

Rachel Culpepper DNP, RN, NE-BC

Personal Statement:

Highly motivated and transformational leader who makes informed decisions based on data and outcome measures. I am energetic, reliable, and a strategic thinker. Others have described me as a servant leader, mission-driven, and a positive influencer. I am passionate about nursing, patient outcomes, and organizational excellence. I pride myself on being a life-long learner and enjoy gaining new skills and knowledge.

Experience:

Indiana University Health West Hospital

General Medicine Service Line Director

Avon, IN

March 2020 – Present

- Provides oversight and operational direction of Emergency Department, Observation Unit, Intensive Care Unit, Acuity Adaptable, 2 Medical Surgical Units, and Dialysis (Indirect FTE = 270, Operational Budget Oversight = 26 million).
- Collaborates with Medical Directors, IUH West and Regional Executive Team, and department managers to meet the needs of our patients and IU Health Promise Dashboard metrics
- Accomplishments in this role:
 - West Expansion Projects:
 - Successful opening of a new 14 bed Intensive Care Unit, 32 bed Acuity Adaptable Unit, and Dialysis Services
 - Successful expansion of Medical-Surgical Units
 - COVID Operational Projects:
 - COVID/Volume Surge Planning
 - Opening additional inpatient beds and Emergency Department care spaces, executing creative staffing plans to accommodate patient demands with current workforce, and planning/projecting needs for supplies, and equipment.
 - Emergency Department Diversion:
 - Decreasing diversion hours by opening additional care spaces, and proactively identifying needs and barriers.
 - System Level Engagement:
 - Team Member Wellness: Feel Wheel Pilot
 - Partnership with system nursing leadership and start up company, Vellum, to gain understanding of nurse burnout with enhancing personal reflection and team-wide connection and camaraderie
 - IUHP Emergency Medicine Operations Committee and Steering Team Member
 - Provides guidance and support to Emergency Departments system wide by collaborating on priorities and escalating ideas/concerns to system leaders.
 - Leading the system in the conversation regarding Emergency Department productivity and budgeting, to take into consideration the financial concerns with boarding and acuity mix
 - Zero Suicide Grant Committee
 - Purpose/Goals: Implementing C-SSRS in 15 Emergency Departments, Increasing the number of patients screened, and increasing mental health referrals
 - Suicide Prevention Workgroup
 - Assisting with Gap Analysis in Emergency Department
 - Supporting work towards a Suicide Prevention Toolkits and Policies
 - Oversight of screening compliance at the facility level

Eskenazi Health

Director of Operations, Inpatient Services

Indianapolis, IN

August 2018 – February 2020

- Maintains financial and statistical structure in support of decision-making and oversight of three large departments: totaling 225 inpatient beds
 - Developed a tool for managers and shift coordinators to ensure daily staffing decisions fit in the budget to decrease FTE variances
- Project Involvement:

- Implementation of the Banner Mobility Assessment Tool (BMAT) through all inpatient departments
- Leading a performance improvement project to decrease the incidents of mislabeled specimens
- Assisted with sensitivity training and logistics for post-operative care of gender reassignment surgeries
- Committee Involvement:
 - Quality Council Chair
 - December 2015- January 2019
 - Hardwired the use of Departmental Dashboard reporting
 - Shared Governance Executive Council Member
 - Shared Governance Hospital Practice Council Member
 - Critical Care Committee Member
 - Operating Room Committee Member
 - Acuity Adaptable Service Line Member
 - Orthopedic Service Line Member
 - Patient Safety Committee Member
 - Patient Care Leadership Council Member
 - Sepsis Best Practice Workgroup Member
 - Mislabeled Specimens Workgroup Performance Improvement Lead
 - Safe Mobility Council Member
 - Nursing Value Analysis Team Member

Indiana University, School of Nursing

Indianapolis, IN
Adjunct Faculty

August 2019 – present

- Nursing 504 Leadership for Advanced Nursing Practice: Fall 2019
- Nursing 375 Evidence Based Practice and Research: Spring 2020
- Nursing 375 Evidence Based Practice and Research: Spring 2021

Eskenazi Health

Indianapolis, IN
Clinical Manager/Educator, Peri Anesthesia

July 2015-August 2018

- Assumed responsibility 24 hours a day for a 21 bay Post Anesthesia Care Unit, Pre-Op, Acute Pain Service, and Pre-Anesthesia Testing Clinic
- Education liaison for Peri Anesthesia and Perioperative Services
 - Facilitated Sensitivity education and training for Perioperative team members before starting gender reassignment surgeries
- Project Lead and Developer for Enhanced Recovery After Surgery (ERAS) Program
- Project involvement:
 - Epic Implementation Completion for Perioperative Services: 2015 - 2017
 - Enhanced Recovery After Surgery (ERAS) Program Development and Implementation: March 2017 – August 2018
 - Six Sigma Projects for Perioperative Optimization: Jan 2018- August 2018
 - Pre-Anesthesia Testing Clinic Utilization
 - Preference Card Optimization
 - First Case on Time Starts
 - Prior Authorization for Surgical Services
 - Six Sigma Rapid Improvement Event: April 2018
 - Off boarding and exit interview process for employees and leader's system wide to ensure valuable information was retrieved to decrease employee turnover.

Eskenazi Health

Critical Care Educator, Clinical Education

Indianapolis, IN
January 2015 – July 2015

- Responsible for onboarding critical care employee education follow up with current bedside RNs to ensure best practice is understood and being implemented and provided educational opportunities for RNs.
- Served as the education liaison for Critical Care, Peri Anesthesia, Minimally Invasive Procedure Suite, and Endoscopy units.
- Curriculum Development Involvement:
 - Developed a new competency-based orientation plan for Endoscopy and Peri Anesthesia Departments
 - Assisted in the development of a new onboarding process for onboarding clinical employees
 - Designed a didactic course for Advanced Hemodynamics education for bedside nurses

Eskenazi Health
Indianapolis, IN
Staff Nurse II/ Critical Care Shift Coordinator

June 2009 – January 2015

- Managed patients with complex illness and traumatic injuries, trained in Continuous Renal Replacement Therapy, successfully assist in bedside procedures such as central line placements, arterial line placements, chest tube placements, intubations, ventriculostomies, intracerebral pressure monitoring, can successfully titrate medications, and can identify when a patient needs emergent interventions, manage continuous renal replacement therapy and intra-aortic balloon pump therapy
- Managed patient throughput, member of Code team oversees staffing and operates as a supervisor
- Involved in unit-based and hospital-based committees
- Super User and resource for numerous products, policies, and equipment
 - Continuous Renal Replacement Therapy (CRRT), Balloon Pump, Manual Proning Protocol, Hemodynamic monitoring devices, difficult airway management, and Save Our Skin Protocol.

Education:

Indiana University Purdue University-Indianapolis
Indianapolis, IN
Doctoral of Nursing Practice

August 2017 – May 2019

- Evidenced-Based Projects:
 - Enhanced Perioperative patient safety by implementing an electronic incident reporting system while changing from the culture to promote a culture of safety
 - Developed a Nurse Leader Fellowship Program Curriculum to develop nurse leaders' skills by using the American Organization of Nurse Leaders Core Competencies
 - Conducted qualitative research to examine executive leader attributes, perspectives, and lessons learned from executive leaders throughout the country (in progress).

Ball State University
Master of Science in Nursing Administration

Muncie, IN
May 2014 – December 2016

Indiana Wesleyan University
Bachelor of Science in Nursing

Anderson, IN
October 2009 – May 2011

Harrison College
Associate of Science in Nursing

Indianapolis, IN
September 2007 – June 2009

Indiana State University
Bachelor of Science in Psychology

Terre Haute, IN
August 2002 – December 2005

Current Professional Organization Involvement:

American Organization of Nurse Leaders March 2017 to present

- Attendee at Annual Meeting 2017, 2018, 2019, & 2022
- Advocacy Committee Member Jan 2022 to present
 - Advocacy Academy Participant (May 2022)
 - Attended Advocacy Meetings with lawmakers (May 2022)

Central Indiana Organization of Nurse Executives September 2018 to present

- Board Elected: President-Elect, Term 2019-2021
- President, Term 2021-2023

Indiana Organization of Nurse Leaders Member January 2019 to present

Indiana Organization of Nurse Leaders Board Member January 2021-present

- Priority 3 Lead: Diversity and Inclusion of IONL membership June 2021 to present

American Nurses Association (ANA) Member January 2018 to present

- Invited Attendee at ANA Annual Meeting and Capitol Hill Day 2018 & 2019

Indiana State Nurses Association Member

January 2018 to present

Certifications & Acknowledgments:

- Certified in Critical Care (CCRN) – 2012 to 2016
- American Association of Critical Care Nurses (AACN) CSI Alumnae – 2015 to 2017
- Basic Life Support/Advanced Cardiovascular Life Support Provider–American Heart Association (AHA)2007 to 2018
- Pediatric Advanced Life Support Certification –(AHA)- January 2017 to 2019
- AACN Evidence-Based Practice Abstract Panel –September 2014
- AACN Ambassador – December 2014- 2016
- Trauma Care After Resuscitation (TCAR) Course Completion 2016
- Indiana Center for Nursing Leadership Development Committee Member –October 2016 to present
- Eskenazi Health Achievement in Medicine Award Nominee –March 2018
- Indiana University School of Nursing Eagles –April 2018 –present
- Distinguished Leader Nominee at Eskenazi Health –June 2019
- Eskenazi Health Top Acts Nominee - June 2019

Presentations & Publications:

- **“SOS: Save Our Skin” Performance Improvement Project**
 - Webinar –March 2014: “Driving to Zero: Best Practices in Pressure Ulcer Prevention”
 - AACN NTI Podium Presentation, Denver, CO –May 2014
 - AACN Greater Portland Area Chapter Fall Symposium –November 2014
 - Teleconference presentation, Seattle, WA –February 2015
 - AACN Chapter Meeting Reno, NV –March 2015
 - AACN Chapter Meeting, Sacramento, CA –March 2015
 - UHC Webinar –April 2015
 - AACN NTI Poster Presentation, San Diego, CA –May 2015
 - AACN Chapter Meeting, Memphis, TN –September 2015
 - Indiana Center for Nursing Leadership Summit Poster Presentation, Indianapolis, IN–November 2015
 - AACN NTI Podium Presentation, New Orleans, LA–May 2016
- **Implementation of a Safe Mobility Protocol use the BMAT Assessment Tool**
 - IONE Fall Conference, French Lick, IN –October 2019
- Swafford K, **Culpepper R**, Dunn C. (2016). Use of a Comprehensive Program to Reduce the Incidence of Hospital-Acquired Pressure Ulcers in an Intensive Care Unit. American Journal of Critical Care: An Official Publication, American Association of Critical-Care Nurses; 25(2):152-155.

Research Experience:

- **Indiana University School of Nursing Institutional Review Board**
 - Culpepper Scale for Post Anesthesia Recovery: Enhancing Nursing Assessment and Recovery Phase
 - The purpose was to assess the accuracy of a post-anesthesia assessment scale for PACU nurses to determine the level of care needed for patients post anesthesia.
 - Executive Leader Attributes, Perspectives, Lessons Learned: Insights for an Aspiring Executive Leader
 - The purpose of this study was to explore executive leadership attributes, traits, and lessons learned obtaining perspectives from a variety of professionals in executive leadership.
 - Assessing Team Member Engagement Using Maslow’s Hierarchy of Needs (In data collection)
 - The purpose is the capture the level of engagement in nursing departments across four hospitals to guide leaders to create countermeasures to improve engagement and retention.