



Mass General Brigham

Chief Nurse Executive

LEADERSHIP PROFILE

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WittKieffer





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THE OPPORTUNITY

Mass General Brigham (MGB) seeks an inaugural system-level Chief Nurse Executive (CNE) to provide strategic leadership for nursing across one of the nation's largest, most renowned academic health systems. This is a highly consequential enterprise role – responsible for guiding professional nursing practice for more than 15,000 nursing and Patient Care Services employees across MGB. The creation of this role reflects a clear and intentional commitment to ensuring that nursing leadership, expertise, and perspectives are central to shaping the system's clinical priorities and strategic direction for the future.

As a not-for-profit academic health system, MGB is committed to advancing patient care, research, teaching, and community service. With twelve hospitals, including Harvard teaching hospitals Massachusetts General Hospital (MGH), Brigham and Women's Hospital (BWH), Mass Eye and Ear, Spaulding Rehabilitation Hospital, McLean Hospital, and seven community hospitals, MGB is a comprehensive, horizontally-integrated health system that also includes a health plan, a large physician network, community health centers, home care, and other health-related entities. Providing direct care to 1.9 million patients annually, MGB is dedicated to enhancing the health and well-being of its local community and patients in need worldwide. MGB is the largest hospital-based research enterprise in the world, with over \$2.7 billion in annual research funding, and is committed to advancing health care through basic science breakthroughs, the discovery of new treatments, and the rapid delivery of emerging therapies to its patients.

Nurses are, and always have been, at the heart of MGB's mission, leading critical work in safety, quality, innovation, and education. As the senior-most nursing leader, the CNE will serve as the architect of nursing standards and practice across the enterprise, unifying quality performance, clinical practice, nursing leadership, and priorities across the continuum of care, including inpatient, ambulatory, home-based, community, and emerging care models, and driving bold innovation in nursing practice. The CNE will define and advance the future of nursing at MGB, driving exceptional care delivery, highest achievement in quality, safety, and patient experience, professional excellence, innovation, and rapid adoption of new technologies, high-reliability practices, and career fulfillment across the entire academic healthcare system. In keeping with MGB's broader mission, the CNE will serve as the academic leader for nursing, ensuring a rich professional culture that advances opportunities for shared learning, professional development, and systemwide collaboration.

Reporting to the Chief Operating Officer (COO), the CNE will provide executive leadership to the system's Chief Nursing Officers and unify quality performance, clinical practice, and professional standards for nursing across all MGB entities by partnering closely with the senior leaders, institute leaders, department chairs, and operations executives. In doing so, the CNE ensures nursing perspectives, insights, and priorities are fully embedded across clinical and operational decision-making, organizational planning, and enterprise performance.



The CNE will work closely with the Chief Medical Officer (CMO), Chief Quality Officer, and Chief Patient Experience Officer to operationalize the high-reliability goals set by the CMO and approved by the President and Chief Executive Officer and the Board of Directors. The CNE is accountable for partnering with the CMO to translate systemwide objectives into actionable nursing initiatives, drive execution across nursing services, and ensure nursing delivers measurable improvement against its quality, safety, and patient experience priorities. As a High Reliability Organization (HRO) that elevates quality performance in its systemwide strategy, all system leaders are responsible for embedding a culture of continuous improvement, robust measurement, and risk mitigation across care settings.

As a member of MGB's Senior Management Committee, which is led by President and CEO Anne Klibanski, MD, the CNE will work side by side with system leaders, elevating the voice of the nursing community within the most senior leadership committee and establishing a clear pathway for nurses to influence decisions that advance their shared mission.

The successful CNE will be a seasoned leader with a track record of success as the senior-most nursing executive at a large, well-respected, complex, high-performing health system and an influential voice in national nursing practice. Candidates with advanced management degrees eager to step into leadership roles in the healthcare system are encouraged to apply. The CNE will have deep knowledge and experience in nursing practice, care management systems, quality and safety, innovation, and the implementation of best practices. Familiarity with nursing and medical research and a deep understanding of nursing education and development are desirable.

This leader will be a skilled, direct communicator and leader committed to driving change and cultivating an environment that promotes retention, professional development, employee satisfaction, and wellness. The successful candidate will have a track record of enhancing the nursing workforce by recruiting and retaining top nursing professionals and leaders, and by providing career development opportunities across the entire MGB system. This highly visible role requires a relational, servant-leadership mindset grounded in mutual respect, transparency, humility, collaboration, and accountability. Ideal candidates will be performance-oriented, operationally adept, innovative leaders passionate about enhancing performance in highly matrixed health system environments.

ORGANIZATION OVERVIEW

Mass General Brigham: An Integrated Healthcare System

MGB is an integrated academic healthcare system, which includes its two founding academic medical centers, MGH and BWH, three nationally renowned specialty hospitals, McLean Hospital, Spaulding Rehabilitation Hospital, and Mass Eye and Ear, six community hospitals throughout Massachusetts and one in New Hampshire, multiple ambulatory sites, urgent care facilities, physician groups, an insurance company, home-based care, and long-term care services. MGB is one of the world's most renowned health systems and, as a non-profit organization, is deeply committed to its four-part mission of patient care, research, teaching, and service to the community.

Previously known as Partners Healthcare, MGB rebranded in 2019, reflecting a major strategy shift from operating as a series of relatively independent hospitals and programs, including the two major academic medical centers, to becoming a highly integrated academic health system focused on highest quality patient care and experience, optimizing around their tremendous strengths in clinical care, research, education, and community service.

MGB generates \$22.8 billion in revenue annually and comprises approximately 86,000 employees, including 7,200 physicians and 15,000 nurses. MGB is the largest private employer in Massachusetts, caring for 1.9 million unique patients each year. The system is one of the nation's leading biomedical research organizations and the largest recipient of NIH funding. In 2025, total research and academic revenue across MGB totaled \$2.7 billion, with more than 21,000 scientific papers published and 737 patents received.

Mission

MGB's four-part mission is dedicated to advancing patient care, research, education, and service to the community, underscoring the organization's role as an integrated health care system committed to continuously maintaining excellence through the value and quality of its care. MGB is building the integrated academic healthcare system of the future with patients at its center – transforming care, improving outcomes, and expanding its impact regionally, nationally, and globally.

Vision

- Strengthen MGB by recruiting and retaining top talent and cultivating an exceptional employee experience grounded in trust and respect.
- Establish MGB as the country's leading health system for quality by becoming a high-reliability organization informed by data and focused on safety and equity.
- Sustain the reach and impact of their world-renowned research enterprise by mitigating the impact of reduced support from the federal government.
- Secure the future of their four-part mission – patient care, research and discovery, education, and community health – by achieving sustainable financial performance and enabling continued investments.

MGB fast facts

- 12 acute and specialty hospitals
- ~60 outpatient rehabilitation sites
- ~250 ambulatory sites
- 4 ambulatory surgery centers
- 22 urgent care centers
- 7 Magnet-designated facilities
- 1.9 million patients cared for annually in the U.S. and 120+ countries
- More than 400,000 lives are covered through the Mass General Brigham Health Plan
- Largest private employer in Massachusetts: ~86,000 employees, ~7,200 Physicians, ~15,000 Nurses
- \$22.8 billion operating revenue
- \$2.7 billion in research activities
- >3,700 ongoing clinical trials
- 11 Nobel Laureates
- Five Harvard-affiliated Nationally Ranked Teaching Hospitals
- \$250 million investment in community health for housing, mental health, economic mobility, and food insecurity through Mass General Brigham Community Health Impact Funds

Nursing and patient care

MGB offers comprehensive, full-circle clinical care to its patients, from before birth through the entire lifespan. MGB's health care providers across twelve institutions partner with patients to develop care plans tailored to their needs, including one of the nation's largest home hospital programs, a home care (nursing) service caring for over 38,000 patients annually, and virtual care.

Central to this model of care are their nurses, 15,000 strong and representing the largest segment of their clinical workforce among 86,000 employees systemwide. Nurses are present at every point along the care continuum, serving as clinical leaders, care coordinators, patient advocates, and trusted partners to patients and families. Their commitment to MGB and to their patients is reflected in the stability of their workforce: 37% of their nurses have more than 10 years of service, and 11% have dedicated more than 25 years to the organization. This depth of experience strengthens care delivery, supports mentorship of newer colleagues, and reinforces a culture of excellence across their system.

Nurses are integral to MGB's robust network of academic-practice partnerships, collaborating with numerous nursing schools, including their own MGH Institute of Health Professions and universities across New England. As clinical educators, preceptors, and mentors, MGB nurses support student learning through clinical placements and joint educational initiatives across their 12 hospitals. This collaborative approach not only prepares students for contemporary care delivery but also strengthens their workforce pipeline, as evidenced by their low RN vacancy rates – 4% systemwide compared to the national average of 10%. Their nurses benefit from clinical recognition programs that celebrate their expertise and have access to diverse career advancement opportunities, including educational and quality leadership roles. Many nursing leadership positions are filled by internal candidates, ensuring continued growth and retention across the system.

Research and Innovation

Research-infused care sets MGB apart. Their researchers, changing the world, are also providing clinical care at the bedside. As a national leader in innovation, their patient-centered mentality and systemwide collaborative approach are the keys to research breakthroughs that drive medical innovation, gain new knowledge, and improve patient outcomes.

Mass General Brigham Research (MGBR) – led by MGB Harvard teaching hospitals MGH, BWH, Mass Eye and Ear, Spaulding Rehabilitation, and McLean Hospital – is the largest hospital-based research enterprise in the United States, with an annual operating budget of \$2.7 billion. It is one of the nation's leading biomedical research organizations and the largest recipient of NIH funding. Following more than 200 years of historic research excellence, thousands of researchers comprise the MGBR and contribute to the nearly 3,700 clinical trials underway at any given time.

Teaching

MGB is one of the nation's leading research medical centers, with several entities being among the largest Harvard Medical School teaching hospitals. A passion for learning, questioning, discovery, and furthering knowledge is at the core of everything they do across the system. MGB offers hundreds of residencies, fellowships, and trainee programs each year, helping students prepare to become the healers of tomorrow.

MGB's robust Workforce Development program creates career pipelines and pathways for youth, community residents, and current employees, with the dual goals of providing career and economic opportunities and responding to MGB's need for a highly qualified workforce.

Community

MGB has five licensed and fifteen affiliated community health centers. Each year, MGB invests approximately \$250 million in community benefits, including investments in licensed health centers, programs to address needs identified in community health needs assessments, and the system's commitment to the Massachusetts Health Safety Net program.

MGB Members and Affiliates

Member Institutions

- [Brigham and Women's Hospital](#)
- [Massachusetts General Hospital](#)
- [Brigham and Women's Faulkner Hospital](#)
- [Cooley Dickinson Hospital](#)
- [Martha's Vineyard Hospital](#)
- [Mass Eye and Ear](#)
- [Mass General Brigham Health Plan](#)
- [Mass General Brigham Home Care](#)
- [MGH Institute of Health Professions](#)
- [McLean Hospital](#)
- [Nantucket Cottage Hospital](#)
- [Newton-Wellesley Hospital](#)
- [Salem Hospital](#)
- [Spaulding Rehabilitation Hospital](#)
- [Wentworth-Douglass Hospital](#)

Community Health Centers

- Brookside Community Health Center
- Southern Jamaica Plain Health Center
- Charlestown HealthCare Center
- Chelsea HealthCare Center
- Revere HealthCare Center

Rankings and Recognition

MGB has a systemwide goal to become the nation's top health system for quality. The latest data from Vizient – the gold standard measurement tool for the healthcare industry – show their clinical teams are continuing to improve outcomes, safety, effectiveness, and experience, while their patient care strategy, For Every Patient, provides a roadmap for further progress. In 2025, the following MGB hospitals were named among the top hospitals in the nation by U.S. News & World Report:

- Massachusetts General Hospital
- Brigham and Women's Hospital
- McLean Hospital
- Mass Eye and Ear
- Spaulding Rehabilitation Hospital

Other 2025 top honor rankings by U.S. News & World Report

- MGH: #1 Psychiatry, #4 Ophthalmology (in partnership with Mass Eye and Ear), #5 Cancer, #5 Ear, Nose and Throat (in partnership with Mass Eye and Ear), #6 Rheumatology, #8 Diabetes and Endocrinology, #8 Cardiology and Heart Surgery, #9 Gastroenterology and GI Surgery, and #10 Neurology and Neurosurgery.
- BWH: #1 Obstetrics and Gynecology, #3 in Diabetes and Endocrinology, #3 Cancer (with Dana-Farber Cancer Institute), #4 Rheumatology.
- McLean Hospital was named #2 in the nation for Psychiatry.
- Spaulding Rehabilitation Hospital tied for the #2 spot for Rehabilitation Medicine.
- Mass Eye and Ear ranked #4 for Ophthalmology and #5 for Otolaryngology.
- Newton-Wellesley Hospital was ranked #5 in the Boston Metro Area and #7 in Massachusetts. Newton-Wellesley was also recognized as high-performing in Gastroenterology & GI Surgery.
- Brigham and Women's Faulkner Hospital was ranked #7 in the Boston Metro Area (tied with Salem Hospital) and #9 in Massachusetts (tied with Salem Hospital). Brigham and Women's Faulkner Hospital was also recognized as high performing in Diabetes & Endocrinology, Geriatrics, and Orthopedics.
- Salem Hospital was ranked #7 in the Boston Metro Area (tied with Brigham and Women's Faulkner Hospital) and #9 in Massachusetts (tied with Brigham and Women's Faulkner Hospital). Salem Hospital was also recognized as high performing in Geriatrics, Pulmonology, and Lung Surgery.

Accreditations and certifications from The Joint Commission

MGB hospitals have received the following recognitions from The Joint Commission (TJC) for providing specialized care and taking steps to improve outcomes for their patients and communities:

- TJC Primary Stroke Center accreditation
- TJC Health Care Equity Certification
- TJC Sustainable Healthcare Certification

Magnet designations

Several MGB hospitals have earned Magnet® recognition from the American Nurses Credentialing Center, the highest national distinction for nursing excellence that recognizes organizations for superior nursing practice, strong clinical outcomes, excellence in professional development, and a culture that supports nursing leadership and innovation.

Magnet-recognized MGB facilities include:

- Massachusetts General Hospital
- Brigham and Women's Hospital
- Brigham and Women's Faulkner Hospital
- Spaulding Hospital for Continuing Medical Care
- Spaulding Rehabilitation Hospital
- Spaulding Rehabilitation Hospital Cape Cod
- Wentworth-Douglass Hospital

Health Equity

At MGB, they aim to make measurable, impactful, and sustainable improvements in health outcomes for every patient and for the communities they serve.

They are focused on the health conditions that are the greatest contributors to premature mortality and reduced life expectancy— cardiometabolic disease (including hypertension and diabetes), substance use disorder, cancer, and maternal-child health.

MGB is committed to addressing the root causes of variations in health outcomes through their unified For Every Patient quality strategy and by building and strengthening their community-based partnerships to make the greatest impact on issues such as food insecurity, housing instability, limited economic mobility and educational opportunities, and barriers to accessing care.



POSITION SUMMARY

The CNE is a senior MGB executive responsible for establishing the long-term vision and direction for nursing professional practice across all enterprise care settings. This executive role provides system-wide leadership to ensure consistent clinical standards, quality outcomes, and operational alignment of nursing services. The CNE spearheads innovation in nursing practice, education, and research, and partners closely with operational and clinical leaders to advance integrated care delivery, elevate the patient and caregiver experience, and optimize nursing practice and workforce models. Serving as the voice of nursing at the highest levels of decision-making, the CNE drives initiatives that support clinical excellence, highest quality and safest care, talent development, regulatory readiness, and the achievement of strategic priorities across the entire health system.

Reporting and Other Critical Relationships

The CNE reports to the COO of MGB, [Ron Walls, MD](#), and collaborates closely with the CMO, Chief Quality Officer, and Chief Patient Experience Officer to ensure that system quality, safety, and patient experience goals are met. The CNE partners with the CMO's team and clinical and operations leaders to ensure that the system's quality goals and priorities, as set by the MGB CMO and approved by President and CEO Anne Klibanski, MD, and the MGB board, are met. The CNE provides critical input to the CMO in the goal-setting process, bringing both nursing and broad clinical perspectives, and then leads nursing across the system to achieve these priorities and goals.

As a member of MGB's Senior Management Committee, the CNE sits with the most senior MGB leaders to review major policy decisions, quality and safety performance, research activity, system financial performance, and other key indicators, and to advise the CEO.

The CNE chairs the MGB Chief Nurse Council, managing input from entity nurse leaders, weighing priorities, and setting clear direction for nursing practice and clinical priorities across the system.

Direct Reporting

Chief Nursing Officers (CNOs) will maintain their reporting relationship to their entity COOs or PCOOs and will report to the CNE for professional standards, workforce development, nursing education, orientation, research, and models of care, including virtual nursing, standards of practice such as staffing ratios, team models, nursing innovation, and quality and safety performance. The CNE will partner closely with the hospital and other senior operations to optimize alignment and performance across all care settings.

Key Responsibilities

The CNE is a senior MGB executive who will provide leadership and insight into major MGB initiatives and policies across the spectrum of MGB activities, while serving as the system's senior-most nurse leader. Responsibilities include:

The Profession of Nursing

- Set the vision for nursing professional practice, care delivery models, innovation, and career development.
- Ensure that the voice of nursing is fully represented at all relevant levels of decision-making throughout MGB and that nursing perspectives are clear, consistent, and fully aligned with MGB strategy.
- Develop and implement the enterprise nursing workforce, education, and research plans in alignment with the overall system goals.
- Serve as a key member of the executive leadership team, collaborating with other leaders and key departments to shape enterprise-wide nursing strategy, care delivery models, innovation, and resource allocation.

Quality and Safety

- Ensure that nursing quality, safety, and clinical excellence initiatives are in full alignment with MGB's quality and safety goals and priorities, as determined by the MGB board and defined by the MGB CMO, ensuring that quality goals are met, patient safety protocols are followed, and key initiatives to improve patient experience are developed and executed.
- Collaborate with the CMO and other senior system leaders to drive the organization toward a culture of high reliability.
- Partner with the CMO, system department chairs, and institute leaders to align provider and caregiver goals, practice standards, and outcomes.

Nursing Workforce

- Lead efforts to attract, retain, and develop a strong nursing workforce, including recruitment, succession planning, and lifelong professional development. Work in partnership with local nursing and Human Resources leadership to optimize resource allocation across the enterprise in support of the nursing care delivery model.
- Support an engaged workforce through nursing development and collaborative employee relationships, and oversee research, education, and training to support innovative patient care and services.
- Partner closely with leaders at the MGH Institute for Health Professions and other local education institutions on workforce development strategies, preceptorships, and the development of pipeline programs to support the future workforce needs of the nursing enterprise.
- Build leadership capability, support career growth, and strengthen the nurse leader talent pipeline. Foster a sense of professional growth and career fulfillment, drawing on opportunities within the entirety of the MGB system.
- Provide vision, direction, resources, and support to ensure the competence and professional development of registered nurses, nursing leaders, and other staff. Serve as a professional role model, develop capacity in others, and mentor to motivate, inspire, develop, recruit, and retain nurses and nurse leaders.

- Work with employees to advance the mission, vision, and values of the organization. Instill a sense of professional pride and high performance among clinical support staff and teams in the inpatient and outpatient settings.

Nursing Practice, Compliance, and Regulatory

- Provide direction, expert advice, and counsel on issues related to nursing care delivery across the enterprise, including inpatient and ambulatory settings. Ensure evidence-based nursing practice and compliance with all relevant laws, regulations, and professional standards, including special standards for mental health patients.
- Foster a culture where evidence-based best practice is incorporated into everyday clinical activity, clinical nurses are active supporters of and participants in research, and the culture of nursing exemplifies all components of a Magnet-accredited organization. Ensure that nurses share a culture of resource stewardship, identifying and implementing opportunities to provide the best possible care in the most efficient and effective ways.
- Support nursing research, facilitating appropriate research related to nursing practice and principles of patient care using sound methodology and a collaborative research model with other clinicians and faculty. Advance nursing research as a foundation of new knowledge, innovation, and clinical improvement.

Nursing Operations

- Guide local nurse leaders in the development of nursing budgets that are aligned with organizational goals, ensuring optimal resource allocation and cost-effectiveness.
- Set system-wide standards for nursing practice, such as staffing ratios, escalation triggers, bed blocking, overtime use, and other premium labor.
- Work with local nurse leaders to develop standard approaches to nursing orientation, new practice or product introduction, use of nurse educators, nurse “residency” programs, clinical nurse specialists, and others.
- Integrate clinical, human resources, and financial data in decision-making and reporting.
- Initiate and facilitate broad-based performance improvement activities to ensure efficient, effective, quality care.
- Partner with local nursing and operations leaders in capital expenditure planning for equipment and technology investments, ensuring alignment with clinical priorities and ROI expectations. Work with biomedical engineering and clinical leaders to determine the best devices and equipment for patient care and monitoring, ensuring standardization, interoperability, reliability, effectiveness, and prudent fiscal management.
- Participate actively in workforce planning using benchmarking, innovative practice approaches, and technology as appropriate.
- Use financial analytics, national benchmarks, and key performance indicators to guide staffing models and supply chain decisions.

Academic Relationships

- Establish partnerships and high-level collaboration with academic institutes engaged in nursing and patient care service education to enhance skill and knowledge acquisition through clinical experiences to meet nursing workforce needs across the full continuum of care. Develop, evaluate, and enhance programs for the transition from student to practice. Work with local leaders to make MGB “the place to train,” attracting students to MGB as their first choice for clinical training and experience.
- Collaborate with MGB colleagues and academic institutions and their faculty to champion nursing research efforts throughout the clinical enterprise.

Culture and Collaboration

- Foster a culture of continuous learning and evidence-based practice within the nursing teams; provide visionary leadership and support to leaders who directly manage nursing staff, ensuring effective communication and alignment with strategic goals.
- Drive initiatives for professional development, mentorship, and career advancement for nursing leaders and staff; develops strategies to enhance nursing engagement, retention, and performance across acute and ambulatory services.
- Leverage colleagues within the matrixed organizational structure to ensure alignment of nursing practice and patient care standards with the operational needs and goals set by peer leaders; facilitate cross-functional collaboration and communication to address complex challenges and opportunities.

Advocacy

- Champion the role of the professional nurse in the design and delivery of care, serving as a role model, leader, and mentor to all nurses and a peer executive colleague for senior leaders when considering clinical care, quality, safety, operational effectiveness, health equity, and employee engagement.
- Embrace initiatives for health equity, population health, and innovation in care delivery.
- Establish external relationships and partnerships for improving care delivery and health equity by leveraging the professional nursing network and other colleagues across the health care landscape.

GOALS AND OBJECTIVES

The following represent areas in which the CNE is expected to have a significant impact within the first 12 months of their tenure:

- Become a trusted leader and representative voice of nursing across all disciplines throughout the MGB system of schools and hospitals. Be a visible, present leader at all levels for the nursing staff, including inpatient and outpatient operations. Build relationships and interact with all nursing teams - from bedside to middle-management to senior nursing leaders. Identify and build fruitful relationships with all key partners across the MGB system.
- Establish a culture that will elevate and standardize professional nursing practice across MGB to improve quality and safety, create more efficient clinical operations, improve communication, and increase capability, resulting in better clinical outcomes for nurse-sensitive quality indicators.
- Create a close working relationship and collaborative partnership with the MGB COO and the rest of the CEO's direct reports, through active membership of the Senior Management Committee, direct individual meetings, and working as teams on various issues. Ensure that all MGB initiatives are approached in a way that aligns medical, nursing, and operational teams and objectives. Be seen as a trusted advisor to the entire executive cabinet for nursing perspectives and bring an independent executive voice to discussions as an experienced, senior health care leader.
- Cultivate and maintain a culture and system for professional development that further advances nursing leadership and staff satisfaction, engagement, and career fulfillment.
- Assess and evaluate the leadership structure within the nursing enterprise and make changes where necessary to best support clinical services and operations across MGB.
- Evaluate, manage, and modify the nursing governance structures, including the Chief Nurse Council, to ensure optimal collaboration, two-way communication, and performance. Promote communication by establishing or enhancing systems for sharing information and building a culture in which all members of the nursing team feel fully supported and comfortable sharing information. Ensure that nurses at all levels, from staff nurses through senior nursing leaders, are fully informed of MGB's mission, goals, and priorities, and can further share material information about these areas with nursing colleagues and other team members.
- As the system's senior-most nurse leader, provide direct input on negotiation approaches and authorizations between and during contract negotiations with nursing unions. Enhance employee relations and policies to support nursing satisfaction. Set consistent policies regarding nursing conduct and discipline across all sites of care and support local leaders in applying these standards. When necessary, engage in negotiations and discussions with employees and employee representatives to resolve complaints or concerns.
- Design, test, and implement innovative staffing models to achieve the most clinically efficient, effective, and safe operations. Stay abreast of research and industry trends related to staffing models and the use of innovations to keep MGB at the forefront, such as virtual nursing and artificial intelligence.

- Define staffing standards within MGB hospitals and outpatient sites to optimize patient care, operational efficiency, and unit performance, understanding the role of union bargaining units.
- Enrich and build professional development programs to further cultivate the knowledge and skills within the nursing team, create a pipeline of nursing leaders, and attract high-quality nurses to the MGB team.
- Promote wellness and work-life balance within the nursing program. Create programs and initiatives to address employee concerns and wellness issues, build team cohesion, and foster a healthy work environment.
- Work closely with the leadership of the MGH Institute of Health Professions (IHP) to optimize clinical experience for IHP students, providing career development and employment opportunities for graduates.
- Create and implement a plan for recruitment that better aligns the diversity of nursing staff with the diversity of MGB's patient population.





CANDIDATE QUALIFICATIONS

Education and Licensure

- A doctoral degree (DNP or PhD) is required.
- Eligible for RN licensure in the state of Massachusetts.

Work Experience

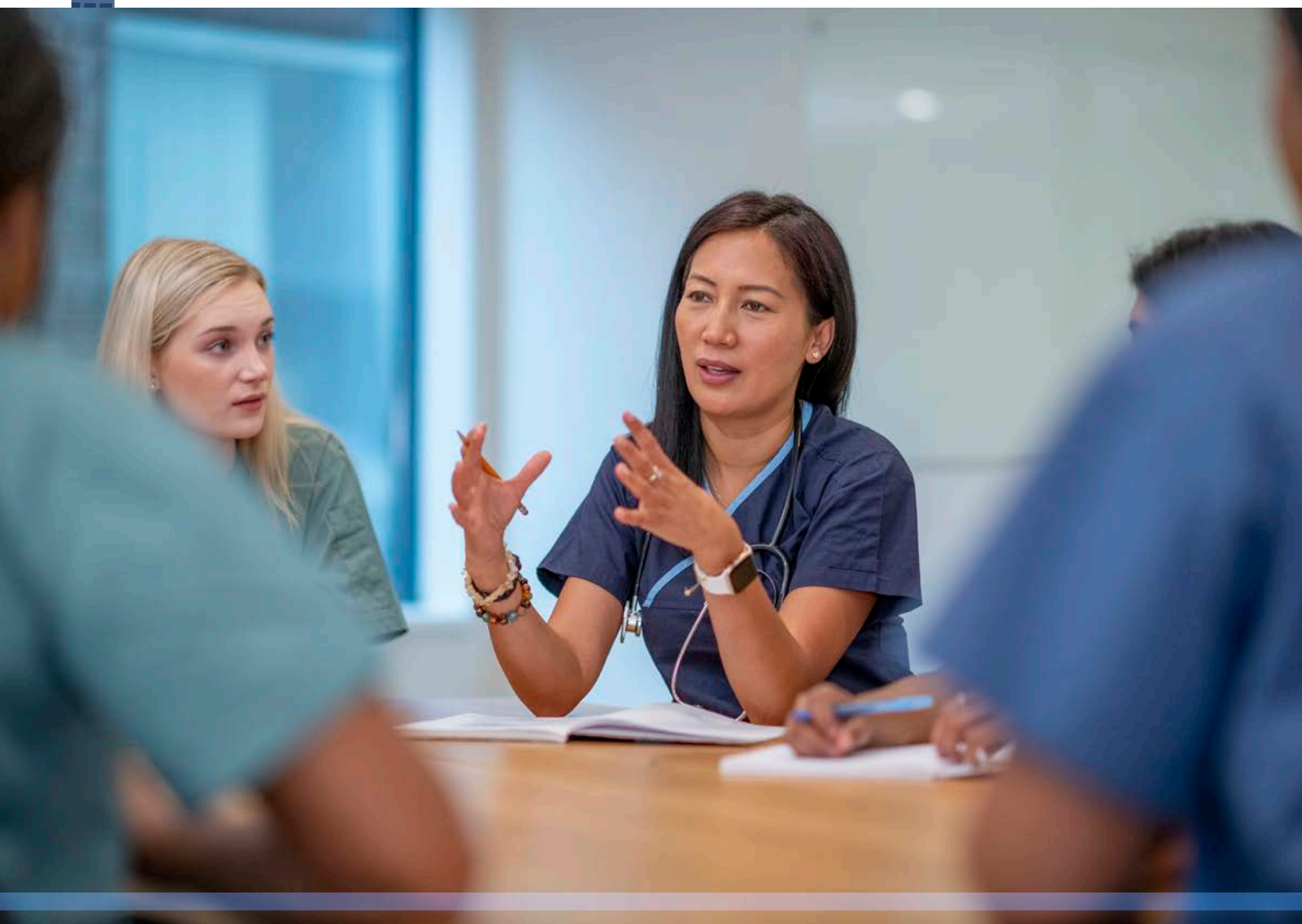
- A minimum of 10 years of substantive leadership in a complex and high-performing academic medical center or similarly complex health system. Experience driving the triple mission, typical of an academic medical center, balancing patient care, education, and research.
- Proven ability to lead effectively in a matrixed organizational environment and influence outcomes through collaboration.
- Proven ability in executive leadership roles displaying progressive nursing leadership experience; experience should span oversight of multiple sites or clinical service lines, ideally in a system-wide leadership role.

Knowledge, Leadership Skills, and Abilities

The ideal candidate is expected to be a highly respected nurse executive leader possessing dynamic leadership skills and administrative expertise, and to lead in a manner that supports and contributes to the success and unity of MGB, and the communities served. They will exemplify leadership, collaboration, communication, and fairness. In addition, they will have:

- Demonstrated experience with the ANCC Magnet Recognition program/journey.
- Strong operational and financial acumen with the ability to lead and partner around a vision for superior patient-centered care that includes continuous improvements in care coordination, quality, safety, and cost-of-care.
- Proven ability to build internal and external relationships, with a demonstrated track record of working successfully with physicians and physician leaders, diverse management teams, community, and system leaders.
- Experience working in a highly matrixed environment, demonstrating successful partnership with system and entity senior leadership team(s), clinical leaders, and other key stakeholders to advance organizational objectives.
- A “systems thinker” ethos, demonstrating innovation and a deep understanding and appreciation for nursing practice across the full continuum of care.
- Advanced communication and interpersonal skills with the ability to convey complex information in a confident, clear, concise, and compelling way, both in verbal and written communications, formally and informally.

- A highly effective leadership style with the ability to excel at the executive table, both in relating to and engaging with interdisciplinary teams of clinicians, administrative leaders, and other colleagues. Ability to build strong relationships from the top of the organization to direct caregivers.
- Strong executive presence and political savvy, including communication skills that enable appreciation for others' perspectives and offer compelling insights and recommendations. The ability to inspire audiences through articulation of vision and approach; a leader others will eagerly follow.
- Knowledge of the contemporary issues and trends involved with nursing practice, education, and research.
- A "can-do attitude", bolstered by courage, integrity, adaptability, and innovation that can inspire members of an organization to do their best even in difficult circumstances.
- A deep understanding of health care economics and the challenges facing health systems today, with the ability to use suasion, inspiration, and innovation to help clinicians understand how best to improve their performance.
- Experience building partnerships with a School of Nursing and collaborating around the generation of new knowledge and the education of future practitioners.



THE COMMUNITY

Boston, Massachusetts

First incorporated in 1630, Boston is one of America's oldest cities and has long served as a center of innovation, education, and social progress. Today, it is the economic and cultural hub of New England and consistently ranks among the most desirable cities in the United States in which to live and work.

The Boston metropolitan area is home to more than five million residents, with approximately 700,000 living in Boston proper. The city hosts many of the world's leading universities, academic medical centers, and research institutions, forming one of the most concentrated ecosystems of intellectual and scientific talent. Boston's life sciences sector has been cited as the largest and most influential biotech cluster globally, driven by premier universities, hospitals, biopharma companies, and access to venture capital.

Boston offers an exceptional quality of life. The city encompasses more than 2,200 acres of parks and green space and features vibrant neighborhoods, renowned public and private schools, and outstanding community amenities. Residents enjoy a rich cultural landscape, including world-class theater, the Boston Symphony Orchestra and Boston Pops, acclaimed museums, and major professional sports franchises across football, baseball, basketball, and hockey.

Beyond the city, Boston serves as a gateway to New England's year-round outdoor recreation — from the beaches of Cape Cod and Maine to the mountains of New Hampshire and Vermont. The city is also highly accessible, located just four hours by high-speed train from New York City and under two hours by air from Washington, DC, and other major East Coast centers.

Boston combines global impact with livability, making it an extraordinary place to build a career, raise a family, and contribute to one of the most dynamic healthcare and life sciences communities in the world.

Visit www.boston.gov for information on all that the greater Boston area has to offer.





PROCEDURE FOR CANDIDACY

Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting MGB with this recruitment, preferably via e-mail, to araphael@wittkieffer.com.

Steve Davis

Senior Partner

sdavis@wittkieffer.com

Kimberly Smith

Executive Partner & Market Leader

ksmith@wittkieffer.com

Angela Raphael

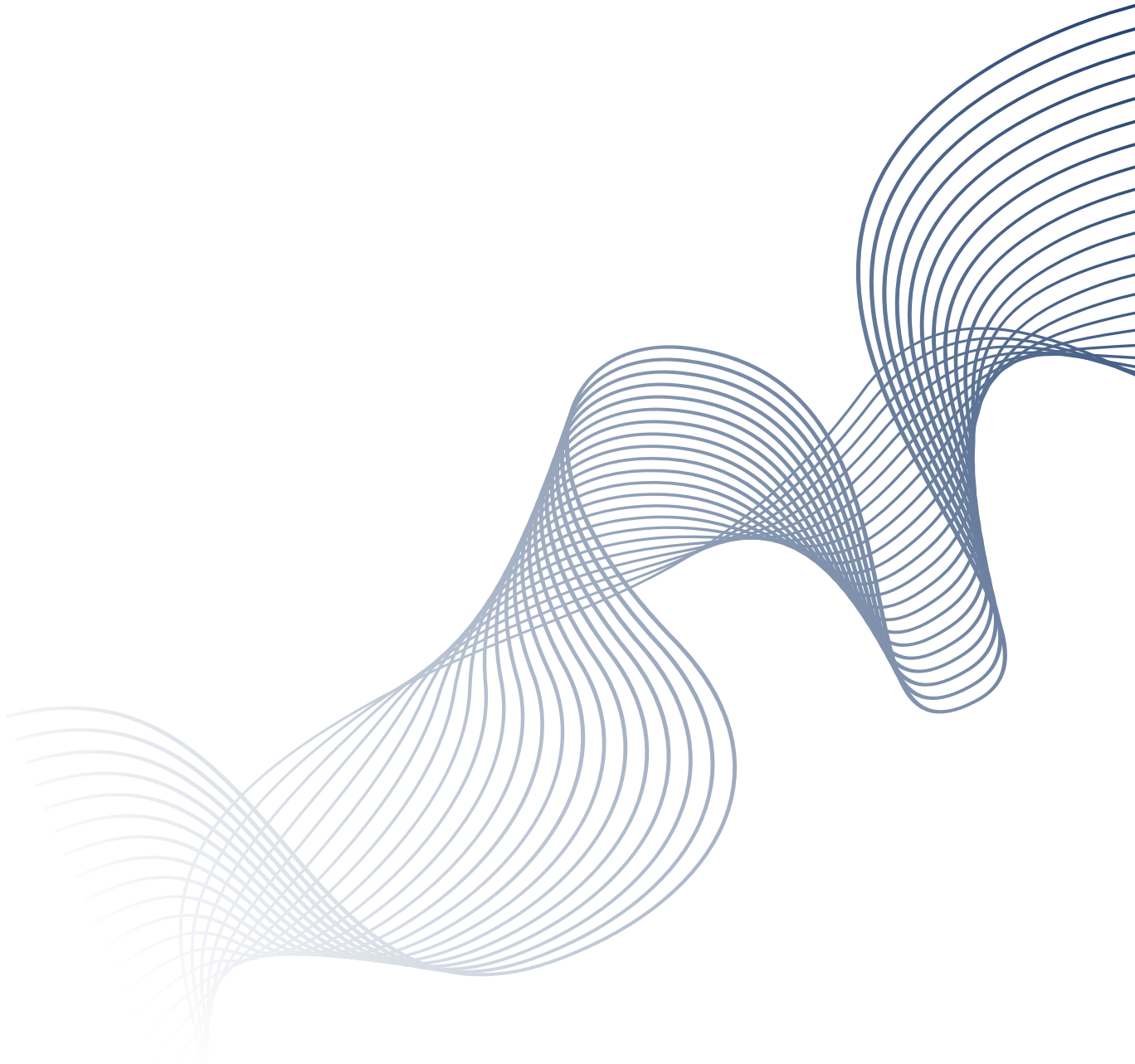
Senior Associate

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