

Karin E. Warner

MS, MA, DNP, RN, CGNC, CLSSBB, FAAN

Captain, United States Navy (Retired)

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CURRENT APPOINTMENTS:

August 15, 2018 – present

Professor, University of Pittsburgh School of Nursing (*Full Time*)

September 1, 2019 – Present: Department of Nurse Anesthesia

August 15, 2018- August 31, 2019: Department of Acute and Tertiary Care

Focus areas of teaching: The Science of Healthcare Delivery, Translational Science for the Nurse Anesthetist, Introduction to Implementation Science for the Nurse Anesthetist Student, Executive Healthcare Leadership, Organizational Strategy, Quality and Performance Improvement Tools and Methodologies, Finance and Economics for Healthcare Leaders, Healthcare Policy and Analysis, Scholarly Project Mentoring, Professional Practice in High Reliability Organizations.

Areas of Interest, Research, and future course work: Global Health, Gender, Security, and Healthcare Diplomacy, Student Study Abroad – Interdisciplinary student teams addressing diverse population issues affected by geography, climate, political and societal views requiring application of a diverse and creative talent mix.

Current research: The impact of security on population health in the Niger Delta. Nursing practice roles to facilitate access to care in remote geographical areas impacted by conflict and insecurity.

Grants /Funding Received:

1. **June 2019:** Awarded \$50,000 University of Pittsburgh Chancellor's Pitt Seed Grant. Project: Creation of the University of Pittsburgh Chapter of Women in International Security (WIIS)
2. **June 2019:** Awarded \$2,000 Research Travel Grant from University of Pittsburgh African Studies Department for field research in the Niger Delta.
3. **May 2020:** Awarded Diplomacy Lab Grant (\$500) to lead a student research group focusing on the History of non-violent protests in South Africa (Restorative Justice Center, Pretoria, South Africa). Commenced in fall semester 2020, continued Spring 2021.
4. **June 2023:** \$1200 Pitt Global Studies Center (Center for Strategic and International Studies) for selection to participate in Globalization of Curriculum Seminar.

Scholarship:

November 2021: Appointed Safety Columnist and Editorial Board member for Journal of Radiology Nursing (JRN) Several publications yearly.

Leadership Roles/Service:

September 2021: Advisory Board Member – Curious Minds Dive Foundation
<https://www.curiousmindsdivefoundation.org/> STEAM activity for middle, high school and college age students (Science, Technology, Engineering, Arts, and Math)

December 2020; Faculty Advisor, National Security Student Organization (NSSO)

September 2021-2023; Faculty Advisor, Student American Red Cross Committee

June 2019 - current: University Senate; Tenure and Academic Freedom Committee 3-year term (Elected position, June 2019- 2022) Elected to second term.

September 2020 - current, Chair, Department of Nurse Anesthesia Scholarly Project Committee

Founder, President: University of Pittsburgh Chapter, Women in International Security (WIIS global)- Established September 2019 (See: <https://wiisglobal.org/>)

Dec 2018 – present: Board Member: Pan Africa Children Advocacy Watch (www.PACAW.org)

ACADEMIC INSTRUCTION –

August 2018 – Present

Professor:

Graduate Instruction: Translational Science for the Nurse Anesthetist Seminar, The Science of Healthcare Delivery, Organizational and Management Theory, Healthcare Quality, Methodologies for DNP Projects, Ethics for Advanced Practice Nursing, Health and Public Policy, Finance and Economics for Healthcare Leaders, Professional Roles Seminar for Doctor of Nurse Anesthesia students, Doctoral Capstone Project mentoring, Performance Improvement Tools, Military Nursing Leadership, Disaster Preparedness and Emergency Operations.

Global Impact

Diplomacy Lab: Pitt – U.S. State Department Partnership: Faculty leader of interdisciplinary/interprofessional students researching topics of priority to U.S National Interest.

Fall 2020: For the U.S. Embassy, Pretoria, South Africa. Focus: *The History of Non-violent protests in South Africa.*
Impact: Executive Summary, Research Report with recommendations, and zoom briefing provided to the Department of State and Executive Director of the Restorative Justice Center, Pretoria South Africa for action.

Spring 2021: For the U.S. Embassy, Pretoria, South Africa. Focus: *Can Restorative Justice be a Framework to Use in South Africa to resolve issues?* **Impact:** Executive Summary, Research Report with recommendations, and zoom briefing provided to the Department of State and Executive Director of the Restorative Justice Center, Pretoria South Africa for action.

Spring 2023: For the Office of Science and Technology, U.S. Department of State.

Two areas of focus: Africa: 1) *Current* and 2) *Strategic (2027)* opportunities for the U.S. to engage in science, technology, and innovation (STI) diplomacy in Africa. *Report with Recommendations, Executive Summary and full briefing provided to the U.S. State Department on April 21, 2023.*

Undergraduate Instruction: Clinical Transitions of Professional Nursing Practice, Roles Seminar for Freshman (Fall 2019), Undergraduate Honors Seminar. Freshman Seminar.

January 2017 – August 2018

Adjunct Assistant Professor, Uniformed Services University of the Health Sciences; Teaching Medical Students and Doctor of Nursing Practice Students

January 18, 2017 – Graduate School of Nursing, (GSN) 709, **Lecture:** Ethics and Policy in Federal Health Systems – A Framework for Action

March 1, 2017 – School of Medicine (SOM), Reflective Practice 201: **Bias.** Small Group Facilitation / grading of papers. See www.reflectivepractice.net

March 21, 2017–SOM, Reflective Practice 101: **Racism:** Small Group Facilitation / grading of reflective papers.

June 5, 2017 – GSN, Doctor of Nursing Practice (DNP) Students. **Lecture: Roles of the Advanced Practice Nurse in the Military.**

August 17, 2017 – Attended **Annual Faculty Development** Half-Day, USUHS Reflective Practice Curriculum

August 31, 2017: GSN, DNP Curriculum: Introduction to Systems Course GSN702: **Connecting the Dots between HRO, CPI and the 8 Essential Skills of the APRN (Intro to LSS Yellow Belt Class)**

September 1, 2017: GSN, DNP Curriculum, Systems Course 702. **Instructor:** Tailored LSS Yellow Belt Course –for DNP students. See **published article:** <https://lnkd.in/dGiX34D>

September 12 & 19, 2017: Reflective Practice (RP) 101: **Sexuality** (GSN'20, SOM '20). Panel, facilitated small group discussion (9 students), graded reflective papers and class participation.

September 15, 2017: RP 101: **Reaction** (SOM '21), Small Group Facilitation and graded discussion.

September 29, 2017: RP 101: **Implications:** A Tactical Approach (SOM '21). Grading reflective papers, small group facilitation and discussion, graded student participation.

October 24 & 31, 2017: RP 101: **Mistakes** (GSN '20, SOM '20). Panel discussion Facilitate student small group discussion, grade reflective papers and student group participation.

November 7 & 8, 2017: RP101: **Illness and Disability** (GSN '20, SOM '21). Panel discussions facilitate student small group discussion, grade reflective papers and group participation.

January 16, 2018 –RP101: **Dying and Death.** Small group facilitation and grading of papers.

February 8, 2018 – GSN, DNP Students: **Lecture:** Roles of the Advanced Practice Nurse in the Military.

February 21, 2018 – RP 201 – **Conflict:** Small group facilitation and grading of papers.

February 28, 2018 – RP201 **Perspective:** Small Group facilitation and grading of papers.

March 7, 2018 – RP 101 - **Physician impairment and resilience.** Panel discussion, small group facilitation and grading of reflective papers.

March 27, 2018 – RP101: **Racism.** Small group facilitation and grading of papers.

May 14, 2018 – RP101 – New medical and DNP student orientation to RP. **Reaction and Implications.** Facilitated small group discussion.

**PUBLICATIONS/PAPERS/CONFERENCES/PRESENTATIONS/PEER REVIEW
ACTIVITY**

- Warner, K (in press). Accepted for publication November 19, 2023. **Facility Emergency Preparedness**. Journal of Radiology Nursing, JRN-S-23-00208.
- Warner, K (2023). **The Importance of Sleep Hygiene for Clinicians**, Journal of Radiology Nursing, ISSN 1546-0843, <https://doi.org/10.1016/j.jradnu.2023.08.004>.
(<https://www.sciencedirect.com/science/article/pii/S1546084323001153>)
- Warner, K. E. (2023). **Artificial Intelligence and Clinical Decision Making**, Journal of Radiology Nursing, (42) 2, ISSN1546-0843, <https://doi.org/10.1016/j.jradnu.2023.02.006>.
- Warner, K (2023) April 19, 2023, 12:30- 2pm. **High Reliability Organizations: The Human AI Interface – Part III**. Webinar to global defense workforce. Visiting Professor, Defense Acquisition University. Fort Belvoir, VA. Via Webcast.
- Warner, K. E. (2023). **The Critical Role of Leadership in Creating the Climate to Produce High Reliability Healthcare**, Journal of Radiology Nursing, (42)1, 16-17, ISSN 1546-0843, <https://doi.org/10.1016/j.jradnu.2022.12.001>.
(<https://www.sciencedirect.com/science/article/pii/S154608432200178X>)
- Warner, K (2023) March 29, 2023, 12:30- 2pm. **High Reliability Organizations: The Human AI Interface – Part II**. Visiting Professor, Defense Acquisition University. Fort Belvoir, VA. Via Webcast.
- Warner, K. E. (2023). **Editorial Board Members**. Journal of Radiology Nursing. Volume 42, Issue 1, page iii www.sciencedirect.com/journal/journal-of-radiology-nursing
- Warner, K (2023) February 22, 2023, 12:30- 2pm. **High Reliability Organizations: The Human AI Interface – Part I**. Visiting Professor, Defense Acquisition University. Fort Belvoir, VA. Via Webcast.
- Warner, K.E. (2022). **Meet the Editorial Board Member Feature Series**. Journal of Radiology Nursing.
- Warner K. E. (2022) **Mindfulness: Essential for a Safe Culture in Healthcare**, Journal of Radiology Nursing, <https://doi.org/10.1016/j.jradnu.2022.08.003>
- Warner KE (2022) **Getting to Zero Part Two: Essential Safety Culture Components to Build High Reliability and Zero Harm in HealthCare**, Journal of Radiology Nursing, <https://doi.org/10.1016/j.jradnu.2022.02.011>
- Warner KE, (2021) **Getting to Zero - Part One**, Journal of Radiology Nursing, <https://doi.org/10.1016/j.jradnu.2021.12.009>
- Warner, K (2020). **Communication and Conflict Management in Health Policy**. In D.J. Mason, E. Dickson, M.R. McLemore & G.A. Perez (Eds.) Policy & Politics in Nursing and Health Care (8th ed., pp. 75-80). Elsevier

Peer Review

- 2018 – present** Military Medicine Magazine (AMSUS): Peer Reviewer for Manuscripts pre-publication
- 2019 – present** Worldviews on Evidence Based Nursing (Sigma Theta Tau publication), Peer Reviewer for Manuscripts pre-publication.
- 2021 – present** - Editor, Journal of Radiology Nursing
- 2022 – present** – Faculty Editor, Pitt Policy Journal

Speaking Engagements/Presentations

- Warner, K. (2023) April 30. Keynote Speaker. Women In Security Symposium. Association of International Security Professionals (ASIS) Pittsburgh.
- Warner, K. (Lead Faculty), Pamerlau, C., Robays, G., Thakar, T., Allbritton, R., DeAngelo, M., Willett, J., Kimmell, S., Sobol, M., Leckrone, A. April 21, 2023. Current and Strategic Science Technology and Innovation Diplomacy Opportunities in Africa. Diplomacy Lab Presentation to the US. State Department. Washington, D.C.

- Warner, K. February 23, 2023. (Moderator) WIIS-Pitt event. "Let's talk with ... " Current Events Forum (Zoom). Guest: Claire Pomerleau , Senior Pitt student on research and work.
- Warner, K. (January 25, 2023). WIIS-Pitt event. "Let's talk with ... Dr. Warner, WIIS-Pitt President/Founder." Current Events Forum (Zoom). Interviewed by Rachel McGrath, GSPIA Graduate student.
- Warner, K. (November 16, 2022). The Role of Advocacy in Agenda Setting and Influencing Policy. Invited Speaker. University Of Pittsburgh.
- Warner, K. (November 11 , 2022) A Veterans Day Tribute to Military Nurses. Women Veterans Memorial, South Park, Pa.
- Warner, K (Moderator) and Li, Siyaou (November 16, 2022) WIIS-Pitt "Let's Talk" Current Events Forum (Zoom) - Guest: Dr. Siyaou Li, Assistant Professor, GSPIA. University of Pittsburgh.
- Warner, K. (2022). Health Insecurity in the Niger Delta. Podium Presentation. Celebrate Africa Conference. University of Pittsburgh. September 16, 2022.
- Warner, K. (2022) One Woman Officer's perspective: Serving as a nurse and military officer in health care for over 30 years. April 4, 2022 Harvard University, Invited Lecturer.
- Warner, K (2022). Things to Know about Disaster Preparedness. April 13, 2022 University of Pittsburgh, Undergraduate Nursing Community Health Class, Guest Speaker.
- Warner, K. (2021). Policy Talk. Podium Presentation. Uniformed Services University of the Health Sciences. Bethesda, MD. January 22, 2021
- Warner, K. September 11, 2020. American Society of Quality (ASQ) – Pittsburgh Section Conference. Human Interaction: The Other Aspect of Process Improvement. Podium Presentation: Title: *You Said, What?*
- Warner, K (2020). Health Insecurity in the Niger Delta. Podium Presentation: (virtual) Pondering African Futures Conference hosted by the University of Pittsburgh's African Studies Program. May 13-14, 2020.
- Warner, K. October 24, 2019 –PA Distance Education and SARA Workshop, State College Pa. Podium Presentation. Title; *Using Collaborate to Connect*.
- June 2009: DOD CPI/LSS Symposium. Poster Presentation: LSS Black Belt Project: Improving Inpatient Records Coding Compliance at USNH Guam – the success story using LSS: Results: 3% to 100% compliance in 7 months. Lansdowne, VA. * Best practice award winner.
- May 2008: Lean Six Sigma Project Management, Navy Medicine Joint Commission Conference, Oak Brook Terrace, IL.
- June 2007: Keys to Maintaining and Sustaining Quality Healthcare. Navy Medicine Joint Commission Conference, Oak Brook Terrace, IL.
- February 2002: Presentation via VTC to U. S. Naval Hospital Naples, Italy Disaster Committee on The Hospital Emergency Incident Command System (HEICS). From La Magdalena, Sardinia.
- April 2001: Presentation at Shea-Arentzen Navy Nurse Corps Symposium. Title: The Hospital Emergency Incident Command System (HEICS). Washington, D.C.
- November 1999: Invited Speaker at 176th Group Medical Group Commander's Conference on Civil Support; Medical Perspectives for Joint Ventures. Title: The Hospital Emergency Incident Command System (HEICS). Los Angeles, CA
- April 1999: Invited speaker at TRICARE Region 9/10 Executive Committee and Managed Care Meetings, Title; PREPARING OUR MEDICAL FORCES: OPERATIONAL READINESS INCLUDES HOMELAND DEFENSE Primm, NV
- April 1999: Presentation at Shea-Arentzen Navy Nurse Corps Biennial Symposium. Title: PREPARING OUR MEDICAL FORCES: OPERATIONAL READINESS INCLUDES HOMELAND DEFENSE San Diego, CA
- March 1999: Briefing via VTC to BUMED OONC in Washington DC on NHTP Implementation of Hospital Provider Portion of DPP. From NHTP Twenty-nine Palms, CA

March 1999: Brief to TRICARE Region 9/10 CSC on Implementation of Domestic Preparedness Program at Naval Hospital Twentynine Palms, CA Title: PREPARING OUR MEDICAL FORCES: OPERATIONAL READINESS INCLUDES HOMELAND DEFENSE Naval Medical Center San Diego, CA

January 1999: Briefing to TRICARE Region 9/10 Contingency Support Committee (CSC) on Implementation of Domestic Preparedness Training Program (DPP) at Naval Hospital Twenty-nine Palms (NHTP), California
March AFB, Temecula, CA

EDUCATION

2015 – The National War College, National Defense University, Washington DC

- Master of Science, National Security Strategy – Weapons of Mass Destruction Concentration.
- Country study visitation: Jordan
- Thesis: A Strategy to Address the Use and Proliferation of Weapons of Mass Destruction in The Middle East
- Completion of Joint Professional Military Education - level II (JPME –II)

2014 -- Duke University, Durham NC

- Doctor of Nursing Practice (DNP)
 - *focus of studies*: Clinical Quality and Systems Reengineering
 - **Awarded “Best Capstone Paper”**, “*Establishing a Total Joint Arthroplasty Program at a Community Military Treatment Facility: Safety, Efficacy and Cost Comparison to Purchased Care*”.

2012 U.S. Naval War College, Newport, RI

- Master of Arts Degree in National Security and Strategic Studies (*with Distinction*).
- Completion of Joint Professional Military Requirements (JPME-1)

1996-1998 Legislative Fellowship – Health Policy. Office of Senator Arlen Specter, year 1; U.S. Senate Veterans Affairs Committee (SVAC) – year 2. Capitol Hill, Washington DC.

1996 University of Maryland Graduate School Baltimore, MD

- **Dual Master of Science Degrees** (*with Honors*)
 1. Medical Surgical Nursing, focus in Cardiac Rehabilitation
 2. Nursing Health Policy

1990 University of Maryland at Baltimore, School of Nursing

- Bachelor of Science in Nursing (*with Honors*)

Professional Awards/Certifications

- Selected as Fellow in the American Academy of Nursing (FAAN) July 2023, Induction in **October 2023**.
- Certified Global Nurse Consultant (CGNC) in *Health Policy, Performance Improvement and Strategy*, by the International Council of Nurses, **June 2023**

- “Outstanding Capstone Award” 2014, Duke University Doctor of Nursing Practice Program, **May 2014**
- Award for Excellence in Medical-Surgical Nursing, University of Maryland Graduate School **1995 - 1996**
- Advanced Certificate in Health and Public Policy, University of Maryland Baltimore County Policy Sciences Department **1996**
- Clinical Nurse Specialist in Medical Surgical Nursing, University of Maryland School of Nursing, Graduate School **1996**
- Who’s Who in American Universities and Colleges, Graduate School, University of Maryland **1995 – 1996**
- The National Deans List, **1992-1993**, University of Maryland Graduate School.
- Certified Health Promotions Director by the Cooper Institute of Dallas Texas, **May 2002**.

Department of Defense Awards:

Defense Meritorious Service Medal.

Meritorious Service Medal -2.

Navy/Marine Corps Commendation Medal -3.

Navy/Marine Corps Achievement Medal -2.

Navy Meritorious Unit Accommodation Medal -3.

Navy Good Conduct Medal,

National Defense Service Medal -2.

Global War on Terror Service Medal.

Armed Forces Service Medal,

Navy/Marine Corps Overseas Service Ribbon -6.

Membership in Professional Organizations:

Association of the Study of the Middle East and Africa (AMSEA): Full Member

American Society for Quality (ASQ): Senior Member & Member: Government Leaders Subdivision

International Honor Society of Nursing (Sigma Theta Tau) Beta Epsilon Chapter (Duke University) and Pi Chapter (University of Maryland)

Women in International Security (WIIS-Global) - University of Pittsburgh Chapter President/Founder.

Federal Nurses Association – Elected Navy Director 2007-2011

American Nurses Association – Member

The United States Naval Institute – Life Member

Military Officers Association – Life Member

University of Maryland Alumni Association – Life Member

LICENSE AND CERTIFICATIONS

Registered Nurse (Maryland)

Registered Nurse (Pennsylvania)

October, 2023 - Fellow, American Academy of Nursing

June 2023 – Certified Global Nurse Consultant (CGNC) in Health Policy, Performance Improvement and Strategy by the International Council of Nurses (ICN)

Jan/2009 – Certified Lean Six Sigma Green Belt Instructor, Department of Defense

June/ 2009 - Certified Lean Six Sigma Black Belt U.S. Navy (Bureau of Medicine and Surgery)

May/1996 - Advanced Certificate in Health and Public Policy, University of Maryland Graduate School

May/1996 - Clinical Nurse Specialist in Medical Surgical Nursing, University of Maryland Graduate School. Specialized focus: Cardiac Rehabilitation

OTHER SKILLS

Leadership, Strategist, Complex Operations Planner, Pioneer, Innovator, Joint Commission Requirements specialist, ORYX and HEDIS data analysis, Strategic Planning and Organizational Development, Conflict Management, Expert Facilitation of Dialogue, Project Management, Execution, delivering results, Coaching, Emergency/Disaster preparedness, Healthcare Operations Planning, Advocacy, Environmental Scanning, International Relations, Interdisciplinary Collaboration and Partnership, Performance Improvement, Developing High Reliability Organizations

WORK EXPERIENCE - Active Duty Military 24/7

May 2016 – July 2018 - Chief Operating Officer (Executive Officer), Naval Health Clinic, Naval Air Station, Patuxent River, Maryland.

Responsible for mission readiness, staffing, clinical quality and safety of care, environment of care, and provision of care to eligible beneficiaries at four geographically separate locations in two states. Responsible for setting leadership priorities and establishing a culture of high reliability within the delivery of care and health care operations of the organization. Achieved Joint Commission accreditation and the first certification by the JC of a medical home port in the navy medicine enterprise. The clinic ranked number one in the navy medicine east region and number three in the navy medicine enterprise for the number of completed LSS projects to improve care delivery and address process issues. Established Reflective Practice program for clinical staff (adopted with permission from USUHS) as a part of regular training program, improving physician and nurse retention. Groomed newly appointed Chief Medical Officer of the clinic – ensuring he had full support in his role to lead and oversee Quality for the four sites and be the link up to regional quality committees and enterprise-wide quality efforts.

July 2015 – May 2016 Enterprise Deputy Chief Medical Officer (DCMO), United States Navy Bureau of Medicine and Surgery.

Responsible for establishing enterprise-wide Chief Medical Officer (CMO) role for Navy Medicine within the Strategy for creating a Highly Reliable Organization (HRO) within the Military Health System (MHS). Created and aligned MTF, Regional, and BUMED position descriptions for role of the CMO and execution plan – collaborating with navy medicine regional leadership to prioritize facilities to receive billeted CMO's to support the CMO/HRO vision and strategy within Navy Medicine. Created the HRO framework for Navy

Medicine Enterprise based on best practice principles from leading internationally ranked healthcare organizations and trained global chief medical officers and board members of navy medicine facilities worldwide on how to organize and lead the healthcare institution to align with principles of high reliability organizations and the Joint Commission.

July 2014 - June 2015 Student - The National War College, National Defense University, Fort Leslie J. McNair, Washington DC Master of Science, National Security Strategy – Weapons of Mass Destruction Concentration. Degree conferred June 18, 2015

Oct 2012 - July 2014 Fort Belvoir Community Hospital (FBCH), Fort Belvoir, Virginia

Deputy Director Healthcare Operations and Strategy – Chief Quality Officer

- Chair, Provision of Care Committee October 2011 – March 2013.
- Chair Performance Improvement Committee March 2013 – July 2014.
- Chair, National Capital Region Medical Directorate Quality Work Group, and member NCR CAPMED Clinical Care and Quality Management Implementation Board.
- **Leader/Facilitator of Total Joints Surgery Product Line initiative** May of 2012 – May 2014; Responsible for building an evidence-based best practice new product line of hip and knee surgery at Fort Belvoir Community Hospital. Cultivated, created and led a well functioning multi- and interdisciplinary team, working with the USAF to recapture beneficiaries in need of total knee or total hip replacement surgery from the TRICARE North civilian network and perform them at FBCH. Developed clinical pathway /standard order sets using evidence-based practice for this surgical product line. Regularly briefed the executive steering committee of the facility on the progress through the 2-year development of the program.
- **Results of the Total Joints Program Pilot were successful, and the program continues to grow.**
 - Received Institutional Review Board approval from both FBCH as well as Duke University to collect data and publish on this pilot project.
- **July 2011 – October 2012: Chief, Ambulatory Nursing, Fort Belvoir Community Hospital**

Nurse Executive Leader and consultant for 56 outpatient ambulatory multidisciplinary medical clinics. Responsible for process flow and improving system functionality to improve patient-centered care and improve clinical quality outcomes and healthcare organizational mission. Co-Chair of facility Provision of Care Committee.

Appointed lead/facilitator to create a Total Joint Surgery Orthopedic service line for Fort Belvoir Community Hospital.

August 2007 – June 2011 Program Executive Officer for Western Pacific Medical Alliance (WPMA) - Regional Continuous Process Improvement Lean Six Sigma Black Belt for the US Navy

Regional Lean Six Sigma Black Belt (Continuous Performance Improvement Specialist) for the Western Pacific Medical Alliance (WPMA) leading performance improvement efforts across three US Naval Hospitals (USNH Okinawa, USNH Yokosuka, USNH Guam) spanning over 6,000 miles of the Pacific Ocean.

Led and facilitated senior executive staff and multi-facility multidisciplinary matrix teams to improve access to and quality of health care, facilitating the creation and execution of the strategic vision of the Chief Operating Officer's (COO's) of these three facilities across the Western Pacific Region. Routinely lead and collaborated with medical, nursing staff, and business leaders to develop strategies to improve compliance with clinical and

business performance metrics. Created policy to support clinical and strategic goals. Created and executed Continuous Process Improvement (CPI)/ **LSS Policy** for USNH Okinawa which was replicated at USNH Guam and USNH Yokosuka as well as **policy** creating a command (hospital) **CPI Advisory Group** – the select leadership tier of the board of directors that prioritize PI projects in alignment with strategic goals and objectives for the command.

As the Regional Black Belt, provided mentoring, leadership and direction to Champions (Senior Executive Leaders) and Team Leaders, facilitated team meetings, prepared for and conduct monthly WPMA Commanding Officer telephone conferences, performed data analysis, provided executive briefings and project status updates to the COO's and Boards of Directors, mentored, coached and trained Green Belts, staff, executive leaders and project teams, and utilized quality/performance improvement tools within lean & six sigma methodologies to improve healthcare systems and processes. As a member of the hospital's Board of Directors, I planned and facilitated the Board of Directors and strategic planning meetings over 4 years. Collaborated with USMC CPI instructors in the Western Pacific to co-instruct joint service LSS Green Belt classes for Marine Corps and Navy personnel, benefitting joint service efforts and improve efficiencies.

Additional Roles: Nurse of the Day (NOD) and Assistant Director of Nursing. 24/7

Acting Director of Nursing, USNH Okinawa July 31 – August 30, 2010; Member of Executive Committee of the Nursing staff, provide leadership, supervisory control, mentoring and career counseling for nursing staff at every level (civilian as well as military nurses). Member of several ranking boards for military personnel evaluations.

Acting Chief Operating Officer, USNH Okinawa during March 2011 Tsunami on mainland Japan post-Earthquake. Effectively mitigated impending results of expectant tsunami wave to hit Okinawa – within one hour of warning, moved all patient care related services and staff/patients from first three floors of hospital to the fourth floor (safely above sea level). Moved Emergency Room and all patients to 4th floor Ambulatory Procedure Unit area, and maintained operations throughout the night until warnings and risk of tsunami concluded.

Select Regional and Command-Specific Performance Improvement Projects (2007-2011):

Created a WESTPAC Medical Alliance Regional Report Card (Define –Measure- Analyze- Design- Validate = DMADV): This project addressed the need to visualize and synchronize the Western Pacific Medical Alliance MTF's business planning and deployment planning opportunities to maintain access to care within the region while supporting the war. The Team was comprised of multidisciplinary subject matter experts from USNH's Okinawa, Guam and Yokosuka, Japan. The created Report Card provided a tool for the organizations leaders to determine best candidates (command and area of work) for deployment with the least impact on access to healthcare for beneficiaries.

Created and established a WESTPAC Medical Alliance Extranet share portal for Naval Hospital's Okinawa, Guam, and Yokosuka. This project addresses the need for creating an information portal to share data and information among the three WPMA MTF's to allow for transparency, sharing of documents and decision making.

Created a Joint solution for Military Health System Overseas Screening. This project addressed the problem of inconsistent processes among the different services in the carrying out of the overseas screening process which results in risk to patients who may arrive at an overseas location where adequate capacity for needed specialized care does not exist, as well as increased cost of care for those individuals. Team members included representatives from the Navy, Air Force, Army and Marine Corps and the joint solution created included standard Medical and Dental Screening Forms, as well as a proposed Joint MHS Overseas Screening

Instruction which has been routed through the chains of command and is at the Bureau of Medicine and Surgery / TRICARE Management Authority level awaiting approval. (This project completion is pending approval of the documents and process created and proposed in 2009)

**** Naval Hospital Guam Inpatient Record Disposition LSS Black Belt project:** Between October 2007 and June 2008, 47 of 1774 records met the 30-day processing requirement after patient disposition (3% compliance) which affected the Joint Commission Accreditation status as records were not available for the ORYX abstractor to review (this is an Accreditation Participation Requirement). I led a multidisciplinary team using the tools of LSS: process mapping, FMEA, RCA, Cause and Affect Analyses, Data collection and tracking, Value Stream Mapping to understand the root causes of the problem and to correct them. Within 7 months of providing solutions to the root causes of the problem, the compliance rate had reached 100% and has been sustained since January of 2009 (97% improvement – sustained)

USNH Okinawa Emergency Department Laceration Repair Rapid Improvement Event (RIE): The objective of this project was to consolidate and standardize laceration supplies into 2 fully stocked carts that can be quickly mobilized and pulled to patient bedside in the ER to facilitate efficient suturing for the provider. Team members included the ER night crew at USNH Okinawa over the course of 7 days and the process resulted in saving 245 steps (movement) in the ER and standardization of forms & checklists to improve flow and decrease variance in process by producing standard work in the process of suture repair.

USNH LSS Project to Decrease Civilian Local Hiring Time: Multidisciplinary Team members included representatives from accounting, Human Resources, the inpatient units, business operations, and a recent customer in the process (a local hire). **Results:** Decreased the average number of days to hire an employee by 41 days which is a 31% improvement.

Voice of the Customer (VOC) Focus Groups for the WESTPAC Medical Alliance (WPMA) were completed in February 2010 and were the second phase of a project intending to obtain feedback from our beneficiaries about the care they receive. Objectives of the VOC project were to.

- identify areas in which the WPMA MTF's excel from the beneficiary perspective,
- identify areas that the WPMA MTF's can improve,
- gain in-depth insight regarding the needs and wants of the WPMA patients
- understand key drivers in patient satisfaction
- understand how best to communicate with the patients in our area of responsibility

I compiled the results of our beneficiary feedback and produced a report which was distributed to the leaders and staff of the WPMA commands to deliver the feedback to facility staff members and make improvements on many aspects of care delivery based on the feedback received. Results were compiled in a report and shared with Navy Medicine leadership as well as other entities in the Military Health System.

Immunization Project Improving the Inventory Management for High-Cost Immunizations at WPMA MTF's. This project focused on developing more effectively integrated processes with specific control points and resulted in ensuring that a standard process exists for returning to pharmacy all unused or expired medications/immunizations, and ensuring a contract exists at all three facilities with the "Guaranteed Returns" vendor, so each command can recoup some portion of cost for immunizations not used or that are expired. **Results:** For FY 2009, the project saved > \$120,000 actual dollars for USNH Okinawa.

PREVIOUS WORK EXPERIENCE AND HISTORY:

June 2006 – August 2007 Naval Hospital Okinawa (Japan) (Largest Overseas US Navy Military Hospital)

Head, Quality Management Department:

Responsible for Risk Management, Credentialing, Medical Staff Privileging, Patient Safety, Performance Improvement, Customer Relations, Infection Control, Joint Commission Preparedness, Root Cause Analysis and Quality of Care reviews, Medical Staff Committees, hiring and building a successful Quality Management Department and creating a healthy continuous process improvement (CPI) environment. Introduced Lean and Six Sigma Methodologies to the staff. Hired and supervised 9 staff members. Guest Speaker at BUMED/ Joint Commission Conference June 2007 topic: Keys to Maintaining and Sustaining Quality Healthcare.

September 2004 – June 2006 Naval Hospital Pensacola, FL (Medium sized Family Practice teaching hospital)

Head, Quality Management and Performance Improvement

Responsible for Risk Management, Credentialing, Medical Staff Privileging, Patient Safety, Performance Improvement, Infection Control and Prevention, Customer Relations, Joint Commission Preparedness, Root Cause Analyses and Quality of Care reviews, Medical Staff Committees, hiring and building a successful Quality Management Department and creating a healthy continuous process improvement (CPI) environment. Member of hospital Executive Steering Committee, planned and facilitated off-site meetings, routinely briefed the board, hospital committees, medical and nursing staff on quality issues. Mentored medical and nursing staff on approaches to improve compliance on measures. Supervised 10 staff which included GS, contract and enlisted and officer military staff members.

Assistant Emergency Manager (detailed activities regarding this role listed at end of resume)

Co-Chair Emergency Preparedness Committee

Advisor, Consultant, Trainer on Disaster Preparedness

April 2003 – September 2004 Branch Medical Clinic, Naval Air Station Pensacola, FL (Branch Clinic supporting active-duty pilots and military members in training status)

Senior Nurse. Department Head for Primary Care: Managed and provided care for military members. Supervised 14 Enlisted staff members and GS and military officers.

Emergency Preparedness Officer, Branch Medical Clinic

Nurse Corps Mentoring Champion, NH Pensacola

April 2001-April 2003 Branch Medical Clinic, La Magdalena, Sardinia -Italy. (Branch clinic supporting USS Emory S Land personnel, US Submarine Squadron 22 personnel and Naval Support Activity la Magdalena Base personnel)

Senior Nurse. Director of Health and Wellness Programs. Supervised/mentored 19 staff members. Designed and conducted health promotion classes, nutrition programs, cancer support group, provided patient counseling on dietary and weight loss/exercise programs, liaison with La Magdalena community, provided monthly articles to local paper on wellness/health promotion information for beneficiaries.

Acting Officer in Charge.

Advisor and Consultant on Disaster Preparedness/ Anti-Terrorism

June 1998 - March 2001 Naval Hospital, Marine Corps Air Ground Task Force Training Command, Twenty-nine Palms, California (Small US Naval Hospital supporting US Marines) 50 hr./ week

February 2000 – March 2001

Staff Nurse, Department of Emergency Medicine

Anti-Terrorism Training Officer (level II); Member, Disaster Preparedness Committee

August 1998 – January 2000

Department Head, Staff Education and Training Department.

Responsible for coordinating all staff education and training requirements for 525 military and civilian hospital staff members.

First in DOD to successfully implement the Defense Against Weapons of Mass Destruction awareness training program for hospital providers and EMS/1st Responders on Base / incorporated an Employee Awareness for Terrorism training program into Annual Training requirements for hospital staff.

Created and implemented an on-line program to ensure 100% access (24/7) to and compliance with required General Military Training modules.

Continuing Medical Education coordinator for the Physician provider population, and Continuing Education program manager for Registered Nurses.

Program Director, Emergency Medical Technician training course.

1997 – 1998 Navy Office of Legislative Affairs, Pentagon Washington D.C.

Department of Defense Detailee to the United States Senate Veterans Affairs Committee

Legislative Assistant for Health

Primarily responsible for research of health issues affecting the U.S. Veteran population, drafting legislation, drafting floor statements and memorandums, preparing hearings and briefings.

Major Focus of work: Research involving health effects of atomic bomb testing and radiation on the veteran population. Prepared April 21, 1998, hearing on health effects of ionizing radiation

Assessing the medical response capabilities of the United States to a terrorist attack involving weapons of mass destruction and the role the Department of Veterans Affairs currently has in collaboration with other federal, state, and local agencies in preparing medical providers for many types of disaster situations.

Attended DoD Emergency Preparedness Course 97-06, Berryville VA

Attended Domestic Preparedness Program EMS/1st Responder and Provider Training and tabletop exercises in Washington DC and Baltimore MD, March 1998

1996 – 1997 Navy Office of Legislative Affairs, Pentagon Washington, D.C.

Legislative Fellow for Health Policy -- Office of Senator Arlen Specter (R-PA)

- Major responsibilities included researching major health care policy issues affecting the country, drafting memorandums, correspondence, floor statements, planning hearings, and assisting in drafting health care legislation.

1994 – 1996 Out-Service Training, University of Maryland Graduate School (Dual MS Degrees, *with Honors*)

1990-1994 National Naval Medical Center, Bethesda, MD

- ❖ 1994 Division Officer, Pediatric Clinic (Leadership of 9 RNs and 13 Hospital Corps staff in busy clinic)
- ❖ 1992 –1994 Staff Nurse, Neonatal Intensive Care unit (provided nursing care of premature ill neonates)
- ❖ 1990 – 1992 Staff Nurse, Cardiac Step-Down Unit (provided nursing care for pre and post op hearts, catheterization, ablations, thoracotomies, post- MI, telemetry patients)

1990 Officer Indoctrination School, Newport, Rhode Island

- Drill Instructor

1988 – 1990 Out-Service Training, University of Maryland at Baltimore (BSN *with Honors*)

1985 – 1988 Naval Medical Clinic, Annapolis Maryland

- Pharmacy Technician

1984 – 1985 Naval School of Health Sciences, Bethesda Detachment Portsmouth, Virginia

- Navy Pharmacy Technician school (*with Honors*)

1984 Naval School of Health Sciences, Great Lakes, Illinois

- Naval Hospital Corps School (*with Honors*)

Naval Training Center, Orlando Florida

Boot Camp, Starboard Watch Leading Petty Officer

MILITARY PROFESSIONAL TRAINING

MEDICAL MANAGEMENT OF CHEMICAL CASUALTIES

@ Aberdeen, / Ft. Detrick MD March 1993

DOD EMERGENCY PREPAREDNESS COURSE 97-06

Headquarters Forces Command, @ Berryville, VA August 1997

TOTAL QUALITY LEADER FACILITATOR TRAINING; NSHS Bethesda, MD September 1998

MANAGEMENT DEVELOPMENT COURSE, NSHS, Bethesda December 1998

SUPERVISORY TRAINING; Graduate School, USDA, @ Twenty-nine Palms, CA March 1999

EMERGENCY RESPONSE TO TERRORISM, SSC, BJA/FEMA NETC, Emmetsburg MD September 1999

ANTITERRORISM TRAINING OFFICER COURSE (J-830-0010), Conducted by NCIS Mobile Training Team Pacific, @ MCAGCC, Twenty-nine Palms, CA January 2000.

THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE Steven Covey Leadership Training, NHTP Twenty-nine Palms, CA October 3-5, 2000

METHODS AND TOOLS FOR ORGANIZATIONAL PERFORMANCE IMPROVEMENT II – TOOLS COURSE, NSHS, Rockville MD October 23-27, 2000.

ADVANCED OFFICER LEADERSHIP TRAINING COURSE

Naval Leader Training Center, Little Creek, VA April 2001

CLINIC MANAGEMENT COURSE, BUMED, Rota, Spain

May 2001

DAPA FOR MANAGERS COURSE, La Magdalena Italy September 2001

HEALTH PROMOTION DIRECTOR CERTIFICATION COURSE, NEHC/Cooper Institute, Coronado, CA May 2002

STRATEGIC MEDICAL READINESS CONTINGENCY COURSE, NMETC, Bethesda MD, July 2004

SHORT COURSE ON HOMELAND SECURITY FOR MEDICAL EXECUTIVES (8 hr.), NDMS Conference, April 30, 2005, Orlando FL

IS-100 INCIDENT COMMAND SYSTEM FOR FEDERAL WORKERS, FEMA/DHLS @ NDMS Conference, May 2005, Orlando FL

IS-700 NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS), FEMA/DHLS @ NDMS Conference, May 2005, Orlando FL

MEDICAL EXECUTIVE SKILLS TRAINING COURSE, USUHS Las Vegas, NV 8-14 January 2006

UNDERSTANDING ISLAMIC TERRORISM (16-hour course), Okaloosa County Sheriff's Office @ UWF, March 16&17, 2006, Okaloosa County FL

RISK COMMUNICATION STRATEGIES (4hr) NDMS Conference, April 2006, Reno, NV

ICS-300: INTERMEDIATE ICS FOR EXPANDING INCIDENTS (EMI # G300), FEMA/ DHLS@ NDMS Conference, April 2006, Reno, NV

ICS-400: ADVANCED ICS COMMAND AND GENERAL STAFF – COMPLEX INCIDENTS (EMI # G400) FEMA/DHLS @ NDMS Conference, April 2006, Reno, NV

SENIOR OFFICER LEGAL COURSE, 5-9 February 2007, Okinawa Japan.

LEAN SIX SIGMA GREEN BELT COURSE, Navy Medicine West, San Diego CA, 14-18 May 2007.

LEAN SIX SIGMA BLACK BELT COURSE, Navy Medicine East, Portsmouth, VA 4-8 June, 9-13 July, 6-10 August 2007.

MULTINATIONAL MILITARY MEDICINE CONFERENCE, Yokosuka, Japan, 17-19 September 2007

COMBAT OPERATIONAL STRESS CONTROL FOR CAREGIVERS

Okinawa, Japan. March 2008

ADVANCED MEDICAL DEPARTMENT OFFICER'S COURSE. Bethesda, MD, 21 April – 02 May 2008

LEAN SIX SIGMA CHAMPION COURSE, 27-28 January 2009, USNH Yokosuka

HUMAN RESOURCES MANAGEMENT FOR SUPERVISORS, Fort Belvoir, VA 22-24 May 2012.

NAVY SENIOR LEADER SEMINAR, Monterey CA, March 1-10, 2016

SENIOR OFFICER COMMAND LEADERSHIP LEGAL COURSE, Newport, RI April 17 -21, 2016

PROSPECTIVE EXECUTIVE OFFICERS COURSE, Newport, RI. July 17-28, 2016.

OTHER PROFESSIONAL MILITARY ACTIVITIES

September 1999: Augmented by HQMC to be a member of the **Marine Corps Installation Vulnerability Assessment (MCIVA) Teams** for both the Marine Corps Logistics Base, Barstow, CA and for the MCAGCC, Twenty-nine Palms, CA. These teams are part of **Navy's Anti-Terrorism Force Protection** effort conducted by the Naval Criminal Investigative Service. My work on the team focused on the medical assessment and preparedness of each of these bases

September 2001. At the request of Commanding Officer (CO), Naval Hospital Naples, Italy – performed a Hospital Installation Vulnerability Assessment (HIVA) and provided recommendations to CO. As a part of those recommendations, Implemented the Soldier's Biological and Chemical Commands' "**Defense Against Weapons of Mass Destruction**" (CBR) training program for EMS/1st Responders and Hospital Providers, training trainers for both courses as well as the Naval Support Activity (NSA) Naples Disaster Preparedness team, the Branch Medical Clinic La Magdalena Physician and Hospital Corps Staff, and the USS Emory S. Land physicians and hospital corps staff. Recommended adoption of the **Hospital Emergency Incident Command System (HEICS)** as the basis for disaster management and planning at the Naval Hospital

April 2002. Appointed as the Team Leader for Installation Vulnerability Assessment (IVA) of Naval Support Activity (NSA) La Magdalena, Italy completed on 22-26 April 2002. Team members included line multidisciplinary specialists. Report and briefing provided to CO of NSA La Magdalena, Italy.

June 2002. Trained Naval Hospital Naples Italy's Medical Staff, Leadership, Nurses and Hospital Corpsmen on the **Hospital Emergency Incident Command System (HEICS)**, performing didactic instruction as well as facilitating Tabletop Exercises.

June 2002. Augmented by the **Navy Medicine Office of Homeland Security** to assist the **National Health Professions Preparedness Consortium (NHPPC)** in developing a curriculum to teach disaster management to Hospital Administrators and clinical staff in the United States. Appointed Advisor to Navy Medicine Office of Homeland Security. Assisted in the development of national standards for nursing school curriculum regarding disaster preparedness.

January 2003 At request of NSA La Magdalena Security, trained 39 tenant command Auxiliary Security Force members the 8-hour SBCCOM's **Defense Against Weapons of Mass Destruction 1st Responders Course (CBRNE)**.

February 2003. Trained Branch Medical Clinic La Magdalena Hospital Corps Staff the 8-hour SBCCOM's **Defense Against Weapons of Mass Destruction EMS/1st Responder's Course (CBRNE)**

May 2004. Appointed to **Joint Readiness Clinical Advisory Board (JRCAB) Nuclear Fallout Panel 2004-2007** by Department of the Navy Chief, Bureau of Medicine and Surgery. First meeting was July 2004.

September 2004. Hurricane IVAN. Incident Command Center Manager for NH Pensacola. Executed HEICS as framework for planning for and handling hurricane events and response/recovery needs. Provided liaison support and ensured 24/7 documentation pre/during /post Hurricane events and recovery efforts.

July 2005. Hurricane DENNIS. Acting Emergency Manager for NH Pensacola. Coordinated efforts in Incident Command Center, provided liaison support and ensured 24/7 documentation pre/during /post Hurricane events and recovery efforts.

September 2005. Hurricane KATRINA. Assistant Emergency Manager, ran Emergency Operations Center 24/7 which provided immediate and sustained support, supplies and manpower needs for Branch Health Clinics affected by KATRINA in New Orleans LA, Pascagoula & Meridian MS. Provided daily SITREPS to Chief of Naval Operations staff and BUMED and supported Joint Task Force KATRINA Medical Staff until up and running independently.

November 2005. Appointed Military representative for Northwest Florida Region 1 Hospital Disaster Preparedness Planning Group.

March 2011. US Naval Hospital Okinawa Japan. Acting Executive Officer during Tsunami on mainland Japan post-Earthquake. Effectively mitigated impending results of expectant tsunami wave to hit Okinawa – within one hour of warning, moved all patient care related services and staff/patients from first three floors of hospital to the fourth floor (safely above sea level). Moved Emergency Room and all patients to 4th floor Ambulatory Procedure Unit area and maintained operations throughout the night until warnings and risk of tsunami concluded.