**Curriculum Vitae**

**Name: Michelle W. Hoehn, DNP, NE-BC**

**Tanner Title:** Senior Vice President/Chief Nursing Executive

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**Education**

February 2021 **Grand Canyon University,** Phoenix, AZ

**Doctoral Degree** in Nursing

May 2012                                          **University of Phoenix,** Phoenix, AZ

**Master’s degree in nursing**

May 2009                                   **University of Phoenix,** Phoenix, AZ

**Bachelor’s degree in nursing**                            

May 2006 **Augusta State University**, Augusta, GA  
**associate degree in nursing**

**Licensures**

Registered Nurse – state Board of NursingGeorgia Secretary of State, Examining Board Division, 2006- Present

Registered Nurse – Multistate Board of Nursing Georgia Secretary of State, Examining Board Division, 2024 – Present

**Other Certifications**

Emory Chief Nursing Officer Certification, 2024 - Present

Nurse Executive Board Certified, 2019 - Present

Certified in Medical/Surgical Nursing PracticeAmerican Nurses Association Credentialing Center, 2012 – 2017

CSRA Chapter AACN Critical Care Consortium Course – 2010

American College Health Executives 2023 - Present

Advanced Cardiac Life Support, 2012 – 2014

Basic Cardiac Life Support, 2011 – Present

**Scientific and Professional Societies**

Georgia Organization of Nursing Leaders (GONL), 2011 – Present

Board Member for Georgia Organization of Nurse Leaders, 2015-2017

President, GONL East Central district, 2015 - 2016

President Elect, GONL East Central District, 2013- 2015

American Organization of Nurse Executives (AONE), 2011 – Present

American Nurses Association (ANA), 2006 – Present

Georgia Association of Nursing, 2005 – Present

The Beryl Institute, 2014 – Present

American College Health Executives – Present

Sigma Nursing 2022 -Present

**Accomplishments**

Spirit of Nursing Award Winner – 2010 (University Hospital)

Spirit of Nursing Award Nominee – 2008 (University Hospital)

Aspiring Nurse Leader Nominee - 2008 (University Hospital)

EQIP trained – 2014 (Augusta University Healthcare Systems)

PHA award winner for Supply EQIP project – January 2016

Studer Training 2018 (University Hospital)

Lean Six Sigma Training/Green Belt – 2019 (AUHS)

Speak Your Brand - 2025

Podcaster – Host and Producer of Nursing Together 2025

**Research**

* *Reduction of 30-Day Preventable Pediatric Readmission Rates with Post discharge Phone Calls Utilizing a Patient-and Family - Centered Care Approach,* Renee Flippo, Elizabeth NeSmith, Nancy Stark, Thomas Joshua, Michelle Hoehn, DOI: [10.1016/j.pedhc.2015.01.010](https://doi.org/10.1016/j.pedhc.2015.01.010)
* *Using a Bed Czar to Impact the Emergency Department Patient Flow,* Michelle Hoehn, [Using a Bed Czar to Impact the Emergency Department Patient Flow - ProQuest](https://www.proquest.com/docview/2503474107?pq-origsite=gscholar&fromopenview=true)

**Work Experience**

**Tanner Health System**

Five Hospital System in Georgia and Alabama

**February 2023 – Present**

*Senior Vice President and System Chief Nursing Executive*

* Provide executive leadership for a five-hospital acute care healthcare system, guiding administrative and nursing operations in alignment with the organization’s mission, vision, and values.
* Developed and implemented a system-wide strategic nursing plan, cascading objectives across all hospitals to drive operational efficiency and clinical excellence.
* ANCC’ Pathway to Excellent Journey at Carrollton and Villa Rica/Willowbrooke
* Reduced nursing operational costs by optimizing workforce strategies, decreasing reliance on travel nurses and critical pay. Partnered with recruitment teams and local schools of nursing to reduce the nursing vacancy rate to 5%.
* Spearheaded the implementation of Smart Square to mitigate FTE leakage and enhance productivity across units.
* Led the creation of a nurse-led Transfer Center in collaboration with Care Logistics, streamlining patient placement processes. Initiatives included standardizing placement protocols, launching a discharge lounge, improving discharge efficiency with local EMS, and establishing a Critical Decision Unit.
* Through a collaboration of all disciplines, we reduced LOS from 6.2 to 5.1 and O/E 1.12.
* Championed employee engagement and quality improvement initiatives, enhancing patient care and experience. Collaborated with Press Ganey to leverage data analytics and best practices, resulting in an increase in Emergency Department Press Ganey scores from the 52nd to the 73rd percentile, with inpatient scores sustaining at the 72nd percentile.
* Established a Shared Governance model across all hospitals, supporting unit-based projects and guiding three hospitals on their Pathway Journey.
* Improved NDNQI metrics by 5–10% through the introduction of Clinical Outcomes Manager roles, focused on enhancing quality metrics at the unit level. Elevated Leapfrog Safety Grades from C to B at Villa Rica hospitals.
* Increased Press Ganey Employee Engagement scores in Nursing from 3.57 to 4.02.
* Introduced and promoted the National DAISY Award, celebrating the outstanding work and compassion of a nurse in all five hospitals.
* Reduced travelers within 1 year from 29 to 3 and 2nd year reduced to none.
* Tanner’s Carrollton and Villa Rica Emergency departments earn the prestigious 2025 Emergency Nursing Association (ENA) Lantern Award.
* Enhanced organizational communication by creating a Nursing Webpage with real-time updates, launching a monthly Nursing Newsletter, Nursing Podcast, *Nursing Together,* Nursing Leadership Podcast, *Leading Nursing Together,* and developing a QR code providing direct access to the CNE for feedback and inquiries.
* Created and published a Nursing Annual Report highlighting all areas of nursing
* Restructured the nursing leadership model to align with organizational goals, promoting a culture of collaboration, transparency, and continuous improvement.

**Augusta 2022 – February 2023**

*Vice President Inpatient Nursing Carrollton Hospital*

* Provide administrative and leadership direction to 10 direct admits and

**475.6** FTE

* + 5 Medical/Surgical
  + Cardiac/Pulmonary Unit
  + ICU
  + Transfer Center, Bed Management, Float Pool
  + Dialysis Program
  + Nursing Administration
* Develops strategic and operational plans in alignment with the hospital and nursing division mission, vision, and values.
* Involved in created several new programs including CVICU, discharge lounge, Transfer Center, centralized float pool and over-flow units.
* Redesigned Transfer Center to an Operations Center and creating a Bed Czar to proactively move patient throughout the system, lowering LOS, and improving ED hold times.
* Change agent, influence employee engagement, provide excellent quality care and enhance customer’s experience. Engaged with Press Ganey to improve the patient’s experience through data analytics and best practices.
* Established and maintained a yearly operational and capital budget for division.
* Ensures compliance with professional standards, regulatory requirements, and national patient safety goals for the delivery of patient care that is highly reliable, and patient-family centered.
* Promotes a work environment where employees are empowered to collaborate, negotiate, and participate in successfully performing work activities, solving problems, and improving services.
* Establish a vision for the area that supports the goals and objectives of the hospital and actively participates in hospital wide planning through committees and project teams.
* Works in alignment with Nursing in utilizing Shared Governance.

**Augusta University (formally Georgia Regent Health Care), Augusta, GA**

400 bed Level 1 trauma center, comprehensive stroke center, and 150 bed Children’s hospital

**December 2013 – July 2022**

*Director of Adult Patient Care Services and Central Nursing Services (June 2016 – Present); Intermittent CNO (April 2017 – June 2022)*

* Provide administrative and leadership direction to 20 direct admits and

**876.6** FTE

* + 6 Medical/Surgical 288.4 FTE
  + 3 Oncology – Medical/Surgical, Bone Marrow Transplant, and Intermediate 178.7 FTE
  + 2 Neurology Units – Medical/Surgical and ICU 156.1 FTE
  + Transfer Center, Bed Management, Float Pool, Staffing Office, Patient Observer Unit, and Discharge Lounge 205.5 FTE
  + Dialysis Program 16.4 FTE
  + Nursing Recruitment and Retention 1.6 FTE
  + Wound Care Team, Vascular Access Team and Pediatric Access Team 15.6 FTE
  + Nursing Administration – 14.3 FTE
* Develops strategic and operational plans in alignment with the hospital and nursing division mission, vision, and values.
* Created a number of new programs including Bone Marrow Transplant, CAR-T’, inpatient dialysis unit, CRSA’s drive through COVID testing, discharge lounge, Transfer Center, and over-flow units.
* Redesigned Transfer Center to an Operations Center and creating a Bed Czar to proactively move patient throughout the system, lowering LOS, and improving ED hold times.
* Studer trained to drive change, influence employee engagement, provide excellent quality care and enhance customer’s experience. Engaged with Press Ganey to improve the patient’s experience through data analytics and best practices.
* Established and maintained a yearly operational and capital budget for division
* Ensures compliance with professional standards, regulatory requirements and national patient safety goals for the delivery of patient care that is highly reliable and patient-family centered.
* Promotes a work environment where employees are empowered to collaborate, negotiate, and participate in successfully performing work activities, solving problems, and improving services.
* Establish a vision for the area that supports the goals and objectives of the hospital and actively participates in hospital wide planning through committees and project teams.
* Works in alignment with the Chief Nursing Officer in utilizing the Magnet Framework for promoting Nursing Clinical Excellence through Shared Governance.
* Shared Governance:
  + Participated/facilitated monthly meetings of the Structural Empowerment Council (SEC).
  + On the Magnet Coordinating team.
  + Assisted Magnet Coordinator in the development of multiple stories for use in the Magnet document.
  + Chaired fall committee and provided leadership for comprehensive clinical education on fall prevention.

*Nurse Manager, Pediatric Units (December 2013 – May 2016)*

* Member of leadership and administrative team
* Completed EQIP program as a team lead and facilitator. Submitted Supply EQIP project to GHA/PHA and came in 3rd place.
* Provide administrative and leadership direction to **77.0** FTE
  + 42.5 FTE 30 bed Pediatric Surgical and Oncology Unit
  + 34.5 FTE 25 bed Pediatric Medical/Surgical Unit
* Assist in Pediatric travel staff used by the organization
* Established and maintained a weekly, monthly, quarterly, and yearly productivity budget for each unit
* Established and maintained a yearly operational and capital budget for each unit
* Proven record of reliability and responsibility
* Promotes a work environment where employees are empowered to collaborate, negotiate, and participate in successfully performing work activities, solving problems, and improving services.
* Establish a vision for the area that supports the goals and objectives of the hospital and actively participates in hospital wide planning through committees and project teams
* Shared Governance:
  + Participated/facilitated monthly meetings of the Evidence Based Practice Council
  + Created monthly unit Shared Governance meetings on the unit shared governance level

**University Health Care System, Augusta, GA, December 2005 – November 2013**

410 bed Magnet Hospital

*Nurse Manager, Medical/Surgical, Central Staffing, Float Pool and Travel Staff (January 2011 – November 2013)*

* Member of leadership and administrative team for a Magnet Hospital.
* Provide administrative and leadership direction to a 96.4 FTE Staffing Resource Float Pool (ICU, Cardiac, Med/Surg, and ED).
* Provide administrative and leadership direction to a 24.9 FTE 18 bed Medical/Surgical unit and a 48.7 FTE 36 bed Renal/Dialysis unit that combined into a 73.6 FTE 49 Medical/Surgical unit.
* Provide leadership and administrative direction to all travel staff used by the organization.
* Provide administrative and leadership direction to Central Staffing Office.
* Evaluate staffing requirement needs for each unit within the organization.
* Established several evidence-based projects and programs.
* Proven record of reliability and responsibility.
* Established and maintained a weekly, monthly, quarterly, and yearly productivity budget for each unit.
* Established and maintained a yearly operational and capital budget for each unit.
* Created a customer service orientation class providing information to new employees on HCAHPS, quality indicators, and code of conduct.
* Promotes a work environment where employees are empowered to collaborate, negotiate, and participate in successfully performing work activities, solving problems, and improving services.
* Establish a vision for the area that supports the goals and objectives of the hospital and actively participates in hospital wide planning through committees and project teams
* Shared Governance:
  + Participated/facilitated monthly meetings of the Structural Empowerment Council (SEC).
  + Lead monthly Triad meetings on the unit shared governance level and prepare their minutes and agendas.
  + Attend Transformational Leadership Council meetings monthly to keep Leadership informed of current EPPC activities and play an active role on the TLC.
  + Co-Created Shared Governance Web page.
  + Assisted Magnet Coordinator in the development of multiple articles for use in the Magnet document and submitted articles monthly to nursing newsletter to keep staff informed of current EPPC activities.
  + Chair of Leadership Council.
  + Chaired fall committee and provided leadership for comprehensive clinical education on fall prevention.

*Assistant Nurse Manager, Medical/Surgical Unit (October 2010 – January 2011)*

* Supervises, plans, implements, and evaluates nursing care for a respiratory unit.
* Effectively expresses role model professional image and integrity, and fosters customer-oriented behaviors, accountability, and commitment to quality.
* Assigns duties to nursing staff based on patient's needs and staffing availability.
* Provided education and mentoring for new employees on the floor.
* Involved in implementing solutions to complex problems as co-chair of Shared Governance.
* Provide research information for new and existing hospital policies.
* Monitor patient outcomes and work as a team member to improve these outcomes.
* Shared Governance:
  + Chaired monthly meetings of the Policy Committee.
  + Prepare agenda, minutes, and other necessary materials for said meetings.
  + Attend Transformational Leadership Council meetings monthly to keep Leadership informed of current Policy activities.
  + Assisted Magnet Coordinator in the development of multiple articles for use in the Magnet document and submitted articles monthly to nursing.

*Orthopedic Staff Nurse/PRN Charge Nurse (2006 – 2010)*

* Maintains cooperative working relationship with a variety of ancillary department personnel necessary in order to obtain solutions to problems and improve patient care.
* Assess patient status and notify physicians of clinical changes
* Assisted in the orientation of new staff members by developing skills and mentoring new staff members
* Provide post-op care to patients coming to the floor, educate patients/families on health care needs, conditions, and plan of care.  Provide and education patients/families on discharge information and concerns
* Possess special sensitivity to meeting diverse needs in varied situations
* Evaluate staffing requirements including floor assignments

*Student Nurse (2005 – 2006)*

* Work with nurse in assisting with the admittance and discharge of patients.
* Performed clinical tasks according to hospital policies.
* Assess patient conditions and advised nurse of changes in status.
* Assist patients and family members in the education of health care needs.