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CHIEF NURSING OFFICER | EVP PATIENT CARE SERVICES | HEALTHCARE OPERATIONS EXECUTIVE

Clinical Operations | Nursing Strategy | Patient Safety | Workforce Transformation | Quality & Regulatory Readiness

Transform care delivery, clinical quality, nursing workforce, and hospital performance across complex health systems.

Patient-centered *Health-System Executive* with **25+ years** of success advancing nursing practice, clinical operations, quality, workforce sustainability, and financial performance across academic, community, and specialty-care environments. Direct enterprise portfolios spanning eight hospitals, 1,740 beds, \$3.9B in net patient revenue, 7,800 nurses and clinical professionals, and a \$720M operating budget. Align bedside practice, capacity, patient safety, experience, analytics, digital care, talent, and capital planning to improve outcomes at scale. Excel in reducing preventable harm, restoring throughput, developing future-ready leaders, and building cultures in which clinical excellence and operational discipline reinforce one another.

CAREER ACHIEVEMENTS

Reduced harm events 44%	Raised HCAHPS 22 percentile points	Generated \$112M service-line growth
Cut RN turnover from 28% to 11%	Opened a \$430M patient pavilion	Reduced agency labor spend \$57M
Developed 1,200 nurse leaders	Drove five hospitals from 2 to 4 Stars	Directed 8 hospitals / 1,740 beds

PROFESSIONAL EXPERIENCE

NOVELLIS HEALTH SYSTEM – Philadelphia, PA

2018-Present

Executive Vice President & Chief Nursing Officer | 2021-Present

8 hospitals | 1,740 beds | \$3.9B net patient revenue | 7,800 nurses and clinical staff | \$720M operating budget

Senior Vice President, Clinical Operations | 2018-2021

Promoted to enterprise CNO after integrating nursing, quality, patient flow, and workforce operations

Set enterprise nursing and patient-care strategy for a regional academic health system serving 2.4M people. Partner with the CEO, board, medical staff, deans, union leaders, and hospital presidents on clinical performance, growth, capital, workforce, and risk. Direct 12 executives and maintain accountability for nursing practice, quality, safety, infection prevention, clinical education, capacity management, care coordination, virtual nursing, and regulatory readiness.

AREAS OF OVERSIGHT: Nursing Practice | Patient Safety | Quality | Infection Prevention | Care Management | Transfer Center | Patient Flow | Clinical Education | Virtual Nursing | Pharmacy and Therapeutics Governance | Magnet Strategy
GOVERNANCE: Board Quality Committee | Workforce Investment Council | Academic-Practice Partnership Board

- **Reduced hospital-acquired harm 44%, risk-adjusted mortality 18%, and serious safety events 52%** via a unified clinical operating system, high-risk pathway standardization, and transparent unit-level accountability.
- **Raised HCAHPS overall rating from the 61st to 83rd percentile and nurse communication to the 91st percentile** by redesigning bedside shift report, leader rounding, discharge teaching, and service recovery.
- **Lowered RN turnover from 28% to 11% and vacancy from 24% to 8%** by introducing market-based career pathways, flexible scheduling, internal mobility, residency expansion, and manager coaching.
- **Opened a \$430M patient pavilion with 320 beds, 46 procedural rooms, and a new command center** achieving 98% staffing readiness, zero critical activation failures, and budget performance within 1.2%.
- **Advanced five hospitals from 2 to 4 CMS Stars and secured two Magnet designations** through evidence-based practice, nursing-sensitive outcome governance, documentation integrity, and frontline-led improvement.



ENTERPRISE CAPACITY & CARE COMMAND: Built a 24/7 clinical command center integrating staffing, transfer, and post-acute coordination. Added capacity for 22,400 annual admissions, reduced diversion hours 63%, shortened emergency-department admit time from 7.1 to 4.3 hours, and lowered average length of stay 0.7 days.

SYSTEMWIDE CARE & WORKFORCE IMPROVEMENT

Selected baseline-to-current outcomes across the eight hospital network



Gray = baseline | Teal = current | Direction label identifies desired movement



SENIOR VICE PRESIDENT, CLINICAL OPERATIONS | NOVELLIS HEALTH SYSTEM | 2018-2021

8 hospitals | 6,900 nurses and clinical staff | Enterprise nursing operations, patient flow, and workforce transformation

Recruited to standardize nursing/clinical operations across independently managed hospitals with uneven quality, staffing, and performance. Built governance, common measures, and local execution routines while preserving market responsiveness.

- **Standardized 64 high-risk clinical pathways and reduced variation 38%** by convening physician-nurse design teams, embedding evidence in the EHR, and auditing reliability at the unit level.
- **Saved \$34M and improved productive hours per patient day 12%** through demand-based staffing, span-of-control redesign, premium-pay governance, and cross-training.
- **Launched virtual nursing, hospital-at-home, and remote patient monitoring for 15,600 patients** reducing readmissions 21%, accelerating discharge completion, and expanding access without new inpatient beds.
- **Developed 1,200 charge nurses, managers, and directors** through leadership academies, simulation, succession reviews, mentorship, and measurable workplace application projects.

EASTERN COMMONWEALTH MEDICAL CENTER — Baltimore, MD

2011-2018

CHIEF NURSING OFFICER & VICE PRESIDENT, QUALITY

980-bed academic medical center | \$1.9B revenue | 4,200 nurses | \$385M operating budget | 11 direct reports

Held executive accountability for nursing, quality, patient safety, clinical education, regulatory readiness, and workforce strategy. Partnered with medical school leadership and employed physicians to advance complex tertiary and quaternary care.

- **Reduced central-line infections 61%, catheter infections 48%, falls with injury 37%, and pressure injuries 42%** through bundle reliability, safety surveillance, escalation standards, and executive review of every serious event.
- **Improved nursing retention 10 points and reduced time-to-fill 36 days** by rebuilding recruitment, residency, scheduling, clinical ladders, recognition, and first-year manager support.
- **Saved \$46M over four years while maintaining quality gains** through productivity redesign, supply standardization, overtime controls, pharmacy collaboration, and reduced avoidable days.
- **Expanded surgical volume 15% and generated \$29M in contribution margin** by improving block utilization, preadmission readiness, first-case starts, sterile processing, and discharge planning.
- **Achieved Magnet redesignation with zero deficiencies** after strengthening shared governance, professional-practice standards, research translation, and outcome documentation.

SUMMIT CHILDREN'S & WOMEN'S CENTER — Richmond, VA

2003-2011

DIRECTOR, NURSING OPERATIONS | 2005-2011

420-bed specialty hospital | Women's, neonatal, pediatric, surgical, and ambulatory services | 1,100 employees

ADMINISTRATIVE FELLOW | 2003-2005

Advanced from fellowship into nursing operations leadership, directing maternal-child health, neonatal intensive care, pediatrics, procedural services, and clinical support. Led capital, access, quality, workforce, and family-experience initiatives.

- **Activated a \$155M women's and neonatal tower on schedule** including 96 private rooms, a 72-bed NICU, 18 labor-delivery-recovery suites, and centralized family support.
- **Reduced severe maternal morbidity 31% and NICU length of stay 2.2 days** through hemorrhage and hypertension bundles, interdisciplinary simulation, lactation support, and discharge readiness.
- **Expanded access 26% and improved family experience to the 95th percentile** by redesigning scheduling, navigation, communication, and care coordination across hospital and ambulatory settings.

SELECTED EARLY-CAREER LEADERSHIP

- ✓ Implemented a nurse-residency model that improved first-year retention from 73% to 91%.
- ✓ Built a maternal-transfer protocol connecting 24 rural hospitals to specialty care.
- ✓ Standardized simulation-based emergency response training for 1,500 clinical employees.

EDUCATION, CREDENTIALS & PROFESSIONAL LEADERSHIP

EDUCATION	DNP, Executive Nursing Leadership Atlantic Metropolitan University MBA, Healthcare Finance Franklin Commonwealth University BSN, Nursing Blue Ridge State University
CREDENTIALS	Registered Nurse Certified Professional in Patient Safety (CPPS) Lean Six Sigma Black Belt
BOARDS	Metropolitan Nursing Workforce Collaborative, Board Chair Institute for Equitable Care, Director
AFFILIATIONS	American Organization for Nursing Leadership American College of Healthcare Executives