

JANE SMITH, RN, BSN, MSBA

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CHIEF NURSING OFFICER

Seasoned healthcare leader with a formidable record of conceiving and executing strategic change in large acute-care hospitals and extended health system settings. Extensive experience with business process improvement, performance standards, product innovation, construction initiatives, and community outreach. Well-established skills in financial turnaround, change management, and productivity improvement. Collaborative leader able to engage management, medical staff and work teams to build culture of teamwork and accountability.

Strategic Planning • P & L Management • Health System Operations • Product & Service Innovation
Business Process Improvement • Performance Standards & Metrics • Change Management
Collaborative Leadership • Performance Optimization • Community Relations

PROFESSIONAL EXPERIENCE

PROVIDENCE HEALTH, Any City, Michigan and Columbus, Ohio • 2004-Present

Nation's 4th largest Catholic health care system with 44 hospitals and extensive outpatient, long-term care, home health and hospice facilities in 7 states.

Director, Operations Performance Leadership (Corporate Level), 2007-Present

Promoted to lead 19 ministry organizations and system hospitals to achieve/exceed targets for key indicators and financial metrics in strategic areas such as (but not limited to) patient care, financial stewardship, associate engagement, and physician alignment. Identify, implement and ensure best-practice processes, consistent corporate standards, effective business planning and training across entities.

- Implemented length of stay best practices at multiple hospitals resulting in an average of 3% improvement in operational performance for 5 major hospitals.
- Standardized case management practices across the system improvements in length of stay and throughput and a decrease in denials.
- Guided 3 surgical redesign projects and 2 Emergency Department (ED) redesign projects.

Vice President, Patient Care Services and Chief Nursing Officer, Mount Carmel East Hospital, 2004-2007

Recruited to turn around underperforming operation. Facilitated process improvements, performance standards and new program development to drive highest quality of daily operations and patient care across 11 departments and 1500 FTEs. Liaised among hospital managers and physicians, community and external agencies. Member, executive team and medical, administrative and board committees.

- Turned worst performing hospital in the Trinity system into #1 ranking within 2 years by focusing on process improvement, productivity and patient satisfaction.
- Developed nurse staffing productivity model and Case Management/Disease Management model of care.
- Transformed organizational culture through innovative recruiting, recognition and leadership programs.
- Restructured departmental leadership to better align responsibilities and smooth transitions in levels of care and patient throughput.
- Championed Tele-Tracking bed management system enhancements to improve patient throughput via improved bed assignment times.
- Awarded "Nurse Leader of the Year" by MONE for the entire state of Michigan in 2004.

HURON VALLEY-SINAI HOSPITAL, Commerce, Michigan • 1997-2004

153-bed hospital ranking nationally among the top providers in patient satisfaction and part of the 8-hospital Detroit Medical Center.

Vice President, Patient Care Services and Chief Nursing Officer

Led daily operations, including developing strategic initiatives and supporting the implementation of patient care, quality improvement initiatives, and devising and launching new products and programs. Ensured consistent

HURON VALLEY-SINAI HOSPITAL, Selected Accomplishments, continued:

nursing practices, policies, and procedures across 20 departments. Managed total staff of 480 and operating budget of \$450M. Key member of executive team, reporting to President.

- Led hospital to JCAHO score of 98 with no Type I recommendations—the highest score in the 8-hospital system.
- Implemented patient care delivery model with 97% physician, patient and employee satisfaction overall—the only hospital in the system to fully launch initiative.
- Opened \$46M expansion of Birthing Center that doubled the original square footage of hospital. Co-developed a \$30M expansion to increase operating suites and needed infrastructure.
- Created a multidisciplinary patient data base (now adopted across the system) as well as a Clinical Information System.
- Gained ISO 14001 certification—the only hospital in the system to do so and the 1st hospital in the country to achieve such certification.
- Overachieved profit targets by 61% in 2001 (\$5M vs. \$3.1M target) through comprehensive new programs, including Fast Track and Occupational Health, Short Stay and Cardiac Observation Units, Quick Care, and Brachytherapy.

ST. JOHN HOSPITAL AND MEDICAL CENTER, Detroit, Michigan • 1992-1997

Leading teaching hospital with 607 beds, a 1200-member staff, and 50+ medical/surgical specialties.

Associate Administrator, Pediatrics, Education and Occupational Health, 1994-1997

Acting Director, Occupational Health Service and Infection Control, 1993-1994

Director Pediatric and Neonatal Services, 1992-1994

Promoted twice within 4 years, ultimately to direct nursing development and performance, and develop revenue-generating medical units, products and services. Facilitated numerous process improvement initiatives across interdisciplinary groups. Served as JCAHO liaison with parent health system.

- Instituted nurse cross-training from nursery to post-partum to enable development of the Mother-Baby Unit.
- Led development of, and launched, the Special Care Unit for NICU step-down and the Special Care Nursery. Played key role in opening hospital's Birthing Center.
- Generated \$500,000 in new revenue by developing new pediatric services within the hospital as well as a family service product line for the parent system.
- Chaired enterprise wide JCAHO Education Task Force and participated on hospital's JCAHO Steering Committee. Instrumental in survey process and achieving overall score of 99.
- Added 2 managed care plans for Pediatric and OB-GYN patients in the Out-Patient Clinic.
- Participated in hospital-wide benchmarking initiative to determine strategic initiatives for FY 1997-1998.

PRIOR EXPERIENCE: William Beaumont Hospital, Royal Oak, Michigan: Clinical Nurse, Pediatrics, 1978-1981; Assistant Clinical Nurse Coordinator, Pediatrics/PICU, 1981-1985; Nursing Manager, Adult Medical/Surgical Unit, 1985-1988; Clinical Nurse Education Specialist, 1988-1991; Maternal Child Health Nursing Manager, Pediatrics/PICU and Intermediate Care, 1991-1992;

EDUCATION and LICENSES

Master of Science in Business Administration (MSBA), Madonna University, Livonia, Michigan

Bachelor of Science in Nursing, University of Michigan, Ann Arbor, Michigan

Licensed Registered Nurse, Michigan and Ohio

PROFESSIONAL AFFILIATIONS

Healthcare Financial Management Association

American Organization of Nurse Executives

Former President, Michigan Organization of Nurse Executives, District and State Levels

Sigma Theta Tau, Kappa Iota Chapter, National Honor Society in Nursing

Delta Mu Delta, Gamma Epsilon Chapter, National Honor Society in Business Administration