

SUE E. NIEBOER

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EXECUTIVE PROFILE

An executive coach, consultant, professor, and healthcare professional with 32 years of health systems leadership. Extensive experience in strategic planning, change management, organizational development and operational and financial accountability. Expertise in physician and clinical staff relationships, new business development, team building, clinical quality and operational efficiency. Is a certified executive coach, specializing in transition and leadership coaching.

Areas of Expertise and Accomplishment

Vision and Strategic Planning

- Led the restructuring of the organization's vision and mission to align with local community needs to proactively create a new emphasis on excellence in wellness care as well as sick care.
- Led the vision and development of Tamarac, The Center for Health and Well Being, an \$8 million rehabilitation and medical wellness facility.
- Initiated a partnership with Starizon to transform the traditional service strategy to an experience based approach in order to position GMHS to capture the ever-increasing consumer driven healthcare market.
- Involved in two major hospital additions to create "state of the art" facilities at GMHS to remain competitive in the Healthcare market:
 - OB, ER, Lab, Admitting and Front Lobby
 - Surgical Suite. Radiology, Woman's Center, ICCU, Administrative Offices.
- Created a Quality Improvement Program that integrates strategic planning with quality initiatives to improve quality of care and meet the needs of the community.
- Created a three-day Experience Institute for the Fremont Area Community Foundation.
- Facilitate a Policy Summit using the World Café technique for the Institute for Healthcare Improvement, MHA Keystone Institute for Quality and Patient Safety and the Michigan Peer Review Organization.
- Lead the implementation of the EMR, Epic, for South Haven Health System (SHHS),
- Lead the opening of the Urgent Care Center for SHHS
- Developed a hybrid online class for the MHA/MPA program at GVSU.

Organizational Leadership

- Created and developed a culture of learning and growth for the GMHS Leadership team through the implementation of Learning Organization Theory.
- Developed an empowered, professional work environment for nurses to decrease turnover rates, use of agency staff, and creating high job satisfaction. Overall Satisfaction rate for RN's is 85%. Seventy-five percent say Learning Organization Theory supports the professional practice of Nursing.
- Coaches individuals to attain the results they desire.
- Coaches and develops leadership, management, and personal mastery skills.
- Facilitated the creation of a student chapter of ACHE at GVSU.
- Received the Graduate Student Mentor Award at GVSU.

Fiscal Management and Accountability

- Implemented systems improvement theory and tools which have resulted in the identification of at least \$270,000 in operational efficiencies in one year.
- Collaborated in a successful management restructuring which resulted in a positive financial turnaround in 1999.
- Had Responsibility for approximately 75% of the operating budget.
- Developed capital budgets that supported the strategic plan.
- Developed, implemented, and maintains the GMHS' Corporate Compliance Program.
- Executive sponsor for Lean projects at SHHS.

Excellence in Clinical Operations

- Developed, implemented, and guided the GMHS Risk Management and Quality Improvement Program. GMHS has received numerous awards for quality, including the Top 100 Hospital designation four times.
- Developed, implemented, and guided the Patient Safety initiatives.
- Worked closely with the Medical Staff in credentialing, peer review, protocol development, and new program development, including a Hospitalist Program in 2005 for GMHS. Negotiated the hospitalist contract for SHHS with Bronson Methodist Hospital.
- Applied and received a grant for the implementation of TCAB, (Transforming Care at the Bedside), from the Robert Wood Johnson Foundation.
- Negotiated and changed Pathology Services, and MRI Services at SHHS.

Consultant and Speaker

- Presented on Learning Organization Theory to the MHA Annual Leadership Forum, Michigan Patient Safety Forum, Michigan Rural Health Symposium, and Lakeland Health Systems.
- Executive Coach
- Consultant in Leadership Development and Personal Growth.
- Published “Yellow Brick Road, the Journey of a Learning Organization”.
- An innovative and visionary leader.
- Facilitated IHI/MPRO/MHA Keystone Institute’s Policy Summit
- Facilitates Strategic Planning Sessions
- Works with Boards and Leadership teams to assess organization’s culture, create action plans, and transforms the organization to achieve its mission and vision.
- Taught in the Masters in Health Administration Program at Grand Valley State University.
- Facilitated a World Café for MHA Keystone ICU Collaborative and Gift of Life.

Career History

Executive in Residence, MHA Program Grand Valley State University, 2014-present

South Haven Health System, COO/VP Clinical Operations, 2012-2014

Catalyst 1 Consulting, President, 2009 –present

Visiting Professor, Grand Valley State University, 2010 -2012

Gerber Memorial Health Services

- Vice-President, Clinical Operations, 2005-2009
- Vice-President, Patient Care Services/Quality Management, 1993-2005
- Director, Patient Care Services, Quality Assurance, Risk Management, 1988-1993
- Director, Inpatient Nursing, Quality Assurance, Risk Management, 1986-1988
- Coordinator, Quality Assurance, 1981-1986
- Staff Nurse, 1973-1979

Mecosta County General Hospital

- Nursing Supervisor, 1979-1981

Education and Development

Grand Valley State University, Grand Rapids, MI, 2006
MPA in Health Administration, Magna Cum Laude

Pi Alpha Alpha, Honor Society.

Royal Roads University, Victoria, B.C. 2010
Masters Certificate in Executive Coaching

Ferris State University, Big Rapids, MI, 1993
B.S. in Health Systems Management, Magna Cum Laude

Mercy Central School of Nursing, Grand Rapids, MI 1973
Registered Nurse

New Agreements Coach Training Institute (NACTI), 2006
The Path of the Leader/Coach Intensive Teacher Training Certification

Kaiser Institute, Denver, CO. 2007
Intuitive Leadership Fellowship

Starizon, Keystone, CO. 2007
Trained in the Experience Economy Theory

Attended numerous education conferences and seminars on Learning Organization Theory, Leadership, Management, Quality Improvement, Risk Management, and Corporate Compliance.

Professional Membership

American College of Health Care Executives (ACHE), and Great Lakes Chapter of ACHE, Member, 1996-Present, Education Committee
International Coach Federation (ICF) 2010-2012
Michigan Hospital Association Legislative Affairs Committee, Quality and Compliance Committee, and JCAHO Task Force
Michigan Society for Healthcare Risk Management, Member, 1988-2010 (Membership Committee, Governmental Affairs Committee)
Board Member, Michigan Professional Insurance Exchange, 1994 – 2009
Board Member, MHA Reinsurance & Casualty LTD, 2005-2009
Board Co-Chair, Chaplaincy Services of Newaygo County, 1988-2010
Board Member, Michigan Society for Healthcare Risk Management, 1994-1999
Advisory Board Member, Michigan Hospital Insurance Company, 1994-2006

Personal

Enjoys various outdoor activities, including boating, kayaking, hiking, camping, biking, Nordic skiing.

Avid traveler, reader, and collector/implementer of ideas for organizational and individual growth.

References

Ned Hughes, Past President and CEO of Gerber Memorial Health Services.

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William Jewell, ESQ. Attorney, Associate General Counsel, Spectrum-Health.

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