

EDUCATION

Doctor of Nursing Practice

University of Maryland School of Nursing

Master of Business Administration

Loyola University, Baltimore

Master of Science, Nursing Clinical Nurse Specialist

University of Maryland School of Nursing

Bachelor of Science, Nursing

University of Maryland School of Nursing

PROFESSIONAL EXPERIENCE

University of Maryland Medical Center, Baltimore, Maryland

2006-Present

Senior Vice President of Patient Care Services & Chief Nursing Officer

2021-Present

University of Maryland Medical Center

Accomplished senior executive leader at the University of Maryland Medical Center accountable for nursing, operations, strategic planning, policy formulation, program development, political advocacy, government relations, fundraising and regulatory compliance. A recognized change agent with strong communication skills and a demonstrated track record with integration and alignment across the system. Reports to the President of the University of Maryland Medical Center. Accountable for 5,000 FTE's and a \$598M budget.

Accomplishments:

- Achieved ANCC Magnet Designation for both the Midtown Campus and the Downtown Campus. This is the 1st designation for MTC and the 4th designation for the DTC.
- Reduced temporary labor costs from \$100M in FY22 to \$15M in FY26.
- Improved overall nursing turnover from 37% FY22 to 15% in FY26. Improved RN vacancy from 30% in FY22 to 15% in FY 26.
- Achieved Beacon Award for Excellence from the American Association of Critical-Care Nurses for 11 nursing units.
- Supported the innovation of the Orientation Status Reports in 2021-2022, leading to a reduction of 1800 orientation shifts at UMMC and 2,660 shifts at UMMS achieving a cost avoidance of \$3.2M. This innovation has been adopted by iHarbor and is being considered for purchase by 2 other health systems.
- Leveraged SlowTalk to implement structured listening and rapid problem-solving, strengthening nurse manager engagement and improving unit-level operations.
- Deployed Assemble to standardize charge nurse workflows, advancing quality, patient safety, and consistency in the care experience.
- Led targeted communication initiatives to enhance frontline nurse engagement, enable real-time feedback and early identification of emerging workforce issues.

- Achieved full accreditation from the Commission on Collegiate Nursing Education for UMMC Nurse Residency Program (one of only three in the state of Maryland).
- Redesigned care delivery model to incorporate LPNs and virtual nursing into staffing pattern. Launched inaugural certified nursing assistant program. Key leader in implementing Academy of Clinical Essentials (ACE) and Practicum to Practice Program (P3).
- Partnered with Chief Clinical Officer to co-lead and launch UMMS journey to high reliability and zero harm.
- Restructured nursing and patient care services, successfully integrating two campuses

Senior Vice President, Nursing and Operations

2015–2021

R Adams Cowley Shock Trauma Center

Care Management, University of Maryland Medical Center

Vice President of Nursing and Operations

2009-2015

R Adams Cowley Shock Trauma Center

- \$165M capital expansion project of the trauma and critical care tower adding 60 critical care beds, 4 operating rooms, 5 PACU bays and a 10,000 square foot training and simulation center.
- \$40M renovation project of the Trauma Resuscitation Unit and Critical Care Resuscitation Unit.
- Strategic planning and operationalization of the Critical Care Resuscitation Unit and the Lung Rescue Unit, the only units in the country designated for rapid evaluation and treatment of non-trauma critically ill patients and the bridge to lung transplant via V-V ECMO.
- Restructure and integration of the Department of Care Management resulting in a reduction of denials (\$5.9M) and overall length of stay in Cardiac Surgery, Shock Trauma, Women's and Children's, NeuroCare and the Cancer Center (observed/expected LOS < 1.0).
- Strengthened philanthropic partnership with both UMMC and UMSOM Foundation to secure funding for the Shock Trauma Center and capital building projects (growth of \$1.8M).
- Obtained funding from the Maryland State Legislature from the EMSOF Fund (\$500K) and the TPSF (\$1.2M) for the STC and STAPA/UMOA.
- Principle incident commander for the pandemic response.
- Achieved Primary Adult Resource Trauma Center re-designation; Magnet designation and re-designation in collaboration with Chief Nursing Officer; AACN Beacon designation and re-designation; Hyperbaric and Underwater Sea Accreditation.
- Strengthened relationships between the University of Maryland Medical Center and the University of Maryland School of Medicine via participation in joint professionalism enhancement workshops and member of the Cultural Transformation team.
- Implementation of the Epic Portfolio Electronic Health Record (Co-Executive sponsor and Co-Incident Commander).
- Implemented an automated discharge phone call process at UMMC that contributed to the improvement of patient experience scores, specifically care transitions (71st to 75th percentile), discharge planning (73rd to 74th percentile) and communication about medicines (49th to 72nd percentile).

Director of Patient Care Services**2006 - 2009**

Directed clinical services to meet program strategy, goals and objectives. Assured compliance with standards of professional practice for nursing and allied health professions. Assured the competence and effectiveness of professional and support staff.

Accomplishments:

- Implemented Commitment to Excellence journey for patient satisfaction leading the Behavioral Standards team resulting in establishing the behavioral standards for UMMC.
- Assumed leadership for case management.
- Eliminated the use of agency and travel nurses within the Shock Trauma Center.
- Directed the Patient Public Conflict Committee as co-chair leading to the establishment of the Behavioral Emergency Response Team.

Anne Arundel Medical Center, Annapolis, Maryland**2001 - 2006****Executive Director, Women's and Surgical Services****2005 - 2006**

Provided leadership for the strategic planning and business development of Women's and Children's Services and the Surgical Pillar Services (Joint, Spine, Brain and Vascular).

Accomplishments:

- Created innovative programs that led to the development of both the OB and Surgical Hospitalist programs.
- Completed the construction and opening of a new 26 bed Neonatal Intensive Care Unit.
- Redesigned nursing clinical ladder and implemented clinical ladder for the surgical technologists.

Executive Director, Women's and Children's Services**2003 - 2005**

Provided executive leadership for the operations and strategic planning for the 2nd busiest birthing center in the state – including Labor & Delivery, Mother-Baby, NICU, Pediatrics, Women's Surgical Unit, Lactation, Women's Education.

Accomplishments:

- Developed and implemented the high risk maternal fetal monitoring unit.
- Designed and implemented a dedicated OR team within Labor and Delivery improving elective C-section and induction start times by 50% and improving physician and patient satisfaction.
- Reduced turnover of nursing staff to <5% by implementing a special night program.

Director, Surgical Services**2001 - 2003**

Managed 207 FTE's for the Department of Surgical Services (12 Inpatient Operating Rooms, PACU, Pre-Op/Post-Op, Ambulatory Surgery Center, Interventional Radiology, Cardiac Cath Lab, Endoscopy, Pain Service and Central Sterile Processing).

Accomplishments:

- Completed the design and construction as a key executive in building a new hospital and relocating the old hospital from 5 miles away.
- Integrated Cath Lab and Interventional Radiology within the Surgical Services service line.

Greater Baltimore Medical Center, Baltimore, Maryland

1996 - 2001

Director of Inpatient Perioperative Services

Management of clinical nursing practice and patient care delivery of 170 FTEs. Scope of responsibility included SICU, General ORs (16), PACU, Surgical Scheduling, Pre-Surgical Testing, Central Sterile Processing.

- Re-engineered cell saver professional services from a private group to a hospital employed group realizing a savings of \$150,000, decreased reliance on agency personnel by 70%; optimized staffing and coverage across perioperative services.
- Initiated implementation of a new OR information system and procedure based delivery system that achieved a savings of \$500,000.

University of Maryland Medical Center, Baltimore, Maryland

1985 - 1996

Nurse Manager, Operating Rooms

1993 - 1996

Responsibilities included management of 98 FTEs and management of clinical nursing practice and patient care delivery within a 16 Operating Room Suite.

Neurotrauma Subacute Unit, R Adams Cowley Shock Trauma Center

1985 - 1993

Nurse Manager (1990-1993)

Senior Partner/Primary Nurse III (1988-1989)

Full Partner/Primary Nurse II (1987-1988)

Associate Partner/Primary Nurse I (1985-1987)

Responsibilities included providing leadership for 55 FTEs with diverse backgrounds, management of clinical nursing practice and patient care delivery on a 24-bed unit.

ACADEMIC APPOINTMENT

2023 – Present	Adjunct Associate Professor, University of Maryland School of Nursing
2017 – 2023	Adjunct Assistant Professor, University of Maryland School of Nursing
2011 - 2017	Faculty Associate, University of Maryland School of Nursing
2006 – 2011	Clinical Instructor, University of Maryland School of Nursing
1991 - 1997	Associate Faculty, University of Maryland School of Nursing

LICENSURES / CERTIFICATIONS

1985 - Present	Maryland Nursing
2007 - Present	Advanced Certified Nursing Executive

PROFESSIONAL ORGANIZATIONS

American Academy of Nursing
American Organization of Nurse Leaders
American Nurses Association
Maryland Nurses Association
Society of Trauma Nurses

PROFESSIONAL BOARD / ADVISORY COMMITTEE / COUNCIL ACTIVITY

2025-Present	Member, Inaugural American Association of Colleges of Nursing/American Organization of Nurse Leaders Academic-Practice Advisory Committee
2024 – Present	Co-Founder, Maryland Coalition to Advance Nursing
2019 - Present	Member, Board of Trustees, Mt. Washington Pediatric Hospital
2015 - Present	University of Maryland School of Nursing Board of Visitors
2022-2025	Co-Chair, CNO Engagement Committee, Maryland Hospital Association
2022	President's Council for Women, University of Maryland, Baltimore
2021 – 2024	Member, Entry Level Advisory Board, University of Maryland School of Nursing
2019 – 2021	Vice Chair, State Emergency Medical Services Advisory Council
2019	Facilitator, Leadership Institute, Society of Trauma Nurses
2013 - 2020	Member, Board of Directors, University of Maryland Rehabilitation and Orthopedic Institute
2012 – 2018	Member, State Emergency Medical Services Advisory Council
2014/2015	Immediate Past President, Society of Trauma Nurses
	Member-at-Large, Board of Director's Susan G. Komen, Maryland
	Member, ANA Workplace Violence and Incivility Professional Issues Advisory Panel
2013	President, Society of Trauma Nurses
2012	President-Elect, Society of Trauma Nurses
2012	(June) Key Influencer Program, United States Navy, Blue Angels
2011	Weinberg Mission Scholar
2010	Greater Baltimore Leadership
2010	Treasurer, Society of Trauma Nurses
2008 - 2010	Director-at-Large: Board of Directors Society of Trauma Nurses
2005	Co-Chair United Way Campaign

HONORS AND AWARDS

2026	Dean's Medal for Distinguished Service, University of Maryland School of Nursing
2025	Health Services Leadership Award, Baltimore Area Council, Scouting America
2022	University of Maryland School of Nursing Distinguished Alumni Award
2020	The Daily Record, Healthcare Hero Award, COVID-19 Hero Award
2020	UMMC Nurses Week Award, COVID Commander Award
2016	Elected to the Maryland State Fireman's Association Hall of Fame
2015	Inducted as a Fellow in the American Academy of Nursing

TESTIMONY

2019, March	Senate Finance Committee Testimony for support of the Maryland Trauma Physician Services Fund
2019, March	Senate Budget and Taxation Committee Testimony for the Maryland Emergency Medical Services Operating Fund

2019, February	House Appropriations Committee Testimony for support of the Maryland Trauma Physicians Fund
2019, February	House Appropriations – Public Safety Administration Testimony for the Maryland Emergency Medical Services Operating Fund
2018, March	Senate Budget and Taxation Committee Testimony for the Maryland Emergency Medical Services Operating Fund
2018, February	House Appropriations – Public Safety Administration Testimony for the Maryland Emergency Medical Services Operating Fund
2017, February	Senate Budget and Taxation Committee Testimony for the Maryland Emergency Medical Services Operating Fund
2017, February	House Appropriations – Public Safety Administration Testimony for the Maryland Emergency Medical Services Operating Fund
2016, March	Judicial Proceedings Committee Testimony for support of Senate Bill 1008 Drunk and Drugged Driving – Evidence of Blood Test
2016, February	Judiciary Committee Testimony for support of House Bill 773 Drunk and Drugged Driving – Evidence of Blood Test
2015, February	Senate Budget and Taxation Committee Testimony for the Maryland Emergency Medical Services Operating Fund
2015, February	House Appropriations – Public Safety Administration Testimony for the Maryland Emergency Medical Services Operating Fund
2014, February	Senate Budget and Taxation Committee Testimony for additional funding to the Maryland Emergency Medical Services Operating Fund to prevent insolvency
2014, January	House Appropriations Committee Testimony for additional funding to the Maryland Emergency Medical Services Operating Fund to prevent insolvency
2013, March	House Emergency Medical Services Workgroup Testimony to discuss the looming insolvency of the Maryland Emergency Medical Services Operating Fund
2013, February	House Emergency Medical Services Workgroup Testimony to discuss the looming insolvency of the Maryland Emergency

Medical Services Operating Fund

- 2013, January** **Senate Budget and Taxation Committee**
Testimony to discuss the looming insolvency of the Maryland Emergency
Medical Services Operating Fund
- 2012, March** **Senate Budget and Taxation Committee**
Testimony for Support of Senate Bill 971
Maryland Transportation Financing and
Infrastructure Investment Act of 2012
- 2012, March** **House Ways and Means Committee/House Environmental Matters Committee**
Testimony for Support of House Bill 1302
Maryland Transportation Financing and Infrastructure Investment Act of 2012
- 2012, March** **Judiciary Committee**
Testimony for Support of House Bill 1099
Criminal Law – Second Degree Assault – Health Care Practitioners
- 2007, March** **Senate Judicial Proceedings Committee**
Testimony for Support of Senate Bill 482
Motor Vehicles – All-Terrain Vehicles – Protective Headgear

POSTER PRESENTATIONS

- 2021** Raymond G, Mills ME, Tyler R, **Doyle K**, Kirschling J, Rowen L, Nahm ES. “The Future of Nursing 2020-2030: UMNursing as an Example for Academic-Practice Partnership Efforts.” Maryland Action Coalition Summit. May 24, 2021 (virtual).
- 2020** **Doyle, K.** & Jones-Parker, H. “Mitigating Workplace Violence Utilizing the Broset Violence Checklist”. Society of Trauma Nurses, Atlanta, Georgia.
- 2013** McQuillan K, Thurman P, Von Rueden KT, Emerick M, Stein D, Rabinowitz R, Joshi M, **Doyle K**, Scalea TM. “Reducing Central Line Associated Bloodstream Infections in Trauma Patients: A Multifaceted, Evidence-Based Approach,” American College of Surgeons, Committee on Trauma, Trauma Quality Improvement Program, Philadelphia, Pennsylvania.

SUBMITTED ABSTRACTS

C. Rushton, **K. Doyle** (2026). Rebuilding Trust in Healthcare Through Relational Dialogue. [Abstract under review]. Hastings Center Report.

PUBLICATIONS

C. Dickens (Lead Writer). **K. Doyle**, N. Finis, S. Fitz, T. Gustin, R. Kazik, C. Kleinsmith, C. Webb. (Contributors). The AACN/AONL Academic-Practice Partnership Playbook: From Shared Vision to Action. (2025) Chapter 4: Innovation in Academic-Practice Partnerships. Pg 49-58. <https://www.aonl.org/system/files/media/file/2025/11/AACN-AONL-Academic-Practice-Partnership-Playbook.pdf>

Nahm, E.-S., Archibald, M., Mills, Costa, L., Warren, J., Ptiys, N., Price, R., Kirschling, J., **Doyle, K.**, Tyler, R., & White, R. (May-June 2023). Continuum of nursing education and practice: Time to close the chasm between academia and practice. *Journal of Professional Nursing*, Volume 46, pages 134-140.

Doyle, K. (2020). Economic and administrative considerations in trauma care. In McQuillan, K. & Makic, M.B. (Eds). *Trauma Nursing: From Resuscitation through Rehabilitation*, 5th Edition. pp 22-30. Elsevier, St. Louis, Missouri.

Losonczy, L, Scalea, T, Menaker, J, Tran, Q, O'Connor, J, Andersen, B, DiNardo, T, **Doyle, K**, Stein, D, Tisherman, S, Robinson, L. (2018). The Critical Care Resuscitation Unit. *ICU Management & Practice*, 18(1), 56-60.

Hall, EC, Tyrell, R, **Doyle, KE**, Scalea, TM, Stein, DM. (2018). Trauma Transitional Care Coordination: A Mature System at Work. *Journal of Trauma*. 84(5):711-717.

Doyle, K. (March-April 2014). The Presidency – Such a Privilege. *Journal of Trauma Nursing*, 21(2):39. President's Message.

Doyle, K. (October-December 2013). Stop the Madness. *Journal of Trauma Nursing*, 20(4):169. President's Message.

Doyle, K. (July-September 2013). Leadership and Mentoring. *Journal of Trauma Nursing*, 20(3):131. President's Message.

Doyle, K. (April-June 2013). Transitions. *Journal of Trauma Nursing*, 20(2):75. President's Message.

Holler, D.L., Johnson, B.F. & **Doyle, K.** (July-September 2010). Evolution of Maryland Trauma: From Death Lab to Statewide System. *Journal of Trauma Nursing*, 17(3):153-157.

Doyle, K. (October-December 2009). Prevention-What is your strategy? *Journal of Trauma Nursing*, 16(4). Guest Editorial.

Reviewer, *Journal of Trauma Nursing*, 8 publications.

PRESENTATIONS

Doyle, K., Seidl, K., Moscou-Jackson, G., Bikle, S., Flood, T. Standardizing Operations with an AI-driven Platform for Unit Nurse Leaders. Podium Presentation. American Organization for Nursing Leadership Conference. Chicago, IL. March 30, 2026

C. Rushton, Doyle, K. Raising the Voices of Nurse Leaders Using an Innovative Dialogue Platform. Podium Presentation. American Organization for Nursing Leadership Conference. Boston, MA. April 2, 2025

Doyle, K. (2024, December 12) Panel 3: Best Practices for Workplace Violence Prevention. *Workplace Violence Prevention Leadership Symposium*. American Organization for Nursing Leadership Foundation Virtual Symposium.

"The Future of Nursing Post COVID-19 Pandemic." (**Keynote**) Greater Baltimore Chapter of the Oncology Nursing Society Oncology Symposium. March 19, 2022.

Doyle, K., Scharf-Bell, H. "The Covid-19 Pandemic: A Local and National Response." University of Maryland School of Nursing Alumnae Association. April 24, 2021.

White Coat Ceremony. (**Keynote**). University of Maryland School of Nursing. September 2, 2020

“Workplace Violence: I Didn’t Sign Up For This.” JPS Health Network Annual Trauma Symposium. Ft. Worth, Texas. November, 2018.

Doyle, K., Miller, R., Young-Walker, L., Martin, J. *Panel Discussion*. 7th Annual Maryland Healthcare Financial Management Association Women in Leadership Program. Baltimore, Maryland. November 6, 2018.

“Behavioral Emergency Response Team: Implementing a Performance Improvement Strategy to Address Workplace Violence.” Maryland Hospital Association Summit. June 28, 2018

“Workplace Violence: I Didn’t Sign Up For This.” Nursing Grand Rounds, University of Maryland Medical Center. November, 2017.

Doyle, K. (2016, August 26) “Workplace Violence: Have You Thought About Your Plan.” (Webinar). The Hospital Growth & Excellence Summit.

“Workplace Violence: Do You Have a Plan.” 2016 National Teaching Institute & Critical Care Exposition, American Association of Critical Care Nurses. May 16, 2016.

“I Didn’t Sign Up For This: Workplace Violence.” 2016 National Teaching Institute & Critical Care Exposition, American Association of Critical Care Nurses. Pre-conference Workshop. May 15, 2016.

White Coat Ceremony. (**Keynote**). University of Maryland School of Nursing. February 2, 2016.

“Designing a Critical Care Tower – Start to Finish.” University of Maryland, School of Nursing. Undergraduate Leadership Course, November, 2014.

“Executive Expectations of the CNS: Leadership and Impact on Outcomes.” Advance Practice/Clinical Nurse Specialist course. Baltimore, Maryland. November, 2014

“Behavioral Emergency Response Team: Implementing a Performance Improvement Strategy to Address Workplace Violence.” American Psychiatric Nurses Association Annual Conference, Indianapolis, Indiana. October, 2014.

“Leadership in Trauma Nursing.” (**Plenary**) Special Topics in Trauma Conference. Baltimore, Maryland. October, 2014.

“A Comparison of Leadership Development Interventions: Effects on Nurse and Patient Outcomes.” American Nurses Credentialing Center Annual Conference, Dallas, Texas. October, 2014.

“Behavioral Emergency Response Team: Implementing a Performance Improvement Strategy to Address Workplace Violence.” Nursing Grand Rounds, University of Maryland Medical Center. September, 2014.

“Magnet Designation of Hospitals is Associated with Higher Survival Rates for Trauma.” (**Discussant**). Eastern Association for the Surgery of Trauma. January, 2014.

“Trauma Nurse Responses to Societal Violence.” (**Presidential Address**). Society of Trauma Nurses, Las Vegas, Nevada. April, 2013.

“A Comparison of Leadership Development Interventions: Effects on Nurse and Patient Outcomes.” AONE 46th Annual Meeting and Exposition, Denver, Colorado. March, 2013.

“Work Place Violence: Do You Have A Strategy?” (**Plenary**). Special Topics. Baltimore, Maryland. October, 2011.

“Transformational Leadership: What’s Your Style.” (**Keynote**). Special Topics. Baltimore, Maryland. November, 2010.

“Caring: Is it a Given.” (Keynote). Memorial Hermann Red Duke Day, University of Texas, Houston. May, 2010

“Think Globally, Act Locally: STC Stories of Advocacy.” Trends in Nursing Practice Conference, Baltimore, Maryland. May, 2010

“Leadership in Energy and Environmental Design – LEEDing into the Future with UMMC’s New Green Building.” Nursing Grand Rounds. University of Maryland Medical Center. March 2010.

“Caring: Is it a Given.” Miltenberger Emergency Services Seminar. Cumberland, Maryland. March, 2010.

Pinning Ceremony. **(Keynote).** Towson University. January, 2010.

“The Impact of the Economic Crisis on Trauma.” (Keynote) Special Topics. Baltimore, Maryland. November, 2009.

“Nursing: Imagine the Possibilities.” (Keynote) The Maryland Students Nursing Association Annual Conference. Baltimore, Maryland, January, 2009.

“Caring: Is it a Given.” (Plenary) Special Topics. Baltimore, Maryland, November, 2008.

LEADERSHIP / COLLABORATION / CONSULTATION

2013 Qatar, Doha

Provided consultation and comprehensive nursing assessment for the minister of health of Qatar to elevate the level of trauma nursing and to provide consultation on the development of a trauma center.

2012 January/February Brazil, Rio De Janeiro

Provided leadership and training to 11 physicians and 6 nurses on trauma team management, leadership, protocols and procedures needed to manage a trauma hospital and develop a trauma system. This was in preparation for the 2014 World Cup and the 2016 Olympics.

2012 August Brazil, Rio De Janeiro

Provided a comprehensive nursing assessment to the Secretary of Health for the State of Rio. This assessment provided insights to the Secretary of Health in terms of elevating the standards of nursing care and preparing for trauma center designation.

2010 January Haiti, Port Au Prince

In collaboration with Catholic Relief Services and the Institute of Human Virology at the University of Maryland School of Medicine, served as the in-state incident commander for our Haiti Relief Mission. For a 6 month period, deployed teams of 8-10 medical (physicians/nurses/advanced practitioners) staff to Port Au Prince, Haiti in response to the tragic earthquake that destroyed most of the country. Our efforts led to the development of a hospital and the training of trauma nursing professionals as two out of their three nursing schools were destroyed which included their faculty and nursing students.

2008 India, New Dehli and Mumbai

On an annual basis, collaborate with our nursing colleagues in India regarding infection control practices. This has led to an annual conference located in India totally devoted to trauma nursing care. The focus is to empower the Indian nurses to have authority and accountability for their nursing practice. In addition, substantial improvements to patient outcomes have been achieved in India, specifically with CLABSI.

Updated: May 2026