

## **SUSAN K. WALSH, MHSA, RN, FACHE**

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### **PROFESSIONAL PROFILE**

Self-motivated, well-organized and resourceful leader and educator with outstanding interpersonal, analytical, and problem-solving skills. More than 25 years' experience in ethics-based, academic environments with a unique understanding of both hospital-based operations and physician practice with a clinical perspective. Comprehensive background in academics, patient experience, program development, physician relations, operations, budgeting and financial oversight, human resources, and collaborating with diverse individuals and teams. Able to direct multiple projects and meet deadlines by capitalizing on strong work ethic and sense of ownership. Excellent computer skills with understanding of web and social media concepts and strategies.

### **EDUCATION**

#### **Masters of Science in Health Services Administration**

Creighton University, Omaha, NE – May 2002

#### **Bachelors of Science in Nursing**

Creighton University, Omaha, NE – May 1985

### **EXPERIENCE**

#### **Creighton University, College of Arts and Sciences, Omaha, NE**

(A comprehensive Jesuit, Catholic institution consisting of both undergraduate colleges and professional schools with an enrollment of approximately 6,900 students.)

#### **Program Director, Health Administration and Policy (9/16 – Present)**

- Liaison to HAPSA (Health Administration and Policy Student Association) which led to monthly meetings and multiple educational offerings including SLU graduate school presentation
- Coordinate HAP course schedules for academic year
- On-boarded and oriented two new adjunct faculty
- Perform senior checks to ensure majors and minors are eligible for winter, spring, and summer graduation
- Coordinated acceptance of major/minor requests for HAP and PH (Public Health); send personalized acknowledgement emails for each newly accepted student
- Write letters of recommendations for graduate and professional schools as well as service activities and jobs

#### **Interim Program Director, Health Administration and Policy (8/15 – 8/16)**

- Completed Program Review and plan/timeline for certification by AUPHA (Association of University Programs in Health Administration)
- Liaison to HAPSA (Health Administration and Policy Student Association) which led to monthly meetings and multiple educational offerings including SLU graduate school presentation
- Coordinated HAP course schedules for academic year
- On-boarded and oriented five new adjunct faculty
- Perform senior checks to ensure majors and minors are eligible for winter, spring, and summer graduation

## SUSAN K. WALSH, MHSA, RN, FACHE

- Coordinated acceptance of major/minor requests for HAP and PH (Public Health); implemented personalized acknowledgement emails for each newly accepted student
- Write letters of recommendations for graduate and professional schools as well as service activities and jobs

### **Assistant Professor, Cultural and Social Studies, Health Administration and Policy Program (8/14 – Present)**

- Design curriculum and teach undergraduate students in the Health Administration & Policy (HAP) Program. Classes include HAP Internship (HAP 485), Introduction to Health Administration (HAP 200), Independent Readings and Studies in Health Administration and Policy (HAP 493), Service Excellence & Human Resources in Healthcare (HAP 413), and Healthcare Management (HAP 410).
- Academic advisor to 70+ HAP students, traditional and adult; assist with development of four-year plans, course registrations and overrides, academic counseling; serve as informal advisor to more than 50 HAP and PH minors and potential HAP students; provide career and post-graduate education counseling for any interested student, HAP and non-HAP.
- Enhance and formalize relationships with metropolitan area healthcare organizations and administrators to ensure a broad variety of robust internship opportunities for students.
- Develop and maintain HAP Alumni Network to offer students an extensive range of internship and networking opportunities for healthcare administration and policy positions.
- Write letters of recommendations for graduate and professional schools as well as service activities and jobs

### **2017 - Accomplishments/Activities/Awards:**

- Invited to:
  - Provide advising services to incoming freshman at Admitted Students' Days
  - Speak at Masters in Healthcare Management Panel – Benefits of Master's Degree in Healthcare Management
  - Speak by Pre-Med Society – Affordable Care Act
- *President* ACHE of Nebraska and Western Iowa, local ACHE (American College of Healthcare Executives)
- Participated in Admitted Student Contact Campaign by writing letters and calling to congratulate/welcome newly admitted students
- Conducted three separate 1-hour independent study courses in spring 2016 including a Nursing Leadership for nine Nursing HAP minors
- Invited to participate in *Dean's Fellow Program* interviews
- Prayer Partner for one student in spring Encounter Retreat

### **2016 - Accomplishments/Activities/Awards:**

- Recipient
  - Creighton Student Union *Teaching for Tomorrow Award* for positively impacting lives of students by going above and beyond the call of duty to serve Creighton students, both in and out of the classroom, and exemplifying *Cura Personalis*.
  - College of Arts and Sciences' *Award for Professional Excellence - Major Advising*
  - Gamma Phi Beta's *Shine Award* for being an outstanding Creighton University Educator
  - Fellow of the American College of Healthcare Executives (FACHE) – board certification in healthcare management
- Received Excellent Teacher Mean scores of 5.03, 5.23, and 4.71 as compared to HAP mean of 4.33 and College mean of 4.07 in student evaluation scores

## SUSAN K. WALSH, MHSA, RN, FACHE

- *President-elect* Heartland Healthcare Executive Group (HHEG), local ACHE (American College of Healthcare Executives); also serve as HHEG Education Committee Chair
- Co-coordinated Nebraska and Western Iowa ACHE /HAPSA (Health Administration and Policy Student Association) educational meeting – Leadership Development for Developing Leaders; record number of attendees - 54
- Participated in Admitted Student Contact Campaign by writing letters and calling to congratulate/welcome newly admitted students
- Conducted three separate 1-hour independent study courses in spring 2016 including a Nursing Leadership for seven Nursing HAP minors
- Participated in *Admitted Student Day Breakfasts*
- Staffed *CU Sunday* HAP table to recruit interested high school students to Creighton
- Invited to participate in *Dean's Fellow Program* interviews
- Assisted General Counsel's Office and Department of Psychology with CLIA application
- Prayer Partner for two students in fall and spring Encounter Retreats
- Invited to:
  - Speak by the College of Nursing - Accountable Care Act
  - Be a member of CU Sunday Arts and Sciences Panel about majors and programs
  - Speak at Summer Preview about HAP Program
  - Moderate two sessions at the Creighton Business Symposium – *Analyzing the Affordable Care Act* and *A Conversation with Patrick Booth, CEO*
  - Be a member of Jesuit Education Seminar for academic year 2016/17
- Interviewed about experiences as healthcare leader by multiple students for course projects/papers
- Met with multiple prospective students and families about HAP Program at request of Admissions Department
- Member Pre-Health Advisor Team which meets monthly to discuss best-practices for pre-health advising
- Attended Dance Marathon as faculty representative
- Staffed Major/Minor Fair table to recruit interested students into major
- Led HAP tenure-track Faculty Search Committee
- Participated in *Baccalaureate Mass, Arts and Sciences Award Ceremony, Missioning Ceremony, and Commencement 2016*
- Attended *Magis Core Assessment Day* and *Curricular Mapping* sessions
- Member Interview Team for Director of Healthcare Law Program
- Attended AUPHA Annual Meeting and learned about program certification as well as course development

### **2015 - Accomplishments/Activities/Awards:**

- Received top 20% rating (HAP 413) and middle 40% ratings (HAP 200) in IDEA course student evaluation scores
- Conducted five separate 1-hour independent study courses in spring 2015 including a Nursing Leadership for 16 Nursing HAP minors
- Developed formal internship site agreements with Nebraska Methodist Health System
- Coordinated background check, health screening, HIPAA training, and drug screening process for interns as required by multiple internship sites
- Participated in *Admitted Student Contact Campaign* by writing letters and calling to congratulate/welcome newly admitted students
- Member RAC (Regent Advisory Council) Nebraska and Western Iowa ACHE to represent

## SUSAN K. WALSH, MHSA, RN, FACHE

student and academic interests

- Participated in *Admitted Student Day Breakfasts*
- Staffed Major/Minor Fair table to recruit interested students into major
  
- Invited by students to:
  - Participate in *Calling All Jays, Encounter 31 Retreat, Christmas at Creighton, and Skutt Student Shutdown*
  - Attend *Athletic Banquet and Leaders for Life Luncheon*
  - Speak at *National Society of Collegiate Scholars Induction Ceremony* (declined due to family illness), *RSP Group* about HAP, and *Pre-Medical Society* about US Healthcare System and Accountable Care Act
- Attended *CU Sunday Spring 2015*
- Assisted in greeting high school students during Pope Watch Gathering
- Participated in *Baccalaureate Mass and Commencement 2015*
- Attended *Magis Core Assessment Day* and *Curricular Mapping* sessions
- Member *Healthcare Administration Academic Planning Task Force*
- Member Interview Team for Director of MPH (Master of Public Health) Program
- Assisted department chair in HAP Program Director interviews
- Recipient
  - Heartland Healthcare Executive Group *ACHE Regent Award Mentoring and Leader Development Award* for exhibiting strong commitment to developing students/early careerists into leaders
  - Delta Zeta, Theta Eta Chapter *Outstanding Teacher of the Week Award* – March and October 2015
- Assisted College of Nursing with Operating Procedure index, templates, and draft procedures for Porto Clinic
- Attended AUPHA Annual Meeting and learned about program certification as well as course development

### 2014 - Accomplishments/Activities:

- Received top 20% rating in IDEA course student evaluation scores
- Worked closely with College of Nursing to expand HAP minors in Nursing
- Developed formal internship site agreements with Nebraska Medicine and Boys Town National Research Hospital
- Implemented background check, health screening, HIPAA training, and drug screening process for interns as required by some internship sites
- Review proposals and manuscripts for Health Administration Press, Chicago, IL.
- Invited by students to participate in *Calling All Jays*
- Attended all new faculty orientation and development activities learning responsibilities and University guidelines
- Secured speaker for Pre-Medical Society on Accountable Care Act
- Co-chair of College of Arts and Sciences New Faculty Event
- Attended all Health Administration and Policy Student Association Meetings
- Attended multiple Center for Health Policy and Ethics Discussion sessions

### Adjunct Instructor, (1/06 to 7/14)

- Design curriculum and teach undergraduate students in the HAP Program. Classes include Service Excellence & Human Resources in Healthcare and Careers in Health Administration.

Accomplishments:

## **SUSAN K. WALSH, MHSA, RN, FACHE**

- Combine practical application with theory to prepare students for healthcare administration careers
- Consistently receive outstanding course evaluations from students
  
- Acted as HAP internship site supervisor since 2000
- Facilitated internship positions for dozens of students at Creighton, Children's, and other healthcare organizations since 2000
- Member of HAP Advisory Board since 2008; provide input on program content and growth opportunities

### **Children's Hospital & Medical Center, Omaha, NE (12/09 to 8/14)**

(146 bed non-profit free-standing pediatric hospital affiliated with academic physician specialty practice)

#### **Cardiac Service Line Director (12/09 to Present)**

(15 physician, 10 mid-level, 42 employee, 2 fellow cardiac service line including inpatient and outpatient services with a \$22M budget)

Responsible for providing leadership in the areas of programmatic development, operations, and patient experience for the Cardiac Service Line (CSL) which includes: cardiology and cardiothoracic surgery clinics, outreach clinics at nine sites across a two-state region, cardiac diagnostic services, hybrid cardiac catheterization and electrophysiology laboratory, pediatric heart transplant and ventricular assist device programs, cardiac information technology, cardiothoracic inpatient mid-level practitioners, and cardiology fellowship program. Also accountable for Specialty Pediatric Clinics (SPC) performance improvement activities and outcomes.

#### **Accomplishments:**

- Increased "likelihood to recommend" patient satisfaction scores in Cardiology from 8<sup>th</sup> percentile in 2010 to 90<sup>th</sup> percentile in 2014 within HealthStreams national client database
- Implemented CSL team meetings and director "rounds" to improve communication and increase employee engagement scores by 11% from 2009 to 2012
- Developed Patient Agenda Pad for use in CSL Clinics which resulted in improved family understanding of provider instructions; patient satisfaction scores increased from 5<sup>th</sup> percentile pre-implementation to 99<sup>th</sup> percentile post-implementation; now utilized in multiple specialty clinics
- Developed, implemented, and measured first, formal CSL Strategic Plan; included programmatic expansion of adult congenital heart disease and fetal care programs as well as increase of seven physician and eight professional staff resulting in decreased *Days to 3<sup>rd</sup> Available Appointment* from 39.9 (2011) to 3.8 days (2013)
- Led team to develop and implement one of approximately 40 federally certified Pediatric Heart Transplant Programs resulting in four transplants in first year with \$3.6M in gross revenue; also expanded the transplant program to include Ventricular Assist Devices (VAD) boosting annual gross revenue by \$2M; both programs required extensive cross-departmental planning and training
- Assisted in pediatric fellowship program development and application leading to approval of four fellow positions over three years beginning July 2013
- Represented organization on Children's Hospital Association's Expert Panels for *Room Utilization* and *Days to Third Available Appointment* which developed a national whole systems measure for benchmarking utilizing consistent data gathering tools
- Successfully recruited and on-boarded seven new physicians, facilitating orientation within

organization

## **SUSAN K. WALSH, MHSA, RN, FACHE**

- Coordinated workflow planning for Cardiothoracic Surgery and Cardiology Clinics' move to new Specialty Pediatric Center in 2010; began design and development of new 5,000 square foot Heart Center expected to open in Winter 2014 which brings together clinics and diagnostic testing increasing evaluation and testing space by 50% as well as enhancing the patient experience
- Opened new satellite clinic in the Omaha metro area in 2013, increasing access to Cardiology and Pulmonology services by 43% and 19% respectively
- Implemented Hand Hygiene Program in SPC which included training of known observers, Hand Hygiene Audits, and communication to Ambulatory Care Physicians and Staff; Known Observer results increased from 89.9% to 100% within five months
- Developed electronic SPC Scorecard and refined data points to ensure appropriate data output; also educated clinical staff about common errors in new Electronic Health Record entry resulting in increased medication review and pain assessment scores over nine months from 68% to 96% and 62% to 91% respectively
- Led CSL and SPC nursing team preparation for successful Magnet re-designation visit in 2011
- Prepared CSL for two successful Joint Commission visits in 2010 and 2013 with no deficiencies
- Negotiated terms of agreements a) for twice monthly 2-day clinic in Rapid City, SD which has resulted 700+ annual patient visits and b) with multiple local and regional hospitals for technical and professional echocardiograms resulting in a 22% volume increase over four years
- Developed and implemented business plan for implantation of Melody® Transcatheter Pulmonary Valve program resulting in \$250K gross revenue annually; allowed a sub-set of congenital heart disease patients avoid open-heart surgery
- Restructured Cath Lab staffing to decrease overtime and on-call expenses by \$24K (66%) annually
- Coordinated multiple billing projects for Cardiac Service Line to improve revenue by 21% over four years, increase compliance, and ensure charge capture and reconciliation

### **Creighton University, The Cardiac Center, Omaha, NE (2/92 to 12/09)**

(21 physician, 14 fellow, 220-employee academic cardiology practice with \$25M budget)

#### **Administrative Director (7/97 to 12/09)**

Responsible for providing organizational and financial leadership while working closely with physician leaders of an academic group practice. Organization served patients in a 63,000 sq. ft. freestanding outpatient facility, four hospital-based cardiology laboratories, four full-service satellite offices, and 11 outreach locations in two states. Direct reports include the Clinical Administrator and Finance, Facilities, Human Resources, Information Technology, Marketing, Outreach, Patient Accounts, and Quality Managers.

#### **Accomplishments:**

- Implemented comprehensive service excellence culture for patients, staff, faculty and fellows; achieved 48% increase in employee satisfaction over initial three-year period
- Developed and implemented Annual Education Day for staff to receive mandatory, professional and personal growth training including service excellence
- Coordinated annual faculty retreats, quarterly finance committee meetings, and bi-weekly faculty meetings which provided forums for strategic planning, decision making, and information dissemination
- Negotiated \$15M+ annual cardiology technical services contract with Creighton University Medical Center (Tenet) for multiple three-year contract periods

## SUSAN K. WALSH, MHSA, RN, FACHE

- Coordinated multi-specialty cardiac surgery contract with Veterans Administration Hospital resulting in \$1.5M in annual net revenue
- Collaborated with interdisciplinary team to implement highly successful community-based call-to- action marketing campaign – *Call or Be Called*; led health fair component which screened over 1,000 patients in six months
- Lead organization to Joint Commission accreditation with commendation for ambulatory facility in two consecutive surveys
- Provided administrative support to faculty cardiologist for \$1.5M community-based minority cardiovascular health grant from National Heart Lung and Blood Institute
- Successfully mentored more than 30 health administration and policy students to prepare them for future positions in healthcare organizations and advanced degree programs
- Involved in all aspects of development and operational planning for multiple new satellite locations, two in rural communities
- Oversaw product review, purchase, renovation, installation, and operational implementation of multiple cath, EP, echo, EKG, stress, and cardiac monitoring laboratories totally \$30M+ over 15 years
- Lead team to execute computer-based scheduling module across multi-specialty faculty practice plan during implementation of new practice management system
- Oversaw human resources functions including employee and faculty recruitment and selection, staff and faculty relations, developing performance improvement plans, conducting annual salary reviews, employee performance appraisals, and assisting in preparation for EEO/AA/Worker's Compensation/Unemployment hearings
- Implemented drug screening program for staff contracted with Creighton University Medical Center to comply with Joint Commission standards
- Directed writing, periodic review and implementation of 250+ division level Operating Procedures
- Mentored three direct reports who were promoted to leadership roles within Creighton's multi-specialty faculty practice plan

### **Director, Clinical Services (1/94 to 6/97)**

Responsible for outpatient and inpatient operations of 12 clinical sections and 180 employees including overall management, employee selection, orientation and evaluation, budgeting, policy development, strategic planning, and clinical quality. Provide administrative leadership and support of comprehensive cardiology services in ambulatory, hospital and outreach settings.

#### Accomplishments:

- Designed and implemented orientation program with individualized position checklists to document job-specific training
- Developed division Medicare Compliance program to monitor adherence of physician documentation to Teaching Physician Guidelines
- Part of three person team who lead preparation for Joint Commission survey which received accreditation with commendation
- Developed niche specialty care services for Anticoagulation and Heart Failure patients
- Reduced overtime hours by 44% in two years
- Worked with Information Technology team to designed computerized Patient/Physician Scheduling System eliminating manual schedule

## **SUSAN K. WALSH, MHSA, RN, FACHE**

### **Director, Outpatient Services (7/92 to 12/93)**

Responsible for operational management of outpatient cardiology services including clinic, cardiac catheterization laboratory, echocardiography, stress testing, prevention and rehabilitation services with 85 employees.

#### Accomplishments:

- Coordinated purchase of equipment for new 63,000 sq. ft. ambulatory facility
- Redesigned and implemented operational changes associated with move from hospital location to ambulatory facility for eight clinical areas
- Reorganized operations to accommodate 51% growth in clinic volume over first two years

### **Outpatient Clinic Manager (2/92 to 6/92)**

Responsible for operations of outpatient clinic and medical records sections and supervision of 20 nursing, ancillary and clerical staff in their care of cardiology outpatients.

#### Accomplishments:

- Developed nursing documentation tools
- Directed implementation of Document Imaging System for patient medical records
- Implemented tracking system to ensure licensure and certifications were renewed prior to expiration

### **Bergan Mercy Medical Center, Omaha, NE (6/91 to 7/95)**

(400 bed non-profit hospital serving Omaha metropolitan area)

#### **Emergency Department Staff RN**

Responsible for assessment, analysis, intervention, and evaluation of patients presenting to the Emergency Department using oral and written communication to deal with patients, physicians, nursing, and ancillary staff.

### **Hi-Desert Medical Center, Joshua Tree, CA (2/86 to 5/91)**

(56 bed community hospital serving communities over a 100 mile radius)

#### **Emergency Department Staff RN (8/89 TO 5/91)**

Utilized nursing process in caring for patients and families. Coordinated paramedics and pre-hospital communication. Established data collection system for quality indicator monitoring.

#### **House Supervisor (2/88 to 8/89)**

Responsible for the supervision of all nursing and ancillary personnel and the problem solving of clinical/operational issues which arose during a shift.

#### **Medical Surgical Staff Nurse (2/86 to 2/88)**

Utilized nursing process in caring for patients and families. Served on Professional Relations Committee which focused on improving physician and nursing relationships.

## **PUBLICATIONS**

Umberger, L. and Walsh, S. K. (2009). Annual Education Day: How to Efficiently and Effectively Educate Your Staff. *Group Practice Journal*, 58(6), 16–20.

## **EXTERNAL PRESENTATIONS**

2013. Walsh, S. K. Why Healthcare Administrators Need Attorneys. Fraser Stryker Law Clerks, Omaha, NE.

## **SUSAN K. WALSH, MHSA, RN, FACHE**

2009. Walsh, S. K. How are Academic Departments Dealing with the Financial Crisis?  
Association of Pathology Chairs Annual Meeting, Seattle, WA.

2004. Walsh, S. K. Service Excellence in Healthcare. Health Administration and Policy Student  
Association Meeting, Omaha, NE.

2000. Pollard, D. and Walsh, S. K. Getting the Most Out of Your Personal Computer. American  
Association of Healthcare Administrative Management, Kearney, NE.

### **PROFESSIONAL AFFILIATIONS**

American College of Healthcare Executives, Fellow  
Association of University Programs of Health Administration, Member  
Sigma Theta Tau International, Nursing Honor Society Member

### **COMMUNITY SERVICE**

Creighton University Leadership Scholars Program Mentor, School of Nursing – 2013 - present  
Capital Campaign Cabinet, Mount Michael Benedictine High School  
Parent Association Treasurer – 2 years, Duchesne Academy of the Sacred Heart  
Alumni Reunion Planning Committee, Creighton University  
Grandparent Night Chair – 3 years, Duchesne Academy of the Sacred Heart  
Conge Invitation Chair – 2 years, Duchesne Academy of the Sacred Heart  
Organizational Leader – 15 years, American Heart Walk  
Silent Auction Chair, Mount Michael Benedictine High School  
Home and School President, St. Margaret Mary School  
Home and School Vice President, St. Margaret Mary School  
Total Board of Education Board Member, St. Margaret Mary Church  
Circle Leader – 2 years, St. Margaret Mary Guild