

Dr. PUNEET FREIBOTT, RN, FACHE, CCRN-K, NEA-BC

OBJECTIVE:

Innovatively & collaboratively strategize, execute, sustain, and elevate present and future delivery of holistic individual and population health care practices and system operations by leveraging research, financial, and technological resources while preserving human dignity and respect.

KEY QUALIFICATIONS:

- Decades of successful transformational execution in large academic not-for-profit, and regional for-profit hospitals & systems
- In depth knowledge & experience in building culture, relationship & followership; strategizing and implementing evidence-based practices, generating new knowledge, with an ability to execute and produce intended outcomes
- Innovative, trustworthy, & collaborative leadership style with expertise in relationship building.
- Highly energetic and motivated human with a 'can-do' positive attitude.

PROFESSIONAL EXPERIENCE:

Jan 2024-Present

System Chief Nursing Officer

Beth Israel Lahey Health, Boston, MA
Academic Partnership: Harvard Medical School
& UMass Chan School of Medicine
Dana Farber Cancer Center Partnership

- Inaugural System Chief Nursing Officer for a 14-hospital system, including two major Academic Medical Centers: Beth Israel Deaconess & Lahey Medical Centers; 350 primary care sites, 70+ specialty care clinics, system transfer center, system clinical integration & innovation center, over 10,000 nurses, 3,000+ APPs, and 40,000 multi-disciplinary colleagues.
- Established unifying strategy and vision for patient care:
 - Elevating the culture & brand of BILH nursing,
 - Achieving Quality & Operations Excellence in Patient Care,
 - Leveraging and discovering technological solutions,
 - Systematizing Clinical Centers of Excellence to promote research and new knowledge.
- Executed on system strategic goals
 - Achieved the highest nursing engagement score of 72% since system inception
 - Stabilized nursing workforce by decreasing overall Nursing Turnover from 25.2% to 10.8%
 - Decreased 1st year nursing turnover from 31.2%-18.61%
 - Decreased contract labor utilization for nursing by 80%, down to 1.4% of total nursing hours
 - Decreased contract labor utilization for allied health by 42%
- Executed on implementing a system labor productivity program & Co-Chair of System Labor Committee
- Chair of the System Length of Stay Committee
- Co-Chair of System Operational Excellence Committees: Driving excellence & efficiencies in Peri-op & Emergency Services
- In collaboration with hospital CNOs, initiated multiple system-wide advisory councils with a goal to uplift the voice of front-line nurses and leaders to identify specific standardizing opportunities and resolve barriers to success.
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- Launched the Executive Nursing Leadership Development program for ACNOs and Nursing Directors
- Initiated nurse leader development program for leaders <2 years in the role to strengthen their leadership core strengths & support the execution of care delivery
- Impacted care delivery model by leveraging technology
 - Instituted centralized virtual patient care safety attendants in lieu of 1:1 safety sitters.
 - Co-leading initiatives to advance remote patient monitoring, continuing care & hospital at home
 - Virtual resource nursing provides decision support for novice workforce
- Co-Chair of the System Human Experience Council, instituting healthy work environment practices and patient centeredness
- Collaborated with System VP of Philanthropy to apply for a 3.2M grant to support the system nursing strategies & vision
- Key member of the Massachusetts MHA & Organization of Nurse Leaders board to inform and influence policy and nursing practice
- Initiated multiple pipeline programs with key strategic nursing and allied health universities
- ACHE-MA Board Member and Chair of the ACHE-MA Diversity Equity & Inclusion Committee

Dec 2022- Jan 2024

University Medical Center, New Orleans, LA
Academic Partnership: LSU & Tulane

Chief Operating Officer

- Charged with transforming the efficiencies and effectiveness of a 446 bed Academic Trauma Level 1, Safety Net Hospital, Clinics, and Ambulatory centers.
 - Increased Surgical and Procedural Services' efficiencies by 30%
 - Increased Patient Satisfaction from 53rd% to 83rd% NRC Picker
- Collaborating with multidisciplinary groups within surgical, procedural & emergency services for the Level 1 trauma center to improve operations in department and realize improved patient quality and safety outcomes.
 - Decreased Colon SSI by 28%
 - Decreased LWBS in ED from 15% to 2.8% YOY
 - Instituted telehealth patient admission processes to improve patient throughput from ED.
 - Initiating discussions with the pharmacogenetics company for genetically tailored medication dosing
 - Partnering with TMCX innovation companies to institute platforms for sepsis management, patient information and communication strategies
 - Decreased LOS for medical and surgical patients going home from 6.1 days (Dec 2022) to 5.2 days (May 2023)
 - Decreased hours of ED saturation from 506.01 hours (Dec 2022) to 292.09 hours (May 2023)
 - Decreased Med/Surg/Tele saturation from 505.28 hours (Dec 2022) to 255.29 hours (May 2023).
- Complete oversight of all ancillary support services operations, including trauma, pharmacy, laboratory, radiology, facilities, food & nutrition, EVS, security, & rehab.
- Improving culture, engagement, and retention of the organization through leadership visibility, transparency & trustworthiness.
 - Decreased contract labor in OR by 29%
 - Eliminated 100% of CRNA contract labor.
- Developing & fostering effective pathways to ensure an integrated approach to providing services, and fulfilling the hospital's clinical, research, and quality goals to attain the overall mission & vision.
- In collaboration with Nursing team, assisted in revising and submitting final Magnet document and achieved initial Magnet designation in July 2023.

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- Guiding & partnering with departmental leaders towards strategic workforce planning, performance plan, and operating plan consistent with the system and programmatic goals & objectives.
 - Provides oversight of implementation and adherence to regulatory, infection prevention, and life safety requirements and responsible for ensuring non-clinical operations always remain survey-ready; directs staff to develop regulatory compliant operational and clinical policies and procedures.

August 2021-Dec 2022

Barnes Jewish Hospital, St. Louis, MO

Vice President & Associate Chief Nurse

Academic Partnership: Washington University

- Leading the nursing practice and operations to achieve workforce excellence, influence nursing practice, built contemporary multi-disciplinary care models to positively manage workload demands, leverage relationships to cultivate distinction in patient care delivery and employee satisfaction.
- Mentoring & developing multiple high functioning leaders, including executive directors & clinical directors
- Oversight of nursing practice and influencing nursing operations for the academic, safety net Trauma Level 1 hospital with 1200 inpatient beds, including Emergency room, Women & Infants, Behavioral Health, Heart & Vascular, Oncology, Neuro, Medicine, Surgical patients & Ambulatory Care.
- Instituted innovative solutions by collaborating with a clinical pharmacogenetics company to provide patient specific medication dosing to reduce side effects, increase patient compliance and outcomes and decrease cost of medications to the institution.
- Collaborated in developing predictive modeling with the industrial engineering group to accurately predict the length of OR cases, the scheduling gaps in ambulatory centers to reduce gaps in patient schedules.
- Successfully reorganized the nursing division to align with strategic priorities and service operations.
- Achieved #11 ranking in the US World News Best Hospitals Ranking. Moved up from #17 the previous year.
- Collaborating with teams to reduce HAIs, HAPUs, Falls & improve employee & patient experiences.
- Achieved Magnet Status for BJH's 5th redesignation.
- Effectively achieved triannual Joint Commission Comprehensive Survey accreditation.

June 2015- July 2021

Chief Nursing Officer

HCA Houston Healthcare Med Center & Specialty Hospitals

Academic Partnership: UH School of Medicine

Previously Tenet Park Plaza & Plaza Specialty Hospital

- Build a robust Culture of Patient and Staff Safety and Quality by empowering front-line staff to have a voice in their daily processes.
- Achieved Pathway to Excellence designation, embodying Highly Reliable Organization principles, providing nursing with a voice and presence at the facilities.
- Strategized and executed initiating multiple new service lines at the facility: Cardiovascular surgery, Interventional Cardiology, Bariatrics, and Neuro Radiology and set up the hospital & division on a pathway towards cardiac transplant designation

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- Executed on major quality improvement projects and moved the hospital from Leapfrog C in 2017 to Leapfrog A in 2019 and beyond
- Collaborated with the CEO, CFO and Process Improvement teams in budgeting and service line plans for the hospitals, as well as for the Gulf Coast Division.
- Formulated actionable methods to drastically improve Patient Satisfaction via improved Employee Engagement, and Physician Satisfaction.
- Instrumental in forming multidisciplinary teams to facilitate evidence-based patient care, effectively and efficiently.
- Worked in partnership with the Board of Trustees to improve expectations from the entire hospital staff and assist in holding peers accountable for correct patient practices.
- Actively engaged in improving and hardwiring operations of the acute care and LTAC facilities. Improved emergency room throughput established observational care units and discharge lounge to facilitate reduced wait times in the facility. Established best practices to enable safe patient care throughout the continuum of care.
- Deeply involved in renovations and capital project planning to enable renovations and opening of new Cardiac ICU, refresh of the Step-down units, implementing USP 800 guidelines in pharmacy, vetting and purchasing new capital equipment for operating rooms for CV, Ortho, and Neuro service lines.
- Effectively passed two Joint Commission surveys during my tenure as the Chief Nursing Officer at the same facility.
- Successfully led multiple operational responsibilities as the officer in charge of Operating Rooms, Emergency Department, Pharmacy, Intensive Care Units, and all Med Surg, Post-Surgical and Step-Down Units.
- Dynamic team member for the Corporate HCA in developing a mentorship phone application and defining a pathway for Nursing to Operations management.
- Actively involved in multiple steering committees for the Division: Diversity & Inclusion Council; Nursing Advisory Council; University of Houston Medical School Planning Council.

June 2016-August 2017

Tenet Park Plaza & Plaza Specialty Hospitals Houston, Texas

Chief Nursing Officer

- Lead the division of nursing and the hospital in the journey towards becoming a Highly Reliable Organization. Served as the principal executive to assist in HCA acquisition of the hospitals.
- Collaborate with the interdisciplinary teams to refine processes to become patient centric, transparent organization.
- Focused on improving physician communication and collaboration for best impact on patient care.
- Improve patient safety, patient satisfaction, and patient outcomes by promoting a just culture that focuses on stopping the line and report errors and near misses.
- Transitioned the hospital through hospital sale and integration into new systems and culture
- Acutely involved in physician recruitment, service line builds (CV, Ortho, Neuro), Capital management and facility planning around those services.
- Led operational departments over both Park Plaza & Plaza Specialty Hospital.
- Co-Chair of the ACHE Mentorship Committee for SE Chapter

August 2015-June 2016

Director of Clinical Nursing

**MD Anderson Cancer Center, Houston, Texas
Academic Partnership: UT School of Medicine**

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- Led the operations and performance of Inpatient Intensive Care, Post-Surgical Care, Telemetry, Rapid Response, and the Off-Shift Nursing Supervisors
- Collaborate with the interdisciplinary team, including Critical Care, & Surgical Faculty to increase quality and accountability for meeting or exceeding quality, core measures and patient satisfaction rates.
- Chair of the Patient Experience Committee & Disruptive Patient Prevention Committee
- Co-Chair of the Scheduling & Staffing Committee & EPIC Go-Live Committee

October 2011-August 2015

Director of Emergency Services & Shift Ops

**CHI Baylor St. Luke's Medical Center
Academic Partnership: Baylor SOM**

- Led the operations and performance of the Main Hospital Emergency Department (ED) and multiple Community Emergency Centers (CECs).
- Managing and supporting off-shift nursing and house supervisors in their coverage of the institution's staffing, patient safety, patient placement and service recovery.
- Collaborating with the Emergency Physicians team to increase quality and accountability for meeting or exceeding core measures and patient satisfaction rates in ED.
- Increasing opportunities to capture revenue in the EDs by reducing left without being seen rates, decreasing saturation hours, and increasing physician and staff documentation competencies to clearly translate workload into revenue.
- Accountable for balancing multiple departmental budgets, totaling \$130,000,000 and service line capital budget preparation.
- Engaging and driving high performance and evidence-based nursing practice in the Emergency Department.
- Managing the off-shift nursing supervisors and their performance to meet the needs of the hospital and the nursing staff to provide safe and high-quality patient care throughout the facility during all the off-shifts.
- Led clinical excellence and performance team in streamlining hospital discharges and capturing revenue for the departments
- Led the ED and CEC Sepsis Initiative Team
- Marketing and promoting services of the Community Emergency Centers in a variety of settings.
- Chair of the Seamless Committee to facilitate communication and collaboration with the nursing supervisors and nursing administration team at the hospital.
- Chair of the 'Growth and Engagement Means Satisfaction and Success' committee with a goal to provide options to the bedside nurses to explore and learn different nursing fields and develop opportunities within the organization.

June 2006 – October 2011

Nurse Manager C7A-CV ICU

St. Luke's Episcopal Hospital, Houston, Texas

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- Driving engagement, collaboration and high performance standards to achieve patient safety and optimal outcomes for a 12 bed CV ICU unit with high acuity population.
- Role modeling and holding staff accountable to high nursing standards and performance measures.
- Developing and maintaining open communication and collaboration with multiple physician groups for safe and effective patient outcomes.
- Led the staff in C7A in earning Beacon Award in Critical Care excellence for the unit.
- Managing and hardwiring Studer Principals in the unit.
- Responsible for being a clinical expert and resource in the field of cardiovascular nursing.
- Managing human resources issues and concerns for 40 FTE (Full Time Employees).
- Accountable for a \$15,139,972 unit budget, including capital budget preparation.
- Directing the nursing staff in promoting safe patient care by utilizing principles of evidence-based practice.
- Developing clinical experts in the unit in order to promote adherence to policy and procedures while raising the clinical and team-work standards in the unit.
- Utilizing research data to help retain and recruit members to the team.
- Raising the unit's overall job satisfaction and employee engagement rates.
- Preparing the unit to achieve regulatory compliance by meeting Joint Commission, CMS, and DNV standards.
- Utilizing the principles of shared-governance for decision making skills for the unit.
- Collaborating with intra-professional teams to ensure all safety standards are met at all times.
- Ensuring quality, commitment and satisfaction to patients and all customers in the unit.
- Marketing the unit's quality and standards of care to physician teams looking for specific clinical knowledge and quality standards of care.

January 2008-June 2008

St. Luke's Clear Lake Joint Venture

St. Luke's Episcopal Hospital, Houston, Texas

- Chaired the Joint Venture Physician By-Laws Committee to collaborate with partners in achieving current regulatory compliance and readiness.
- Building/Equipment and Utilization committee member. Provided input in the layout out of the inpatient units to achieve best patient outcomes. Helped select equipment that met patient care needs, physician expectations and budgetary constraints.
- Attended and provided input at all Joint Venture Business Board meetings.

December 2003 – June 2006

Asst. Nurse Manager Cardiovascular Recovery Room St. Luke's Episcopal Hospital, Houston, Texas

- Responsible for being the clinical expert in the field of advanced cardiovascular nursing, being a mentor for staff and a strong patient and nursing advocate for high acuity patients, including heart transplant, LVADs, artificial heart and advanced heart failure patients.
- Coordinated schedule for the 53-bed unit, including 110 nurses and 15 PCA's.

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- Planned and developed individual staff nurses towards their educational and nursing goals.
- Audited and enforced high standard, cost-effective nursing care, while being a customer care leader.
- Performed annual appraisals to all direct reports.
- Quality Care Coordinator and Chair of the Quality and Education Committee in the unit while developing a Professional Care Committee.
- Attended service line meetings to present current dilemmas and solutions in our unit.
- Coordinated and communicated patient care flow with Charge Nurses.
- Reported to Manager and Director of the Cardiovascular-Transplant Services.

June 2001 – December 2004

Weekend Site Administrator

Clear Lake Regional Medical Center, Houston, Texas

- Held accountable for full operations of the 350-bed hospital including nursing, housekeeping, pharmacy, maintenance, & security.
- Collaborated with physicians to coordinate admissions and discharges from the hospital; holding them accountable for professional behavior at all times.
- Directed staffing coordinators to ensure safe and adequate staffing throughout the facility.
- Functioned as the bed board coordinator for the correct placement of patients.
- Led all emergency codes in the institution.
- Handled and properly dealt with all customer care complaints.
- Mediator for coordinating conflict resolution within the hospital staff.
- Ensured all policy and procedure guidelines were met to provide safe and effective patient care.
- Called out various emergency teams for the hospital after evaluating situations.
- Made administrative decisions for transfers in and out of the hospital.
- Reported directly to the CNO of the hospital.

May 2000 – June 2001

Unit Coordinator for CV-ICU

Clear Lake Regional Medical Center, Houston, Texas

- Coordinated and collaborated with multi-disciplinary teams to initiate Cardiovascular program.
- Evaluated and piloted several products and patient monitoring equipment for optimal patient care.
- Duties included training staff and coordinating patient care flows with the cardiovascular operating rooms, catheterization-lab and emergency department.
- Marketed the unit and its clinical practice to meet specific physician/patient needs.

June 1997 – June 2001

Intensive Care Unit/ED Staff RN

Clear Lake Regional Medical Center, Houston, Texas

- Charged a 20 bed Medical/Surgical ICU. Patient population included CABG, sepsis, cardiovascular and hypovolemic shock patients, patients with multi-system organ failures, IABP and multiple vasopressors, and multiple medical diagnoses.

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- Held responsible for providing safe nursing care for critically ill patients & being a strong patient care advocate.
- Acknowledged as a clinical expert by the multi-disciplinary teams.
- Cross-Trained as an ED staff nurse.

May 1996 – June 1997

Staff Nurse, RN

Clear Lake Regional Medical Center, Houston, Texas

- Obtained experience in the field of nursing as a staff nurse in a 32 bed **Diabetes/Medical** and Skilled Nursing Facility units and assumed charge nurse role within six months of practice.

EDUCATION:

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| • University of Texas Health Science Center at Houston | May 2015 |
| Doctor of Nursing Practice: Nurse Executive- Summa Cum Laude | |
| • University of Texas Medical Branch, TX | May 2007 |
| Masters in Nursing Leadership - Dean's list | |
| • University of Texas Medical Branch, TX | May 2001 |
| Bachelors of Science in Nursing with Honors | |
| • San Jacinto College, TX | May 1996 |
| Associate Degree Nursing - Honors | |

SPECIAL ACHIEVEMENTS/AWARDS/ASSOCIATION:

2026:

- Board Member of Women in Healthcare
- Advisory Member for tech start ups

2025:

- Awarded as one of the top 50 CNOs (#7)
- Board Member ACHE-MA
- Board Member MHA
- Chair of ACHE-MA DEI Committee

2024:

- Becker's Top COO to know
- Board Member ACHE-MA
- Board Member MHA
- Chair of ACHE-MA DEI Committee
- Strategic Partner Danish Innovation Centre

2023:

- Becker's Top COO to know
- ACHE-LA member
- Board Member LA Environmental Sustainability Council

2022:

- Achieved Fellow of American College of Healthcare Executives (FACHE) Distinction
- Keynote Speaker for Barnes Jewish/WASHU APN Conference: Resiliency
- Board member of The Independence Center: Behavioral Health Outcomes Non-Profit

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2021:

- Missouri Board of Nursing Leadership Committee Member

2020:

- President of Houston Organization of Nursing Leaders
- Chair of the Mentorship Committee-ACHE-Southeast Chapter
- Panelist at the National ACHE Leadership Forum

2019:

- Chair of the Mentorship Committee- ACHE-Southeast Chapter
- Co-Chair of Woman's Diversity & Inclusion Group for HCA Gulf Coast Division
- Development of CNO to Operations pathway for HCA Corporate
- Guest Speaker for UT HSC Doctoral Nursing Students

2018:

- Invited to serve in the advisory committee for Gulf Coast Division HCA
- Co-Chair of the Mentorship Committee for ACHE- Southeast Chapter
- Serve on the HCA Corporation Mentorship Committee
- Invited to be a member of the COO Council for the HCA Division
- Initiated Pathway to Excellence Journey for our hospital

2017:

- Achieved top 5 distinction amongst Tenet Region for ED throughput and ED satisfaction metrics.
- Published "Optimizing Emergency Department Throughput-Using Best Practices to Improve Patient Flow" in Journal of Nursing & Interprofessional Leadership in Quality & Safety
- Designated as the Chief Productivity Officer for Park Plaza Hospital and achieved a marked decrease in contract labor and achieved productivity management goal for the hospital in six months

2016:

- Reduced Medication Related Events in the Inpatient Surgical Units by 34% in March, 2016
- Nominated for Best Leader Award in March, 2016
- Achieved Advanced Nurse Executive Advanced Board Certification
- Chair of the Patient Experience Committee for MD Anderson
- Co-Chair of EPIC go-live Nursing Leadership Committee

2015:

- Completed Doctorate of Nursing Practice, Nurse Executive from UTSON
- Awarded the Spirit of Nursing Award from UT Health Science Center SON
- Awarded Lean Six Sigma Green Belt Certification, April, 2015

2014:

- Achieved Clinical Performance and Excellence Certification, August, 2014
- Led Cardiovascular Unit Discharge Team towards a decreased length of stay goal, August, 2014-August 2015

2013:

- Awarded one of the top twenty nurses in Houston by Texas Nursing Association on Nov 6th, 2013
- Honored by Department of Defense Patriotic Award for employee support.
- Nominated and awarded the quarterly BRAVO award for leadership and mentorship at St. Luke's Episcopal Hospital
- Three abstracts accepted for presentation at Emergency Nurses Association in September 2013

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- Applied and submitted Lantern application for the emergency services in February 2013

2012:

- ICU Team achieved Gold Beacon Award (2nd one in Texas). Leader responsible for collaborating and supporting the distinction for the unit.
- Emergency Services received highest patient satisfaction scores for the year 2011-2012. Exceeded NRC Picker benchmark
- Exceeded benchmark for employee engagement for the year 2011-2012 at 75.8%

2011:

- Achieved highest employee engagement scores of 77.8% in the institution and amongst all cardiology units in the Advisory Board database.
- Certificate of Achievement: Zero Healthcare-Associated Blood Stream Infections (1st & 2nd Quarter) at St. Luke's Episcopal Hospital.
- Zero Falls achievement award for period of 03/01/2010-03/01/2011.
- Nominated and function as the Co-Chair of Nurse Manager Council in the shared leadership structure of St. Luke's Episcopal Hospital.
- RN Turnover Rate of 3.4% for the year 2010-2011.

2010:

- Certificate of Achievement: Zero Healthcare-Associated Pneumonia (1st, 2nd, 3rd & 4th Quarter) at St. Luke's Episcopal Hospital.
- Certificate of Achievement: Zero Healthcare-Associated Blood Stream Infections (3rd and 4th Quarter) at St. Luke's Episcopal Hospital.
- Unit NDNQI job satisfaction Score of 70.21.
- RN Turnover rate of 3.9% for the year 2010-2011.
- Gallup Survey Unit Satisfaction rate of 4.66 for the year 2009-2010.

2009:

- Beacon Award for Critical Care Excellence awarded by American Association of Critical Care Nurses Association. Leader responsible for achieving this distinction for CV-ICU.
- Teamwork Excellence Award (runner-up) awarded by Advance Nurse Magazine out of 600 entries.
- Team Excellence Award: No Nosocomial Blood Stream Infections (3rd Quarter) at St. Luke's Episcopal Hospital.
- RN Turnover rate of 0% for the year 2009-2010.
- Unit NDNQI Job Satisfaction Score of 69.35

2008:

- Board Certified as Nurse Executive (NE-BC) awarded by American Organization of Nurse Executives.
- Gallup Survey Unit Satisfaction rate of 4.46 (Gallup Healthcare Median is 3.98)

2006:

Gallup Survey Unit Grand Mean of 4.41 (Gallup Healthcare Median is 3.98)

2003:

- Certified Critical Care Nurse (CCRN) awarded by American Association of Critical Care Nurses.

1998:

- ACLS & BLS instructor (current) awarded by American Heart Association.

Presentations/Publications:

- Multiple podium/poster presentations on nursing innovations: AONL/ENA/ONL/Becker's
- Published "Optimizing Emergency Department Throughput-Using Best Practices to Improve Patient Flow" in Journal of Nursing & Interprofessional Leadership in Quality & Safety, May 2017

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- Podium Presentation: ED Throughput at the Society of Critical Care Medicine Texas Chapter - 5th Annual Symposium, Sept 2016
- Poster Presentation: Optimizing ED Patient Throughput at the Sigma Theta Tau Honor Society of Nursing Con. Nov 2015
- Poster Presentation: Decreasing left without being seen with the development of patient flow coordinator role- Feb 2013
- Poster Presentation: ‘Purposeful Interprofessional Family Communication Decreases LOS in ICU’ at the Summer Institute on Evidence-Based Practice in July 2010.
- Poster Presentation: ‘Skin Pressure Ulcer Prevention’ at the Summer Institute on Evidence-Based Practice in 2008.
- Presented a CE topic, “Leading our multi-generational nurses to success” in 2008.
- Researched and presented poster on central line dressing changes at the St. Luke’s research day in 2007.
- Exhibited research data on mobilization of CV patients at the Work Source conference in 2006.
- Submitted for publication an article on the multi-generational differences in nurses in 2006, to the *Journal of Nursing Leadership*.
- Involved in analyzing the synergy model for bedside nursing practice.

Certifications

Fellow of Healthcare Executive Board Certified	2022-Present
Nurse Executive Advanced- Board Certified	2008-Present
Critical Care Registered Nurse-K	2005-Present

PROFESSIONAL ORGANIZATIONS

ACHE-MA Board Member	Sept 2024-Present
LA AHE Leadership Committee Member	2023-2024
Board Member of Houston Organization of Nurse Executives	2018-2022
American College of Healthcare Executives Member	2015-Present
Board Member of Save A Mother Foundation, Houston, TX	2016-Present
Sigma Theta Tau - Invited by Sigma Theta Tau Honor Society	2014-Present
Emergency Nurses Association	2011-Present
American Association of Critical Care Nurses	2000-Present