

Sharon D. Hayes, RN, BSN, MBA



PROFILE

Highly experienced, results oriented professional with a progressive and diversified background in healthcare operations, management, strategic planning and program development in both national and international markets. Offers a unique perspective on healthcare issues and solutions through experience in multiple leadership roles, including Chief Executive Officer, Chief Nursing Officer and Chief Operating Officer. Consistently recognized for outstanding skills at developing physician and employee relationships.

PROFESSIONAL EXPERIENCE

CHIEF EXECUTIVE OFFICER

Palms of Pasadena Hospital,
St. Petersburg, FL

March, 2014 - present

Appointed by HCA's West Florida Division President to serve as CEO and to provide leadership and strategic development to this 307-bed facility which was acquired by HCA in January 2014. These duties were concurrent with the position of CEO at Edward White Hospital from March-November 2014. Successfully guided organization through a cultural transition and effectively provided strategic direction to ensure smooth transition to the HCA business model. Continually strengthening employee, community and physician relationships. These efforts have resulted in continued strong inpatient volumes during historically low volume summer months. Grew Inpatient Admissions by 6.2%, ED Visits by 13.8%, and Surgeries by 9.9% over prior year. Exceeded EBDITA by 49%. HCAHPS scores improved from 60.2 in 2014 to 70.2 in 2016. Decreased overall Turnover from 30.2% in 2015 to 23.2% YTD 2016. Awarded 2014 Business of the Year by the St. Petersburg Beach Chamber. 2014 Finalist for the Tampa Bay Iconic Woman of the Year. Personally awarded 2015 Business Woman of the Year by the City of Pasadena. Serves on the Board of Directors for the American Heart Association Go Red Tampa Bay Chapter, Creative Clay, Mr. Strong Foundation and EMS Medical Control Board.

CHIEF EXECUTIVE OFFICER

Edward White Hospital
St. Petersburg, FL

2012 - present

Assumed the leadership of this 162-bed community hospital, which is part of the HCA West Florida Division, with the objective of reestablishing the hospitals market position after a period of stagnant growth. Stabilized the relationship with key physicians and EMS leading to ED volume growth of 14.47% and ED admissions growth of 12.16%. Restructured the Board of Trustees to better represent the interest of the Community and positioned the hospital as the destination for minority groups such as LGBT through facility wide cultural education. Tied for #1 in the West Florida Division for Employee Engagement with an 89% participation rate. Decreased RN turnover from 13.40% to 5.50%. Decreased overall turnover from 14.10% to 9.20%. Consistently ranked in the top four in the West Florida division for HCAHPS. Increased admissions by 2.96%. Increased IP Surgeries by 6.63%.

CHIEF OPERATING OFFICER/INTERIM CEO

Chippenham Medical Center
Richmond, Virginia

2009-2012

Directed the operations of this 466-bed acute care facility, a campus of CJW Medical Center which is part of Hospital Corporation of America. The facility has over 20,000 inpatient admissions, 96,000 outpatient visits and 85,000 ED visits per year. Net consolidated revenue exceeds \$500,282,000 producing an EBDITA of \$142 Million. Provided strategic vision and leadership to key service lines resulting in recognition of cardiac services as the number one cardiac program in Central Virginia and in orthopedic volume growth of 14% year over year. Initiated and oversaw the development of a 32 bed MSTICU in preparation for advancement to a level 2 Trauma Center and led the recruitment for trauma specialist to staff the program. Developed a multidisciplinary robotics program with a projected first year run rate of 240 cases. Managed supply expense to produce a \$2,033/AA to a budget of \$2,133/AA. Consistently met or outperformed the company's productivity benchmarks while the facility experienced YOY volume growth. Inpatient volume exceeded budget by 12.42% in 2011. Fulfilled the role of CEO during a transition of this role to a new CEO and maintained all performance and productivity indicators.

VP OF CLINICAL AFFAIRS AND CHIEF NURSING OFFICER

CJW Medical Center
Richmond, Virginia

2005-2009

Directed all aspects of clinical services in this 758-bed acute care two campus facility, part of Hospital Corporation of America. Managed a staff of over 1,750 professional and clinical employees. Major services included a 113 Behavioral Health hospital, a dedicated cancer hospital, a cardiac hospital, and the Neuro and Gamma Knife Center of Virginia. Successfully altered the perception of the physician community relating to the quality of nursing services through an organizational wide change in nursing leadership and a consistent focus on quality and customer service.

- Envisioned and developed a nurse residency program to assist the new graduate nurse with the transition from student to RN.
- Established and led nurse residency planning committee.
- Developed the Pathways In Nursing (PIN) program to further develop career tracks of new RN graduates.
- Maintained 97% retention rate of new RN graduates.
- Began cultural transformation to support Magnet journey.
- Consistently managed to productivity and financial budget indicators.
- Provided strategic direction in the development of existing service lines leading to growth in Emergency, Orthopedic, Pediatric, and Neuroscience volumes.
- Secured accreditation or re-accreditation in major service lines including cardiac, neurology, orthopedic and trauma.

CHIEF NURSING OFFICER/ADMINISTRATOR OF THE JACK NICKLAUS CHILDREN'S HOSPITAL

St. Mary's Medical Center
West Palm Beach, Florida

2001-2005

Directed all aspects of clinical services in this 460-bed tertiary care facility affiliated with Tenet Healthcare Corporation. Services included: Level II Adult and Pediatric Trauma Center, NICU, Obstetrics including High Risk Perinatal Center, inpatient Rehabilitation, free standing 40-bed Psychiatric Facility, and a dedicated 81-bed Pediatric Hospital. Managed over 800 clinical staff in a predominantly-unionized environment. Developed and actively managed a budget of over \$60M. Participated as a member of senior leadership team in the transition of the hospital from a not-for-profit system after its purchase by

Tenet in 2001. Contributed to St Mary's consistent performance in the top 25% of Tenet facilities within the South Florida region.

- Selected as "Outstanding Chief Nursing Officer" by Tenet Healthcare Corporation for 2003/2004
- Recognized for exemplary performance in exceeding patient satisfaction goals, new program development and nurse recruitment and retention.
- Negotiated the inclusion of key operational issues into a 4 year agreement
- Ensured stability in key areas during a transition from a not-for-profit to for-profit
- Restructured Nursing Leadership to support the mission of a for-profit corporation versus an independent not-for-profit group
- Evaluated nurse leadership positions to determine the ability of incumbents to manage the cultural transformation to new ownership
- Continued development of nursing leadership through the introduction of education tools to improve management and decision making skills
- Led the nursing team through two JCAHO inspections with scores in the high 90s
- Improved morale and the relationship between the nursing staff and Administration
- Through a process of personal interaction created a climate of open communication and improved trust with the nursing staff
- Participated with the Healthcare Workforce Partnership to improve the image of nursing
- Reduced nursing vacancy to below the regional average
- Managed nursing turnover at 9% vs. 19.5% regional average
- Consistently improved employee satisfaction scores
- Established the hospital as a pilot for an accelerated BSN program with a local state university precepting 11 students in 2004-2005
- Developed a novice nurse program increasing the employment of new graduate nurses
 - Developed internal programs to facilitate the transition of staff into areas of critical importance such as OB, NICU and critical care
- Implemented changes resulting in the improvement of revenue and the reduction of cost
- Provided guidance and leadership that helped move the hospital from an operating loss exceeding \$20M to profitability
- Developed an outpatient Rehabilitation Center and outpatient Diabetes Center
- Expanded multidisciplinary clinics for Children's Medical Services
- Evaluated and established new productivity standards for all nursing units resulting in improvement in staff satisfaction and improved resource utilization
- Reduced contract labor to achieve savings of over \$1M per annum
- Developed relationships with local philanthropic entities and initiated ways to integrate their mission with a for-profit organization
- Member of Palm Healthcare Foundation Steering Committee that established a campus based outpatient center for children's chronic disease
- Worked closely with the Jack Nicklaus Foundation to develop and construct a dedicated and self-contained children's hospital within the campus

ADMINISTRATOR OF WOMEN' S AND CHILDREN'S SERVICES

St. Mary's Medical Center
West Palm Beach, Florida

1999-2001

Responsible for the operational management of all inpatient and outpatient pediatric and obstetrical services. The program served a largely indigent and culturally diverse population with approximately 4,000 births per year and provided highly specialized pediatric services.

- Conceived and implemented a new vision for pediatric services
- Secured the support of the physician population for the development of a dedicated children's hospital. Secured approval and funding from Tenet Corporation to develop an 81 bed pediatric hospital

ADMINISTRATOR OF WOMEN' S HEALTH SERVICES

St. Mary's Medical Center
West Palm Beach, Florida

1997-1999

Directed all activities of a 9 person employed physician group that provided OB/GYN services, including 2,500 deliveries per year, to a predominantly Medicaid population.

- Improved the financial status of the program through the expansion of services
- Developed a private component of the service to attract a new patient population
- Expanded the geographic reach of the program through the opening of new sites
- Mitigated the financial risk of a high risk population through the creation of a Quality Oversight Committee
- Integrated the Regional Perinatal Intensive Care services (RPICC) into the operations of the program to provide better oversight of high risk mothers
- Reduced the C-section rate by approximately 7%
- Recruited dedicated Perinatologists
- Changed the program model from an employed physician model to private practice
- Assisted in the transition to a private practice model while ensuring the mission of the program in serving the indigent and high risk population was maintained

PRESIDENT

Practice Management Concepts
Stuart, Florida

1995-1997

A private organization providing practice management consulting services to multispecialty physician practices.

- Provided practice management services to a 7 physician OB/GYN practice
- Developed business plan for start-up Pain Management practice
- Developed business plan, secured funding and implemented a practice model focused on the management and treatment of osteoporosis
- Performed market analysis to identify product development strategies for aesthetic and weight loss practices

CHIEF OPERATING OFFICER

Palms West Hospital
Loxahatchee, Florida

1989-1995

Promoted through the offices of Director of Physician Services, Director of Support Services, and Director of Marketing and Public Relations to the position of Chief Operating Officer. Responsible for all operational activities at this 150- bed acute care facility. Palms West was consistently named as one of the top performing hospitals in the South Florida Region for Hospital Corporation of America.

- Introduced new management tools
- Conceived and developed daily productivity standards
- Established department based business planning
- Introduced new product lines and services
- Developed and implemented Workers Compensation Program
- Grew pediatric services through the recruitment of key physicians
- Planned and implemented the Pediatric Intensive Care Unit.
- Recruited Pediatric Intensivist, nurses and ancillary personnel. Oversaw construction of new unit
- Planned and implemented Emergency Pediatric Track.
- Developed Customer Service Programs for all hospital based Physicians
- Consistently increased ADC by 7% per annum
- Established Physician Office Manager Council which was consistently recognized for its effectiveness in influencing referral patterns

PRACTICE ADMINISTRATOR

Dr. Gula, P.A., Orthopedic Surgeon
Wellington, Florida

1988-1989

Responsible for all aspects of physician practice operations.

DIRECTOR OF NURSING/EMERGENCY DEPARTMENT

Wellington Regional Medical Center
Wellington, Florida

1986-1988

Participated in the development of new 120-bed hospital initially as Director, Emergency Department and then promoted to Director of Nursing. Actively recruited an international nursing staff to compensate for shortages in the profession. Successfully manage the JCAHO accreditation process.

DIRECTOR, EMERGENCY DEPARTMENT

King Fahad Hospital
Riyadh, Saudi Arabia

1983-1986

Successfully managed the challenge of directing an internationally mixed staff in this 550-bed facility to provide emergency services to over 50,000 patients per year. The hospital was managed under contract by HCA.

EDUCATION, AFFILIATIONS, AND RECOGNITIONS

- Master of Business Administration (Honors) Bachelor of Science in Nursing
- Multiple Sclerosis Board, Central Virginia Florida Atlantic University Advisory Board
- Florida Atlantic University Physician MBA Development Program Florida Atlantic University Nursing Leadership Development Board Business Development Board, Chamber of Commerce, Wellington, Florida
- American Heart Association Event Planning Board American College of Healthcare Executives Central Virginia Healthcare Executives
- Virginia Organization of Nurse Executive
- Florida Atlantic University, Distinguished Alumni Hall of Fame Iconic Woman of the Year nomination St. Petersburg Chamber of Commerce
- Gold Medal for Outstanding Healthcare Marketing in Florida Region Board of Trustees for Mr. Strong Foundation
- Board of Trustees for Go Red for Women with the American Heart Association
- Board of Trustees for Creative Clay