

Carol Smith

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SUMMARY

Healthcare executive with over 25 years of experience leading providers of superior patient care, innovators responding to changing healthcare environments, and businesses run with positive operating margins. Leadership based on foundation of direct patient care and ever-increasing levels of management responsibility.

EXPERIENCE

EVP and COO 2008-2013

SVP, Patient Care Services and CNO 2006-2008

Saint Peter Care, Inc., Anywhere, CA

- Led operations for six companies within this integrated healthcare delivery system, including 617-bed acute care hospital, 60-bed rehabilitation hospital, and four practice groups with ~270 physicians and mid-level providers.
- Led transformation from top-down controlled organization suffering from high patient-complaint volume and low customer service scores to a model focused on everyone's accountability to patients and co-workers.
 - Restructured Quality function by hiring new leadership team, training staff, and focusing on data-based service improvement plans.
 - Regained Leapfrog's A rating, raised customer service scores from 18th to 50th percentile, and recaptured ~\$1M at-risk dollars.
- Significantly improved patient care by co-leading transformation to service line model. Changed focus from reactive, acute episodic care to proactive management of health, wellness, and chronic disease.
 - Restructured St Peter / physician relationships to acquire highest quality doctors and benefit from their transition from private practitioners to healthcare systems employees:
 - Created more structured contracts and physician onboarding and feedback processes to ensure more effective—and efficient—fulfillment of clinical, teaching, and administrative responsibilities.
- Oversaw all functions supporting clinical services, including IT, HR, pharmacy, lab, radiology, facilities, engineering, risk management, and quality.
 - Instituted electronic medical records system (EPIC) to integrate 34 disparate technology systems, improve communication, and lower IT costs.
 - Reduced supply chain expenses by ~\$10M, 10% of total supply expenses, in two years.
 - Won "Outstanding Women in Business" Award for leading development of John Jackson Tower. Added 318,000 square feet, expanded ER from 39 to 70 rooms, and built state-of-the-art operating rooms. Completed 5-year, \$184M project on time, on-budget, and without disrupting patient care.

Healthcare Consultant 2006

- Prepared organizations for regulatory visits by CMS (Center for Medicare/Medicaid Services) and TJC (The Joint Commission).
- Designed and oversaw implementation of corrective action plans in response to organizations' failed survey results, including redesigning work processes to meet standards.

SVP, Patient Services and CNO 2003-2005
Health Services of Massachusetts

- Stabilized two-hospital system struggling to provide marginal, safe care with highly entrenched unionized staff.
 - Partnered with nursing union to renegotiate contracts, upgrade and standardize practices, and provide management development.

Blackwell Health System, Blackwell, Connecticut 1986-2002

Throughout 17-year tenure, tapped repeatedly for ever-higher level positions, beginning as Coordinator of Emergency Nursing Services and ending as President and COO.

President and COO 1999-2002

- Led transformation of 490-bed tertiary care center (hospital and VNA) with 2400 FTEs and \$243M operating budget. Incorporated organization's values into behavioral standards by forging strong partnerships with physicians, management, and front-line staff, resulting in:
 - Customer service scores rising from 3rd to 50th percentile.
 - Operating margin increasing from \$25M to \$34M or 12.8%.

SVP, Operations and Chief Administrative Officer 1998-1999

- Led operations of hospital, clinic, satellites, and VNA—with 3000 FTEs and \$330M operating budget.

VP, Operations and Chief Nursing Officer 1996-1998

- Co-led hospital's transition to integrated delivery system with six service lines.

VP, Clinical Division 1995-1996

- Led day-to-day operations and short- and long-term business planning for critical care and surgical nursing units which functioned at 97% productivity.

Administrative Director, Critical Care and Surgical Services 1991-1995

- Oversaw Adult and Pediatric Critical Care, Cardiac Catheterization and Peripheral Vascular labs, Coronary and Medical-Surgical step-down units, Neurosurgery, and General Surgery.

Director of Nursing 1989-1991

- Directed Critical Care and Surgical Nursing units.

Coordinator, Emergency Nursing Services 1986-1989

- Managed 40,000 visits/year ER that became part of Blackford's expansion to an EMS Resource Hospital and Level I Trauma Center.

Direct Critical Care Nursing	1975-1986
During 10 years of nursing in 300- to 1000-bed university and community hospitals, cared for patients dealing with burns, heart and neurological surgeries, spinal cord injuries.	
Staff Nurse, Cardiac Step-Down Unit	1985-1986
PRN Nurse	1984-1985
This Medical Center, Anywhere, Illinois	
Clinical Head Nurse	1982-1984
Staff Nurse	1981-1982
That Medical Center, Anywhere, Pennsylvania	
Primary Nurse	1977-1981
Primary Hospital Center, Anywhere, CT	
Staff Nurse, Psychiatric Unit and ENT Unit	1976-1977
This Medical Center, Anywhere, CT	

LICENSURE and EDUCATION

RN license , State of Anywhere (renewed annually)	2014
Nurse Executive Fellow	1998
Any School of Business, University of Anywhere	
MS, Medical-Surgical Nursing	1989
Any University, Anywhere, California	
BS, Nursing	1976
Any University, Anywhere, Connecticut	