



BOARD OF COUNTY COMMISSIONERS

DATE: August 5, 2014
AGENDA ITEM NO. 22

Consent Agenda

Regular Agenda

Public Hearing

 **County Administrator's Signature:**

Subject:

Appointment to the Pinellas County Emergency Medical Services (EMS) Medical Control Board

Department:

Safety and Emergency Services

Staff Member Responsible:

Bruce J. Moeller, Interim Chief of Staff 

Recommended Action:

I RECOMMEND THAT THE BOARD OF COUNTY COMMISSIONERS, ACTING AS THE PINELLAS COUNTY EMS AUTHORITY, APPROVE THE FOLLOWING APPOINTMENT TO THE PINELLAS COUNTY EMS MEDICAL CONTROL BOARD:

- APPOINTMENT OF MS. SHARON HAYES AS HOSPITAL ADMINISTRATOR REPRESENTATIVE

Summary Explanation/Background:

The Pinellas County Emergency Medical Services Special Act established a Medical Control Board consisting of four (4) licensed physicians specializing in emergency medicine from facilities in Pinellas County, four (4) Pinellas County hospital administrators, one (1) emergency physician appointed by the Pinellas County Medical Society, one (1) emergency physician appointed by the Pinellas County Osteopathic Society and one (1) emergency physician from a trauma center located within Pinellas County.

Ms. Sharon Hayes is being nominated to fill the hospital administrator position vacated by Mr. Brian Flynn. Ms. Hayes is the Interim Chief Executive Officer at Palms of Pasadena Hospital.

Fiscal Impact/Cost/Revenue Summary:

None

Exhibits/Attachments Attached:

- EMS Medical Control Board Roster
- Letter of Nomination
- Ms. Hayes's Resume



**Pinellas County Emergency Medical Services
Medical Control Board**

	<u>Member</u>	<u>Representation</u>
1	Dr. Roberto Bellini	Emergency Physician ER Medical Director, Mease Countryside Hospital
2	Dr. Stephen Haire, Chair	Emergency Physician ER Medical Director, Morton Plant Hospital
3	Dr. Rajneesh Mathur	Emergency Physician ER Medical Director, Florida Hospital North Pinellas
4	Dr. Stephen Feilinger	Emergency Physician Vice Chief of Staff, St. Anthony's Hospital
5	Dr. Dominique Thuriere	Hospital Administrator C.W. Bill Young Department of Veterans Affairs Medical Center
6	Mr. Kris Hoce	Hospital Administrator Morton Plant Mease Healthcare
7	Ms. Sharon Hayes	Hospital Administrator Palms of Pasadena Hospital
8	Mr. Anthony Degina	Hospital Administrator HCA Largo Medical Center
9	Dr. Paula Pell, Secretary	Emergency Physician Pinellas County Medical Association Representative ER Physician, All Children's Hospital
10	Dr. Joseph Namey	Internal Medicine Hospitalist Pinellas County Osteopathic Medical Society Representative
11	Dr. Jeremy Ingram	Emergency Physician Trauma Center Representative ER Physician, Bayfront Medical Center

Note: Name in bold is pending EMS Authority approval.

Executive Committee

Dr. Stephen Haire - Chair
Vacant
Dr. Paula Pell - Secretary

Support Staff

Mr. Craig Hare, Director, Emergency Medical Services
Mr. Don Crowell, Managing Assistant County Attorney
Mr. Greg Woodrum, EMS Contract Coordinator

7/9/2014

More Minds Advancing Medicine

July 8, 2014

Mr. Craig Hare
Pinellas County Public Safety Services
Emergency Medical Services Division
12490 Ulmerton Road, Suite 134
Largo, FL 33774

Dear Chairman and Members of the EMS Medical Control Board:

It is with great pleasure to nominate Sharon D. Hayes, RN, BSN, MBA, to the Medical Control Board. Ms. Hayes has been the Chief Executive Officer at Edward White Hospital in St. Petersburg, Florida since 2012. Additionally, she is the current Interim Chief Executive Officer of Palms of Pasadena Hospital. Prior to joining Edward White Hospital Ms. Hayes held the roles of Administrator, Chief Operating Officer, Vice President of Clinical Affairs, Chief Nursing Officer, and Emergency Department Director at various large medical facilities.

Ms. Hayes' extensive healthcare career includes strong clinical and operational experiences in national and international environments. She is a results-oriented professional who brings a unique perspective, combining her operational and clinical expertise to ensure the delivery of high quality care, effectively and efficiently.

Ms. Hayes earned her Master of Business Administration with honors from Florida Atlantic University and her Bachelor of Science in Nursing from University of Tennessee at Chattanooga. She has been active in a number of professional organizations including the American College of Healthcare Executives, Central Virginia Healthcare Executive and the Virginia Organization of Nurse Executives.

Her community involvement includes serving on numerous Chambers of Commerce and University boards and the American Heart Association's Event Planning Board as well as the Multiple Sclerosis Board.

Ms. Hayes' vast experience in healthcare delivery and her leadership qualities will be an asset to the Medical Control Board. Thank you for considering this nomination.

Sincerely,



Anthony Degina
Chief Executive Officer

Sharon D. Hayes, RN, BSN, MBA

352 1st Street West
Tierra Verde, FL 33715

Cell: (804) 212-9690

PROFILE

Highly experienced results oriented professional with a progressive and diversified background in healthcare operations, management, strategic planning, community and physician relations and program development in both national and international environments. Able to provide a unique perspective on healthcare issues through experience at several administrative levels including Chief Executive Officer, Chief Nursing Officer and Chief Operating Officer.

PROFESSIONAL EXPERIENCE

INTERIM CHIEF EXECUTIVE OFFICER

Palms of Pasadena Hospital, St. Petersburg, FL

March, 2014 – present

Appointed by HCA's West Florida Division President to serve as Interim CEO at Palms to oversee the daily operations of this 307-bed facility to allow continuity of quality care to the patients they serve, and to provide executive leadership and opportunities for expanding the services the facility provides within the St. Petersburg community.

CHIEF EXECUTIVE OFFICER

Edward White Hospital, St. Petersburg, FL

2012 - present

Oversees day-to-day operations of this 168-bed community hospital to ensure patients receive quality care in a cost-effective manner. The facility has close to 3,000 inpatient admissions, more than 15,000 ER visits per year. Provides strategic planning and leadership as well as identification of growth opportunities within the St. Petersburg Community.

CHIEF OPERATING OFFICER

Chippenham Medical Center, Richmond, Virginia

2009-2012

Directs all aspects of operations in this 466-bed acute care facility, a campus of CJW Medical Center which is part of Hospital Corporation of America. The facility has 20,164 inpatient admissions, 96,928 outpatient visits and 85,066 ED visits per year. Net consolidated revenue exceeds \$562,282 million producing an EBDITA of \$142,410 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% over prior 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 bench marks while the facility experienced YOY volume growth. Inpatient volume exceed budget by 12.42% in 2011.

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, neuro, ortho 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 include: 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 and 2004**
 - Recognized by Tenet Corporate Leadership for exemplary performance in exceeding patient care satisfaction goals, designing and developing new programs and a commitment to nurse recruitment and retention.
- **Actively negotiated wage and benefit contract for nursing and other clinical and professional staff with SEIU**
 - Successfully negotiated the inclusion of key operational issues into a 4 year agreement
 - Provided stability in key areas of the workforce during a transition of ownership from a not-for-profit to for-profit status
- **Restructured Nursing Leadership to reflect and support the mission of a corporation structure versus the existing culture of an independent not-for-profit group**
 - Evaluated all nurse leadership positions to determine the ability of incumbents to manage the cultural transformation to new ownership
 - Recruited new leadership in areas of identified weakness
 - 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 through the development of a local media campaign. Successfully increased local nursing school environment
 - Member of the Palm Healthcare Foundation Scholarship Committee responsible for the distribution of over \$150K in scholarships annually
 - Reduced the hospital vacancy rate for nursing 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
 - Developed an 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 both 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 the Palm Healthcare Foundation Steering Committee that planned an outpatient center for children's chronic disease on the hospital campus

- 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 a new vision for pediatric services**

- Secured the support of the physician population for the development of a dedicated children's hospital

- Researched the need and viability of a children's hospital and presented the concept of a hospital within a hospital to Tenet Healthcare Corporation

- Actively participated in the development of an 81-bed children's hospital including the planning and construction process

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 to a predominantly Medicaid population. The group performed approximately 2,500 births per year.

- **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 the following physician practice management services:**
 - Developed and implemented strategic business plan for start-up organization focused on the provision comprehensive pain management services
 - Developed and implemented strategic business plan for start-up medical organization focused on creating a niche market through integrating the diagnostic and therapeutic aspects of disease management related to osteoporosis
 - Performed industry market analysis to identify product development strategies related to aesthetic and weight-loss programs
 - Provided management oversight for a 7 physician OB/GYN practice

CHIEF OPERATING OFFICER

Director Physician Services, Marketing, Public Relations and Business Development
Palms West Hospital, Loxahatchee, Florida

1989-1995

Promoted through the offices of Director of Physician Services and Director of Support Services to the position of Chief Operating Officer. Responsible for all operational activities at this 150- bed acute care facility. Palms West was consistently considered 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 and reporting tools to measure efficiently and increase profitability
 - Established department based business planning
- **Introduced new product lines and services**
 - Developed and implemented Workers Compensation Program which was considered by the Corporate Office for introduction as a corporate model
 - Successfully developed pediatric services through the recruitment of key physicians
 - Planned and implemented the Pediatric Intensive Care Unit. Recruited Pediatric Intensivist, Nurses and ancillary personnel. and oversaw construction of new unit
 - Planned and implemented Emergency Pediatric Track.
- **Improved physician relations and utilization**
 - Developed Customer Service Programs for all hospital based Physicians
 - Consistently increased ADC by 7% per annum
 - Established Physician Office Manager Council. The program was consistently recognized for its effectiveness and ability to influence referral patterns

PRACTICE ADMINISTRATOR

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

1988-1989

Responsible for all aspects of physician practice operations. Implemented new billing system and functioned as surgical assistant for the physician.

DIRECTOR OF NURSING

Director 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.

Former Professional Experiences Include:
Staff Nurse, Emergency Department & Orthopedic/MS
Nurse Consultant, BCBS

EDUCATION, AFFILIATIONS, AND RECOGNITIONS

Master of Business Administration (Honors): April 1995
Bachelor of Science in Nursing: May 1979
Florida Atlantic University Advisory Board
Florida Atlantic University Physician MBA Development Program
Florida Atlantic University Nursing Leadership Development Board
Chamber of Commerce, Wellington Florida
Business Development Board, Chamber of Commerce
American Heart Association Event Planning Board
Gold Medal for Outstanding Healthcare Marketing in Florida Region
Florida Atlantic University
University of TN at Chattanooga
American College of Healthcare Executives
Central Virginia Healthcare Executives
Virginia Organization of Nurse Executives