My system director experience in surgical services and Master’s in Nursing Leadership & Management Education has prepared me for my current role as Interim System Director of Surgical Services. I have worked in staff, education, and director/management roles in the surgery department for over thirty years. In addition to surgery, I have staff and management experience in surgical support areas including preop, PACU, SPD, materials management, environmental services, endoscopy, infusion, pain clinic, retinal clinic, and OBS. Prior to specializing in the operating room, I practiced in the PCU/ICU. I am excited for the opportunity to utilize my experience and education in the Surgical Services Director role at your organization.

**Skill Highlights**

|  |  |
| --- | --- |
| * Staffing management ability * Conflict resolution/Staff coaching * Patient-oriented * Personal and professional integrity * Relationship and team building * The Joint Commission certification experience * Physician liaison * SPD management | * Process development and improvement * Collaboration communication * Budget oversight * Critical thinking skills * Staff development and training * Service line growth * CMS certification experience * Construction management |

**Professional Experience**

**HealthTrust Workforce Solutions (2022 - present)**

*Interim Director of Surgical Services Riverside Community Hospital, Riverside CA (11/23-present)*

Daily operations of pre-procedure clinic, preop, OR, PACU, SPD, anesthesia and endoscopy. Oversight of budget and productivity. Transitioned surgery to main OR from OSC for conversion to ASC. Moved PAT department to main OR area. Developed inpatient PAT process due to high inpatient volume. Initiating usage of Facility Scheduler and self-scheduling for all departments. Assisting with implementation of Scheduling Express. Reinstated Unit Practice Committee. Developed initiative to decrease case cancellations from 17% to under 6%. Increased staff satisfaction for surgery departments 7% and endoscopy 20%. Provider survey satisfaction increase of 12%. Successful Joint Commission Survey with one finding in SPD of stained instruments and no other finding in any surgery area.

*Interim Director of Surgical Services Northeast Methodist Hospital, San Antonio TX (6/23-11/23)*

Daily operations of pre-procedure clinic, preop, OR, PACU, SPD, anesthesia, and endoscopy with no addition leadership in place. Collaborated on ASC construction. Reinstated Unit Practice Committee. Collaborated with OR leadership to right size elective scheduling to limit late running rooms facilitating primetime usage. Right sized block to reflect provider needs. Developed hybrid 12/8 hour shifts schedule to align with surgery staffing needs. SPD flooring repairs to meet requirements.

*Interim Director of Surgical Services Fairview Park Hospital, Dublin GA (11/22-6/23)*

Daily operations of pre-procedure clinic, preop, OR, PACU, SPD, anesthesia, inpatient endoscopy and Outpatient Endoscopy Center. Oversite of ongoing OR, Pre-op/PACU and Endo renovation. Changed provider culture with process and communication changes. Transitioned scheduling from paper book to Meditech. Initiated usage of Scheduling Express. Converted charge role for Pre/post department to manager for process oversite. Reinstated Unit Practice Committee. Collaborated with OR leadership to right size elective scheduling to limit late running rooms facilitating primetime usage. Right sized block to reflect provider needs. Returned OR start time to 0730 from 0745 to eliminate case starting late after 0800. Corrected FPC to reflect employee work areas. SPD initiative to align with best practices to include rearranging work flow, validating practices, SPD equipment and instrument condition. Developed action plan for previous CRSE findings.

*Interim Director of Surgical Services Regional Medical Center, San Jose CA (6/22-11/22)*

Daily operations of pre-procedure clinic, preop, OR, PACU, SPD, anesthesia and endoscopy. Oversite of budget and productivity. Collaborated on extensive OR, Pre-op/PACU and Endo renovation. Launched Ortho/Neuro ORs. Transitioned surgery to main OR from OSC for conversion to ASC. Developed hybrid 12/8 hour shifts schedule to align with surgery staffing needs. Initiated usage of Facility Scheduler and self-scheduling for all departments. Assisted with implementation of the StaRn plus program for OR. Mentored novice interim OR manger with successful transition into permanent OR manger role. Developed charge role for Pre/post department. Facilitated on-boarding new neuro and ortho providers. Reinstated Unit Practice Committee. Collaborated with OR leadership to optimize block utilization and prime time schedule usage resulting in Division #1. Increase FCOT by 13%. Developed action plan for previous The Joint Commission recommendations.

**AMN-B.E. Smith/The First String Healthcare (2016 – present)**

*Interim System Director of Surgical Services SageWest Healthcare, Lander/Riverton WY (11/21 – 6/22)*

Daily operation of preop call center, preop, OR, SPD, PACU, endoscopy, pain clinic, Cath lab, and infusion at two campuses with 24/7 responsibility. Performing gap analysis and ensuring survey readiness. Established Unit Practice Committee. Block schedule optimization. Acting in staff roles as needed and supporting the team which unified staffing. Developed charge nurse and lead SPD tech roles. Oversight of system budgets.

*Interim Director of Surgical Services Grande Ronde Hospital, La Grande, OR (02/20 - 07/20)*

Assisted with daily operations of preop, PAT, OR, PACU, SPD, and endoscopy. Performed gap analysis and assisted with implementing best practice changes as consultant. Processes addressed included counts, OR traffic, ERAS, GI flow, daily department safety huddle, SPD flow, fluid management, instrument handling in OR and preop care. Originated OR Nurse Navigator role. Developed Unit Practice Committee. Developed hospital action plan to combat COVID-19 surge.

*Contract Director of Surgical Services FHN Hospital, Freeport, IL (10/18 - 11/19)*

Original thirteen-week contract extended to over thirteen months per hospital request. Daily operation of preop call center, ACU, retinal clinic, OR, SPD, recovery, pain clinic, and infusion with 24/7 responsibility. Transitioned endoscopy center report structure to surgical services. Initiated Surgical Navigation, colorectal bundle protocol, and nose to toes decolonization programs. Optimized transformational surgery and endoscopy structure to reduce operating costs by $380,000 in fourth quarter without reducing services or staff. Managed two surgical services crises while continuing to provide safe patient care.

*Interim Contract OR Manager Providence Alaska Medical Center, Anchorage, AK (02/16 - 06/17)*

Daily operations of eighteen ORs including open heart. Reviewed all policies and implemented OR Quality Council and QA learning boards. Assisted with budget development. Stabilized staff with reduction of agency staff from 27 to 4. Empowered culture change. Assisted with the development of the Peer Coach program. Implemented first case on-time start initiative and self-scheduling. Assisted with implementation of Caring Reliably initiative. The Joint Commission survey with no recommendations or findings.

**Director of Perioperative Services KU Health System, Great Bend, KS (2020-2021)**

Daily operation of preop call center, OR, SPD, recovery, endoscopy, pain clinic, and infusion with 24/7 responsibility. Initiated 4-day elective surgery schedule to increase block utilization and decrease agency staff with increased employee satisfaction and positive culture. Successfully increased staff compensation to market. Completed OR repairs to standards. Requested and collaborated on OR and SPD remodel. Identified temporary SPD space, saving $750,000 in renovation costs. Implemented OR Nurse Navigator role and revised preoperative flow with 26% increase of on-time first case starts. Initiated ERAS, and converted wrapped sets to rigid containers. Transitioned infusion department to perioperative services. Hospital Strategic Plan goal owner, Staff and Provider stabilization. Identified areas of need, developed goals and action plans.

**Director of Surgical Services St. Joseph Medical Center, Kansas City, MO (2017 - 2018)**

Daily operation of preop call center, preop, OR, SPD, recovery, endoscopy, pain clinic, and infusion with 24/7 responsibility. Ensured safe patient care. Financial oversight including daily management of FTEs. Coaching/counseling of staff. Development of highly functioning cultures. Collaborated with senior leadership to grow Surgery/GI/Pain service lines. Oversaw quality and infection control processes. Validated supplies and patient charges. Obtained capital equipment. Facilitated staff education. Facilitated communication with healthcare providers. Acted as succession plan for current CNO.

**OR Manager Ambulatory Surgery Center HCA, Tampa, FL (2013 - 2016)**

Daily management of OR, endoscopy, materials, and SPD. Facilitated schedule, staffing, education, and evaluations. Managed budget and payroll. Updated policy/processes. Infection Control Officer. Ensured equipment and supplies as needed. Reduced labor hours per case from 2.8 over budget to 0.9 below budget. Received district award for largest volume growth for 2015. CMS visit with no concerns or findings.

**Charge Nurse St. Joseph Hospital North, Lutz, FL (2011 - 2013)**

Oversaw daily operations of surgical services and endoscopy including running the board, assignments, equipment allocation, and assisting in rooms. Assisted with staff education and evaluations. Performed managerial duties in absence of manager. Assisted with changes in policy and processes. Represented the department on committees. Optimized turn-over processing by 66% from 55 minutes to 20 minutes.

**St. Luke's Health System, Kansas City, MO (1985 - 2011)**

*Orthopedic Clinical Resource Nurse (2009 - 2011)*

Direct supervision of the orthopedic team. Ensured staff had resources needed. Provided education, emotional support, and assistance during cases. Increased employee satisfaction, job performance, and case volume. Acted as charge nurse. Updated HSM resource maps. Verified correct PHS/HSM code selected for cases. Scheduled cases in PHS. Verified stats for orthopedic cases. Reviewed charges in HSM.

*Operating Room Staff Nurse (2007 - 2009)*

Scrubbed and circulated all cases. Preceptor new staff. Acted as charge nurse on night shift. Prioritized case order after hours. Determined need for call team utilization. Prepared all first-start cases in all ORs. Cared for emergent and trauma patients. Scheduled patient in computerized surgical documentation system. Used HSM documentation and PHS.

*Clinical Nurse Manager (Director) Surgical Services (2005 - 2007)*

Organized opening of a new campus in the health system. Developed budget and staffing plans all departments. Completed/submitted all job position requisitions. Developed scope of services defining each hospital department. Wrote all policies and procedures for the hospital. Assisted with building decisions. Interviewed and staffed FTE’s. Assisted with development/implementation of orientation for all new hospital employees. Developed/implemented/educated PHS/HSM/Horizon clinical and shared governance structure. Daily supervision OR, endoscopy, SPD, anesthesia, short stay unit, preoperative, and PACU. Daily staffing and call schedule. Acted as administrator on-call. Developed employee satisfaction program. Assisted with the successful completion of the initial The Joint Commission survey.

*Education Coordinator Surgical Services (2003 - 2005)*

Coordinated orientation and educational activities for preop, surgery, PACU, ACM, pain clinic, OPD, and SPD. Assisted with system-wide development, implementation, and education of HSM. Took a leadership role in Plan of Care, Products, Employee Education, Patient Education (Press-Ganey), Code Blue, Domestic Violence, Clinical Leadership, Organizational Leadership, Northland Leadership, and Horizon Surgical Management committees. AORN Membership Committee Chair (2003-2005).

*Operating Room Staff Nurse (1988 - 2003)*

Scrubbed and circulated all cases. Acted as preceptor and charge nurse. Developed call schedules and managed surgical case schedules. Cross-trained in all surgical services departments. Ordered supplies and special equipment. Wrote all procedures, protocols and guidelines.

**Education**

Associate’s Degree in Nursing, Penn Valley College, Kansas City, MO

Master’s Degree in Nursing Leadership & Management, University of Mary, Bismarck, ND

**Licenses/Certifications**

RN- AK, CA, and MO / CNOR, ACLS, BLS, and PALS

**Professional Organizations**

Association of Operating Room Nurses (AORN), Association for the Advancement of Medical Instrumentation (AAMI), American Society of Perianesthesia Nurses (ASPAN), Society of Gastroenterology Nurses and Associates (SGNA), American Nurse's Association (ANA)