

Mary A. Howard, DNP, RN, NEA-BC

Home Address

7531 Ashbrook Rd
Canal Winchester, OH 43110
614 -395-5126 (cell)
maryhwr42@gmail.com

Business Address

OSUWMC East Hospital
181 Taylor Avenue
Columbus, Ohio 43203
614-257-3700 (phone)
614-257-3439 (fax)
mary.howard@osumc.edu

SUMMARY OF QUALIFICATIONS

Senior leader with 36 years of progressive leadership experience in healthcare. Experience in an academic medical center and teaching and union hospitals. Strong interpersonal skills with demonstrated ability to develop and implement visions and strategies, implement new programs, and improve processes.

EDUCATION

Doctor of Nursing Practice – The Ohio State University College of Nursing, Columbus, Ohio - 2014
Masters of Science, Nursing - The Ohio State University College of Nursing, Columbus, Ohio - 1993
Bachelor of Science, Nursing - Capital University, Columbus, Ohio - 1978

PROFESSIONAL EXPERIENCE

The Ohio State University Wexner Medical Center, Columbus, Ohio 2003 – Present

East Hospital 2007 – Present

Executive Director – October 2017 – Present

Responsible for all aspects of operation and management of OSU Health System's Level 3 Trauma designated, community-based teaching hospital and associated 136,000 square foot ambulatory care facility on the near east side of Columbus. Annual activities include 10,000 admissions, 6,000 surgeries, 230,000 outpatient visits, 50,000 ED visits, and 1,200 FTEs with operating revenue of \$268 million. Key services include orthopedic surgery, comprehensive wound care, family medicine, emergency medicine, cardiovascular and pulmonary medicine, endocrinology, and addiction medicine. East Hospital has been recognized with a Healthcare Advantage Award from Thomson Reuters for its efficiency initiatives, by HealthGrades with the Distinguished Hospital for Clinical Excellence Award in multiple years, and by Leapfrog, most recently with an A rating.

Associate Executive Director and Chief Nursing Officer June 2016 - October 2017

Administrator Patient Care Services and Chief Nursing Officer August 2007 – June 2016

As Associate Executive Director, served as second in command for hospital operations while serving as CNO leading operations and professional practice for nursing. Evaluated and planned for improvement in nursing leadership performance, set standards for customer service, and facilitated strategic and operational planning and program development. Responsible for Inpatient/outpatient nursing, Peri-Op Services, Emergency Department, Case Management/Social work department, Respiratory Therapy and Addiction Medicine.

- Key role as member of the senior leadership team responsible for improving the hospital's financial position to positive net margins in seven of the last nine years, while at the same time realizing improvements in quality, patient satisfaction, and staff engagement.
- Nursing team contributed to achieving inpatient risk-adjusted mortality index of .56 compared to a goal of .61; top 10% of University Health Consortium (UHC) national benchmark.
- Achieved Primary Stroke Certification through The Joint Commission 2015.
- Intensive Care Unit completed 1,050 days with no central line associated blood stream infections.
- Increased 82% of core measures met or exceeded CMS top 10% in FY 09 compared to

59% in FY 08.

- Established and served as chair of hospital Patient Experience Council to support system-wide initiatives and tactics to improve patient satisfaction. Improvement in overall scores 3 consecutive years.
- Implemented medical Early Response Team. Respiratory and nursing first responders.
- Successful implementation of Shared Governance Model along with health system senior nursing leadership team with roll-out to University Hospital East.
- Established Magnet Steering Committee in support of Magnet Journey.
- Implementation of Electronic Medical System/Record (EPIC).

Director of Nursing University Hospital (The Ohio State University) 2003 - 2007

900-bed academic medical center and level I trauma center. Served as Director of Surgical Nursing (2003-2006) and Director of Medical-Surgical Nursing (2006 –2007). Responsible for 8 inpatient units including a 44 bed surgical intensive care unit, outpatient pre/post procedure and cath lab recovery areas, as well as diabetes and gerontology programs. Specialty services include bariatric surgery and solid organ transplant. With 18 direct reports, responsible for over 450 FTE's and \$35 million operating budget.

- Exceeded budgeted operating revenue by 5.1%.
- Exceeded contribution margin by 23%.
- Key participant in preparation and achievement of Magnet status.
- Led multidisciplinary bariatric work group that produced resource guide for system.
- University Health System Consortium (UHC) Better Performer in Bariatric Surgery and Adult ICU and achieved certification by American College of Surgeons and American Society for Bariatric Surgeons.
- Led multidisciplinary initiative to recapture 15 beds to Medical Center for expansion of Peripheral Vascular Services.
- Key role in opening new 22-bed surgical/burn unit and 15-bed intermediate care unit. Instrumental role in planning/development of 23-bed intermediate care/critical care unit.
- Chair hospital multidisciplinary Unit Renovation Committee.
- Developed med-surg department specific JCAHO mock survey process.
- Successful JCAHO surveys.
- Completed 40 hour workplace and civil rights mediation training/certification.

Grant Medical Center, Columbus, Ohio 1992 – 2002

Vice President and Chief Nursing Officer 2001 - 2002

640-licensed bed tertiary care, level I trauma center, and teaching hospital. Four major service lines including ED and OR. Oversight of \$80 million operating and capital budgets, \$212 million revenue budget and 1,018 FTE's. As part of the senior leadership team assisted in developing and implementing organizational strategic and performance improvement initiatives. Chair of Drug and Supply Cost Reduction task force, Women's Health Initiative and other key task forces/committees implementing programs with positive contribution to bottom line.

- Served as Champion of Six Sigma projects for ED throughput, and discharge process.
- Reduced Emergency Department AMA/elopements by 48%.
- Decreased inpatient discharges cycle time by 61%, increased average daily census by 13 days, and decreased average length of stay by .12 days by utilizing 6 Sigma practices.
- Improved customer service satisfaction from 60th to 95th percentile inpatient Heart Services, 17th to 60th percentile in the Emergency Department.
- Implemented staffing incentive programs to increase ability to staff units without agency.

- Achieved productivity targets above 101%.
- Lead a Heart Program that was named one of the top100 in the nation.
- Key participant in application for Ohio Excellence and Malcom Baldrige Awards.

Director, Women's Health, Oncology & Post Acute Services 2000-2001

Responsible for over 350 FTE's. Women's Health included labor and delivery, triage, high risk/antepartum. Post Acute included acute inpatient rehabilitation and skilled nursing facility. Responsible for daily operations and fiscal management of inpatient and outpatient areas. Developed, implemented and modified strategic plans for areas of responsibility. Ensured continuous improvement on all dimensions of the balanced scorecard.

- Created 15.8% in profit margin improvement for inpatient and 80% for outpatient in Women's Health Services.
- Improved informed consent process for sterilization procedure in Labor and Delivery resulting in a recapture of \$200,000 in claims denial over a 6-month period.
- Decreased turnover in Special Care Nursery by 48% in 8-month period.
- Played a key role in planning and implementation of joint venture between Special Care Nursery and Children's Hospital.
- Successful Ohio Department of Health survey.

Administrative Director, Acute Inpatient Rehabilitation 1996-2000

Responsible for daily operations of the Rehabilitation Center including development of operating and capital budgets and compliance with fiscal targets, policy and procedure to assure high quality care and compliance with local, state and federal regulations, and marketing and business/program development plan. All disciplines of rehab team reported to this position.

- Headed up successful opening of new multi-disciplinary rehabilitation program resulting in a 55% increase in patient volume in a 12-month period. Results exceeded budgeted census by 81% contributing a 217% increase in margin in 12 months.
- Positioned Rehabilitation Center to 2nd place in market within first 8 months of operation.

Director, Medical/Surgical/Psychiatric Nursing 1992-1996

Responsible for over 300 FTE's. Ongoing delivery of quality care and adherence to policies and procedures, standards of care; effective resolution of quality service issues for Inpatient Units, Endo/Digestive Disease Outpatient/Ambulatory Services.

- Oversight of patient classification acuity system.
- Developed "New Grad" Float Pool.

Children's Hospital, Columbus, Ohio 1974-1992

Assistant Nursing Director 1989 – 1992

- Responsible for central staffing office and nursing supervisor team. Oversight of JCAHO survey readiness, policy and procedures.

Interim Nursing Director – Surgical Nursing 1988 - 1989

Nurse Manager 1981- 1988

Staff Nurse 1978 - 1981

PROFESSIONAL CERTIFICATION

Certification in Nursing Administration, Advanced – American Nurses Credentialing Center 2007- 2022
 Certification in Nursing Administration - American Nurses Credentialing Center 1993 - 1998

PROFESSIONAL ORGANIZATIONS AND APPOINTMENTS

Ohio Organization of Nurse Executives (OONE) 2001 – Present
 Central Ohio Organization of Nurse Executives 2002 - Present
 Ohio Society for Nurse Executives of the Ohio Hospital Association (OSNE) 2002
 VHA (Voluntary Hospital Association) Magnet Collaborative 2001-2002
 VHA Chief Nursing Officer Network 2001 - 2002
 The Advisory Board Nurse Executive Network 2001-2002
 Mid-Ohio District Nurses Association 2001-2002
 Advisory Committee for Marion Technical College Associate Nursing Program 1991-1994

HONORS/AWARDS

Featured in the Women's Book 2014-2015
 Who's Who in Black Columbus 2004 – 2005, 2001 – 2002, 2018
 OONE Poster Presentation 1st Place Award Administrative Category 2002
 Ohio Health Prism Award – Compassion 2000
 Ohio Health Prism Award – Partnership 1999
 Ohio Health Prism Award – Stewardship 1997
 Sigma Theta Tau, Epsilon Chapter (National Honor Society for Nursing)
 Recipient Emil Wasserstrom Scholarship
 Outstanding Young Women of America

Presentations

DNP Final Project: “Effectiveness of Heart Failure Education Protocol and Telephone Follow-up Call on Hospital Readmissions” 2014
 Leadership Retreat – “If Disney Ran Your Hospital; 9½ Things You Would Do Differently” 2004
 Keynote speaker – Chi Eta Phi Nursing Sorority 2002.
 OONE/Ohio Hospital Association – “Strategic Goal Deployment: Results Review in Action” 2002

COMMUNITY SERVICE

Board Membership

Board Member and Executive Committee Member Community Relations Commission- City of Columbus 2004- Present, (Chair 2011- 2018)
 Board Member CRIS (Community Refugee and Immigration Services) 1997 – Present, Vice President 2003 – 2004, Secretary 1998 - 1999
 Board Member Grant/Riverside Development Foundation at Grant Medical Center 1994 - 1999

United Way

Finale Committee 1994 - 1996
 Graduate of the 7th Cycle Project Diversity 1996
 Communications Committee 1989, 1990
 Volunteer Community Service Committee – Subcommittee Chairperson 1988 - 1989
 Loaned Executive Alumni Association Diversified (L.E.A.D) 1989 - 1990
 Loaned Executive to the United Way Campaign 1988

Civic

Columbus Area Leadership Program (CALP) 1992

Schools

Board Chair and Coach, Capitol City Comets Track club 1989-Present
Columbus Reads, Tutor 2008 - 2010
Berwick Elementary School Playground Committee Chair 1994 - 1996
President Independence High School Athletic Booster Association 1999 - 2000
President Eastmoor High School PTA/Booster Association 2001-2003