

Michele R. Moran, MBA, MSN RN

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A highly accomplished Nurse Executive with 20+ years of progressive healthcare experience with demonstrated success in transformational and situational leadership, strategic planning, research, quality and patient safety, performance improvement, fiscal responsibility and leadership development.

Highlights

- Responsible for 140k annual patient visits including Emergency, Trauma, and Transport services.
- Leading 10 departments, 260 FTEs, over 100 physician, resident, APP and contractor partners.
- Successful American College of Surgeons (ACS) Level 1 Adult and Pediatric Trauma Verification.
- Successful Commission on Accreditation of Medical Transport Systems (CAMTS) reaccreditation.
- Overseeing efforts to open a new Freestanding Emergency Department in June 2023.
- Implementating a Ground Ambulance Transport Program going live mid-2023.
- Awarded US Air Force Trauma Surgeon Mission Zero Grant
- Johns Hopkins Healthcare Management Academy GE 2-Year Fellowship for Nurse Executives.
- Emergency Department Performance Improvement: Length of Stay and Door to Doctor.
- Emergency Department High Capacity Response and Bypass Plan.
- Hospital Capacity Throughput and Management.
- High Reliability and Just Culture Steering Committee.
- People and Talent Advisory Council.
- Aeromed Fleet Oversight for six medical transport helicopters.
- Strategic Planning and Regional Expansions.
- Exceptional Gallup Employee Engagement and Press Ganey Patient Satisfaction Results.
- Transformational Leadership, Shared Governance Development and Magnet Designation Experience.
- Johns Hopkins Program Development including Rotor Wing, Flight Following, Lifeline Lab.
- Developed of Johns Hopkins Lifeline EMS State Agency.
- Developed and Implemented a Float Pool and Sitter Program.
- EMR EPIC Implementation.
- Hospital/ER Design, Redesign and Construction.
- Improved and Sustained Patient Quality Metrics and Outcomes.
- Emergency Management- FEMA trained, Hazmat, and Incident Command Experience.
- Proficient and Knowledgeable in Regulatory Compliance; Joint Commission, CMS, and AHCA.
- Innovative Leader and Change Agent.
- Strong Financial/Budgetary Results.
- Emergency Services, Critical Care ICU, Acute Care, Ambulatory, and Ancillary Department experience for adults and pediatric populations.

Career Experience

Tampa General Hospital
Vice President

Tampa, Florida
2019 to Present

Emergency Department (ED), Pediatric ED, Brandon HealthPlex Free Standing ED, Kennedy Free Standing ED, Level 1 Adult and Pediatric Trauma Services, Aeromed Transport.

Tampa General Hospital is a private not-for-profit and one of the most comprehensive medical facilities in West Central Florida. As one of the largest hospitals in Florida, Tampa General is licensed for 1,041 beds and with more than 8000 team members.

Oversight for eight cost centers with over 260 FTEs.

- Redesign of Emergency Department workflows including seeing a provider in triage to accelerate care, building the processes behind multiple Covid surge units, and staffing models to support swings in arrival volumes. Overall marked improvement in ED throughput metrics to include Left Without Being Seen (LWBS), Door to Provider, ED Discharge Length of Stay (LOS), and Reduction in bypass hours.
- Development and Design of a new Free Standing Emergency Department opening in June 2023.
- Led Emergency Services Division through the Covid-19 Global Pandemic. Managed multiple Alternative Care Sites.
- Updated ED charge capture process to dramatically reduce insurance denials and more accurately reflect the high acuity of patients treated in Tampa General's Emergency Departments. ED Facility Charge Calculator and Critical Care Charges as top priority.
- Upgrade of \$400k in ultrasound equipment including a new TEE probe for cardiac arrest patients.
- Developed the Emergency Department CareComm Tile to show real-time delays in care progression. Developed an interactive Qlik ED Dashboard in close collaboration with TGH Business Intelligence.
- Implementation of Central Tele Monitoring in the Emergency Department to improve patient safety.
- Pediatric Emergency Department million dollar redesign. Foundation partnership and donor funded project with Grand Theming.
- Implementation of Aeromed Ground Transport Services for interfacility transports from Brandon HealthPlex ED to Davis Island Main Campus. Included submission for Certificate of Public Convenience and Necessity (COPCN), partnered with the Foundation for donor funded financial support and go-live is projected in Mid-2023. Cost savings projected to save nearly \$1M annually.

Improved reimbursement for medical flights by \$4M year, working with Revenue Cycle and Metro Aviation.

- Hillsborough County Emergency Medical Planning Council (EMPC), Hillsborough County Trauma Agency (TAC) member and TGH representative.

Johns Hopkins All Children's Hospital
Senior Nursing Director

St. Petersburg, Florida
2014 to 2019

Pediatric Emergency Center, Trauma, Lifeline Critical Care Transport Team, Transfer Center, Nursing Supervision, Respiratory Therapy, Pulmonary Function Testing, Float Pool and Workforce Management.

Johns Hopkins Health System is an academic based not-for-profit organization dedicated to providing the highest quality patient health care in the treatment and prevention of human illness.

Responsible to lead and direct 9 Patient Care Services teams that consist of 270 FTEs managing all operational, human resource/personnel, and fiscal responsibilities that equates to an overall \$150 million dollar budget. Specific accomplishments include:

- Nominated and appointed by the Johns Hopkins Health System Chief Nursing Executive(CNE) and Chief Executive Officer (CEO) of Johns Hopkins Hospital into the Healthcare Management Academy (HMA) 2-Year National Fellowship Program for Nurse Executives.
- Led Regulatory CMS (Federal) and AHCA (State) plan of correction efforts for EMTALA at Johns Hopkins All Children's Hospital (JHACH). Serve as back to up Regulatory Affairs Director for JHACH. Accountable for clinical practice standards of care, policy and procedures, and performance improvement initiatives; meeting TJC, AHCA and other external regulatory agency standards for the pediatric services.
- Demonstrated effective strategy and leadership by implementing a dedicated Johns Hopkins All Children's (JHACH) branded medical helicopter transport program by entering into contract with Med-Trans Corporation (MTC), headquarter in Dallas Texas which operates over 100 aircraft in 21 states across the country. The rotor program was a multi-million dollar business deal that has been highly successful in improving response times to critical ill children who require JHACH clinical expertise. As a result, the program has improved patient outcomes, sustained growth both in shear transport volumes and in three point transfers. Since the conception of the program, JHACH began our own Flight Following Program, Lifeline Laboratory, and have increased our ground ambulance fleet to 5 as well as, implementing ground billing to ensure compliance and fiscal responsibility for the department and the organization.
- Developed the strategy to align people and improve overall Gallup Employee Engagement for my division with sustained improvement year over year from 3.8 to 4.5 putting us in the top tier in the Gallup database of hospitals.
- Strong Financial results. Reduced costs by effectively sharing resources, benchmarking, utilizing best practices, and have remained favorable to budget year over year.
- Press Ganey 88.1 % Overall Satisfaction rated a 9 or 10 by patients and families (n=1121).
- Utilized LEAN and Six Sigma methodologies and performance improvement concepts to improve Emergency Department (ED) Metrics including; Fever in Neutropenia from 29% compliance to >90% compliance, DKA, Pediatric Sepsis, Procedural Sedation and Pain Management, ED throughput Door to Doc times in <30 mins, Left without Being Seen (LWBS) reduced from 4.8% to 1.3%, and reduced overall Length of Stay for admitted, discharged and the psychiatric patient population.
- Led the effort to implement a Magnet Shared Governance structure for the organization, specifically focusing on the emergency services division to ensure front-line have a voice in the decision-making process. The structure has been successful and sustained throughout the organization including; Research and Advocacy, Quality and Patient Safety, Evidence-Based Practice, Staffing Effectiveness,

and the Professional Development Council.

- An Executive partner with Patient Care Services leadership in leading the journey toward Magnet Designation.
- Patient Care Services Float Pool Development and Implementation for Johns Hopkins All Children's Hospital. Started with zero employees and have built up program to >70 positions that include a RN Critical Care Float Pool, RN Acute Care Float Pool, RN Per Diem Float Pool, PCT Float Pool and an Intern/Extern Program.
- Nursing oversight of the Agency RN Traveler Program.
- Partnered with Johns Hopkins in Baltimore to develop a Sitter Pool Program operationalized by my Workforce Management Division and Intrastaff that allows for staffing 2 FTEs per shift/per day. The program has been up and running for six solid months and has proven to be the most successful sitter program implementation to date.
- Emergency Management (Hospital Emergency Response Team) and FEMA Trained. Appointed as an Incident Commander and Operations Section Chief during drills and live disaster events. Certified with FEMA in IS 100, IS 200, Personal Protective Measures for Biological Events (PPMB), and HealthCare Leadership Course (HCL). FEMA requested that I become an adjunct instructor at the Anniston Campus.
- TeamSTEPPS Master Trainer.
- Emergency Department and Respiratory Therapy Department restructure.
- Per Diem Role restructure for the organization. In partnership with Human Resources, reviewed inconsistencies in pay structure, accountability, contracts, and title/roles that were developed over the last several years. Worked diligently to standardize levels of per diem, pay structure associated with the levels, drafted a new contract that was to be signed by all per diem staff throughout the organization and finally, standardized title and expectations of role.

Northwestern Medicine, Central Dupage Hospital
Manager, promoted to Director Position

Chicago, IL
2008-2014

Emergency Department, Pediatric Emergency Department, EMS, Paramedic Program, Trauma, and Outpatient Ambulatory Services including; Bariatric Medical and Surgical Services, The Physician Treatment Services, The Pain Management Clinic, and Wound Ostomy Continence.

Responsible to lead 9 departments with >175 FTEs and accountable for a combined operating budget of \$150 million.

- Dr. Tom Williams Leadership Annual Award.
- Led the EPIC Electronic Medical Record Implementation.
- Led a multi-million dollar effort as the Construction Project Manager to redesign a 60 bed Emergency Department and Pediatric Emergency Department overseeing >75,000 visits annually.
- Accountable for clinical practice standards of care, policy and procedures, and performance improvement initiatives; meeting TJC and other external regulatory agency standards for the pediatric services.
- ED Throughput, Sepsis, Fever in Neutropenia, Stroke and Acute MI favorable quality outcomes.

- Pod System Implementation with MD collaboration.
- Sustained Patient Satisfaction Results >90% Excellent.
- Extraordinary Employee Engagement Results.
- Code Orange Hazmat, Pediatric JumpSTART liaison.
- Developed a Pediatric Mock Code Blue Program.

Edward–Elmhurst Health, Edward Hospital
Registered Nurse

Chicago, IL

2003-2008

Pediatric Emergency Department

Edward Hospital was established in 1991 and merged with Elmhurst Health in 2013. Edward is nationally recognized for nursing excellence and earned Magnet Designation in 2005.

Responsible and acting charge nurse on duty. Specific accomplishments included:

- Received “The Nursing Above and Beyond Award” for 2007-2008 calendar year.
- Developed and implemented a CARES program (Bereavement Program).
- Established a process for maintaining and reordering all departmental specific supplies.
- Developed and implemented the staffing “self-schedule”.
- A preceptor for new employees.
- TNCC instructor.
- Ambassador for Magnet Designation.
- Meditech Super-User.
- Teaching continuing education (CEs).
- Developed, implemented and trained as a specialty RN for the SANE program.

Promed Staff Agency, Northwestern Medicine
Registered Nurse

Chicago, IL
2003-2008

Pediatric Medical/Surgical Department, Pediatric Intensive Care Unit (PICU), and Neonatal Intensive Care Unit (NICU)

Fulfilled staffing needs for various pediatric areas of expertise in Chicago and surrounding suburbs.

Northwestern Medicine, Delnor Hospital
Registered Nurse

Geneva, IL
2003-2004

Pediatric Medical/Surgical Department, Special Care Nursery, Nursery, and Mother Baby Post-Partum

Responsible for clinical patient care and scrubbed in for C-Section deliveries as the Special Care Nursery RN. Served as the ambassador for the initial application process and a successful journey toward Magnet Designation.

Anne & Robert H. Lurie Children's Hospital
Registered Nurse

Chicago, IL
2001-2003

Pediatric Intensive Care Unit (PICU) and Cardiovascular Intensive Care Unit (CVICU)

Responsible for taking post-surgical transplant, open heart surgery, trauma and any pediatric patient requiring intensive-care treatment. Further duties include; preceptor, on the Bereavement Committee, and on the Scheduling Committee. Participated as an acting RN staff member on the initial application and journey to a successful Magnet Designation.

Education

Master of Business Administration (MBA), 2018
Keller Graduate School of Management

Masters in Science of Nursing (MSN) Executive, 2013
Chamberlain College of Nursing

Bachelor's Degree in Nursing, 2011
Aurora University
Received the Gertrude Banaszak High Honors Award for Nursing Excellence

Associates Degree in Nursing, 2001
Ravenswood College of Nursing

Associates Degree in Arts, 2000
Kiswaukee Community College

Licensure

Florida State Board of Nursing, License number 9382342

Memberships

Emergency Nurses Association (ENA)
The National Society of Leadership and Success, Sigma Alpha Phi
Children's Healthcare Association (CHA)