

**SUMMARY**

Innovative, strategically and operationally focused nurse experienced in leading, managing and evaluation of complex health care organizations and academic partnerships. Strengths included implementation and sustenance of strategic innovative programs as well as the ability to create, mentor, and nurture collaborative work environments. Programs and innovative change for both practice and education are managed with focus on achieving excellence in Veteran, Faculty, Staff and Student outcomes

**PROFESSIONAL EXPERIENCE**

**Director**

**Nursing Education**

**Office of Academic Affiliations**

**Veterans Affairs (VA) 2009- 2017**

Responsible for national strategic planning, advocacy, implementation, management, guidance, and evaluation of all Nursing academic education within the VA.

Directed, managed, coached and evaluated the VA Nursing Academy pilot, a 5- year pilot initiated to enhance academic relationships between VA facilities and Schools of Nursing.

- Core objectives included: (a) expanding enrollment capacity for baccalaureate students; (b) development of Veteran centric baccalaureate curriculum; (c) faculty and scholarship development of VA nurses assigned as faculty; (d) Veteran centric practice and education initiatives and recruitment and retention of nursing staff.
- VANA funded up to 10 faculties per year over 5 years for 150 faculties added to nursing faculty population during life of partnership. Individual partnerships received funding up to 6M in funding while increasing student enrollment to 605 additional slots.
- Coached partnership toward achievement of VA faculty development objective by recommending comprehensive individual needs assessment and a subsequent individualized action plan aligned with a national faculty competency. Each VA faculty assigned to a SON coach with responsibility toward achieving competency toward assuming comprehensive faculty role.
- Provided framework for a comprehensive VANA evaluation; led evaluation committees developed per VANA objective and composed of SON and VA faculty, to determine core data elements and assessment tools for project.

Conceptualized the Value Analysis methodology used to successfully evaluate the VA Nursing Academy rather than a Return on Investment (ROI) as cost accounting systems to identify financial contribution of faculty and practice were not available.

- This Value Analysis was conceptualized as a financial analysis framed within an academic practice milieu and organized to demonstrate the contribution academics can and should have in radically transforming and improving practice.
- Categories of value included cost avoidance and revenue or care delivery/access redesign. A comparison was made of overall faculty salary and benefit expense as

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compared to the total revenue/cost avoidance contribution. The net result of this comparison is the Value Analysis or Return on Investment.

- The VANA Value Analysis found a net gain of \$ 4.3M for twelve partnerships (three partnerships prematurely closed due to achievement performance).
- VANAP Value Analysis was the critical outcome element, which enabled successful lobbying of VA to authorize an additional 150M for faculty funding and expansion of 18 academic partnership sites.

Developed and implemented a National Consultation and Mentoring Program to enable academic partnership success, resolve cultural dissonance and communication issues, and facilitate success of new initiatives, such as the Post Baccalaureate Nurse Residency and the Psychiatric Mental Health Nurse Practitioner program.

- Consultation program successfully realigned program curriculum and organizational and evaluation processes for pilot residencies to assure Commission on Collegiate Education (CCNE) accreditation for specific Post Baccalaureate Nurse Residency programs.
- Collaborated with CCNE to create two pathways to accreditation: an employer-based model an academic postgraduate residency in collaboration with School of Nursing.

Closed gaps between policy development, program execution, management and sustainability for the VA Nursing Academic Partnership program, Post Baccalaureate Nurse Residency and Psychiatric Mental Health Nurse Practitioner education and post- graduate education and training.

Developed national strategy for the organization, management and consistent extramural funding of Post Baccalaureate Nurse Residencies facilitate partnership success: Identified and shared operational themes displayed by successful and challenged partnerships

Initiated discussion with CCNE and AACN leadership to jointly identify barrier to accreditation for student based postgraduate academic residency while recommending solutions; such as an employer based and a student-based accreditation standard.

Convened two National Calls with Deans of PBNR programs, AACN, and CCNE leadership to discuss unintended outcomes of PBNR accreditation standards and potential solution.

Advocated for and implemented meeting with AACN leadership and a new nursing organization in an effort to consolidate postgraduate accreditation within CCNE rather than continue new accreditation organization.

CCNE developed two accreditation pathways for postgraduate baccalaureate residency programs: an academic trainee model and an employer-based model.

Collaborated in development of academic residency accreditation standards for postgraduate nurse practitioner transition to practice, residency and fellowship programs. Successfully lobbied to include graduate programs in the VANAP program and incorporated faculty practice as a requirement.

Developed 250M strategic plan, which provides the organizational structure, and funding to implement and maintain an academic practice culture in the VA. The plan includes development of educational infrastructure, faculty practice opportunities and academic practice and partnership program expansion.

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Organized, selected, edited and presented the initial Veteran Affairs practice and education exemplars for the White House *Joining Forces* program.

The listing of exemplar contributions was shared with White House and specific examples from three VA Nursing Academic partnership programs were identified by Michelle Obama, First Lady of the US, in her speech in Philadelphia,

## **Director**

### **Orange Regional Medical Center 2002 –10/07**

*Vice President – Arden Hill Campus, and Chief Nursing Officer- ORMC; Product Line Leader: Women and Children's Services and Psychiatry 1/07- 10-07*

#### **Vice President Patient Care Services- 2002-2007**

2006 Thompson 100 Top Hospitals Performance Improvement Leader

Managed Radiation Oncology, Rehab and Nursing budgets below FTE targets

Implementation of Surgical Services Patient Safety Initiative with zero incorrect site procedures

Contract Negotiation and Implementation – 1199 Nursing

Revision of Shared Governance Model to assure efficiency and effectiveness in union environment

ED Redesign and Service Excellence Initiative

Increased ED inpatient admissions by 13%, revenue over 1 million

Patient satisfaction scores best in NYS for AHH Emergency Department

Radiation Oncology Rapid Redesign and Strategic Planning

Clinical Sponsor: Implementation of Cerner Clinical Information System

## **Dougherty & Associates 1999- 2002**

Consulting Group focused on Operational Assessment and Implementation Programs

Main Clients

Eisenhower Medical Center – Palm Springs, California

East Orange Medical Center- East Orange, New Jersey (subcontracting)

## **St. Luke's/Roosevelt Hospital Center**

**1999 – 2001**

### **Vice President of Nursing**

- Organizational assessment of nursing structure, process and outcome measures leading to the development and implementation of Strategic Plan for Nursing
- Development of Resource Management Department, inclusive of processes to correct non productive time to standard
- Development and implementation of multidisciplinary Length of Stay initiative. Achievement of risk adjusted LOS benchmark in medical and coronary care units.
- Operationally responsible for hospital clinical information systems and social work

## **Ernst & Young 1998- 1999**

### **Manger**

Managed consultation engagements for integrated delivery financial systems, academic medical centers and community hospitals specific to:

- Post-merger integration efficiency and effectiveness – Emergency Departments
- Clinical integration implementation plans
- Strategic repositioning – nursing financial management systems / JCAHO preparation

**Columbia-Presbyterian Medical Center – Allen Pavilion, New York City 1995 - 1997**  
**Director of Nursing and Associate Director/Patient Care Services**

- Established effective operations/communications/evaluation for the assigned departments: Social Service, Pharmacy, Respiratory, Admitting, Finance, Emergency Department, Operating Services, Anesthesia and Nursing.
- Cost containment/reduction via organizational restructuring proposals, service elimination, redevelopment and/or waiver of staff.
- Member of the corporate team for the New York State Nurses Association Contract negotiations.
- Managed human and fixed resources during strike and hospital closing

**Jacobi Medical Center, Bronx, New York 1988-1995**  
**Associate Executive Director/Patient Care Services and Project Sponsor:**  
**Clinical Information Systems**

- Jacobi Medical Center is a teaching Hospital and staffed by the faculty of the Albert Einstein College of Medicine. It is a designed Level 1 Trauma, Burn, Neuro-trauma, Cardiac, Neonatal, Snakebite and Hyperbaric Treatment Center.
- Re-engineered process of care in Ambulatory Services. Functions consolidated in new positions with net savings of \$1.3 million after implementation.
- Facilitated the implementation of clinical information systems with the project co-sponsor, C.F.O.
- Development of Career Ladder Program with Columbia University, Cornell University and Bronx Community College for the education of Adult, Pediatric and Neonatal Nurse Practitioners and Registered Nurses, Funding in excess of one million provided by New York State Department of Health.
- Implemented the Distinguished Nurse Scholar Series in Psychiatry
- Represented the City of New York in LPN Union Impasse/Arbitration Proceedings. Testified along with OMLR and OMB, Arbitration ruling in favor of NYC.

**Bergen Pines County Hospital, Paramus, NJ 1983-1988**  
**National Medical Enterprises for the Managed Hospital**  
**Assistant Executive Director**

**Director of Nursing**

**Assistant Director of Nursing**

- Successfully facilitated positive working relationships and implemented corporate strategy with managers/consultants of Brim and Associates, National Medical Enterprises, Psychiatric Institute of America, as well as county employees.
- Managed hospital during twenty four-hour strike. Negotiated contract with NJSNA
- Appointed to Governor Keans' Reach for Economic Achievement Subcommittee for Education.
- Proposed Model used as a foundation for modular education training program.

**Academic Experience**

Bergen Community College  
Paramus, NJ

approx 1984- 1986

Adjunct Instructor- Medical Surgical Nursing

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Dominican College  
Blauvelt, NY  
Adjunct Instructor- Medical Surgical Nursing

approx. 1984- 1986

Kingsborough Community College  
Instructor – Advanced Medical Surgical Nursing /Psychiatric Nursing

approx 1980-1982

Iona College  
Adjunct Instructor – Graduate Program- M.B.A

approx 1994-1995

## **EDUCATION**

Ph.D.	Columbia University, Nursing - 2009
MBA	Iona College, 1992, Organizational Behavior
Wharton Fellow	Johnson & Johnson-Wharton School of Business - 1990
MA	New York University, Psychiatric Nursing -1978
BS	Downstate Medical Center, Nursing, S.U.N.Y- 1974

## **Publications**

Dougherty, M., Anderson, G., & Alt-White, A., (2015). Chapter 10. VA Nursing Academy: Lessons learned from successful academic partnerships. (299-311). In C. Rick & P. Kritek. *Realizing the future of nursing: VA nurses tell their story*. Washington, DC: U.S. Department of Veterans Affairs, Veterans Health Administration.

Ott, K.M., Taylor, B. & Dougherty, M. (2015). Creating Transitions to Ensure Successful Movement from Education to Practice. In C. Rick, & P.B. Kritek (Eds.). *Realizing the Future of Nursing: VA Nurses Tell Their Story* (pp. 330-337). Washington, DC: U.S. Department of Veterans Affairs.

Dobalian A, Bowman CC, Wyte-Lake T, Pearson ML, Dougherty MB, Needleman J. *BMC Nursing*.2014. The critical elements of effective academic practice partnerships: a framework derived from the Department of Veterans Affairs Nursing Academy. Dec 20; 13(1): 183.doi: 10.1186/s12912-014-0036-8. ecollection 2014. PMID: 25550686

Wyte-Lake T, Bowman C, Needleman J, Dougherty M, Scarrott DN, Dobalian A. (2014). Impact of VANA academic-practice partnership on educational mobility decisions and teaching aspirations of nurses. *J Prof Nurse*. Sept-Oct; 30(5): 383-91.doi: 10.1016/j.profnurs.2014.01.009. Epub2014 Jan28 PMID: 25223286

Bowman CC, Johnson I, Cox M, Rick C, Dougherty M, Alt-White AC, Wyte T, Needleman j, Dobalian A. (2011). The Department of Veterans Affairs Nursing Academy (VANA): forging strategic alliances with schools of nursing to address nursing workforce needs. *Nurs Outlook*, Nov-Dec; 59(6): 299-307.doi: 10.1016/j.outlook.2011.04.006

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Dougherty Mb, Larson EL (2010). The nurse-nurse collaboration scale. *J Nurs Adm.* Jan: 40(1):17-25. doi: 10.1097/NNA.0B013e3181c47cd6.

Dougherty M., Diamond R., Tuckfelt, M. (2006) Medication Reconciliation Design and Implementation. *Proceedings of the Symposium: Quality 2010: Evolving Frontiers in Quality and Patient Safety*, New York- Presbyterian Health Care System.p.89-90.

Dougherty, M., & Larson, E. (2005) A review of instruments measuring nurse-physician collaboration. *Journal of Nursing Administration.* 35(5), 244-53.

Mezy M., Dougherty M, Wade P., Mersman P. (1995) Nurse practitioners, certified nurse midwives and nurse anesthetists: changing care in acute care hospitals in New York City *New York State Nurses Association Journal.*

Dougherty M & Cooke S. (1994) Innovative strategic planning to meet expanding primary health care needs. *Nursing and Health Care.* 15(6) 298-302.

Dougherty M & Sullivan A. (1993) Hospital uses New York State resident's law to create improved services. In: *Models for Cost Management and Health Care Quality, Innovations 93.* The American College of Physician Executives, Tampa, Fl. pp.128-129.

## **Presentations**

Dougherty MB, Hair C. (Oct 29, 2015) Development of a Psychiatric Mental Health Nurse Practitioner (PMHNP) Residency Program within the Department of Veterans Affairs (VA) Healthcare System. Podium presentation delivered at the American Psychiatric Nursing Association Conference, Orlando, Fla.

Dougherty, MB, Hager, B, Flintier M. Zychowitz M. (June 2015). Panel Presentation: Nurse Practitioner Academic Residency Evolution; presented at the American Association of Nurse Practitioners Conference. New Orleans, LA.

Dougherty, MB. (May 12, 2015). *Academic Nursing Strategic Plan.* Presentation delivered to the Health Professions Education Strategic Planning Committee. Veterans Affairs Central Office. Washington DC.

Dougherty, MB. (Jan 28, 2015). *Veterans Affairs Psychiatric Mental Health Nurse Practitioner Residency.* Podium presentation delivered at the 2nd Regional NP Post Graduate Training Forum. Seattle WA.

Melander S. Dougherty MB. Jensen P. (Jan 28 2015) *Current and Future State of NP Education and Practice.* Panel discussion presented at the 2nd Regional NP Post Graduate Training Forum. Seattle WA.

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Dougherty MB, Ott K. (October 27, 2015). Strategic Collaboration. Podium presentation delivered at the Office of Academic Affiliations Summit, Washington DC.

Dougherty MB. (2014, January). The Value of Academic Partnerships. American Association of Colleges of Nursing; Poster presented at the Doctoral Conference, Naples FL.

Dougherty, MB. (2013, April). Academic Partnership Value. Podium presentation delivered at the University of Oklahoma; Oklahoma City, Oklahoma.

Dougherty, MB. (2012) *VA Nursing Academy Valuation. Evaluation Summit*, Podium Presentation delivered at the Office of Academic Affiliation, Veterans Affairs, Washington DC.

Dougherty MB (January 30, 2012). A multi-faceted plan for VA Nursing Education: VANA and beyond. Podium presentation delivered at the Veterans Health Affairs (VHA) Office of Academic Affiliations and VHA Office of Nursing Services Collaborative Review.

Dougherty, M.B. (2012). VA Nursing Academy Evaluation. Podium presentation delivered at the Annual Evaluation Summit, Office of Academic Affiliation, Department of Veterans Affairs, Washington, DC.

### **Committees**

President: Greater New York Deans and Directors, New York City, 1994

Committee Member: New York City League for Nursing Committee 1992

Appointed to Governor Kean's Reach for Economic Achievement Subcommittee for Education, 1987

- Proposed Model used as a foundation for modular education training program