

Sarah Hoffman DNP, RN, CENP

PROFESSIONAL EXPERIENCE

THE UNIVERSITY OF VERMONT MEDICAL CENTER
Director of Quality, Outcomes and Practice – Interim

2025-Present

Reporting directly to Chief Nursing Officer, serves as a key leader advancing organizational and system wide quality, clinical outcomes, and professional nursing practice. Accountable for driving strategic quality initiatives, standardizing evidence-based practice, and improving patient outcomes across the organization. Partner with interdisciplinary leaders to align quality, operational, and financial priorities while fostering a culture of accountability, safety, and continuous improvement.

- Lead a system-wide Quality Transformation Project focused on improving clinical outcomes, reducing variation, and strengthening reliability of care delivery across the organization.
- Translate complex quality data into actionable strategies to support frontline teams and senior leadership decision-making.
- Co-lead the UVMHN Professionalism Program (ASPIRE), advancing a culture of respectful communication, psychological safety, and accountability.
- Partner with clinical and operational leaders to align practice standards with evidence-based care and organizational priorities.
- Champion frontline engagement in quality improvement efforts, ensuring staff voice informs care redesign and outcome improvement.
- Support development of nursing leaders by reinforcing professional practice standards and fostering leadership growth across all levels.
- Collaborate with system stakeholders to integrate quality, safety, and regulatory priorities into daily operations and long-term strategy.

THE UNIVERSITY OF VERMONT MEDICAL CENTER
Director of Nursing Operations and Resources

2022-2025

Reporting directly to the Chief Nursing Officer, functions as a member of the executive nursing leadership team with oversight of multiple departments throughout the nursing division. Accountable for all fiscal, operational, clinical and administrative outcomes within these areas. Direct oversight of nursing resource team, emergency response nurses, vascular access team, call center, administrative nurse coordinators, clinical nurse supervisors and nurse staffing and scheduling department.

- Supported nurse traveler reduction at UVMMC by over 40% in 2024.
- Lead average daily census reduction initiative for UVMMC inpatient nursing in response to FY25 budget gap closure.
- Participate on the UVMMC throughput collaborative leadership team. Since the team's inception in fall 2022, collaborated to create structure, policy and strategies to optimize patient throughput. Successes include supporting the overall reduction of length of stay across inpatient, operationalizing dedicated patient care units to support extended stay surgical backlog patients, implementation of pre-discharge lounges and creation of streamlined daily operational unit assessment of census and staffing. Focus on ensuring patients receive the appropriate level of care across the healthcare continuum.
- Collaborated on Path Forward initiative to address workforce optimization within UVMHN. With representation from across UVMHN partners, envisioned and mobilized the centralized resource management department with goal of creating a standardized system for managing traveler resources across the network to lower cost and increase efficiency.

- Developed and implemented a constant observation resource reduction plan across the UVMMC inpatient acute care setting. Achieved and maintained a 35% reduction in utilization from baseline hours, while maintaining all patient safety standards and outcomes. Resulting in approximate \$1.2M savings year to date 2023.
- Oversight of all nurse traveler requests for UVMMC. Partner with CNO and CFO to ensure all requests match volume metrics, productivity standards and budget.
- Function as Monday – Friday UVMMC Administrator on Call and facilitate incident command when mobilized.

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Nursing Director, Inpatient Surgical Services, Ortho, Trauma and Rehab

2019-2022

Reported directly to the Chief Nursing Officer. Responsible for oversight of multiple clinical departments including surgical ICU, general surgery, orthopedics, organ donation and inpatient rehabilitation. Accountable for all fiscal, operational, clinical and administrative outcomes within these areas.

- In collaboration with the UVMHN orthopedic service line, increased efficiency and decreased length of stay for total joint replacements. This redesign created a reduction from an average 2-day inpatient stay to same day discharge for this population.
- Led multiple location moves for the inpatient rehabilitation team. Collaborated with diverse stakeholders to evacuate patients and staff on two occasions from Fanny Allen to the UVMMC main campus due to environmental concerns. Led successful re-occupancy initiative for patients and staff to return safely to the Fanny Allen space.
- With the Albany Center for Donation and Transplant, ingrained the Honor Walk at UVMMC. This innovative work allows staff and others to stand in witness to honor the sacrifice made by patient and family as part of the organ donation process.

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Director of Nursing Education and Professional Development – Interim

2020-2021

Reported directly to the Chief Nursing Officer. Interim position held concurrently with primary role. Responsible for oversight of centralized nursing education department and multiple educational programs including AHA, LNA trainee program, and new graduate residency program.

- Revamped and simplified the hiring process for students applying for LNA positions while enrolled in the University of Vermont nursing program.
- Aligned the vision for educational delivery of AHA programs with updated learning management system oversight. This resulted in increased initial certification and recertification efficiency and \$450K annual savings during the year of implementation.
- Partnered with the City of Burlington, Community and Economic Development Office (CEDO) to utilize grant funding intended to provide healthcare educational opportunities for community members. Collaborated with community partners to support Burlington's low income and immigrant population with facilitated opportunities within the University of Vermont Medical Center for career advancement in a healthcare role.

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Nurse Manager, Cardiothoracic/Vascular Surgical Progressive Care Unit

2016-2019

Primary nursing leader for inpatient acute care unit, reporting to nursing director. Developed and executed the vision for unit while maintaining fiscal, quality and operational outcomes.

- Partnered with other key stakeholders and consultants to plan and facilitate the construction of a new inpatient care building. Coached staff to take the lead in move day planning and supported the team as our inpatient unit relocated and increased in size from 23 beds to 32 beds.
- Supported rollout of organizational collaborative leadership model. Partnered with unit physician leadership to address quality, operational and clinical concerns.
- Represented nursing leadership as the sole inpatient nurse manager representative during 2018 union negotiations.

- Led post contract ratification communication within the nursing leadership team ensuring timely and accurate information sharing regarding changes in contract language.
- Guided unit-based council to achieve a sustained 10%-unit reduction in hospital acquired pressure injuries.

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Assistant Nurse Manager, Cardiothoracic/Vascular Surgical Progressive Care Unit

2015-2016

Reported directly to the nurse manager. Responsible for day-to-day operations of inpatient acute care unit.

- Functioned as a member of the unit-based council supporting reduction in unit-based hospital acquired pressure injuries.

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Nurse Educator, Cardiothoracic/Vascular Surgical Progressive Care Unit

2013-2015

Unit based nurse educator. Worked closely with nurse educator colleagues to plan and facilitate educational opportunities across the division of nursing including critical care internship, unit based educational days, and centralized nursing education programs.

- Redesigned the critical care internship for new graduate nurses resulting in increased satisfaction among participants, retained quality metrics and an overall reduction of 144 hours of unproductive orientation time per graduate.

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Staff RN III, Emergency Department

2008-2013

- Charge Nurse/Preceptor
- Quality Improvement Committee Chair
- SANE P & SANE A

EDUCATION

BAYLOR UNIVERSITY, WACO, TX

- DNP, Executive Nurse Leadership, 2024

ROBERT MORRIS UNIVERSITY, MOON TOWNSHIP, PA

- MSN, Nursing Education, 2016

ROBERT MORRIS UNIVERSITY, MOON TOWNSHIP, PA

- BSN, Nursing, 2015

CLINTON COMMUNITY COLLEGE, PLATTSBURGH, NY

- AAS, Nursing, 2003

PROFESSIONAL CERTIFICATION

- American Organization of Nurse Leaders - CENP – Certified in Executive Nursing Practice

AWARDS

- Organization of Nurse Leaders Marilyn Rinker Excellence in Nursing Leadership Award Recipient 2023

PROFESSIONAL DEVELOPMENT

- American Organization of Nurse Leaders - Nurse Director Fellow 2021- 2022

- The University of Vermont Medical Center – Compass: Pathways to Leadership Sponsor 2018-2019
- The University of Vermont Medical Center – Compass: Pathways to Leadership 2016-2017

BOARD MEMBERSHIP

- Organization of Nurse Leaders Board of Directors –Vermont State Representative, 2022 – 2024

PROFESSIONAL ORGANIZATION MEMBERSHIP

- AONL - American Organization for Nursing Leadership
- ONL - Organization of Nurse Leaders

PROFESSIONAL LICENSES

- Vermont Registered Nurse - 026.0032078 – Active – Expires 3/25/2025
- New York Registered Nurse – 541604 – Registered – Expires 7/31/2026

PUBLICATIONS

- Bosek, M.D., Laramée, A. & Hoffman, S. (2023). Perceptions of providing nursing care during the COVID-19 pandemic. *Nursing 2023*, 53(8). 53-58. DOI: 10.1097/01.NURSE.0000942820.18240.43
- Bosek, M.D., Ware, C., Laramée, A. & Hoffman, S. (2023). Pearls for surviving unprecedented healthcare challenges: Qualitative research responses from nurses. *Nursing 2023*, 53(10). 57-60. DOI-10.1097/01.NURSE.0000977552.15603.94