

[0131 "Vice President of Patient Services 2"]

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A successful healthcare administrator with 17 years of progressive responsibility as a nursing leader and an outstanding background in budgeting, program startup and improvement, delivery system change and contract management. Possesses excellent clinical experience as an OB/GYN and family health nurse practitioner specializing in high-risk women's services.

- Initiated a patient-focused delivery system for perinatal services, incorporating staff cross-training, documentation and unit-based ancillary services.
- Facilitated and implemented the opening of the Birth Care Center Phase II with four LDRs and five antepartum/postpartum high-risk rooms, with responsibility for directing contractors, decorators and vendors on room setup and specifications to accommodate a volume increase of 10%.
- Served as a key strategist on a hospital-wide re-engineering team for the implementation of a patient-focused care model and decreased administrative costs by 60%.
- Developed critical pathways for perinatal services, decreasing length-of-stay for obstetrical patients by two days and saving \$25,000 per month.

A resourceful director with the ability to evaluate all aspects of a situation, who gains respect from staff and physicians for creative problem solving and follow-through.

PROFESSIONAL EXPERIENCE

Ontario Community Hospital, Ontario, California

2000-Present

Administrator of Patient Care Services/Chief Nursing Officer

Managed a 93-bed for-profit acute-care facility and a sub-acute transitional care unit, including nursing, cardio-pulmonary, radiology, pharmacy and laboratory services with a staff of 220.

- Opened and obtained licensing for outpatient surgical services and a special procedure unit for gastrointestinal, pulmonary and pain management.
- Reduced temporary agency utilization by 98% through the implementation of staff scheduling procedures and cross-training.
- Prepared for the successful Medi-Cal sub-acute certification of the skilled nursing unit.
- Increased patient satisfaction in outpatient services by re-engineering the patient admitting process, implementing environmental changes, and streamlining laboratory, cardio-pulmonary and radiology testing.

Inland Hospital, Rancho Cucamonga, California

1998-2000

Director of Perinatal Services

Managed a 34-bed perinatal services unit with two operating rooms, a post-anesthesia care unit, mother/baby couplet care, high-risk antepartum and outpatient maternity services for a regional medical center. Responsible for 24-hour operations, 83 staff and a \$17 million budget.

- Created an advisory group of physicians and clinical staff that reviewed policies, resolved operational issues and provided recommendations to medical staff committees.
- Reduced turnover in three clinical services from 35% to 12%.
- Packaged and provided subcontracted outpatient maternity services, including nursing care, social services and nutritional counseling to a rural community hospital. Generated up to \$24,000 per month for deliveries.
- Developed a comprehensive marketing plan for the Women and Infants Center, including direct mail campaigns, print and radio advertising, and community fairs. Maintained market-share after the opening of a competitive service.

Inland Hospital, Continued

- Led an interdisciplinary taskforce for the elimination of redundancies and revision of documentation to comply with a new model of care.

San Dimas Memorial Hospital, San Dimas, California

1990-1998

Administrative Director of Nursing Resources (1995-1998)

Oversaw professional support services, including all contracted services (dialysis, rehabilitation services, nutritional support and case management) and centralized staffing. Directed a community nursing center with six outpatient services for a 1,000-bed leading healthcare organization. Tracked operational and capital budgets for the division of nursing. Developed budgets totaling \$4.6 million for 17 services.

- Reduced annual temporary staffing costs by \$4 million through creative recruitment and training programs.
- Decreased the number of open FTEs in the Division of Nursing by 60%.
- Established an automated position control and salary expense tracking system for the Division of Nursing Services with 980 FTEs.
- Spearheaded and implemented an internal utilization review team of staff nurses on workers' compensation to audit patient charts for over and under charges. Saved more than \$250,000 in one year and eliminated a contract service.
- Developed and initiated a credential tracking system that monitored temporary staff qualifications and improved compliance to educational and licensure standards to meet current JCAHO standards.
- Established a selection process for all agency contracts that included reimbursement criteria, practice guidelines and staff qualification requirements.

Manager of Labor and Delivery & Fetal Diagnostic Center (1994-1995)

Directed 18 LDRs, five antepartum/postpartum high-risk rooms and an inpatient/outpatient fetal diagnostic center. Managed a \$7.3 million budget and 70 staff.

Supervisor of Labor and Delivery Operating Rooms & Post-Anesthesia Care (1993-1994)

Clinical Nurse Level II of Labor and Delivery (1992)

Clinical Nurse I of Antepartum High-Risk (1990-1991)

PRIOR EXPERIENCE

Worked part-time as a nurse practitioner for two leading obstetrical and gynecological physicians and a major health maintenance organization.

EDUCATION

University of Southern California, Los Angeles, California

Master of Science, Nursing

California State University, San Luis Obispo, San Luis Obispo, California

Bachelor of Science, Nursing

University of California, Davis, Davis, California

Bachelor of Science, Biology

CERTIFICATIONS

Nurse Practitioner of Family and Women's Health
NAACOG (AWHONN), OB/GYN Nurse Practitioner – RNC