The CNO Exchange is proudly sponsored by:

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Capella University

SHERIDAN
Performance-Driven Physician Services
Welcome Letter

JIM MOLPUS
Leadership Programs Director, HealthLeaders Media

Program Agenda

A LOOK AT THE EVENTS AND DISCUSSIONS

Discussion Guides

People: Recruiting and Retaining a Top-Performing Staff
Practice: The Changing Shape of Nursing Roles and Care Models
Profession: The CNO Role in the New Leadership Suite

CNO Introductions

WHO’S WHO AT THIS YEAR’S HEALTHLEADERS MEDIA CNO EXCHANGE

About Our Dinner Speaker
About HealthLeaders Media
About Our Sponsors
Property Map

Omni Barton Creek | Austin, TX | Nov 11–13, 2015

Luxury, Deep in the Heart of Texas

Experience championship golf and Texas hospitality in our Austin resort.
Revive your mind, body, and spirit with luxurious accommodations, world-class golf, and a touch of Texas class at Omni Barton Creek Resort & Spa just outside Austin, Texas.
Whether you want to relax under the care of our trained masseuses, play a round of some of the best golf in the country, or experience everything the “Live Music Capital of the World” has to offer, we’ll provide you the perfect accommodations.
Nurses are integral to everything that happens for a patient—and now they’re being asked to do even more. Improve the patient experience? Go through the nursing staff. Reduce errors? Nurses. Cover gaps in the care continuum between inpatient and ambulatory care? Again, a nurse will do it.

How nurses define their role, and how that role is integrated into new delivery of care systems, are just some of the essential questions that nurse leaders will be tasked to answer in the near future.

Over the next two days, it is our honor and mission to discuss those questions with some of the most innovative and successful nurse executives in healthcare today.

We welcome you to the 2015 HealthLeaders Media Chief Nursing Officer Exchange. Everything on offer here, including our peer-to-peer roundtable sessions and relaxing activities, is meant to give you the opportunity to share ideas and create your own dynamic network of nurse leaders.

The Exchange is made possible by our sponsors, Sheridan Healthcare, Capella University, and Applied Science, Inc. We thank them for their support and for the experience they will share with us.

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 find the opportunity to recharge at The Omni Barton Creek 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.

Jim Molpus
Leadership Programs Director
HealthLeaders Media
PROGRAM AGENDA

WEDNESDAY | November 11

6:00–8:00 p.m. Welcome reception (Hill Country Veranda)

THURSDAY | November 12

7:15–8:00 a.m. Buffet breakfast (Barton Creek AB)
8:00–8:30 a.m. Event kickoff/general session (Barton Creek AB)

8:30–10:00 a.m. ROUND A SESSIONS

Breakout Session 1 (Rayburn)
People: Recruiting and Retaining a Top-Performing Staff
The struggle to attract and keep nurses has become more challenging as new and expanded roles are created to meet the needs of the changing healthcare system. This session will explore recruiting and retaining talent, handling workload fluctuations, ensuring nurses are working at the top of their licenses, fostering teamwork, and developing initiatives for job growth.

Breakout Session 2 (Houston)
Practice: The Changing Shape of Nursing Roles and Care Models
Today's care delivery model emphasizes clinical outcomes, quality metrics, patient satisfaction, and the care continuum. This session will explore the roles nursing plays in achieving these goals and outcomes, as well as care models that nurse leaders have found to be effective.

Breakout Session 3 (Austin)
Profession: The CNO Role in the New Leadership Suite
Leadership roles within health systems are evolving as healthcare changes. Many organizations are creating new roles and adopting flatter structures. Meanwhile, nursing is key to initiatives on care redesign, quality across the continuum, population health, and cost containment. This session will explore the CNO role amid transformation.

10:00–10:15 a.m. Break (Barton Creek AB)

10:15–11:45 a.m. ROUND B SESSIONS

Sponsor Panel Session 4 (Austin)
Sheridan Healthcare

Sponsor Panel Session 5 (Houston)
Capella University

Sponsor Panel Session 6 (Rayburn)
Applied Science, Inc.

HealthLeaders Media Focus Group (Congress)
PROGRAM AGENDA

FRIDAY | November 13

7:00 a.m. Buffet breakfast (Barton Creek AB)

7:30–8:30 a.m. Morning ideas presentations (Barton Creek AB)

8:30–10:00 a.m. ROUND C SESSIONS

Breakout Session 7 (Rayburn)
People: Recruiting and Retaining Top Performers

Breakout Session 8 (Houston)
Practice: Changing Roles and Care Models

Breakout Session 9 (Austin)
Profession: The CNO in the New Leadership Suite

10:00–10:15 a.m. Break (Barton Creek AB)

10:15–11:30 a.m. ROUND D SESSIONS

Breakout Session 10 (Rayburn)
People: Recruiting and Retaining Top Performers

Breakout Session 11 (Houston)
Practice: Changing Roles and Care Models

Breakout Session 12 (Austin)
Profession: The CNO in the New Leadership Suite

Adjourn
**DISCUSSION GUIDES**

**People: Recruiting and Retaining a Top-Performing Staff**

Moderator: Julie Auton, Leadership Programs Editor, HealthLeaders Media

**SYNOPSIS**

The struggle to attract and keep nurses has become even more of a challenge as new and expanded roles for RNs are created to meet the needs of the changing healthcare system. Because nurses now have many options, including advanced practice positions, innovative outpatient opportunities, and growing community health roles, hospitals and health systems need to evaluate issues like work environment, governance models, and skill mix to attract and retain top-notch staff. Adding to the complexity of recruiting and retaining the best and brightest nurses is the call for a majority BSN-prepared workforce and the impending nursing shortage.

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

- How do you deal efficiently with fluctuations in patient census and acuity among units, care settings, and facilities across the system?
- What is your organization’s mix of LPNs, RNs, APRNs, NPs, and other nursing roles?
- Is your organization experiencing a nursing shortage, or do you expect one in the future? What are your plans to ensure your organization does not suffer a deficit of nurse roles?
- What strategies are you employing to build collaboration and teamwork with physicians and other staff?
- How are you providing opportunities for staff promotion and job growth?
- What recruitment strategies are you using to attract quality nurses?
- What type of nursing governance model has your organization implemented? What level of staff engagement are you seeing as a result?
DISCUSSION GUIDES

Q How would you rate the current overall performance of the following groups in your organization?

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<thead>
<tr>
<th></th>
<th>Very Strong</th>
<th>Strong</th>
<th>Neutral</th>
<th>Weak</th>
<th>Very Weak</th>
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<tr>
<td>Leadership Team</td>
<td>28%</td>
<td>43%</td>
<td>19%</td>
<td>9%</td>
<td>1%</td>
</tr>
<tr>
<td>Board of Trustees</td>
<td>22%</td>
<td>41%</td>
<td>27%</td>
<td>6%</td>
<td>3%</td>
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<tr>
<td>Nursing Staff</td>
<td>17%</td>
<td>51%</td>
<td>25%</td>
<td>7%</td>
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<tr>
<td>Finance Staff</td>
<td>17%</td>
<td>48%</td>
<td>24%</td>
<td>9%</td>
<td>2%</td>
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<tr>
<td>Physician Staff</td>
<td>15%</td>
<td>45%</td>
<td>28%</td>
<td>11%</td>
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<tr>
<td>IT Staff</td>
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<td>39%</td>
<td>29%</td>
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<td>3%</td>
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<tr>
<td>Frontline Staff</td>
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<td>49%</td>
<td>31%</td>
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<td>Data Analytics Staff</td>
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<td>32%</td>
<td>34%</td>
<td>20%</td>
<td>5%</td>
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<tr>
<td>Midlevel Managers</td>
<td>8%</td>
<td>42%</td>
<td>36%</td>
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From the HealthLeaders Media 2015 Industry Survey Base = 580

FOR FURTHER READING

HealthLeaders Magazine Quality Feature
Assessing Nursing Quality and Patient Safety, June 2015
http://blm.tc/1PavH4G
The use of surveys to assess the working environment for nurses is considered a tool in tracking and ensuring high-quality outcomes.

HealthLeadersMedia.com Nurse Leaders Column
Why Nursing Feels Like Groundhog Day and What to Do About It, August 11, 2015
http://blm.tc/1hA4UA9
A dean of nursing, a CNO, and a former staff nurse share their thoughts on issues that have long plagued nursing, and discuss how to create a more cohesive profession.
**SYNOPSIS**

Today’s care delivery model emphasizes clinical outcomes, quality metrics, patient satisfaction, and the care continuum. Nursing is where these goals happen. Preventing healthcare-associated infections, boosting patient satisfaction scores, avoiding unnecessary readmissions, and improving care transitions all are increasingly important initiatives that fall to nurses. Nurse leaders must evaluate and implement nursing roles and care models that can be effective in achieving these goals and outcomes.

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

- Have you redesigned your nursing teams to ensure nurses are working at the top of their license? What has been the biggest obstacle to nurses doing so?

- How has technology affected your nursing workflow? What are ways you’ve found to improve the implementation and use of technology at your organization?

- Describe care models or nursing roles that your healthcare system has found successful in improving clinical outcomes, quality metrics, financial measurements, patient satisfaction, or care transitions.

- Is there one specific goal, such as improving patient satisfaction or preventing HAIs, on which your organization has chosen to focus? How did you make this decision, and what factors were evaluated?

- Improving care and collaborating with other professionals across the care continuum is becoming a necessity. How has your organization worked with others in skilled nursing, ambulatory, primary care, etc. to smooth the process of patient transitions?
Q. **What are the three biggest contributors to the success your organization has experienced to-date in achieving clinical quality?**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Leadership Support</td>
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<tr>
<td>Clinical Staff Support</td>
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<td>Physician Support</td>
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<td>Continuous Improvement Techniques</td>
<td>40</td>
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<tr>
<td>Integration of Clinical Data</td>
<td>37</td>
</tr>
<tr>
<td>Effective Care Team Communication</td>
<td>35</td>
</tr>
<tr>
<td>IT / Analytics Skills</td>
<td>18</td>
</tr>
<tr>
<td>Sufficient Resources</td>
<td>15</td>
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<tr>
<td>None</td>
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Base = 404, multi-response

**FOR FURTHER READING**

HealthLeadersMedia.com Nurse Leaders Column
*How Vanderbilt Delivers Authentic Patient-Centered Care*, September 22, 2015
[http://blm.tc/1jrrzQG](http://blm.tc/1jrrzQG)
Vanderbilt’s executive CNO describes how the medical center made patient-centered care an integral part of its organization’s culture rather than just a buzzword.

HealthLeaders Media Intelligence Report
*Care Coordination: Closing the Gaps Along the Continuum*, July 2015
[http://blm.tc/1R74gXb](http://blm.tc/1R74gXb)
This report outlines how savvy providers are leveraging specialized resources to strengthen coordination and engagement across the care continuum.
**Profession: The CNO Role in the New Leadership Suite**

Moderators: Ed Prewitt, Editorial Director, HealthLeaders Media, and Jim Molpus, Leadership Programs Director, HealthLeaders Media

**SYNOPSIS**

Leadership roles within health systems are evolving as healthcare changes. Many organizations are creating new roles and adopting flatter structures. Meanwhile, nursing is key to initiatives on care redesign, quality across the continuum, population health, and cost containment. This session will explore the CNO role amid transformation.

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

- Describe in specific ways how your role as a nurse executive has evolved in recent years as your health system has expanded its clinical mission.
- How has your leadership role within the C-suite team evolved? Are discussions around the nursing team more strategic in nature than they may have been in the past?
- In what ways have the roles of your nursing supervisors, directors, and managers changed in structure or scope with clinical transformation?
- Estimates are that 55% of nurse executives will retire in the next decade. What is your organization doing in terms of professional development to ensure there are enough leaders for the future?
- What are some of the key values and skills you are looking for in nurse leaders? Do you have mentoring systems in place to support those values?
Q What are the top three challenges your organization faces in developing and extending care continuum collaboration?

- Dealing with payers’ protocols or regulations: 57%
- Lack of standard EHR: 50%
- Lack of commitment from care partners: 42%
- Lack of financial incentive: 41%
- Lack of technology solutions: 28%
- Lack of details on others’ services, capabilities: 25%
- Lack of details on family support options: 19%
- Lack of industry best practices: 18%

From the HealthLeaders Media Intelligence Report, Care Coordination: Closing the Gaps Along the Continuum, July 2015
Base = 250, multi-response

FOR FURTHER READING

HealthLeadersMedia.com Nurse Leaders Column
The Path to Nurse Leadership Is Paved With Fear of Failure, September 29, 2015
http://hlm.tc/1MrZ4xM
Understanding the factors that influence whether millennials embrace or reject moving into nursing leadership is crucial.

HealthLeadersMedia.com Nurse Leaders Column
Q&A: Ochsner CNO Talks Career Strategy, May 12, 2015
http://hlm.tc/1PpP1Kp
Dawn Pevey-Mauk, who became CNO of Ochsner Medical Center at age 28, discusses how being open to opportunity and willing to be uncomfortable helped her rise to COO and system nursing chair by the time she was 35 years old.
CNO 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 joins St. Anthony’s from Akron General Health System in Ohio, where she held the position of senior vice president and CNO. Bokovitz holds a Master of Science in Nursing from Case Western Reserve University and is currently enrolled in the Doctorate of Nursing program at Wayne State University in Pittsburgh. 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.

Kathy Bonser, MS, RN
VICE PRESIDENT, NURSING, AND CNO
SSM Health DePaul Hospital
St. Louis

Kathy Bonser has served as the vice president of nursing/CNO for SSM Health DePaul Hospital in St. Louis since 2006. She led the entity’s implementation of EHR/CPOE as well as a relationship-based care nursing model. Bonser was also instrumental in the development and implementation of Care for Caregivers, a program designed to provide a supportive, healing environment to caregivers experiencing work-related emotional trauma. Her current focus includes Magnet Recognition Program® designation, with plans to submit an application in 2016. She is also actively involved in SSM DePaul’s Lean transformation journey. Bonser received her BSN from Southeast Missouri State University and her MHA from Lindenwood University. She is currently a member of ANA, AONE, and MONA, as well as president-elect for the Missouri Organization of Nurse Leaders.

Tammy Daniels, DNP, MA, RN, NEA-BC
VICE PRESIDENT OF PATIENT SERVICES
Baptist Medical Center
Jacksonville, Florida

Tammy Daniels attended nursing school in Davenport, Iowa, and graduated in 1987. Over her nursing career, she has completed 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 currently holds a certification for Advanced Nurse Executives from the American Nurses Credentialing Center. She 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 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.
CNO INTRODUCTIONS

Mary Ellen Doyle, MBA, BSN, RN
CORPORATE VICE PRESIDENT OF NURSING
St. Joseph Heritage Healthcare
Scripps Health
San Diego

Mary Ellen Doyle currently serves as 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 and medical management division, Doyle partners with the chief medical officer and vice president of ambulatory/population health regarding Scripps’ healthcare delivery strategy execution. Over the past four years, she has led efforts to standardize and integrate outcomes-driven nursing care throughout Scripps. Doyle has extensive experience leading within shared governance and highly matrixed organizational environments. Additionally, she has experience in utilizing both the ANCC Magnet Recognition Program® and Baldrige frameworks to improve organizational performance, resulting in the organization achieving Magnet and Baldrige recognition.

Teresa Fisher MA, BSN, RN
CHIEF OPERATING OFFICER AND 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.

Jennifer Gentry MSN, RN
REGIONAL CNO
Christus Spohn Hospital-Memorial
Corpus Christi, Texas

Jennifer Gentry is the regional CNO of Christus Spohn Region and the CNO of Christus Spohn Hospital-Memorial in Corpus Christi, Texas. She has worked with Christus Spohn since 2011. Gentry started her healthcare career as a certified nursing assistant and worked her way through the ranks. She entered nursing after graduating from Coastal Carolina Community College as a licensed vocational nurse. She then returned to school to earn her associate’s and baccalaureate’s degrees in nursing from Excelsior College in Albany, New York. As she continued to grow professionally, Gentry returned to Excelsior College to earn her master’s degree in nursing with a focus in clinical systems management. Her nursing background is primarily medical and cardiovascular progressive care and intensive care. Though she was raised in Victoria, Texas, Gentry has spent the majority of her nursing career in Roanoke, Virginia, where she worked for many years at a level one trauma center and academic facility.
Karen Goldman, RN, MSN, AOCN

VICE PRESIDENT, PATIENT SERVICES, AND CNO
Barbara Ann Karmanos Cancer Center
Detroit

Karen Goldman is vice president of patient services and CNO of the Barbara Ann Karmanos Cancer Center. Karmanos is one of 45 National Cancer Institute–designated, comprehensive centers in the United States. Goldman has 34 years of experience in oncology nursing and is responsible for directing personnel, operations, and financial activities of patient care services along with implementation of patient care and professional practice standards. Her main responsibilities include the smooth and efficient operation of cancer patient services to ensure the delivery of high-quality care and to oversee quality provided by several service contracts. Goldman earned a BSN and MSN at Wayne State University. She has been a member of the Comprehensive Cancer Center Nurse Executives for over 20 years and is certified by the Oncology Nursing Society as an Advanced Oncology Certified Nurse.

Cindy Helmich, RN, BSN, MBA

CNO
Banner Baywood Medical Center, Banner Heart Hospital
Mesa, Arizona

Cindy Helmich has been with Banner Health since 1996. Over the years, she has been responsible for a variety of nursing areas. She has served as the Magnet Recognition Program® project manager, which led a Banner facility to Magnet® redesignation. Additionally, she has served as executive lead for the successful American College of Surgeons and state trauma level three designation; trauma patient volumes increased from 620 cases in 2013 to 1,356 cases in 2014, improving quality clinical care. Helmich is the CNO of both Banner Baywood Medical Center and Banner Heart Hospital in Mesa, Arizona, a 388-bed medical center and 111-bed cardiovascular specialty hospital. Her expertise in patient care and business administration lends to her work in operational outcomes, physician partnerships, and patient experience for 14 major departments.

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 East Carolina University 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 Medical Center being awarded a Citation of Merit for the AHA/McKesson Quest for Quality Program in 2013. She is adjunct faculty at the ECU College of Nursing and board member for the East Carolina Center for Nursing Leadership and the Board of Visitors for East Carolina University. Throughout her career, Dr. Hofler has been engaged in nursing leadership at the local, state, and national level. She serves as 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, North Carolina Nurses Association, Sigma Theta Tau-Beta Nu Chapter, and the American College of Healthcare Executives.
CNO INTRODUCTIONS

Beth Houlanah RN, DNP, CENP
SENIOR VICE PRESIDENT, PATIENT CARE SERVICES, AND CNO
University of Wisconsin Hospital and Clinics
Madison, Wisconsin

Beth Houlanah 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 to lead in changing times. Houlanah 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. Houlanah has received several honors throughout her nursing career, such as the IONL’s Outstanding Nurse Leader Award, the Alumni Professional Achievement Award from Mt. Mercy College, and the AAACN’s Excellence in Administrative Ambulatory Nursing Practice Award.

Sharilyn Kelly, RNC-OB, MSN/MSHCA
EXECUTIVE DIRECTOR, WOMEN’S SERVICES
Miller Children’s & Women’s Hospital
Long Beach, California

Sharilyn (Shari) Kelly is the executive director, Miller Children’s & Women’s Hospital Long Beach, California, a 373-bed, nonprofit teaching hospital and the nation’s 9th largest children’s hospital. It provides specialized pediatric, perinatal and maternity care, annually treats 100,000 children and delivers 6,000 babies, the pioneer in perinatal medicine with one of the largest U.S. NICUs. With adjacent Long Beach Memorial, it’s the West’s second largest hospital campus. Kelly holds master’s degrees in nursing and hospital administration from California State University Long Beach and obstetric nursing specialty certification. She has two decades of leadership experience with major strengths in change management, compliance and staff development. Memberships include Association of Women’s Health, Obstetric and Neonatal Nursing, Association of California Nurse Leaders, and American Organization of Nurse Executives.

Valerie Kiper, DNP, MSN, RN, NEA-BC
CNO
Northwest Texas Healthcare System
Amarillo, Texas

Valerie Kiper is CNO at Northwest Texas Healthcare System, a 475-bed tertiary care facility in Amarillo, Texas. She has over 34 years of healthcare management experience. Twenty-five years of her nursing career were spent at Northwest Texas Healthcare System, where she served as CNO and vice president of patient services as well as various nursing leadership positions in the NICU and maternal/child nursing. Before stepping into her current CNO role, Kiper served as the corporate director of accreditation/regulatory services for Universal Health Services, the parent company of Northwest Texas Healthcare System. She also has past experience as nursing faculty at the BSN level at West Texas A&M University in Canyon, Texas, teaching the undergraduate leadership course and development of the clinical nursing internship program. Kiper has owned and operated an independent healthcare consulting company.
Pam Kiser, MS, RN, CPHQ  
CHIEF NURSING EXECUTIVE AND VICE PRESIDENT OF NURSING  
St. John Medical Center  
Tulsa, Oklahoma  

Pam Kiser serves as chief nursing executive and vice president of nursing for St. John Medical Center. Kiser, a 25-year healthcare veteran, oversees St. John’s overall nursing service as well as its daily operations. Kiser joined St. John Medical Center in 2001 as a nursing project specialist. She held this position until 2008, when she was named St. John’s director of nursing practice. During her time in this role, she served as St. John’s Magnet Recognition Program® director and led efforts resulting in the medical center’s 2010 recognition as northeastern Oklahoma’s first Magnet-designated facility by the American Nurses Credentialing Center. She also led efforts resulting in Magnet redesignation in 2015. Kiser currently serves as the Tulsa director of the Oklahoma Organization of Nurse Executives, and as a committee member of the Oklahoma Board of Nursing Education and Practice Advisory. She is a member of the American Nurses Association, the Oklahoma Nurses Association, and the National Organization of Healthcare Quality.

Cynthia Latney, PhDc, MSN, RN, NE-BC  
CNO AND VICE PRESIDENT, 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 Program®-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 that 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.

Holly Lorenz, RN, MSN  
CHIEF NURSE EXECUTIVE; VICE PRESIDENT, PATIENT CARE SERVICES; AND 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 a consistent oversight of nursing standards for the more than 20 academic, community, specialty, and international hospitals as well as the 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.
CNO INTRODUCTIONS

Ronda McKay, DNP, CNS, RN
VICE PRESIDENT, PATIENT CARE SERVICES, AND 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 IUPUI, 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
SENIOR VICE PRESIDENT AND CNO
Oakwood Healthcare, Inc.
Dearborn, Michigan

Barbara R. Medvec is the senior vice president and CNO for Oakwood Healthcare, Inc., a comprehensive regional network operating four hospitals and multiple postacute and outpatient sites serving nearly 1 million people in southeastern Michigan. In this role, she provides leadership oversight for the system’s nursing, care management, spiritual support, and volunteer services. She also performs a variety of support and leadership roles throughout the Oakwood system. Medvec joined Oakwood in 2001, and has over 30 years’ experience in leading clinical and support healthcare services. She served as the chief operating officer and administrator of patient care services for the Promedica Health System and administrator for oncology services for Flower Hospital in Ohio, building on her executive leadership experience in oncology, internal medicine, and ambulatory services within the University of Michigan Hospitals in Ann Arbor. Medvec began her nursing career as an oncology clinical and research nurse at the University of Michigan Medical Center.

Kathy Mikos, DNP, RN, NEA-BC
VICE PRESIDENT, PATIENT CARE SERVICES, AND CNO
Ingalls Health System
Harvey, Illinois

Kathy Mikos serves as VP/CNO at Ingalls Health System. Her eight-year tenure at Ingalls 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 have centered 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.
CNO INTRODUCTIONS

Dawn Pevey-Mauk, MBA, BSN, RN, NEA-BC
CNO AND CHIEF OPERATING OFFICER
Ochsner Health System
Jefferson, Louisiana

Dawn Pevey-Mauk serves as the CNO and chief operating officer of Ochsner Medical Center – Baton Rouge. In addition, she accepted the position of system vice president of service lines for Ochsner Health System in June 2015, and is serving in both roles until her replacement is named. She earned a bachelor’s degree in nursing from LSU Health Sciences Center in New Orleans and also holds an MBA with a concentration in healthcare from Marylhurst University. Pevey-Mauk has Nurse Executive Advanced Certification and has successfully passed the FACHE exam.

Nancy Ray
SENIOR VICE PRESIDENT AND CHIEF NURSING EXECUTIVE
University Health System
San Antonio

Nancy Ray is the senior vice president/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 one trauma care to the residents of Bexar County and South Texas. It achieved Magnet Recognition Program® designation in February 2010.

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

Kathleen Sanford is responsible for quality and patient safety, clinical operating improvement, leadership development, and clinical information technology at Catholic Health Initiatives (CHI). She leads evidence-based practice initiatives and the practice of nursing across CHI’s continuum. Sanford has 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 AONE and a past board member of several healthcare organizations, including the AHA and the Nursing Organizations Alliance. Currently editor-in-chief of she recently coauthored Dyad Leadership in Healthcare: When One Plus One Is Greater Than Two with her dyad partner, Stephen Moore, CHI’s CMO, as well as the management book, Leading With Love.
CNO INTRODUCTIONS

Steven Seeley, MSN, RN, CENP, CEN, CPHQ
VICE PRESIDENT, CHIEF OPERATING OFFICER, AND CNO
Jupiter Medical Center
Jupiter, Florida

Steven Seeley is the vice president and chief operating officer/CNO for Jupiter (Florida) Medical Center, a not-for-profit community hospital consisting of a 207-bed acute care hospital, a 120-bed SNF, an ASC, and a physicians’ group. He holds certifications as a Certified Executive in Nursing Practice (CENP), Certified Professional in Healthcare Quality (CPHQ), and Certified Emergency Nurse (CEN), as well as a Six Sigma Green Belt. Seeley holds a bachelor’s degree in healthcare services from St. Thomas University and an MSN in nursing leadership from Nova Southeastern University. He is president of the South Florida Organization of Nurse Executives and president of the Nursing Consortium of South Florida.

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

Prior to assuming the position of CNO at 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.

Grace Sotomayor, DNP, MBA, RN, NEA-BC, CNL, FACHE
VICE PRESIDENT, ADMINISTRATION, AND CHIEF NURSE EXECUTIVE
Carolinas HealthCare System, Central Division
Charlotte, North Carolina

Grace Sotomayor has been the vice president and chief nurse executive in the Carolinas HealthCare System at Carolinas Medical Center (CMC) since March 2007. In this role, she leads nursing services and other assigned clinical departments. As of 2013, she has served as chief nurse executive of the system’s Central Division, which includes CMC, an 893-bed academic center, and CMC-Mercy, a 196-bed community hospital. Prior to joining Carolinas HealthCare System, Sotomayor served as vice president of patient care services and chief nurse executive for SSM DePaul Health Center in St. Louis, the first healthcare winner of the Malcolm Baldrige Award. At SSM DePaul, she was responsible for nursing and hospital operations. Prior to that, Sotomayor served as director of nursing for medical services at New York City’s Montefiore Medical Center.
CNO INTRODUCTIONS

Cathleen A. Wheatley, MS, RN, CENP
CHIEF NURSE EXECUTIVE AND VICE PRESIDENT OF CLINICAL OPERATIONS
Wake Forest Baptist Medical Center
Winston-Salem, North Carolina

Cathleen Wheatley joined Wake Forest Baptist Medical Center in September 2014 as chief nurse executive and vice president of clinical operations. In this role, she is responsible for nursing practice and operations throughout the health system and for the clinical operations of the cancer, pediatric, and behavioral medicine service lines. Wheatley has extensive experience as a healthcare executive and previously held senior leadership positions in the United Arab Emirates and at Dekalb Regional Health System in Atlanta, serving as senior vice president, chief clinical operating officer, chief nurse executive, and chief quality officer. She has more than 25 years of healthcare experience, focusing on clinical operations, evidence-based practice, resource management, clinical informatics, quality, and integrated care delivery systems.

Claudia S. Wilder, DNP, RN, NEA-BC
SENIOR VICE PRESIDENT AND CNO
Baylor Scott & White Health, North Texas Division

Claudia Wilder currently serves as the senior vice president and CNO at Baylor Scott & White Health (BSWH) North Texas Division and is responsible for overseeing strategic and operational issues that impact nursing practice and patient care across 12 facilities. Dr. Wilder joined BSWH in December 2007 as vice president and CNO at Baylor University Medical Center (BUMC) in Dallas, where she led over 2,000 nurses and was responsible for nursing practice, education, and research. Under her leadership, BUMC was designated in 2009 and 2013 by the American Nurses Credentialing Center (ANCC) as a Magnet Recognition Program® organization and continues to be recognized as a Top 100 Hospital in U.S. News & World Report. Dr. Wilder came to Baylor from Riverside Methodist Hospital, OhioHealth, where she served in various nursing leader positions. She earned a reputation for driving clinical outcomes, commitment to excellence in nursing, and an unfailing dedication to cost-effective operations and patient care.
Ford Fry
CHEF AND MANAGING PARTNER
JCT. Kitchen & Bar, King + Duke, Marcel, no. 246, The El Felix, The Optimist and Oyster Bar at The Optimist, State of Grace, St. Cecilia, Superica

Ford Fry’s culinary inspirations cover many years and territory—from eating with his family as a child in Texas, to studying at the New England Culinary Institute in Vermont, to spending time as a fine dining chef in Florida, Colorado, and California—and eventually as a corporate chef in Atlanta.


His culinary vision begins with ingredients and dishes that are central to the Atlanta community and Southeastern region. Fry sources local ingredients, allowing him to partner with suppliers and honor local harvests. Using classical European techniques results in dishes that are uncomplicated, yet new to his guests.

Fry and his restaurants have been included in numerous national and local publications. Accolades include:

- The Optimist named Best New Restaurant of the Year by *Esquire* (October 2012)
- Fry named semifinalist for the James Beard Foundation Awards for Outstanding Restaurateur (2013)
- The Optimist named one of the 70 Best Restaurants in the World by *Condé Nast Traveler* (June 2013)
- The Optimist featured on the cover of *Bon Appétit* and named seventh Best New Restaurant in the country (September 2013)
- King + Duke selected as one of the Best New Restaurants of 2013 by *Esquire* (October 2013)
- Fry wins seventh annual Georgia Restaurant Association Crystal of Excellence (GRACE) Award for Restaurateur of the Year (November 2013)
- Fry named Empire Builder of the Year by *Eater Atlanta* (November 2013)
- Invited to cook at the Beard House on multiple occasions

Fry has also partnered with North American Properties, Vantage Atlanta, and Iconologic to help launch People’s food truck to benefit City of Refuge, a nonprofit organization dedicated to community development efforts. In addition, he is founder of Atlanta’s food event, “The JCT. Kitchen & Bar Attack of the Killer Tomato Festival,” spotlighting some of the South’s best chefs and mixologists. Proceeds benefit Georgia Organics. In addition, he serves as a founding chef of the *Atlanta Food & Wine Festival*.

Fry resides in Roswell, Georgia, with his wife and two sons.
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.

Ed Prewitt, editorial director for HealthLeaders Media, oversees the company’s portfolio of publications and products for healthcare leaders, including HealthLeaders magazine, HealthLeadersMedia.com, 15 weekly e-newsletters, virtual events including executive Roundtables and expert webcasts, and the Intelligence Unit. HealthLeaders Media received 25 editorial and design awards this year, including Best Web News, E-Newsletter, Original Research, and Analysis/Commentary. Ed has been an editor and writer at a range of business publications for C-suite executives, including CIO magazine, Fortune magazine, and Harvard Management Update.

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.

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.
HealthLeaders Media

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HealthLeadersMedia.com is the industry’s destination of choice for online news and analysis. The website provides intuitive navigation across the 10 major areas of the industry, including leadership, finance, technology, physicians, community and rural hospitals, health plans, marketing, quality, HR, and nursing.

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Applied Science, Inc.

At Applied Science, Inc., our vision is to unleash the power of process automation and data analytics, and our mission is to help customers enhance safety, reduce costs, and optimize their business. We believe these statements are especially relevant today because we live in a healthcare world of rapidly evolving technology and an increasing lack of interoperability. Moreover, healthcare professionals are being asked to do more with less time and money. This means they are spending less time with patients and more time engaged in data processing tasks.

Our initial business, the development of physical devices that assist clients in the collection of whole blood, gave us a unique perspective on the process automation and interoperability problems. Specifically, as we built a device that captured significant data about the collection event, customers started to ask if we could help them get that data into their systems of record in a cost-effective, seamless, and reliable fashion—and, most importantly, without the requirement of cooperation from another third-party device vendor! Furthermore, as we built the solution for data from our device, they wondered if this capability could also manage data from other devices they used in their collection operations.

To this end, we built a software solution that enables both the collection of information from all data-enabled devices and the seamless integration of that data into an application of record. In turn, we have started, with a major California-based hospital chain, to develop this integration capability for the hospital market. The ADEPT (Automated Data Entry Process Technology) system utilizes unique technology that transfers data generated from any/all of a hospital’s currently used medical devices and enters that data into its electronic health record automatically.
Capella University

Capella is an accredited online university dedicated to providing an exceptional, professionally-aligned education. Health care 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.
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