The Director of Nursing Practice Innovation, Research and EBP has broad expertise in the delivery of nursing professional practice, including models for care delivery and models of professional practice. She/he has strong analytic, teaching, leadership and management skills. The Director of Nursing Practice Innovation, Research and EBP is responsible for developing, implementing and enhancing the care delivery and professional practice model for nursing at the University of Wisconsin Hospital and Clinics (UWHC) and for creating a professional practice environment that drives efficient and high quality care.

The Director of Nursing Practice Innovation, Research and EBP is responsible for the development of care delivery and professional practice models throughout care areas through direct supervision of the centrally based Clinical Nurse Specialists and other programs. This position is responsible for the direct and indirect supervision of employees. The total operating expense budget for areas of responsibility for FY 2015 is approximately $3.5 million.

The Director of Nursing Practice Innovation, Research and Evidence Based Practice (EBP) has broad experience in research and evidence based practice (EBP). She/he has strong analytic, teaching, leadership and management skills. The Director of Nursing Practice Innovation, Research and EBP is responsible for developing a model for fostering nursing research and evidence based practice at UWHC.

The Director participates in the activities of the UW-Madison Institute for Clinical and Translational Research and supports front line measures in pursuing and completing research and EBP endeavors.

Nursing has achieved Magnet status. The Director plays the key role in the Medical Center’s Magnet status redesignation efforts through direct supervision of the Magnet Program Specialist, articulation of all Magnet tenants, and through assuring the organization meets all Magnet criteria.

Performance Measures

- The level of achievement of departmental goals and objectives for areas of responsibility within specified target dates that support UWHC’s overall strategic plan.
- The level of success in the creation, sufficient monitoring, and achievement of budgeted revenues and costs targets for areas of accountability.
- The level of achievement of goals to increase patient volume and market share.
- The level of achievement of service quality as defined in nationally accepted measures and customer service provided to patients and visitors by staff and overall customer satisfaction.
- The level of satisfaction expressed by medical staff related to the quality of the department’s services.
- The level of employee satisfaction as reflected in the employee satisfaction survey, as well as consistent levels of staffing, low turnover rates, low rate of employee grievances, satisfactory employee/employer labor relations, and the creation of a comfortable work environment in which employees may thrive.
- The level of overall effectiveness and strength of the departmental management/supervisory team for areas of responsibility as measured by various factors such as employee development, functional effectiveness, completion of performance evaluations, and development and achievement of financial and clinical service goals and objectives.
UW HEALTH JOB DESCRIPTION

- Identifies, reviews, and prioritizes opportunities to improve organizational efficiency and effectiveness through the use of technology and automation.
- Interacts with managers, clinical nurse specialists and staff in a consistent, fair, timely, appropriate and decisive manner in accordance with hospital and Nursing Department policies.
- Promotes the growth of managers, clinical nurse specialists and staff in areas such as group process, decision making, and clinical skills by identifying strengths and weaknesses, goal setting, formal and informal learning and coaching.
- Highly visible colleague and mentor, developing the confidence and capturing the spirit of nursing staff, clinical nurse specialists and managers to achieve a dynamic and positive environment supportive to the professional practice of nursing.
- Delegates tasks/work projects to staff and supervises the accomplishment of desired outcomes.

Resource Manager
- Participates in the development and implementation of overall institutional policies and procedures relating to the allocation of Department resources.
- Participates in the development, implementation, and enhancement of the care delivery and professional practice model of nursing at UWHC.
- Leads the design and implementation of innovative nursing care delivery systems in conjunction with colleagues throughout the nursing service. This includes the care delivery system for new sites within UW Health.
- Leads the design and implementation of t nursing research and EBP in collaboration with the VP, Development, Nursing & Patient Care Services, CNS for Research and EBP, and colleagues throughout nursing and patient care services.
- Participates in the re-design and implementation of an interdisciplinary model of care.
- Oversees all human resource management for the Department to include:
  - The ongoing recruitment and selection of candidates with the appropriate clinical skills and professional characteristics to match patient and organization needs.
  - Provides direction, supervision, and support for centrally based Clinical Nurse Specialists, managers and others to coach, mentor, and evaluate staff for educational opportunities, employee development and counseling and guidance.
  - Complies with UWHC’s policy regarding new employee orientation sessions and documents accordingly.
  - Responsible for the annual completion and documentation of performance evaluations.
  - Ensures that all aspects of hiring, evaluation, discipline and termination of employees are completed in compliance with policy and procedures.
  - Responsible for the annual review and update of employees’ position descriptions.
  - All objectives and assignments given to department managers and supervisors are completed on time and conform to applicable standards, rules and regulations. Routinely evaluates personnel requirements based on productivity standards and patient care/service needs. Provides direction, supervision, and support for staff nurses conducting research and EBP; coaches, mentors, and evaluates staff for educational opportunities, employee development and counseling and guidance.

Educator/Research Facilitator
- Contributes to the establishment of a learning environment that is conducive to the provision of educational and research experiences to students, residents, interns, faculty and staff.
- Contributes to the institution’s knowledge of the latest trends, practices and state-of-the-art technology as applicable to assigned areas of responsibility.
- Remains abreast of advances in the areas of nursing and healthcare research and anticipates their translation into nursing practice.
- Develops and maintains productive and collaborative relationships with physicians, hospital administrators, and UW Madison School of Nursing faculty.
- Incorporates evidence based practice into all nursing practice development initiatives.
- Promotes through a variety of efforts the professional practice of staff to ensure quality, cost-effective care outcomes.
- Teaches staff to implement appropriate quality monitoring to use findings to improve practice and reduce potential for patient complications.
- Partners with Nursing Quality and Nursing Education & Development to assure those that practice have the greatest knowledge, skills, resources, and understanding to achieve the best care possible for our patients and families.
- Participates in the activities of the UW-Madison Institute for Clinical and Translational Research.
- Leads, participates in, or facilitates selected nursing research studies and EBP.

Administrative Leader
- Provides leadership, direction, and guidance in training and development for employees to achieve optimal utilization of talents and to ensure opportunities for professional and personal growth and advancement.
- Selects and works with the liaison for the Nursing Practice Council (NPC). Assures that the NPC is responsible for leading and driving nursing practice change within the Department.
- Provides leadership in the development and revision of policies and procedures, assuring all policies and procedures are updated minimally every three years.
- Serves on appropriate multidisciplinary and nursing committees.
- Works with interdisciplinary colleagues to assure a strong model for providing interdisciplinary care. Demonstrates professional effectiveness as a Director and role model through efficient time management, effective organization of work, and prioritization.
UW HEALTH JOB DESCRIPTION

- Identifies professional strengths and areas for growth and demonstrates professional development through formal and informal learning experiences.
- Participates in professional organizations in area of specialization and interest
- Selects and works with the liaison for the Nursing Research Council and the Nursing Practice Guidelines Committee.

Critical Interfaces:
Senior Management, Medical Leadership, and Department Heads
- To provide input, make recommendations and suggest options to Senior Management and Medical Leadership on the development and implementation of strategic and operational plans for area of responsibility. Advises and counsels Senior Management on operational and performance issues for area of responsibility.

University Officials and Officers
- To serve as a liaison and representative of the UWHC Department of Nursing in its relationships with UW Medical School, UW School of Nursing and UW Medical Foundation and the UW-Madison Institute for Clinical and Translational Research.

External Stakeholders
- To represent the Department in its network relationships with various entities and organizations, vendors, and professional organizations, etc.
- To coordinate programs/services with Deans, medical staff, academic faculty and Department staff, the Medical School and the School of Nursing.
- To represent the Department with customers including patients and visitors in order to ensure quality service and satisfaction.

ALL DUTIES AND REQUIREMENTS MUST BE PERFORMED CONSISTENT WITH THE UW HEALTH PERFORMANCE STANDARDS.

<table>
<thead>
<tr>
<th>JOB REQUIREMENTS</th>
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<tbody>
<tr>
<td><strong>Education</strong></td>
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<tr>
<td>Minimum</td>
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<tr>
<td>Preferred</td>
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<table>
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<tr>
<th>Work Experience</th>
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<tbody>
<tr>
<td>Minimum</td>
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<td></td>
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<tr>
<td></td>
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<tr>
<td>Preferred</td>
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<table>
<thead>
<tr>
<th>Licenses &amp; Certifications</th>
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<tbody>
<tr>
<td>Minimum</td>
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<tr>
<th>Required Skills, Knowledge, and Abilities</th>
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<tbody>
<tr>
<td>Demonstrated command of a wide range of nursing models and concepts. Ability to think deeply and imaginatively about nursing practice models and their application in an academic medical environment.</td>
</tr>
<tr>
<td>Ability to shape and implement a vision of nursing research and EBP.</td>
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<tr>
<td>Knowledge of standard research study designs and implementation strategies.</td>
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<td>Knowledge of translational research modalities. Ability to bridge the gap between research and practice.</td>
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<tr>
<td>Demonstrated command of evidence based practice review and implementation.</td>
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<td>Strong knowledge of the Magnet program.</td>
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<tr>
<td>Ability to lead clinical nurse specialists to achieve outstanding programmatic and patient outcomes.</td>
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<tr>
<td>Evidence of participation in educational or planning activities associated with a School of Nursing.</td>
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<tr>
<td>Managerial skills necessary to plan, organize and direct the nursing practice model.</td>
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<tr>
<td>Ability to shape, implement and enhance a vision of professional practice.</td>
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<tr>
<td>Effective managerial and administrative abilities as applied to the management of health care services in a patient care setting</td>
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<tr>
<td>Knowledge and ability to use computer applications in the analysis of data, writing, and presentation of information.</td>
</tr>
<tr>
<td>Analytical skills that are conceptual as well as practical.</td>
</tr>
<tr>
<td>Strong execution skills.</td>
</tr>
</tbody>
</table>
UW HEALTH JOB DESCRIPTION

- Strong political skills and negotiation skills with the ability to lead in a complex matrix environment.
- Effective organizational, planning and scheduling abilities.
- Ability to train, motivate and supervise subordinate staff.
- Effective written and verbal communication skills with meticulous attention to detail.
- Passion for teaching/learning, life long learning and excellence, which elevates the abilities and competencies of the various patient care providers.
- Strong track record of establishing external relationships, which facilitate and enhance the image of nursing practice at a regional and national level.
- Passion for professional nurse practice, which creates the optimal work environment for patient care providers.
- Passionate about nursing practice and its effect on the delivery of patient care.
- Ability to effect collaborative alliances and promote teamwork.
- Ability to insure a high level of employee and customer satisfaction.
- Ability to develop and maintain effective working relationships with Department managers and their representatives, union representatives, employees, private consultants, other UW Campus and State agencies and the general public.
- Ability to work within a data driven organization, particularly with respect to evidence based practice.
- Effective analytical ability to solve complex problems and issues in a pragmatic way.
- Highly visible, driven and charismatic leader of nursing practice and innovation with exceptional interpersonal skills.
- Ability to function effectively in a fast paced and changing environment with multiple priorities and objectives.
- Strong and confident sense of personal accountability.

AGE SPECIFIC COMPETENCY (Clinical jobs only)
Identify age-specific competencies for direct and indirect patient care providers who regularly assess, manage and treat patients.

Instructions: Indicate the age groups of patients served either by direct or indirect patient care by checking the appropriate boxes below. Next,

| Infants (Birth – 11 months) | Adolescent (13 – 19 years) |
| Toddlers (1 – 3 years) | Young Adult (20 – 40 years) |
| Preschool (4 – 5 years) | Middle Adult (41 – 65 years) |
| School Age (6 – 12 years) | Older Adult (Over 65 years) |

JOB FUNCTIONS
Review the employee’s job description and identify each essential function that is performed differently based on the age group of the patient.

PHYSICAL REQUIREMENTS
Indicate the appropriate physical requirements of this job in the course of a shift. Note: reasonable accommodations may be made available for individuals with disabilities to perform the essential functions of this position.

<table>
<thead>
<tr>
<th>Physical Demand Level</th>
<th>Occasional</th>
<th>Frequent</th>
<th>Constant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sedentary: Ability to lift up to 10 pounds maximum and occasionally lifting and/or carrying such articles as dockets, ledgers and small tools. Although a sedentary job is defined as one, which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met.</td>
<td>Up to 33% of the time</td>
<td>34%-66% of the time</td>
<td>67%-100% of the time</td>
</tr>
<tr>
<td>X</td>
<td>Up to 10#</td>
<td>Negligible</td>
<td>Negligible</td>
</tr>
<tr>
<td>Light: Ability to lift up to 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds. Even though the weight lifted may only be a negligible amount, a job is in this category when it requires walking or standing to a significant degree.</td>
<td>Up to 20#</td>
<td>Up to 10# or requires significant walking or standing, or requires pushing/pulling of arm/leg controls</td>
<td>Negligible or constant push/pull of items of negligible weight</td>
</tr>
<tr>
<td>Medium: Ability to lift up to 50 pounds maximum with frequent lifting and/or carrying objects weighing up to 25 pounds.</td>
<td>20-50#</td>
<td>10-25#</td>
<td>Negligible-10#</td>
</tr>
</tbody>
</table>
**UW HEALTH JOB DESCRIPTION**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>50-100#</th>
<th>25-50#</th>
<th>10-20#</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Heavy</strong></td>
<td>Ability to lift up to 100 pounds maximum with frequent lifting and/or carrying objects weighing up to 50 pounds.</td>
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<tr>
<td><strong>Very Heavy</strong></td>
<td>Ability to lift over 100 pounds with frequent lifting and/or carrying objects weighing over 50 pounds.</td>
<td>Over 100#</td>
<td>Over 50#</td>
<td>Over 20#</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>List any other physical requirements or bona fide occupational qualifications not indicated above:</td>
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</tbody>
</table>

Note: The purpose of this document is to describe the general nature and level of work performed by personnel so classified; it is not intended to serve as an inclusive list of all responsibilities associated with this position.