

# Susan R. McLean RN MSN

## Summary of Qualifications

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Health Care Administrative Leader with expert qualifications in operational leadership, management and redesign. Strategic business partner with senior executives to drive the development of a high performance organization. Six Sigma Black Belt, skilled decision maker and problem solver with experience in hospital wide financial planning, organizational development and design, balanced scorecard application, and human resource metrics and results. Strong communications, interpersonal relations, mentoring, collaboration and coaching skills resulting in high trust environments and performance improvement for all service areas.

### **Health Care Administration Experience:**

- Healthcare Policy & Procedures
- Human Resources Management
- Financial Management
- Balanced Scorecard Application
- Surgical Services, Heart Center, Emergency Services, Neuroscience Services, and Surgical Trauma ICU Competencies
- Patient Care Model Redesign
- Professional Staffing, Scheduling and Talent Management
- Employee Rewards and Recognition
- Performance Management

### **Organizational Design Experience:**

- Six Sigma Black Belt, Instructor
- North Carolina Awards for Excellence, Examiner using Baldrige Criteria
- High Team Performance Model Implementations
- Dispute Resolution & Mediation Strategies
- Organizational Design & Team Building Consultation
- Cost Savings & Cost Avoidance Redesign
- Influential Leadership Strategies Trainer

## Professional Experience

**January 2005 – Present**                      **SRM Healthcare Solutions**                      **Healthcare Consultant**

Six Sigma Black Belt providing leadership coordination of Error Proofing Healthcare with NC State (HFMEA, Error Proofing Model, Innovative Problem Solving, Solution Generation and Prioritization Matrix)

North Carolina Awards for Excellence, Examiner using Baldrige Criteria ( since February 2006)

Six Sigma Instructor, North Carolina State University since May, 2005. Coordination, instruction and application of Six Sigma methodology in Pharma, Computer Technology, Banking, and Healthcare Organizations.

Content design, application and instruction for Six Sigma Champion, Red Belt, Green Belt and Black Belt courses.

Organizational Development Consultant and Meeting Facilitator since 1992. Provide leadership coaching, mentoring, facilitation of team meetings, results oriented kaizen events, team building sessions, and community based strategy sessions. (Medical Advisory Boards, Piedmont Health Coalition, Triangle United Way, etc)

**October 2001 – October 2004**                      **Duke University Hospital**                      **Durham, N.C.**  
Duke University Hospital is a large academic Level 1 trauma center in the Southeastern region of the United States.

### **Senior Associate COO**

Administrative duties include Perioperative Services, Emergency Services, Med Surg Critical Care Services, Oncology Services, Guest Services, Medical Records, Department of Social Work, Department of Infection Control, and the Wound Management Program.

Fiscal Authority (\$220 Million, 2500 FTEs)

- Redesign of the Duke Health System Patient Bill of Rights
- Developed Infrastructure for Hospital-wide Patient Flow Initiative
- Successful JCAHO Accreditation
- Redesign of Guest Services Department and Role of the Patient Advocate in alignment with the Clinical Services and BSC Metric Accountability
- Duke Leader for NC Latino Coalition Initiatives
- Hospital Leader for Pay and Performance System (100% Evaluation Compliance)
- Administrative Leader for 100% HIPAA Training Compliance (6000 FTEs)
- Management of Favorable Expense Budget for Current and Previous Fiscal Year

**March 1998 – October 2001**                      **Duke University Hospital**                      **Durham, N.C.**

### **Associate Operating Officer, Perioperative Services**

Administrative duties include Preop Screening Clinics, Department of Infection Control, Sterile Processing, 38 Operating Suites within 3 Surgical Sites; Duke Hospital North, Duke Eye Center, and Duke Ambulatory Surgery Center.

Fiscal Authority (\$75 Million)

- Redesign of Surgical Leadership Team and Functional Infrastructure
- Redesign of the Surgical Continuum of Care resulting in Day of Surgery Medical Record Completion Improvement from 26% to 95% in 6 months

- Institution of Quarterly Surgical Block Time Analysis and Reallocation for the Ambulatory Surgery Center
- National presentations: Perioperative Services Balanced Scorecard demonstrating continuous improvement in BSC metrics
- Transition of Perioperative Budget Variance from \$9 million unfavorable to Neutral/Favorable within 2 years
- Creation of Subspecialty Surgery Teams resulting in improved communication and productivity between surgery, anesthesia and nursing staff and faculty
- Redesign of 100 surgical supply contractual agreements resulting in improved service, & annual reductions of \$1-2 million.

October 1994 – March 1998

**Duke University Hospital**

Durham, N.C.

**Assistant Chief Operating Officer, Surgical Services**

Administrative duties included coverage for all surgical intermediate, step-down and ICU units, Life Care, Life Flight, Emergency Department, 30 Operating Suites, PACUs, and the Ambulatory Surgery Unit.

Fiscal authority (\$60 Million, 1180 FTEs)

- Interim Chief Nurse Exec (6/96 – 11/96)
  - Standardization of Surgical Nursing Practice and Policies across all surgical units
  - Institution of Pay and Performance System hospital-wide
  - Budget Training, Planning, Implementation and Accountability
  - Dispute Resolution Hearing Officer
  - Leadership Effectiveness Training across all surgical units
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- Team Building Consultation across all Surgical Units (Mission, Vision, Values, Roles/Goals, MBTI courses)
  - Management of Favorable Expense Budgets.

January 1988 – October 1994

**Duke University Hospital**

Durham, N.C.

**Clinical Operations Manager / Director (7100 & 7300) and Director, Duke Heart Center**

Administrative duties included management of 64 cardiology step-down beds & 150 FTEs.

- Redesign of Cardiology Patient Flow (CCU to 2 Step-down Units) with institution of new Cardiology Step-down Unit (7300) resulting in improved patient flow, elimination of step-down bed barriers, and increased competencies for all cardiology staff
- Initiation of Unit based DRG Based Coding and Billing
- Implementation of Professional Nursing Practice Models across cardiology units
- Creation of Cardiology Care Maps & Case Management teams for Congestive Heart Failure, Acute MI, and Electrophysiology resulting in Decreased LOS, Improved documentation, and Maximum Reimbursement
- Institution of Daily NHPPD tracking resulting in budget neutrality for cardiology areas
- Interim Director of the Duke Heart Center for 8 months (Mar-Oct 1994) during hospital-wide Organizational redesign. Administrative duties included Heart and Emergency Services which Added cardiothoracic step-down and ICU units, ED and Life Flight system

- Strategic Planning Facilitation for the Duke Heart Center resulting in redesign of Mission, Vision, SWOT Analysis, Goals and Tactics, & Strategic Priorities
- Leadership Presentations –National and International (London)

July 1982 – January 1988                      **Duke University Hospital**                      Durham, N.C.  
**Clinical Instructor, Neuroscience Center**

Within the Department of Nursing Education and Development, responsible for the orientation and staff development of staff and faculty for the three neuroscience units, 4100, 4200 and 4300.

- BCLS and ACLS Instructor
- Local, Regional, and National Presenter for Neuroscience presentations including Neuro A&P, Neurovascular Aneurysms, Seizure Disorders and Neurological Lobe Function
- Creation of Neuroscience Orientation Program
- Initiation of Leadership Effectiveness Series: Self Awareness, Coaching, Counseling, and Performance Management

1980-1982    **Duke University Hospital**    Durham, N.C.  
**General Surgery Nurse Clinician**

- BCLS and ACLS Instructor
- Design of General Surgery Patient Education Materials
- Case load coverage of all preop general surgery patients and families across the continuum of care
- Local and Regional Presentations through NC AHEC

1977-1980    **Duke University Hospital**    Durham, N.C.  
**General Surgery, Thoracic and Trauma ICU Staff Nurse**

- Participation in Design of Duke North 2200 ICU
- Charge Nurse, Preceptor, Assistant Nurse Manager Evenings
- Presenter in Critical Care Core Curriculum for ICU Staff

## **Education**

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1987    Master of Science in Nursing, Duke University, Durham NC

1977    Bachelor of Science in Nursing, East Carolina University, Greenville, NC

## **Licensure/Certifications**

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Examiner, NC Awards for Excellence using Baldrige Criteria (2006)

Six Sigma Black Belt Certification, April, 2005

Six Sigma Green Belt Certification, August 2004

Duke University Organizational Consultants Program Certification, 1989

North Carolina Registered Nursing License: 62437

External Consultant for Organizations throughout the state/region since 1989

## Honors

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2003	President's Women's Initiative and Advisory Committee
2003	President's Teamwork Award, Surgical Inventory Redesign
1999	International Who's Who, Healthcare Management
1999-2004	National Panel Representative for Top 25 Surgical Service Health Care Institutions
1997	North Carolina Great 100, Award for Nursing Excellence
1994	Layperson of the Year, Aldersgate UMC
1993	Nursing Leadership Award, Friends of Nursing Program
1992	Exemplary Mentor Award, Administrative Network
1991	Special Recognition for Nursing Leadership, FON Program
1987	Outstanding Student Award, Graduate Studies, Duke University

**References:** Available upon Request