
EDUCATION

- **Doctor of Nursing Practice, Executive Leadership**
Texas Tech University Health Sciences Center, Lubbock, Texas
- **Doctorate of Science in Public Health & Health Systems Research**
Tulane University School of Public Health & Tropical Medicine, New Orleans, Louisiana
- **Master in Business Administration**
Averett University, Danville, Virginia
- **Master of Science in Nursing Administration**
Duquesne University, Pittsburgh, Pennsylvania.
- **Bachelor of Science in Nursing**
West Virginia University, Morgantown, West Virginia

LICENSURE

- **Board of Registered Nursing California**, License as a Registered Nurse
- **Texas Board of Nursing**, License as Registered Nurse (Expired)

EXECUTIVE SUMMARY

Healthcare Executive with 38 years of progressive leadership, education and systems operational management experience with increasing senior executive responsibilities. Key strengths and proven track in System's Operational Management, Transformational/Servant Leadership, Finance and Budgeting, Quality Improvement and Project Management, Strategic Planning, Executive leadership coaching/mentoring and Hospital Accreditations (The Joint Commission, Pathways to Excellence and Magnet). A results oriented, confident, expert with a proven record of transforming and managing inpatient and outpatient operations across the continuum. A heart centered business leader who holds self and others accountable to drive world leading results. A self-directed, highly organized nurse executive who develops assessments and solutions for organizational problems using evidence and research.

PROFESSIONAL EXPERIENCE

SUTTER HEALTH, SACRAMENTO, CALIFORNIA

2015-Present

Sutter Health is an integrated healthcare delivery system comprised of 24 acute care hospitals, 36 ambulatory surgery centers, 9 cancer centers, 7 cardiac centers, 5 trauma centers, 5 large medical foundations, 4 acute rehabilitation centers, and a large home health division. In 2019, revenues were \$13.2B revenues, the system employed over 53,000 employees, of which 15,500 were Registered Nurses and Advanced Practice Registered Nurses. In total, Sutter Health serves over 3.5 million patients in the Northern California geography.

System Vice President Chief Nurse Executive

As the System Chief Nursing Officer (SCNO) I have final authority and responsibility for the system wide practice of nursing, advanced practice nursing, standardization of Nursing Practice across the continuum of care, the development of nursing services and the evaluation and implementation of clinical programs and services in collaboration with the medical staff and management, and oversight of nursing informatics.

In addition, I am accountable for several **system strategic initiatives** such as workforce labor optimization, and executive sponsor for several clinical variation reduction projects. Finally, I have oversight of the system's accreditation and licensing for operations in both acute and ambulatory settings.

TENET HEALTHCARE, DALLAS, TEXAS

1999-2015

Tenet Healthcare is a for-profit integrated care system with 81 acute and specialty hospitals spread across 16 states. Additional facilities within the hospital operations included primary and specialty care clinics, diagnostic imaging centers, micro-hospitals, ambulatory surgery centers, urgent care centers and off-campus emergency departments.

System Vice President, Patient Care Services

2010-2015

Key Responsibilities

As the System Chief Nurse Officer (SCNO) and Vice President of Patient Care Services I was responsible for professional nursing practice, education and research for the entire Tenet Healthcare System. As SCNO I had eight Regional Chief Nurse Executives reporting to me directly. By 2015, I had hired over 90% of the sitting Chief Nurse Officers within the system and had a turnover rate of 5% as compared to the national CNO turnover rate of 30%.

Areas where I had direction operational responsibilities were in workforce optimization, achieving clinical quality and safety excellence using external benchmarks, reducing supply chain expense in direction patient care, clinical care variation reduction, and leading the organizations top-tier hospitals to either MagnetTM or Pathways to ExcellenceTM designations.

Corporate Senior Director, Nursing

2006-2010

Responsible for the development and refinement in processes and models of care, patient safety, patient satisfaction, professional nursing practice, nursing strategic plan development and

implementation, and alignment of care strategies with all disciplines at the corporate and regional levels of the healthcare system. Provided leadership and executive development for the Chief Nurse Officers in assigned region.

Regional Director, Clinical Quality Improvement

1999-2006

System responsibility for determining and executing strategies to transform care for patients through process redesign. Worked closely on operational, quality & safety with Regional Chief Medical Officers (six in total), the Regional Senior Vice Presidents of Operations (five in total), as well as the individual hospital management teams (55 hospitals). Supported the development of nursing professional practice for the system through system development, shared governance development & implementation, evidence-based practice implementation, best practice identification, education and consultation.

Chief Nurse Officer, Saint Charles General Hospital

2003-2004

Asked to step in for distressed hospital under severe accreditation and licensure risk. Provided leadership for organization-wide nursing activities directed at improving the safety, quality, effectiveness and efficiency of patient care delivered throughout the clinical system. Created and built a positive and mutually supportive relationship between administration, nursing and the medical staff. Considered a visible, accessible leader of all nurses in the organization and served as a role model of professionalism and dedication to the highest levels of patient care. Hospital maintained accreditation and licensure and continued to operate until Hurricane Katrina in August 2005.

HOSPITAL CORPORATION OF AMERICA, NASHVILLE, TENNESSEE 1993-1999

Associate Vice President, Nursing, Tulane Medical Center

1997-1999

Responsible for inpatient as well as faculty multi-specialty clinic operations with the authority and responsibility to influence patient care throughout the Hospital and Clinics and to ensure that care was provided at an optimal level consistent with the Hospital's mission, applicable laws, regulations and standards. This included oversight of nursing staff in the organization who reported directly to a non-nurse director or manager.

Director, Critical Care Nursing

1993-1997

HCA Lewis-Gale Medical Center, Salem, Virginia

Reporting to the Chief Nurse Officer, responsibilities included budgetary planning and operations of a 12-bed Coronary Care Department Unit, a 12-bed Surgical Intensive Care Unit and two (2) suite cardiac catheterization laboratories, including one electrophysiology laboratory. Worked with physicians at Virginia's largest multi-specialty clinic. The Lewis-Gale Clinic consists of one-hundred-twenty primary and specialty care physicians.

WEST VIRGINIA UNIVERSITY HOSPITAL, MORGANTOWN, WEST VIRGINIA

1985-1993

Clinical Research Nurse

1990-1993

Reporting to the Director of Pharmaceutical Services, responsibilities included the oversight for hospital and School of Medicine clinical research program which included over 35 phase II and

III clinical trials totaling over \$3million dollars in grant funding. Itemized clinical trial list available upon request.

Assistant Nurse Manager, Critical Care

1987-1990

Reporting to the Director of Critical Care, the ANM supported the Director of Critical Care in the day-to-day management of an adult 18-bed Level I surgical/trauma unit within an academic environment. Interfaced with Attending Physicians, Residents, Medical Students, to ensure that care was consistent with their expectations.

Clinical Nurse IV

1985-1987

Reporting to the Director of the Nursing Float Pool, provided bedside nursing to adult and pediatric patients in critical care units (surgical, medical, telemetry, cardiovascular, catheterization laboratory and post anesthesia recovery).

PROFESSIONAL MEMBERSHIPS

- American Organization for Nurse Leaders (AONL) – member for more than 15 years
 - 2010 AONE Professional Practice Policy Committee; Mary-Anne Ponti, Chair
 - 2011 AONE Patient Safety & Quality Committee; Mary Kinneman, Chair
 - 2012 AONE System Chief Nurse Executive Steering Committee; Pam Rudisill, Chair
 - 2013 AONE System Chief Nurse Executive Taskforce; Pam Rudisill, Chair
 - 2014 AONE System Chief Nurse Executive Committee; Pam Rudisill, Chair
 - 2015 AONE System Chief Nurse Officer Taskforce – member; Pam Rudisill, Chair
 - 2017 AONE Post Acute Care (Continuum of Care) Taskforce – member; Cole Edmonson, Chair
 - 2018 AONE System Chief Nurse Philanthropy Council – member; Linda Knodel & Pam Rudisill Co-Chairs
 - 2019 AONL Nurse Manager Fellowship Selection Committee – Crystal Lawson, Education Director AONE
 - 2019 AONL Annual Conference Committee – Stuart Downs, Chair
 - 2020 AONL Annual Conference Committee – Anne Schmidt, Chair
 - 2020 AONL Nurse Executive Fellowship, Presenter; Beverly Hancock, AONL
 - 2021 AONL Nurse Executive Fellowship, Presenter; Beverly Hancock, AONL (invited and accepted)
 - 2022 AONL Annual Conference Committee; Beverly Hancock, AONL (invited and accepted)
 - 2021 AONL FAONL Selection Committee
- American Academy of Ambulatory Care Nursing, 2018 – present
 - Chairperson, RN ROI Taskforce, September 2020 – present

PROFESSIONAL MEMBERSHIPS – Cont'd

- Association of California Nurse Leaders (ACNL)
 - Sacramento Sierra Chapter, Association of California Nurse Leaders (ACNL, SSR)
 - President-Elect, Sacramento Sierra Chapter, 2019-2021
 - Nursing Research Committee, 2020 – present
 - ACNL Annual Conference Abstract Review Committee - 2021
 - Leadership SIG, 2019 to present

CERTIFICATIONS

- **Nurse Executive, Advanced; NEC-BC**, American Nurses Credentialing Center

FELLOWSHIP

- **Fellow**, American Organization for Nurse Leaders, 2019 Inductee

BOARD MEMBERSHIPS

- Samuel Merritt University; Oakland, California; 2015-present
 - Board of Regents
 - Academic Advisory Committee
 - Executive Committee
 - Governance Committee
 - New Campus Development Committee
- MedicAlert Foundation, Turlock, California; 2015 to present
 - Board Member
 - Audit Committee
 - Governance Committee
 - Chief Executive Officer Search Committee, 2020
- HealthImpact, Oakland, California; 2018 to present
 - Government Affairs Committee, Chair, 2019 – present
 - Nominations Committee, Chair, 2020 - present

ADVISORY BOARDS

- Beryl Institute, Nurse Executive Council, 2018 to present
- California Hospital Association; 2017 to present
 - Chief Nurse Officer Advisory Committee, Co-Chair, 2017 - present
- National Education Progression in Nursing Collaboration (NEPIN) Advisory Alliance – Equity & Diversity, 2018 to present
 - Associate to bachelor's degree Progress Taskforce, 2018 - present
- Press Ganey, Inc. Founding Executive Council, Institute for Innovation, 2013 – present
- Vizient Large System Chief Nurse Officer Executive Council, 2019 to present
 - Chairperson, Large System Chief Nurse Officer Executive Council, 2019 – present

COMMUNITY AFFILIATIONS

- 2013-2015 Dallas Foodbank, Volunteer

- Loaves & Fishes, Sacramento, California, Volunteer

PUBLICATIONS

Waxman, K.T., Kiger, A. (2021). The Skills to Succeed: Gaining financial savvy through many methods. *Voices in Nursing Leadership*.

Grubeling, N., and Kiger, A. (2021). System Strategies to Succeed through COVID-19 and Beyond. *Voice of Nursing Leadership*.

Kiger, A. (2021). Voices Without Volume: Was the voice of nursing missing from the COVID-19 pandemic? *Nurse Leader*. February 27, 2021; <https://doi.org/10.1016/j.mnl.2021.02.011>

Kwan, S., Kiger, A., Snoke, J. (2020). Care Innovation Using a COVID-19 RN Advice Line. *Voice of Nursing Leadership*. 2020. Volume 18, Number 6, pages 14-18.

Bartleson, B.J., Kiger, A. (2020). COVID-19 Response: Addressing SNF Capacity and Care Needs. *Voice of Nursing Leadership*. 2020. Volume 18, Number 5, pages 10-13.

Kiger, A., Thomas, K., Cale, D. Street nurse program serves homeless, changes lives. *Voice of Nursing Leadership*. 2020. Volume 18, Number 2, pages 14-15,18.

Aragon, S., Beauvais, A., Kiger, A., et al. (2020). Equity, Achievement and Thriving in Nursing Academic Progression. NEPIN. https://nepincollaborative.org/wp-content/uploads/2020/05/NEPIN_Equity-Achievement-Thriving-in-Nursing-Academic-Progression-White-Paper.pdf

Landstrom, G. L., and Kiger, A. (2019). *Voice of Nursing Leadership*. 2019. Volume 17, Number 1, pages 4-6.

Kiger, A. J. (2014). Playbook for Elevating Sepsis. The Advisory Board.

Baggett, M, Batcheller, J., Blouin, A. et.al. (2014). Excellence and evidence in staffing: a data-Schwarzkopf, R., Sherman, R.O. & Kiger, A. (2012). Taking charge: Frontline nurse leader development. *The Journal of the Continuing Education in Nursing*. 43(4):154-9.

Sherman, R.O., Schwarzkopf, R. & Kiger, A. (2011). Charge nurse perspectives on frontline leadership in acute care environments. *International Scholarly Research Network: Nursing*. <http://www.isrn.com/journals/nursing/2011/164052/>

Kiger, Anna J. Reinduction heart rate and in-hospital mortality following coronary artery bypass graft surgery. School of Nursing, Texas Tech University Health Sciences Center. Capstone Project. May 2010.

Kiger, Anna J. Patient Care Services Annual Report 2009. Tenet Healthcare, Inc. March 2010.driven model for excellence in staffing (2nd edition). *Nurs Econ*. 32(3 Suppl):3-35.

Kiger, Anna J. and Fernandez, Maria. *Patient Safety Alert: Prevention of Venous Thromboembolism*. Tenet Healthcare, Inc. 2009.

Kiger, Anna J. Tissue Integrity Tool Kit: Bringing Awareness to Skin Integrity. Tenet Healthcare, Inc. 2009

Kiger, Anna J. Falls Prevention: Reducing In-hospital Falls Through Implementation of Falls Bundles. Tenet Healthcare, Inc. 2009.

Kiger, Anna J. Pre-induction Heart Rate and In-hospital Mortality Following Coronary Artery Bypass Graft Surgery: the Evidence for Beta Blocker Therapy. Unfinished Capstone Project Manuscript. 2009.

Kiger, Anna, J. Preparing Tips for Performance Reviews. *Case Management Monthly*, 2009: 2: Supplement.

Kiger, Anna J. Preventing Pressure Ulcers in Our Patients. Patient Safety Alert. Tenet Healthcare, Inc. 2008

Kiger, Anna, J. A Case For Mentorship in the ED. *Case Management Monthly*, 2008: 8: Supplement.

Kiger, Anna, J. A Multi-Center Comparison of In-Hospital Outcomes of Off-Pump Versus On-Pump Coronary Artery Revascularization Procedures. School of Public Health & Tropical Medicine, Tulane University, New Orleans, Louisiana. 2007.

Kiger, Anna, J. Intuition and Management Decision Making of First Line Nurse Managers. Unpublished Master's Thesis. Duquesne University. 1995.

PRESENTATIONS

Kiger, A. Workforce Planning Post-Pandemic. Offered at the 2020 AONL Nurse Executive Fellowship. October 26, 2020.

Base, M. and Kiger, A. CNO Issues Forum: Search for the CNO of the Future. Podium presentation offered at Health Management Academy CNO Forum, Phoenix, Arizona, May 14, 2019.

Burton, D. and Kiger, A. The Evolving Role of the CNO. Podium presentation at Health Management Academy CNO Forum, Phoenix, Arizona, May 14, 2019.

Kiger, A. Leading at the System Level – Thoughts on My Journey. Podium presentation at Association of California Nurse Leader's Executive Leadership Academy, Sacramento, California, May 4, 2019.

Kiger, A. and Mori, R. Resilient Patients Who Join Patient Family Advisory Councils. Podium presentation at Sigma Theta Tau International Nursing Research Symposium, Rohnert Park, California, May 14, 2018.

Kiger, A. Leading Complex Organizations: My Journey at Sutter Health. Podium presentation offered at California Association of Healthcare Leaders Learning from Leaders Forum 2019, Sacramento, California, May 3, 2019.

Kiger, A. California Mental Health Innovation Summit. Panel Discussion. San Francisco, California, February 2, 2018.

Kiger, A. Using Human Centered Design to Develop a Philosophy of Nursing. Podium presentation offered at Design & Innovation Symposium, San Francisco, California, October 27, 2017.

Kiger, A. and Henry C. Building and Optimizing a Strong HR and CNO Partnership. Podium presentation offered at Healthcare HR Management Institute, Atlanta, Georgia, September 11, 2017.

Kiger, A. (Chair), Baker, D. and Brown, T. Provider Wellbeing: Spotlight on Nursing. Panel discussion at Health Management Academy CNO Forum, Park Cities, UT, October 17, 2017.

Burton, D., Williams, E., and Kiger, A. Nursing Workforce: The Specialty Nursing Shortage. Panel discussion at Health Management Academy CNO Forum, Park Cities, UT, October 10, 2015.

Trepanier, S., Kiger, A. The Role of Advanced Registered Nurse Practitioner: A Call to Action for Chief Nursing Officers. Podium presentation offered at the Health Management Academy, Dallas, Texas, April 2013.

Kirchner, C., Kiger, A., Fernandez, M., & Trepanier, S. Reducing Hospital-Acquired Infections (HAIs): One System's Approach to Implementing Best Practices. Poster presented at the 43rd Annual American Organization of Nurse Executives Meeting and Exposition. Indianapolis, Indiana, April 2010.

EDITOR

Nurse Leader, December 2021 Issue

PEER REVIEWER

Journal of Nursing Administration, Wolters/Kluwer – Lippincott Williams & Wilkins Publishers

- Editorial Board: May 2007 to present
- Nursing Certification: State of the Science: 2010
- Research Issue - May 2009 & May 2008

John Wiley & Sons Publisher

- Editorial Board: January 2011 to 2016
- ASHRM Research Committee, 2012

Pathway to Excellence™ Reviewer, American Nurses Credentialing Center (ANCC), 2008 – 2016

Grant Reviewer: HRSA-11-041: Nurse Education Practice and Retention, May 2011 & June 2012

ACADEMIC AFFILIATIONS

- Western Governors University, Governing Council Member, 2008 – 2015
- Drexel University College of Nursing and Health Professions, Adjunct Faculty, Philadelphia, Pennsylvania, 2007-2014. Course Taught: Research 519: Introduction to Biostatistics, Graduate Level Nursing
- Loyola University, Adjunct Faculty, New Orleans, 2010-2011. Course Taught: Nursing 290 – Introduction to Biostatistics