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Top Skills

Healthcare
Policy
Critical Care

Denise Hair

VP Patient Care Services/CNO at Dameron Hospital Association
Sacramento, California

Summary

Dynamic leader with broad areas of clinical expertise with emphasis on quality, engagement, and change management. Eight years' progressive management experience. Proven change leader skilled in working with multi-disciplinary teams.

Experience

Dameron Hospital Association

9 years 1 month

VP Patient Care Services/CNO

July 2017 - Present (3 years 1 month)

Stockton, California Area

Reporting to the Chief Executive Officer, oversee all areas involved with direct and indirect patient care including Pharmacy (in-patient and retail), Rehabilitation Services, Food Services, Imaging including Interventional Radiology, Laboratory, Food Services, Environmental Services, Central Supply and Sterile Processing, Medical Staff Office, Quality and Infection Control, Case Management and Utilization Review, Patient Relations, Volunteers and Gift Shop, Hospital Foundation, Staff Development and Student programs, Nursing (Critical Care, Telemetry, Medical Surgical including Bariatric and Orthopedic, Emergency Department, Cardiac Catheterization Laboratory) and Surgery including Outpatient Surgery and Endoscopy. Budget 88M, FTE 420 with 20 direct reports. Key accomplishments include:

- Implementation of Emergency department Case managers
- 340B optimization project targeted to result in a net savings of over \$5M annually
- Hospital Throughput project by reducing discharge process time by 25% and ED LOS by 30 minutes.
- Expansion of Cardiac Thoracic surgery program through an affiliation with Stanford Healthcare. Coordinated and managed all strategic initiatives including human capital needs, education/training/competency, and facility upgrades. Surgical volume doubled in first year.

- County and Joint Commission designated primary stroke center certification in 2018.
- Developed and implemented Clinical Ladder to improve RN retention and recruitment
- Unit-based staff development/spot coaching resulting in clinical documentation improvement/outcomes
- Led Kaizen events to improve process efficiencies in hand-off, throughput and glycemic control
- Participated in multiple Labor negotiations

Vice President Nursing Services/Chief Nursing Officer
January 2017 - Present (3 years 7 months)
Stockton, California Area

Reporting to the Senior Vice-President and Chief Operating Officer, assumed responsibility for Quality and Infection Control, Nursing and Surgery.

- Reduction to zero for central-line associated blood stream infections (CLABSI)
- SIR reduction from 0.7 to 0.4 for catheter-associated urinary tract infections (CAUTI)
- Reduction in Surgical Site Infection SIR by 5%

Assistant Chief Nursing Officer
February 2016 - December 2016 (11 months)
Stockton, California Area

Responsible for the administrative leadership and overall management of all in-patient units with average daily census of 115 (two telemetry units with a total of 63 beds and 96.6 FTEs, 2 critical care units with a total of 24 beds and 73.7 FTEs, medical-surgical unit with 29 beds and 52.7 FTEs, orthopedic unit with 33 beds and 49.0 FTEs, obstetrics unit with 21 maternal beds and 21 nursery beds and 30.4 FTEs, 12 bed labor and delivery/antepartum unit with 43.6 FTEs, 16 bed pediatric unit with 19.9 FTEs and 16 bed NICU with 46.8 FTEs), nursing support services (House supervisors, resource team, staff development and staffing office) and 12 bed Emergency department and 7 bed Fast-Track unit with 70.3 FTEs. Have 15 direct reports and 358 indirect reports and management of \$55M budget. Plans and leads change regarding quality of care and operational enhancements.

- Conversion to centralized cardiac monitoring resulting in 100% hospital coverage with a \$250,000 annual savings in labor costs
- Managed \$525,000 capital project of updating and expanding telemetry monitored beds

- Management of clinical alarms improvement project resulting in 91% reduction in cardiac nuisance alarms
- Manage union relations for three separate unions
- Development of leadership training program for all levels of nursing leaders. Mentoring of new managers and directors
- Interim director of Maternal-Child service line, conducted service analysis that resulted in closure

Administrative Director, Clinical Services

March 2013 - January 2016 (2 years 11 months)

Reported to CNO, oversaw all in-patient units (Med/Surg, Orthopedic, Telemetry, Critical Care, Maternal-child including level III Neonatal Intensive Care unit and Pediatric department), diabetes management, community outreach, nursing supervisors, staffing department and patient relations with 14 direct reports, 483 FTEs and budget of \$36.7M. Responsible for projects and initiatives which impact multiple departments. Identified and corrected system and process inefficiencies. Promoted collaborative practice between disciplines. Handled union grievances and negotiations with 3 unions. Assumed responsibilities of CNO in her absence, including action plan when lost major payor contract.

- Developed internal staffing department that resulted in an annual savings of \$200,000
- Developed resource team of nurses trained to work in multiple specialty areas with non-traditional shifts to better respond to census fluctuations and reduce use of registry staff by 87%
- Conversion to all-RN nursing staff
- Revision of new graduate RN training program resulting in \$12,000 savings per new nurse without affecting retention or competency metrics
- Intensive coaching of home-grown directors to meet competencies based on AONE Nurse Manager Inventory
- Implemented sepsis program resulting in 37% reduction in sepsis mortality
- EMR implementation: Order set, clinical document, and workflow review to ensure that “packaged software” meets practice needs and selection of hardware to document electronically
- Interim director of Telemetry Units

Director Clinical Projects

July 2011 - March 2013 (1 year 9 months)

Reported to CNO, oversaw nursing supervisors, staffing department and float pool with 40 direct reports. Responsible for projects and initiatives which impact multiple departments. Identified and corrected system and process

inefficiencies. Promoted collaborative practice between disciplines. Assumes responsibilities of CNO in her absence.

- Decreased incremental overtime by 37% by increasing efficiencies in shift handoff, director training in accountability and timeclock training
- Glycemic Improvement Project increased optimal glycemic control (sugars 70-180) by 16% and decreased hypoglycemic events by 64%
- Led quality improvement groups to reduce hospital acquired conditions (HACs) resulting in a 69% reduction in harm events
- Standardization of paper order sets with interdisciplinary review to meet ISMP guidelines

Tuality Healthcare

6 years 11 months

Clinical Nurse Manager, Critical Care

March 2009 - July 2011 (2 years 5 months)

Reported to the Inpatient Services Director provides administrative responsibility for operations of a 10-bed Critical Care Unit and 21-bed Step-Down Unit, with approximately 36 FTEs on 12-hour shifts. Duties included both administrative and clinical responsibility; administrative duties included daily staffing and achieving productivity goals; screening and interviewing potential employees; reviewing employee performance; and developing work improvement plans for poor performers. Clinical duties included managing bed and patient assignments, and acting as a resource nurse assisting staff with problems solving and clinical skills. Revised initial and on-going competency documentation and new graduate preceptorship program. Reviewed and revised department policies and facilitate new program development. Partners in development of capital budget. Monitor compliance with national patient safety goals and quality indicators. Led process improvement projects within department and participates in hospital-wide projects, including customer satisfaction initiatives to improve HCAPS scores. Member of Code and Rapid Response Teams. Met with vendors to evaluate new products.

Staff Nurse, Critical Care Unit

September 2004 - March 2009 (4 years 7 months)

Direct patient care of critically ill medical ICU and surgical ICU patients. Recovered cardiac surgery patients. Served as preceptor and relief charge nurse. Instrumental in revision of protocols for open-heart surgery patients. Key member of Pressure Ulcer Prevention Project. Proficient in Accelerated Method for Improvement (Plan-Do-Study-Act.)

Doctor's Medical Center

Clinical Manager II, Pediatric Unit

September 1993 - August 1994 (1 year)

Clinical Manager II, Pediatric Unit (9/1993 - 8/1994)

Responsible for daily operations of 20-bed pediatric and pediatric progressive units, with an average daily census of 15 general pediatric patients and 2 critically ill patients. Progressive unit delivered a higher level of care to trauma and septic patients and patients with severe respiratory and metabolic instabilities. Oversaw care of acutely ill patients requiring ventilator support and cardiac and intracranial pressure monitoring. Managed staffing, maintained census records, evaluated employees, functioned as clinical and administrative resource, and delivered direct patient care as-needed. Mediated staff, medical staff, patient, and family disputes. Assisted with budget development, unit remodel and expansion plans, policy development, and recruitment/hiring activities. Facilitated community outreach programs.

Doctor's Medical Center

6 years 4 months

Clinical Nurse II, Intensive Care Unit

October 1990 - April 1992 (1 year 7 months)

Cared for critically ill trauma patients and recovered patients immediately following cardiac surgery; averaged 2 to 3 cardiac surgeries per day. Responsible for care of surgical ICU and medical ICU patients with multi-system problems. Special projects included updating Pediatric Critical Care Manual.

Clinical Nurse III, Pediatric Unit

January 1986 - September 1990 (4 years 9 months)

Responsible for care of surgical and medical pediatric patients ages 0-21 years. Cared for seriously ill patients in the pediatric progressive unit. Cross-trained for intermittent assignment in neonatal intensive care and postpartum units. Served as preceptor and relief charge nurse. Served on hospital-wide Quality Assurance Committee.

Education

Grand Canyon University

Master of Science (MS), Nursing · (2012 - 2014)

Grand Canyon University

Master of Business Administration (MBA) · (2012 - 2014)

Samuel Merritt Hospital, College of Nursing

BS, Nursing · (1982 - 1985)

University of California, Berkeley

Pre-Medical Curriculum · (1980 - 1982)