

- Strengthened relationship with Medical Director to advance quality and productivity in clinical settings with focus primarily on Primary Care Clinic and Health Center.
- Redesigned Therapy leadership to enhance financial and operational efficiencies
- Mentored Infection Control leader to hardwire handwashing audits throughout organization and create infection control dashboard

Columbia St Mary's, Milwaukee, WI

2014 to 2016

Director of Performance Improvement and Clinical Integration

Performance Improvement:

Provides leadership and oversight for the development, implementation and deployment of a Lean/Six Sigma approach to performance improvement across the organization ensuring consistent application across various functions and departments. Collaborates to identify process improvement/re-engineering opportunities that align with strategic objectives. Facilitates project prioritization and resource allocation activities to maximize the value and impact of re-engineering programs. Provides direction to ensure defined metrics and effective results. Coordinates change acceleration, transformation programs required and ensures alignment of toolkits, and strategies throughout the organization, providing coaching, mentoring and education as needed.

Clinical Integration and Quality:

Collaborates with Clinical Integration leaders in the organization, community, payers, and ACO business partners to enable and develop protocols to ensure standard implementation of workflow and practice management that delivers excellence in population health management. Partners to ensure continuity of operations for all clinic practices and Providers to achieve high-level quality outcomes. Oversees critical operations components of the Clinical Integration programs and manages the Clinical Integration staff by coordinating efforts to reach desired development, implementation and goals of the Navigator and Transitional Care Management programs.

- Launched and chair a newly formed monthly mandatory clinic leadership Best Practice Committee to provide a forum to share quality measure trending, standard action plans and celebrate high performers.
- Designed a comprehensive clinic quality dashboard, which summarized all contracted, required quality measures and targets for all stakeholders.
- Created a library of all quality measure specifications and contracts for each stakeholder.
- Formulated standard action plans for each integrated scorecard metric.
- Authored A3 PDCA templates for each high-level quality metric.
- Surpassed Breast Cancer Screening goal of 82% with current performance 84.3% within 6 months.
- Improved Colon Cancer screening from 73.4% to 77.1% within 6 months by centralizing the scheduling process, identifying baseline for outreach and hardwiring fecal testing.
- Improved BP management metric from 80.2% to 84.9% within 6 months through implementing standard workflow in clinics.
- Launched a rigorous best practice Diabetic Bundle that has resulted in improved diabetic metrics.
- Improved Wisconsin Collaborative for Health Care Quality metrics to achieve #1 performance for 11/17 measures in market area within one year.
- Created specific goals and visual management tools to track Medicare Advantage Physical and Wellness exams and standard roster outreach. On target to exceed goals of past year.
- Coordinated clinic education for all quality metrics and Risk Adjustment Factors. Shared data by provider.
- Developed a Risk Adjustment Factor accuracy action plan. Improved RAF scores from .92 to .99.

- Coordinated and chair monthly meetings with United Health Care and Humana to improve collaboration with payers on population health measures, contracts and targets.
- Chair Quality Planning committee, quality sub-teams and co-chair Physician Clinical Practice Committee.
- Launched Navigator Program to provide outreach for high risk readmission patients resulting in a significant decrease of readmissions and ED utilization
- Improved effectiveness of Transitional Care Managers to provide consistent outreach to high-risk patients from 30% to 99% in 6 months.
- Developed programs to effectively manage 40,000 Medicare Advantage and Commercial populations.
- Implemented successful process to obtain Health Quality Patient Assessment Forms for all clinics.
- Co-chair of newly formed Quality Documentation Committee to review quality of Provider documentation.
- Created charter to launch a system wide Population Health Committee.
- Member of the Integrated Health Network Clinical Integration Executive and Quality Committee

University of Wisconsin Hospitals and Clinics, Madison, WI

2012 to 2014

566 licensed bed Academic Medical Center, level one adult, and pediatric trauma center, including 85 outpatient clinics and 7400 employees.

Director of Nursing Operations Support

Administrative responsibility for assuring excellence in capacity management and patient throughput for 27 inpatient Nursing Units, ED and PACU at UWHC. Provide direct leadership to nursing coordinator team to assure excellence in patient placement. Accountable for the effective use of all flexible resources required to support patient care such as the centralized float/pool, per diem, expansion, clinical overload, agency, as well as 11 venous access team (VAT) RNs and 17 "save our shift" (SOS) RNs. Provide operational oversight for a 28-bed short stay/care initiation unit to efficiently meet capacity requirements.

- Lead Capacity Management team to change a culture to accept all patients seeking care by hardwiring strategies to eliminate inpatient diversions from 87 in 2011 to 2 in 2012 and 2 in 2013.
- Improved referral relationships and volumes for local referrals by 6% and regional referrals by 12% through enhancing capacity management.
- Reduced Emergency to Inpatient admission transfer times by 22 minutes in 2013 through identification of key variances, creation of action plans and development of a dashboard to monitor and hardwire changes throughout the organization.
- Created dashboards for Nurse Coordinators, Nursing Operations, SOS and VAT programs to effectively monitor progress to goals, productivity and evaluate key measures of success.
- Collaborated to launch a communication tool to improve the discharge process through the implementation of an electronic discharge status board throughout the hospital and partnered with healthcare team to update anticipated discharge dates daily and enter a confirmed discharge time within 24 hours of actual discharge.
- Provide administrative leadership for RN Recognition Council: Launched Daisy Award in July 2012 as a successful strategy to recognize over 200 RNs since inception. Coordinate recognition activities throughout the year and during Nurses Week for 2000 RNs. Achieved record attendance at the 2013 Nurse Excellence ceremony.
- Hardwired Leadership rounding on Care Initiation Unit.
- Chair of Patient Safety Attendant Team. Implemented a CNS/Charge Nurse rounding structure for all Patient Safety Assistants to oversee the plan of care resulting in a decrease in the cost of this resource in 2013 while maintaining safety.
- Granted approval to implement a telesitting program projected to save over \$500,000 annually in Patient Safety Assistant costs and developed the implementation plan.

Milwaukee Center for Independence, Milwaukee, WI

2011 to 2012

Nonprofit agency assisting individuals with special needs and their families to better live and work in the community. MCFI is a community resource with more than 50 programs and services for children, teens, adults and older adults. Affiliates include New Health Services, TLS Behavioral Health and the School for Early Development & Achievement.

Director of Nursing

Responsible for managing a network of health professionals in a variety of healthcare settings, monitoring standards for all nursing staff and quality of care in all agency health care facilities as well as planning for critical needs of current and future locations.

- Evaluated employee and client health needs and created action plan to address gaps through the development of functional programs to improve the overall health of these populations.
- Identified strategies in wellness and healthcare improvement to reduce health risk factors.
- Evaluated opportunities to strengthen clinical competence of nursing staff. Improve core service programs through a focus on professional development and clinical excellence
- Identified gaps in the care continuum and created a plan to build relationships with internal and community stakeholders to strengthen partnerships.

Waukesha Memorial Hospital, Waukesha, WI

1986 to 2011

Tertiary care hospital, part of ProHealth Care, a regional critical and primary care provider also including Oconomowoc Memorial Hospital, 25 clinics and 5,000 employees.

Director of Nursing

1995 to 2011

Accountable for Nursing operational leadership for 153 inpatient beds which included: 53 bed General Medical Unit, 31 bed Orthopedic Unit, 29 bed Gastrointestinal Unit, 25 bed General Surgical Unit and a 15 Bed Rehabilitation Unit that transitioned into a 15 Bed Neurological Unit and a system Wound Care Program. Managed a \$20 million operating budget and 500 front line employees. Direct reports included six Managers and one Clinical Nurse Specialist.

- Lead Organizational Care Delivery Reengineering Project including expansion of a new four story Northwest Tower. Resulted in significant change in care delivery, transforming a primary care model to a team model and redesigning nursing units from a centralized to decentralized concept.
- Transitioned 15 bed Inpatient Rehabilitation Program to 40 bed freestanding Rehabilitation Hospital.
- Implemented a best practice, system-wide Patient Hourly Rounding structure that lead to reduction in fall and pressure ulcer rates, improved patient satisfaction and increased care delivery efficiency.
- Provided administrative leadership for improved care of hospitalized elderly through mentoring over 100 Geriatric Resource Nurses, implementation of a volunteer companion, pet therapy program and best practice Geriatric protocols and coordination of annual Geriatric Symposiums.
- Authored and received grant approval for launching a best practice discharge follow up call process for three Med/Surg Units to improve readmission rates and patient/family satisfaction scores.
- Collaborated with Advance Practice Wound Nurses to achieve lowest hospital acquired pressure ulcer rate of 1.7% through hardwiring research-based processes.
- Recipient of Igniter Award for the Neuro and Surgical Units for achieving greater than 90% in Press Ganey satisfaction surveys through consistent leadership rounding and patient focused care principles.
- Established a structured multidisciplinary care conference process to ensure daily team review of care plans and anticipated discharge dates. Resulted in improved continuity of care, nurse sensitive outcomes and patient satisfaction.

Special Initiatives:

- As Chairperson, of the system-wide Clinical Value Analysis, created annual cost savings of greater than \$500,000 per year over past 5 years.

- Nursing Leader of a 1st in Wisconsin model of hospital room service redesign. Revamped standard tray line to a room service model resulting in record patient satisfaction for food service.
- Leader of ProHealth Care Pneumonia Project Team consistently achieving top 5% performance for quality measures with collaboration of Physician champions.
- Completed six-sigma green belt certification and facilitated performance improvement teams including Reducing Stat/Now Medication turnaround time from 60 to 30 minutes.
- Directed 40-member clinical leadership team through over 300 Provision of Care survey standards that resulted in variance free Joint Commission survey October 2010.
- Lead design and transition of new electronic clinical documentation system that improved accessibility of data throughout the system.
- Facilitated system wide sign standardization for all inpatient units that resulted in signage savings and a streamlined, clear communication structure.
- Implemented "Joint Camp" for total hip and knee patients to improve coordination of care and communication.

Director of Nursing

1993 to 1995

Directed clinical care for a 45-bed Orthopedic and Neurologic unit and a 15-bed Rehabilitation unit. Managed the Nursing Float/Pool.

- Completed Parish Nurse Program and co-lead development of Parish Nurse Program at WMH that resulted in hiring parish nurses within congregations throughout the community.

Assistant Unit Director of Nursing / Charge Nurse / Registered Nurse 1986 to 1993

- As Assistant Unit Director, managed a 39 bed Medical unit and served as coach/mentor for high performing clinical teams. Awarded the Employee Excellence Award 1990.
- As Charge Nurse, responsible for providing extraordinary care to patients and unit leadership for 39 bed Medical unit.

Woodland Skilled Nursing Facility, Brookfield, WI

1985 to 1986

Registered Nurse - Responsible for providing direct patient care.

OTHER PROFESSIONAL EXPERIENCE

Hartford Institute for Geriatric Nursing, New York, NY

1999- Present

National nursing organization designed to assist health care organizations improve care to older adults.

Senior Nurses Improving Care for the Health System Elderly (NICHE) Consultant

- Administrative Leadership for NICHE Implementation and Programing 1999 - 2011
- Responsible for mentoring new NICHE sites through a Leadership Training Program.
- Facilitate organizations to complete SWOT analysis and action plans to implement NICHE
- Facilitated a grant in partnership with AARP, AJN and NICHE to pilot best practices for improved caregiver collaboration in the acute care environment through implementation of a Caring Communications Notebook with 5 NICHE Hospitals across the nation and evaluating results.
- National Speaker for NICHE annual conference (500 to 700 participants): 2006, 2007, 2008, 2009, 2013,2016
- Webinar Presenter: "Hardwiring NICHE" 2012
- Conference Planning Committee and Abstract/Poster Reviewer: 2011, 2012, 2013, 2014, 2015,2016, 2017

EDUCATION / PROFESSIONAL DEVELOPMENT

MBA, Keller Graduate School of Management, Waukesha, WI
BSN, Marian College, Fond du Lac, WI
CENP, Certified in Executive Nursing Practice
RN Licensure: Expires 02/28/2020

Publication: Journal of Nursing Administration March 2014: *Enhancing Capacity Management*

Award: Wisconsin Nurses Association Staff Nurse Advocacy Award 2010

Memberships:

Wisconsin Nurses Association: Member and Conference Planning Committee

Former Waukesha District Nurses Association: Board Member

Wisconsin Organization of Nurse Executives: Board Member and Conference Planning Committee 2014, 2015, 2016, 2017, 2018, 2019 and speaker 2016, 2017

American Organization of Nurse Executives

Former Linden Grove Board Member

Wisconsin Collaborative for Healthcare Quality