

Chair, Department of Nursing

The University of Texas
MD Anderson Cancer Center
Houston, Texas

A Position Profile



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The University of Texas MD Anderson Cancer Center

As the nation's No. 1 hospital for cancer care for several consecutive years (ranked by *U.S. News & World Report*), MD Anderson has changed the world by bringing life-saving innovation from research labs into the homes and hearts of millions. Located in central Houston, the University of Texas MD Anderson Cancer Center is one of the world's most respected centers devoted exclusively to cancer patient care, research, education, and prevention.



MD Anderson is excited to announce its search for a Chair, Department of Nursing. This tenured nursing research leadership position will provide an exceptional opportunity for an innovative and nationally respected nurse researcher to be the architect of a world-class nursing research program for MD Anderson. The vision for MD Anderson nursing is to institutionalize nursing research across the organization to further support their goals for nursing excellence. MD Anderson recently achieved its fifth consecutive Magnet designation joining an elite group of institutions, which include less than twenty health systems nationwide being recognized with a five-time consecutive designation.

Since 1944, 1.3 million patients have turned to MD Anderson for cancer care. The institution pioneered a multidisciplinary approach to research-driven care. Faculty and staff currently work in more than 25 buildings in Houston and Central Texas.

The institution awards degrees in 10 Bachelor's programs and two master's programs in allied health disciplines. In collaboration with The University of Texas Health Science Center at Houston, MD Anderson awards MS and PhD degrees at The University of Texas MD Anderson Cancer Center UTHealth Graduate School of Biomedical Sciences.



QUICK ²⁰²¹ FACTS

THE UNIVERSITY OF TEXAS
MDAnderson Cancer Center
Making Cancer History®

WHO WE ARE

MD Anderson is one of the world's most respected centers focused on cancer patient care, research, education and prevention. The institution is part of The University of Texas System and is one of only 51 comprehensive cancer centers designated by the National Cancer Institute.

MISSION

Eliminate cancer in Texas, the nation, and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.

VISION

We shall be the premier cancer center in the world, based on the excellence of our people, our research-driven patient care and our science. We are Making Cancer History®.

CORE VALUES

Caring • Integrity • Discovery
Safety • Stewardship



MD Anderson was ranked No. 1 in the nation for cancer care in U.S. News & World Report's 2020-21 "Best Hospitals" survey.

LOCATIONS mdanderson.org/locations

MD Anderson provides cancer care at several convenient locations throughout the Greater Houston area:

- Texas Medical Center
- West Houston
- League City
- Sugar Land
- The Woodlands
- The Woman's Hospital of Texas (Gynecologic Oncology Clinic)

As part of the MD Anderson Oncology Program at Lyndon B. Johnson Hospital, a team of MD Anderson doctors provides multidisciplinary cancer care to underserved Texans in collaboration with Harris Health System.

NATIONAL RECOGNITION



5 consecutive Magnet® designations, the highest distinction for nursing excellence granted by the American Nurses Credentialing Center

Numbers reflect FY20 data: Sept. 1, 2019-Aug. 31, 2020. Visit mdanderson.org/annualreport for additional FY20 insights.

PATIENT CARE

151,133
patients

1.4M
outpatient
visits

710
inpatient
beds

18K
surgeries



528,112
diagnostic imaging
procedures



11.8M
pathology/laboratory
medicine procedures

\$254M
in uncompensated care provided
to Texans with cancer



RESEARCH

1,412
clinical trials

8,279
patients in
clinical trials

194
patents awarded
to MD Anderson



\$973M+
spent on research

No. 1 in cancer research funding through both the National Institutes of Health and grants by Cancer Prevention and Research Institute of Texas (CPRIT)

PHILANTHROPY

\$153M+
donated to support our
mission to end cancer



OUR PEOPLE

22,262
employees,
including **1,788** faculty



1,360
myCancerConnection volunteers;
on-site volunteers on hiatus

FACULTY RECOGNITION



1 Nobel Laureate
7 National Academy of Medicine members
6 National Academy of Sciences members
5 American Academy of Arts and Sciences members
49 American Association for the Advancement of Science fellows
10 Association of American Physicians members
26 American Society of Clinical Investigation members

PREVENTION

31,043
patient visits to the
Lyda Hill Cancer
Prevention Center

1,400
people received tobacco
cessation services through
the Tobacco Treatment
Program

324
cancer prevention
education programs
held in the community

EDUCATION

5,161
trainees took part in MD Anderson educational programs,
including: **1,796** clinical residents and fellows; **1,329** research
trainees; **412** observers and visitors participated in special
programs; **753** nursing trainees; **477** student programs participants;
394 School of Health Professions students



Making Cancer History – Our Strategy

Inspired and informed by the extraordinary accomplishments of its esteemed predecessors, the organization set out to imagine an aspirational future for MD Anderson, one worthy of the greatest cancer center in the world. The planning process to create its Strategy took the unprecedented step of engaging the entire workforce. This enabled the direct involvement of front-line cancer fighters to imagine a new, patient-centered MD Anderson, and to curate and cultivate the brilliant ideas of its gifted and talented faculty. Additionally, the process was informed by the careful study of its top opportunities and risks, and the resulting plan takes full advantage of these exceptional opportunities while mitigating risks to ensure ongoing resiliency. **Our Strategy** is firmly anchored in its mission to end cancer, and it is grounded in the unwavering commitment to stakeholders in Texas, across the nation, and around the world. With this plan, MD Anderson will maximize its impact on humanity to finally end cancer.

Our Strategy, launched in January 2021, serves as the blueprint for the next phase of our institution's storied history, while also ensuring that our culture continues to be shaped by the core values necessary for success. This plan will accelerate the mission by aligning the entire organization and its resources around three strategic themes: Reach, Breakthroughs and Value.

When coupled with a purposefully designed execution framework, these three themes will result in the following outcomes: the definition and delivery of high-touch, high value cancer care, increased accessibility of MD Anderson care in the communities that we serve, and high impact research that improves the lives of patients around the world. These themes will likewise support the identification and promotion of signature fundraising priorities that are featured in the institution's new multi-year philanthropic campaign that has been purposefully linked to this strategic plan.

Introducing MD Anderson's strategy click [here](#) to view video.

For more information about MD Anderson's strategy for Making Cancer History click [here](#).

Innovation

MD Anderson works collaboratively to shape not just the organization's future, but cancer care across the world, by approaching innovation for all sides. The commitment to innovation is embedded in MD Anderson's culture and drives its mission forward. When the purpose of the institution is to eliminate cancer worldwide, innovation isn't just "nice to have," it's mission critical.

By formalizing the practice of innovation at MD Anderson, it is fulfilling a powerful purpose—nurturing a patient-centered culture of collaboration and connecting innovators to the resources and support needed to be successful. MD Anderson's approach addresses innovation from three angles:

- Generating better value by studying new and existing models of cancer care delivery at the Institute for Cancer Care Innovation
- Driving better care by bringing scientific advancements to the bedside with Strategic Industry Ventures
- Delivering a better experience with cutting-edge digital technologies from the Innovation Center



Institute of Cancer Care Innovation

The Institute for Cancer Care Innovation focuses on the principles of value-based healthcare delivery by implementing outcome measurement, measuring the cost of cancer care, and enabling programs that increase the value of care delivery.

Primary goals include:

- Value Care Clinical Integration
- Enhanced Recovery Program
- Cost of Care Analysis
- Patient and Provider Outcome Measurement Development
- Value-Based Care Education

Research



New and innovative therapies generally are available at MD Anderson several years before they become standard in the community. Its clinical trials incorporate state-of-the-art patient care, while evaluating the most recent developments in cancer medicine. It also offers treatment opportunities for difficult or aggressive tumors. MD Anderson ranks first in the number of research grants awarded by the National Cancer Institute. By studying how cancer begins and responds to various treatments, it can help patients overcome disease and prevent recurrence.

Moon Shots Program™

Inspired by America's drive a generation ago to put a man on the moon, The University of Texas MD Anderson Cancer Center has launched an ambitious and comprehensive action plan, called the Moon Shots Program™, to make a giant leap for patients – to rapidly and dramatically reduce mortality and suffering in several major cancers.

The nation's top-ranked hospital for cancer care, with its unparalleled resources and capabilities, is uniquely positioned to accelerate the end of cancer. It's closer than people think. What's learned from these initial cancer "moon shots" will ultimately lead to cures for all types of the disease.

The Moon Shots Program™ continues to dramatically accelerate the pace of converting scientific discoveries into lifesaving advances that reduce cancer deaths. Launched in 2012 with six moon shots, the program has been expanded to 13 multidisciplinary teams of cancer experts collaborating and innovating to stop close to 20 types of cancer that collectively account for 63 percent of cancer deaths annually.

So far, the Moon Shots Program™ has received almost \$464 million in private philanthropic commitments. MD Anderson receives millions of dollars in grant funding from the Cancer Prevention Research Institute of Texas (CPRIT) for research, prevention, recruitment, and training. In the past year, the institution was awarded \$72.2 million by the Cancer Prevention and Research Institute of Texas (CPRIT). Since 2009, CPRIT has awarded \$2.17 billion to fund the fight against cancer, of which MD Anderson has received \$428 million, or nearly 20 percent.

For more information on the Moon Shots Program™,
please visit the following website:

<https://www.mdanderson.org/cancermoonshots.html>

Diversity and Inclusion



Diversity and inclusion at MD Anderson are not just important; they are essential. Well known trailblazers in the area, they were one of the first healthcare institutions to appoint a physician as Chief Diversity Officer, setting the groundwork for future clinical leaders to excel in this space. Harry Gibbs, MD, former cardiologist and associate professor of Medicine and Cardiovascular Disease served as its inaugural Chief Diversity Officer more than 20 years ago and was also a founding member of the Healthcare Diversity Council.

MD Anderson takes an expansive view of diversity, considering differences in race, ethnicity, sexual orientation, gender, and religious beliefs, as well as communication styles, thought, skill, and ambition. It constantly examines its culture to create an inclusive working environment that effectively attracts, retains, develops, and utilizes the skills and talents of all employees. MD Anderson's Diversity Council develops strategies to attract and retain superior talent and enhance workforce diversity and inclusion.

Diversity, Equity, and Inclusion



As of September 1, 2020, MD Anderson brought together all of its diversity and inclusion efforts under one umbrella called the Diversity, Equity, and Inclusion department, this includes the Women & Minority Faculty Inclusion department. MD Anderson updated the name of its diversity practice to be more reflective of all that it represents and to become an identified exemplar in healthcare and academic medicine. This change combines the important work completed thus far over the years with the direction that the organization must plan and execute for its community of 22,000 going forward. Having its full suite of policies and programs under the same leadership structure also will strengthen and align its recruitment and retention strategies with its diversity and inclusion strategy. The department, housed within human resources works closely with the executive committee of the Diversity Council to ensure the organization maintains and further enhances its national leadership in diversity, equity, and inclusion.

For more information about Diversity and Inclusion at MD Anderson, please visit the following website:

<https://jobs.mdanderson.org/creative/about-diversity>

Department of Nursing



Mission

The mission of the Department of Nursing is to promote excellence in nursing practice, research, and education, and to collaborate with colleagues across multiple disciplines in pursuit of the mission and goals of the institution.

Vision

We shall be the premier Department for Nursing Research, Nursing Science and Training. Based upon the evidence produced by our work, we shall set the standard for patient care and lead nursing professional practice both at MD Anderson and throughout the world.

The Nursing Department is uniquely positioned to accelerate the contributions of nursing science to evidence-based practice in collaboration with nurse clinicians and leaders at the point of care delivery. The department infrastructure supports nurse-driven research, educational initiatives, mentoring and development of clinical nurses, administrators, and trainees; the application for external funding, and the dissemination of research findings and program outcomes at institutional, national, and international levels.

History of the Department

Established in 2008, the Department of Nursing is the academic arm of MD Anderson's Division of Nursing. The department was established to advance nursing and interdisciplinary research, resulting in improved patient-care outcomes through the implementation of evidence-based practice. The department appoints doctorally prepared clinical nurses to faculty positions to promote, develop, and implement programs of nursing research, evidenced-based practice, and quality improvement.

The Department of Nursing serves as the infrastructure for the generation, review, and implementation of nursing science, conducted under the leadership of doctorally prepared nurse faculty in collaboration with interprofessional colleagues. Since its inception the Department of Nursing has focused on internal development of its infrastructure, preparing for the next phase of broad scale initiatives. These efforts include building the foundation and structure of the department, establishing research funding and initiatives, and providing support to nurses throughout the organization in scholarly inquiry, writing, and professional presentation. The Department of Nursing provides services and support to nurse investigators in the Division of Nursing and the institution for determination of protocol and grant appropriateness and development, protocol review and approval, assistance with protocol audits, guidance on research initiatives, and grant development and submission.

Consonant with the other academic departments, the Department of Nursing also fulfills responsibilities for post graduate education and service components. Accordingly, the department engages in the development, implementation, and administration of post graduate education programs, provides service through patient care within clinical departments, supports programs relevant to nursing, and supports institutional committees and initiatives.

Clinical

Direct and Indirect Patient Care. The APRN members of the department provide direct patient care through part time practice (10 percent to 20 percent effort) as providers in clinical departments.

Research

Argyros Family Foundation Endowment. The Division and Department of Nursing is the recipient of a \$5 million endowment by the Argyros Family Foundation to support nursing research at MD Anderson. Under the direction and stewardship of Carol Porter, DNP, RN, Senior Vice President and Chief Nursing Officer, the Division of Nursing launched a visiting scholars program sponsored supported by the Argyros Endowment. The goal of the visiting scholars program is to provide MD Anderson's nursing staff with opportunities to increase awareness, knowledge, and skills related to oncology nursing and research. With ongoing support from the Argyros Endowment, the visiting scholars program will continue to bring preeminent minds in healthcare to MD Anderson. In addition, the Department is actively recruiting a Professor of Oncology Nursing to assist in building the research platform. Development of a Post Graduate Research Fellowship in oncology nursing is also underway.

Protocol Development and Review for Nurses. The Department of Nursing contributes to the mentoring of nurse Principle Investigators (PIs) by facilitating protocol development. The Nursing Protocol Review Committee (NPRC) was established, and began reviewing protocols, effective in 2015. Each nurse investigator-led research protocol undergoes review and evaluation by the NPRC with final approval by the Department Chair, prior to submission for institutional review by the relevant institutional scientific review committee, i.e., a Clinical Research Committee (CRC) or the Psychosocial, Behavioral, and Health Services Research Committee (PBHSRC). The NPRC enhances the development and professional growth of the nursing PI along with assisting these individuals in achieving success in their protocol development. Since its inception, a number of process changes have been adopted, resulting in more efficient review of protocols, improved method for providing feedback to the PI, and delivery of response. The Department of Nursing also provides support and guidance for the subsequent Institutional Review Board (IRB) review and compliance processes.

Protocol Activation and Implementation. The department currently has 14 active research protocols and seven pending activation. An additional 10 protocols have been completed in the past five years. The protocols reflect the individual research interests of the Department members, the research conducted by nurses across the institution, and the doctoral student research that has been completed through the endorsement of and assistance from the department.

Grant Preparation and Support. The department has applied several federal, foundation, industry, and internal grants. We have received funding for over 15 projects with a total of over \$1.2 million in research dollars for fiscal year 2020.

Guidelines and a step-by-step process on how to prepare and submit a grant via the Department or Division of Nursing have been developed to assist all nurses/staff with completing the process efficiently and accurately. The Department of Nursing oversees the process, assists with the

coordination, submits through institutional systems, and approves all internal and external grant applications.

Manuscript Preparation/Publications. In the past five years the department has had over 70 publications by department members individually and in collaboration with colleagues. These publications include more than fifty (50) peer-reviewed publications, seven textbooks, seven book chapters, and three training manuals. Peer reviewed journals include the Journal of the Advanced Practitioner in Oncology, Applied Nursing Research, The Journal of Nursing Administration, MEDSURG Nursing, The Journal of Adult Health, Canadian Journal of Anesthesia, and the Journal of the National Comprehensive Cancer Network. There are additional multiple other publications achieved by nurses across the institution with assistance from departmental members who are not included in the authorship.

Support for Doctoral Students. Employees enrolled in doctoral programs (PhD, DNP, EdD) receive pertinent instruction in the research or quality improvement process, gain access to important resources, submit their protocols to institutional review programs (Scientific review committees, IRB, Quality Improvement Assessment Board), learn how to navigate the MD Anderson systems, and develop research protocols or quality improvement projects aligned to institutional initiatives and department research priorities.

Doctoral students attend various schools including Texas Woman's University, The University of Texas Health Science Center –Houston, The University of Texas Tyler, Texas Tech, The University of Texas Medical Branch, Texas Christian University, The University of Houston, Prairie View A&M University, Duke University, and the Johns Hopkins University.

Educational

The Department of Nursing faculty and staff provide oversight and support for the following post graduate education programs:

Post Graduate Fellowship in Oncology Nursing. The Post Graduate Fellowship in Oncology Nursing provides Advanced Practice Registered Nurses (APRNs) the opportunity to develop expertise in cancer care through the development of in-depth knowledge and experience in evidence-based clinical oncology practice. The Director and Associate Director for Advanced Practice Nursing direct and lead this program. This fellowship fills a gap in advanced practice education in oncology nursing and carries forward MD Anderson's standard of excellence in cancer care. Fellows engage in a year-long structured and individually tailored curriculum of coursework, professional, and clinical experiences that ensure engagement in the full spectrum of cancer care and foster increasingly independent practice under the guidance of expert APRN preceptors. Unique not only in its scope and extent, fellows are credentialed and privileged as APRNs at MD Anderson. Fellows complete evidence-based manuscript for publications and presentation. Fellows graduate with a Post Master's Certificate in Oncology Nursing and are eligible for the national certification examination in Advanced Practice Oncology Nursing (AOCNP). Graduates are highly sought after and recruited to positions both at MD Anderson and across the United States. The APRN Post-Graduate Fellowship Program achieved accreditation with distinction as a Practice Transition Program from the American Nurses Credentialing Center (ANCC) in December 2018. This is the first APRN fellowship program in Texas to receive this accreditation and the 10th worldwide.

Post-Doctoral Nursing Research Fellowship (FY 20/21). As part of the Argros Family Foundation endowment, \$2 million dollars have been allocated for the development and implementation of a post-doctoral research fellowship. The planning phase for the fellowship is underway. Each

fellowship will last two years. A primary faculty mentor will be assigned to each fellow and oversee the attainment of the goals of the fellowship program. It is anticipated that one (1) fellow will be hired in Year 1, two (2) in year 2 and two in year 3. The fellows will be expected to develop research plan, complete Institutional scientific and IRB) review, and apply for development grant funding to support research. In the second year of the fellowship the fellow would implement proposed research and develop a manuscript to be submitted for publication.

Nursing Programs

Heart Success Program (HSP). The Heart Success Program (HSP) is a patient-centered, nurse driven, multidisciplinary approach for the management of heart failure and cardiotoxicity in patients with cancer. The goals of the HSP are to provide patient education to increase awareness of risk for, monitor for signs and symptoms of, and reduce complications and hospital readmissions associated with heart failure. Designed by Dr. Anecita Fadol, the program utilizes the teach-back method in patient teaching to improve patient experience and compliance and promote self-care. Press-Ganey Patient Satisfaction Survey scores improved from 80.9 percent (October 2012) to 91.7 percent (October 2014) on G19 where the Heart Success Program was implemented. Dr. Fadol also developed mechanisms to improve documentation of discharge instructions to all patients with concurrent diagnoses of cancer and heart failure admitted to telemetry patient care units. Compliance with discharge instructions has improved from 35.3 percent to 96.4 percent (G15) and from 54.9 percent to 94.3 percent (G19) and on other units who began the process later. The institution achieved improvement of the 30-day hospital readmission, from index hospitalization for heart failure diagnosis, from 40 percent (baseline) to 1.02 percent (G19) at one year of implementation. The program has been implemented throughout the hospital and is complemented by a 25 page patient education manual developed by Dr. Fadol in collaboration with the Department of Cardiology (Heart Success: A Resource Guide for Individuals Living with Cancer and Heart Failure), which is distributed to patients to assist them with the management of their heart conditions.

Cardiac Complications with Cancer Therapy Conference. The “Cardiac Complications of Cancer Therapy” is an educational opportunity about contemporary care strategies for healthcare providers involved in cardiovascular care of cancer patients and survivors. It was designed by Dr. Anecita Fadol. Completion of this one-day conference provides 7.5 CNE credits to participants. It was especially designed for MD Anderson nurses, advanced practice nurses, physician assistants, pharmacists, and other healthcare providers involved in the management of cardiovascular issues in patients with cancer. It is conducted twice a year since the initial offering in 2012 until 2016, then yearly until 2018, and 750 participants have attended this educational offering.

APRN Programs. The Department supports the community of Advanced Practice Registered Nurses. There are over 600 nurse practitioners, clinical nurse specialists, and nurse anesthetists who are employed by departments and service areas across the enterprise. The APRN Director and Associate Director, with staff support, are responsible for the development, implementation, and evaluation of programs, policies, and initiatives for APRNs at MD Anderson, including the Post Graduate Fellowship in Oncology Nursing and the Professional Development Model program. The Directors and staff provide leadership and direction to the APRN community and institution for APRN practice, regulatory and accreditation compliance, credentialing, privileging, policies, professional development, education, career advancement, quality, safety, and professionalism. They lead and promote collaborative relationships with APRNs, institutional leaders and departments to assure the advancement of organizational goals, programs, and operational priorities. The Directors serve as a resource for and consultant to departments for the hiring, scope of practice, on-boarding, performance appraisal, and competency assessment of APRNs. They provide leadership for the APRN self-governance process. They serve in a leadership role and represent advanced practice

nursing on institutional committees and initiatives. The APRN community operates under a self-governance structure that includes both an APRN Council and APRN Committees that are responsible for APRN orientation, practice and competency, credentialing and privileging, and continuing education.

Other Institutional Support. The department is well represented in the scientific review and IRB human subjects protection review committees. Dr. Dains currently serves as Chair of the Psychosocial, Behavioral and Health Services Research Committee (PBHSRC) and a member of IRB4. She has also served as a member of PBHSRC and a member of Clinical Research Committee (CRC)3. Dr. Fadol currently serves as a member of PBHSRC and has pervious served as a member on CRC2.

Nursing by the numbers

4,100+
Total number of nurses

This number includes inpatient nurses, research nurses, advanced practice nurses, and nurses in ambulatory and leadership roles. MD Anderson has more full-time registered nurses than most hospitals nationwide, and the most of any hospital in Texas, as well as the most among U.S. cancer centers.

**Data based on Magnet reporting definitions. Approximate Value for FY20.*



Our workforce includes nurses in a variety of roles, including:

2,802 Clinical Nurses

613 Advanced Practice Registered Nurses

243 Research Nurses

96 Certified Registered Nurse Anesthetists

75 Case Managers

32 Nurse Educators



62%

Percentage of nurses with Specialty certification rate



91%

Percentage of nurses who have earned a bachelor's degree or higher



36%

Percentage of senior level nurses in leadership positions with a doctoral degree

Nursing Professional Practice Model

MD Anderson's Nursing Professional Practice Model (PPM) represents how key elements of professional nursing practice at MD Anderson connect to each other. The PPM is based on The Quality-Caring model, developed by Joanne Duffy, PhD, RN, FAAN. All PPM components operate within the context of MD Anderson's Core Values of Caring, Integrity and Discovery.

Developed by frontline nurses, the PPM includes open hand imagery, which is a universal symbol of caring, and colors that reflect the diversity of caregivers and patients at MD Anderson.

[Learn more](#)



Magnet Recognition



MD Anderson is among 1 percent of hospitals nationwide who have earned five consecutive Magnet Recognition Program® designations from the American Nurses Credentialing Center, which recognizes healthcare organizations for superior patient outcomes, teamwork, and innovations in professional nursing practice. This designation is one of the reasons MD Anderson is consistently ranked among the nation's top hospitals for cancer care in *U.S. News & World Report's* "Best Hospitals" survey.

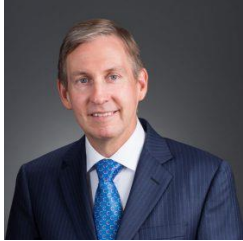
DAISY Award



The DAISY Award is an international program that rewards and celebrates the extraordinary clinical skill and compassionate care given by nurses every day. As a proud DAISY Award Partner, MD Anderson has recognized more than 60 deserving inpatient and outpatient nurses since 2012. In addition, The DAISY Foundation has provided several grants to support our registered

nurses who continually seek lifelong learning and explore best and evidence-based practices through research and innovation. DAISY honorees are nominated by their peers, physicians, patients and families, and other staff and administrators.

Executive Leadership



Peter WT Pisters, MD, MHCM
President

Peter WT Pisters, MD, MHCM, returned to The University of Texas MD Anderson Cancer Center as its President on December 1, 2017. He previously served the institution in faculty and leadership positions for more than 20 years. His appointment to the presidential post followed an international search and unanimous naming as the sole finalist by The University of Texas System Board of Regents.

Renowned as a cancer surgeon, researcher, professor, and hospital administrator, Dr. Pisters earned his medical degree at Schulich School of Medicine and Dentistry at the University of Western Ontario in Canada. He completed his Master's degree in Health Care Administration at Harvard University School of Public Health and did his postgraduate work at Memorial Sloan Kettering Cancer Center in New York, where he was Chief Administrative Fellow. He earned designation as a Certified Physician Executive in 2014 and was named a fellow of both the American College of Healthcare Executives and the American College of Surgeons.

Prior to rejoining MD Anderson, Dr. Pisters led more than 14,000 employees and 1,700 physicians as President and Chief Executive Officer of the University Health Network (UHN) in Toronto, Canada. UHN is Canada's largest academic medical center. Affiliated with the University of Toronto, which recently ranked as the twelfth-most outstanding academic institution in the world, UHN has a \$400 million research enterprise. It advances studies in cardiology, transplantation, neurosciences, oncology, surgical innovation, infectious diseases, genomic medicine, and rehabilitation medicine. In Toronto, Dr. Pisters also served as President and Chief Executive Officer of The Michener Institute of Education and Professor of Surgery at the University of Toronto.

Originally arriving at MD Anderson in 1994, Dr. Pisters joined the faculty as an Assistant Professor of Surgery. He rose to full Professor with tenure in 2004 and was repeatedly honored during his two decades at MD Anderson, earning two Fellows Outstanding Teacher awards and three Faculty Excellence awards. Dr. Pisters became Medical Director and eventually Vice President for MD Anderson's regional care system, comprising of multiple Houston-area locations. He previously served as Clinical Consultant for the Center of Global Oncology (now MD Anderson Cancer Network®), Section Chief for Sarcoma Surgery, and Assistant Medical Director of the Sarcoma Center. He specialized in helping patients with sarcomas and gastrointestinal (GI) cancers and remains a board-certified surgeon.

Dr. Pisters is a member of more than two dozen national organizations and currently serves or has served in leadership positions on the advisory boards of numerous others, including several for the National Cancer Institute. He is on the editorial board of the Journal of Clinical Oncology and Surgery and serves as a reviewer for multiple others. His own research, focused on sarcomas, GI cancers, and other malignancies, has resulted in nearly 400 peer-reviewed and additional articles, book chapters, teaching aids, and other publications.



Rosanna Morris
Chief Operating Officer

Rosanna Morris joined MD Anderson in April 2019 as Chief Operating Officer. In this role, she oversees the inpatient and outpatient operations to ensure the deliver high quality care for the organization's cancer patients and their families.

Prior to joining MD Anderson, Ms. Morris served as President at Beaumont Hospital, Royal Oak, Michigan, a 1,100-bed academic medical center affiliated with the Oakland University William Beaumont School of Medicine. She's a registered nurse with a Bachelor's degree and more than two decades of executive hospital leadership, including roles as a Health System Chief Operating Officer and Chief Nursing Officer. Ms. Morris previously served in several executive leadership roles, including Ad Interim Chief Executive Officer at Nebraska Medicine, an academic health system in Omaha.



Carin Hagberg, MD
Chief Academic Officer

Dr. Carin Hagberg began her career at MD Anderson as a Research Assistant in the clinical immunology laboratory of Evan Hersch, MD, and under the supervision of James Reuben, PhD, before receiving her Medical degree from McGovern Medical School. In 2016, she returned to MD Anderson as Division Head of Anesthesiology, Critical Care and Pain Medicine. And in August 2018, the nationally and internationally respected researcher assumed her newest role as Chief Academic Officer.

In this role, Dr. Hagberg is advancing the organization's clinical research efforts to support MD Anderson in maintaining its top-tier research status by supporting clinical research and scholarship; developing and promoting education; and providing excellence in academics throughout MD Anderson through leadership, best practices, and innovation.



Giulio Draetta, MD, PhD
Chief Scientific Officer

In March 2019, The University of Texas MD Anderson Cancer Center named Dr. Giulio Draetta, as Chief Scientific Officer, a new position that champions innovation, develops strong partnerships and provides focused leadership on the science and clinical translation of research programs.

Dr. Draetta joined MD Anderson in 2011. He has contributed through several roles, including as Director of the Institute for Applied Cancer Science from 2011 to 2016. In 2013, Dr. Draetta began serving as co-leader of MD Anderson's Moon Shots Program™, a collaborative effort to accelerate the development of scientific discoveries into clinical advances that save patients' lives. In 2016, he became Vice President of the Therapeutics Discovery Division, a unique group of clinicians, researchers and drug development experts working collaboratively to develop small molecule, biologic, and cell-based therapies. He was named Senior Vice President for Discovery and Platforms in 2017 and later that year as Chief Academic Officer Ad Interim.

Dr. Draetta's faculty appointment is in the Department of Genomic Medicine, where he holds the endowed position of Sewell Family Chair. Prior to joining MD Anderson, he was on faculty at Dana-Farber/Harvard, where he was a Presidential Scholar, Chief Research Business Development Officer and Deputy Director of the Belfer Institute for Applied Cancer Science at Dana-Farber Cancer Institute.

He held appointments at Pharmacia and Merck, as Vice President and as Worldwide Head of Oncology Drug Discovery, and he has served as an investigator at the Cold Spring Harbor Laboratory, the European Molecular Biology Laboratory in Heidelberg, Germany, and the European Institute of Oncology.

Dr. Draetta spearheaded fundamental research in the biology of the eukaryotic cell division cycle and of DNA damage induced checkpoints. His research led to the discovery of the first mammalian cyclin-dependent kinase and demonstrated that cyclin-dependent kinases and cyclins physically interact and regulate multiple cell cycle transitions in eukaryotes.

He has co-founded and led biotechnology companies that have developed into successful partnerships with several pharmaceutical companies and has headed numerous drug discovery and development programs, which led to two drug approvals.



Carol Porter, DNP, RN, FAAN

*Senior Vice President of Nursing Practice and Chief Nursing Officer
Division Head, Nursing*

With more than 25 years of senior nursing leadership experience, Dr. Carol Porter brings a wealth of knowledge regarding clinical operations, emergency management, quality, and interdisciplinary collaboration to her role as the leader of MD Anderson's diverse nursing community and the institution as a whole.

Since joining MD Anderson in 2016, Dr. Porter has served as an executive sponsor of numerous strategic improvement initiatives. An avid champion for nursing research and education, she has a passion for driving innovative approaches to patient care and is leading efforts to further develop the institution's nursing research program. She served as an incident commander during Hurricane Harvey in 2017, leading the institution through an unprecedented storm and recovery period.

Dr. Porter and the nursing team guided MD Anderson's journey toward achieving its fifth consecutive Magnet Recognition Program® designation from the American Nurses Credentialing Center (ANCC).

She believes the role of any leader is to educate and mentor. As a Fellow in the American Academy of Nursing, she's committed to shaping the future of nursing across the nation and globally by promoting a culture that empowers nurses to take charge of their nursing practice and to strive to achieve higher professional goals.

Prior to joining MD Anderson, Dr. Porter served for 12 years as Chief Nursing Officer at Mount Sinai Hospital in New York City. During her tenure, the ANCC honored Mount Sinai twice with Magnet designation. She also led the establishment of the hospital's Center for Nursing Research and Education, which encourages nurses to become engaged in nursing research and turn their findings into practice.

Dr. Porter earned a Doctorate of Nursing Practice from Case Western Reserve University, a Master's degree in Public Administration-Health Administration from Rutgers University, and a Bachelor's degree in Nursing from William Paterson University. She is a Wharton Nurse Executive Fellow, Fellow of the American Academy of Nurses, and is a 2010 graduate of the International Council of Nurses Global Nursing Leadership Institute in Geneva, Switzerland.

Position Description

The Chair, Department of Nursing serves as MD Anderson's Nursing Research Leader, tasked with developing a robust nursing research platform and infrastructure that establishes the Department/Division of Nursing at MD Anderson as a premier department for nursing research, science, and training. The Chair provides research career development opportunities and mentorship for Nursing faculty and trainees, that foster their growth in nursing research, academia, and other professional areas. The Chair serves as the architect behind MD Anderson's Nursing Research Program and represents the Department/Division of Nursing on a local, regional, state, and national level.

Reporting Relationship

The Chair, Department of Nursing reports to Chief Nursing Officer (CNO) and Senior Vice President. The faculty and others within the department report to this position. The position has a collaborative working relationship with the Division of Nursing, the institutional chair community, and other institutional entities.

Principal Accountabilities

Research

- Provides visionary leadership with future-oriented thinking about the direction of Nursing research within the Department and Division of Nursing.
- Enhances the academic environment of the department through the development of high quality investigator-initiated and multidisciplinary research programs in keeping with the goals of the department, division, and institution.
- Promotes and supports scientific interactions among the faculty of the department and with those in other departments and divisions.
- Promotes and supports engagement of clinical nurses in nursing research programs.
- Encourages and participates in making scholarly academic contributions to the scientific community and literature.
- Assists in the funding of the department's research activities through the negotiation/acquisition of grant, industry, and/or philanthropic funding support.

Administration

- Provides administrative leadership for the management of the department in partnership with the Department Administrator.
- Establishes the department's strategic directions with regard to research and educational and training programs.
- Ensures compliance with internal and external regulatory requirements.

- Serves as a participating member and routinely attends departmental, divisional, and institutional committee meetings.
- Directs the recruitment, retention, and on-going mentoring of department faculty and trainees.

Education

- Ensures the provision of on-going educational and training programs within the department.
- Provides oversight for research conducted by nursing doctoral/graduate students.
- Serves as a reviewer/mentor for the Division's Abstract Review Program.
- Develops a mentoring program in research for early-career nurse scientists.
- Participates in teaching activities within the department and/or institution.

Service

- Represents the Department/Division of Nursing and the MD Anderson enterprise in local, regional, state, and national matters pertaining to the field of nursing research.
- Leads and/or actively participates in research seminars, grand rounds, and conferences hosted by the department, division, and institution.

Experience and Qualifications

- Candidates must be a Registered Nurse (RN) and have a PhD in Nursing or a related field. If PhD is not in Nursing, an MSN or BSN is required.
- At least five years of progressive administrative leadership experience leading an academic department in either an adult or pediatric setting.
- At least three years of experience as a professor with priority given to those with tenure.
- Experience in full cycle research process with a thorough understanding of grant writing and fund development.
- Established record of diversified funded research with a preference for CCSG.
- Solid publication record in peer-reviewed journals and experience as an academic role model for faculty and trainees.
- Distinguished record of exceptional service in academic and/or teaching community settings, with experience in building constituent entities, including Nurse Fellowship and related education programs.
- Prior interdepartmental leadership experience.
- Proven track record of recruitment, retention, and on-going mentoring of department faculty, trainees, and research scientists.
- Experience working in oncology is highly preferred, other related specialties also considered.
- Experience representing a department and/or institution in local, regional, state and/or national matters.
- National and/or global recognition within nursing research.
- Prior experience with a Magnet Designated Institution is helpful.

- Exposure working in a matrix environment and demonstrated ability collaborating with key stakeholders to acquire, prioritize and allocate department-wide resources and programs across clinical, research and education mission areas.
- Demonstrated skills in programmatic development, including negotiation of agreements with clinical or industry partners.
- Experience with leadership of patient-reported outcomes, quality improvement and/or patient safety initiatives.
- Proven track record of developing research objectives that complement and contribute to the research-driven patient care mission of the institution.

Leadership Competencies

There are eight leadership competencies that ensure the success of an executive leader at MD Anderson. Each has components that the institution assesses, educates, and provides performance feedback about.

Leading Self

Drive: Self-Confidence, Analytical Thinking, Innovative Thinking and Technical Expertise.

Professionalism: Inspire Trust, Oral Communication, and Written Communication.

Emotional Intelligence: Active Listening, Teaming and Self-Reflection.

Coachability: Develop Oneself and Adaptability.

Leading Others/Leading Teams/Leading Leaders/Leading Institution

Accountability: Strategic Thinking, Provide Direction, Influence, Interpersonal Communication.

Knowledge Sharing: Knowledge Transfer and Business Acumen.

Capacity Building: Coach and Develop, and Change Leadership.

Inclusion: Cultural Awareness, Cultural Intelligence, and Cultural Humility.

Critical Skills for Success

Caring Behaviors

- **Courtesy:** Is respectful and courteous to each other at all times; gives full attention to others minimizing distractions; does not gossip or air frustration inappropriately; uses a respectful/professional tone of voice.
- **Friendliness/Teamwork:** Promotes and rewards teamwork and inclusiveness; is sensitive to the concerns of patients and co-workers; expresses awareness of others' experiences and views; listens to patients and coworkers' needs and empathizes with them; is aware of and respects individual differences, such as age, gender, ethnicity, physical ability, sexual

orientation, religion, culture, background, and experiences; demonstrates collegiality to others in an effort to create a cooperative and collaborative environment.

Integrity Behaviors

- **Reliability:** Promotes and adheres to MD Anderson's Standards of Conduct in addition to all applicable institutional policies and procedures; communicates time expectations for tests, procedures, or service arrival, or project deliverables to patients and coworkers; creates an environment of trust; adheres to attendance policy by timely reporting to work and returning from breaks; and admits when wrong, apologizes and takes steps to resolve a situation.
- **Accountability:** Holds self and others accountable for practicing our values.
- **Safety:** Notices a safety concern and brings it to someone's attention; models safe behavior (wears badge, washes hands, keeps work area clean and orderly); mitigates risk to the institution through sound business practices; and demonstrates ethical and personal responsibility in work and behavior.

Discovery Behaviors

- **Responsiveness:** Encourages learning, creativity, and new ideas; responds to requests from others in a timely manner; offers help before being asked; provides help to patients and coworkers that may be outside of job responsibilities (does not say, "It's not my job."); and looks for new and better ways of doing things.
- **Personal Leadership/Self-Initiative:** Helps others to identify and solve problems; seeks personal growth and enables others to do so; leads by example; actively encourages others to contribute ideas; and holds self and others accountable for practicing our values.

Team with Others

- Encourages collaboration and input from all team members.
- Acute persuasive negotiation skills to influence behaviors and transform culture.
- Value and contributions of all team members.
- Balance of individual and team goals.

Self-Motivation

- Sets high standards of performance.
- Pursues goals with energy and persistence.
- Drive for results and achievement.

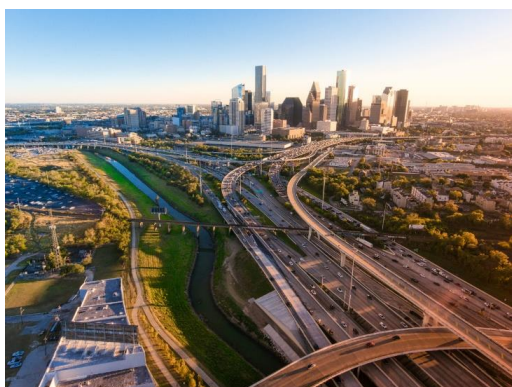
Oral Communication

- Expresses ideas clearly and concisely in groups and one-on-one conversations.
- Creates an environment with open channels of communication.

Community Information

The Chair, Department of Nursing position will be in the organization's Houston, Texas, location. As you will read, Houston is a community of choice for many good reasons.

Houston, Texas



With more than 2.2 million residents, Houston, Texas, is the fourth-largest city in the United States and the third-largest county (Harris). Houston attracts visitors and transplants with a wonderful mix of [world-class arts](#), booming business, [pro sports](#) and [award-winning cuisine](#). There are many culture-filled [neighborhoods](#), gallery spaces, and [attractions](#) offering diverse flavors that can only be found in Houston. [Downtown](#) Houston offers thriving professional arts scene, with professional resident companies in [ballet](#), [opera](#), [symphony](#) and [theater](#); only four other U.S. cities can say the same. The nearby [Museum District](#) stakes its claim as the country's fourth-largest, with 18 cultural powerhouses set within blocks of one another.

Economy

The United States Bureau of Economic Analysis estimated the Houston MSA Gross Domestic Product at \$503.3 billion, making it the fourth-largest metro economy in the United States. Twenty-five companies on the Fortune 500 list call the Energy Capital of the World home. Aeronautic research is unsurpassed at NASA headquarters—the facility responsible for putting the first man on the moon—and Texas Medical Center remains the largest in the world with 47 highly lauded research and treatment institutions. Living costs in Houston region are 20.8 percent below the average for major metropolitan areas.

Medicine

Texas Medical Center (TMC) with 21 renowned hospitals—including MD Anderson Cancer Center, the No. 1 cancer hospital in the country with 13 support organizations, eight academic and research institutions, six nursing programs, three public health organizations, three medical schools, two universities, two pharmacy schools and dental school—is the largest medical complex in the world.

For more information, please visit

<https://www.visithoustontexas.com/>
<https://www.houston.org/living-in-houston/education>
<https://www.houstontx.gov/about-houston/artsandmuseums.html>

Sources:

<https://www.visithoustontexas.com/about-houston/>
<https://www.houston.org>

Furst Group

Furst Group is in its fourth decade of providing leadership solutions for the healthcare industry. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Chair, Department of Nursing position for The University of Texas MD Anderson Cancer Center in Houston, Texas.

For additional information on Furst Group, please visit our website at www.furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:



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