

Lorie A. Rhine, MSN, RN, NE-BC

Chief Nursing Executive, UNC Health

Education

- Master of Science in Nursing
- The Ohio State University, Columbus, OH
- Bachelor of Science in Nursing
- Kent State University, College of Nursing, Kent, OH

Professional Experience

UNC Health System, Chapel Hill, NC (September 2024–present)

UNC Health is a not-for-profit multihospital system in North Carolina comprised of over 20 hospitals across the state, including the flagship Academic Medical Center (quaternary care center) located in Chapel Hill, NC. With over 56,000 teammates, including 7,000 physicians/APPs, we serve patients from all 100 NC counties. Annually, our hospitals have over 170,000 hospitalizations, 4.2 million office visits, and 720,000 ED visits. Recognized as research and innovation system with over \$6 million in research funding, 1000 clinical trials, and ranked #5 NIH funded public School of Medicine in 2026.

Chief Nursing Executive

- Provides leadership across the health system through matrixed relationships, overseeing nursing practice, education, research, operations, inpatient experience, and AdvancedCare@Home.
- Acts as advisor to departments, engaging CNOs and C-suite leadership as a subject matter expert in nursing, quality, workforce development, Magnet certification, and education.
- Serves as Associate Dean for Nursing Practice at UNC School of Nursing.

Responsibilities:

- Directs clinical and administrative operations, establishing objectives, policies, and procedures
- Supports strategic planning and business development with senior leadership, linking activities to system goals via balanced scorecards
- Oversees standards of clinical practice and quality assurance; coordinates initiatives across councils and committees
- Guides specialty practice councils in alignment with organizational strategy
- Prepares annual reports, monitors care quality, and develops programs for departmental and system goals
- Manages resources and strategic physician relationships, collaborating with Physician Relations Liaisons
- Builds positive internal relationships for effective strategy and program implementation
- Integrates market trends and regulatory issues into strategic planning, oversees CON processes, and reports on competitive activity

Key accomplishments:

- Member UNC Health Executive Council, first nurse executive to serve; co-chair the UNC Health Board Quality Committee

- Co-lead for UNC Health Quality Improvement Oversight Committee with significant improvements in redesigning for rapid quality improvement across all hospitals
- Improvements to system mortality index goal 0.78 and year-to-date (YTD) 0.64; LOS goal 1.03 YTD performance 0.98. significant HAI reductions
- Forward Together 2030 Workforce Excellence executive leader responsible for all retention and recruitment efforts, workforce strategy, and care model redesign across the system
- Retention improved to 82%, exceeding national benchmarks
- Reduced dependency on contract labor, overtime, and incentives resulted in \$24M in FY25 savings and \$46M year-to-date in FY26, with a projected \$51M annually
- Developed and created first system Nursing Strategic Plan FY26-FY29
- Co-lead for Tarheel Academic and Practice Partnership with UNC School of Nursing at Chapel Hill
- Established new programs towards systemness in nursing efforts include central staffing office, central remote monitoring, system virtual nursing
- Multiple 4 and 5 time Magnet and Pathway designated hospitals
- Executive Sponsor of several system-wide Committees (not inclusive list) – HAI Committees, BD Alaris Pump Implementation, ISD Oversight Committee, Workforce Excellence
- NC Great 100 Nurse Recipient 2025
- NCONL member and increased membership by 50 new members
- AONL Chief Nurse Executive Forum Member

UNC REX Healthcare, Raleigh, NC (November 2022–April 2025)

Vice President Patient Care Services and Chief Nursing Officer

- Provides strategic and operational leadership for Nursing and Patient Care Services (PCS) at UNC REX Healthcare, covering UNC Rex Raleigh and UNC Rex Holly Springs Hospitals.
- Responsible for nursing practice across 489 beds, including a Magnet-designated 439-licensed bed tertiary regional referral center and a 50-licensed bed acute care community campus.
- Manages over 3,000 FTEs; oversee surgical programs with 20,000 cases annually across 20 ORs, 7 procedure rooms, and 4 endoscopy rooms.
- Supervises two Emergency Service Departments and two OB EDs, facilitating over 86,000 visits annually.
- Accountable for all nursing and PCS capital and operating budgets, with annual revenue totaling \$982M, net revenue of \$336M, and operating expenses of \$238M.

Key Responsibilities:

- Maintains a safe environment for patients, staff, and visitors, supporting patient safety initiatives.
- Provides leadership in setting Patient Care Services goals, objectives, and care provision plans to ensure continuous and timely availability of nursing services, aligning with Rex Healthcare's goals.
- Participates in planning, development, implementation, and evaluation of corporate goals, reflecting the mission, vision, and strategic plan of Rex Healthcare.
- Directs creation of policies and procedures for nursing standards of care and practice, ensuring alignment with research and nationally recognized standards.
- Leads efficient, economical, and high-quality patient care delivery grounded in contemporary nursing research and established standards.
- Implemented programs for ongoing evaluation and improvement of patient care outcomes, including measurement, assessment, and integration of performance improvement strategies.
- Collaborates with governing boards, clinical and managerial leaders, and medical staff to develop, implement, review, revise, and monitor organization-wide performance improvement activities.

Selected Accomplishments:

- Served as workgroup leader for Predictive Hiring and Workforce Management Systems in Forward Together 2030; participated in Case Management workgroup.
- Achieved significant reductions in agency travel, decreasing agency FTE from 246 to 56 within 18 months, lowering hourly rates to the most competitive in the state, and reducing monthly expenditure from \$5 million to \$700,000.
- Established a workplace violence taskforce; developed a Retention and Recruitment committee; implemented the BERT team.
- Oversaw the largest Virtual Nursing program in the system.
- Partnered in the Academic Partnership with the UNC School of Nursing.
- Introduced innovative patient care models, including paramedics assigned in the Emergency Department, LPN care partner practices, LPN team member model, and Virtual Nursing.
- Advocated for system-wide EMR changes to improve nursing workload.
- Supported system-level nursing practice changes, such as reducing co-signature requirements for medications and leading multiple system-wide committees by REX nursing directors.
- Enhanced productivity across all units; developed succession planning strategies at all levels.
- Achieved a 60% reduction in CAUTI within one year; reduced CLABSI by 80% and HAPI by 63% within one year.
- Lowered turnover rates: NA turnover reduced from 56% to 32%, RN turnover from 36% to 22%.

Summa Health System, Akron, OH (2014 – October 2022)

Summa Health System stands as one of Ohio's largest non-profit integrated healthcare delivery networks. Comprising three hospitals, community health centers, an insurance company, medical school partnership, and an Accountable Care Organization (ACO), Summa Health employs over 8,200 individuals, making it the largest employer in Summit County. Notably, Summa Health was among the first health systems in Ohio to emphasize population health. In 2021, the system reported a net revenue of \$1.8 billion. The Akron Campus, which boasts twice Magnet designation, features 674 licensed beds, operates as a tertiary care facility, Level 1 Trauma Center, Certified Chest Pain Center, and Certified Stroke Center. Its obstetrics services are nationally acclaimed for quality, and the Akron Campus became the first Joint Commission-certified Thrombectomy-Capable Stroke Center in Ohio. By the fourth quarter of 2021, the campus achieved comprehensive stroke center status and certification as a ventricle assist device (VAD) center. The palliative care program is recognized for excellence and is Joint Commission-certified. Summa Health System St. Thomas Campus, also twice Magnet-designated, is a 101-bed community hospital specializing in Behavioral Health and Outpatient Services, including a comprehensive Wound Care Center.

System Chief Nursing Officer & Vice President, Akron & St. Thomas Campuses (2017 – October 2022)

In this role, I provided leadership and oversight for nursing practice across three acute care hospitals: a tertiary teaching facility, a community hospital, and a Behavioral Health specialty hospital. As a member of the Executive Leadership Team, I managed 13 direct reports and 3,000 FTEs, including 2,100 nurses. Responsibilities included service line operations for Behavioral Health Services, Surgical Services, and Women's Health. Also served as Dean of the Summa Health System Paramedic School. Directed and assessed nursing and patient care services in accordance with evidence-informed theory and practice, executed the strategic plan, advanced performance improvement initiatives, managed fiscal operations, and led the development and evaluation of patient care services and related policies.

- Served as Incident Command Operational Leader during the COVID-19 pandemic, maintaining zero management turnover.
- Achieved Magnet second redesignation in 2021 and first Magnet designation for Barberton Hospital.
- Piloted four innovative care models incorporating LPNs and paramedics.

- Established an evidence-based practice committee focused on pressure ulcers, CAUTI, and CLABSI.
- Contributed to a \$60 million financial turnaround within 18 months as part of the leadership team.
- Facilitated the opening of a new \$80 million Behavioral Health Hospital at the Akron Campus in 2023.
- Oversaw the opening of a \$240 million tower in May 2019.
- Elected president-elect for the North East Ohio Organization of Executive Leaders (NEOONL).
- Reduced RN vacancy rate from 20% to 10% in nine months.
- Partnered with the AHA to raise \$125,000 and secure 800 walkers for the Akron Heart Association; led March to Million campaign, placing the organization in the top 10% statewide and top 20% nationally for reaching \$1 million.
- Launched a System-wide Nurse Residency program.
- Standardized bed placement, throughput, visual monitoring systems, and nursing supervisor roles across all hospitals.
- Elevated Inpatient Press Ganey nursing communication scores from the 10th percentile to the 55th percentile.
- Improved nursing satisfaction from 35% to 82% engagement through weekly RN communications, peer review, Code Lavender, RN Certification Day recognition, increased survey participation, nursing grand rounds, and reinforcement of the Nurse Practice Council.
- Attained Stroke and Bariatric certifications, and Level 1 trauma center recertification.
- Secured Geriatric Emergency Department certification for four sites (two hospital-based, two free-standing).
- Implemented a Joint Center of Excellence.
- Participated in JVION deployment.
- Included in succession planning for the role of President at Summa Akron City and St. Thomas Hospitals.
- Successfully launched EPIC foundation go-live on October 29, 2022.
- Developed and executed a robust outpatient wound care program; advanced hyperbaric medicine at Barberton campus and expanded county access with two additional care sites.

Forum Health System (ValleyCare Health System), Youngstown, OH (2002 – 2014)

System Chief Nursing Officer (2010 – 2014)

Reporting directly to the CEO of ValleyCare Health System, held responsibility for clinical nursing practice across three hospitals (one teaching facility and two community hospitals) and an acute rehabilitation center. Additional administrative oversight included Endoscopy, Cardiology (invasive and noninvasive), Cardiac Stress Labs, Cardiac Rehabilitation, Infusion Therapy Services, System Education, Central Transport, and Quality and Patient Safety. Directed expansion of Cardiac and Cancer Service Lines at both hospital campuses. Participated in strategic planning as a member of the senior leadership team and served on the Board of Directors.

Key accomplishments:

- Served twice as interim Chief Operating Officer, totaling 18 months.
- Strengthened financial stability and reduced costs by reviewing and restructuring programs and care delivery after transition from Forum Health to ValleyCare.
- Negotiated labor contracts with the Ohio Nurses Association, resulting in nearly \$10 million in savings.
- Instituted unit-based nursing scorecards to facilitate benchmarking and performance improvement across all entities.
- Integrated participation in the National Database for Nursing Quality Indicators (NDNQI) as part of Shared Governance Model collaboration.
- Maintained compliance and secured accreditation, certification, or verification for all programs assessed by governing agencies.

- Achieved nationally recognized quality patient care outcomes, including awards for Northside Medical Center from Healthgrades, Thomson Healthcare, Ohio KEYPRO, and Voluntary Hospitals of America (VHA).
- Demonstrated effective and dynamic leadership.
- Developed multi-skilled operating room personnel to enhance efficiency and reduce FTEs by 7.5.
- Designed unit-specific staffing grids and implemented tools for measuring daily hours per patient day.
- Led successful adoption of a closed ICU model with evidence-based ICU order sets and standardized insulin protocols.
- Guided the organization to its first Level 2 Trauma Center Certification.

System Director, Quality Management; System Director, Cardiovascular Services; Director, Critical Care Nursing, Northside Medical Center (2004–2010)

During this period, served as System Director for both Quality Management and Cardiovascular Services, reporting directly to the System CEO. Responsibilities included oversight of 12 direct reports and management of 450 full-time equivalents (FTEs). Roles encompassed system quality management, performance improvement, infection control, cancer and cardiac registries, accreditation, and regulatory standards. As Director of Critical Care Nursing at Northside Medical Center, reported to the Hospital Chief Nursing Officer (CNO), leading four direct reports and overseeing 250 FTEs. Provided leadership for Critical Care and Emergency Services, with a focus on delivering outcome-driven quality care, operational efficiency, satisfaction, standards compliance, and strategic clinical improvements. Was appointed interim CNO by the CEO and Board.

Selected Accomplishments

- Completed two Joint Commission Surveys with minimal recommendations.
- Achieved Disease-Specific Certifications for Stroke (2009) and Orthopedic Hip/Knee (2010).
- Implemented award-winning Rapid Response Teams and Board Quality meetings.
- Drove AMI care into the nation's top 10%, earning multiple guidelines awards.
- Improved Door-to-Balloon times, reaching 80% under 60 minutes.
- Enhanced CHF care, improved SCIP performance, and fostered a culture of safety.
- Developed physician-specific performance profiles and achieved top-tier performance scorecard.
- Launched a DVT prevention project and maintained CLABSI-free status for 11 months.

System Clinical Nurse Specialist, Heart Services (2002–2004)

Reported to the System Cardiovascular Service Line President, responsible for developing a successful open-heart program at Trumbull Memorial Hospital and establishing clinical standards across two hospitals. Exceeded surgical case targets: 123 cases in year one (versus 50 budgeted), and 256 cases in year two (versus 180 budgeted).

Key Accomplishments

- Exceeded surgical case targets: 123 cases in year one (versus 50 budgeted), and 256 cases in year two (versus 180 budgeted).
- Met or surpassed STS clinical outcome benchmarks.
- Updated order sets to reflect evidence-based practice.
- Created a cardiac dashboard and action plans for improvement.
- Led the cardiac performance committee.
- Maintained zero mediastinal infections for two consecutive years.
- Achieved improved results on cardiac core measures (AMI, CHF, PCI).

The Ohio State University (OSU) Medical Center, Columbus, OH (1993–2002)

System Director, Quality & Operations Improvement (2000–2002)

Directed the development of the cardiac product line and patient safety initiatives for the OSUMC Health System. Established a comprehensive quality management program for the heart hospital and facilitated the implementation of new technology and care models prior to the hospital opening.

- Developed quality surveillance screens to monitor mortality rates and readmissions within 24 hours.
- Enhanced the confidential quality reporting system across the health system.
- Formulated a strategic plan for medical error management.
- Advanced data analysis and reporting frameworks to promote quality improvement.
- Coordinated open-heart outreach efforts in partnership with Fairfield Medical Center.
- Oversaw the cardiac product line, including Code Blue Committee, performance enhancement teams, benchmarking, physician profiling, and cost-related quality projects.
- Improved access and communication with outreach hospitals and physicians.
- Supervised and mentored a team of 20 staff members.
- Managed sentinel events and conducted root cause analyses.

Patient Care Resource Manager II (1994–2000)

Created a patient care resource management program to reduce costs and enhance quality across services. Served as Cardiac Case Manager, streamlining outpatient care with community health agencies.

- Established clinical PCRM at the medical center, expanding to 65 PCRM in various specialties; first advanced RN credentialed by medical staff.
- Designed an outpatient management pathway.
- Reduced length of stay (LOS) for DRG 106 from 14 days (1994) to 4.7 days (1997).
- Achieved a 40% cost reduction.
- Received OSU Medical Center's Executive Director Award (1996).
- Presented Cardiac Case Management at Duke University (August 2000).
- Shared Quality Improvement Data with Blue Cross/Blue Shield at Indiana University (October 2000).

Assistant Nurse Manager (1988–1994)

Oversaw operations of the Surgical Intensive Care Unit. Participated in various committees, facilitated staff development, addressed clinical concerns, and precepted 35 registered nurses, including 25 critical care interns.

Otterbein University, Columbus, OH (1993)

Served as Clinical Nursing Instructor for eight senior nursing students at Grant Hospital. Held preceptor and charge nurse responsibilities, and advanced to Clinical Ladder III in 1990.

Board Appointments

- Habitat for Humanity
- Select Specialty Hospital Board of Directors
- Cornerstone Medical Services Midwest Board of Directors
- Northeast Ohio Organization of Nurse Leaders – President-Elect
- Ohio Organization of Nurse Leaders