

Mary K. Jaco Glendening, RN, MSN, FACHE

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EXECUTIVE LEADERSHIP

PROFESSIONAL EXPERIENCE

Shriners Hospitals for Children - Texas

December 2009 - Present

Hospital Administrator

2/2014 – present

- Chief executive of internationally renowned specialty hospital. Lead, direct and oversee hospital and medical staff operations including 350 hospital staff employees; medical and physicians in specialty areas including burn surgery, orthopedics, plastic surgery, pediatrics, psychiatry, anesthesiology, pathology, and scientific staff involved in lab, bench and clinical research.
- Develop operational strategies and operational plans linked to the overarching system mission and goals.
- Inspire high performance across hospital teams to achieve operational, organizational, clinical / education / research and financial excellence.
- Collaborate with the University of Texas Medical Branch for physician contracts, patient care services and utility services.
- Successfully combine nursing clinical experience with an adept ability for data and financial analysis to ensure the organization's financial health prioritizing excellence in patient care.
- Assist in the development, oversight and execution of strategic planning initiatives related to medical and health care education. Developed an observational program for international health care professionals. Frequently requested to provide educational programs locally, nationally and internationally.
- Actively engaged in donor development strategies by building community relationships and partnerships. Frequently requested to present at development fundraising events. Created a donor-centered environment where philanthropy is a core business strategy and cultivated relationships with high net-worth donors.
- Participate in system level projects (TeleHealth, Decision Support, Air Medical Transport, Group Purchasing Organization selection).
- Advocate for patient care, education and research at the state, national and international levels through meeting and collaborating with legislators. Work with federal and international legislators to reduce administrative hurdles for international patients.
- Ensure the ongoing maintenance and updating of information systems and infrastructure; assist in the development and synthesis of clinical information in the electronic medical record and utilization of data to improve practice and patient care.
- Responsible for incident command in disaster situations, including logistics leader for international medical rescue teams.
- Created an environment in which collaboration is valued and excellence in clinical care, education, and research has been promoted and achieved. Through team building and coaching revitalized senior leadership creating inspiring teamwork.

Director of Operations | Director Patient Care Services/Nurse Executive

12/2009 – 2/2014

- Requested to return to re-establish hospital operations. Took the hospital from a closed status to fully functioning, accredited, internationally respected hospital. Re-hired all hospital staff, successfully completed Initial Joint Commission Accreditation and met all licensing criteria. Initiated patient billing which had never been in place at the Galveston Shriners Hospital. Met strategic goals within the first year, reducing expenses by 33% compared to the 2008 annual budget.

- Functioned as chief operating officer and chief nursing officer in this role. Provided executive direction for operational, nursing and patient care services for the treatment of specialty pediatric patients; functioned as local hospital executive reporting to regional administrator.
- Ensured operations met high standards of care, developed and communicated hospital business plans, prepared annual budget, ensured progress towards meeting hospital financial and volume targets. Achieved highest ranking in efficiency in hospital system.
- Initiated Crucial Conversation training as a leader and an instructor.
- Reported operational matters to the governing board on a monthly and as needed basis
- Appointed acting hospital administrator in 2010 responsible for re-opening the hospital after closure from Hurricane Ike, including hiring staff, ensuring compliance with regulations evident by initial Joint Commission / CMS surveys and FDA inspections
- Responsible for clinical practice by ensuring standards of practice across all clinical settings, including establishing policies, procedures and protocols based on evidence
- As a member of the executive team, supported and facilitated an interdisciplinary team approach to the delivery of care

Memorial Hermann Texas Medical Center

April 2009 – December 2009

Director Patient Care - Burns and Ortho Trauma

I was hired as Director of Patient Care Services for the burn center. I received a promotion and asked to lead the orthopedic trauma unit as well. My focus for the new unit was to increase patient satisfaction scores. I quickly began working with employee engagement, employee and patient rounding and discharge follow up calls to drive improvements in patient satisfaction. In addition, I worked to decrease excess lengths of stay by incorporating a pain management team into the patients' plan of care. In December 2009, Shriners Hospital for Children was re-opened.

- Directed 125 personnel for the critical care burn unit and orthopedic trauma unit.
- Involved in preparation for application of Magnet Status.
- Engaged managers to recognize key organizational strategies and influence their front line staff.
- Responsible for goals and strategic plan in 1) patient quality and safety, 2) customer experience, 3) operational excellence and 4) growth for the department.

Shriners Hospitals for Children, Galveston, TX

January 1999 – March 2009

Assistant Director Patient Care Services, Nursing Director of Inpatient Services

(Hospital Closed after Hurricane Ike)

- Responsible and accountable for nursing practice and related activities for the ICU, reconstructive surgery, same day surgery and tub room units. Responsible for 70 FTEs, staffing, human resource management, education of personnel, policy development, material and equipment management, environmental control, and administrative duties.
- Identified workforce issues and proposed Crucial Conversation training as a method for improvement to senior leadership. Then created and implemented Crucial Conversation training hospital-wide for all employees including physicians, department heads, and front line staff.
- Chaired corporate wide work group to evaluate and select error reduction infusion pumps.
- Participated on corporate and hospital committees to implement standardized EMR.
- Analyzed and evaluated the provision of nursing services to improve quality of care given and is accountable for all aspects of the department.
- Responsible for preparing, managing and auditing the department budgets and providing the Director of Patient Care Services with fiscal reports.
- Responsible for evacuation of patients for Hurricane Ike in 2008 and for Hurricane Rita in 2005. Led evacuation team.

Director of Nursing Education

12/2000 – 7/2002

- Managed and directed Department of Nursing Education.

- Coordinated, implemented and evaluated educational programs for new employee orientation, new graduate internship, preceptor training, in-service education and continuing education.

Director of Care Coordination and Case Manager

1/1999 – 12/2000

- Managed and directed Department of Care Coordination.
- Worked with patients and families to coordinate care, identify discharge needs, monitor home health services, and assist in accessing community resources and services.
- Developed outreach programs in Mexico to assist with continuity of patient care.

St. Joseph Hospital School of Nursing, North Providence, RI

September 1994 – July 1998

Nursing Instructor

- Responsible for teaching freshmen level students theoretical and clinical knowledge necessary to become professional nurses. Developed nursing skills lab for all students involving computer lab, video lab, skill stations and learning modules. Created health assessment classes for beginning nursing students. Organized community health clinical and health fair experiences for students.

University of Rhode Island College of Nursing, Kingston, RI

September 1995 – May 1998

Clinical Instructor

- Responsible for teaching senior level students clinical knowledge necessary to become responsible registered nurses.

Oakwood Hospital, Dearborn, MI

January 1993 – July 1994

Staff Nurse, ICU

- Provided nursing care to surgical ICU patients.
- Responsibilities included charge nurse and preceptor; Taught nursing orientation courses.

Brackenridge Hospital, Austin, TX

September 1990 – December 1992

Staff Nurse, CCU and Clinical Assistant, CCU

- Provided nursing care to coronary care patients.

LICENSURE and CERTIFICATION

R.N. 582534; September 1992

N.E.A. – B.C. 2004002766; November 2004

FACHE – 882316; March 2018

EDUCATION

University of Texas at Austin

M.S.N., Adult Health Nursing; Minor: Education – December 1992

Central College (Pella, IA)

B.A., Psychology; Minor: Spanish – May 1987

PROFESSIONAL ACTIVITIES

Professional Affiliations:

- Rocky Mountain University of Health Professionals, Board of Trustee, Secretary, 2013 - present
- American College of Healthcare Executives, member
- American Burn Association, member; Institutional Advisory Council 2017 – 2019; Program Committee 2007 – 2009
- American Association Critical Care Nurses, Healthy Work Environment workgroup 2006 - 2007; Certification Corporation Nominating Committee 2007 – 2008; Nurse Manager Certification Examination Steering Committee 2008 - 2009
- American Organization of Nurse Executives, Technology Task Force 2010

Publications:

Benjamin, D. & Jaco, M., (2018). Burn Nursing. In D. N. Herndon (Ed.), *Total Burn Care* (5th ed.). London: WB Saunders Company.

Meyer, W. J., Patterson, D. R., Jaco, M., Woodson, L., & Thomas, C. (2012). Management of pain and other discomforts in burned patients. In D. N. Herndon (Ed.), *Total Burn Care* (4th ed.). London: WB Saunders Company.

Gallagher, J.J., Jaco, M., Marvin, J. & Herndon, D. (2006). Can burn centers evacuate in response to disasters? *Journal of Burn Care & Research*, 27(5), 596-599.

Jaco, M., Owens, C., Dickerson, P., & Gordon, M. (2006). Burn Nursing. In M. Slota (Ed.), *Core Curriculum for Pediatric Critical Care Nursing* (2nd ed.). American Association of Critical Care Nurses.

Presentations:

Multiple National and International presentations over the past twenty years. Presentations have been given in English and Spanish. Examples below:

“Burn Nursing”. 2015 Taiwan Society Burn Injury and Wound Healing. Taipei City, Taiwan (August, 2015)

“Infection Control Practices in the Burn ICU”. 28th Mexican Burn Association Annual Meeting. Puerto Vallarta, Mexico (April, 2008)

“It’s Critical: Implementation of AACN’s Healthy Work Environment Standards. National Teaching Institute; Atlanta, Georgia (May, 2007)

“Burn Nursing: Yesterday, Today and Tomorrow”. 27th Mexican Burn Association Annual Meeting; Morelia, Mexico (April, 2007)

“Implementing Pain Management Standards” and “Pediatric Pain Assessment”. 13th Congress of the International Society for Burn Injuries; Fortaleza, Brazil. (Sept., 2006)

“Nursing Practices Related to Temperature Elevation in children with Major Burn Injuries.” and “An Outreach Program that Fosters Education and Collaboration to Promote Comprehensive and Continuous Patient Care in an Economically Underdeveloped Country”; 37th Annual Meeting of the American Burn Association; Chicago, Illinois. (May, 2005)

“Actualización en Manejo de Quemaduras” del Programa Clínico Quirúrgico en Colaboración con el Hospital Shriners de Galveston Texas; Universidad de Guadalajara, Centro Universitario de Ciencias de la Salud. (March, 2005)

“Manejo del Prehospitalario. Manejo del Paciente en el Area de Enfermería.” Primer Coloquio Internacional”; Manejo Integral del Paciente Quemado., Tlaquepaque, Jalisco, Mexico. (Sept., 2004)

“Decrease in Microbial Contamination of Enteral Tube Feeds in a Pediatric Burn ICU”; 36th Annual Meeting of the American Burn Association; Vancouver, Canada. (March, 2004)

“Manejo Ambulatorio del Paciente Quemado. Educación del Paciente Quemado y su Medico”; VII Congreso Interamericano de Pediatría del Colegio de Pediatría de Nuevo Leon; Monterrey, Mexico. (Oct., 2003)

“A Review of Benzodiazepine Nursing Practice in a Pediatric Burn ICU”; National Teaching Institute; Atlanta, GA. (May, 2002)

“Nursing Rounds Link Nursing Diagnoses to Clinical Practice”; 1st Biennial conference of the NANDA, NIC & NOC Alliance; Chicago, IL. (April, 2002)

“Implementation of JCAHO Pain Standards”; 33rd Annual Meeting of the American Burn Association; Boston, MA. (April, 2001)