

# Carol N. Emery, MSN, RN, CENP

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Granby, CO 80446  
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**Objectives** Advancement and sustainment of career as a Healthcare Executive with opportunity to continue expansion of knowledge. Continue to serve, as well as, advance nursing profession by positive role modeling and application of evidence based nursing practice. Provide exceptional patient care through utilization of current and newly acquired knowledge, skills, and abilities.

**Skills** Assurance of compliance with regulatory agencies including Joint Commission, Office of Inspector General, Illinois Department of Public Health, and Veterans Health Administration. Analysis of Quality Indicators and implementation of successful Quality Assurance processes through utilization of a variety of system redesign, lean management, nursing process, and change management principles. Assurance of patient satisfaction through evidence based practice and policy development in addition to data analysis. Development and implementation of nursing education and competency. Ability to provide direct care as needed. Budget management as well as business plan development and implementation. Proficient in the use of Microsoft programs including Word, Excel, Publisher, Power Point and Adobe including connect. Utilized MIDAS programs, STATIT, QLIKVIEW BI, SQSS, and Sentact auditing. Experience with Meditech and EPIC electronic health records. Collaboration with consultants such as Huron, Innovative Connections, Lean Institutes, Premier and Vizient groups. Ability to conduct efficient, effective, and patient-centric meetings. Procurement and maintenance of supplies and equipment through value-based purchasing. Recruitment and retention of staff through shared governance, open-communication, and empowerment of staff. Successful, interactive, and motivational presentations to a variety of audiences with previous membership in Toastmaster's International Speaking Group. Coaching and mentoring of staff through utilization of the GROW model and High Performance Development model as a VHA fellowship certified mentor.

## Experience

9/17 - present Middle Park Health,  
1000 S. Granby Park Dr., Granby, CO, 80446 (970)-  
887-5800

214 4<sup>th</sup> St., PO Box 399, Kremmling, CO, 80459  
Director of Nursing (Full time - >40 hours/week)

- Achieved standardized processes including staffing methodology, clinical procedure set up, and materials management between two critical access hospitals
- Collaborative interprofessional establishment of trauma and training plans
- Survey preparedness program development
- Development and sustainment of staff development program with initiation of clinical skills program
- Policy review with consolidation through lean principles

- Developed and implemented process to standardize par between facilities through 5S
- Enhancement of EMS relationship
- Accomplished 20% increase in medication scanning and 100% improvement in timeliness of care planning, charge capture for level of service, medication override reconciliation, and procedure charges
- Instituted physician and nursing peer review process to include loop closure
- Accountable for pharmacy, dietary, nursing education, and nursing practice for Emergency Department and Inpatient Units

11/13 - 7/17     Herrin Hospital, Southern Illinois Healthcare,  
 201 S. 14<sup>th</sup> St., Herrin, IL, 62948     (618)-  
 942-2171

Chief Nurse Executive, Patient Care Services (Full time - >40  
 hours/week)

- Accountable for over 400 nursing staff including managers and house supervisors in 114 bed rural community hospital
- Interprofessional collaboration with patient care services through establishment of shared leadership structure and accomplishments distributed through nursing newsletter created with roving leader round distribution
- Achieved HCAHPS targets several times with >80 mean score. In addition, consistently achieved >80% scores for leader rounding and hourly rounding during significant organizational changes to staffing methodology and strategic focus on new electronic health record
- As owner of restraint Kaizen completed literature review with establishment of evidence-based practice and quality review process improvement resulting in reduction of total number of restraints and total time in restraints by over 66%
- Executive facilitator for system Nursing Strategic Quality group with two TeamSTEPPS groups established and guidelines developed for processing of audit outliers
- Nursing system representative on patient safety committee for two years and leader of 2 year vital sign system redesign project resulting in new system policy, education, and audit compliance improvement from 50% to over 90% sustained for greater than 6 months
- Developed guidelines through Kaizen process for catch ball method to strategic and operational metric development
- Achieved Leapfrog A rating and Press Ganey award for quality
- Code N (narcotic) committee member with several diversions identified and addressed with pharmacy and state licensing board
- Ethics committee co-chair and first responder with development of Schwartz Rounds through collaboration with chaplain
- Initiated staffing acuity subcommittee with shared leadership and achieved compliance with state regulations for acuity based staffing
- Decreased HAPU (pressure ulcers) by 50% in first two years. Led mattress analysis and contributed to procurement of new mattresses with standardized process

- Decreased agency nursing from 22.33 FTE to zero within one year and sustained for over one year. Decreased employee turnover from over 18% to less than 13%. Increased employee engagement scores by .17 overall
- Decreased fall rates with all units achieving at least 30 days with no falls through improved call light response and increased bed alarm utilization
- Decreased hypoglycemic events from 60 in one month to 8 in one month on average through support of kaizen action plan implementation and continued lean leadership on all units
- Exceeded productivity targets >100% with adjustment for training and sitter utilization
- Reduced ED LWBS from over 3% to less than 2% through support of pivot process establishment from Kaizen and leading of bed management protocol initiation
- Reduced ED to inpatient admission time from over 90 minutes to less than 60 minutes with development of inpatient bed management protocol and use of lean methodology in units with frontline staff
- Assured compliance with regulatory agencies including Joint Commission and Illinois Department of Public Health with zero findings in patient care chapter during surveys.
- Obtained experience with multiple Disease Specific Certifications from Joint Commission including Primary Stroke, Hip and Knee, Stroke rehab, and Hip rehab. In addition to Chest Pain Center accreditation and Diabetes accreditation.
- Established system Diabetes cost center and position descriptions with new roles for coordinators for the system

5/13 - 11/13 Marion VA Medical Center,  
2401 W. Main St., Marion, IL, 62959 (618)-997-5311

CBOC Nursing Supervisor - Nurse III (Full time - >40 hours/week)

- Accountable as second line supervisor with oversight of approximately 90 staff including nurse managers and staff for 9 outpatient primary clinics and call triage center utilizing patient aligned care team concepts over regions covering into Indiana, Illinois, and Kentucky.
- Collaborated with EEO and Union resulting in improved staff relations and satisfaction in CBOCs
- Initiated shared leadership unit based councils and increased telemedicine utilization
- Served as Acting Associate Chief Nurse of Primary Care for last two months

5/10 - 5/13 Marion VA Medical Center,  
2401 W. Main St., Marion, IL, 62959 (618)-997-5311

Specialty Clinics Nurse Manager - Nurse II (Full time - >40

hours/week)

- Medical Specialty nurse manager for 9 clinics, including: hematology/oncology, chemotherapy/outpatient infusion, pulmonary, infectious disease, nephrology, dental, optometry, neurology, and

gastroenterology for approximately three years with an eight month period of concomitant management of surgery clinics including: urology, dermatology, podiatry, general surgery, pain, wound, orthopedic, ENT, vascular, ophthalmology, and spinal cord injury

- Assurance of compliance with regulatory agencies including Joint Commission, Office of Inspector General, Illinois Department of Public Health, and Veterans Health Administration
- Maximized clinic space utilization through block schedule process and modifications to clerk scheduling processes
- PICC line certification and lead with successful insertions for over one year. Developed PICC policies, training process, and quality metrics. Improved success rates of first time insertion from 25% to over 75% with use of ultrasound guidance. Increased PICC line universal protocol compliance from less than 70% to over 90% consistently.
- Intermittent Acting Associate Chief Nurse Medicine/Surgery including: outpatient specialty/cardiology, Emergency Department, ICU, OR/PACU, SDS, Nursing Officers of the Day, and Med/Surg
- Established and led shared leadership unit based council with successful projects such as employee driven team building, cross training process with reference binders, shared folder for documents, unit plans, and staffing methodology change with decrease in overtime and improved employee satisfaction
- Developed and implemented training book and competencies for new specialty clinic nurse managers
- Leader of HFMEA for new outpatient infusion clinic at remote site with successful construction, training, and opening
- Pain Committee member active in research and policy development with electronic health record modifications to enhance compliance with non-verbal assessments to >90%
- Led system redesign project for blood pressure process and eligible for green belt
- Completed literature review and updated chemotherapy policies with evidence-based practice in addition to successfully moving clinic from non-compliant space to newly designed area
- Ethics committee participant, Peer Review committee active participant
- Chair of Nursing Quality Committee for two years with development of performance improvement review handbook including definitions and methodology
- Blood Transfusion Committee active participant with lead for creation of new policy developed for outpatient standards and quality review process with improvement to >90% compliance

11/07 - 5/10 Marion VA Medical Center,  
2401 W. Main St., Marion, IL, 62959 (618)-997-  
5311

Community Living Center Nurse Manager - Nurse II (Full time -  
>40 hours/week)

- Accountable for over 60 employees and patient care for 60 bed skilled facility with various needs including long term, skilled, restorative, Dementia, and Palliative/Hospice care.

- Assurance of compliance with regulatory agencies including Joint Commission, Office of Inspector General, and Veterans Health Administration
- Established shared governance unit based council and interdisciplinary care planning
- Led projects to create home-like environment and angel walk for respectful departure from the facility after death
- Led and participated in root cause analysis projects to reduce injury related to patient falls and staff safe patient handling and movement initiatives
- Participated in Communications HFMEA

5/07 - 11/07 Marion VA Medical Center,  
2401 W. Main St., Marion, IL, 62959 (618)-997-5311

Staff Nurse - Nurse I (Full time - 36 hours/week)

- Provided direct care/team nursing on Medical/Surgical ward

5/06 - 5/07 Fair Acres Nursing Home,  
514 E. Jackson St., Du Quoin, IL, 62832 (618)-542-4731

Director of Nursing (Full time - >40 hours/week)

- Accountable for approximately 40 employees and managed care for 73 bed skilled care facility. Collaborated with Hospice programs.
- Assured compliance with Illinois Department of Public Health by developing and completing action plans
- Created fall reduction program, infection control program, and quality review process
- Gained experience in marketing skills through community outreach
- Assured accurate as well as timely completion of MDS to maximize PPS reimbursement with interdisciplinary active care planning and case management.

10/02 - 12/05 Cedar Ridge Healthcare Center,  
1 Perryman St., Lebanon, IL, 62254 (618)-537-6165

Director of Nursing 1 year/ Assistant Director of Nursing 2 years

prior

(Full time - >40 hours/week)

- Accountable for approximately 80 employees and care for 114 bed skilled care facility with Alzheimer Unit
- Achieved 80/20 status (80% occupancy with 20% Medicare)
- Received additional training for wound care and corporate compliance
- Assured compliance with Illinois Department of Public Health and Ombudsman
- Developed action plans for submission to public health and corporate for quality compliance based on scorecard
- Actively involved in community outreach and patient/family activities
- Created and implemented comprehensive psychotropic medication monitoring and management program
- Established Standardized Interdisciplinary Rounding at bedside

12/00 - 10/02 Friendship Manor Healthcare Center,  
485 Friendship Dr., Nashville, IL, 62263 (618)-327-  
3041

Charge Nurse (Full time - 40 hours/week)

- Charge nurse in a long-term care facility, primarily Medicare wing and Alzheimer's unit
- Served as facility lead after regular business hours and weekends

9/00 - 11/00 St. Elizabeth's Hospital,  
211 S. 3<sup>rd</sup> St., Belleville, IL, 62220 (618)-234-  
2120

Staff nurse step-down cardiac care (Full time - 40 hours/week)

- Provided patient care in hospital Telemetry unit with post-cath care and cardiac drips

Licensure State of Illinois, Registered Nurse, Issued 9/00, Expires 5/20, License  
Number: 041-321453

State of Kentucky, Registered Nurse, Issued 7/17, Expires 10/18, License  
Number: 1155094

State of Colorado, Registered Nurse, Issued 9/17, Expires 9/19, License  
Number: RN.1651113

Education Doctor of Nursing Practice, Capella University, Minneapolis, MN, anticipated  
June 2018

Master's Degree Nursing, McKendree University, Lebanon, IL, May 2013

Bachelor's Degree Nursing, McKendree University, Lebanon, IL, August 2010

Associate Degree in Nursing, Rend Lake College, Ina, IL, May 2000

Certificate in Practical Nursing, Beck Career Center, Red Bud, IL, May 1998

High School Diploma, Nashville High School, Nashville, IL, May 1997

Certifications ACLS, PALS, and BLS certification current  
Certified Executive in Nursing Practice current  
TeamSTEPPS master trainer  
Previously held chemotherapy/biotherapy provider card

Memberships McKendree University and Capella University Nursing Honor Society  
American Nurses Association  
Toastmaster's International Speaking Group previous member