The CNO Exchange is proudly sponsored by:
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JULIE AUTON
Leadership Programs Editor, HealthLeaders Media

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Located along California’s most spectacular stretch of Pacific paradise, with 78 acres of oceanfront property, including two miles of natural beach, our resort offers luxury suites and guestrooms in an inspiring, sun-drenched setting. Enjoy vista views of the sea and sky while embracing an innovative, artful design of low-storied buildings terraced to the sea and connected by lush, meandering garden paths.
The expansion of services across the care continuum is creating more demand for the knowledge, skills, and experience nurses can provide. At the same time, the looming nursing shortage is challenging nurse leaders to maintain adequate staffing levels, cultivate nurse engagement, and lead quality improvement efforts.

Over the next two days, nurse executives representing some of the most progressive organizations in the country will gather to address effective strategies for recruiting, retaining, and growing their staff while also enhancing the patient experience.

We’re proud to welcome an exceptional group to the 2016 HealthLeaders Media CNO Exchange. Everything this event holds in store—including peer-to-peer roundtable sessions and leisure activities—is meant to give you a platform to share ideas and create your own network of nurse leaders.

Please note the Exchange is made possible by our sponsors, Capella University, Optum, and Sheridan Healthcare. We thank them for their support and the experience they will share.

To support our mutual goals, please bear in mind a few guidelines for the event. First, please understand that our goal is to share solutions and insights from the events with our broader audience of almost 100,000 healthcare leaders, so our editors will be covering the forum sessions of this event for editorial content. Second, like many events where healthcare decision-makers gather, it is our policy that no discussions or interactions that might broach conflict-of-interest or antitrust concerns will occur.

We hope you will benefit from relaxing and recharging at the Bacara Resort & Spa. As your host, please find me or any member of our team with any concerns that might prevent us from exceeding your expectations.

Julie Auton
Leadership Programs Editor
HealthLeaders Media
**PROGRAM AGENDA**

**WEDNESDAY | November 2**

6–8 p.m.  **Welcome Reception (Ocean Terrace)**

**THURSDAY | November 3**

7:15–8 a.m.  **Buffet Breakfast (Santa Ynez Terrace)**

8–8:30 a.m.  **Event Kickoff/General Session (Santa Ynez)**

8:30–10 a.m.  **ROUND A SESSIONS**

**Breakout Session 1**

**Quality: Driving Safety and Patient Satisfaction (Santa Cruz)**

Because they have close and frequent contact with patients, nurses are in an excellent position to drive quality and safety outcomes. However, increased patient acuity, simultaneous demands on nurses’ time, staffing challenges, and constraints on developmental resources can impede the provision of high-quality care. In an era where quality is being tied to reimbursement and can influence a patient’s choice of healthcare providers, nurse leaders are tasked with creating a culture that fosters quality and safety, minimizes adverse events, decreases readmissions, and improves patient satisfaction scores.

**Breakout Session 2**

**Workforce: Recruiting, Leading, and Retaining an Effective Nursing Workforce—Group A (San Miguel)**

Nursing supply and demand is once again getting knocked off-kilter by a staffing shortage. Seasoned nurses are retiring, while other RNs are leaving the bedside for nursing roles outside the traditional acute care setting. Additionally, 33% of newly licensed RNs will leave their first job within two years. Nursing vacancies, turnover, and skill mix can affect patient care as well as an organization’s finances. So how can nurse leaders attract and retain both new and experienced nursing staff? In addition to issues surrounding recruitment and retention, this session will explore models that deploy nurses in ways that produce optimal clinical, quality, and financial outcomes.
Breakout Session 3
Workforce: Recruiting, Leading, and Retaining an Effective Nursing Workforce—Group B (Anacapa)

10–10:15 a.m. Break (Santa Ynez Terrace)

10:15–11:45 a.m. ROUND B SESSIONS

Sponsor Panel Session 1
Capella University (Santa Cruz)

Sponsor Panel Session 2
Optum (San Miguel)

Sponsor Panel Session 3
Sheridan Healthcare (Anacapa)

HealthLeaders Media Focus Group (Santa Rosa)

11:45 a.m. Boxed Lunch by Pool
Please join us by the pool for lunch and relaxation. This is free time for you to enjoy the resort and surrounding area.

3–9 p.m. Depart Bacara for Wine Tasting Tour & Dinner
Wine Tasting & Tour at Firestone Vineyard and Dinner at Roblar Winery
Thursday, Nov. 3, 2016. Depart Bacara Resort at 3 p.m. and arrive back at 9 p.m. We will enjoy a tour & tasting at the Firestone Vineyard Estate Winery. This tour will guide you through the winery’s history and the production of fine wine from vine to glass. Our tour will include a tasting of Firestone’s current release wines. Then, we will drive to Roblar Winery for a second tasting, followed by dinner. Roblar Winery is nestled in an oak tree-studded, 40-acre vineyard and located in the heart of Santa Barbara County. Please meet in the lobby by 2:45 p.m. to catch the shuttle.
FRIDAY | November 4

7 a.m.  Buffet Breakfast *(Santa Ynez Terrace)*

7:30–8:30 a.m.  Ideas Exchange *(Santa Ynez)*

8:30–10 a.m.  ROUND C SESSIONS

Breakout Session 4
Quality: Driving Safety and Patient Satisfaction—Group A *(Santa Cruz)*

Breakout Session 5
Quality: Driving Safety and Patient Satisfaction—Group B *(San Miguel)*

Breakout Session 6
Workforce: Recruiting, Leading, and Retaining an Effective Nursing Workforce *(Anacapa)*

10–10:15 a.m.  Break *(Santa Ynez Terrace)*

10:15–11:30 a.m.  ROUND D SESSIONS—WORKGROUPS
At this year’s CNO Exchange, we are introducing WorkGroups that allow for hands-on involvement in addressing the issues nurse leaders face. Group discussions will take place during the Exchange with the option of post-event collaboration and goal sharing.

- WorkGroup A *(Santa Cruz)*
- WorkGroup B *(San Miguel)*
- WorkGroup C *(Anacapa)*
- WorkGroup D *(Santa Rosa)*
- WorkGroup E *(Salon 4)*

11:30 a.m.  Adjourn
Shuttles will depart from Bacara Resort and head back to the Santa Barbara Airport at 11:45 a.m. and 12:30 p.m.
Because they have close and frequent contact with patients, nurses are in an excellent position to drive quality and safety outcomes. However, increased patient acuity, simultaneous demands on nurses’ time, staffing challenges, and constraints on developmental resources can impede the provision of high-quality care. In an era where quality is being tied to reimbursement and can influence a patient’s choice of healthcare providers, nurse leaders are tasked with creating a culture that fosters quality and safety, minimizes adverse events, decreases readmissions, and improves patient satisfaction scores.

In this session of the HealthLeaders Media CNO Exchange, we will explore the following questions:

- What are the major challenges you’re facing in terms of patient quality and safety?
- How are you developing a culture of safety among your nursing staff across the care continuum?
- How are you promoting evidence-based protocols for nursing care?
- How are you using data to determine and prioritize quality improvements? What tools are you using to measure the effectiveness of quality improvement efforts?
- What care models have you found effective in improving quality outcomes?
- How are you empowering your nurses to voice concerns and offer suggestions about issues they think are affecting quality?
FOR FURTHER READING

HealthLeaders Media:
Does Measuring Quality Really Ensure Patient Safety?
April 21, 2016
There’s been a "striking" rise in the number of quality measures that are publicly reported, "but no standards on how accurate or inaccurate a measure needs to be," says Peter Pronovost, MD.

HealthLeaders Media Intelligence Report:
Patient Experience: Transforming Culture Across the Continuum
August 2016
Healthcare providers continue to focus on building organizational cultures centered on patient experience excellence, using technology and an assortment of training programs to engage a wide range of staff. Having moved beyond simply training to meet the demands of HCAHPS, the patient experience movement is now preparing for the next big challenge: providing patient experience excellence across the continuum.

HealthLeaders Media:
Wanted: Evidence That Improving Quality Cuts Costs
May 12, 2016
There’s hope, and there’s reality. On close inspection, the link between cost and quality is actually pretty fuzzy: We just don’t know.

HealthLeaders Media:
HAIs 'Not Just a Nursing Problem'
February 18, 2014
www.healthleadersmedia.com/nurse-leaders/hais-not-just-nursing-problem
Nurses cannot prevent hospital-acquired infections by themselves. What’s needed is a nurse-led interdisciplinary team-based approach, says the author of a study on infection prevention.
SYNOPSIS

Nursing supply and demand is once again getting knocked off-kilter by a staffing shortage. Seasoned nurses are retiring, while other RNs are leaving the bedside for nursing roles outside the traditional acute care setting. Additionally, 33% of newly licensed RNs will leave their first job within two years. Nursing vacancies, turnover, and skill mix can affect patient care as well as an organization’s finances. So how can nurse leaders attract and retain both new and experienced nursing staff?

In addition to issues surrounding recruitment and retention, this session will explore models that deploy nurses in ways that produce optimal clinical, quality, and financial outcomes.

In this session of the HealthLeaders CNO Exchange, we will explore the following questions:

• Are you experiencing a nursing shortage at your organization, or do you expect to see one in the future? What is contributing to the shortage at your organization or in your geographic area, and how are you addressing those issues? If there is no shortage at your organization, what are some effective ways to retain staff?

• In what areas do you have the most difficulty recruiting staff? Have you found innovative ways to attract and retain specialty and experienced nurses?

• How are you engaging staff to foster retention? What is the most effective way you’ve found to develop staff loyalty and keep nurses in the organization?

• What are some ways you’ve found to be more efficient with staffing? Are you using a specific staffing model that is yielding good financial, clinical, and quality outcomes?

• Are you using a model that addresses staffing across the continuum? For example, do you have an internal pool of nurses across the continuum in both acute care and ambulatory areas?
DISCUSSION GUIDES

Workforce: Recruiting, Leading, and Retaining an Effective Nursing Workforce

Moderator: Jennifer Thew, RN, senior nursing editor, HealthLeaders Media

FOR FURTHER READING

HealthLeaders Media:
Two Predictors of Job Satisfaction Among New Nurse Managers
March 29, 2016

Frontline nurse managers are essential players in improving clinical and quality outcomes, reining in healthcare costs, and retaining direct-care nurses. Here’s what they need to succeed.

HealthLeaders Media:
3 Strategies for Managing Staffing Shortages
August 29, 2016
www.healthleadersmedia.com/hr/3-strategies-managing-staffing-shortages

High patient volumes, an aging staff, and healthcare workers’ growing demands for flexibility can be surmounted with a few strategic management moves.
At this year’s CNO Exchange, we are introducing WorkGroups that allow for hands-on involvement in addressing the issues nurse leaders face. Group discussions will take place during the Exchange with the option of post-event collaboration and goal sharing. How it works:

**PRE-EXCHANGE**

CNOs will be emailed a list of topics to identify a challenging problem they would like to solve in their organization. Some of the topics could include managing a millennial workforce, fiscal stewardship, nurse engagement, or behavioral health issues in the ED.

**DURING THE EXCHANGE**

Members will choose a group based on the particular topic they would like to tackle in the coming year. A nurse leader will be selected to guide the discussion and facilitate next steps. The discussion will begin with what CNOs have employed that worked or didn’t. Participants will then come up with four action steps with specific interventions to consider when they return to their organization. At the end of the session, the group leader will report on the discussion and the agreed-upon plan of action.

**POST-EXCHANGE**

Post-Exchange involvement is voluntary. Member calls will be scheduled at regular intervals to give project status updates. During the first call, CNOs will share steps implemented to date and receive suggestions from group members about roadblocks that may have arisen. In the second call, CNOs will discuss information they have gathered, best practices they’ve identified, and resources they’ve tapped. The final call will cover success stories and lessons learned.

**INSIGHTS REPORTS**

HealthLeaders Media editors will observe WorkGroup sessions, facilitate post-event calls, and produce and share summary reports based on each group’s key findings.
MEMBER INTRODUCTIONS

Beverly Bokovitz, MSN, RN, NEA-BC
CNO
St. Anthony’s Medical Center / St. Louis

Beverly Bokovitz is a member of the Office of the President and CNO at St. Anthony’s Medical Center in St. Louis. She joined St. Anthony’s from Akron General Health System in Ohio, where she was senior vice president and CNO. Bokovitz holds a Master of Science in Nursing from Case Western Reserve University and is enrolled in the Doctorate of Nursing program from Case Western Reserve University and is enrolled in the Doctorate of Nursing program from Case Western Reserve University. She is board-certified as an advanced nurse executive and has extensive experience in healthcare operations, strategy, and board relationships. Under Bokovitz’s guidance, Akron General was recognized with the prestigious Magnet® award from the American Nurses Credentialing Center.

Linda Cole, MBA, BSN, RN, FACHE
SENIOR VICE PRESIDENT OF OPERATIONS & CNO
Children’s Healthcare of Atlanta

Linda Cole has worked with Children’s Healthcare of Atlanta for over 30 years, beginning as a staff nurse and serving at all three of Children’s campuses in multiple leadership roles. Over her tenure, she led the Egleston campus to a Level I pediatric trauma center designation, oversaw the integration of the Hughes Spalding campus from concept through the first 18 months of operations, and led the opening of the Children’s Forsyth Neighborhood location. As SVP of operations and CNO, Cole oversees the daily operations of all three hospital campuses and ensures best practices are demonstrated by their clinical staff. She serves on several community boards, including as chair of the Cumming-Forsyth Community Chamber of Commerce and vice chair of the Georgia Trauma Commission, and is on the board of trustees for LaGrange College.

Teresa L. Connolly, DNP, RN, NEA-BC
CNO & CHAIR OF THE DEPARTMENT OF NURSING
Mayo Clinic / Arizona

Dr. Teresa Connolly has over 26 years of experience in nursing, with 20 of those years in various leadership roles. Connolly received her Bachelor of Science degree from the University of Wisconsin, Oshkosh, then obtained her Master of Science in Nursing and Doctor in Nursing Practice degrees from Loyola University in Chicago, both with a focus on nursing administration. She is board-certified as a Nurse Executive—Advanced from the American Nurses Credentialing Center. She is a member of the American Organization of Nurse Executives, the American Nurses Association, the American College of Healthcare Executives, and Sigma Theta Tau International. Connolly is also the president of the Arizona Organization of Nurse Executives. As a part of the Mayo Clinic leaders, she was instrumental in developing the nursing staffing and recruiting plans for the new facility. Today, Connolly is responsible for over 1,800 FTEs across an integrated inpatient and ambulatory practice, and has oversight for the three Mayo Clinic shields: research, education, and practice.
MEMBER INTRODUCTIONS

Tammy Daniels
VICE PRESIDENT OF PATIENT SERVICES
Baptist Medical Center / Jacksonville, Florida

Tammy Daniels is the vice president of patient services at Baptist Medical Center in Jacksonville, Florida. The hospital has 489 beds and is part of a five-hospital health system with over 1,100 patient beds. All five hospitals received Magnet® Recognition as Baptist Health System in 2007. Daniels attended nursing school in Davenport, Iowa, and graduated in 1987. Over her nursing career, she obtained her master’s degree in health services management and her Doctorate of Nursing Practice from Rush University. She had the privilege of attending the Johnson & Johnson Wharton Fellows Program in Management for Nurse Executives in 2011. Daniels holds a Nurse Executive—Advanced certification from the American Nurses Credentialing Center. She has been on the nurse executive team at Baptist for the past eight years; prior to that, she was the vice president of patient care at Florida Hospital Flagler, part of the Adventist Health System.

Kathy Dawson, MSN, RN, NEA-BC
VICE PRESIDENT OF PATIENT CARE SERVICES & CNO
Saddleback Memorial Medical Center / Laguna Hills, California

Kathy Dawson is the vice president of patient care services and CNO at Saddleback Memorial, a 252-bed not-for-profit community hospital in Laguna Hills, California. Saddleback Memorial was named one of Healthgrades’ 2015 and 2016 “America’s 50 Best Hospitals” and is part of the MemorialCare Health System in Southern California. Her seven-year tenure at Saddleback has been part of a 40-year career in nursing and nursing leadership that includes 20 years at the executive level. Dawson is a member of the American Organization of Nurse Executives, the American Nurses Association, Sigma Theta Tau, and the Association of California Nurse Leaders (ACNL). Her involvement in ACNL includes serving as past president (2009) as well as on numerous committees and the board of directors. Dawson obtained her BSN and MSN from Azusa Pacific University. She holds a Nurse Executive—Advanced certification from the American Nurses Credentialing Center and is Lean leader certified. Under Dawson’s guidance, Saddleback Memorial submitted its application for Magnet Recognition Program® designation in July 2016 and will be submitting supporting documents in February 2017.

Mary Ellen Doyle, MBA, BSN, RN
CORPORATE VICE PRESIDENT OF NURSING
Scripps Health / San Diego

Mary Ellen Doyle is the corporate vice president of nursing for Scripps Health in San Diego. Scripps offers services by way of its 26 ambulatory centers, five hospitals, home health, hospice, mobile medical unit, m-health, and health plan. As a member of Scripps’ executive team, she partners with the chief medical officer and vice president of ambulatory/population health to execute Scripps’ healthcare delivery strategies. Doyle has extensive experience leading within shared governance and highly matrixed organizational environments. She is passionate about her role in building organizational capabilities, continuously improving performance, and excelling in healthcare service delivery. To that end, in 2016, Scripps was named as one of Fortune’s “100 Best Companies to Work For” for the ninth consecutive year and was recognized by Truven as one of the nation’s “Top 15 Health Systems” for the fourth time.
MEMBER INTRODUCTIONS

Pamela Dunley
VICE PRESIDENT, CHIEF OPERATING OFFICER, & CNO
Elmhurst Memorial Hospital / Elmhurst, Illinois

Pam Dunley has held nursing leadership positions since 1983. She has worked at Elmhurst Hospital since 1997, serving as CNO since 2006 and as chief operating officer since 2013. Her responsibilities include all the inpatient and outpatient service lines of the hospital, nursing across Elmhurst Memorial Healthcare, respiratory care, rehabilitation, hospitality, radiology, and laboratory services. Dunley was involved with leading the journey to become a Planetree-designated hospital, building a state-of-the-art replacement hospital, redesigning all the hospital processes using Lean Six Sigma and Toyota production methodology, and achieving Magnet® status. She has held a registered nurse license in Illinois since 1978 and has been certified by the American Organization of Nurse Executives as a CENP (Certified in Executive Nursing Practice) since January 2009.

Teresa Fisher
CHIEF OPERATING OFFICER & CNO
Lakewood Health System / Staples, Minnesota

Teresa Fisher is chief operating officer (COO) and CNO of Lakewood Health System, a rural private nonprofit integrated healthcare system in Staples, Minnesota. Lakewood has been a physician-integrated system since 1997 and comprises a critical access hospital, five area clinics, and a full spectrum of senior services. Fisher has been COO/CNO of Lakewood since 2014 and has over 20 years of healthcare administration and nursing leadership experience; she is proud to work for such an outstanding healthcare system. In 2015, Lakewood won the Minnesota Hospital Association Community Benefit Award for the groundbreaking Choose Health program. In 2014 and 2013, Lakewood was awarded the Women’s Choice Award for America’s 100 Best Hospitals for Patient Experience. In 2013 and 2012, Lakewood was awarded the Best-in-Class Seal by HR Solutions, an honor for select organizations whose employee survey scores are within the top 10% of employee engagement and overall job satisfaction levels. Fisher holds a BSN from the University of Mary and an MA with concentrations in healthcare administration, human resources, process consultation, and organizational development. She currently is working on her dissertation for a doctorate in healthcare administration from the University of Phoenix.

Judy Fix, MSN, RN
SENIOR VICE PRESIDENT OF PATIENT CARE SERVICES & CNO
Long Beach Memorial & Miller Children’s and Women’s Hospital / Long Beach, California

Judy Fix has served for 16 years as the senior vice president of patient care services and CNO for Long Beach Memorial and Miller Children’s and Women’s Hospital in Long Beach, California. These two medical centers are owned by the vertically integrated MemorialCare Health System in Orange County and South Los Angeles. She has extensive knowledge and experience as a healthcare executive and has served healthcare organizations in operations, consulting, and education roles. Fix is active in multiple professional organizations, serves on the Nurse Leadership Board for the Hospital Association of Southern California, and holds an adjunct faculty position in the Master of Nursing program at California State University, Long Beach.
MEMBER INTRODUCTIONS

Jennifer Gentry, MS, RN, NEA-BC
CNO
Christus Spohn Shoreline and Memorial hospitals / Corpus Christi, Texas

Jennifer Gentry is the CNO of Christus Spohn’s Shoreline and Memorial hospitals in Corpus Christi, Texas. She has worked with Christus Spohn since 2011. Christus Spohn Memorial is the region’s only Level II trauma center, while the Shoreline campus is a chest pain and stroke-accredited tertiary care center. Combined, the two campuses are licensed for over 700 beds. Gentry is leading Spohn Nursing through significant change: The Memorial and Shoreline campuses are being merged into one campus, with the addition of a patient care tower on the Shoreline campus. Creating a new, shared culture has been a key driver of the merge’s success. Gentry, a three-time graduate of Excelsior College, received her associate’s, bachelor’s, and master’s degrees with a focus on clinical systems management. She serves on the Alumni Leadership Council and as adjunct faculty in Excelsior’s nursing program. Her memberships include the American Organization of Nurse Executives, the Texas Organization of Nurse Executives, Sigma Theta Tau International, and serving as past president of District 17 of the Texas Nurses Association.

Linda Hofler, PhD, RN, NEA-BC, FACHE
SENIOR VICE PRESIDENT – NURSE EXECUTIVE
Vidant Medical Center / Greenville, North Carolina

Dr. Linda Hofler is the senior vice president – nurse executive at Vidant Medical Center, a 909-bed tertiary care, academic medical center affiliated with the East Carolina University (ECU) schools of Medicine, Nursing, and Allied Health. Under Dr. Hofler’s leadership, Vidant Medical Center was designated as a Magnet Recognition Program® facility in July 2013. She was instrumental in leading work that culminated in Vidant being awarded a Citation of Merit through the American Hospital Association/McKesson Quest for Quality Program in 2013. She is adjunct faculty at the ECU College of Nursing and a board member for the East Carolina Center for Nursing Leadership and the ECU Board of Visitors. Throughout her career, Dr. Hofler has been engaged in nursing leadership at the local, state, and national levels. She is a member of the BSN and Higher Degree Task Force for the NC Future of Nursing Action Coalition and is an active member of the North Carolina Organization of Nurse Leaders, the North Carolina Nurses Association, Sigma Theta Tau’s Beta Nu chapter, and the American College of Healthcare Executives.

Beth Houlanahan, DNP, RN, CENP
SENIOR VICE PRESIDENT & CNO
University of Wisconsin Hospital and Clinics / Madison, Wisconsin

Beth Houlanahan is senior vice president of patient care services and CNO at the University of Wisconsin Hospital and Clinics. Her nursing career has been focused on creating high-quality, reliable systems of care and developing the next generation of nurses and healthcare professionals. Houlanahan received her doctorate in nursing practice at Rush University in Chicago and completed the Johnson and Johnson Wharton Nurse Executive Fellowship from the University of Pennsylvania in Philadelphia. She is certified in executive nursing practice. Houlanahan has received several honors throughout her nursing career, such as the Iowa Organization of Nurse Leaders’ Outstanding Nurse Leader Award, the Alumni Professional Achievement Award from Mt. Mercy College, and the American Academy of Ambulatory Care Nursing’s Excellence in Administrative Ambulatory Nursing Practice Award.
MEMBER INTRODUCTIONS

Barbara Jacobs, MSN, RN-NEA, RN-BC, CCRN-K  
VICE PRESIDENT OF NURSING & CNO  
Anne Arundel Medical Center / Annapolis, Maryland

Barbara Jacobs joined Anne Arundel Medical Center (AAMC) as vice president of nursing/CNO in September 2015. In this role, she is responsible for nursing practice across the system. AAMC is a Magnet®-designated hospital and is a leader in patient-centered care. Prior to coming to AAMC, Jacobs was CNO at Suburban Hospital/Johns Hopkins Medicine in Bethesda, Maryland, and held progressive leadership positions at George Washington University Hospital in Washington, D.C. She has extensive clinical expertise in critical care nursing and is immediate past president of the Maryland Organization of Nurse Leaders.

Diane Johnson, MBA, BSN, RN, CENP  
VICE PRESIDENT OF PATIENT CARE SERVICES & CNO  
Sinai Hospital / Baltimore

Diane Johnson has held a variety of progressive leadership positions, including vice president of patient care services and CNO, for the past 22 years. She is responsible for strategic planning, relationship management, performance improvement, organizational effectiveness, and fiscal management. As the nursing senior executive in a Magnet®-redesignated independent academic medical center recognized as a Top 100 Hospital in U.S. News and World Report, Johnson employs visionary leadership to oversee and direct the integration of strategy into diverse clinical and support service operations. Johnson is a past president of the Maryland Organization of Nurse Executives and a member of the American Organization of Nurse Executives. She has held board positions with the Nursing Spectrum and the Maryland Health Education Institute.

Sheila Glennon Kempf  
CNO  
Mount Sinai West / New York City

Sheila Glennon Kempf is CNO at Mount Sinai West in New York City. She is also adjunct faculty at Quinnipiac University’s DNP program. Dr. Kempf started her nursing career in critical care, holding progressive positions as clinical educator, nurse manager, director of critical care, and vice president of cardiovascular services. Recently, as senior vice president of patient care services and CNO at Bristol Hospital in Connecticut, she led the nursing staff to their first Magnet® designation in July 2015. Dr. Kempf’s experience also includes marketing in medical product companies. She has served as vice president of marketing and general manager for companies such as Nellcor, Marquette Medical, B. Braun, and Honeywell. She has extensive experience in patient flow, shared governance, and business planning.
**Cynthia Latney, PhDc, MSN, RN, NE-BC**  
CNO & VICE PRESIDENT OF PATIENT CARE SERVICES  
Penrose St. Francis Health Services / Colorado Springs, Colorado

Cynthia Latney is the CNO and vice president of patient care services for Penrose St. Francis Health Services, a 522-bed Magnet® Recognition-designated community health system. She also serves as the group CNO for Centura Health South State Region hospitals. Latney has 28 years of experience in nursing leadership. She has previously held positions at the Hospital Corporation of America (CNO, vice president, and director of critical care) and The Methodist Hospital in Houston (director and manager). A strong transformational leader, she influences the hospital’s strategic direction and ensures nursing’s goals and initiatives are aligned to advance patient care and organizational success. Latney is a member of the American Organization of Nurse Executives, the Colorado Organization of Nurse Leaders, the American Nurses Association, and the American College of Healthcare Executives; she is also the past president-elect of the American Association of Critical Care Nurses’ Dallas chapter.

**Michelle Lopes, RN, MSN, NEA-BC**  
SENIOR VICE PRESIDENT OF PATIENT CARE SERVICES & CNO  
John Muir Medical Center, Walnut Creek campus / Walnut Creek, California

Michelle Lopes is the senior vice president of patient care services and CNO for John Muir Medical Center’s Walnut Creek campus. The 557-licensed-bed hospital is a designated Level II trauma center that also offers complex medical surgical services, critical care, women and children’s services, pediatrics, orthopedics, neuroscience, cardiac services, and cancer care. John Muir Medical Center Walnut Creek is also a Magnet®-designated hospital for nursing excellence (2008 and redesignation in 2013). Lopes has been with John Muir Health since 1991, when she began her career as an endocrine staff nurse. Since then, she has held several other positions, such as manager of nursing operations, director of clinical operations, and director of women’s and children’s services. Lopes holds a Bachelor of Science in Nursing from Samuel Merritt College of Nursing/St. Mary’s College of California, and a Master of Science in Nursing Administration from California State University, Dominguez Hills.

**Holly Lorenz, RN, MSN**  
CHIEF NURSE EXECUTIVE, VICE PRESIDENT OF PATIENT CARE SERVICES & CNO  
UPMC Presbyterian / Pittsburgh

Holly Lorenz is the chief nurse executive of UPMC and is charged with the development and implementation of a single strategic vision for almost 14,000 nurses while maintaining consistent oversight of nursing standards for more than 20 academic, community, specialty, and international hospitals, as well as 400 outpatient sites and rehabilitation, retirement, and long-term care facilities. Lorenz has presented locally, regionally, and internationally on financial management, patient safety, quality, and nursing leadership. She is a Wharton Fellow for Nurse Executives and a certified facilitator for DDI.
MEMBER INTRODUCTIONS

**Ronda McKay, DNP, CNS, RN**

**VICE PRESIDENT OF PATIENT CARE SERVICES & CNO**

Community Hospital / Munster, Indiana

Ronda McKay is the vice president of patient care services and CNO at Community Hospital in Munster, Indiana. She earned her BSN from Indiana University and her MSN from Indiana University—Purdue University Indianapolis, and completed her doctorate in nursing practice at Loyola. McKay has more than 20 years of combined management and clinical experience. Prior to joining Community Hospital, she was the interim CNO and executive director for cardiovascular services at Howard Regional Health System. McKay has published several articles and speaks throughout the country. She is involved in the American Organization of Nurse Executives, the Council of Health Care Advisors, the Sigma Theta Tau National Honor Society of Nursing, the American College of Healthcare Executives, and the American Nurses Association.

**Barbara R. Medvec, RN, MSA, MSN**

Office of Nursing Policy for the State of Michigan

Barbara R. Medvec has over 30 years of experience in healthcare from frontline to executive leadership, most recently as SVP and CNO at Oakwood Health Care, a part of Beaumont Health. She currently works with the Office of Nursing Policy for the State of Michigan. Medvec holds a Master’s of Science in Nursing and Business Administration from Madonna University, Livonia, Michigan, and a Bachelor’s in Nursing from the University of Michigan. She is finishing her doctorate of nursing practice (DNP). Medvec maintains certifications as a Nursing Executive and the Fundamentals of Magnet®, both granted by the American Nursing Certification Corporation. She is president of the University of Michigan School of Nursing Alumni Board and serves on the Michigan Center for Nursing-Action Coalition. She is a member of Sigma Theta Tau International Honor Society of Nursing, Coalition of Michigan Nursing Organizations, American Nurses Association, Michigan and American Organization of Nurse Executives, and the Michigan and American College of Health Care Executives. She has been recognized as a Nursing Nightingale for leadership from Oakland University and authored a number of oncology, ambulatory nursing practice, and leadership articles.

**Kathy Mikos, DNP, RN, NEA-BC**

**VICE PRESIDENT OF PATIENT CARE SERVICES & CNO**

Ingalls Health System / Harvey, Illinois

Kathy Mikos serves as vice president/CNO at Ingalls Health System. Her eight-year tenure has been part of a career path in nursing leadership that includes 16 years at the executive level. Ingalls Health System is currently going through a merger, transforming a culture that spans 93 years of independent existence in an underserved area of suburban Chicago. Mikos’ career encompasses over 35 years of experience within Chicago and its suburbs, including three major health systems as well as community-based independent organizations. She completed her DNP degree at Rush University and holds adjunct teaching positions in the DNP programs at Rush University and Lewis University. Mikos’ areas of accomplishment center around patient throughput, reducing 30-day readmissions, and promoting innovative technologies that improve accountability, such as iRounds®, Vocera’s voice reporting system, and a telephonic discharge call-back system.
MEMBER INTRODUCTIONS

Joan O’Brien, MSN, RN, NE-BC
DIRECTOR OF NURSING
Montefiore Health System, Wakefield campus / Bronx, New York

Joan O’Brien is the director of nursing for Montefiore Health System’s Wakefield campus, a position she’s held since April 1, 2012. In this role, she is responsible for overseeing clinical nursing operations, assisting in the crucial development of high-performing healthcare teams focused on improving the patient and staff experience, as well as clinical outcomes and patient throughput. O’Brien began a nearly 30-year career with Montefiore in 1987 as the nursing service associate for a new AIDS program, followed by serving as clinical nurse coordinator for Montefiore’s clinical information system and then as director of nursing for the Montefiore Einstein Center for Heart and Vascular Care. She also has the distinction of participating in The American Nurse Project, photographer Carolyn Jones’ acclaimed book and video project featuring photographs and narratives that depict the profession through the eyes of professionals from across the country.

Shawn O’Connor, DNP, RN, MBA, NEA-BC
VICE PRESIDENT OF PATIENT CARE SERVICES & CNO
Jewish Hospital and Frazier Rehab Institute / Louisville, Kentucky

Shawn O’Connor joined KentuckyOne Health in 2015 as vice president of patient care services and CNO for Jewish Hospital and Frazier Rehab Institute. She had previously been regional vice president for Adventist Midwest Health and CNO of Adventist Hinsdale Hospital. She led a successful transformation at Hinsdale Hospital, culminating in its recognition as a Magnet®-designated facility in 2015. O’Connor holds a Master of Science in Nursing from Loyola University in Chicago, a Master of Business Administration from Northern Illinois University, and a Doctorate of Nursing Practice from Rush University. She is board-certified as an advanced nurse executive and is a Fellow in the American College of Health Care Executives. O’Connor has been a CNO for almost 30 years and has extensive experience in patient safety, harm reduction, employee retention, and patient satisfaction.

Karla Ramberger
CNO & SENIOR VICE PRESIDENT
Methodist Health System / Dallas

Karla Ramberger is chief nurse executive and senior vice president for Methodist Health System, a nonprofit four-hospital system in the Dallas area. She was formerly the CNO of Methodist Dallas Medical Center, a 585-bed Level I trauma facility. Ramberger joined Methodist Health System in 1994 as a nurse intern in the emergency department (ED) at Methodist Dallas. From there, she served as ED director and director of risk management. She holds a bachelor’s degree in nursing from the University of Texas at Arlington and a master’s degree in nursing administration from the University of Texas at Tyler, and is scheduled to complete her Doctor of Nursing Practice in Systems Leadership from Rush University in December 2016.
MEMBER INTRODUCTIONS

Nancy Ray
SENIOR VICE PRESIDENT & CHIEF NURSE EXECUTIVE
University Health System / San Antonio

Nancy Ray is the senior vice president and chief nurse executive for University Health System (UHS), an acute care public hospital with several community and specialty clinics. UHS serves as the teaching facility for the University of Texas Health Science Center at San Antonio and provides healthcare and Level I trauma care to the residents of Bexar County and South Texas. It achieved Magnet® designation in February 2010.

Dana Rice, RN, MHA, CCM
CHIEF QUALITY OFFICER & VICE PRESIDENT OF CLINICAL OPERATIONS
RCCH Healthcare Partners / Brentwood, Tennessee

Dana Rice is chief quality officer and vice president of clinical operations with RCCH Healthcare Partners in Brentwood, Tennessee. She has more than 25 years of healthcare experience, including serving as director for quality, risk, and case management; chief operating officer and CNO in the hospital setting; and senior director of hospital operations for Kaiser Permanente in Colorado. In addition to being a registered nurse, Rice holds an undergraduate degree in health services management and a master's degree in healthcare administration. She also maintains her status as a Certified Case Manager (CCM).

Kathleen D. Sanford, DBA, RN, FACHE, FAAN
SENIOR VICE PRESIDENT & CNO
Catholic Health Initiatives / Denver

Kathleen Sanford is responsible for quality, clinical operations improvement, pharmacy leadership, PACS, and clinical informatics at Catholic Health Initiatives (CHI). She leads evidence-based practice initiatives and the practice of nursing across CHI's continuum. Sanford has more than 40 years of healthcare experience as a clinician and executive. She retired from the Army as chief nurse of the Washington Army National Guard. She is a past president of the American Organization of Nurse Executives and a past board member of several healthcare organizations, including the American Hospital Association and the Nursing Organizations Alliance. Currently editor-in-chief of a nursing journal, she recently co-authored Dyad Leadership in Healthcare: When One Plus One Is Greater Than Two with her dyad partner, the CHI chief medical officer, as well as the management book Leading With Love.
MEMBER INTRODUCTIONS

Margaret “Meg” Scheaffel, BSN, RN, MBA-MHA
VICE PRESIDENT & CNO
Carilion Medical Center / Roanoke, Virginia

Margaret “Meg” Scheaffel is vice president of medicine and CNO for Carilion Medical Center in Roanoke, Virginia—a Level I trauma center, American Nurses Credentialing Center Magnet® designee, and academic facility. She has extensive experience as a bedside nurse and as a nursing administrator. Scheaffel graduated from Temple University with a Bachelor of Science in Nursing and received MBA and MHA degrees from American Intercontinental University. Upon joining Carilion in January 2016, she began implementing initiatives to facilitate change using an evidence-based practice model for process improvement, increase patient satisfaction, and empower frontline nurses to own and drive their practice through a shared governance system. Additionally, Scheaffel is incorporating a nurse residency program as part of the new hire onboarding process and partnering with nursing academic organizations to increase the number of BSN students through innovative ideas and design.

Mary Shehan, DNP, RN, NEA-BC
CNO
Louis A. Weiss Memorial Hospital / Chicago

Prior to becoming CNO of Weiss Hospital, Dr. Mary Shehan was the senior vice president and chief nursing executive at Swedish Covenant Hospital, where she also served as the nursing home administrator at its extended care facility. In addition, she has held positions as clinical nurse specialist for surgical services, operating room nurse manager, and director of surgical and obstetrical services. Under her leadership and guidance, Swedish Covenant was able to obtain Magnet Recognition Program® designation and redesignation. Dr. Shehan is an associate professor to the adjunct faculties at Rush University College of Nursing and the College of Nursing at North Park University. She is a member of the American Organization of Nurse Executives, the Illinois Nurses Association, and the Sigma Theta Tau International Honor Society of Nursing.

Michele Thoman, MBA, RN
SYSTEM CNO
Naples Community Healthcare System / Naples, Florida

Michele Thoman serves as the system CNO for Naples Community Healthcare System (NCH), a 715-bed, two-hospital system; she is also the administrator of the NCH North Naples Hospital. Prior to joining NCH in August 2009, Thoman served in progressive nursing leadership positions, including CNO at Lakewood Hospital, a Cleveland Clinic hospital, and nurse manager at Cleveland Clinic. Thoman received her diploma in nursing from St. Thomas Hospital School of Nursing in Akron, Ohio (1990), her Bachelor of Science in Nursing from The University of Akron (2000), and her Master of Business Administration, Healthcare Executive from Baldwin Wallace College in Berea, Ohio (2002). She is a Johnson & Johnson/Wharton Nurse Executive Fellow as of 2011. Thoman’s clinical background is in critical care nursing, specializing in cardiac care. Administratively, she excels in operations management and implementation of strong shared governance models leading to excellence in patient care delivery.
HEALTHLEADERS MEDIA
INTRODUCTIONS

Jim Molpus
LEADERSHIP PROGRAMS DIRECTOR
HealthLeaders Media

Jim Molpus is leadership programs director with HealthLeaders Media, and is responsible for managing the company’s executive relationships and leadership events. Prior to his current role, Jim served as editorial director of HealthLeaders Media, where he oversaw the editorial direction of HealthLeaders magazine, HealthLeaders online news, and the Top Leadership Teams in Healthcare awards program. During his tenure, the editorial products were recognized among the nation’s best business publications by the American Society of Business Publication Editors and the American Society of Healthcare Publication Editors.

Julie Auton
LEADERSHIP PROGRAMS EDITOR
HealthLeaders Media

Julie Auton is leadership programs editor at HealthLeaders Media. In this role, she develops programs for healthcare executives, including the Exchange program, HealthLeaders Media Live, and the HealthLeaders Physician Executive Series. Prior to joining HealthLeaders, she was principal of a commercial writing agency for corporate and nonprofit clients. Her communications career includes positions at The Coca-Cola Company, the Atlanta Committee for the Olympic Games, AmericasMart-Atlanta, and Competitive Edge magazine. Julie joined HealthLeaders Media in 2015.

Jennifer Thew, RN
SENIOR EDITOR, NURSING
HealthLeaders Media

Jennifer Thew, RN, is senior editor, nursing for HealthLeaders Media, and writes the weekly Nursing Perspectives column for HealthLeadersMedia.com and for HealthLeaders’ Nursing Leaders e-newsletter. She is also responsible for recruiting potential speakers for HealthLeaders’ webcasts as well as connecting with chief nursing officers and other nurse leaders. Jennifer has a bachelor of science in nursing and has worked in neuroscience, hospice, and telephone triage during her 16 years as a nurse. She has a master of science in journalism and was previously the national nurse editor for Nursing Spectrum Magazine, now known as Nurse.com.
HealthLeaders Media

HealthLeaders Media is the recognized authority for healthcare business news, information, and strategies—tailored to senior executives and decision-makers. Trusted by nearly 200,000 subscribers, we offer the latest in peer-sourced industry intelligence through a broad portfolio of print, digital, and live resources. This intelligence is gleaned from our HealthLeaders Media Council, an exclusive research panel of more than 7,400 qualified healthcare leaders.

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Capella is an accredited online university dedicated to providing an exceptional, professionally aligned education. Healthcare employers, including hundreds of hospitals, clinics, care centers, and national nursing associations, partner with Capella to develop critical talent. Nursing Track 80/20, a unique program created by Capella, can provide immediate applicability to your nurse development goals.
Optum

Optum is a leading health services and innovation company dedicated to helping make the health system work better for everyone. With more than 100,000 people collaborating worldwide, Optum combines technology, data, and expertise to improve the delivery, quality, and efficiency of healthcare. The Optum Interactive Platform helps hospitals improve the patient experience, enhance care team productivity, and increase patient satisfaction by delivering contextually relevant information, applications, collaboration tools, and services where and when they are needed.
Sheridan Healthcare, Inc.

Sheridan is a multi-specialty physician group and healthcare management team providing anesthesia, emergency medicine, radiology, and women’s and children’s health services to more than 450 healthcare facilities nationwide. Sheridan is often recognized as the benchmark in the anesthesia industry because of its size, operating history, and depth of infrastructure. Sheridan’s collective experience from hundreds of local, customized engagements since 1953, its culture of continuous Lean process improvement, and its team of healthcare business experts enable it to solve complex problems and give healthcare organizations confidence in its execution.
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