

Mary A. Howard
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PROFESSIONAL OBJECTIVE

A senior level position where strong leadership skills result in a significant impact on program development and implementation, process improvement, and cost reduction.

SUMMARY OF QUALIFICATIONS

During 23 years of increasing clinical and management responsibility in Health Care, demonstrated the ability to develop and implement visions and strategies, implement new programs, and improve current processes. Selected accomplishments include:

- Reduced Emergency Department wait times, decreased inpatient discharges cycle time by 66%, increased average daily census by 13 days, decreased average length of stay by .12 days by implementing 6 Sigma practices.
- Created 15.8% in profit margin improvement for inpatient and 80% for outpatient in Women's Health Services.
- Improved customer service satisfaction from 60th to 95th percentile inpatient Heart Services, 17th to 60th percentile in the Emergency Department.
- Lead a Heart Program that was named one of the top 100.
- Improved informed consent process for sterilization procedure in Labor and Delivery resulting in a recapture of \$200,000 in claims denial in a 6-month period.
- Decreased turnover in Special Care Nursery by almost 50% in 8-month period.
- Headed up successful opening of new multi-disciplinary unit/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 new unit to 2nd place in market within first 8 months of operation.
- Played a key role in making operational a joint venture between Special Care Nursery and Children's Hospital.
- Successful Medicare certification Ohio Department of Health, and JACHO accreditation.

PROFESSIONAL EXPERIENCE:

The Ohio State University Medical Center, Columbus, Ohio 2003 - Current

Director, Inpatient Surgical Nursing

Responsible for integrating quality patient care, education, and research. Oversight of daily operations, fiscal management, and evaluation of employees/manager performance. Develop and implement strategic plans in support of organization vision and mission.

Grant Medical Center, Columbus, Ohio 1992 - 2002

Vice President and Chief Nursing Officer 2001 - 2002

Responsible for providing strategic direction and clinical and financial leadership for Patient Care Services which included 4 major service lines and overseeing \$80M in operating and capital budgets. As part of the Senior Leadership Team, Assisted in developing and implementing organizational strategic and performance improvement initiatives. As Chair of numerous key task forces and committees oversaw and implemented programs that achieved a significant bottom line impact.

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

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 (quality of care and service, work life and financial performance/market growth).

Administrative Director, Acute Inpatient Rehabilitation 1996-2000

Responsible for overall 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.

Director, Medical/Surgical/Psychiatric Nursing 1992-1996

Ensured ongoing delivery of quality care and adherence to policies and procedures, standards of care; effective resolution of quality service issues for Inpatient Units, Outpatient/Ambulatory Services and other Programs/Services:

Children's Hospital, Columbus, Ohio 1974-1992

Assistant Nursing Director 1989 - 1992

Interim Nursing Director – Surgical Nursing 1988 - 1989

Nurse Manager 1981- 1988

Staff Nurse 1978 - 1981

Nursing Assistant II 1974 - 1978

EDUCATION

Masters of Science, Nursing - The Ohio State University College of Nursing, Columbus, Ohio

Bachelor of Science, Nursing - Capital University, Columbus, Ohio

PROFESSIONAL CERTIFICATION

Certification in Nursing Administration - American Nurses' Association 1993 - 1998

PROFESSIONAL ORGANIZATIONS AND APPOINTMENTS

Ohio Organization of Nurse Executives 2001 - 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

Central Ohio Organization of Nurse Executives 2002

Advisory Committee for Marion Technical College Associate Nursing Program 1991-1994

HONORS/AWARDS:

Who's Who in Black Columbus 2004 – 2005, 2001 - 2002

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

COMMUNITY SERVICE:

Board Membership

Board Member CRIS (Community Refugee and Immigration Services) 1997 - Present

Vice President CRIS Board 2003 - Present

Secretary CRIS Board 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

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

Presentation:

Keynote speaker – Chi Eta Phi Nursing Sorority May 2002.