

KATHLEEN A. MIKOS, DNP, RN, NEA-BC

Homer Glen, IL 60491 | (708) 990-9633 | kmikos53@gmail.com | linkedin.com/in/kathy-mikos

HEALTHCARE OPERATIONS

Healthcare executive with extensive leadership experience in health care operations and administration. Track record of innovative shifting of organizational strategies to optimize market position and patient care delivery. Proven expertise in building acute care community hospitals' centers of excellence through market gap analysis, building and inspiring teams, and recruitment of strong talent. Executive strengths include:

Strategy, Mission and Vision Planning
Employee Engagement
Patient Care, Safety and Experience
Leadership Committees and Advising
Physician Recruitment and Staffing

Healthcare Systems Integrations
Budgeting and Resource Allocation
Quality and Regulatory Compliance
Program and Project Management
Change Management

PROFESSIONAL EXPERIENCE

RUSH UNIVERSITY, COLLEGE OF NURSING, Chicago, IL 7/2020 – present
Assistant Professor
Transformational Leadership Doctor of Nursing Practice Program: Systems

MACNEAL HOSPITAL, Berwyn, IL 2017 – 2020
GOTTLIEB MEMORIAL HOSPITAL, Melrose Park, IL 2019 – 2020

Chief Nursing Officer, Loyola, Medicine/Trinity Health 10/2019 – 6/2020
Vision for strong regionalization of Loyola Medicine changed role scope resulting in opportunity for oversight as CNO for the 2 community hospitals. Reporting structure changed from President/CEO of community hospitals to newly developed regional CNO position.

- Partnered survey team for successful Triennial Joint Commission surveys at both community hospitals.
- Co-led regional initiatives related to nursing retention (Nursing Residency Program).
- Led integration of nursing research into community hospitals through resources at Loyola University.
- Developed Magnet documents for October 2020 submission deadline (MacNeal).
- Established Incident Command Centers at community hospitals to manage through COVID-19.

Chief Nursing/Operations Officer, MacNeal Hospital, Loyola Medicine/Trinity Health 3/2018 – 9/2019
Transitioned from for-profit organization to non-for-profit national healthcare system. Led integration teams locally and regionally. Participated on Clinical Excellence Councils for the health system nationally.

- Co-led EMR conversion from McKesson to EPIC in 10-month period.
- Achieved outcomes for Nursing Sensitive Indicators, RN engagement, and Patient Experience meeting requirements for successful document submission in October of 2020.
- Completed Wound Center gap analysis leading to contract with nationally branded wound center with projected growth of 20%.
- Co-led Trinity Health Clinical Excellence Council on Nursing Communications resulting in standardization across the health system for future implementations of nurse call systems, device integrations, and equipment integration.
- Implemented Kronos electronic scheduling across nursing resulting in manager accountability for 80-85% staffing plan in place for published schedules and decrease in overtime of 5%.
- Implemented Grand Central for Bed Management, EVS, and central transportation resulting in improved patient placement times (70% assigned beds within 15 minutes of request).
- Implemented electronic tool for documenting leader rounding which resulted in 92% of patients acknowledging a leader rounded to them during their stay (HCAHPS survey results).

Chief Nursing/Operations Officer, MacNeal Hospital, Tenet Healthcare

11/2017 – 3/2018

Reporting to the President/CEO of a for-profit company, led early organizational restructuring focused on longer term change adaptation in anticipation of future acquisition. Provided oversight for all inpatient care delivery as well as perioperative service line, emergency department, outpatient clinics and ambulatory diagnostic departments.

INGALLS MEMORIAL HOSPITAL, Harvey, IL

2007 – 2017

485-bed community hospital with Centers of Excellence in Orthopedics, Oncology, Neurosciences, and ambulatory care with 24/7 emergency rooms. Affiliated with University of Chicago Medicine.

Vice President, Patient Services/CNO

Reporting to the CEO, operational leadership included personnel management, budget administration, program development and strategic planning for the Division of Nursing including Acute Care, Surgical Services, Emergency Department; Department of Quality, Patient Safety and Regulatory Compliance; Pharmacy; Infection Control; Environmental Services, Case Management/UR, Food and Nutrition. Managed 8 direct FTE reports (indirect reports 827 FTE's) and operating budget of \$86M.

- Led numerous Lean rapid improvement events resulting in over \$1M savings (i.e. Observation Unit, Perioperative patient throughput, Pay Practices).
- Decreased RN vacancies – 19% vacancy decreased to less than 2% within 18 months of arrival.
- Reduced agency dollars from \$4.5M to \$250K.
- Improved medical/surgical staffing ratios to 1:5/6 and telemetry to 1:4; remained budget neutral.
- Improved ED Patient Throughput – Left Without Being Seen from 9% to less than 1%; overall ED length of stay from 360 minutes to 190 minutes; ambulance Bypass hours 256 per quarter to zero.
- Improved ED Patient Satisfaction from 6th percentile ranking to 50th percentile ranking (PRC).
- Awarded 5-year CMS innovations grant studying evidence-based Community Care Transitions model; demonstrated 9% reduction – most improved nationally.
- Reduced 30-day readmissions penalty from 2.96% to .76% over 5-year study period.
- Achieved no penalties and awarded an incentive bonus in the first 3 Value-Based Purchasing performance periods.
- Achieved no penalties in the first 2 performance periods for Hospital Acquired Conditions.
- Established BSN minimum requirement for newly recruited RNs; 73% BSN prepared RNs (2017).
- Implemented new clinical documentation systems – Siemens Soarian Clinicals and MAK, EDIS, SIS.
- Achieved ISO 9000 Certification in 2011.
- Awarded and maintained Stroke Certification (2011).

PROVENA SAINT JOSEPH MEDICAL CENTER, Joliet, IL

2003 – 2007

475-bed regional referral hospital with Level II Trauma Center; flagship hospital for 6 hospital healthcare system (Provena Health).

Vice President, Patient Services/CNO

Reporting to the CEO, operational responsibilities included: personnel management, budget administration, program development and strategic planning for the Division of Nursing including Acute Care, Surgical Services, Emergency Department and all Service Lines. Managed 11 direct FTE reports with indirect report of 970 FTE's with an operating budget of \$91M.

- Leading Practice in ED Patient Throughput – left without being seen decreased from 4.5% to less than 1%; 90-minute Fast Track achieved 78%; 3-hour Treat and Discharge achieved 79%.
- Significantly improved Press Ganey scores for: ED (60% increase); Inpatient (25% increase); Outpatient (40% increase); and Surgical Services (40% increase).
- Reduced Agency use from 55 FTE's to 5 FTE's resulting in over \$2M savings.
- Established 2 RN-BSN Cohorts with 31 RNs participating.
- Applied for and awarded Will County Workforce grant of \$80K (Supporting RN-BSN Cohort).
- Initiated e-ICU technology for 37 ICU beds.
- Upgraded Linear Accelerator in Cancer Center to Trilogy.

ADDITIONAL RELEVANT EXPERIENCE

SAINT FRANCIS HOSPITAL, Evanston, IL

A 427-bed community teaching and tertiary hospital. Emphasis on Cardiac, Oncology, Orthopedics, Maternal Child Health, Neonatal Level II and Level I Trauma Emergency Department.

Vice President, Patient Services, CNO

Directed all patient care areas including the Emergency Department, Surgical Services, all inpatient areas, outpatient clinics and Heart Center; and budget of \$52M with responsibility for 610 FTE's.

SWEDISH COVENANT HOSPITAL, Chicago, IL

A 320-bed medical center with an academic affiliation. Major product lines include Oncology, Women's Health, Rehabilitation Services, Cardiology, Orthopedics and Psychiatry.

Chief Nursing Officer

Reported to Sr. Vice President and CFO in a creative top nursing leadership model, which broadened the impact on nursing services while reducing the nursing management labor budget by over \$300K. Oversaw all nursing departments with FTE count of 539 and an operating budget of \$59M.

Director, Patient Services

Led development of Cancer Program, Center for Breast Health, Diabetes Education Center, Women's Health Center, Infusion Therapy Program, Inpatient Medical/Oncology, Renal/Endocrine Units, and Surgical Units. Managed 14 direct reports and functionally responsible for 89 FTE's.

EDWARD HOSPITAL, Naperville, IL

A 160-bed independent community-based medical center.

Director, Patient Services

Reported to the Vice President of Operations/Chief Nursing Executive and responsible for both inpatient and outpatient areas as well as Oncology, Renal and Diabetic product lines. Led 12 direct reports with functional responsibility for 70 FTE's. Budget accountability for \$4.1M.

CHRIST HOSPITAL & MEDICAL CENTER, Oak Lawn, IL

A 700-bed acute care medical center affiliated with an academic setting. Emphasis on Cardiac, Oncology, Orthopedic, Trauma and Children's Hospital. Member of a 6-hospital system.

Clinical Nurse Specialist/Oncology Services

Managed program development and implementation for 36-bed inpatient oncology unit including budget input, staff recruitment and development, and overall clinical operations. Additionally, accountable for strategic planning of cancer program expansion.

FACULTY POSITION

LEWIS UNIVERSITY, Romeoville, IL

2014 – 2017

Adjunct Faculty Appointment

EDUCATION/ADDITIONAL TRAINING/LICENSURE

Doctorate of Nursing Practice, Rush University, Chicago, IL

Master of Science in Nursing, Northern Illinois University, DeKalb, IL

Bachelor of Science in Nursing, College of Saint Theresa, Winona, MN

The Johnson & Johnson/Wharton Fellows Program in Management for Nurse Executives, Philadelphia, PA

Nurse Executive Advanced-Board Certified (NEA-BC), The National Commission for Certifying Agencies

License #411-74025, State of Illinois

PROFESSIONAL AFFILIATIONS

American Organization of Nurse Leaders (AONL)
Illinois Organization of Nurse Leaders
American College of Healthcare Executives (ACHE)
Previous Member, American College of Oncology Administrators

PUBLICATIONS

Mikos, K, "Putting an End to Patient Overcrowding," American Nurse Today. October, 2006.
Mikos, K, "Improving Patient Flow Dramatically Decreases Wait in Emergency and Inpatient Admitting," Modern Health Care, September, 2005.

SELECTED PRESENTATIONS

Advancing Accountability for Improving Outcomes, Advisory Board Company, i-Round Patient Experience Conference, Washington DC February, 2014.
Ingalls Health System: Improving Quality & Patient Safety, AHA Conference – Chicago, Il. June 5, 2014.
Technology Advances Accountability for Improving Outcomes, 14th Annual PRC Excellence in Healthcare Conference, Orlando, Fl, June, 2013.
Improving Patient Throughput: An Organizational Systems Approach, World Research Group – Boston, MA, May, 2008.
Improving Patient Throughput: An Organizational Systems Approach, World Research Group – San Diego, CA, December, 2008.
Process Redesign: Implementing Protocols for a Seamless Throughput Process, Strategies To Optimize Patient Throughput, Las Vegas, NV, March 28, 2006.
Process Redesign: Implementing Protocols for a Seamless Throughput Process, The Scottsdale Institute, Scottsdale, AZ, March 28, 2006.
Transforming Culture to Ensure Patient Throughput Outcomes, Toronto East General Hospital, October 4th and 5th, 2006.
Bridging the Gap: Hand-Off Communication, JCAHO: Joint Commission's 20th Annual National Conference on Quality 7 Patient Safety, November, 2006.
Poster Session, Integration of Voice Technology to Improve Hand-off Communications, IHI National Conference, Orlando, FL, December 17-19, 2006.