



Massachusetts General Hospital

Founding Member, Mass General Brigham

**Chief Nursing Officer and Senior Vice President of Patient
Care Services**

Leadership Profile

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The Opportunity

Massachusetts General Hospital (MGH) seeks a collaborative, dynamic, and distinguished executive to serve as its next Senior Vice President of Patient Care Services and Chief Nursing Officer (SVP/CNO). This is a fantastic opportunity to lead and elevate nursing practice at the original and largest teaching hospital of Harvard Medical School.

MGH is a founding member of Mass General Brigham (MGB), an integrated, not-for-profit health system dedicated to advancing patient care, research, teaching, and community service through innovation and collaboration. MGH and Brigham and Women's Hospital (BWH) – the system's two academic medical centers (AMCs) – anchor a comprehensive continuum of care that includes community and specialty hospitals, a managed care organization, a physician network, community health centers, home care, and other health-related services.

MGH is consistently ranked among America's Best Hospitals by U.S. News & World Report, offering sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. MGH conducts the largest hospital-based research program in the United States and is the oldest and largest teaching affiliate of Harvard Medical School.

Reporting to the MGH/MGPO COO for operations and budgets and to the MGB Chief Nurse Executive (CNE) for quality, safety, education, scholarship, and Magnet designation, the SVP/CNO works collaboratively with the senior leadership team of the MGH and MGB. This includes participating in the planning for inpatient, outpatient, and community services and the development of innovative, high-quality clinical programs and initiatives. As a key operational leader of the largest clinical workforce across the organization, the SVP/CNO has a keen focus on the quality, efficiency, and effectiveness of nursing care and implementation of innovative new care models. Collaborating with nursing leaders across MGB on standards and practices, the SVP/CNO has responsibility for all nursing practice across MGH sites. Further, the SVP/CNO shares accountability with the senior leadership team for the institution's financial performance, patient satisfaction, and promotion of a healthy workplace environment that cultivates a just culture of inclusion, mutual respect, and collaboration. With other members of the leadership team, the SVP/CNO ensures that interdisciplinary, expertly proficient, and compassionate care is provided to patients, regardless of the site of care or ability to pay.

While all senior leaders have a role in advocating for patients and patient care, the SVP/CNO must embrace the opportunity to lead the institution's initiatives in monitoring, continuous improvement, and overall excellence in patient care, with a focus on patients' and clinicians' needs. This effort is at the heart of MGH's work, and the SVP/CNO must be a visible and vocal champion of continuous improvement.

The SVP/CNO 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 through the recruitment and retention of top nursing professionals. This highly visible role requires a relational, servant-leadership mindset grounded in mutual respect, transparency, humility, and accountability. Ideal candidates will be performance-oriented, operationally adept leaders passionate about enhancing performance in highly matrixed health system environments.

MGB places great value on building a workforce that is equipped to meet the needs of the patients and communities it serves. The SVP/CNO advances a culture of professionalism, opportunity, and excellence, and fosters an environment that supports high performance, collaboration, and the workforce's success in delivering exceptional patient care.

Organization Overview

Mass General Brigham: An Integrated Healthcare System

MGB is an integrated academic healthcare system that includes two founding academic medical centers, Massachusetts General Hospital (MGH) and Brigham and Women's Hospital (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 to becoming a highly integrated academic health system focused on the highest quality patient care and experience, optimizing around its 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 and cares for 1.9 million unique patients each year. The system is one of the nation's leading biomedical research organizations and is 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 – patient care, research, education, and service to the community – reflects its role as an integrated health care system committed to excellence in quality, value, and impact. 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

- 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.
- Strengthen MGB by recruiting and retaining top talent and cultivating an exceptional employee experience grounded in trust and respect.
- 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 delivers comprehensive, full-circle clinical care to its patients, from before birth through the entire lifespan. Across its twelve institutions, care teams partner with patients to develop care plans tailored to their needs that extend beyond traditional hospital settings. This includes one of the nation's largest home hospital programs, a home care (nursing) service caring for over 38,000 patients annually, and a portfolio of virtual care services.

Central to this model of care are MGB's 15,000 nurses – the largest segment of its 86,000-person workforce. Present across the entire care continuum, nurses serve 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 workforce stability: 37% of nurses have more than 10 years of service, and 11% have served for more than 25 years. This depth of experience strengthens care delivery, supports mentorship of newer colleagues, and reinforces a culture of excellence systemwide.

Nurses are also 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 all 12 hospitals. This collaborative approach strengthens the workforce pipeline and contributes to RN vacancy rates of just 4% systemwide, well below the national average of 10%. MGB's nurses are further supported through clinical recognition programs that celebrate their expertise and diverse career advancement opportunities, including leadership roles in education and quality. Many nursing leadership positions are filled internally, reflecting a strong culture of professional growth and retention.

Research and Innovation

Research-infused care sets MGB apart. Its researchers not only advance discovery but also deliver care at the bedside – ensuring that innovation is directly translated into improved patient outcomes. Guided by a patient-centered mentality and systemwide culture of collaboration, MGB drives breakthrough research that advances medical knowledge, accelerates innovation, and improves patient outcomes.

Teaching

Education is foundational to MGB's mission and identity. As one of the nation's leading academic medical systems – and home to several of the largest Harvard Medical School teaching hospitals – MGB fosters a culture defined by inquiry, discovery, and lifelong learning. Each year, the system supports hundreds of residency, fellowship, and trainee programs, preparing the next generation of physicians, nurses, and health professionals to lead and innovate in a rapidly evolving healthcare landscape.

Community

MGB maintains deep and longstanding partnerships with the communities it serves, including five licensed and fifteen affiliated community health centers. Each year, MGB invests approximately \$250 million in community benefits, including investments in licensed health centers, initiatives identified through community health needs assessments, and participation in the Massachusetts Health Safety Net program. These investments reflect MGB's commitment to expanding access, strengthening local partnerships, and advancing community health across the region.

Health Equity

Advancing health equity is central to MGB's mission. The system is committed to achieving measurable, impactful, and sustainable improvements in health outcomes for every patient and for every community it serves.

They are focused on the health conditions that contribute most significantly to premature mortality and reduced life expectancy—cardiometabolic disease (including hypertension and diabetes), substance use disorder, cancer, and maternal-child health. Through its unified *For Every Patient* quality strategy, MGB is working to reduce unwarranted variation in care and outcomes across the system.

At the same time, MGB is addressing the root causes that drive disparities in health outcomes by building and strengthening community-based partnerships and investing in efforts to mitigate food insecurity, housing instability, limited economic mobility and educational opportunity, and barriers to accessing care.

MGH



Founded in 1811 to provide care for Boston's sick and vulnerable, Massachusetts General Hospital (MGH) became the first teaching hospital of Harvard University's new medical school and has remained at the forefront of

academic medicine for more than two centuries. Today, MGH is a founding member of Mass General Brigham and one of the world's leading hospitals, distinguished by excellence in patient care, research, education, and community impact.

MGH focuses on the communities it serves, with a keen focus on healing, educating, and innovating at the highest levels. MGH's first priority is the well-being of patients – near and far. Across teams and settings, MGH maintains a singular focus on providing the highest-quality, most compassionate care to each and every patient.

World-Class Patient Care

MGH is consistently ranked among the nation's top hospitals by *U.S. News & World Report*, with national recognition across 14 specialties – reflecting the breadth and depth of its clinical expertise.

MGH has earned numerous distinctions for excellence in nursing, quality, and safety, including:

- The American Nurses Credentialing Center for their excellence in nursing as a [Magnet® hospital](#)
- The Society of Thoracic Surgeons for their excellence in cardiothoracic surgery
- The Joint Commission for their excellence in stroke care with a [Comprehensive Stroke Certification](#)
- The Leapfrog Group for their quality and safety, with [an "A" grade in 2019](#)

Patients at MGH have access to a vast network of physicians, nearly all of whom are Harvard Medical School faculty and many of whom are leaders within their fields. Multidisciplinary care teams—known worldwide for innovations in [cancer](#), [digestive disorders](#), the [neurosciences](#), [heart disease](#), [orthopaedics](#), [transplantation](#), [urologic diseases](#), and [trauma care](#)—bring together expertise across specialties to offer comprehensive, state-of-the-art medical care. Through [Mass General Brigham for Children](#), patients also have access to comprehensive pediatric services, from primary care to leading-edge treatment of complex and rare disorders.

Research

MGH is home to the largest hospital-based research program in the world, with more than \$1 billion in research operations and leading NIH funding among independent hospitals. Its research enterprise spans more than 30 clinical departments and centers, with approximately 1,200 active clinical trials at any given time. MGH's research drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments for their patients locally and around the globe. To learn more about MGH research, please visit: [Mass General Research Institute](#).

Quality & Safety

Quality and safety are foundational to MGH's culture. Guided by the six domains defined by the National Academies of Sciences, Engineering and Medicine – safety, effectiveness, patient-centeredness, timeliness, efficiency, and equity – the hospital rigorously measures performance, benchmarks against national leaders, and continuously improves systems of care to ensure the safest and highest-quality outcomes.

MGH Community Impact

Founded to serve its neighbors and those in need, MGH's commitment to community health remains unwavering more than two centuries later. Today, "neighbors" include not only Boston residents but communities across the region and around the world. MGH partners locally and globally to strengthen health care delivery, improve health outcomes, and enhance the well-being of the populations it serves.

[Read how Mass General is making a difference locally](#)

[Learn how Mass General is making a difference globally](#)

Awards & Recognition

Each year, MGH is recognized for excellence in patient care, education, and research, consistently ranking among the nation's most prestigious medical institutions. Notable honors include:

- American Nurses Credentialing Center Magnet Hospital
- American Hospital Association (AHA) Equity of Care Award
- Comprehensive Stroke Center Certification
- Age-Friendly Health System
- Blue Cross Blue Shield Distinction Center
- DiversityInc's Top 10 Hospital Systems for Diversity
- LGBT Healthcare Equality Index
- Baby-Friendly Designation from Baby-Friendly USA
- IAC Accredited Vein Center
- National Pancreatic Foundation (NPF) Center
- Leapfrog Safety Grade A

Position Summary

The SVP/CNO, through associate chief nurses, departmental executive directors, nursing directors, and administrators, and in collaboration with other vice presidents, directs the activities of direct patient care providers across MGH sites. Areas of direct responsibility include Nursing, Respiratory Care, Language Services, Social Services, and Spiritual Care. Areas of accountability also include oversight of numerous programs within Patient Care Services including: Caring Headlines, Workforce and Engagement Programs, Management Systems and Financial Performance, the Haven Domestic Violence Program, Informatics, Information Ambassadors, Staff Learning and Development, The Maxwell & Eleanor Blum Patient and Family Learning Center, The Norman Knight Nursing Center for Clinical & Professional Development, and The Yvonne L. Munn Center for Innovation and Nursing Research, Ladies Visiting Committee Retail Shops, Patient and Family Lodging, Case Management, Clinical Support Services, and Volunteer Services. In addition, several Patient and Family Advisory Committees inform the work of Nursing and Patient Care Services. The SVP/CNO also collaborates closely with enterprise operations functions, including care continuum and therapy services, and provides indirect oversight for associated functions deployed at MGH. In collaboration with the Chief Medical Officer, the SVP/CNO ensures the delivery of high-quality care, with a specific emphasis on patient safety.

In addition, the SVP/CNO is responsible—directly, or in partnership with senior leader colleagues, the Department Chairs, and/or clinical leaders—for a number of ongoing, broad organizational requirements, including:

- Ensuring that competent, efficient, and coordinated patient care is uniformly provided to patients in ambulatory, inpatient, and community settings.
- Ensuring that all educational programs meet institutional and outside regulatory requirements.
- Ensuring that all research initiatives are appropriately supported.
- Directing and developing the organization of services and programs within the scope of responsibility of the SVP/CNO.
- Managing MGH operating and capital budgets within the purview of the SVP/CNO.
- Leading the management team within the SVP/CNO's enterprises toward attainment of identified short- and long-term goals.
- Advancing the institution's commitment to workforce excellence.
- Developing and executing plans designed to achieve organizational strategic objectives; and
- Collaborating with other institutional leaders to meet MGB strategic goals and objectives.

The SVP/CNO is ultimately accountable for the overall administrative and strategic leadership, quality, safety, education, scholarship, and Magnet designation, operating results, and cost center financial performance of the applicable areas, and serves as an institutional leader across the MGH sites.

Reporting Relationships

Reporting to the MGB CNE and Chief Operating Officer, MGH/MGPO, the SVP/CNO is responsible for and accountable for the professional practice of registered nurses in all areas where nursing is present, 24 hours a day, seven days a week. In areas without a direct reporting structure, the CNO has established relationships with executive leadership to build a link to nursing.

Direct reports of the CNO/SVP include:

- Associate Chief Nurses, MGH
- Executive Director, Learning and Development
- Director, Patient Care Services Management Systems & Financial Performance
- Director, Clinical Support Services
- Executive Assistant
- Other operational leaders as defined by the CNE or the COO

Principal Duties and Responsibilities:

Leadership & Strategy

- In partnership with the CNE and COO, determines the overall vision, mission, direction, goals, and objectives of the areas of oversight. Establishes and achieves long-range goals and ensures the implementation of strategic plans aligned with the system and hospital vision, goals, and strategic plans.
- Directs the development and implementation of the professional practice model, the relationship-based care delivery system, the clinical standards of practice, and the quality outcomes of care.
- Is responsible for nursing and related clinical practice standards across MGH sites.
- Sits as a member of the MGB Chief Nurse Council. Works collaboratively with CNO peers across the MGB system to share information and identify best practices that enhance patient care delivery and efficiency.
- Develops vehicles for encouraging communication within and across departments and among nursing and medical staff/physician leadership, and administrative leaders.
- Serve as a critical leader in MGB's Enterprise Asset Management efforts - leading performance improvement initiatives, presenting data and trends MGH-wide, and working to optimize volume, utilization, and year-over-year performance.
- Ensures healthy and collaborative administrative relationships within the MGH sites and across the MGB system. The SVP/CNO acts in the best interest of the MGH-wide and MGB system-wide outcomes.
- Continuously assesses and improves the efficiency of systems and processes, and overall expense management. Uses national benchmarks to lead labor productivity, staffing standards, and management span of control for nursing and patient care services.
- Develops effective, clear, and precise methods of communicating with the CNE and COO, and with hospital and physician leaders, faculty, and staff on a regular basis.
- Keep current regarding trends and developments in the health care field, particularly when they pertain to analytic and decision support tools, financial trends, evolving technologies, and programs.
- Serve as a representative of the organization if/as requested.

Patient Care, Quality, and Service Excellence

- Participates in shaping and promoting a nursing culture that recognizes excellence in clinical nursing practice; participatory decision-making around practice issues and the work environment; research and theory-based practice; care delivery systems and human resource development and management.

- Directs evidence-based patient care delivery activities that are in compliance with the professional discipline standards of care.
- Fosters patient- and family-centered care.
- Assures that patients and families participate in the development of the patient plan of care in collaboration with the care team.
- Assures the patient care environment supports the diagnosis and treatment of patients through the appropriate availability and use of technical equipment.
- Supports the creation of a therapeutic environment.
- In partnership with the AMC Chief Medical Officer and MGB Chief Quality Officer, develops systems and oversees processes to ensure the highest quality of patient care delivery.
- Leads initiatives to continuously improve the systems of care by monitoring outcomes and using the results to enhance future endeavors.
- Ensures compliance with accreditation, regulatory, and licensing standards; coordinates the assessment, planning, implementation, and evaluation of nursing care; and monitors nursing and patient care standards with respect to organizational quality guidelines.
- Fosters interdisciplinary practice and teambuilding through participation on appropriate committees and work groups.

Financial Management

Leadership

- Actively manages all funds under the SVP/CNO's purview.
- Examines, analyzes, and interprets financial reports for the purpose of giving advice, preparing statements and projections, and ultimately managing resources.
- In partnership with the Development Office, engages in philanthropic efforts to advance fundraising goals that support system priorities.
- Partners with all required constituents to prepare annual budgets in the hospital's prescribed format for the responsible areas, and on behalf of service line advancements. Presents and justifies budget requests to the COO.

Fiscal Management

- Responsible for the cost center fiscal management of all areas of responsibility.
- Establishes and achieves financial goals and measures, monitors, and ensures the ongoing financial performance.
- Facilitates effective cost containment practices through monitoring of volume trends, proactive management of capacity (physical and human resources), supplies, service contracts, and professional services agreements.
- Oversees expense management issues; performs comparative analyses; develops and implements strategies for cost containment.

Analysis & Reporting

- Analyzes and interprets financial reports for the purpose of giving advice, preparing statements and projections, and ultimately managing resources.
- In partnership with the COO, prepares analyses and forecasting for the introduction of new programs/services and service line centers.

Oversight

- Approves all relevant capital purchases in conjunction with the COO and tracks ongoing expenditures.
- Monitors all research, sundry, HMS, MGPO, and MGH funds as appropriate. Oversees these activities where appropriate.
- Supervises the activities of subordinates who are responsible for being familiar with and approving all revenue/expense transactions, assigning cost centers, monitoring compliance with budgets, identifying and investigating potential problem areas, and proposing solutions. Ensures that the highest standards of integrity, ethics, control, and confidentiality are maintained at all times across all financial and accounting matters under the purview of the SVP/CNO.

System Engagement

- In alignment with MGB and its associated sites, develops, supports, and manages coordinated programmatic initiatives for care model development, care delivery improvement, cost reduction, administrative alignment, and network and business development.
- With counterparts across MGB, assesses the market's need for clinical services. Monitors and evaluates the adequacy of planned and existing services and ensures the development of programs and services to respond to the market.
- As requested, leads and supports elements of MGB's Sustain initiative, focused on fiscal sustainability and reduction of total medical expense.
- Supports implementation of Enterprise Asset Management across the system. As a role model and teacher to others, an active participant in rationalizing where care is delivered, and supporting the development of predictive capabilities.
- As a part of MGB initiatives, leads standardization efforts aimed at cost savings, efficiency, and best practices for patient care.

Human Resources Management

Management Actions

- Develops directors and administrators and ensures that the Nursing and Patient Care Services leadership team functions in a manner consistent with the hospital's values and culture.
- Instills, maintains, and enhances in employees the vision, mission, and values of the organization. Fosters employee morale via open lines of communication, fair and equitable treatment, and annual evaluations of all individuals associated within his/her purview.
- Implements policies and programs designed to attract and retain employees, supporting their continual high-level job performance.

- Coordinates with Human Resources for the interviewing, hiring, personnel transactions (hiring, salaries, promotions, job descriptions, etc.), and implementation of institutional corrective action policy for staff.
- In conjunction with Human Resources leadership, serves as a primary resource for issues related to professional and non-professional staff benefits.
- Using appropriate management systems, initiates, approves, and coordinates with Human Resources for approval of human resources changes (i.e., salary adjustments, salary distributions, training records, etc.) for staff who reside under the SVP/CNO's responsibility tree (or delegates said work).
- Develops, coaches, and mentors direct reports and other emerging leaders with nursing and patient care services to foster career opportunities, advancement, and performance improvement. Prepares performance reviews on direct reports and provides constructive feedback on areas of high performance and areas of opportunity for improvement.
- Works with the relevant HR leads to take corrective and disciplinary action, up to and including termination, as necessary to maintain the highest level of staff productivity and effectiveness. May be involved as an arbiter in employee grievances and discrimination claims.
- Manages workload issues to ensure appropriate staffing, using national benchmarks and appropriate management tools.

Oversight

- Defines qualifications, responsibilities, and functions of positions; assists subordinate department heads and administrators in establishing staffing requirements.
- Provides direct supervision to and is responsible for the conduct, operations, and results of the professional and non-professional staff.
- Develops and implements change management programs, including efficiency and resource utilization projects.
- In times of transition, supports areas that require interim leadership support.

Development

- Actively considers opportunities to grow the abilities, skills, and support of employees through professional development, enhanced communication vehicles, employee-focused initiatives, and otherwise.

Culture/Equity

- Reviews, supports, and ensures salary and wage equity for staff, as appropriate.
- Develops a culturally sensitive work environment and supports recruitment of an excellent workforce, such that it is reflective of the broad community served.
- Creates a supportive, educational, and development-focused environment for all staff.
- Ensures the support and maintenance of an inclusive and professional environment for all staff.

Compliance

- In conjunction with HR leaders, reviews salary and wage issues, as appropriate.

- Assures that clinicians perform within the scope of their respective practices and that the most appropriate personnel provide interventions, and proper delegation is assured.
- Assures confidentiality and security of patient and employee information.
- Works with HR Employee Relations experts to review employee grievances and provides guidance toward their resolution, as appropriate.
- Develops, implements, oversees, and approves policies, procedures, and systems, and revises as necessary to maximize efficiency.
- Responsible for ensuring compliance with regulatory bodies and making managers aware of policy and procedure changes.

Education

- Through the Executive Director of Learning and Development, assures the development and implementation of clinical orientation programs for newly employed nurses that ensure competency-based nursing practice.
- Ensures educational programs and professional development opportunities are available to promote and enhance the clinical, business, and/or administrative skills of all levels of nursing
- Ensures programs are designed to support staff in continuing their formal education through academic affiliations for higher educational degrees and certifications. Creates affiliations with schools of nursing that enhance and share expertise toward educating the next generation of practitioners.
- Supports the academic mission by actively collaborating on programs for nursing students, house staff, medical students, and allied health professionals.
- Through the Executive Director of Learning and Development, recommends capital needs that support the educational mission, including learning laboratories and faculty development.

Research

- Through the Munn Center for Nursing Research, leads programs of research that foster the development of new knowledge that supports patient care.
- Focuses on using research findings to ensure evidence-based practice will guide nursing practice.
- Develops strategies that facilitate the acquisition of grant funding to support the research mission.
- Participates in the dissemination of new knowledge by participating in local, national, and international forums for research.
- Supports the academic mission through participation in other appropriate clinical studies.

Other

- Oversees general administrative matters.
- Develops letters, presentations, announcements, and other communications; all documents must be of the highest caliber of refinement and professionalism.

- Serves as a stand-in for the COO in relevant meetings when the COO is not available; serves on committees as needed or assigned by the COO.
- Leads or participates in special projects and performs other related tasks as requested or required.
- Travels to clinical and administrative sites across MGB. Occasionally, the SVP/CNO will travel in-state or beyond for professional meetings and conferences. Remote work is possible on occasion, based on work needs.
- The SVP/CNO is available for early and late meetings and demonstrates flexibility to meet frequent deadlines.

Goals and Objectives

The following represent areas in which the SVP/CNO 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 MGH. 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.
- Union avoidance will be a top priority, short-term and long-term, for the SVP/CNO.
- Establish a culture that will elevate and standardize professional nursing practice at MGH 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 rest of the senior leadership team at MGH and across MGB, through direct individual meetings, and working as teams on various issues. Ensure that all MGH 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 advance nursing leadership and staff satisfaction, engagement, and career fulfillment.
- 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 at MGH are fully informed of MGB's mission, goals, and priorities.
- Enhance employee relations and policies to support nursing satisfaction. Promote a positive employee relations environment by proactively addressing staff concerns and ensuring open, transparent communication to further support union-avoidance efforts.
- 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 MGH at the forefront, such as virtual nursing and artificial intelligence.
- 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 MGH.
- 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.
- Create and implement a plan for recruitment that better aligns the composition of the nursing workforce with the needs and characteristics of MGH's patient population.

Candidate Qualifications

Education and Licensure

- A doctoral degree (DNP or PhD) is required.
- Eligible for licensure as a professional nurse in the state of Massachusetts.
- Nurse Executive Advanced Board Certification (NEA-BC) is preferred.

Work Experience

- A minimum of ten years of leadership experience with progressive management responsibilities is required.
- Experience in an academic medical center with an active role in the educational and research communities is required.
- Proven ability to lead effectively in a highly matrixed organizational environment and a demonstrated track record of successfully leading teams are required.
- Maintains active membership in relevant professional organizations to support ongoing development and industry engagement.

Knowledge, Skills, and Abilities

- **Leadership:** Truly outstanding interpersonal skills and a high degree of social facility in obtaining cooperation and support from a broad range of people are required. A demonstrated ability to interact with all members of the organization in ways that enhance understanding, respect, cooperation, and problem-solving skills is essential.
- **Results orientation:** Results-driven approach with experience/ability to achieve results in a metrics-based analytical environment. The ability to work independently and to disseminate information accurately and concisely, in both written and verbal formats, is required. The ability to quickly and independently resolve most problems encountered is essential.
- **Organizational skills:** Outstanding organizational skills are necessary to manage many competing timetables, responsibilities, and deadline pressures. The ability to delegate, effectively supervise, and plan for the timely and successful completion of short- and long-term objectives is essential. The responsibilities of this position require detailed, focused effort and constant re-prioritization, as well as complex and sensitive decision-making.
- **Collaboration:** Able to work effectively within a matrixed-based organizational structure.
- **Business acumen:** Budget management, data and analytics market knowledge, knowledge and analytical skills to support health care delivery and hospital operations, ability to understand and integrate system budget challenges into proposed annual budgets.
- **Initiative:** A self-starter who can develop roadmaps, frameworks, and plans in an area with minimal precedent. A successful track record of front-line management and the ability to provide support, direction, and development counsel to staff are required.
- **Communicator/facilitator:** Interpersonal, presentation, and organizational skills and professional demeanor; Demonstrated sensitivity, discretion, and judgment regarding confidential matters are essential. Excellent

verbal and written communication skills are necessary to communicate effectively with a large and diverse constituency, including the Chairs, senior departmental leaders, hospital and BWPO leaders, and administrative staff, research faculty at all levels, research trainees and staff, representatives of other Brigham Entity offices, collaborating institution officials, potential donors, representatives, and vendors. A strong command of English, including medical and scientific terminology, is critical.

- **Program implementation:** Proven ability to develop and implement programs.
- **Project management:** Proven ability to successfully manage highly complex projects.
- **Innovation:** Creativity in exploring and adapting new “measure to improve” and decision support approaches.
- **Confidence in complexity and ambiguity:** Understands and executes effectively amongst the complexities of an academic medical environment, and the broader enterprise. The ability to work collaboratively with chairs, chiefs, senior executives, physicians, nurses, service line administrators, operations management, and other employees in a complex matrix organization.
- **Judgement:** Demonstrated judgement in managing sensitive issues and knowledge of when to escalate problems.
- **Team:** Takes personal responsibility in developing a team and is passionate about a happy, highly functioning team with the most acceptable level of talent and performance for the responsibilities of the department.
- **Interpersonal:** Excellent interpersonal, oral communication skills. Possesses a leadership style that is open and transparent and has an exceptional capacity to build strong relationships. Manages conflict and achieves resolution effectively.
- **Time management:** Exceptional organizational skills and ability to prioritize effectively. Flexibility to work independently and to handle multiple tasks with project deadlines. A tenacious, can-do personality that works to correct mistakes and get things done as efficiently as possible, often utilizing resources across services.
- **Technology:** Competency in the latest digital capabilities to support decision support tools and environments.
- **MGB values:** Embraces values to govern decisions, actions, and behaviors. These values guide how they get their work done: Patients, Affordability, Accountability & Service Commitment, Decisiveness, Innovation & Thoughtful Risk; and how we treat each other: Integrity & Respect, Learning, Continuous Improvement & Personal Growth, Teamwork & Collaboration.

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

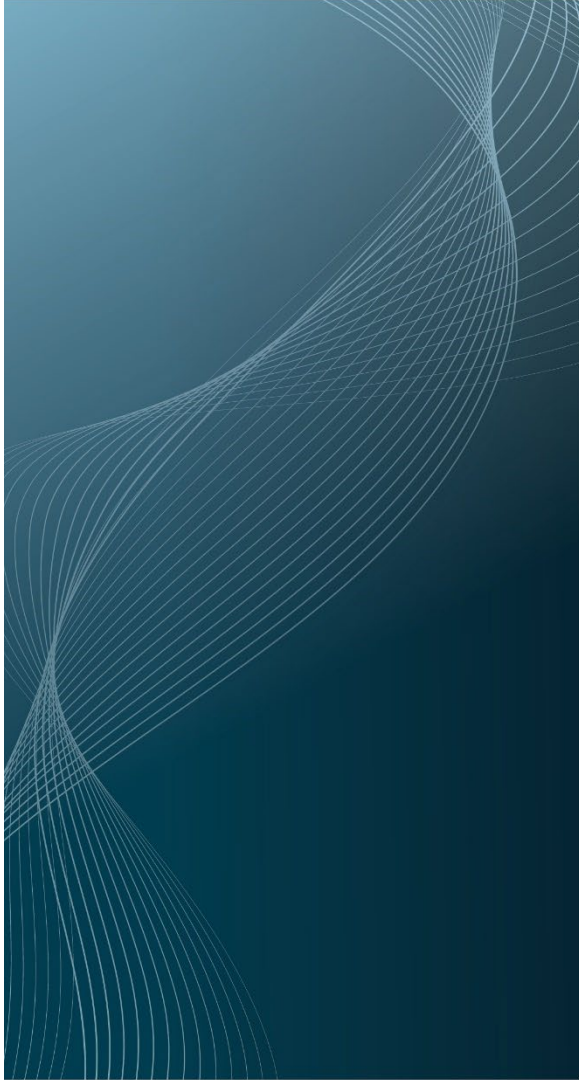
Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting MGH with this recruitment, preferably via e-mail, to araphael@wittkieffer.com.

Steve Davis Senior Partner sdavis@wittkieffer.com	Kimberly Smith Executive Partner & Market Leader ksmith@wittkieffer.com	Angela Raphael Senior Associate araphael@wittkieffer.com
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Massachusetts General Hospital is an equal opportunity employer 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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