

SYLVAIN TREPANIER, DNP, RN, CENP, FAONL, FAAN

PROFESSIONAL EXPERIENCE

**Senior Vice-President, System Chief Nursing Officer (January 2021- present)
Providence, Renton, WA.** (53-hospital integrated healthcare system, 1,085 clinics, 5M unique patients served, 120K employees, 48K nurses, 25K physicians, 2.1M covered lives, 1.2M home health visits, \$1.5B in community benefits, covering five western states).

Achievements Highlights:

- Development of system wide Advance Practice Provider Committee
- Development, deployment of a system-wide program aimed at increasing caregiver well-being and decreasing burnout: No One Cares Alone
- Inspired other members of the Executive Leadership Team in approving a \$220M investment plan to retain our workforce
- Development, deployment of a system-wide Nursing Leadership Academy: CNO Succession Plan
- Enhancing a system-wide transition into practice and specialty program resulting in a 50% increase in residents and fellows (total of 4500 nurses in 2021), 23 programs accredited, and capture of \$7M in annual CMS reimbursement dollars

Regional Chief Clinical Executive (December 2017 – December 2020)

Regional Chief Nursing Officer (May 2017 – December 2017)

Providence St. Joseph Health, Southern California. (13-hospital regional integrated healthcare system, approximately 33,000 employees, \$1.3B EBIDA, over 350K acute adjusted admissions.)

Assumed a newly created regional chief clinical executive role to provide cross continuum oversight of clinical care delivery, including strategic direction for all clinical services such as Quality, Medicine, Nursing, Clinical Operations, Service Lines (Clinical Institutes), Infection Prevention, Care Management, & Clinical Education.

Achievements Highlights:

- Established a Clinical Division for a newly formed region encompassing 13 acute care hospitals
- Redesigned all clinical quality and operation services that generated yearly savings over (\$8M in 2018 - \$16M in 2019 - \$11M in 2020)

- Redesigned Clinical Education in a regional / centralized model (Clinical education, Magnet, Simulation Lab).
 - Operational savings
 - Total of 8/13 ministries Magnet Designated.
- Offered leadership and vision to an entire team that resulted in:
 - Saving an additional 252 lives with sepsis improvement (2018-2019).
 - Having 349 fewer healthcare-acquired infections in 2018, and 61 fewer infections in 2019.
 - Allowing 20 more moms of newborns to raise their children, preventing expected maternal mortality (2018 - 2019)
 - Increasing the care experience
 - Preventing 275 readmissions for an estimated cost savings of \$4.4M (2018), and 368 readmissions in 2019 for an estimated cost savings of \$5M in 2019.
 - Saving 13,349 blood units through appropriate blood management resulting in a savings of \$2.5M (2018)
- Established a regional incident command center in response to COVID19 worldwide pandemic. Served as the most senior executive responsible for the regional preparedness and response (Incident Commander)

System Vice-President & Chief Nursing Officer (April 2013 – April 2017)

Premier Health, Dayton, Ohio. (4-hospital Integrated Healthcare System with 1963 licensed acute care beds and approximately 14000 employees, over 100 ambulatory sites, three free standing emergency departments, and a provider-lead health plan supported by a population health model).

Assumed newly created System CNO role to provide strategic and operational leadership for nursing practice, Case Management, Social Work and Fidelity Healthcare (a community health agency providing home health). Administrative oversight of 11 direct reports, a total of approximately 4300 nurses and a total operating budget of \$1.1B.

Achievements Highlights:

- Established a vision and offered guidance to implement a closed-observation unit in an acute care hospital – decrease in LOS of obs patients from 47 hours to 24 hours – resulting in net annual savings of \$3,512,765 (or \$626 savings per observation bed per day)
- Established a vision and offered guidance to implement a community-based longitudinal plan of care project leading to a reduction in total cost of care and total encounters (52% reduction) for a high-risk adult population.
- As the system leader for case management and nursing practice, provided leadership to implement a standardized “discharge huddle” process in all hospitals – significant decrease in length of stay (ALOS 0.60 days from top decile performance as measured by Truven)

- Established a vision and offered guidance to implement a system interdisciplinary aimed at reducing CLABSI and CAUTI (Zero in over 24 months in two hospitals)
- Deployment of a productivity management system and a position control for all of nursing services with a decrease of nursing cost structure from the 60th percentile to the 35th percentile as compared to a national benchmark (without changing the licensed to patient ratio).
- Implemented a system wide residency program for new graduate nurses – nursing retention rate of 97% - estimated annual cost avoidance of \$600,000
- Implemented a system shared governance structure – increase in nursing and overall employee engagement survey result (as measured by NDNQI and NRC).
- Obtained Magnet re-designation for 2 hospitals and established the foundation for system Magnet designation (System designation received in 2018)

Tenet Healthcare Corporation (2002 - 2013)

Regional Senior Director, Patient Care Services / Regional Chief Nursing Officer (August 2008 – April 2013) *Tenet*, Dallas, Texas

Provided leadership and operational support to hospital Chief Nursing Officer's and Chief Executive Officers in multiple States (up to 26 hospitals in California, Nebraska, Missouri, Tennessee and Texas). Provided leadership in developing strategies, identifying the proper metrics and monitoring progress to support the system and regional goals. Reported directly to the Corporate/System CNO.

Achievement Highlights:

- Implemented processes and infrastructure leading to 98.7% compliance with all nursing sensitive core measures.
- As the corporate executive sponsor for nursing residency, successfully deployed a nursing residency program for newly licensed nurses (NLN) in 26 hospitals. Outcomes: increased competency of NLN and decreased the turnover of NLN < 1 year by 80%. Estimated savings of \$12M over a 2-year period.
- Leading of a national interdisciplinary fall prevention team. Successful development and deployment of a Falls Toolkit in 49 hospitals leading to a reduction in falls with injuries by 58% from 2009 to 2012. (Over \$1M in cost avoidance).
- Successful development and deployment of a Retained Foreign Object Policy and Toolkit thus reducing the number of retained foreign object cases by 45% over prior year.

Chief Nursing Officer (February 2007 – August 2008)

Palm Beach Gardens Medical Center, Palm Beach Gardens, Florida

204-bed acute care hospital recognized as one of the 50 Best Hospitals in the U.S. and for 5 consecutive years since 2005 (Tenet).

Achievement Highlights:

- Reduced contract labor by \$1.5 M from March 2007 to December 2007
- Increased quality metrics and outcomes by 50%, achieving 90% compliance on identified core quality outcomes (AMI, pneumonia, CHF, UTI, BSI, VAP)
- Decreased core nursing vacancies by 50% within 10 months
- Implementation of a Nurse Residency Program
- Development of an assistant CNO position to mentor and coach a future CNO (successful succession planning).
- Successful implementation of a smoke free campus program
- Implementation of Rapid Assessment Team, Professional Development Council, Nursing Leadership Council, Professional Practice Council, Nursing Quality Council

Chief Nursing Officer (March 2004 – February 2007)

North Shore Medical Center, Miami, Florida

357-bed acute care hospital (Tenet)

Achievement Highlights:

- Decreased the vacancy rate in Nursing by 67.5%
- TENET Circle of Excellence Award for year 2005, 2007
- As the Leader of the ED Task Force, the team managed to decrease the rate of patients leaving without treatment by 50 % over a 3-month period. Increasing revenue to \$1.8 million billed per month, decreased liability, increased patient satisfaction.
- 4 Star rating on employee satisfaction as measured by TENET. Successful implementation of FISH Philosophy and ongoing Target 100 Culture.
- 5 Star Physician Satisfaction as measured by TENET.
- Successful Regulatory Agency reviews, unannounced AHCA inspections and CMS surveys.
- Mentored and coached the assistant CNO who was promoted as CNO upon my exit (successful succession planning)

Director of Nursing Administration – Associate Chief Nursing Officer

(June 2002 – March 2004)

North Shore Medical Center, Miami, Florida

357-bed acute care hospital (Tenet)

Achievement Highlights:

- Successful co-leadership of a Nursing Division including over 250 FTE's. Instituted new staffing systems resulting in annual savings of \$85,000.00 as well as decreased RN turnover and vacancy rate. Successfully lead an outpatient service (Wound Healing Center) resulting in an increase of volume by 50%, and an increase in revenue of \$50,000.00 over a 6 month period.
- Re-design of Nursing Organizational Structure, Nursing Philosophy and Nursing Policies and Procedures.
- Successfully lead the Nursing division in JCAHO preparation. JCAHO accreditation obtained June 2003 with a score of 96.

- Graduated (March 2003) with honorable mention from the “Leadership Training for Managers” with Dale Carnegie Institute.

Director of Emergency Services / Cardiac Cath Lab (February 2001 – June 2002)

St. Lucie Medical Center, Port St. Lucie, Florida
194-bed acute care hospital (HCA)*

Achievement Highlights:

- Successfully lead and operationally managed both Departments within budgetary requirements. Instituted procedural changes resulting in annual savings of \$192,000.00.
- Created a working environment recognized as a “Destination Nursing” by The Advisory Board as well as the number one workplace in the world measured by Gallup Organization.

Director of Emergency Services (September 98 - January 01)

Palm Beach Gardens Medical Center, Palm Beach Gardens, Florida
204-bed acute care hospital (Tenet)

Achievement Highlights:

- Successfully lead and operationally managed the ED within budgetary parameters, maintained all positions filled with permanent staff, achieved #1 employee satisfaction in the hospital as well as #1 within the Florida Division for ED patient satisfaction as measured by TENET’s Patient Satisfaction Measuring System.
- Development of the “Nursing Philosophy”. Instrumental with Joint Commission preparation (Nursing & Care of Patient Chapter).

Assistant Director, Emergency Services (September 97 – September 98)

Palm Beach Gardens Medical Center, Palm Beach Gardens, Florida
204-bed acute care hospital (Tenet)

Staff Nurse - Cross Country Staffing, Boca Raton, Florida.
(February 97 – September 97)

Research Project Coordinator

Department of Clinical Epidemiology and Clinical Studies
St. Mary’s Hospital, Montreal, Quebec, Canada
(October 95 – February 97)

Project title: Creation of a screening tool for frail elderly at risk of functional decline who use the emergency department.

Bachelor Staff Nurse (Emergency Department, Cardio-Vascular Surgery)

Royal Victoria Hospital, Montreal, Quebec, Canada, H3A 1A1
(February 92 – October 95)

Clinical Instructor

University of Montreal, Faculty of Nursing, Montreal, Quebec, Canada
(September 92 – October 95)

Staff Nurse (Medical, Diabetes Treatment Center)

HCA Bayonet Point Hospital, Hudson, Florida (September 89 – September 92)

EDUCATION

- | | |
|------------|--|
| 2009- 2011 | <p>Doctorate in Nursing Practice (DNP)
Executive Leadership in Nursing
Texas Tech University Health Science Center
School of Nursing, Lubbock, Texas
Capstone: A Cost-benefit analysis of a new graduate nurse residency program.
Recipient of the prestigious “Dean Nursing Excellence Award” for outstanding academic performance</p> |
| 1993-1996 | <p>Master in Science (MS), Nursing
University of Montreal, Montreal, Quebec, Canada
Focus: Nursing management
Thesis: Self-esteem, stress at work and health of ICU nurses.</p> |
| 1986-1989 | <p>Bachelor in Science (BS), Nursing
University of Montreal, Montreal, Quebec, Canada</p> |
| 1983-1986 | <p>Collegial Studies Diploma (Health Sciences)
Collège Montmorency, Laval, Quebec, Canada</p> |

LICENSURE - CERTIFICATIONS – LANGUAGE CAPABILITIES

- State of California – RN Licensure (2011-2023)
- State of Texas – RN Licensure (2009-2022)
- State of Washington – RN Licensure (2020 – 2023)
- Certified in Executive Nursing Practice (CENP) (2009 - 2023)
- Fluent in English and French, basic understanding of Spanish

PROFESSIONAL ORGANIZATIONS – COMMUNITY SERVICE

- American Hospital Association
 - Clinical Leadership Committee (2021 – present)
 - Next Generation Leaders Fellowship – Mentor (2022 - present)
- American Organization of Nursing Leadership (AONL) (2007 - present)
 - AONL FAONL Selection Committee (2020 - 2021 - 2022)
 - HealthCare Reform Task Force (2010-2011)

- System CNE Task Force (2016 – 2017)
- American Academy of Nursing (2017 – present)
 - Audit and Risk Committee of the Board (2021 – 2023)
 - Expert Panel Member: Building Healthcare System Excellence (2021 - present)
- American Heart Association
 - Executive Leadership Team – 2017 Dayton Heart Ball
 - Chair 2016 Dayton Heart Ball – raised \$275,000 for the event
 - Executive Leadership Team – 2017 Heart Ball

AWARDS AND HONORS

- Fellow – American Organization of Nursing Leadership (2020 - present)
- Fellow – American Academy of Nursing (2017 - present)
- Distinguished Alumni Award (2016)
Texas Tech University Health Science Center School of Nursing
- Leader to Watch (July-August 2015)
Nurse Leader (National recognition)
- Richard Hader Visionary Leader Award (2014)
Nursing Management Congress (National recognition)
- Excellence in Leadership Award (2012)
Texas Organization of Nurse Executives (TONE)
- Dean's Nursing Excellence Award (2011)
Texas Tech University Health Science Center
Doctorate Degree in Nursing Practice
- Circle of Excellence Award (2006)
Tenet Healthcare Corporation
- Circle of Excellence Award (2005)
Tenet Healthcare Corporation
- Honorable Mention (2003)
Dale Carnegie Leadership Training for Managers

ACADEMIA & SCHOLARLY – BOARD MEMBERSHIPS - MENTORSHIP

American Nurse Today

Manuscript Reviewer (2018 – present)

CGFNS International

Audit Committee (2016 - 2020)

Board of Trustees (2022 – 2025)

CNO Academy

CNO Academy Senior Faculty Member (2014 – present)

Fidelity Healthcare

Chairman Board of Directors (2014- 2017)

Premier Community Health

Chairman - Board of Directors (2015 – 2017)

Hospice of Dayton

Director - Board of Trustees (2014 – 2017)

Institute for Human Caring

Advisory Board Member (2017 – present)

Nurse Leader (Official Publication of AONL)

Editorial Board Member (2011- 2022)

Journal of Continuing Education in Nursing

Editorial Board Member (2012-present)

Associate Editor – Leadership and Development Column (2021 – present)

Nursing Economic\$ (The Journal for Health Care Leaders)

Manuscript reviewer (2010-present)

Nursing Forum

Manuscript reviewer (2022 - present)

Texas Tech University Health Science Center – Anita Thigpen School of Nursing

Assistant Professor (2012 – present)

Versant

Advisory Board Member (2012 – 2018)

Vizient Central Region

Board of Directors (2014 – 2017)

Nursing Leadership Institute – Faculty (2013 – 2015)

Western Governors University

National Nursing Program Advisory Council (2009 - present)

CONFERENCES, POSTER SESSIONS, WORKSHOPS, LECTURES

Trepanier, S. (2022). Inventing Tomorrow's Path of Healthcare Delivery. Keynote presentation offered for the Florida Hospital Association Annual Meeting, **Orlando, FL**.

Minor, A., Pasley, D., & **Trepanier, S.** (2022). COVID-19 Changed the Nurse Workforce and Care Models: What to Expect Next. A Panel presentation offered at the Becker's Hospital Review 12th Annual Meeting, **Chicago, IL**.

Africa, L., **Trepanier, S.** (2022). Use of Transition into Practice Programs as a Workforce Development Strategy. A poster presentation offered at the AONL 2022 Annual Conference, **San Antonio, TX**.

Trepanier, S., Marshall, D., Hancock, B. (2022). Unparalleled Times: lessons learned from nursing leadership. Panel presentation for Healthcare Burnout Symposium, **San Francisco**, January 2022.

Trepanier, S., Yoder-Wise, P. (2021). Learning Agility and Resilience. Virtual CNO Academy, **National Virtual Conference**, October and December 2021.

Trepanier, S., Yoder-Wise, P. (2021). New Normal in Nursing. Virtual CNO Academy, **National Virtual Conference**, October and December 2021.

Trepanier, S., Yoder-Wise, P. (2021). Communication: Conflict Management / Delivering Tough Messages. Virtual CNO Academy, **National Virtual Conference**, October and December 2021.

Trepanier, S., Dornfeld, B (2021). Leading with Love. Virtual CNO Academy, **National Virtual Conference**, October and December 2021.

Trepanier, S. (2021). Leading from the Heart. Keynote Speaker. San Antonio Indian Nurses Association. Virtual Board Retreat, January 2021.

Trepanier, S., Yoder-Wise, P. (2020). Learning Agility and Resilience. Virtual CNO Academy, **National Virtual Conference**, September 2020.

Trepanier, S., Yoder-Wise, P. (2020). New Normal in Nursing. Virtual CNO Academy, **National Virtual Conference**, September 2020.

Trepanier, S., Yoder-Wise, P. (2020). Communication: Conflict Management / Delivering Tough Messages. Virtual CNO Academy, **National Virtual Conference**, September 2020.

Trepanier, S., Dornfeld, B (2020). Leading with Love. Virtual CNO Academy, **National Virtual Conference**, September 2020.

Trepanier, S (2020). The Role of Nurse Leaders in Responding to a Healthcare Economic Seismic Shift. Virtual presentation offered to DNP and MSN students at Texas Tech Health Science Center, School of Nursing, Lubbock, **Texas**, July 2020.

Trepanier, S (2020). Leading on the Edge of Chaos. **National webinar** sponsored by AONL and AMN (1000 attendees). March, 2020.

Trepanier, S. (2019). Leading from the Heart. Podium presentation at ACNL, Los Angeles Chapter, Los Angeles, **California**, October 2019.

Trepanier, S., Yoder-Wise, P., & Finis, N (2019). Chair of Nursing Residency 'Think Tank' aimed at addressing the American Academy of Nursing's policy statement on nursing residency programs. Sponsored by Versant Healthcare Competency Solutions, San Diego, **California**, April 2019.

Trepanier, S., Bleidorn, K., Chipley, K., Minton, D., Ranathunga, L. (2017) Decreasing The Cost Of Care. Poster presentation accepted at AONE 2017: 50 Years of Inspiring Leaders, Baltimore, **Maryland**, March 2017.

Trepanier, S., Africa, L., Mainous, R., Shinnors, J. Closing The Gap Between Academia & Service. Podium presentation offered to Versant Client Conference, Las Vegas, **Nevada**, November 2016.

Trepanier, S. Mentoring, A Professional Brand. Podium presentation offered to Versant Client Conference, Las Vegas, **Nevada**, November 2016.

Trepanier, S. Financial Intelligence for Nurse Executives. Lecture offered to DNP student attending a Financial Management course. Lubbock, **Texas**, July 2016.

Trepanier, S. Using acuity data to make better staffing decisions: What nurse leaders need to know. A national webinar sponsored by American Nurse Today and General Electric. **National Webinar**, July 2016.

Trepanier, S. Healthcare Workforce Roundtable. Invited participant (special invitation) to attend a roundtable aimed at educating senior policy advisors on healthcare workers as part of The Affordable Care Act. **The White House**, Washington, DC, March 2016.

Trepanier, S. Mentoring a Professional Brand. Podium presentation offered to Sigma Theta Tau, ETA CHI Chapter, West Chester, **Ohio**, January 2016.

Trepanier, S., Ballard, T., Couch, M. Improving the Health Status of Your Community. Panel discussion for American College of Healthcare Executives, Dayton, **Ohio**, October 2015.

Trepanier, S. Leading Together. Keynote presentation for the 5th Annual Future Leaders Retreat, Dayton, **Ohio**, October 2015.

Trepanier, S., Thompson, P., Walters, M. Community-Based Plan of Care: A Healthcare System's strategy to decrease acute care readmissions and overall cost of care. Abstract Accepted for Podium presentation, at World Hospital Congress, Chicago, **Illinois**, October 2015.

Trepanier, S. Innovation: Simple, Clear, and Actionable. Podium presentation offered at Nursing Leadership Institute, Indianapolis, **Indiana**, September 2015.

Trepanier, S., Thompson, P., Walters, M. Premier Health's Cross-Continuum Navigator Program for Its Top 1% highest Utilizers. The Advisory Board, **National Webconference**, June, 2015.

Trepanier, S., Thompson, P., Walters, M. Community-Based Plan of Care: A Healthcare System's strategy to decrease acute care readmissions and overall cost of care. Invited Speaker for Podium presentation, at the VHA National Conference, Las Vegas, **Nevada**, May 2015.

Trepanier, S., Thompson, P., Walters, M. Community-Based Plan of Care: A Healthcare System's strategy to decrease acute care readmissions and overall cost of care. Abstract Accepted for Podium presentation, at the American Organization of Nurse Executive 48th Annual Meeting and Exposition, Phoenix, **Arizona**, April 2015.

Trepanier, S. Innovation: Simple, Clear, and Actionable. Podium presentation offered at Nursing Leadership Institute, Indianapolis, **Indiana**, September 2014.

Rich, V., Trepanier, S. Creating Value: Accountability and Peer Team Performance. Podium presentation offered at CNO Solutions, Dallas, **Texas**, September 2014.

Trepanier, S. Advancing Your System-Wide Strategy: A Case Study: Cross Continuum Care Plans and Virtual Care. **Podium** presentation offered at The Advisory Board System Chief Nursing Officer Roundtable, Washington, **DC**, July 2014.

Trepanier, S., Kimbrough, W., Grillo-Peck, A.M., & Jenkins, C. Impact of a Standardized Discharge Huddle on Average Length of Stay in A Health Care System. **Poster** presentation offered at the American Organization of Nurse Executive 47th Annual Meeting and Exposition, Orlando, **Florida**, March 2014.

Trepanier, S. Population Health and The Role of the Chief Nursing Officer. **Podium** presentation offered at the VHA Nursing Leadership Institute (Chief Nursing Officer Council), Indianapolis, **Indiana**, February 2014.

Rogers-Reece, S., Arango, D., **Trepanier, S.,** & Adams, A. Lessons Learned: Tips to get to the Corner Office. **Panel** discussion at the 6th Annual Ohio Diversity and Leadership Conference, Columbus, **OH**, October 2013.

Ammaccapane, D., McGruder, K, & **Trepanier, S.** LGBT Strategies & Initiatives. **Panel** discussion at the 6th Annual Ohio Diversity and Leadership Conference, Columbus, **OH**, October 2013.

Trepanier, S., Williams, T.E. Leadership in the Practice Setting. **Panel** discussion at Jonas Center for Nursing Excellence, American Association of Colleges of Nursing. Washington, **DC**, October 2013.

Trepanier, S. Leadership & Transformational Change. **Podium** presentation offered at the VHA Nursing Leadership Institute, Indianapolis, **Indiana**, September 2013.

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.

Trepanier, S., Hilsenbeck, J., Ingie, T. Bedside Shift Report: A Patient Safety & Quality Practice. **Poster** presentation offered at the American Organization of Nurse Executive 46th Annual Meeting and Exposition, Denver, **Colorado**, March 2013.

Dimmitt Champion, **Trepanier, S.,** Hester, M., Crenshaw, J. Doctor of Nursing Practice Scholarly Project Publication: Innovation and Transformation of Health

Care Policy. **Poster** presentation offered at the American Academy of Nursing 39th Annual Meeting & Conference, Washington, **DC**, October, 2012.

Bowling, J., Cuong Pham, J., Henderson, R., Stagen, M., & **Trepanier, S.** The Great Debate: Healthcare Staffing Today and Tomorrow. **Keynote** debate presented at the 2012 Healthcare Staffing Summit, Las Vegas, **Nevada**, October 2012.

Trepanier, S., Early, S., Cherry, B., Ulrich, B. New Graduate Nurse Residency Program: A Cost-benefit Analysis Based on Turnover and Contract Labor Usage. **Podium** presentation presented at the 3rd Fall Mixer North Texas Organization of Nurse Executive (NTONE), Plano, **Texas**, October, 2012.

Crenshaw, J., Hester, M., **Trepanier, S.**, Dimmitt Champion, J. DNP's in Executive Leadership: Capstone Publication as an Outcome Measure. **Podium** presentation offered at the 5th National Doctors of Nursing Practice Conference, **Missouri**, September, 2012.

Trepanier, S., Early, S., Cherry, B., Ulrich, B. New Graduate Nurse Residency Program: A Cost-benefit Analysis Based on Turnover and Contract Labor Usage. **Poster** presentation presented at the 45th Annual American Organization of Nurse Executives Meeting and Exposition, Boston, **Massachusetts**, March 2012.

Trepanier, S., Hilsenbeck, J. Bedside Handoff Shift Report. **Podium** presentation presented at the 2012 Safety, Quality and Service Summit, Dallas, **Texas**, February 2012.

Trepanier, S., Carman, M. Justifying Workforce Development Investments During a Tough Economy". **National Webinar** presentation offered by Versant Center for Advancement of Nursing (VCAN), USA, January 11th 2012 and February 15th 2012.

Trepanier, S., Carman, M. Justifying Workforce Development Investments during a Tough Economy". **Podium** presentation presented at the 7th Annual Versant Client Conference, New Orleans, **Louisiana**, November 2011.

Trepanier, S., Early, S., Cherry, B., Ulrich, B. New Graduate Nurse Residency Program: A Cost-benefit Analysis Based on Turnover and Contract Labor Usage. **Podium** presentation presented at the International Nursing Administration Research Conference (INARC), Denver, **Colorado**, October 2011.

Trepanier, S. Doctoral Education for Nurse Executive. **National Webinar** offered to 49 acute care chief nursing officers, October 2011.

Trepanier, S., Early, S., Cherry, B., Ulrich, B. New Graduate Nurse Residency Program: A Cost-benefit Analysis Based on Turnover and Contract Labor Usage. **Poster** presentation presented at the Doctor of Nursing Practice Conference, New Orleans, **Louisiana**, September 2011.

Trepanier, S. Power & Politics, Conflict Resolution & Negotiation, Risk-Taking. **Panel** member for nursing graduate course: Leadership in Complex Health Care Systems at University of Arlington, Arlington, **Texas**, July 2011.

Trepanier, S. A System Chief Nursing Officer Perspective. **Panel** member for nursing graduate course: Leadership in Complex Health Care Systems at University of Arlington, Arlington, **Texas**, July 2011.

Trepanier, S. New Graduate Nurse Residency Program: A Cost-benefit Analysis Based on Turnover and Contract Labor Usage. **Podium and Poster** presentation presented at the 2nd Annual Doctor of Nursing Practice Capstone Symposium, Lubbock, **Texas**, April, 2011.

Trépanier, S., Hilsenbeck, J. Falls: State of the Science and Prevention of Anticipated Falls. **Podium** presentation presented at the 2011 Safety, Quality and Service Summit, Dallas, **Texas**, February 2011.

Trépanier, S., Hilsenbeck, J. Bedside Shift Report: Results of a Quality Improvement Project. **Podium** presented at the 2011 Safety, Quality and Service Summit, Dallas, **Texas**, February 2011.

Bentley, P., Dasher, G., Marsolini, T., Ocon, S., **Trépanier, S.** Organizational Impact of the Versant RN Residency. **Panel** presented at the 6th Annual Versant Client Conference, Las Vegas, **Nevada**, September 2010.

Kirchner, C., Kiger, A., Fernandez, M., & **Trépanier, 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.

Trépanier, S., Crenshaw, J. Evidence-Based Nursing Practice: An Approach to Patient Safety. **Podium** session presented at the 2010 Tenet Annual Quality Summit, Dallas, **Texas**, February 2010.

Trépanier, S., Liptak, K., Flynn, L. Trials and Tribulations of the Falls Toolkit: How to best Implement and Better Patient Outcomes. **Podium** session presented at the 2010 Tenet Annual Quality Summit, Dallas, **Texas**, February 2010.

Joseph, A., Scrine, G., **Trépanier, S.** The Outlook for Hospitals: What's in Store for Healthcare Providers? **Podium** session presented at the 2008 Healthcare Staffing Summit, San Francisco, **California**, September 2008.

Trépanier, S. The Art of Negotiation: Understanding your Professional Role in the Current and Future Health-Care Arena. **Podium** session presented at Novice Nurse Leadership Institute, Florida Atlantic University, **Florida**, March 2008.

Trépanier, S. Conflict Management and Negotiation Skills. **Podium session** presented at 2006 NSMC Leadership Retreat, **Florida**, November 2006.

Olney, G, Bradley, C, Willis, K, **Trépanier, S**, Connors, S. Nursing Retention Strategies, **Podium** session presented at the 2006 Strategic Conference for Tenet Executives, **Texas**, October 2006.

Trépanier, S. Delivering Empathetic Care at the Bedside / Staff Development. **Podium** session presented at the 2006 Service Excellence Conference, Dallas, **Texas**, June 2006.

Trépanier, S. Relationship between self-esteem, occupational stress and health of ICU nurses. **Podium** session presented at the Annual National ACFAS meeting, Trois-Rivières, Quebec, **Canada**, June 1997.

McCusker, J., Bellavance, F., Cardin, S., **Trépanier, S.** Geriatric Service Needs of Emergency Department Patients. **Poster** session presented at the Canadian Society for Epidemiology and Biostatistics, London, Ontario, **Canada**, May 1997.

McCusker, J., Bellavance, F., Cardin, S., **Trépanier, S.** Screening the older emergency department patients. **Podium** session presented at the Canadian Gerontological Association, Québec city, Québec, **Canada**, October 1996.

Pepler, C., Dagenais, C., **Trépanier, S.**, Deschamps, L., SansRegret, O. The Emergency Workload Measurement System (EWMS). **Podium** session presented at the National Nursing Research Conference, Ryerson Polytechnic University School of Nursing, Toronto, **Canada**, June 1995.

Trépanier, S., Duquette, A. Relationship between self-esteem, occupational stress and health of ICU nurses. **Podium** session presented at the “Association des infirmières en diabétologie du Québec”, Montreal, Québec, **Canada**, May 1996.

<p>PUBLISHED BOOK CHAPTERS/ PAPERS / ARTICLES / BLOG / LETTER TO EDITOR</p>
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Trepanier, S., (2022). Bringing Back the Love of Practice. Leadership and Development Column. *Journal of Continuing Education in Nursing*, 52

Trepanier, S., (2022). The Value of Building a Strategic Network. Leadership and Development Column. *Journal of Continuing Education in Nursing*, 52

Trepanier, S., Waghray, A., Henderson, R. (2022). A Healthcare System’s Approach to Support Nursing Leaders in Mitigating Burnout Amid a COVID-19 World Pandemic. *Nursing Administration Quarterly* 46(1), 52-59.

Trepanier, S. (2021). A Roadmap for Getting a Project Approved. Leadership and Development Column. *Journal of Continuing Education in Nursing*, 52(12), 4XX-4XX.

Trepanier, S. (2021). Houston we Have a Workforce Crisis: I Repeat... We Are Facing a Workforce Crisis. Leadership and Development Column. *Journal of Continuing Education in Nursing*, 52(10), 452-453.

Trepanier, S (Guest Editor Nurse Leader, Volume 19(3), 2021)

Africa, L., **Trepanier, S** (2021). The Role of Nurse Leader in Reversing the New Graduate Nurse Intent to Leave.

Trepanier, S. (2021). A Leader to Watch: An Interview with Deb Zimmermann.

Trepanier, S. (2021). Stay Strong With Us. Pages 125-126. Retrieved from: <https://www.staystrongforus.com>

Trepanier, S., Yoder-Wise, P.S., & Church, C., Africa, L. (2020). Nurse Leaders' Assumptions & Attitudes Towards Residency Programs for New Graduate Nurses. *Nursing Administration Quarterly*: 45(1), 26-34.

Trepanier, S. (2020). Leading on the Edge of Insanity. *Nurse Leader*. <https://doi.org/10.1016/j.mnl.2020.03.021>

Trepanier, S., Yoder-Wise, P., Finis, N. (2020). From Policy to Execution: Residency Programs for New Graduate Nurses. *Nurse Leader*, 18(2), 172-177.

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