

Denice H. Tudor RN, MSN, NHA, NE-BC
1339 Plymouth Lane
Glenview, Illinois 60025
(847) 657-1037
dtudor53@gmail.com

PROFESSIONAL SUMMARY:

Innovative and detail oriented leader with extensive experience in the healthcare industry. Background includes acute, long term, ambulatory care and gerontological healthcare consulting. Proficiency in program development, team building, education, customer and staff satisfaction, revenue enhancement and quality assurance endeavors. I am a flexible, yet also able to see the big picture and influence changes through effective communication. I focus on empowerment which promotes cooperation amongst team members as well as interdepartmental cohesion. Through consistent analysis of operations, I am able to quickly identify areas for improvement. Once identified, I facilitate changes through education that enhances quality of care and process flow, while minimizing expenses. Additionally, I listen closely to the input and data provided from each individual department and synthesize the information to develop new business programs. In doing so, I ultimately drove oncology, skilled care, orthopedics, medical detoxification and pediatric service lines.

EDUCATION:

Master of Science Degree with Distinctions, Nursing
DePaul University, Chicago, Illinois

Bachelor of Science Degree with Highest Honor, Nursing
DePaul University, Chicago, Illinois

Diploma in Nursing
Ravenswood Hospital and Medical Center School of Nursing, Chicago, Illinois

LICENSURE/CERTIFICATION:

Nursing Home Administrator

Registered Professional Nurse

National Certification in Nursing Administration

PROFESSIONAL EXPERIENCE:

Mosaic of Lakeshore, Chicago, Illinois 2018 - Present

Responsible for a 300-bed high acuity medically complex skilled facility, with 7 separate floors and 110 FTE's with 9 direct reports. Insured that IDPH, JCAHO, and OSHA Regulations as well as QAPI measures were met. Developed and directed the facility clinical programs and resident care in accordance with regulatory standards and in compliance with the Nurse Practice Act, as well as, within the standards of clinical practice as defined by the American Nurses Association. Provided 24/7 on-call support to all nursing staff.

Director of Nursing

Reported to the Facility Administrator. Responsible and accountable for infection control/employee health plus the entire division of nursing. Achieving excellent patient and employee satisfaction along with planning, organizing, directing, controlling, evaluating, educating and staffing the facility.

Key accomplishments included:

- Significantly decreased overtime by calculating nursing care hours.
- Designed, implemented, and upheld effective orientation programs.
- Participated in planning and conducting timely in-service training to provide instruction and enhance employee knowledge.
- Developed, maintained, and enforced updated written policies and procedures.
- Completed written and oral reports/recommendations, as required.
- Established methods of coordination between nursing services and other resident services.
- Consistently interacted with staff and families to promote and enhance resident care.
- Ensured compliance with staffing and scheduling policies; maintained appropriate staffing levels.
- Maintained ongoing collaboration with pharmacy services to ensure effective and efficient medication procurement and delivery.
- Assisted Human Resources in writing, developing, and implementing job descriptions.
- Initiated evidence-based infection control monitoring.
- Insured compliance with IDPH and OSHA requirements.
- Reviewed and coordinated completion of incident reports that were health or injury related and reported as needed to IDPH.
- Monitored and insured appropriate staffing levels.
- Member of the Incident/Accident Committee.

- Redesigned the Nursing Care Delivery System incorporating concepts of accountability and responsibility.
- Increased the facility's Case Mix Index through advancements in nursing documentation.

**Methodist Hospital and Bethany Retirement Community, Chicago, Illinois
2009 - 2017**

Responsible for a 145-bed community hospital offering the following: Skilled care unit, the Acute care services of Intensive care, Emergency care, Surgical Services, Telemetry, Medical/ Surgical, Psychiatric care, Medical Detoxification and Ambulatory Care. I was also responsible for Infection control, Employee health and a 120-bed retirement community. I had 16 direct reports plus 250 FTE's. Major areas of responsibility are ensuring the use of evidenced based practices while continually exceeding and or meeting HFAP, CMS, IDPH, Core Measures, NHSN and HCAP healthcare quality indicators and benchmarks. I also ensured employee satisfaction rates of 93%, while bringing in the division and retirement community under budgeted projections by 1.2 million.

Chief Nursing Officer

Report to the Hospital Administrator. Responsible and accountable for infection control/employee health plus the entire division of nursing and the retirement community nursing operational/capital budgets. Achieving excellent patient and employee satisfaction scores along with planning, organizing, directing, controlling, evaluating, educating and staffing the hospital division of nursing and retirement community.

Key accomplishments included:

- Restructured the model of nursing care delivery to increase efficiency while decreasing costs by cross-training and improved staff re-allocation.
- Decreased the nursing operational budget while improving product quality by working with various vendors to bring in new/improved products at lower costs.
- Ensured that over-time was maintained at 4% by diligent review and monitoring FTE's.
- Maintained the nosocomial infection rate below the NHSN national benchmark at 0.525 vs 2.23.
- Implemented nursing driven protocol orders to improve core measures and facilitate patient care outcomes.
- Successfully partnered with Chamberlain School of Nursing to provide a site for student nurse education.
- Achieved nursing employee satisfaction rate of 93% with an RN turnover rate of 3.8%.
- Played an active role in the hospital meeting both Stage 1 and Stage 2 Meaningful Use Requirements.
- Established a nursing driven PICC line program.

- Hardwired managerial rounding along with nurses hourly rounding and bedside report to enhance quality patient outcomes and patient satisfaction.
- 86% of HCAPS patient satisfaction scores exceeded and or met state/national benchmarks.

**Swedish Covenant Hospital, Chicago, Illinois
2005 - 2009**

A 337 bed community teaching hospital. Major areas of responsibility include Skilled Care, Rehabilitation, Orthopedic/Neuro-Surgical and Psychiatric Units. Bringing in these areas consistently above benchmark in major healthcare quality indicators and below benchmark in labor costs. Through the use of evidence-based practice implemented a restraint reduction/restraint free environment along with pressure ulcer incidence rates of less than 1% and fall rates of 2.4%. During a 4-year period achieved a cost turnaround of 2.5 million dollars in the Skilled Care area.

Director of Nursing

Report to the Senior Vice-President of Nursing. Responsible and accountable for a 12-million-dollar budget with 32 direct reports and 125 total FTE's.

Key accomplishments included:

- Business growth quality outcomes including: restructuring the business operation in Skilled Care to improve efficacy, quality, and the programs financial performance to achieve a positive cash flow.
- Staff education.
- Patient and employee satisfaction.
- Fiscal management.
- Implemented evidence based practices to eliminate restraints and reduce both falls and pressure ulcer development to below the national benchmarks.
- Lead the clinical program development to improve the orthopedic service line.
- 2009 benchmarked by Solucient Action 0-1 achieved 0-16th percentile for total expenses per patient discharge.
- 2009 NDNQI "Nursing Practice Environment" achieved the 60th percentile, entire Nursing Division at the 28th percentile.
- Patient satisfaction for percent "Excellent" responses for Quality of Care at 53%.
- Successful IDPH and HFAP surveys with no citations.
- Chairman of the Magnet Leadership Committee.
- Chairman of Nursing Ethics/Member of Hospital Ethics Committee.
- Coordinated Nursing Ethics research project with North Park University.
- Initiated multi-disciplinary bedside rounds to promote effective discharge planning.

**Saint Francis Hospital, Evanston, Illinois
2004**

1997-

A 427 bed Level 1 Trauma Center with academic affiliations. Major areas of responsibilities included: in-patient/out-patient oncology, skilled nursing (Administrator for 1 ½ years), emergency/trauma services, medical/surgical, pediatric, cardiac telemetry and short stay units, nursing education and quality, diabetics center, ambulatory care clinics, occupational health and the nursing staffing office. Bringing in the division with a 5.3% profit against budget, a division turnover rate of 3%, in-patient satisfaction scores achieving the 85th decile and emergency department patient satisfaction scores achieving the 91st decile.

Director of Patient Care Services

Reported to the Vice President of Patient Care Services. Responsible and accountable for a budget of 11 million with 24 direct reports and 175 FTE's. Key responsibilities included: budget administration, program and staff development, along with quality improvement.

Key accomplishments included:

- Implemented the wireless nurse-call system resulting in the promptness to call light response moving from the 15th to the 90th decile in patient satisfaction.
- Lead the quality improvement process to provide for the continual telemetry coverage of patients.
- Coordinated all division of nursing educational activities.
- Successful JCAHO and IDPH surveys.
- Initiated and developed a new "Short Stay Unit".
- Implemented the redesign of the Oncology and Pediatric Service Lines.
- Promoted growth in our nationally certified Diabetic Education program resulting in a 50% increase in volumes.
- Implemented performance improvement processes bringing the patient fall rate down from 4.5 per thousand patient days to 3.0.
- Coordinated community out-reach programs for the oncology, diabetes, and cardiology services.

Continental Care, Chicago, Illinois 1997

1995-

A 208 bed sub-acute/skilled/Alzheimer's nursing facility.

Director of Nursing

Reported to the facility administrator and was responsible for coordination of resident flow processes. Additionally, worked closely with resident families to ensure quality care. Managed 65 FTE's, all direct reports. Key responsibilities involved: ensuring quality care for residents, compliance with regulatory agencies, coordination of staff development, staff supervision and determination of supplies/equipment.

Key accomplishments included:

- Chaired the Performance Improvement, Infection Control and Safety Committees.
- Developed and initiated a delivery of care model with exception for Medicaid reimbursement, resulting in increased revenue due to the quality of care given.
- Ensured that all Illinois Department of Public Health surveys met compliance through the initiating of monitoring systems.
- Developed marketing strategies for hospitals, physicians and the community.
- Resident occupancy maintained at 90%.
- Developed organizational policies, procedures, position descriptions and instituted systems to ensure effective staffing.

**Gerontological Healthcare Consultant, Chicago, Illinois
1991-1995**

Consultant

Independently negotiated services.

Key responsibilities included:

- Coordination of patient care services with physicians and hospitals.
- Coordination of social services and programs administered at the local, state and federal levels, to assist seniors in resource allocation.
- Provision of educational services, health care teaching, seminars and workshops.
- Assessment of the quality of the care delivered in the sub-acute/skilled facilities and assisted in residential placement.

ORGANIZATIONS:

Sigma Theta Tau, International Nursing Honor Society, Zeta Sigma Chapter, American Organization of Nurse Executives

RESEARCH:

Identification and Rank Ordering of Nursing Functions as Perceived by the United States and South East Asian Educated Nurses

REFERENCES:

Available upon request.