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PROFESSIONAL SUMMARY

- 23+ years of experience in clinical nursing/advanced practice provider, quality improvement, utilization, and case management, and management experience in private and academic medicine, as well as acute care and ambulatory, managed healthcare settings, and most recently, nonprofit and consulting.
- 18+ years of leadership experience, including responsibilities for hiring, training, assigning work and managing and investing in the performance of individuals/teams.
- Led performance excellence initiatives regarding intensive care nurse training and onboarding into a tiered track approach for advancing novice nurses to experts to improve quality of care along with >1 million enhancement/cost savings in training.
- Experienced in the following areas of quality improvement excellence to drive results through highly engaged and effective teams: Portfolio/Project Management, Change Management, Understanding Human Factors, Key Process Analysis, Translating Lean Management in the Clinical Environment, and Goal Deployment at the service line level.
- Specific areas of expertise include clinical knowledge, privileging, credentialing, provider and hospital billing/coding, utilization and case management for pediatric patient population types, short-term and long-term operational, tactical, and goal strategic planning, Joint Commission Standards, US News & World Reporting Standard, Magnet Standard, Advanced Practice Provider (APP) state regulations and advocacy including testifying at a state level on behalf of APPs, and healthcare technology utilization.
- Competent coach, mentor, group leader, and experienced facilitator, effective at communicating across a wide range of organizational stakeholder groups.
- 7+ years of leading interdisciplinary race equity work across the Cardiac Service Line at St. Louis Children's Hospital and across the BJC System as the leader of the Black/African American Hair Care Project, My Name Matters Campaign, along with embedding DEI training in the onboarding of Advanced Practice Providers on the Academic Campus and now extending that experience across Ollie Hinkle Heart Foundation.
- Oversight of Camp Rhythm and introduced advanced technology to leverage online camper registration, medication schedules, camp nursing schedules, and camper activities to allow our nurse leaders to focus on the camp experience of giving chronically ill children their childhood back.

WORK EXPERIENCE

Ollie Hinkle Heart Foundation (OHHF) 2021-present

2022-present Chief Operating Officer

2021-2022 Director of Strategic Partnerships

- Oversee day-to-day operations and all programming
- Design, and implement policies to promote company culture and vision and oversee operations to keep businesses on track
- Identify, expand, and cultivate partnerships
- Structure appropriate solicitation strategies that ensure critical resources for advancing OHHF's work
- Expanding community relations and informing partners/key stakeholders of strategic business goals
- Define short and long-term policies and strategies connecting with internal and external stakeholders to expand OHHF's mission and reach

- Facilitation and leadership over strategic planning, board operation and activities, and grant program
- Leverage expertise to provide consulting services aligned with OHHF's mission

St. Louis Children's Hospital (SLCH) 2012-2021

Cardiac Service Line Director and Chief Advanced Practice Provider for the Academic Campus

One of the premier children's hospitals in the United States (selected 14 consecutive years to Honor Roll of America's Best Children's Hospitals by U.S News & World Report and #17 Heart Center in 2020). With 3,000 employees and 400 licensed beds, the hospital serves as the pediatric teaching institution for Washington University School of Medicine (#6 medical school in the United States in 2020, U.S. News & World Report)

2020-2021-Inpatient Renal Replacement Program & Academic Director for Advanced Practice Providers added to the portfolio

2019-2021-Care Coordination (Utilization & Case Management) and CHIEF Advanced Practice Provider for the academic campus added to the portfolio

2017-2021 Cardiac Service Line Director: Heart Center; Cath Lab & Recovery; ECMO Program; Perfusion Program; Interventional Radiology; CHIEF Advanced Practice Provider for SLCH

2016-2017- Interim Manager over solid organ transplant (Thoracic & Abdominal)

2012-2017- Heart Center Program Manager: Heart Center; Fetal Heart Program; Neurodevelopmental & High-Risk Infant Heart Programs; Adult CHD

Primary Responsibilities (as Director):

- Responsible for financial stability, development of growth strategies, and forecasting for multiple revenue streams, including grant funding, medical data contracts, advance practice provider (APP) lease contracts, & inpatient and outpatient cardiac operations for pediatric and adult congenital services
- Achieved high department(s) morale and retention through effective communication, collaborative relationships, prompt problem resolution, proactive leadership practices, and facilitating a proactive work environment that includes a commitment to recognition and "us" instead of "I"
- Advancement utilization management and case management processes to prevent insurance payer denials and enhance team performance around discharge readiness to make the patient and family transition to home seamlessly
- Facilitate and lead multiple interdisciplinary teams and task forces across the organization
- Oversight of all national clinical quality improvement programs and projects related to service lines that incorporate clinical data capture within a process and quality improvement framework to improve patient outcomes
- Oversight of credentialing, privileges, State Regulations & Joint Commission standards for APPs for St. Louis Children's Hospital, Children's Specialty Care Center, and Convenient Care

Cardiac Service Line Success Summary

Patient & Family Experience	<ul style="list-style-type: none"> ○ 7+ years leading SLCH at the 99.6% ranking for this metric for the Cardiac Service Line. ○ Customize the healthcare experience to patient/family by understanding all health and wellbeing needs. ○ Leads SLCH in patient experience rankings from diverse patients/families.
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<p>Diversity, Equity & Inclusion</p>	<ul style="list-style-type: none"> ○ 2017-2021 improved diversity and inclusion training across service line to capture 100% of employees to move from wake to woke to work to eliminate bias in delivery of healthcare. ○ 100% of white leaders and 40% of white team members in my direct reporting structure completed “Witnessing Whiteness” Course from 2017-2019. ○ Lead Diverse Hair Care Project for BJC (2018-2021) ensures all patients and families of color have the proper hair care products during their hospitalization and leverage blacked owned vendor through supply chain. ○ Launched Antiracism Coalition Oversight Board (2019) responsibility ensuring all leaders and teams under my leadership view programs, policies, services, & recruitment /retention /advancement through a race equity lens. ○ Facilitate CHD Simulation: A Month in the Life of a Heart Family for the OHHF board (2022) retreat designed to help participants understand what it is like to live in a typical CHD family trying to make ends meet from week to week while caring for a chronically ill child. The main objective of the simulation is to sensitize the participants to the realities that CHD families face.
<p>Employee Engagement</p>	<ul style="list-style-type: none"> ○ Advanced Heart Center (250 employees) engagement from 68% to 93% from 2013-2015 with sustainment through 2021. ○ Merged stepdown and intensive care cardiac units into one acuity–adaptable ICU from 2012-2014. ○ Nurse turnover dropped from 20% to 12% from 2017-2019. ○ Stood up brand new department called Mechanical Assist to centralize ECMO and CRRT resources and focus on program development to improve service and outcomes linked to these patient populations.

<p>Access to Care</p>	<ul style="list-style-type: none"> ○ Improve number of discharges prior to 1230 by 90% from 2018-2021. ○ Standard checklist for discharge readiness per patient population type. ○ Oversight of Locus Health application pilot to remove barriers to care for high-risk single ventricle cardiac infants by families receiving a smart device with free Wi-Fi/cellular access for 24/7 connection to cardiac healthcare team with expansion across the St. Louis Children's Hospital in 2021 to serve additional high-risk populations. ○ In 2018 partnered with Ollie Hinkle Heart Foundation to launch free perinatal behavioral health services to CHD families throughout the community to ensure the entire heart family had access mental well-being services. This resulted in expanded services in 2020 to offer free virtual network of mental health services to CHD families and address the gaps due to COVID. ○ 2020 expanded Care Coordination to offer integrated care services through a team-based model of utilization management and case management patient facing focused on population health and address social determinants of health.
<p>Quality & Safety</p>	<ul style="list-style-type: none"> ○ Preventable Harm metrics including central line associated blood stream infections, pressure injuries, ventilator associated pneumonia, falls, surgical site infections, catheter associated urinary tract infections, & nosocomial all met target for 2017 - 2020 with goal of reducing further in 2021. ○ Reduction of medication errors by 60% from 2016 to 2021 in the service line departments. ○ Design and implemented new advanced ECMO specialist role 2018-2019 to be extension of Perfusionist team to improve ECMO patient outcomes. ○ 2019 launch new ECMO Medical team consulting service including ECMO NP to

	<p>improve ECMO patient outcomes in three ICUs.</p> <ul style="list-style-type: none"> ○ 2020 incorporate renal replacement program under Mechanical Assist Department. ○ 2020 launched ECMO provider simulation course for new providers and an ongoing refresher course for existing providers.
Stewardship	<ul style="list-style-type: none"> ○ Cardiac service line departments lead SLCH in labor per stat, supply per stat, direct and indirect patient care hours productivity performance metrics. ○ 17% reduction in premium pay for service line in 2019 YTD with new process improvement interventions while maintaining superior patient experience and safe/effective/high quality care.

Neonatal Nurse Practitioner

Staff Care Locum Tenens

10/11-06/18

- Moonlight coverage of level II & III NICUs
- Attend high-risk deliveries
- Manage premature & medically fragile newborns

Program Director of Fetal & High Risk Cardiac Infant Programs, Outpatient Cardiology Supervisor, & Cardiac Nurse Practitioner

10/07-06/12

Scott & Laura Eller Congenital Heart Center @ St. Joseph's Hospital & Medical Center now Children's Heart Center at Phoenix Children's Hospital

- Oversight & strategic planning of Fetal Heart Program
- Oversight & strategic planning of CHIEF (high-risk follow-up for infants with single ventricles) Program
- Collaborate & clinically manage high-risk infants with CHD inpatient & outpatient
- Oversight and management of pediatric cardiology & cardiothoracic ambulatory operations including outreach
- Develop & Lead Heart Center Family Council
- Oversight of all Heart Center marketing, media, philanthropy, and outreach events in partnership with key organizational partners
- Develop a multidisciplinary, community-ambulatory-based approach to caring for children with complex CHD requiring multiple services and resources

Neonatal Nurse Practitioner

10/05-12/10

Neonatology Associates Ltd.

- Collaborate & manage pre/post-op cardiac patients in the NICU
- Manage medical care of premature & ill infants & their families
- Attend high-risk deliveries & stabilize ill infants
- Participate as a team member in advancing the current practice

Pediatric Critical Care Float Pool RN

7/03-10/05

University of San Francisco, California

- Provide quality nursing care to infants & children in PICU, PCICU, & ICN
- Participate in continuing education classes and training in new product(s)

Travel Neonatal/ Pediatric RN

7/02 -7/03

Medical Staffing Network (CPMC, UCSF, St. Luke’s, North Bay Medical Center)

- Adapt to new hospitals and fulfill international/domestic staffing needs
- Provide quality nursing care to premature infants & critically ill children & their families
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Neonatal RN

8/01- 7/02

University of Colorado Hospital, Denver, Colorado

- Attend high-risk deliveries
- Provide quality nursing care to premature infants
- Participate in neonatal research studies

Clinical Nurse

9/00 - 7/01

The Children’s Hospital NICU, Denver, Colorado

- Provide advanced life support & care for premature infants
- Assess and plan for the needs of families

Camp RN

Summers 99 & 00

Sherwood Forest Camp, Missouri

- Supervise the health of the entire camp: campers and staff
- Provide routine and emergency health care
- Developed and implemented an asthma education module

Education

Master of Business Administration

November 2017-June 2022

Alfred Ford School of Management-Conscious Leadership

Master of Science in Nursing, Neonatal Nurse Practitioner

June 2005

The University of California, San Francisco (UCSF)

Bachelor of Science in Nursing

May 2000

Deaconess College of Nursing

PROFESSIONAL SKILLS SUMMARY

Board Member Role(s)

Ollie Hinkle Heart Foundation Board Member

August 2018-2021

Serve as a board member for this non-profit organization dedicated to fighting Congenital Heart Defects (CHD) by supporting and strengthening heart families both locally and nationally.

- Collaborated with 11 board members from across the community to design a new strategic operating plan that will directly increase the effectiveness of supporting Heart families, funding pediatric heart research, and education on congenital heart defects.
- Provided strategic insight and direction as a board member to support putting the “Heart Back in Healthcare” by eliminating barriers to mental health care work by OHHF.
- Served as a liaison between the Ollie Hinkle Heart Foundation and the local children’s hospital(s) and services to cultivate a relationship focused on community involvement and philanthropy, which financially and socially benefits the greater heart community.

December 5th Fund Board Member

September 2017-December 2018

Serve on a Board of Directors made up of local community volunteers possessing leadership skills, business experience & healthcare, and service backgrounds to provide cancer patients a day free of cancer.

- Analyze operations, evaluate performance, & determine areas of potential cost reduction, program improvement & policy changes.
- Confer with board members to discuss issues, coordinate activities & resolve problems, including the creation & implementation of organizational bylaws.
- Collaborate and plan events with fellow board members.

Presentations/Publications: Presented Tetralogy of Fallot case study poster presentation in Parma, Italy, June 2006; presented Home Surveillance Single Ventricle Data at 2011 CHOP conference, Annual APP speaker at the Phoenix Fetal Cardiology Symposium to discuss Patient Family-Centered Care 2009-2013, Acknowledgment for supporting the research and publication of “Evaluating Venous Pool Technique for Blood Sampling in Neonatal ICU” in American Journal of Maternal Child Nursing Nov/Dec 2013. Presenter at the BJC Conscious Care Conference on Creating Race Equity Culture (2020).

Leadership Development: Starting Line for Leaders (2012), Accelerated Change Transitions (2013), Facilitation for Leaders (2013), Manager Leadership Development (2014), BJC St. Louis Children’s Hospital Mentoring Program (2015-2019), Positive Management Leadership Simulation (2016), BJC Leadership Acceleration Program (2017), Executive Coaching with Vector Group Consulting (2017-2018), Conscious Leadership Resident Course in Belgium (2018), Inner Critic Workshop with Up Build NY (2018), Washington University Executive Course: Negotiation Workshop (2018), Washington University Executive Course: Transformative Leadership Coaching (2019).

Diversity & Inclusion Development: Witnessing Whiteness Course (2017), Religious Diversity: Making Room for All Paths (2018), Reel Talk Panelist for Black Panther on Health Disparities (2018), Diversity Community Gemba (2019), BJC Blended Connections Leadership Panelist (2019), Understanding Systemic Racism Workshop through Crossroads (2019), STL Sandbox 3 Part Capacity & Community Building Series (2020), 4TheVille Tour (2020), Critical Cultural Competency (2021), Dynamics of Oppression through NCCJ (2021), Insights: Advancing People of Color to Leadership Positions in Nonprofits (2023).

Awards: April 2009 St. Joseph’s Hospital Clinical Employee of the Month, 2010 St. Joseph’s Hospital Clinical Employee of the Year, 2012 Nurse Advocate Finalist for Arizona Business Magazine, 2015 Nurse Leader

Finalist for St. Louis Magazine Nurse of the Year, 2017 Nurse Leader Finalist for St. Louis Magazine Nurse of the Year, and 2021 & 2022 Nurse Leader Nomination for St. Louis Magazine Nurse of the Year.

Professional Organizations – Missouri Nurses Association, American Nurses Association, and American Association of Nurse Practitioners.

Volunteerism- Disabled Athlete Sports Association and Gateway Disabled Athletes Ski Program (2019), coach youth girls' basketball for Next Level Basketball (2022), and Co-chair Webster Groves Skatesmen Hockey Club Fundraising Committee (2022-23).