

# MICHELLE TAYLOR-SMITH, RN MSN BSN NE-BC FACHE

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## EXECUTIVE PROFILE

*Center Operations Officer, Center for Research on Health Disparities* with an administrative record of clinical, fiscal, quality, and customer service results that exceed national benchmarks. Structure and facilitate effective physician, multi-disciplinary, and inter-professional partnerships. Execute a collaborative strategy and culture for clinical-excellence and leader-development initiatives. Extensive experience in tertiary, academic, outpatient, and physician practice operations. Certified in Nursing Administration, Healthcare Finance Management, and a Fellow in the American College of Health Executives.

## PROFESSIONAL EXPERIENCE

**Center Operations Officer, Center for Research on Health Disparities-Clemson University, Greenville, S. Carolina 2019- present.**

Provides administrative leadership support and direction for the Department and Staff. Establish partnerships internally and externally to achieve the tenets of the strategic plan. Seek and insure operational relationships with key stakeholders. Responsible for fiscal operations.

**Greenville Health System-University Medical Center, Greenville, S. Carolina 2011–2018.**

A clinical, academic, and research integrated Health Network comprised of 8 inpatient hospitals, a medical and nursing school, 175 physician practices, 1200 employed physicians, 15,000 employees, and 5,000 Registered Nurses. Quality and Service ratings exceed national benchmarks. Top quartile and decile performance for Premier, Thomson-Reuters, and Quest rankings.

***Vice President of Patient Services, Chief Nursing Executive, Patient Experience Officer, and Chair of Department of Nursing.***

System responsibility for Nursing and support discipline practice, education, and regulatory compliance. Provide strategic and operational leadership to fiscal, quality, safety, and service (Patient Experience) initiatives. Represent nursing at Board of Trustee and corporate levels, and insure nursing partnerships, integration, and practice synergy established throughout organization. Align nursing academically via cooperative programs, research, and curriculum development. Establish strategic business partnerships with community and national higher-education institutions. Active engagement in local healthcare and Nursing legislation.

Developed Corporate Office of Patient Experience.

Interprofessional clinical and academic Dyad integration

Achieved AACN Magnet /Pathways to Excellence designation at three facilities 20% Patient Experience improvement.

35% increase in staff BSN (Bachelors of Science in Nursing) degrees.

25% increase in NDNQI (National Database Nursing Quality Improvement) quality outcomes.  
40% increase in Nursing and collaborative Research.  
Regionalized Nursing Leadership.  
Established Nursing Education and formal school partnership with local University.  
14%-point increase in Nurse Satisfaction.  
Improved physician satisfaction.  
National (NDNQI) best practice nurse vacancy and retention metrics.

**TRIHEALTH, INC., Member of Catholic Health Initiatives (CHI) -Cincinnati, Ohio 2008 – 2011**

A comprehensive, integrated, healthcare system comprised of two acute care hospitals (1,020 beds), Hospice Center, physician and ambulatory, practices, and Corporate Health initiatives. 10,000 employees, 3000 registered nurses, and employed physicians. Thompson-Reuters top 100 Cardiovascular Hospitals, and top-quartile Quest ranking.

***Senior Vice President Patient Care Services/Chief Nurse Executive***

Strategic responsibility for patient care delivery, clinical quality, operations, service excellence, corporate education and information technology. Managed a \$40m budget, developed a shared-decision nursing governance structure, and attained Magnet designation at system flagship. Responsible for regulatory and licensure compliance, staff development, research and evidence-based practice integration. Business, community, and university liaison for collaborative practice, research, revenue-growth, and education opportunities. Benchmark results achieved or quality, research, service excellence, and financial outcomes.

**Quality, Patient Care, and Service Excellence**

Exceeded Operating margin goals FY-09/FY-10  
Perfect Score Quality and Operation categories  
85th percentile in Service Excellence  
30% improvement in ED patient-throughput FY10-11

**Staff Development and Excellence**

65% reduction on contract labor utilization  
3% vacancy and 2.5% annual turnover rates  
41% increase in Specialty Certification  
Best practice Benchmark productivity  
Exceeded national benchmarks in Nursing staff engagement and job-satisfaction  
Direct care and nurse leader peer review process  
28% increase in Nurse principal investigator research and evidenced-based projects

**Strategic Collaboration**

Restructured Magnet journey to Organizational level  
Collaborative leadership with the Chief Medical and Quality Officers  
Chair of the Board of Trustee Quality Management Committee.  
Executive sponsor for the system Electronic Medical Record initiative.

**ST. JOHN RIVERVIEW HOSPITAL, Member of Ascension Health -Detroit, Michigan 2005–2008**

A 350 bed acute-care community teaching facility within a multi-hospital system. A full-service, trauma-designated, state of the art facility with multiple specialty services and outpatient programs.

***Vice President, Patient Care Services/Chief Nursing Officer***

Deputy to Chief Executive Officer. Administrative oversight and management to all clinical and non-clinical departments. Executive and operational leadership to Emergency, Surgery, Anesthesia, Infection Control and Dialysis services. Cooperatively developed, monitored, and aligned Organization financial, quality, service-excellence and strategic operations.

Collaborative leadership with Chief Medical, Medical Staff, and Quality Officers for physician contracts, credentialing, regulatory compliance and clinical performance.

**Cont. St John Riverview Hospital**

-7%/40% reduction in voluntary and first-year turnovers.

-Partnerships and recruitment pipeline development with community schools of nursing and related constituencies.

-30% improvement in Physician-survey participation.

-Executive Sponsor for 22% acute care and emergency services throughput improvement.

-20-hr IP length-of-stay (LOS) reduction and 6% surgical case-turnover improvement.

-\$1.8m operating cost reduction FY2010-11.

**ST. CHARLES MERCY HOSPITAL, Member of Mercy Health Partners -Oregon Ohio 1999– 2005**

Comprehensive 370-bed acute care community hospital and Level II designated trauma center serving five counties. Rehabilitation, Women’s Health, and Chest-pain designated Emergency Center.

***Director of Nursing***

Senior Nursing and Operations Administrator with accountability for a \$35m operating budget. Legal and risk-management clinical liaison. Ops responsibility areas included the ED (Level II trauma Center), rehab, perioperative, obstetrics, critical-care, and medical-surgical patient-care areas. Matrix direction to Employee Health, Infection Control, Clinical education, and Centralized Staffing departments. Appointed Research Integrity Officer (RIO) for Institutional Review Board (IRB) and Ethics Committee Chair.

-2% Turnover reduction.

-18%-point Press-Ganey Patient Satisfaction increase

-Designed and implemented strategies that attained cost constraints, increased revenues and modified care delivery models.

-10% acute-care productivity improvement.

-Positioned organization as community “Hospital of Choice”.

**MERCY HEALTH PARTNERS Toledo, Ohio**

**1995 – 1999**

A multi-hospital health care System within a five hospital, physician practice, and ambulatory and outpatient service structure.

***Regional Director of Community Health***

Marketing and Community relations, health promotion, and program development for Health system consortium. Health system clinical liaison and media spokesperson. Provided leadership for wellness and health promotion services across a range of inpatient, outpatient, and community programs. Implemented Nurse Call, Mobile Health, and community health consortium with measurable improvement in:

- Physician referrals
- Readmission reduction
- Patient/Physician satisfaction scores

**ST. VINCENT SCHOOL OF NURSING** Toledo, Ohio **1994 – 1997**  
Accredited Diploma School of Nursing.

*Associate Faculty, Clinical and Didactic Instructor, Associate Pediatric Department Chair*

**ST. VINCENT HOSPITAL AND MEDICAL CENTER** Toledo, Ohio **1989 – 1994**  
A 425-bed regional and teaching center within a seven hospital system serving Northwest Ohio and Southeast Michigan. Level I trauma-center and an accredited Emergency Department based Chest Pain and Stroke Center.

*Nurse Manager, Neonatal Intensive Care*

Clinical and Operations Manager for a 30-bed Level III Nursery. Leadership to a \$6m Neonatal Intensive Care Unit renovation. Sponsored and facilitated Neonatal Nurse Practitioners (NNP) education, training, and clinical integration. .

**ST VINCENT HOSPITAL** Toledo, Ohio **1978 – 1989**  
Full-service 350 bed hospital teaching hospital. Multi-specialty services and Level I Trauma Center.

*Manager, Pediatrics and Pediatric Intensive Care* (1984-1989)

Clinical Manager for 30 bed general and 8-bed pediatric intensive care unit. Responsible for day-to-day operations, operating and capital budget, policies and procedures, clinical-education, and staff orientation. Developed, marketed, and presented Pediatric/Pediatric Intensive Care Course for immediate and surrounding communities Fire, EMT and first-responder providers.

*Medical-Surgical, Critical-care, Trauma, Pediatrics and Life-Flight (Air-ambulance) Staff Nurse*  
**1978-1984**

## **EDUCATION/CERTIFICATIONS**

American Sentinel University Doctoral Student Candidate	2012
Healthcare Financial Management Certification	2011
Furman University Riley Diversity Program Certification	2011
College of Healthcare Executives Fellow Designation (FACHE)	2000
Master of Science in Nursing, Medical College of Ohio	1996
Board Certified Nurse Administrator, American Nurses Credentialing Center	1990
Bachelor of Science in Nursing/Business Major, Medical College of Ohio (Toledo, Ohio)	1987
Associate of Nursing/Applied Science Degree, University of Toledo (Toledo, Ohio)	1977

Registered Nurse Licensure, Michigan, Ohio and South Carolina

## **PROFESSIONAL MEMBERSHIPS - AFFILIATIONS**

President/Member, Greenville Free Clinic Board of Trustees  
GHS Transformation & Initiative Board of Governors  
SC Chief Nursing Officer Roundtable  
American College Health Executive Program Committee –National level  
South Carolina American College of Health Executive Board of Governors  
University of South Carolina School of Medicine -Greenville -Admissions Committee  
Nursing Advisory Board and Adjunct Faculty - Clemson University  
American Organization of Nurse Executives  
Excellence in Leadership, LLC  
Sigma Theta Tau Honor Society of Nursing  
Xavier University School of Nursing Advisory Board  
National Association of Healthcare Executives  
United Way Executive Committee  
South Carolina Young Women Christian Association (YWCA)

## **AWARDS**

ACHE Carolina Senior Healthcare Executive Regent's Award, 2017  
Community Empowerment Honoree, 2016  
Modern Healthcare Executive Nominee 2015  
International Association of World Health Leaders 2011  
Cincinnati Enquirer Woman of the Year Nominee 2011  
Alumni of the Year, Medical College of Ohio 2004  
Northwest Ohio Nurse Association-Nurse of the Year 2005  
Alpha Kappa Alpha Community Health Award 2001  
Outstanding Minority Alumni, University of Toledo 2000

## **PUBLICATIONS**

Dye, Carson (2016). M Taylor-Smith; Executive Excellence, Protocols for Healthcare Leaders, Second Edition. Health Administration Press.

Taylor-Smith, Michelle (2012). Coaching for Organizational Success, Healthcare Executive: Vol 27, (5).

Taylor-Smith, Michelle, Adams, L.T., and O'Neil, E.H. (Ed.), (2008) Nurse Executive: The Four Principles of Management (pp. 119-134). New York, NY: Springer Publishing Co.

Taylor-Smith, Michelle, (1997) A Nurse Managed Center for Non-Urgent Care to Underserved Populations  
Medical College of Ohio, School of Nursing Research Publication.