

Professional Education

DOCTOR OF NURSING PRACTICE IN HEALTH SYSTEM EXECUTIVE LEADERSHIP

University of Pittsburgh, Pittsburgh, PA

Project Title: Evaluation of the Impact of a Professional Practice Model at a Large Academic Medical Center

MASTER OF SCIENCE IN EXERCISE SCIENCE

Middle Tennessee State University, Murfreesboro, TN

BACHELOR OF SCIENCE IN NURSING

University of Virginia, Charlottesville, VA

Certification and Licensure

Nurse Executive Advanced Certification; American Nurses Credentialing Center

Massachusetts Registered Nurse License #2296026

Professional Experience

August 2023 - Present

TUFTS MEDICAL CENTER, Boston, MA

Tufts Medical Center is 400 bed academic medical center servicing pediatric and adult populations and serves as the flagship hospital comprising the Tufts Medicine system.

TUFTS MEDICAL CENTER PROFESSIONAL ORGANIZATION, Boston MA

The Tufts Medical Center Professional Organization employs 638 physicians, 115 nurse practitioners, 147 physician assistants, 55 researchers and research staff. Our purpose is to “support, inspire and empower our diverse physician membership to provide innovative and collaborative world-class, patient-centered health care by creating an environment for transformative education, training, and research.”

Associate Vice President, Clinical Operations

Report to President, Professional Organization.

Direct reports include Department Executive Director (9), Director Faculty Practice Operations (1), Executive Assistant (1)

Selected Accomplishments:

- Completed organization re-design after workforce reduction lending advancing leadership opportunities both internally and externally. Through leadership development, standard work, and continued reassessment yield of 100% retention amongst leaders FY25-FY26
- Through Advanced Practice Clinician work groups expand scope of practice, improve access to care, efficiency, and patient experience with a 1.6M cost savings to the organization. Establish APRN bylaws in line with state legislation and explore expansion of bylaws for independence in Nurse Practitioners within Primary Care, Psychiatry, and General Pediatrics
- Chair Electronic Health Record and Information Technology Ambulatory Committee leading to prioritization of projects to meet care demands, patient safety, and organizational priorities
- Lead clinical operations across a network of physician practices, overseeing clinicians, clinical, and non-clinical staff, ensuring delivery of high-quality care while meeting financial and operational targets
- Implement ambulatory governance and subcommittee structures in a system and matrixed organization for key decision making and process development
- Spearhead clinical transformation initiatives that resulted in improved patient outcomes and reduction in operational costs
- Direct the development and implementation of standard work, clinical protocols and best practices
- Develop and implement strategic initiatives for patient care coordination leading to improved patient satisfaction scores and engagement
- Build and nurture relationships with physicians, providers, and administrators, fostering a collaborative environment for continuous quality improvement and a culture of safety
- Oversee budget preparation and fiscal management of clinical operations, achieving cost savings through resource optimization and process reengineering
- Collaborating with executive leadership and service line leaders to design and execute value-based care initiatives that enhance care delivery, incorporate virtual elements, and reimbursement models

Executive Director, Ambulatory Nursing

Direct responsibility for planning, development, coordination, implementation, and evaluation of nursing care, patient safety, clinical quality outcomes, evidence-based practices, professional development of staff and nursing research for Ambulatory Services inclusive of adult and pediatric populations. Annual Visit Volume: 316,930 adult and 24,486 pediatric. Comprised of 152 FTE clinical nurses, nurse practitioners, nurse navigators. Matrixed triad leadership model at local entity and system level.

Report to Senior Vice President, Chief Nursing Officer, Chief Experience Officer.

Direct reports include Nurse Directors (2), Professional Development Director (1)

Selected Accomplishments:

- Implementation of clinic scope mapping tool to evaluate, align, and optimize scope of roles in ambulatory settings thereby improving clinician productivity
- Improve ambulatory access through process improvement, structural alignment, and growth of nursing only visits and scope
- Amend bylaws for independent practice of Advanced Practice Registered Nurses. Improving access to first available patient appointments
- Ambulatory Patient Experience Executive lead improving NPS by 4.9 over 12 months
- Diversity, Equity, Inclusion, and Belonging Committee Chair, advanced equitable hiring practices, cultural alignment at clinical onboarding, and community events
- System lead for Laudio Nurse leader implementation and nurse manager workload assessments. Expanding across system in FY26
- Executive Sponsor on Research, Evidence Based Practice, and Innovation Council

November 2017 – August 2023

BRIGHAM AND WOMEN'S HOSPITAL, Boston, MA

Brigham and Women's Hospital is an 804-bed academic medical center and founding member of Mass General Brigham System.

Senior Nurse Director, Procedural and Ambulatory Services (September 2022-August 2023)

Acting Associate Chief Nursing Officer May 2023 to August 2023. Lead Procedural and Ambulatory Nursing Services at local hospital and system initiatives. 13 direct reports (11 Nurse Directors, two Professional Development Managers). Report to the Deputy Chief Nursing Officer and Vice President of Procedural Services for Operations and Senior Vice President Chief Nursing Officer for Practice and Quality.

Selected Accomplishments:

- Mentored and sponsored promotion of three staff nurses, one administrative manager, to assistant nurse directors to director level roles
- Opened a six-bed overnight unit in the procedural recovery unit to reduce inpatient capacity burdens, enhance the patient experience, and provider experience. Oversaw implementation of conditional order sets for average discharge of 9:09am
- Aligned staffing models to industry, regulatory, and legal standards re-organizing a 30% increase in procedural volume and 20-minute reduction in room turnaround times
- Created a Procedural Float Pool to enhance staffing flexibility, capacity challenges, and thereby reduce procedure cancellations, optimize room utilization, and enhance the patient and staff experience
- Established a leave of absence program for patients to seek procedural care and then return to community facility to compliment inpatient capacity challenges and reduce length of stay
- Oversee all areas for successful standard regulatory compliance measures with the addition of Joint Commission Stroke Accreditation, CMS Hemodialysis requirements, and Joint Commission Point of Care Laboratory compliance

Magnet® Program Director (December 2020 – April 2023)

Committee Participation included: Chair of Magnet Advisory Council; Advisor of Magnet Council and Magnet Champion Forum. Report to the Senior Vice President of Patient Care Services and Chief Nursing Officer.

Selected Accomplishments:

- Prepare Magnet document, application, and data to standards and requirements of the American Nurses Credentialing Center, totaling 4,442 pages of narratives and supporting documents of evidence
- Develop strategic priorities and programs to achieve straight to site visit ANCC Magnet Redesignation with Joint Commission and Collective Bargaining considerations within the fiscal year
- Prepare and deliver strategic communications and presentations to audiences from the board of directors to frontline staff for enculturation and understanding of Magnet standards and components

- Create web-based Department of Nursing mentorship program for nurses at all levels of the organization. Initiated scale of program across Brigham Family and Mass General Brigham
- Project Managed and sponsored transition to practice application and elements for successful PTAP accreditation
- Lead taskforce for assessment, evaluation, re-design, and enculturation of nursing Professional Practice Model

Nurse Director, Cardiovascular Diagnostic & Interventional Center (May 2019 – September 2022)

Primary responsibility of 68 FTEs, financial, and clinical oversight of the Electrophysiology (EP) and Cardiac Catheterization Lab Suites (nine total labs), Procedural Echo, and a 29-headwall pre and post procedure recovery room, serving the cardiology and radiology patient populations. Annual case volumes: Cath lab 5,019 procedures; EP 2,065 procedures. Annual Revenue: Cath lab \$194,502,320; EP lab \$137,733,207. Report to Associate Chief Nursing Officer of Ambulatory and Procedural Services.

Selected Accomplishments:

- Nurse Leadership Council Chair (2020-2021); Perioperative Council member (2020-2022)
- Operationalized COVID emergency response and preparedness for Peri-procedural in situ ICU patient management, asset re-allocation, and Special Pathogen Intensive Care Unit staffing and scheduling (March 2020-August 2020)
- Collaborate with senior executive leaders on capacity management with establishment of same-day discharge programs across Interventional Cardiology
- Created of Department of Nursing Controlled Substance Oversight Training Manual
- Promote staff participation in annual goal setting for Interventional Cardiology and the Department of Nursing through implementation of Unit-based Practice councils and shared governance
- Perform continual active asset management to decrease overtime, increase efficiencies, and meet current demands (i.e., implemented automation with EHR to improve turnover times by 20 minutes per procedure)
- Provide formal and informal opportunities for staff to develop personal and professional goals and publication and plans for achievement

- Crosstrain staff for improved knowledge, retention, and provide staffing flexibility, resulting in reduction of overtime hours by 28%
- Operationalize standardized pre-procedure evaluation with partners across the Mass General Brigham System with enhancements driven on evidence-based practice and patient experience

Assistant Nurse Director, Cardiovascular Diagnostic & Interventional Center (November 2017 - May 2019)

Direct Responsibility of 56 FTEs including RN, PCA, Unit Coordinator roles. Perform yearly performance and appraisal review. Provide corrective action and verbal coaching to staff as needed. Create monthly staffing schedules to meet the needs of the department. Report to Nurse Director.

Selected Accomplishments:

- Create standardized onboarding processes for new employees, lending clarity and improved onboarding to independent practice lengths of time
- Oversee ongoing development and utilization of EPIC/CUPID electronic medical record for workflow efficiency and nurse documentation burden
- Develop and oversee staff educational opportunities because of continual needs assessment lending improved staff morale and inter-disciplinary collaboration
- Re-invigorated professional governance through facilitation and motivation with staff to perform peer to peer education, leadership through councils, and express specialty care voice in the Department of Nursing professional governance

October 2014 - November 2017

BETH ISRAEL DEACONESS MEDICAL CENTER, Boston, MA

Beth Israel Deaconess Medical Center is a non-profit academic medical center with 642 beds.

Nurse Coordinator III, Advanced Heart Failure (April 2016 - November 2017)

Report to Nurse Practitioner of Advanced Heart Failure.

Selected Accomplishments:

- Developed List Manager for tracking high risk advanced heart failure patients to optimize patient care access and timely tele-medicine response with goal to reduce hospitalizations
- Awarded Clinical Nurse III for development of triaging tool titled "List Manager"
- Achieved AHA Get with the Guidelines Gold Designation for BIDMC Heart Failure Program and inpatient unit

- Aided Ventricular Assist Device Coordinator with the hospital systems first diagnosis specific Joint Commission accreditation
- Serve as coordinator for all outpatient clinics and develop educational material for use in Heart Failure clinic

Resource Nurse and Clinical Nurse, Cardiac Cath Lab (October 2014 - April 2016)

Report to Nurse Director of Interventional Cardiology.

Selected Accomplishments:

- Created daily staff assignment based on patient acuity, operator specialty, and staff competency
- Provided pre, intra, and post procedural care for patients undergoing diagnostic and interventional cardiac and vascular procedures
- Member of procedural quality and safety committee
- Led Daily Management System for process and departmental improvement and enhance quality patient care

January 2013 - October 2014

VANDERBILT MEDICAL CENTER, Nashville, TN

Vanderbilt University Medical Center is a non-profit short term acute care hospital with 1,162 beds.

Interim Nurse Manager/Charge Nurse, Vanderbilt Heart and Vascular Institute

Report to Chief Medical Officer of Outpatient Cardiology and Nurse Director of the practice site.

Selected Accomplishments:

- Served as Vanderbilt Heart and Vascular Institute representative in Vanderbilt Medical Group Shared Governance Committee
- Participated in Frontline Leadership Academy with project focused on reducing patient fasting times and wait times

January 2011 - November 2012

SAINT THOMAS HEALTH, Nashville, TN

Saint Thomas Health is now Ascension Saint Thomas West, a 729-bed short term acute care hospital.

Registered Nurse, Cardiac Telemetry, Surgical Care

Report to Assistant Nurse Manager

Professional Organizations

- American Organization of Nurse Leaders, Member
Fellow (2026-present)
Nurse Director Fellow (2022-2023)
Abstract Reviewer (2024, 2025)
Advocacy Day, MA representative (2023, 2025)
- Organization of Nurse Leaders, Member
Board of Directors Secretary (2022-2024)
Membership Committee Co-chair (2022-Present)
Leadership Academy (Fall 2018)
- Nurse Legacy Institute
Chief Nurse Academy (2025)
- American College Health Care Executives (2019-Present)
FACHE (in progress)
- Sigma Theta Tau
- American Nurses Association
- University of Virginia Alumni Council
Vice President (2014 – 2016)

Awards

- Elaine K. Sherwood Award for Excellence in Service (2025)
- Nominee Daisy Nurse Leader of the Year, Brigham and Women's Hospital (2023)

Publications

- Rideout, L., Broderick, M., Lambert, R., Weingart, S., Binney, G., **Tucker-Schwartz, M.**, Hudson-Jinks, T., Lund, A., & Ritter, B. (2026, May). *Independent prescriptive practice for nurse practitioners in Department of Medicine/Division of General Internal Medicine, Department of Psychiatry, and Department of Pediatrics and Adolescent Medicine* [Poster presentation]. Tufts Medical Center Nurses Week Poster Session, Boston, MA.
- Hofmeister, L., Berard, L., **Tucker-Schwartz, M.**, & Li, L. (2025). Recommendations for nurses and allied health professionals to help patients manage the cardio-renal impacts of climate change: Findings from a systematic literature review. *European Journal of Cardiovascular Nursing*, 24, <https://doi.org/10.1093/eurjcn/zvaf122.015>

Presentations

- **Tucker-Schwartz, M. (2026-May).** *Expanding Access Without Expanding The Workforce*. ACP Productions, Chicago, IL, United States.
- **Tucker-Schwartz, M.** (2023, January). *Mentoring magic* [Grand rounds presentation]. Brigham and Women's Hospital Nursing Grand Rounds, Boston, MA, United States.
- **Tucker-Schwartz, M.** (2023, May). *The compass: Using a professional practice model as a guide to Magnet redesignation* [Conference presentation]. American Nurses Association – Vermont Chapter Annual Meeting, Burlington, VT, United States.

Research

- Recruited and screened patients for PIONEER HF (2016 – 2017)
- Recruited and screened patients for various studies involving Cardiac MRI and Heart Failure at BIDMC, (2016 – 2017)
- Fire Safety in the Electrophysiology Lab

Volunteer

- Head Coach, Melrose Youth Cheer, U8 1st and 2nd grade (2024-Present)
- Cookie Manager, Girl Scouts of America Troop 84215 (2023-Present)
- Preceptor MS, DNP students (2021, 2023, 2025)
- Mentor Brigham and Women's Nurse Leader Mentor Program; Tufts Medical Center Nurse Leader Mentor Program; Tufts Medical Center Administrative Fellowship Program
- Lead annual volunteer event at Rosie's Place, Boston, MA
- Regular blood donor through American Red Cross
- Volunteer Mended Little Hearts, New England Chapter
- Diversity, Equity, Inclusion and Belonging Committee at Tufts Medical Center