

Healthcare Leadership

Healthcare Leadership Strategies

Nursing Practices and Standards

Nursing Team Training and Development

Process Improvement Implementation, Best Practice

Risk Mitigation—COVID-19 Pandemic Preventive Strategies for Improving Outcomes

Best Practices for Recruitment, Retention, and Minimizing Turnover

Managing Agency Nurses and the Onboarding Process

Nursing Finance

Healthcare Finance for Nurses

Budget Management for Administrators

Variance Analysis for Nursing Leaders

Financial Forecasting

Cost-Benefit Analysis

Nursing Operations

Regulatory Compliance Management

Performance Improvement/Customer Satisfaction

Patient Flow Management, Patient Throughput

Union Negotiations, Labor Relations

Nursing Staffing and Staffing Ratio Analysis and Standards

Nursing Payroll—Practice, Standards, & Process Improvement

PROFESSIONAL EXPERIENCE

AHRC, NYC, New York, New York, 2021–Present

Vice President of Nursing

- Partnering with AHRC Medical Director, assuring *Residential Program* oversight, recruiting physicians, and providing *Medical and Behavioral Health* coverage in residential facilities.
- Overseeing agency-wide directors of nursing and professional nurses, inspired nursing student engagement, established *Best Practices* guidelines, maintained quality care delivery to patients in residential, adult day, camp, and recreational and academic settings, and assured compliance with *Organization of People with Developmental Disability* and *Department of Education* standards.
- Creating a team-oriented environment, promoting RN staff engagement, and advocating quality standards of care for people with *Intellectual and Developmental Disabilities (IDD)*.
- Recruiting and onboarding incumbent and entry-level RNs and LPNs, establishing salary levels, and delegating program-specific personnel assignments.
- Developing *Department of Health* physician and outside medical center relationships, identifying leaders with expertise in managing *COVID-19* treatment protocols, and assuring *IDD* patient outbreak readiness.

- ❑ Collaborating with *John Hopkins All Children Hospital*, featuring a presentation to parents on "*The Effects of COVID-19 Virus on Children.*"
- ❑ Redesigning and implementing *COVID* testing guidelines, developing staff education checklist on testing procedures and protocols, and facilitating *Department of Health* reporting.
- ❑ Developing a *Nursing Orientation Curriculum*, educating newly onboarded team members on treatment guidelines, and assuring the quality care and safety of *IDD* populations.
- ❑ Instituting five-person *Nursing Practice Council*, troubleshooting/addressing *IDD* population health challenges, and standardizing safety in nursing practices.
- ❑ Conducting *COVID-19* workshop, educating leadership team on virus prevention strategies, and reducing virus spread prior to the *Omicron* virus outbreak.
- ❑ Collaborating with colleagues, organizing and managing system-wide clinics, and administering staff and client vaccinations.
- ❑ Partnering with *Station MD* leaders, coordinating training on *Station MD* equipment utilization, and increasing nursing and support staff residential facility competency and standard of care.

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PROFESSIONAL EXPERIENCE

NEW YORK CITY HEALTH & HOSPITAL, New York, New York, 2019–2021

Senior Director of Nursing Operations, and Finance

- ❑ Leading a quality improvement and change management initiative, instituting *COVID-19* responsive practices and protocols, creating a new organizational culture, and **improving operational efficiency, program quality, and outcomes.**
- ❑ Serving as *NYCHH/Vizient* Vendor liaison, providing program direction, establishing/instituting policies and protocols, and **achieving positive program outcomes.**
- ❑ Directing pandemic response and facilitating the onboarding of 1000 nurses and a resilient crisis response.
- ❑ Collaborating with *Finance Team, DNO* and *CNE*, developing *FY2021* inpatient facility budget, coordinating monthly multifacility budget meetings, recommending variance and staffing level adjustments and gap alternatives, and **achieving 100% organization-wide implementation across 11 acute care facilities-Nursing Budget Process Design.**
- ❑ Evaluating *Emergency Department Model, ADC*, pre, existing, and *Post-COVID-19* trends.
- ❑ Collaborating with *NASH, Finance*, and *Data Analysis* groups, performing financial and data trend analysis, and mapping *ADC* and *FTE Inpatient Emergency Room* staffing requirements.
- ❑ Representing the *Office of Patient-Centered Care* as a member of the *Pediatric Council*.
- ❑ Serving as *Critical Care Council and Response Team/Staffing* member, cochairing *Agitated Patient Council*, developing patient response protocol, and successfully executing *Agitated Patient System-wide* initiative.
- ❑ Collaborating with *HR Team*, coordinating two recruiting events, **interviewing and recommending qualified candidates, and onboarding 1,000 agency nurses, during the pandemic.**
- ❑ As nurse liaison, coordinating *T2 Project* execution and **successfully implementing COVID-19 pandemic, testing, and tracing sites.**

WESTCHESTER MEDICAL CENTER, Valhalla, New York, 2017–2018

Senior Director of Nursing Administration & Operations

- ❑ Directing clinical and administrative operations, overseeing two *Directors of Nursing*, 10 *Nursing Supervisors*, and 15-person administrative team, and **assuring quality patient care delivery in a 650-bed hospital.**
- ❑ Representing nursing team and serving as cofacilitator in daily hospital briefings, reviewing/investigating patient care and safety issues, developing/executing corrective action plans, and improving patient outcomes.
- ❑ Collaborating with *Nursing Supervisors* and *Directors* and strategizing/recommending complex patient care issue solutions to *Division VP*.
- ❑ Partnering with *Children's Hospital VP of Nursing* and *Nurse Managers* and investigating/addressing agency nurse practice issues.

- ❑ Attending quality improvement seminars, evaluating health system values, and supporting the delivery of quality improvement and cultural change.
- ❑ Consulting with *Directors, Vice Presidents of Nursing, and Nursing Supervisors*, troubleshooting/resolving nurse performance, patient flow, acuity, staffing, scheduling, and clinical issues, and **improving staff satisfaction and quality of patient care.**
- ❑ Serving as nurse leader, managing 60 Registered Nurses and 25 Operating Room Technicians, and **maximizing Supplemental and Agency nursing pools and resource utilization.**
- ❑ Leading *Nursing Team*, contracting and onboarding supplemental nursing personnel, screening, orienting, and onboarding new personnel, and successfully staffing *Children's Hospital, Main Hospital, and Behavioral Health* facilities.
- ❑ Teaming with *Director of Emergency Department* and *VP of Medical & Surgical Services*, standardizing hand-off tool, executing throughput project, and **decreasing Emergency Department wait times, number of unseen patients, inpatient transfer time, and discharge-to-bed occupancy time.**
- ❑ Collaborating with *Nursing Leadership Team*, facilitating daily throughput meetings with directors and managers, implementing continuous workflow improvements, and **maximizing patient flow and satisfaction.**

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PROFESSIONAL EXPERIENCE

MOUNT SINAI HEALTH SYSTEM, New York, New York, 2007–2017

Director of Operations & Finance

- ❑ Directing *Clinical & Administration Division Operations*, and overseeing *Patient Care Services, Patient Access Services, Bioengineering, Hospital Finance, and Nursing Administrative Services.*
- ❑ Developing/administering \$119-million operating budget, creating/submitting monthly and quarterly financial performance reports to *Chief Nurse Officer, Vice President of Nursing, and Chief Operating Officer*, and facilitating a positive financial decision-making process.
- ❑ Consulting with *CMO and Chief of Surgery*, identifying/leveraging new revenue sources, and **increasing bottom-line performance.**
- ❑ Leading revenue cycle meetings, partnering with *Directors of Emergency Management, Admitting, Health Information Management, and Radiology*, troubleshooting/resolving billing, charge, and coding issues, and **assuring regulatory compliance.**
- ❑ Reviewing hospital-wide statistical performance data, recommending change management strategy, and achieving/sustaining substantial performance improvements.
- ❑ Implementing hospital-wide *Employee Engagement Survey*, preparing for 2017 *Magnet Journey*, and inspiring employee engagement and retention.
- ❑ Leading patient throughput initiative, championing and implementing patient flow policies and procedures, introducing surge bed overflow strategy, and **decreasing patient length-of-stay.**
- ❑ Coimplementing *Early Discharge Program* and *Discharge Before Noon* strategy, improving *Emergency Room* throughput, increasing discharge rate from 1% to 13% in 12 weeks, and **reducing after-noon discharge ratio by 36% before intervention to 30% post-intervention.**
- ❑ Coordinating implementation of automated *ANSOS Staffing, Kronos, and Web-time Systems*, and facilitating a seamless payroll process.

MOUNT SINAI-BETH ISRAEL, (Formerly Continuum Health Partners) Brooklyn, New York, 2007–2015

Director of Patient Care Services/Nursing Systems

- ❑ Serving as *Nursing System Director* for *Manhattan and Brooklyn* campuses, restructuring/streamlining *Nursing Systems Department* processes, and **increasing system accuracy and integrity.**
- ❑ Overseeing 85 *Travel Nurses* and *Float Pool Team*, monitoring clinical performance, developing dual-campus staffing ratios, improving clinical practices, and **optimizing practice safety and positive patient outcomes.**

- ❑ Managing \$185-million operating budget, collaborating with *Nurse Managers* and *Directors*, decreasing overtime by 30%, cut temporary staff by 50%, **reducing Manhattan campus agency expense from \$7 million to \$3.5 million, and demonstrating consistently how to achieve below-budget performance monthly.**
- ❑ Acting as *Maternal Child Health Division* resource and assuring survey readiness for regulatory audits.
- ❑ Establishing *Nursing Payroll* guidelines, accommodating 2,600 employees, and reducing errors by 50%.
- ❑ Implementing a *Paid Time Off Auditing System* and delivering significant dual hospital savings.
- ❑ Launching *Nash Program* across all patient units, aligning patient and staffing volume, reducing casual overtime expenses, and assuring positive patient outcomes.
- ❑ Serving on *Emergency Management Committee*, implementing internal/external emergency response procedures and protocols, and increasing patient safety.
- ❑ Teaming with *Nursing Supervisors* and *Nursing Leadership Team*, aligning off-shift and weekend coverage and professional practice guidelines, and improving *Patient Care Services* practice and patient safety.

UNIVERSITY OF PENNSYLVANIA MEDICAL CENTER, Philadelphia, Pennsylvania, 1994–2007

Manager of Neonatal Services

- ❑ Managing daily operations in a 36-bed, *Level III Neonatal Intensive Care Unit*, designing/implementing end-to-end *Level III ICU*, and **supporting the delivery of \$24 million in annual revenue.**
- ❑ Serving as nurse leader, providing direction for *Maternal Child Health Department* including *Labor and Delivery*, *Post-Partum*, *Anti-Partum*, and *NICU* for 12 months during *Director of Nursing* absence.
- ❑ Establishing a unit-based tracking system, controlling ordering and equipment inventories, and **reducing daily cost-per-patient by 10%.**
- ❑ Championing advanced practice nurse training for novice nurses, implementing *NICU Nurses' Orientation & Mentorship Program*, **reducing ICN vacancy rate by 11%, and decreasing turnover rate by 50%.**

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PROFESSIONAL EXPERIENCE

UNIVERSITY OF PENNSYLVANIA MEDICAL CENTER, Philadelphia, Pennsylvania, 1994–2007

Manager of Neonatal Services

- ❑ Collaborating with *Medicine*, *Nursing*, and *Pharmacy Departments*, deploying *Sunrise Online Documentation System*, reducing medication omission errors, and increasing patient safety.
- ❑ Implementing agency nurse usage and tracking system and **cutting budget costs by 50%.**
- ❑ Conducting patient satisfaction rounds with *CNO* and *Executive Team* members, identifying patient concerns, implementing continuous improvement strategies, and **advancing patient satisfaction scores to 90%.**

PROFESSIONAL CERTIFICATIONS

- ❑ ***Board Certified Nurse Executive, NE-BC, American Nurses Credentialing Center, 2013–2017***
- ❑ ***Supply Value Analysis Certification, Supply Chain Management, 2005***
- ❑ ***Neonatal Resuscitation Instructor, American Heart Association, 2006***

PROFESSIONAL AFFILIATIONS

- ❑ ***American Nurses Association, ANA Member, 2014–present***
- ❑ ***Magnet Nursing Executive Council, Member, Mount Sinai Beth Israel Hospital, 2011–2016***
- ❑ ***Magnet Resource Leader, Maternal Child Division (Pediatrics, NICU & Labor, and Delivery), Mount Sinai Beth Israel Hospital, 2011–2016***
- ❑ ***ANCC Magnet Conference, Dallas, Texas, 2014***
- ❑ ***Delaware Valley Association of Neonatal Nurses, 1996–2013***
- ❑ ***Nursing Leadership Academy, The Advisory Board Company, Washington, DC, 2003–2006***
- ❑ ***National Association of Neonatal Nursing, 1995–2008***
- ❑ ***Pennsylvania Future Leaders, Wharton School of Business***
- ❑ ***Nursing Pharmacy & Stewardship Council Committees, Hospital of the University of Pennsylvania***
- ❑ ***Staffing & CEQI Committees, Hospital of the University of Pennsylvania***
- ❑ ***Supply Value Analysis Committee, Hospital of the University of Pennsylvania***
- ❑ ***Magnet Translation Research Committee, Hospital of the University of Pennsylvania***

- ❑ *Sunrise Clinical Management Committee, Hospital of the University of Pennsylvania*
- ❑ *Patient Satisfaction Committee, Hospital of the University of Pennsylvania*

EDUCATION

CHAMBERLAIN COLLEGE OF NURSING, Downers Grove, Illinois

- ❑ *Doctor of Nursing Practice Degree, 2017*

RUTGERS SCHOOL OF BUSINESS, Newark, New Jersey

- ❑ *Master of Business Administration Degree, 2002*

RUTGERS UNIVERSITY SCHOOL OF NURSING, Newark, New Jersey

- ❑ *Master of Science Degree*
- ❑ *Bachelor of Science in Nursing Degree*

PUBLICATIONS

- ❑ “Discharge Before Noon: Improving Patient Throughput,” manuscript (2017), V. Shaw, prepared for publication, DNP project.
 - ❑ Neonatal Network, M. Stringer, V. Shaw, and R. Savani (2004). “Comfort Care in the Predicable Neonates.”
 - ❑ “Normal Newborn Care,” in *Manual of Neonatal Care*, ed. P. Dunn, W. Price-Douglas, and V. Shaw, Little, Brown (1998).
 - ❑ “Common Newborn Concerns,” in *Manual of Neonatal Care*, ed. P. Dunn, W. Price-Douglas, and V. Shaw, Little, Brown (1998).
 - ❑ “Identification of the At-Risk Newborn,” March of Dimes Birth Defect Foundation, S. Bakewell-Sach, V. Shaw, and A. Tashman (October 1997).
 - ❑ “Dietary Practices and Pregnancy Discomforts Among Urban Blacks,” E. E. Gulick, V. Shaw, and M. Allison, *Journal of Perinatology* 4, no. 3 (1989): 271–80.
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