

OO3 – TRANSFORMATIONAL LEADERSHIP

Provide:

- *The current Chief Nursing Officer's (CNO) job description;*
- *CNO's curriculum vitae or resume;*
- *The organizational chart(s);*
- *The nursing organizational chart(s);*
- *A description of the CNO's structural and operational relationships to all areas in which nursing is practiced; and*
- *Names and credentials, of all individuals serving as the CNO, in the 48 months preceding document submission. Include the tenure dates.*

Chief Nursing Officer Job Description

[OO3.1—CNO Job Description](#)

Chief Nursing Officer Curriculum Vitae

[OO3.2—CNO Bernadette Khan RN CV](#)

Organizational Chart

[OO3.3—NYP Columbia Organizational Chart](#)

Nursing Organizational Chart

[OO3.4—NYP Columbia Nursing Organizational Chart](#)

CNO's Structural and Operational Relationships

Bernadette Khan, DNP, RN, NEA-BC, Group Vice President and Chief Nursing Officer, New York Presbyterian/Columbia Division, reports directly to Wilhelmina Manzano, MA, RN, NEA-BC, FAAN, Group Senior Vice President, Chief Nursing Executive, and Chief Operating Officer for Perioperative Services at NewYork-Presbyterian, and to Colleen Koch, MD, Senior Vice President and Chief Operating Officer, NYP/Columbia. [OO3.3—NYP/Columbia Organizational Chart](#)

Dr. Khan is responsible for all areas and nurses where nursing care is practiced. She delegates responsibilities to the directors of nursing and is responsible for the following departments as shown on the nursing organizational chart: critical care; float pool; nurse staffing; medical-surgical; surgical; psychiatry; emergency department; diagnostic and interventional imaging. Perioperative services; care coordination and social work; and nursing quality have matrix reporting to Bernadette. [OO3.4—NYP/Columbia Nursing Organizational Chart](#)

Names, Credentials, and Tenures of Chief Nursing Officers
(2/1/2020 to present)

Name	Credentials	Tenure
Bernadette Khan	DNP, RN, NEA-BC	1/15/2022 - present
Courtney Vose	DNP, MBA, APRN, RN, NEA-BC	9/1/2014 – 1/14/2022

Position Title		VICE PRESIDENT-CHIEF NURSE OFFICER		Job Code	20510
Department		NURSING ADMINISTRATION		Grade	SRM
Supervisor's Title		SENIOR VICE PRESIDENT/COO (SPECIFIC CAMPUS) SENIOR VICE PRESIDENT/CNE (NYPH)		Last Reviewed	07/15/2015
Exempt	X	Non-Exempt		Union	
Titles Reporting to this Position					
Position Summary					
<p>The Vice President – Chief Nurse Officer is responsible for the administration of the Department of Nursing and other patient care services as assigned (Respiratory Therapy, Admitting). He/she directs overall planning and management for the assigned departments to ensure professional practice and quality patient care outcomes.</p> <p>The Vice President - Chief Nurse Officer is responsible for resource allocation and financial planning for his/her departments to ensure safe, competent, efficient and cost-effective care. He/she is responsible for leading clinical improvements, facilitating integration of clinical services, working effectively with other clinical leaders and senior administration, and ensuring organizational success.</p> <p>The Vice President – Chief Nurse Officer reports directly to the campus COO for daily operations and to the CNE for clinical practice.</p>					
Essential Job Duties					
Directs, leads, and evaluates a multidisciplinary workforce to ensure the provision of clinically competent, efficient, coordinated, and compassionate care and customer service to patients.					
Directs and coordinates the process of developing and implementing divisional goals and objectives that fully support the organizational mission and strategic goals.					
Directs the planning, creation, implementation and ongoing monitoring of the budgets for the assigned departments; establishes systems to ensure appropriate levels of staff and manage budgets effectively.					
Participates with leaders of the governing body, management, nursing, medical and clinical staff in the development, review and implementation of institutional goals and objectives, strategic planning, quality initiatives, and decision making.					
Supports the CNE in the planning, establishment and implementation of comparable standards of nursing practice and care throughout the institution; evaluates outcomes and quality of nursing practice and care and availability of resources.					
Negotiates with the representative of the Human Resources Department a collective bargaining agreement with the New York State Nurses Association or CWA and ensures the consistent application of the agreement and decision making around grievances throughout the institution. (For CUMC, MSCHONY, AH, AND LM)					
Collaborates with Human Resources to ensure and maintain positive work environment for all levels of staff.					
Leads recruitment and retention initiatives in collaborations with CNE and COO.					
Initiates, develops and implements collaborative activities between nursing and other health care disciplines and departments.					
Ensures compliance with regulatory agency standards.					

Develops and provides formalized programs which support ongoing development of nursing leadership skills collaboration with Nursing Education and Talent Development.	
Collaborates with schools of nursing around student placement, researches activities and participates as ad hoc faculty.	
Maintains professional competencies by attending educational programs and participating in professional organizations.	
Performs all duties inherent to managerial role. Participates in hiring, training, evaluation and termination of assigned staff according to hospital policies and procedures.	
Performs other special projects and duties as assigned.	
Qualifications	Required (R) Preferred (P)
Education	
Bachelor's degree in Nursing required	R
Master's degree	R
Licensure/Certifications	
Current NYS Nursing License	R
Work Experience	
7-10 years of progressively responsible nursing leadership experience in an academic teaching hospital	R
Must possess demonstrated ability to initiative and develop effective relationships	R
Strong written and verbal skills	R
Broad knowledge of a highly technical or professional field.	R
Highly complex conceptual thinking.	R
May require considerable working knowledge of other major areas and the skill to integrate and communicate that information.	R
May develop new policies and procedures.	R
Physical/Environmental Conditions	Yes (Y) No (N)
Physical/Hazardous/Work Environment - The work environment and physical demands described here are representative of those required by an employee to perform essential functions of the job with or without reasonable accommodation.	
Ability to work in surroundings with degree of dust, noise, odors, etc. without undue discomfort.	Y
Ability to hear, talk, walk, stand, bend and stretch.	Y
Ability to read, write and interpret documents.	Y
Ability to sit for long periods of time at desk to perform job functions.	Y
Ability to communicate effectively with clients and co-workers.	Y
May be exposed to mechanical/electrical/radiant/explosive/burn and chemical hazards.	N
May be required to handle, dispose of and/or identify hazardous waste and hazardous materials.	N
May be required to operate and clean equipment.	N

May be required to work both indoor/outdoor under extreme temperatures.	N
May be required to handle reasonably heavy weights across distances.	N
May be required to operate heavy vehicles.	N
Must be trained in and knowledgeable of all Hospital policies and procedures pertaining to hazardous waste and hazardous materials and maintain qualifications applicable to assigned work.	N
Other:	
OSHA	
	Yes (Y) No (N)
Duties performed routinely require exposure to blood, body fluid and tissue.	N
Normal routine involves no exposure to blood, body fluid or tissue, but potential for exposure.	Y
Normal routine involves no exposure to blood, body fluid or tissue. Incumbents are not called upon to perform or assist in emergency care or first aid.	N

BERNADETTE KHAN, DNP, RN, NEA-BC

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SUMMARY

Highly motivated nurse executive with experience in leading clinical and hospital operations. Proven success in collaborating with physicians and other clinical leaders to align processes and policies. Results driven executive who can successfully lead process improvement and culture change in large health care system.

PROFESSIONAL EXPERIENCE

January 2023-Present

Group Vice President and Chief Nursing Officer/CUIMC

- Responsible for the administration of the Department of Nursing and Operations for CUIMC
- Directs, leads and evaluates a multidisciplinary workforce to ensure the delivery of clinically competent, efficient and compassionate care
- Directs the planning, creation, implementation and monitoring of the budget
- Ensures that operations comply with established regulatory standards
- Directs personnel functions, including recruiting, hiring and retention of staff
- Serve in a supervisory role to the CNOs at Allen Hospital and Morgan Stanley Children's Hospital

January 2022-December 2022

Vice President and Chief Nursing Officer/CUIMC, MSCH/Allen and ACN West

- Responsible for the administration of the Department of Nursing and Operations at multiple hospital sites
- Directs, leads and evaluates a multidisciplinary workforce to ensure the delivery of clinically competent, efficient and compassionate care
- Ensures that operations comply with established regulatory standards

July 2017-December 2021

Vice President and Chief Nursing Officer Morgan Stanley Children's Hospital

- Responsible for the administration of the Department of Nursing and Operations
- Directs, leads and evaluates a multidisciplinary workforce to ensure the delivery of clinically competent, efficient and compassionate care
- Ensures that operations comply with established regulatory standards

Accomplishments

- Achieved first Magnet Designation for the hospital
- Reorganized nursing leadership responsibilities
- Recruited multiple new leadership positions

- Facilitated the standardization of nursing practice and quality programs
- Served as the CNO for the Organization's labor negotiations and was successful in obtaining a 4 year nursing contract
- Supported the development of LOS reduction meetings by service
- Supported patient engagement skills fair and achieved 4 Star HCAHPS scores
- Supported the achievement of Magnet designation with 10 exemplars

July 1, 2013-July 2017

Vice President and Chief Nursing Officer

New York Presbyterian/Lower Manhattan Hospital

- Responsible for the administration of the Department of Nursing, Operations and Care Coordination
- Directs, leads and evaluates a multidisciplinary workforce to ensure the delivery of clinically competent, efficient and compassionate care
- Directs the planning, creation, implementation and monitoring of the budget
- Ensures that operations comply with established regulatory standards
- Directs personnel functions, including recruiting, hiring and retention of staff

Accomplishments

- Recruited new leadership team and developed new nursing structure
- Aligned the Nursing Care Hours on all units
- Fully aligned and implemented NYP Nursing Bylaws and Policies
- Facilitated development of nursing quality program with improvement in all nurse sensitive indicators
- Standardized all medical surgical supplies
- Standardized nursing job descriptions
- Successfully negotiated 5 year Union contract for nurses with increase in benefits related to nurses' salaries, tuition reimbursement and clinical ladder
- Improved patient experience by implementing patient care "Best Practices" with patient satisfaction scores improving to 3 Stars from 1 Star
- Co-chaired length of stay committee and achieved decrease in variance from 1 to -0.4 days
- Supported implementation of TeamSTEPPS in OB
- Supported and facilitated the implementation of 12 IT systems
- Recruited a Director of Care Coordination and supported the redesign of the department

October 2012-June 2013

Senior Vice President and Chief Nursing Officer

New York Downtown Hospital

- Supervise all nurses and nurse managers
- Facilitate the design and implementation of the delivery of patient care
- Recommend strategies to improve services
- Ensures that operations comply with established regulatory standards
- Directs personnel functions, including recruiting, hiring and retention of staff

May 2010-October 2012

Vice President of Specialty Services

New York Presbyterian Hospital/Weill Cornell Medical Center New York,
New York

- Areas of responsibility included the Women's and Children's Services and the Burn Center and Related Services (250 Beds)
- Provided operational oversight for program development in Pediatrics and Obstetrics related to the organization's strategic goals
- Administered, directed and coordinated all the activities of the Women's, Pediatrics and the Burn Services to assure the highest quality of care
- Led the advancement of collaborative partnerships with physician chairs, administrative leaders and interdisciplinary teams, to deliver excellent outcomes in patient care, education, and research performance across strategic areas and clinical departments
- Participated in the development of the strategic plan for nursing excellence and took a lead role in the implementation and evaluation phase
- Ensured compliance with state, federal and local standards and regulations
- Responsible for overall staffing patterns to ensure adequate care levels in all departments
- Assisted with the preparation, implementation, and monitoring of the annual budget
- Served as the nurse lead for the development and implementation of Barrier Reduction Teams (BRTs) across all the units at Weill Cornell Medical Center
- Coordinated the education on BRTs and length of stay across all units
- Developed and led a multidisciplinary patient centered care committee in OB with all units demonstrating improvement in their patient satisfaction scores in 2011 compared to 2010

January 2006 to May 2010

Director of Nursing/Department of Medicine

New York Presbyterian Hospital/Weill Cornell Medical Center New York,
New York

Responsibilities

- Overall 24/7 responsibility for all aspects of day to day operations for 146 Medicine Service Line beds.
- Direct responsibility for 400 professional and non-professional staff
- Develop and implement service line staff retention plans that enhance staff satisfaction as well as an administrative succession plan.
- Direct responsibility for a total operating expense of \$24, 000,000.
- Responsibility to ensure all standards meet and exceed the requirement of JCAHO, state, federal, and reimbursement agencies and promote 24/7 organizational readiness.
- Evaluate, formulate and implement clinical practice programs to ensure quality of patient care in collaboration with 7 Patient Care Directors and work to integrate service excellence and clinical excellence.
- Successfully led the implementation of Eclipsys XA.
- Chair of Eclipsys XA End User Committee
- Successfully implemented a Rapid Response Team at NYP-WC

- Co-Chair the Rapid Response Committee responsible for the Implementation of a RRT across all 5 Sites.
- Nurse Lead of the Capacity Management Initiative (RTDC) and implemented a House Wide Bed Meeting.
- Member of NYP Nursing Board.
- Supports and implement Patient Centered Care on Service Line.

10/2004 to 12/2005

Acting Director/Critical Care Nursing

New York Presbyterian Hospital/Weill Cornell Medical Center New York, New York

Responsibilities

- Overall 24/7 responsibility for all aspects of day to day operations for 182 Critical Care Beds.
- Evaluate, formulate and implement clinical practice programs to ensure quality of patient care in collaboration with Patient Care Directors and work to integrate service excellence and clinical excellence.
- Responsibility to ensure all standards meet and exceed the requirement of JCAHO, state, federal, and reimbursement agencies and promote 24/7 organizational readiness.
- Direct responsibility for a total operating expense of over \$20, 000,000

1999-10/2004

Nurse Manager/Medical Intensive Care Unit & Step Down Unit

- Managed a 20 Bed Unit and a 28 Bed Step Down Unit with 24/7 responsibilities
- Managed 100 employees
- Created schedules and staffing assignments
- Contributed to numerous hospital nursing and multidisciplinary committees
- Developed policies, procedures and standards of care for unit and divisional practice.
- Successfully supervised staffing and administrative needs of 11 Critical Care Units and the Emergency Department on off shifts.
- Participated in the design of a new 20 Bed ICU and 28 Bed SD)
- Chaired and participated in the relocation of 48 critical care patients into the Greenberg Pavilion.

1984-1999

Clinical Nurse

New York Presbyterian Hospital/Weill Cornell Medical Center New York, New York

EDUCATION

Case Western Reserve University
Completed DNP program
Graduated May 2017

Master of Science Degree in Nursing Administration
Hunter College of the City University of New York, N.Y.
Graduated January 28, 1997

Bachelor of Science Degree in Nursing (Summa Cum Laude)
Hunter College of the City University of New York, N.Y.
Graduated May 13, 1984

LICENSURE New York State, Registered Professional Nurse

PROFESSIONAL MEMBERSHIPS

Sigma Theta Tau
American Nurses Association
American Association of Nurse Executives

CERTIFICATION

Nurse Executive, Advanced Certification

HONORS

1997-Received the **Excellence in Nursing Leadership** at New York Presbyterian Hospital
October 30 – November 3, 2006-Attended and completed the **Wharton Nursing Leaders Program**
May 31, 2007- Served on a panel on the **Board of Trustee Retreat** at New York Presbyterian Hospital
Robert Wood Johnson Executive Nurse Fellow-Cohort 2012

PRESENTATIONS

April 11, 2008 Co Presenter at the New York City Chapter of the American Association of Critical Care Nurses Nursing Conference on Effective On boarding: Maximizing Retention, Engagement & Productivity.
August 19, 2009 HAYNES Webinar on *Real Time Demand Capacity Roll out*
December 7, 2009 Poster Presentation at IHI on ‘*Barrier Reduction Teams*’
December 7, 2009 Poster Presentation at IHI on ‘*Roll out of Real Time Demand Capacity in a Large Hospital*’
November 11, 2010. Co-Presenter at the 7th Annual Evidence-Based Practice and Nursing Research Symposium at NewYork-Presbyterian Hospital/Weill Cornell Medical Center on *The impact of dedicated rapid response team nurses on patient outcomes.*
October 2014 Co Presenter at the ANCC National Magnet Conference on *Cultures of Civility and Respect: A Nurse Leader’s Role*

References

Furnished upon request



