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### **SUMMARY**

**Senior Nursing and Patient Services Executive** with a track record of significant achievement in the acute hospital setting. Highly visible, business-savvy leader with passion for generating results through people, innovative approaches and teamwork. Strong on departmental strategic planning, operations management, problem solving, decision making and change management. Proven expertise in creating positive professional practice environment with emphasis on high quality care and patient safety, as evidenced by successful Magnet Hospital designation; staff recruitment and retention, financial turnaround and transitioning during hospital acquisition and closure.

### **PROFESSIONAL EXPERIENCE**

#### **XYZ HOSPITAL, XYZ, VT**

**1980-2000**

XYZ Hospital is the 305 bed, acute care teaching hospital of the \$325 million vertically integrated XYZ Health System, which employs 2,000 full time equivalent employees. Other XYZ Health System entities include a comprehensive outpatient center, skilled nursing facility, continuing care retirement community and imaging center. XYZ Hospital generates net revenues of \$200 million from 16,000 annual discharges and related operations, operates a 60,000-visit level II trauma center, a family-centered maternity service with 3,500 deliveries annually and a level III NICU. XYZ Hospital is an affiliate of XYZ Health Care System and XYZ University College of Physicians & Surgeons, a Planetree hospital, a Magnet hospital and has received numerous national awards for excellence in critical care services.

#### **Senior Vice President, Patient Services, (1995-2000)**

Administrative responsibility for all departments in the Nursing Division and Departments of Radiology, Pharmacy, Laboratory, Medical Services (Cardiology, Respiratory and Neurology Departments), Sleep Center, Cardiology and Cancer Service Lines, Emergency and Perioperative Services. FTE's approximately 900 and operating budget \$150 million

- Led nursing organization to the achievement of designation as a Magnet Hospital (American Nurses' Credentialing Center certification) in August 1995
- Planned and implemented three year financial turnaround of health system as key member of new executive team, resulting in an operating surplus of \$15 million after a six-year period of sustained operating losses
- Sponsored planning and implementation of comprehensive Meditech IT conversion as key member of executive team, including clinical documentation, order entry and laboratory applications
- Established cardiology service line and emergency angioplasty services, exceeding budgeted volume during first year
- Outsourced emergency physician services, pharmacy management, sleep center services, lithotripsy and dialysis services; for improved profitability and quality

- Developed innovative partnerships with regional schools of nursing to increase the annual supply of graduate nurses by 40; successfully solicited donors to support key efforts such as a community college scholars program
- Achieved consistently positive survey results as primary functional contact with VT State Department of Health, CMS, JCAHO and other regulatory agencies; prepared and implemented plans of correction associated with licensure, complaints and adverse events

**Vice President, Patient Services,** (1990-1995)

Administrative responsibility for all departments in the Nursing Division, Emergency and Perioperative Services, Pharmacy, Cardiology, Respiratory and Neurology Departments, Sleep Center, Cancer Center Services, Ambulatory Clinics; and for a two-year period, the same departments at XYZ Medical Center in XYZ, VT

- Implemented appropriate downsizing, consolidated duplicate departments and met all regulatory requirements during acquisition and closure of XYZ Medical Center
- Implemented the CON approval and construction of comprehensive ambulatory care center built on the site of former hospital as key member of the executive team; managed phasing of operations for reporting departments to coincide with building phases; met regulatory requirements for opening new services
- Prepared and executed capital and operating budgets for reporting departments. Developed role of senior financial analyst for patient services and control reporting, including real time management accountability tools
- Established profitable sleep center, infusion center and lithotripsy services

**Vice President, Nursing,** (1989 – 1990)

Administrative responsibility for all nursing departments, including perioperative services, emergency department

- Led successful effort for CON approval and implementation of Autologous Bone Marrow Unit
- Redesigned management structure of Nursing Department, eliminating two layers and strengthening role of nurse manager
- Led “Strengthening Hospital Workforce” role redesign, resulting in enhancement of role of professional nurse, and expanded job description of nursing assistant (funded by Robert Wood Johnson & Pew Charitable Trusts)

**Assistant Vice President, Nursing,** (1986 – 1989)

Administrative responsibility for selected nursing departments and functions

- Spearheaded recruitment of registered nurses from Canada, successfully bringing on and orienting 76 nurses to alleviate shortage. Retention rate: 45-50%

**Director, Staff Development,** (1982 – 1986)

Managed nurse education, infection control and clinical nurse specialist functions

**Rehabilitation Clinical Nurse Specialist,** (1980 – 1982)

Clinical consultant for patients and staff; staff development faculty

**XYZ HOSPITAL, XYZ, MA**

**1977**

**Rehabilitation Clinical Specialist** at a 280-bed rehabilitation and chronic disease hospital

**XYZ MEDICAL CENTER, XYZ, MA**

**1975 – 1977**

**Staff Nurse and Senior Staff Nurse** of in-patient rehabilitation unit

### **AFFILIATIONS/ACTIVITIES**

- Member, AONE
- Member, Nurse Executive Network, VHA Metro and VHA Northeast
- Member, CHA Conference of Nurse Executives
- Director and Member of the Executive Board, XYZ Emergency Medical Services
- Co-chair, Task Force on Service and Education and member of Steering Committee for Colleagues in Caring, a statewide research project to study nursing work force issues
- Director, Treasurer and President of the Vermont Organization of Nurse Executives (ONE VT)
- Board Member, National Association of Rehabilitation Nurses

### **EDUCATION AND PROFESSIONAL DEVELOPMENT**

M.B.A., Management and Finance, XYZ University Stern School of Business, New York City, NY (19XY)

M.S., Rehabilitation Nursing, XYZ University, Boston, MA (19XY)

B.S., Nursing, XYZ University, Boston, MA (19XY )

B.A., English, XYZ University, Medford, MA (19XY)