

**CANDACE L. HENNESSY PhD, RN**

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**Professional Experience**

Senior Executive experienced in academic, community and tertiary medical centers, post- acute care and human services. Background in developing and executing strategic and operational plans, transitional care, clinical integration and excellence, P&L responsibility, operational efficiency, accountable care initiatives, physician and staff engagement, and patient experience. Experienced college faculty member.

**Curative Care Network**, Milwaukee, Wisconsin **2013 to Present**  
A \$20 million human service organization and outpatient therapy company.

**President & CEO:** Responsible to Board of Directors for leading the organization, defining the marketplace and focusing and growing the business.

- Acquired New Berlin Therapies a certified rehabilitation outpatient therapy service which provides physical, occupational, speech/language, massage and aquatic therapy.  
**Result:** Added clinical services to better meet the needs of infants, children, teens and adults with special needs.

**Aurora Health Care (AHC)**, Milwaukee, Wisconsin **2005 to 2012**  
A \$4.2 billion 15 hospital integrated health care system.

**Executive Vice-President, Aurora Health Care and President and Chief Nursing Officer, Aurora Visiting Nurse Association (VNA)-Wisconsin** **2007 to 2012**  
Responsible to COO for operating \$100 million home care business, system-wide community-based programs and integrated transitional care services. Member of Aurora Health Care Executive Team.

- Executed strategic plan to decrease VNA operating expense and grow product lines.  
**Result:** Reversed historical loss to profit in less than 2 years and improved margin 6.4%.
- Negotiated and implemented VNA-preferred provider agreement with Children's Hospital of Wisconsin. **Result:** Grew market share to 90% in Pediatric homecare, hospice, home medical equipment, and infusion pharmacy.
- Led VNA conversion to Epic electronic health record and integration with system medical centers and clinics. **Result:** Integrated healthcare delivery and improved physician communication and coordination of care.
- Restructured VNA including regional consolidation and introduction of "virtual" operating model. **Result:** Reduced annual operating cost by \$1,800,000.
- Initiated partnerships with other providers and developed purchasing formularies to negotiate improved vendor contracts. **Result:** Decreased supply cost by \$1,200,000.
- Outsourced unprofitable and non-core VNA services to community agencies.  
**Result:** Eliminated \$2,000,000 annual losses.
- Designed and co-led system strategy to improve publicly-reported patient satisfaction.  
**Result:** Improved system national benchmarked performance from bottom to third quartile with some medical centers and clinics in top quartile.
- Implemented chronic case management model and developed clinician-specific clinical outcome tool. **Result:** Achieved Home Care Elite Top 20% National Clinical Performance for clinical outcomes, process measures, and financial performance.
- Led system transitional team to design electronic patient transition tool. **Result:** Reduced

length of stay, hospital readmission, and emergency department utilization.

- Initiated conversion to integrated information technology systems in home medical equipment division. **Result:** Enabled supply chain management and inventory control and improved revenue capture by 4.4%.
- Instituted VNA agency-wide shared governance. **Result:** Reduced turnover to 4.9% and achieved 93% leadership engagement.
- Implemented and integrated clinical management, payroll, supply chain, and revenue cycle IT. **Result:** Improved operational performance and revenue cycle.

**Vice President, Nursing And Clinical Integration:** Responsible to Executive Vice President for integrating hospital, clinic and homecare services in central Wisconsin region. **2005 to 2007**

- Led regional quality strategy, set benchmarks and implemented clinical outcome tools for physicians. **Result:** Improved Medicare (CMS) Clinical Outcomes to top 10% nationally.
- Designed and co-led system Palliative Care Strategy. **Result:** Recruited Board Certified Palliative Care physicians and APNs and launched Palliative Care Consult Service.
- Developed integrated care delivery model and established productivity targets. **Result:** Reduced operating expense and increased operating margin.
- Consolidated regional case management. **Result:** Saved \$750,000 and improved patient and physician satisfaction.
- Standardized and redesigned 4 Emergency Departments. **Result:** Decreased wait times, moved patient satisfaction to top quartile, improved physician and clinical staff utilization.
- Integrated region medical centers with system flagship medical center. **Result:** Improved cardiac and neonatal clinical outcomes and decreased operating expense.
- Spearheaded revival of shared governance and connected model to Aurora Magnet Hospitals. **Result:** Improved RN engagement scores from lowest to highest in system.

**St. Michael Hospital,** Milwaukee, Wisconsin **2002 to 2005**  
A 200-bed teaching hospital and provider of behavioral health service.

**Vice President, Patient Care Services and Chief Nursing Officer:** Responsible to President for patient services, operating room, ambulatory services, and behavioral health.

- Devised and drove RN and leader recruitment and retention strategy. **Result:** Reduced external agency usage 80%, lowered RN vacancy rate from 60% to 12% and filled 6 vacant department head positions.
- Redesignated Emergency Department and increased staff training. **Result:** Decreased ED diversion by 50% and increased patient volume to highest in city.
- Consolidated cardiac and women's clinical services to flagship hospital. **Result:** Reversed \$3,000,000 annual operating loss.
- Led construction and opening of new ambulatory services center. **Result:** Grew surgical services product line.
- Implemented shared governance model and established nurse-physician council. **Result:** Prepared Magnet application and increased physician and nurse satisfaction.

**Froedtert Hospital,** Milwaukee, Wisconsin **1996 to 2002**  
An academic medical center affiliated with Medical College of Wisconsin.

**Patient Care Director:** Responsible for cardiac medical-surgical and intensive care unit.

- Co-Chaired JCAHO team after acquisition of Milwaukee County Hospital.

**Result:** Achieved 98% Accreditation Score.

- Co-Chaired joint Froedter/Medical College of Wisconsin Pain Steering Committee. **Result:** Developed standard order sets based on evidence-based best practice, created algorithm for managing complex pain, and taught pain resource nurse program.
- Developed and implemented clinical outcome methodology. **Result:** Improved clinical outcomes, decreased cost per case and decreased length of stay.
- Served as Ethics Consultant and clinical facilitator for Medical College of Wisconsin medical students. **Result:** Resolved complex cases and mitigated risk.
- Created and implemented shared governance model following integration of unionized County hospital nursing staff. **Result:** Improved RN engagement, recruitment and retention, and diffused unionization threat.

### Academic Experience

Medical College of Wisconsin, Assistant Adjunct Professor 2014 to Present

Marquette University, Milwaukee, Wisconsin 1995 to 2006  
A private undergraduate and graduate university.

**Course Coordinator and Clinical Faculty Instructor:** Responsible for coordinating integrated Bachelor's to Master's Degrees in Nursing program and teaching undergraduate courses.

Carroll-Columbia College, College of Nursing, Milwaukee, Wisconsin 1988 to 1995  
A joint venture providing a baccalaureate nursing degree.

**Assistant Professor:** Responsible for teaching undergraduate nursing courses and advising high risk students.

- Prepared National League for Nursing Accreditation Application and Co-led Steering Committee. **Result:** Achieved accreditation for new BSN program.

### Education

PhD, Curriculum and Instruction, Marquette University, Milwaukee Wisconsin  
MS Degree, Nursing, The Ohio State University, Columbus, Ohio  
BS Degree, Nursing, Wright State University, Dayton, Ohio

### Community Service

2nd Vice Chair and Treasurer, Milwaukee Regional Medical Center Board  
Member, University of Wisconsin- Milwaukee College of Health Sciences Advisory Board  
Member, Rotary Club of Milwaukee  
Member, Marquette University Palliative Care and End of Life Institute  
Steering Committee leader Lindsay Heights Community Based Health Home  
Fundraising Co-Chair, United Way of Greater Milwaukee Non-Profit Division  
Past Member, Aurora Psychiatric Hospital Advisory Board, Milwaukee, Wisconsin  
Past Member, Orange Cross Ambulance Board

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**Publications**

Hennessy C. (2004). "Heart Failure and Circulatory Shock." Chapter in Porth, C. Essentials of Pathophysiology. New York: Lippincott, Williams & Wilkins.

Hennessy C., (2002) "Alterations in Cardiac Function." "Heart Failure and Circulatory Shock." Chapters in Porth, C. Pathophysiology (6<sup>th</sup> Edition) New York: Lippincott, Williams & Wilkins.

Hennessy C., (1999) Curriculum and Instruction for Nursing Preceptors: Correlation with Critical Thinking Disposition Traits. Dissertation.

**Research and Awards**

International Evidence-Based Conference Presentation Sigma Theta Tau International "Creating and Traveling on the Path to Evidence-Based Practice in a Community Hospital: Leadership Strategies for Promoting Evidence-Based Care" in collaboration with UW Milwaukee, 2005

Wisconsin Redesign Award - Created collaborative clinical practice model in partnership with Alverno College and Froedtert Hospital, 2002

Utilization and Integration of Research Award - Integration of National Registry of MI (NRM) 3 & 4 outcomes into clinical practice - Froedtert Hospital Research Committee, 2001

Implementation of Research Award - Principal Investigator of Acute Pain Study - "Pain Management And Patient Satisfaction " IRB Approval- Medical College of Wisconsin, 2001

Facilitation of Nursing Research Award - For fostering clinical research with staff nurses, 2001

National League for Nursing Accreditation Commission (NLNAC) Evaluator Evaluate baccalaureate-nursing programs for accreditation, 2000 to Present

Nursing Research Award, "A Study of the Comparability of Two Methods of Blood Pressure Measurement In the Acute Care Setting.", Froedtert Hospital, 1999

Stanley H. Kaplan Company, NCLEX-RN Test Preparation Faculty, Chicago, Madison, Milwaukee, Minneapolis, 1996 to 2003