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**JEANINE M. FRUMENTI, MPA, DNP, RN, CLNC**

**Senior level healthcare executive, legal nurse consultant and expert**

**witness with extensive experience in:**

**Nursing and Healthcare Leadership**: responsibilities for over 30+ years with unique understanding of how hospitals function and how staff and patient care processes should work. Developed policies and procedures to ensure regulatory and clinical practice compliance.

**Testifying experience:** an expert in nursing standards of care & nursing practice for medical malpractice, personal injury and civil legal cases. For employer, employee discrimination cases with ability to attest to standards of care, employment matters in litigation.

**Adult clinical care experience** includes oversight in all clinical areas, with a focus in emergency department, medical / surgical and critical care patients.

**Risk management**- Provide a case analysis and healthcare research analysis with experience in translation of standards of care, care quality and regulatory & corporate compliance reports.

**Medical device and product liability** experience based on selection and procurement responsibilities with a variety of clinical technology, and its impact on clinical outcomes.

**Johns Hopkins University trained** author, presenter and clinical researcher with access to medical libraries and databases.

**EDUCATION**

**dOCTOR OF NURSING PRACTICE, 2011**

Johns Hopkins University, Baltimore, MD

**Fellow, J&J Wharton Fellows Program in Management for Nurse Executives, 2009**

University of Pennsylvania, Philadelphia, PA.

**MASTER of HEALTH AND PUBLIC ADMINISTRATION, 1986**

New York University, New York, NY

**BACHELOR of Science in Nursing, 1982**

New York University, New York, NY

**LICENSURE**

**Registered Professional Nurse, NY State License 324696-1**

**Registered Professional Nurse, NJ State License 26NR11866700**

**Registered Professional Nurse, CT State License 133501**

**EXPERIENCE**

**June 2016 – Present**

**ONE BROOKLYN HEALTH AT BROOKDALE HOSPITAL MEDICAL CENTER, Brooklyn, NY**

***Senior Vice President, Patient Care Services /Chief Nursing Officer/ Director of Joint Commission***

530 bed, Level One Trauma, Academic Teaching Hospital, responsible for leadership in Patient Care Services: Nursing, Infection Control, Cardiac Cath, Peri-Operative Services, Sterile Processing Department, Interventional Radiology, Hemodialysis, Patient Experience, Pastoral Care Services, Respiratory Therapy, Patient Flow, Ambulatory Care Nursing, ED Nursing and Joint Commission. Provide direction to enhance Nursing standard of care, fostering partnership with 1199 Union, and ensuring regulatory standard compliance.

**OBH Senior Leader Role:**

Informatics Steering Committee; assess, evaluate system choices and implement the chosen EHR.

Senior Integration team for Quality, ED, Peri-Op, Nursing, RN & Guild Union

Member of Board of Trustee Quality Committee

**Selected Accomplishments:**

* 1300 FTE; 14 Direct Reports; $90 million budget.
* Defined change strategy required and implemented change in clinical operations, such as Pressure Injury decrease of stage 3&4 from 8/month to ZERO. Cost Savings: $355, 000 in one year.
* Implemented changes in clinical policies, imbedded them In EMR for regulatory compliance.
* Bridged communication and teamwork between Nurses and Doctors for positive work environment and better outcomes.
* CAUTI rate decreased from 5 in 2017 to 0 in 2018.
* Patient Experience regarding ‘Nurses Communication’ was 58 in 2016 achieved 72 in 2018.

**2014 – Present**

**JEANINE FRUMENTI CONSULTING, LLC, / DBA HOLISTIC LEADERSHIP CONSULTING, LLC, New York, NY**

***CEO & Principal Consultant***

Subject Matter Professional in Clinical Operations, Transformation of Standards & Levels of Care, Regulatory Compliance, Developing Turn-Around Plan for Distressed Organizations, Transforming Leaders, Re-engineering, Teambuilding and the Management of Operational Failures. Deployed unique solution in the area of Clinical Labor Optimization in Hospitals powered by Operations Research.

**Nurse Consultant**

Provide Interim CNO Leadership services. Provide hospital and nursing leadership support in turnaround or acute regulatory situations. Mentor nursing leadership team, recruit leaders, recommend strategies and tactics to improve efficiency or effectiveness in nursing and hospital operations; focused support to address regulatory and accreditation issues and prepare leaders and staff for regulatory visits.

**Legal Nurse Consultant/Expert Witness**

Provide consultation as expert witness or nurse consult for Plaintiff and Defense attorneys involved in litigation regarding medical malpractice, personal injury product liability, criminal cases and nurse standard of care. Experienced providing Depositions and Trial testimony.

**September 2015 – Present**

**HUNTER COLLEGE, SCHOOL OF NURSING, New York, NY**

***Assistant Professor, Teaching in DNP Program***

**September 2014 – September 2015**

**NAVIGANT CONSULTING, New York, NY**

***Senior Advisor, Independent Contractor***

Deployed unique solution in the area of Clinical Labor Optimization in Hospitals powered by Operations Research.

**December 2006 – June 2014**

**BRONX-LEBANON HOSPITAL CENTER, Bronx, NY**

***Vice President, Patient Care Services/Chief Nursing Officer***

Bronx-Lebanon Hospital Center, a 700-bed acute, academic, voluntary, non-profit healthcare system. BLHC goal was to enhance the Nursing scope and standards of practice; create an organization that was for efficient and enhanced CMI. In addition, the goal was to transform Nurse Leaders from transactional to transformational leaders and embark on the Magnet status journey. Collaborate with the Medical Staff for clinical operation issues, program development and patient satisfaction efforts. Work closely with the CIO to leverage technology and implement systems to create efficiency and promote patient centered care.

**Selected Accomplishments:**

* 1400 FTE; 5 Direct Reports; 106 Million dollar budget
* Decreased agency and overtime usage and 1:1 usage, resulting in an estimated savings at of $6.5 million dollars related to the re-engineering program staff hours worked and staff mix.
* Instrumental in the strategic planning for business development including the opening of PCU, MCU EDIP area and expansion of critical care beds. Developed Neurosurgery program as well as, PCI & PICC programs, which increased CMI and revenue by 5 million dollars.
* Attained superior HCAPS gains; nursing indicators increased from 57 in 2011 to 83; over 18 months.
* Championed efforts and plan for NDNQI staff satisfaction, which increased from 50.4 to 72 in 3 years.
* Implemented a year long Transformational leadership training program to include executive coaching on an Operational Failure (Pressure Injuries), with statistically significant proven outcomes in staff satisfaction and compliance with Pressure Injury Reduction 10.7% to 5.3% and a savings of 1.6 million on supplies and care.
* Implemented PICC Program, which generated $450K revenue in professional billing and a 0.8 day decrease in LOS.
* Achieved the Magnet Status journey by establishing Magnet Council, developing a Philosophy of Nursing and establishing Magnet Forces Teams and obtaining great outcomes & Research.
* Created operating room efficiency and reorganized the operations of the Peri-operative service for efficiency and effective operations with savings over $700,000.

**June- December 2006**

**TERRANCE CARDINAL COOKE HEALTH CARE CENTER, Manhattan, NY**

***Sr. Vice President, Nursing/Chief Nursing Officer***

Terence Cardinal Cooke Health Care Center is a 729-bed continuing-care facility with a multitude of special care units, as well as two large outpatient clinics. The organizations goal was to enhance the Nursing scope and standards of practice. There was a need organizationally, to create a shift for efficiency and enhancing outcomes; and to create a professional environment and remain financially viable.

**Selected Accomplishments:**

* My Project was to conduct an evaluation and reorganization of the Nursing TO, budget and staffing patterns.
* The other goal was to hire and transition a new VP Nursing with LTC experience.

**December 2004 – June 2006**

**UNIVERSITY HOSPITAL @ UNIVERSITY OF MEDICINE & DENTISTRY OF NEW JERSEY, Newark, NJ**

***Interim Vice President, Patient Care Services/Chief Nursing Officer***

The University of Medicine and Dentistry of New Jersey was a 520 level one trauma, acute academic state-run health sciences institution. A goal was to enhance responses of helicopter and ground efficiency between the Emergency Department and NJ EMS personnel. Responsible for Nursing, Pharmacy, Infection Control, Liver Transplant service, Chaplin Services, Cardiac Cath, Operating Room, Interventional Radiology and Ambulatory Care. Work closely to manage CEO and Board of Trustee relationships. Continuously Collaborate with the Medical Staff for clinical operation issues, program development and patient satisfaction efforts.

**Selected Accomplishments:**

* 1528 FTE; 14 Direct; 110 million dollar budget
* Decrease triage time and medical screening exam time in Our Level One (1) Emergency Department from 32 minutes to 10 minutes.
* Improved Press Ganey patient satisfaction scores from 78.9 to 82.3 in two quarters.
* Established a collaborative working relationship with the School of Nursing, focusing on: Nursing practice model, Magnet status and committee participation.
* Responsible for coordinating Emergency Department efforts with NJ EMS personnel to enhance responses of helicopter and ground efficiency which increased volume by 12%.

**December 2003 – December 2004**

**INTERFAITH MEDICAL CENTER, Brooklyn, NY**

***Vice President, Nursing/Chief Nursing Officer***

Interfaith Medical Center is a 231 bed multi-site community teaching health care system which provides a wide range of medical, surgical, gynecological, dental, psychiatric, and pediatric and other services. The financial status of IMC was grim, services and employees decreased over the year due to tremendous downsizing of the organizations programs and services. The charge was to provide safe patient care, while downsizing the organization.

**Selected Accomplishments:**

* Created operating room efficiency and reorganized the operations of the Peri-operative service for efficiency and effective operations.
* Enhanced Nursing FTE staffing, by eliminating overtime usage and using agency staff.
* Supported service excellence initiatives, by inclusion of service excellence standards in performance evaluations and implementing unit based service excellence “Huddles”.
* Re-engineered the maternal child service and consolidated ambulatory care services.

**May 2002 – November 2003**

**KINGSBROOK JEWISH MEDICAL CENTER, Brooklyn, NY**

***Assistant Vice President/CNO, David Minkin Rehabilitation Institute (DMRI)***

The Kingsbrook Jewish Medical Center is a 880 bed medical training institution. Hired to implement a Product line service for the Rehabilitation Institute (DMRI); and to ensure regulatory survey success for JCAHO, CARF, and RRC, which was accomplished in 14 months. Developed, Implemented and Monitored PI/QA, and departmental policies and procedures. Administrator for 105 bed Inpatient and outpatient Rehabilitation programs, and long term care programs.

**Selected Accomplishments:**

* Improved the Functional Independent Measures (FIM) outcomes by 15%.
* Improved Nursing Practice and developed a Rehab educational forum for the Nursing Assistants.
* Leader for Product Line service which included responsibility for all services that affected the rehabilitation program including, admissions, marketing, transportation services, CON development, Rehab, residents, all therapy services, nursing services, capital and operating budget.

**1998 – June 2002**

**MAIMONIDES MEDICAL CENTER, Brooklyn, NY**

***Administrative Director, Department Of Orthopedics & Musculoskeletal Services***

Maimonides Medical Center is a non-profit, non-sectarian hospital. The goal at Maimonides was to integrate this department, to provide coordinated, outpatient services in newly developed space, and to develop the faculty practice of these three divisions.

**Selected Accomplishments:**

* New program and business development: Increased inpatient census by developing new clinical programs in an acute Rehabilitation hospital.
* Coordinated the build of two new Outpatient facilities; followed by operating the faculty practice that was in the facility. Responsible for all operational components of running an outpatient center.
* Assured compliance with regulatory agency standards for the JC, DOH.

**1987 – 1998**

**KINGSBROOK JEWISH MEDICAL CENTER, Brooklyn, NY**

***Administrator, Department of Rehabilitation Medicine, David Minkin Rehabilitation Institute***

The DMRI was an 80-bed, acute rehabilitation hospital within an 88-bed combined acute and long-term care facility. During my time there, we expanded the DMRI and built a 25-bed Traumatic Brain Injury program, increasing the size to 105-bed Rehab hospital. I was responsible for financial management of 15 million dollar annual budget and managed over 135 employees. I entered the facility with an upcoming CARF survey within the first few months, which we did well on and I shortly thereafter became a CARF Surveyor.

**Selected Accomplishments:**

* Assured compliance with regulatory agency standards for the JC, CARF, DOH, ACGME and CARF accredited TBI Unit within a year of opening.
* Developed tools and improved the Functional Independent Measures (FIM) outcomes.
* Established a combined Physical Therapy Assistant program with Council of Jewish Organizations (COJO) and NYU.
* Worked with consultant to submit CON for a new 25 bed Traumatic Brain Injury Program.

**1981 – 1987**

**NEW YORK UNIVERSITY MEDICAL CENTER, New York, NY**

***Assistant Head Nurse, Department of Neurosurgery (1985 – 1987)***

***Nurse Clinician (1981 – 1985)***

***Staff Nurse (1980 – 1981)***

**1979 – 1980**

**EASTERN LONG ISLAND HOSPITAL, Greenport, NY**

***Staff Nurse, Medical/Surgical/Orthopedic Unit***

**CONSULTANT**

* Smith & Nephew – Consultant for Pressure Injury Programs (Project Based)
* Navigant Consulting, Healthcare Division
* Commission on Accreditation Rehabilitation Facilities**:**
* Administrative & Program Surveyor, 1993 – December 2003
* Healthcare Consultant for Rehabilitation Facilities, 1995 – Present
* Executive Coaching for Leaders

**ACADEMIC APPOINTMENTS**

* GNYNSONEL President 2018
* Trustee 1199 RN Training Job Security Fund (RNTJSF) 2016
* Advisory Board, Smith & Nephew, 2015
* Fellow, the New York Academy of Medicine, September 2013 Senior level healthcare executive, legal nurse consultant and expert witness with extensive experience in:
* • Nursing and Healthcare Leadership: responsibilities for over 30 years with unique understanding of
* how hospitals function and how staff and patient care processes should work. Developed policies and
* procedures to ensure regulatory and clinical practice compliance.
* • Testifying experience as an expert in nursing standards & practice for medical malpractice and civil
* legal cases. In addition, for employer in human resource and employee discrimination cases with
* ability to attest to standards of care in clinical litigation and code of conduct.
* • Adult clinical care experience includes oversight in all clinical areas, with a focus in emergency
* department, medical / surgical and critical care patients.
* • Risk management-Case analysis and healthcare research analysis with experience in translation of
* standards of care, care quality and regulatory & corporate compliance reports for 20+ years in
* hospitals.
* • Medical device and product liability experience based on selection and procurement responsibilities
* with a variety of clinical technology.
* • Johns Hopkins University trained author, presenter and clinical researcher with access to medical
* libraries and databases.
* Fellow, Wharton Nurse Executive Program 2009
* Member, Board of Trustees, Helene Fuld College of Nursing, NY, 2012-2016
* Adjunct Instructor, UMDNJ, School of Nursing Faculty, 2005 – 2006
* Project Director: Transforming Care at the Bedside: Sponsored by Robert Wood Johnson Foundation and IHI with AONE; began project in July 2008
* Project Co-Director, Expanding Diversity Among the Nurse Workforce: A Collaborative (EDAN) Project; Lehman College and Bronx-Lebanon Hospital Center; sponsored by the Jonas Center for Nursing Excellence, 2007

**CERTIFICATIONS**

* Certified Legal Nurse Consultant
* Basic Cardiac Life Support Certification.
* New York State PRI Screener & RUGS-II Case Mix Reimbursement Assessor.

**AWARDS**

* NYONEL Best Practice Award for the GNYNSONEL Region 2018
* Nominated for 16th Annual Nurse of Distinction Awards: “Nurse Leader of the Year” by 1199 RN’s & Nurse Leaders, 1199 Labor Management Project, April 2019

**PROFESSIONAL MEMBERSHIPS**

* Greater New York Nassau Suffolk Organization Nurse Executives Leaders (GNYNSONEL)
* Fellow, New York Academy of Medicine
* American Organization of Nurse Executives (AONE)
* Regulatory Monitoring Committee Member for AONE
* American Association of Legal Nurse Consultants
* National Alliance of Certified Legal Nurse Consultants
* The Institute of Coaching Professional Association Member
* Honor Society of Nursing, Sigma Theta Tau International; Alpha Zeta Chapter Member
* Advisory Board Member, the Connex Group
* Nursing Spectrum Advisory Board Member
* American Nurses Association (ANA) Member
* New York Organization of Nurse Executives
* JHU Alumni Mentor

**PRESENTATIONS**

* [http://brooklyn.news12.com/clip/14756007/health-matters-temperature-change-and-sickness](http://brooklyn.news12.com/clip/14756007/health-matters-temperature-change-and-sickness" \t "_blank)
* “Aim to Zero, Leaders Enhancing Sustainable Outcomes in Pressure Injury” Doctor of Nursing Practice Annual Conference, September 27, 2018, Palm Dessert, CA
* ‘Return On Investment in the Healthcare Industry and Nursing: A CNO’s Role’, OMEGA CHI CHAPTER, Inc. & CHI ETA PHI SORORITY, INC, SUNY Downstate College of Nursing, September 12, 2018.
* NYONEL, Aim to Zero, Leaders managing Operational Failure: Pressure Injury, Tarrytown, NY, March, 2018
* The World Union of Wound Healing Societies (WUWHS) meeting, “Aim to Zero, Leaders Enhancing Sustainable Outcomes in Pressure Injury” September 27, 2016, Florence, Italy
* The World Congress, Health Care Quality Improvement and Cost Containment, “Enhancing Outcomes at the Point of Service: Innovative Development of Cost Savings Managing Operational Failures”, June 25, 2014.
* WOCN Society Annual Conference, “Research on influencing Nursing Practice for Pressure Ulcer Prevention Through Education of Nursing Leadership”, Nashville, TN, June 22, 2014.
* American Nurses Association, National Center for Nursing Quality, Poster Presentation on “Enhancing Outcomes at the Point of Service: Innovative Development of Patient Care Managers”, Atlanta GA, 4-8, 2013.
* “Quality Improvement-transforming numbers to care at the bedside”, Gannett webinars, September 18, 2012, 7 PM ET.
* “Staff and Managers Partner to enhance staff satisfaction and manage Operational Failures”, Sigma Theta Tau international Annual Conference, New York, NY, June 13, 2012.
* “Looking at the Nursing Shortage within I to the Future to Mitigate Increased Turnover in Vacancies”, Marcus Evans CNO Summit, Hollywood, FL, April 2012.
* “Staff and Management Partner for Success”. Nurse.com Career Fair, Meadowlands, NJ, April 19, 2012.
* IHI Annual Conference: “Bronx Lebanon Possible Center Healthcare System Building a Chain of Safety: Healthcare Worker Safety = Patient Safety”. Presented by Jeanine M. Frumenti, RN, Vice President, Patient Care Services/CNO.
* Daniel Coronel, RN, AVP, Hannah Adu, RN, Recruitments and Retention Chair, Orlando, FL, December 6-7, 2011.
* National Association of Hispanic Nurses New York Chapter, Third Annual Educational Conference, “Staff and Managers Partnering to Enhance Staff Satisfaction and Operational Failures”, New York, October 7, 2011.
* The Healthcare Executive Sector Meeting, “Using Executive Coaching to Fuel Transformational Leadership”, The Connex Group, Chicago, IL, September 2011.
* AONE Poster Presentation, Leading for the Future: Being at the Table: Nurse Leaders Influencing Change, April 13-16, 2010.
* Advisor for Chief Nurse Executive Former, The Connex Group, Irving, TX, January 2011.
* Second Annual Nursing Research and Evidence Based Conference to be held at SUNY Downstate Medical Center, “Patient Flow”, May 26, 2010.
* “The CNO Role is more than Nursing” Chief Nurse Executive Forum, The Connex Group, Chicago Illinois, May 17-19, 2009.
* BLHC TV Bronx Show: Nursing and Magnet Status, May 2009.
* “Winners Never Cheat”, Keynote to BLHC Nurse Leaders, New York, October 2008.
* “The Challenges Facing New Graduates in the Evolving Healthcare System”, Keynote at Pinning Ceremony, Lehman College, Department of Nursing, May 23, 2008.
* “Winners Never Cheat” Keynote to Nurse Leaders, Newark, NJ, March 2006.
* “Strategic Planning Alignment of Goals and Objectives”, Keynote to Nursing Leaders, Newark, NJ, December 2005.
* “Nurse Leaders as COO”, Keynotes to Nursing Leaders, Newark, NJ, October 2005.
* “Nurse Leaders as CEO”, Keynotes to Nursing Leaders, Newark, NJ, October 2005.
* “Magnet Essentials, Nursing’s Practice Evolution” to Nursing Leadership and Chief Residents at UH/UMDNJ, May 2005.
* “Optimizing Patient Flow: Addressing the Challenges and Finding the Solutions”, Presentation to Medical, Nursing in Ancillary staff at UH/UMDNJ, June 2005.
* “Enhancement of FIM Outcomes”, Keynote two Therapy, Nursing and medical staff at KHMC, Brooklyn, NY, 2002.
* “Implementation and Establishing Positive FIM Outcomes, Keynote to Therapy, Nursing and Medical Staff at Susan B. McKinney Nursing Facility, Brooklyn, NY, 1998.
* “Implementation and Establishing Positive FIM Outcomes, Keynote to Therapy, Nursing and Medical Staff at Center for Nursing and Rehabilitation, Brooklyn, NY, 1998.
* “Implementation and Establishing Positive FIM Outcomes, Keynote to Therapy, Nursing and Medical Staff DMRI, Brooklyn, NY, 1998.
* “Manpower and Productivity”, Panel Presentation National Association of Rehabilitation Facilities, San Diego, CA, June 1990.

**PUBLICATIONS**

* Frumenti, J., “Regulatory Compliance”, Lawyer Monthly, January 2019, p. 54 , ISSN 2052-6474**,** [www.lawyer-monthly.com](http://www.lawyer-monthly.com),.
* Frumenti, J., “What Makes a Good Nurse Leader”, Nurse.com, Special Edition, April 2016 https://news.nurse.com/2016/03/21/what-makes-a-good-nurse-leader/
* AONE Task Force: 2015 preparing nurse executives to lead population health initiatives- Developed new AONE CNE competencies for Population Health. September 2015.
* Frumenti, J, Kurtz, A., “Enhancing Outcomes at the Point of Service: Innovative Development of Patient Care Managers”, JONA, 2014 Volume 44, Number 1, pp. 30-36.
* AONE: Introductory Guide to Healthcare Regulation for Nurse Managers and Directors. I wrote the chapter on Staffing Patterns and Staff in Effectiveness, October 2008.
* Hospital Materials Management Quarterly, “Spotlight one Rehabilitation”, Vol. 13, No. 2, November, 1991. (Pg. 1-5).