

# JACQUELINE HERD, DNP, NEA-BC, FAONL

## EDUCATION

### DOCTOR OF NURSING PRACTICE

Walden University, MD

### MASTER OF SCIENCE IN NURSING

California State University, Carson, CA

### BACHELOR OF SCIENCE IN HEALTH SCIENCES

California State University, Carson, CA

### ASSOCIATE OF SCIENCE IN NURSING

Compton Community College, Compton, CA

## EXPERIENCE

April 2024 –

### Providence St. Josephs Health

#### Chief Nursing Officer

Interim Chief Nursing Officer Providence Regional Medical Center Everett Campus. 595 acute care tertiary hospital. Level II trauma center.

July 2022 – December 2023

### Vizient, Irving, TX

Vizient is the nation's leading health care performance improvement company.

#### Principal, Workforce Operations

Consults with members to drive value through staffing strategies, workforce optimization, capacity and through-put utilizing Vizient data analytics.

- Savings through workforce optimization
- Saving through utilization and clinical LOS

January 2016 – June 2021

### GRADY HEALTH SYSTEM, Atlanta, GA

Grady is Atlanta's only ACS-verified level 1 trauma center, only ABA-verified burn center and advanced comprehensive stroke center.

#### Executive Vice President/Chief Nursing Officer

Directed patient care for 953 acute care safety net, academic medical center, level 1 ACS designated trauma center, 180k annual ED visits, Joint Commission Accredited Comprehensive Stroke and Burn Center, Designated Perinatal Receiving Center, 2500 annual deliveries, level 3 NICU, Inpatient/Outpatient Behavioral Health, Ambulatory Nursing, Oncology.

#### Selected Accomplishments:

- Developed NDNQI Nurse Led Quality Team for CLABSI, CAUTI, VTE, HAPI and Falls.
- Decreased CLABSI, CAUTI, VTE and Falls.

- Restructure Nursing Model to support Nursing Succession and 24/7 Frontline Clinical Support.
- Centralize Nursing time-keeping to support accuracy in time-keeping and payroll.
- Implemented KRONOS -Extension Staffing Acuity.
- Implemented Nursing Finance Business Model to support/enhance Finance Acumen.
- Implemented Unit Based Councils.
- Restructured Nursing Professional Practice Model to engage Front-line Staff Autonomy and Empowerment.
- Developed Frontline Staff CNO Advisory Council.
- Supported implementation of Patient Progression Model to meet targeted ALOS of 6.3%.
- Restructured RN Residency program retention rate at 1-year 97%, 2-year 84%.
- Developed Multidisciplinary Hospital Acquired Pressure Injury Team resulted in decrease hospital acquired pressure injuries.
- Spearheaded the development of Safe Lifting and Patient Handling Program (5M investment) resulted in decreased employee back injuries and hospital acquired pressure injuries.
- Supported restructured Careview monitoring system resulted in decreased sitter utilization
- Developed Centralize 24/7 Staffing and Nurse Float Pool resulted in safe staffing
- Supported Maternal Child Health Consultant that resulted in increase collaboration/partnership with nursing and medical staff, improved quality of care in post-partum hemorrhage, pregnancy induced hypertension, accidental ex-tubation in NICU,

**April 2015 – January 2016**

**MIDTOWN MEDICAL CENTER, Columbus, GA**

***Vice President of Nursing/Chief Nursing Officer***

Directed patient care for 583 bed acute care hospital, level 2 designated trauma center, level 3 NICU, and designated perinatal receiving center, Joint Commission approved Stroke Center, Children Hospital and 90K annual emergency room visits and 3000 deliveries. Direct line management included critical care, neuro-surgical intensive care, surgical services, emergency services and trauma, telemetry, medical/surgical, maternal child health, pediatrics, education and wound care.

**Selected Accomplishments:**

- Reorganized nursing structure with anticipated \$300k annual saving.
- Spearheaded through-put initiatives to address length of stay, timely discharge planning and discharge.
- Spear headed Emergency Department redesign; increased door to physician time, medical screening exam, decrease left without treatment and increase cash collections.
- Instituted Observation unit to increase timely throughput.
- Reorganized Unit Based Nursing Councils; increase nurse accountability, nurse empowerment and nurse engagement.
- Implemented Device Rounds; decreased CLABSI/CAUTI.

**September 2009 – October 2014**

**ATLANTA MEDICAL CENTER, Atlanta, GA**

***Chief Nurse Officer/Chief Nurse Executive***

Directed patient care for two-campus 750-bed acute care hospital, level 1 designated trauma center, level 3 NICU, Joint Commission approved Stroke Center and Center of Excellence for Bariatric Surgery, 100,000 annual emergency room visits and 3000 deliveries. Direct line management included critical care, neuro-surgical intensive care, surgical services, emergency services and trauma, telemetry, medical/surgical, maternal child health, adult and geriatric behavior health, cardiology, cath lab, and education.

**Selected Accomplishments:**

- Decreased nursing premium dollars by 50% in 12 months with an annual saving of \$1M.
- Supported implementation of Medicare Performance Initiatives with expected cost savings to exceed 750k.
- Develop and implemented process to monitor sitter utilization; decreased sitter utilization by 25 % with cost savings over \$50K.
- Developed/implemented pilot quality rounds; decreased LOS 0.5 days on pilot units and increased nurse engagement with discharge planning.
- Supported development of Neuro-Stroke Program; increased volume by 15%.
- Achieved GWTG AHA Gold Plus recognition for Stroke and HF for 2014, 2013, 2012, 2011 and Triple Gold Plus in 2010.
- Recognized as Joint Commission top performing hospital in 2012 and 2011.
- Achieved GHA Partnership for health Trustee Category in 2014.
- Developed new graduate training program ;resulted in decrease turnover.
- Increased retention of new graduates by 70%.
- Supported development of multi-disciplinary through-put teams ; resulted in decrease in left without treatment, door to floor and door to door.
- Implemented daily leadership huddle; increased follow-through on day-to-day patient, family, physician and employees concerns.
- Achieved GWTG AHA Gold Plus recognition for Stroke and HF for 2014, 2013, 2012, 2011 and Triple Gold Plus in 2010.
- Recognized as Joint Commission top performing hospital in 2012 and 2011.
- Achieved GHA Partnership for health Trustee Category in 2014.

**January 2008 – September 2009**

**WESTERN MEDICAL CENTER, Santa Ana, CA**

***Chief Nursing Officer***

Directed patient care service for a 278-bed acute care hospital, level 2 designated trauma center and paramedic base station; 24,000 annual emergency room visits and 2000 deliveries. Direct line management for critical care and basic medical/surgical services for trauma, pediatrics, maternal child health, burn, cardiac and neuro-geropsychy, cardiology, operating room, education/staff development, quality care and infection control.

**Selected Accomplishments:**

- Reduced registry utilization by 28% in first 12 months; resulted in \$2M savings.
- Restructured nursing bonus incentive; resulted in \$500K savings.
- Developed/implemented process to monitor sitter utilization; resulted in 50% decrease in sitters.

- Developed in-house wound care program; resulted in increased documentation of wounds and decreased hospital acquired pressure ulcers by 50%.
- Revamp nursing education department; resulted in increased on-site educational opportunities and training programs, annual cost saving 200K.
- Developed/implemented nurse focused leadership teams.
- Developed multi-discipline through-put team; resulted in decrease in door to floor.
- Developed/implemented Joint Commission leadership continued readiness rounds; resulted in highly functioning teams and organizational wide accountability for safety and quality.
- Improved Core Measure Scores in HF and CHF; resulted in the AHA Bronze in 2008 and Silver in 2009.

**January 2005 – December 2007**

**CENTINELA FREEMAN HEALTHCARE SYSTEM, Inglewood, CA**

Centinela Freeman HealthSystem previously operated three hospitals in the West Los Angeles area of California, collectively known as the Centinela Freeman Regional Medical Center.

***Chief Nursing Officer (January 2005 – December 2007)***

***Chief Nursing Officer, Centinela Campus (May 2005 – December 2007)***

Directed patient care services for 374-bed for profit, acute care hospital, free standing CARF Accredited Rehabilitation Unit, 45,000 annual ED visits. Direct line management include critical care and basic medical/surgical services for maternal child health, orthopedic, cardiac, cardiology, operating room, Cath lab, rehab, education/staff development, infection control, clinics and PBXH.

**Selected Accomplishments:**

- Reduced overall patient length of stay (from 4.8 to 4.4) through quality rounds.
- Developed and led Nurse focused leadership committee; increased working relationship with nursing bargaining unit.
- Implemented nurse leader rounding; increased HCAHPS scores.
- Redesigned nursing QI process; resulted in increased compliance with JC standards.
- Improved efficiencies in ED ; resulted in decrease length of stay for admits by 25% and left without being seen by 6%

***Chief Nursing Officer/Assistant Adm, Memorial Campus (November 2005 – May 2006)***

Directed patient care services for a 329-bed care hospital, CARF Accredited Rehabilitation Unit, Center of Excellence for Bariatric Surgery 41,000 annual ED visits. Direct line management include critical care and basic medical/surgical services, operating room, rehab, education/staff development, infection control, case management.

**Selected Accomplishments:**

- Implemented daily nurse huddle; enhanced patient throughput.
- Developed and implemented initiatives to improve patient satisfaction score.
- Implemented ED training strategies to decrease vacancy in ED.
- Cost saving initiative closed/consolidated Acute Care Service to Centinela Campus (Inglewood).
- Retained 50% of Nursing staff within the system during consolidation and closure of service.
- Restructured Acute In-patient Rehab as a free standing Acute Care Rehab.

***System Director of Education, Centinela Campus (January 2005 – November 2005)***

**Selected Accomplishments:**

- Restructured/implemented system-wide new employee/nursing orientation.
- Developed nurse preceptor program; increased nurse retention.
- Developed system-wide nursing competencies for licensed/non-licensed nursing.
- Implemented system-wide annual RN/LVN/CNA skills fair; increased morale and engagement.
- Developed computerized nursing self-learning modules; increased quality of care.
- Restructured daily nurse huddle and implemented daily core measure reporting; increased compliance with core measures.
- Developed/implemented system-wide skin care program; enhanced documentation, decrease hospital acquired pressure ulcers.
- Developed system-wide nursing school clinical affiliation.
- Assisted in planning/development of on-campus Nursing School.

**August 1984 – November 2004**

**ROBERT F. KENNEDY MEDICAL CENTER, Hawthorne, CA**

***Sr. Vice President / Chief Nursing Officer (2000 – 2004)***

Directed patient care service for a 246-bed acute care hospital, paramedic base station; 24,285 annual emergency room visits and 960 deliveries. Direct line management for critical care and basic medical/surgical services, maternal child health, behavioral health, operating room, education/staff development, case management, respiratory therapy, Short-term Sub-Acute (hospital within a hospital)

**Selected Accomplishments:**

- Spearheaded nurse recruitment and retention program that resulted in 50% decrease in registry utilization in first 12 months; decreased vacancy rate from 23% to 10%
- Developed nursing education department improve nurse morale
- Spearheaded nurse mentor/preceptor program supported nurses retention
- Centralized Respiratory Care department resulted in increase retention and morale
- Developed Skin care program that resulted in decreased hospital acquired pressure injuries.
- Developed multidisciplinary daily briefing resulted in decreased length of stay, nurse and patient satisfaction

## **CERTIFICATIONS**

- Nurse Executive Advanced-Board Certified (NEA-BC).
- Fellow American College Healthcare Executives (FACHE)

## **PROFESSIONAL MEMBERSHIPS/ BOARD POSITIONS**

- Prevent Blindness , Secretary 2021 – Current
- AONL Diversity , Equity and Belonging Committee 2020 – Current
- Georgia State Byrdine F. Lewis College of Nursing and Health Professions 2020 - Current
- Region 4 Board of Directors, 2018 – 2022.
- Beryl Institute CNO Council. 2019 – Current
- ANA Commission to Address Racism in Nursing – Current
- Georgia Association of Health Executive Diversity and Inclusion Committee - Current
- AONL Publication Committee Chair and Member, 2016 – 2022
- American Organization of Nurse Leaders Member.
- American Nurse Association Member.
- Georgia Nurse Association Member.
- Georgia Association of Healthcare Executives
- National Black Nurses Association
- Past Affiliations:
  - ~ University Nell Hodgson Woodruff School of Nursing DNP Community Advisory Board, 2018
  - ~ Georgia Organization of Nurse Leaders:
    - President, 2014.
    - President Elect, 2013.
    - Member at Large, 2011 – 2012.
  - ~ Nurse Leader AONE Consulting Editor, 2018 – 2020.
  - ~ March of Dime, Atlanta Chapter, Leadership Committee Member, 2013, 2014.
  - ~ Association California Nurse Leaders Member 2000 – 2008.
  - ~ Georgia Hospital Association, Co-Chair Georgia Hospital Engagement Network-Patient Family Partnership.