

Kelly Cullen

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HIGHLIGHTS of QUALIFICATIONS

- Offering extensive experience in all aspects of hospital administration and management.
- Demonstrated ability leading major hospital expansion initiatives valued up to \$30 million.
- Strong track record implementing profound and fundamental change, resulting in dramatic improvements in service, outcome and cost.
- Skilled in establishing and maintaining strong relationships with physicians and other key players.
- Proven ability creating a positive, high-energy work culture that attracts and retains team members.
- Self-directed professional with superior problem solving, communication, teaching and leadership skills.
- Proven ability managing financial budgets and personnel, ensuring optimal resource allocation.
- An entrepreneurial leader who looks beyond the status quo to uncover hidden opportunities.
- Strong strategic and operational planning experience.

PROFESSIONAL EXPERIENCE

MORTON PLANT MEASE HEALTH CARE (MPMHC), CLEARWATER, FL 1991-PRESENT

Director of Nursing

2002-present

- Manage and direct all nursing-related operations for:
 - Mease Dunedin – ED, 2 Medical Surgical Units, Telemetry, Critical Care and Surgical Services
 - MPM – Transfer Center
 - Bardmoor Free Standing Emergency Center
 - Responsible for Stroke Service Line for all of MPM. Joint Commission Stroke Certified since 2004.
 - MPM Liaison to Pinellas County Emergency Medical Service (EMS).
 - Member of the Emergency Medical Services Advisory Council since 2007.
 - Member of the Emergency Medical Services (EMS) Fire Transport Committee.
 - Most recently Project Leader responsible for the design, build and implementation of operations plan for the Bardmoor Free-Standing Emergency Center. Project completed March 2008.
 - As onsite Director for Mease Dunedin took fragmented under-performing management team and built a cohesive goal driven team.
 - Develop and maintain strong relations with physicians, providing a synergistic, collaborative approach to hospital management as evidenced by significant improvement in all indicators of 2007 physician satisfaction survey. Expertly resolve all issues and conflicts with a diplomatic approach to problem resolution.
 - Led major strategic initiative – “the 30 Minute Promise”. This involved analyzing and evaluating “patient throughput”, collaborating with representatives from every hospital department and developing a plan to improve efficiency and quality of care provided in the ED. Substantial gains in service (highest patient satisfaction in BayCare), outcome (lowest number of patients that leave without being seen by a physician) and cost resulted from this program. Currently meeting the “Promise” 93% of the time.
 - Create, manage and direct the entire operational budget consisting of revenues totaling \$140,699,809, total expenses of \$34,617,410 and 549 FTEs.
 - Successfully managed productivity resulting in lower than budgeted nursing costs 2 years in a row – beat budgeted nursing cost by \$750,000.
 - Expertly deal with representatives from state and federal agencies (AHCA, JCAHO & CMS).
 - Played key role in the achievement of “Magnet” designation for nursing in 2004 (remains current).
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- Established the Patient Transfer Center for MPM. Center is responsible for coordinating all transfers within MPM or any transfer coming from an outside hospital in an effort to comply with EMTALA rules and regulations. Gained senior management approval by presenting compelling data on service, outcome and cost.
- Fully engaged in Six Sigma philosophy for quality improvement. Process owner of project “Bed Unavailable”. Substantial improvements made in the time it takes to get a patient discharged once the attending physician writes the order. Obtained Yellow Belt certification 11/05.
- Successfully implemented Cerner First Net System (electronic triage and tracking system) in 4 emergency departments.

2002-2008

- Mease Countryside – ED and Women’s & Children’s
- North Bay – ED
- Led \$16.9 million expansion project of the Mease Countryside Emergency Department. Accomplished all project goals on time and within budget.
- Led \$22 million project to move Women’s & Children’s product line from Mease Dunedin Hospital to the state of the art Women’s & Children’s Center at Mease Countryside Hospital. This was achieved without interruption to service.
- Implemented major cultural and philosophical change (LDRP Concept) at the Women’s & Children’s Center, resulting in true family centered care and improved patient satisfaction.

Director of Emergency Services

2001-2002

Director of Women’s and Child Services

- Managed all day-to-day operations at 2 Mease Hospitals.
- Directed strategic planning, budgeting, recruitment and retention.
- Successfully established and maintained strong physician relationships leading to trust, rapport and mutual support.

Director of Emergency Services

1999-2001

- Managed daily operations for the Emergency Departments of 3 hospitals - North Bay, Mease Countryside, and Mease Dunedin.

Nurse Manager North Bay ED and Countryside ED

1998-1999

Clinical Nurse III Countryside ED

1995-1998

Clinical Nurse III North Bay ED

1992-1995

Staff Nurse North Bay Hospital

1991-1992

EDUCATION and AFFILIATIONS

University of Phoenix

Graduated 2003

Master of Business Administration in Health Care Administration

St. Francis Xavier University

Bachelor of Science in Nursing

Graduated 1991

Tampa Bay Organization of Nurse Executives (TBONE)

Florida Organization of Nurse Executives (FONE)

Emergency Nurses Association (ENA)