration, transparency, and follow-through. Align staff around the future vision and direction of the organization, both leading and supporting practitioners and colleagues through change.
- Assess the current quality of thought leadership being developed and provided to members. Ensure that the content is highly professional and continually being enhanced and at the highest levels of perceived quality as well as top of license for CRNAs.
- Ensure that innovative and efficient processes are in place to best utilize those resources and apply them to create beneficial revenue-generating content and programs.
- Strategize, develop, and execute professional development and educational programs for CRNAs.
- Publish several white papers with original insights from current data that stimulate interest from members, policymakers, media, and the public.
- Interact with AANA's members to determine topics of interest as well as areas of opportunity for AANA's healthcare research initiative.
- Provide support in influencing federal-level legislative outcomes through the creation of reports and/or relevant thought leadership.
- Serve as the catalyst for guiding the professional development and education staff team while collaborating with other service areas within the association on both strategic and tactical levels.

## Candidate Qualifications

### Education/Certification

- A doctorate in Philosophy (PhD) or an equivalent doctoral degree in a relevant field with experience in healthcare research and practice. Candidates must be a CRNA and have a career history of active membership with the AANA.

### Knowledge and Work Experience

- At least ten years as a CRNA in a combination of clinical practice, education, research, or administrative settings.
  - A minimum of 10 years of developing and managing high-performance teams.
  - Experience in finance, budget management, project/program management, research, healthcare policy, academic leadership, healthcare administration, federal and state government affairs, and/or not-for-profit management.
  - Experience aligning diffuse agendas in response to emerging issues facing CRNAs to develop high-level cohesive practice and research strategies.
  - Understanding of healthcare and key trends and challenges faced by healthcare and healthcare-related organizations.
  - Demonstrate strong intellectual curiosity, acumen, and thoughtful decision-making. A humble and adaptable leader.
  - Character and integrity of the highest order; regarded as a leader and role model, evoking high standards from staff.
  - Must have the ability to work with and lead teams, high energy, cultural competency, and a high capacity for work. Exhibit a collaborative work style and mentor others to promote an environment of teamwork and accountability.
  - Recent experience in leading a large multidisciplinary team with a solid understanding of research, practice, and healthcare policy.
  - Experience in managing and influencing individuals with diverse opinions, interests, and political clout to create optimal solutions for the AANA.
  - A CRNA leader with expert knowledge of the association's professional agenda, issues, and healthcare trends.
  - Ability to define, manage, and obtain key outcomes.
  - Must have strong interpersonal skills, maturity, and good judgment and be able to communicate with a diverse range of individuals.
  - Strong verbal, written, and social communication skills, including public speaking, writing, and social media.
  - Excellent organizational skills to prioritize and manage multiple projects simultaneously.
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- Solid understanding of research with authored peer-reviewed publications.
- Positive strategic visionary who is open-minded and can execute strategy in a timely manner.
- Awareness of the latest industry trends and knowledge of future direction as the profession becomes more entrepreneurial and innovative.
- Grounded in principles of DEI.
- Must be willing to travel as required.

## Procedure for Candidacy

Please direct all nominations and inquiries to the WittKieffer consultants assisting American Association of Nurse Anesthesiology with this recruitment, preferably via e-mail, to Angela Raphael at [araphael@wittkieffer.com](mailto:araphael@wittkieffer.com).

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Senior Partner

240-644-6023

**Angela Raphael**

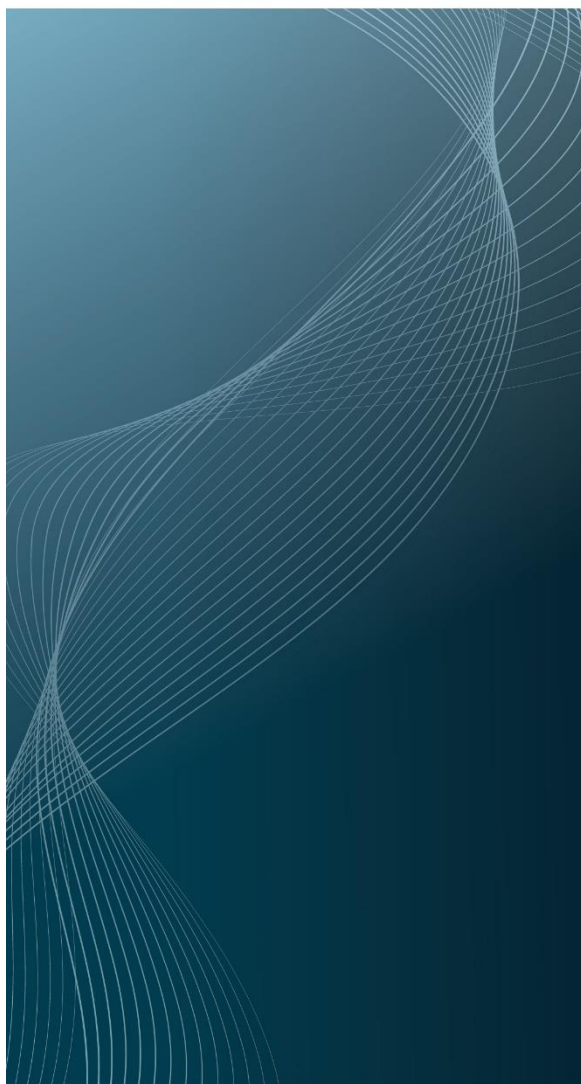
Senior Associate

301-578-2047

*American Association of Nurse Anesthesiology values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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