

Christina Mullen

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SENIOR HEALTHCARE EXECUTIVE

Comprehensive knowledge of employee engagement / patient satisfaction strategies supported by inpatient, outpatient, and emergency services re-engineering, designing healthcare facilities, and staff development. Prolific collaborator forging meaningful stakeholder relationships and community partnerships. Progressive history of revitalizing healthcare operations, creating accountable work environments and installing process engineering improvements in the healthcare sector as President, COO, CNO, Executive Consultant and Executive Director.

Kirby Bates Associates / Bayhealth Medical Center | Dover, DE | December 2022 – May 2023

Technologically advanced not-for-profit healthcare system with more than 3,700 employees and a medical staff of more than 400 physicians.

Interim Senior Director: Emergency, Trauma & Observation Services

Provided senior leadership across 2 full emergency departments and one free standing ED, as well as led the final stage of a new, first in DE combined Urgent / Care FSED.

- Led the enhancement of the Observational Medicine service line across two campuses.

Witt Kieffer: Centra Health | Lynchburg, VA | February 2021 – November 2021

Regional non-profit healthcare system based in Lynchburg, Virginia, serving over 500,000 people as the dominant provider of critical medical services in central and southern Virginia.

Executive Consultant to VP Nursing / Interim Managing Director Emergency Services

Coached VP Nursing in operational imperatives of emergency service lines. Led the 70 K visit ED, Forensic Nursing Program, Trauma Services and ED Observation departments.

- Led the enhancement of the Observational Medicine service line across two campuses.

Valley Health System / Winchester Medical Center | Winchester, VA | June 2020 – November 2020

Not-for-profit Level II Trauma Center hospital and flagship of six hospital system. WMC serves more than 500,000 residents in the northern Shenandoah Valley of Virginia, Eastern Panhandle and Potomac Highlands of West Virginia, and western Maryland since 1903.

Executive Consultant to President and VP, Nursing

Facilitated care delivery model changes on medical units. Developed and presented leadership development institute content for charge nurses, managers and directors.

- Created four robust recruitment initiatives to assist in onboarding staff.

Coors Leadership Capital | Charlotte, NC | July 2019 - Present

Leading national healthcare consulting firm providing permanent and interim leadership executives as well as services in hospital / system leadership, finance, human resources, and physician leadership.

Executive Consultant

Part-time executive consultant working with the leadership team at CCC. Serves as the SME on employee engagement / patient satisfaction, Advisory Board member. Original member of CCC Leadership Academy.

- Led development of job description / performance expectations for existing and potential clients.
- Performing market analysis to assess emerging trends in healthcare system design and compensation strategies.
- Led onsite assessment of organizational needs to develop improved organizational alignment.
- Networked and developed client relationships through market data review, enhancing business development.

Frederick Memorial Hospital | Frederick, MD | November 2018 – July 2019

Leading healthcare provider of acute care, education, and disease prevention.

Interim Director: Emergency / Respiratory / Sleep Services

*Recruited to drive departmental metrics, implement a new service excellence program, and resolve reoccurring staffing issues. Direct supervision of 200+ employees. **Created the Heart-to-Heart employee engagement / patient satisfaction program and presented to 150 employees.***

US Acute Care Solutions | Canton, OH | January 2017 – November 2017

Leading physician owned and operated provider of integrated acute care hospital observation, emergency medicine and hospitalist jobs for physicians and APPs, serving more than six million patients annually 170+ sites in 21 states.

Executive Vice President, Clinical & Client Services

Recruited to create a Service Excellence department to focus on elevating employee engagement and patient satisfaction. Liaison to executive team.

- Drove customer-focused culture, boosted employee engagement, and increased patient satisfaction at 170 sites across the country by developing and delivering service excellence training programs and leading initiatives to increase operational excellence.
- Created the service excellence department by collaborating with a core team to develop department leaders and staff.
- Enhanced the organization's brand reputation by presenting a report on service excellence initiatives to 600 physicians at a quarterly national forum.
- Established enterprise service standards nationwide by travelling to sites across the US to develop and leverage relationships with local executive team members at contracted organizations.

Mission Health System: Highlands-Cashiers Hospital | Highlands, NC | July 2016 – December 2016

Not-for-profit community hospital and part of an eight hospital, Top 15 health system offering diagnostic and acute patient care, 24/7 physician-staffed emergency care that included 24 beds for acute care services, 80 beds in a skilled nursing facility and four hospital-owned physician clinics.

Interim President / Chief Nursing Officer

Oversaw operations and provided strategic leadership in development of regional network to improve quality, consistency, reliability, and cost effectiveness of care. Accountable for nursing practices and patient care standards. Served as the leader of the Joint practices of FM and specialists. Functioned as Chairman of the Board for Eckard Living Center (ELC), an 80 bed LTAC. Led the employee engagement strategies which produced an overall significant improvement score.

Financial Performance

- Record \$1 million profit achieved in two months by developing and implementing process improvements and implementing leadership accountability requirements.
- Transformed negative budget to a positive position within two months through establishing accountability for costs and closely monitoring expenditures.
- Decreased expenses and made HCH profitable through implementing leadership accountability, while increasing staff satisfaction and leadership engagement.

Leadership

- Redesigned the medical staff clinical / operational meetings to cohort medical staff for peer review and credentialing.
- Streamlined medical staff meeting program for full medical staff and specialty practices by enhancing opportunities for smaller staff participation.
- Significantly improved staff engagement by encouraging and mentoring staff, which resulted in positive staff communications to the executive team about the new management style.
- Hired several key medical staff positions and essential Care Manager and Clinical Educator positions that had been vacant for a significant period.

Operational Excellence

- Increased average daily census from three to five to 16 on the acute side and 58 to 65 in ELC with continued growth by creating confidence in the nursing staff, marketing to local providers, and encouraging joint collaboration with EMS.
- Enabled the completion of a \$6 M emergency department expansion project on time and within budget by providing budget oversight and project leadership.
- Reopened the surgical services department by hiring an anesthesiologist and preparing for increasing caseloads.

University Healthcare: Jefferson Medical Center | Ranson, WV | March 2008 – July 2015

Nonprofit, critical access hospital within six-hospital system; 320 staff generating \$120 million in revenue. Supports full family practice residency program, hospitalist program; serves as RT, pharmacy, nursing, EMS and PT training site.

President / Chief Nursing Officer

*Oversaw operations including nursing clinical, emergency department (ED), trauma, hospital administration, land acquisition, building design, business development, policy and procedures and regulatory requirements with five senior-level direct reports. **Led the service excellence strategies producing the highest employee AND physician engagement scores in 6-hospital system.***

Financial Management

- \$1 million in lost revenue recovered during electronic health record (EHR) implementation by identifying and correcting workflow design and incomplete work queue issues while establishing daily revenue monitoring processes.
- Drove double-digit hospital margins through astute financial stewardship.

- Total monthly expense budget met 87.5% of the time by delegating responsibility for monitoring operations and processes and reporting / resolving variances.
- Controlled expenses to 5% below budget through bi-weekly accountability meetings encouraging leaders from different service lines to collaborate to share resources and expenses.
- Kept full time equivalents (FTEs) below budget despite adding additional services by actively reviewing care delivery models to create deeper team member capacity.
- Maintained overtime below 1% for five years through an aggressive process of recruitment for vacant positions by empowering managers to source through networking and creating new work schedule options.

Patient Care, Satisfaction, & Recognition

- 70th+ percentile Press-Ganey scores for three consecutive years in inpatient, ambulatory and emergency departments for overall care by driving organizational infrastructure through staff committal of daily organizational values.
- Enhanced satisfaction with women / children service by adding community baby shower event involving local businesses and healthcare providers in engaging new expectant couples, displaying community services, providing tours and free sonograms, and encouraging local food vendor participation.
- 50th+ percentile in seven out of eight domains in Hospital Consumer Assessment of Healthcare Providers and Systems HCAHPS for three consecutive years achieved by creating a culture of caring accountability.
- Earned Joint Commission on Accreditation of Healthcare Organizations (JCAHO) Top Performer award for quality for two consecutive years by ensuring department leaders accountability.
- Four-Star patient experience leader for design / implementation of hourly rounding program for managers.
- Achieved status of one of only 1,200 JCAHO hospitals in nation for "America's Hospitals: Improving Quality and Safety" by implementing daily rounding on all units, including weekends.

Program Management

- Secured 50 acres through a partial donation for a future new medical center by befriending landowners with former ties to the hospital and community.
- Led full construction of a 7,500 square foot emergency department, a 12,500 square foot urgent care center project, and a multispecialty medical office build within budget and timeframe using a focused plan.
- Successfully coached the VP of nursing on new care models by demonstrating benchmark data strategies and implementing pilot programs.
- Implemented a successful behavioral health program through partnering with local crisis agencies for a smooth resource transition for a specific at-risk patient.

Additional Experience

Executive Consultant: Process Engineer, Stellar Outcomes Consulting | Director of Emergency / Trauma Services, Good Samaritan Hospital | Director of Emergency / Trauma Services, Shady Grove Adventist Hospital & Peninsula Regional Medical Center | Director of Critical Care Services, Loudoun Hospital Center | Clinical Manager | Staff Nurse

- EDUCATION & PROFESSIONAL DEVELOPMENT -

Doctor of Philosophy: Nursing, York University

Master of Science: Nursing, Wilmington University

Master of Management: Human Resources / Organizational Development, Wilmington University

Bachelor of Science: Nursing, Shenandoah University

Executive Certificate Strategy / Performance Management, Georgetown University, Fall 2018

Nursing Executive Association Board Certified Exam (NEA-BC), July 2018

Certified Patient Experience (CPXP), October 2018

Fellow, American College of Healthcare Executives (FACHE)

Member: American College of Healthcare Executives (ACHE) & American Organization of Nurse Executives (AONE)

Board of Directors Member: West Virginia American College of Healthcare Executives & Eastern Panhandle American Healthcare Education Council

Licensed Registered Nurse in Virginia, Maryland, Ohio, West Virginia

Trademark: Reconnect to Purpose: Family Caring for Family - A service excellence program focused on operational efficiency / staff engagement as the driver for exceptional patient experience.