

# 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

University Hospital East  
1492 East Broad Street  
Columbus, Ohio 43205  
614-257-3730 (phone)  
614-257-3439 (fax)  
mary.howard@osumc.edu

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## SUMMARY OF QUALIFICATIONS

Senior nursing 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 Medical Center, Columbus, Ohio 2003 – Present

#### University Hospital East (The Ohio State University) 2007 – Present

**Executive Director/CEO and Interim CNO – October 2017 – Present**

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

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

University Hospital East is an 400 licensed bed community/teaching hospital within the OSU Medical Center health system. As CNO leads the overall operation in nursing, evaluates and plans for improvement in nursing leadership performance, sets standards for customer service, and facilitates strategic and operational planning and program development. Responsible for Inpatient/outpatient nursing, Per-Op Services, Emergency Department, Case Management/Social work department, Respiratory Therapy and Addiction Medicine.

- Key role as member of senior leadership team in achieving financial turnaround plan in year one of a two year plan. Exceeded
- 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 chair 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, 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 2<sup>nd</sup> 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