

Kathi L Waite RN, MS, CCRN, SCRN, CNRN
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Qualifications

Forty years of professional experience in critical care nursing that includes 20 years of leadership and management responsibility in a variety of specialties including Surgical/Trauma ICU, Burn Trauma ICU, Medical ICU/CCU, CVICU, Cardiothoracic ICU, and Neuro ICU – affiliated with major university teaching and research hospitals.

As a former nurse manager, 10 years, I had responsibility for program development, strategic planning, fiscal resources and budget allocation, personnel management, and care-delivery outcomes for the Neurosurgical ICU. Responsibilities in the planning, development, and opening of 3 new ICU's.

Currently practice as a level IV Clinical Nurse in the New UCHealth Highlands Ranch Hospital – 18 Bed Medical/Surgical/Trauma ICU.

Education

MS – Nursing Leadership in Healthcare Systems (2007)

Regis University
Major in Nursing Leadership and Management
Denver, Colorado (**Graduate Honors**)

Recipient of 2005 Federal Professional Nurse Traineeship Grant

BSN – Nursing (1980)

University of Nebraska Medical Center
Lincoln Division, College of Nursing
Lincoln, Nebraska. (**Graduate with Distinction**)

University of Nebraska- Lincoln, NE (1974 – 1976)
College of Arts & Science - Pre-Med.

Professional Work Experience

University of Colorado Hospital - UCHealth Highlands Ranch Hospital

Clinical Nurse IV – ICU (March 2019 to present)

Clinical nurse and relief-charge nurse in an 18 bed ICU, level 3 trauma center. Caring for patients post op brain & spine, head & neck, oncology, ortho, thoracic, GI and general surgery. Caring for Stroke/TPA patients as well as Heart Failure, Sepsis, and Trauma patients. Support post cardiac Cath lab, EP lab and Interventional patients. Maintain Quality and Safety standards as well as the National Patient Safety Goals for excellence in patient care and outcomes. Promote progressive mobility and safe patient handling and fall prevention in conjunction with PT, OT, and SLP therapies. Work with CRRT (dialysis) therapy, targeted temperature management for hypothermia post cardiac arrest, as well as end-of life, and organ donation procedures. Trained in Non-violent Crisis Prevention Interventions, Trauma Nurse Core Curriculum and Trauma Care after Resuscitation.

University of Colorado Hospital- UCHealth (Aurora, Colorado) AMC

Clinical Nurse IV – Neurosurgical ICU (2013 to 2019)

Responsible for the clinical care and management of Neurocritical care, Stroke, & Spine patients in an academic medical center and Comprehensive stroke center. Also, function in the relief-charge RN role and preceptor roles. Respond to in-house and pre-hospital stroke alert patients, care for neuro-interventional, neuro-trauma, brain tumor, and complex spine surgery patients. Maintain Quality and Safety standards as well as the National Patient Safety Goals for excellence in patient care and outcomes. Promote progressive

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mobility and safe patient handling in conjunction with PT, OT, and SLP therapies. Work with CRRT (dialysis) therapy, targeted temperature management for hypothermia, as well as end-of life, and organ donation procedures.

Nurse Manager (March 2003 to 2013)

Neuro ICU

Responsibilities include leadership and management of a 10-bed Neuro ICU with accountability for daily operations, budget and supervision of a team of 45 registered nurses, technicians and clerical staff, with an operating budget of \$2.6 million. Maintain a high level of commitment to promoting and sustaining quality patient care delivery, capacity management, and professional growth of both charge nurses and staff. Ability to manage unit within budget constraints with low turnover among charge nurses and staff; able to build strong collaborative relationships with manager peers, medical and ancillary staff to attain strategic goals and initiatives while maintaining a high level of visibility and accessibility.

Member of Strategic planning committee for new 24 bed Neurosurgical/Stroke ICU.

- 2016 Uexcel promotion to Level IV Clinical Nurse
- 2015 August Employee of the Month- Neuro ICU
- 2015 AACN Denver Chapter Recipient of Circle of Excellence Award from AACN
- 2014 AACN Denver Chapter Recipient of Circle of Excellence Award - AACN
- 2012 President's Award- Exceptional Partnership in Leadership
- 2011 Nightingale Luminary Nominee
- 2011 President's Award for Working Together
- 2006 You Amaze Us Award- presented by the Neuro ICU Staff
- 2005 Nursing Excellence Team Award- Neuro ICU
- 2004 Nursing Excellence in Leadership Award recipient

2011 Received AACN GOLD Beacon Award for ICU Unit of Excellence

Neuro ICU Charge RN (2003)

As a level IV charge nurse, worked in conjunction with staff and multidisciplinary teams to develop a Neuro ICU cost center, separated from the SICU. Led and participated in the writing/revising of Neuro ICU guidelines for practice, admission & discharge criteria, scope of practice, and pre-printed MD admit and discharge orders. Managed cross-unit scheduling while recruiting for new Neuro-based staff. Worked with strategic planning, finance, and risk management, as well as many other departments to troubleshoot and optimize unit functioning.

SICU Charge RN (1994-2003)

As a **level III and IV charge nurse** I provided direct patient care to critically ill patients on a 24-bed surgical ICU while performing the functions of the charge nurse role.

- **President Elect – UCH Charge Nurse Leadership Council (2004)**
- Member of the Charge Nurse task force to develop the CN role and job description (1996)
- Participated in the design, move planning and actual move to the new CCT (1995)
- Restraint PI team and Falls committee
- Editor & Chief of the SICU/Neuro/BTU Newsletter (1994 – 2006)

Staff RN SICU (1991 to 1994)

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Provided direct patient care to critically ill patients on a 14 bed Surgical ICU in the old 5N. Performed relief-charge nurse duties, trained new staff and provided education for staff in the form of classes and in-services.

Sun Towers (El Paso, TX. 1990-1991) Staff and relief charge nurse for an 11-bed ICU/CCU with an emphasis on cardiothoracic surgery.

Doctor's Hospital (Mesquite, TX. 1987-1991) Staff and relief charge responsibilities for a 19 bed ICU/CCU, as well as an **active participant in the development of the cardiothoracic surgery program.**

Presbyterian Hospital (Dallas, TX. 1986-1987) Staff RN in a 10-bed CT surgery ICU for both adult and pediatric patient populations. Promoted to 11-7, **clinical manager** responsible for the scheduling, staffing, and evaluation of all 11-7-night staff.

Parkland Hospital (Dallas, TX. 1985-1986) Staff nurse in surgical, trauma, and neurosurgical ICU. As a member of the standards committee, was involved in the development, review, revision, and maintenance of policies, protocols, procedures, and guidelines for the standards of care in the SICU. Also, participated on the staff development committee.

St. Joseph's Hospital /Creighton University Hospital (Omaha, NE. 1982-1985) As a staff nurse in a trauma center with a 25-bed combined ICU/CCU, I provided care to all categories of critically ill patients. I was a preceptor for new employees and a member of the IABP team. Also functioned in the relief charge role.

St. Elizabeth's Regional Medical Center – BURN TRAUMA unit (Lincoln, NE. 1980-1984) As a staff nurse in the Burn Trauma Unit, I was a member of the transport team. I stabilized and transported burned & traumatized patients from surrounding communities to our BTU via helicopter, fixed wing, and ground transport. I also acted as nurse recruiter for the unit for 2 years. I was a presenter at local and regional workshops and seminars, speaking on the acute and comprehensive care of the burned patient to both lay and professional groups.

Homestead Nursing Home (Lincoln NE. 1978) Relief Charge Nurse for Skilled Care

Teaching Experience

University of Colorado Hospital (Aurora, Colorado)

Presenter for “*Nurse Initiated Quality Improvement Project for Acute Spine Precautions: Promoting best practice in the care of the Acute Spine Precaution patient*”. Educational PowerPoint to multiple ICU's and inpatient units who admit spine patients. June 2017

Presenter for education on “Accuracy in EKG monitoring for the bedside ICU RN”

Former Basic Critical Care Course Instructor
Former ACLS Instructor & BLS instructor

St. Elizabeth's Regional Medical Center (Lincoln, Nebraska)

Presenter at local and regional workshops/seminars, speaking on the acute and comprehensive care of the burned patient to both lay and professional groups. Instructor

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and speaker in community-based outreach programs for EMS, firefighters, ED staff, and the lay public.

Educational Activities

- Development and implementation of a statewide Neuro Conference on Brain Injury. Organized and implemented, with a team of peers, our first Neuro education conference with national speakers. Developed a flyer that was advertised to the Rocky Mountain region, organized speakers, developed CE and evaluation materials, and
- Organized a lecture series for the RN's and MD's with Speaker Barry Barnhill, from Integra Neuro Sciences, on the management of patients with the Licox Brain Tissue Oxygen Monitoring catheter.
- For staff education, planned monthly education called, "Neuro Ed Luncheons". Short CE's given for some of the topics. Speakers included Dr. Lillehei on minimally invasive endoscopic neurosurgery, Dr. Ojemann on deep brain stimulators, and Dr. Neumann on neuro assessments and traumatic brain injury.
- Coordinated and submitted application to be a test site at UCH for the CNRN certification exam. Obtained test site approval for CNRN exam and offered it to all Neuroscience RN's in the community. 4 UCH RN's obtained their certification at this testing and were recognized in the Feb 07 Hospital Newsletter "STAT".

Licenses and Specialty Certifications

State of Colorado Registered Nurse License (expires 9/ 2022)

CCRN Critical Care Registered Nurse (July, 1984 to present)

NE-BC ANCC Nursing Executive Board Certification (2006 to 2016)

CNRN Certified Neuroscience Registered Nurse 2011 to present

SCRN Stroke Certified Registered Nurse 2013 to present

Professional Affiliations/Memberships

Society of Trauma Nurses 2019-2020

American Association of Critical Care Nurses (AACN) – Member 36 years

American Association of Critical Care Nurses (AACN) Denver Chapter 2011-present

American Association of Neuroscience Nurses AANN) 2003 - present

Neurocritical Care Society 2012 to 2020

American Nurses Association – Past Member

American Organization of Nurse Executives (AONE) – Past Member, past Board member.

Society of Critical Care Medicine (SCCM) – Member 2004-2012

Colorado Organization of Nurse Leaders (CONL) –Past Member

Sigma Theta Tau International – Alpha-Kappa Local Chapter –2004 to 2011

American Burn Association (ABA) – former member 1980 – 1988

Professional Activities/Committees

Current

UCHealth System-wide Critical Care Nurse Practice Council 2018 to present

TNCC- Trauma Nurse Core Curriculum -4-year certificate -2019-2023

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TCAR -Trauma Care after Resuscitation -2019

UCHealth UEXCEL Board - Past Co-Chair and Highlands Ranch Hospital Rep. 2019

UCHealth UEXCEL Board- Co-Chair 2018

Denver Regional Nightingale Association & Selection Committee – 2017- current

Colorado Metro Nightingale Selection Committee- 2013 to 2017

AACN Denver Chapter Board Member 2015- to present

AACN Hospital Ambassador – 2013 to present

Preceptor Council Neuro ICU -2013 to 2019

PAST Committee work

Interprofessional Informatics Committee 2011 to 2015

Active member UCH Magnet hospital steering committee – working in conjunction with a nursing team to accomplish magnet re-designation at the University of Colorado Hospital – 2010 to 2014.

Board Member - Colorado Organization of Nurse Leaders (CONL)—worked in conjunction with nurse leaders throughout the state for SWOT analysis and strategic planning sessions to develop the future direction for CONL, and participated in planning for the 2008 Winter Symposium and ongoing projects.

- 2007 CONL Delegate to the Colorado Federation of Nurse Organizations

Uexcel Board – as a member of the uexcel board, worked in conjunction with a nursing team on the *Leadership Taskforce* to rewrite the uexcel leadership and performance standards and evaluations for level 1 to IV RN's and Charge Nurses (2003-2004)(2016-2018)

Led the Neuro ICU move-activation team to plan, develop and implement the transfer and move of critically ill patients, medical equipment, staff and offices in preparation for entire hospital move from Denver to Anschutz Medical Campus in June 2007. Member of the Employee Stakeholder group.

Co-chair Nurse Week planning committee (2009) – co-directing a team of volunteers responsible for the budget, planning, and implementation of the nurse week activities for 2009.

Member of the Supply Performance Improvement Team – evaluating processes and strategies for improving lost charges and Par-X compliance for tapping.

Member NIC/NOC task force and HED ICU Charting task force - Member of the plan of care team writing the NIC/NOC language for the ICU's, Member Admin Rx task force and Grey MAR subcommittee.

Informatics Committee member – multidisciplinary team committed to ongoing evaluation and improvement of computerized documentation process and outcomes.

Chair of the NeuroCritical Care Quality Improvement Committee - Hold monthly interdisciplinary Neuro QI meetings to evaluate and improve quality care, patient safety, and unit performance to meet operational benchmarks.

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Member of the Stroke Council - actively contributed to and supported the planning, data maintenance and quality standards to obtain JCAHO Stroke Center Certification. Updated order sets, streamlined stroke alert process and log book and worked with stroke coordinator to meet requirements for certification from the Neuro ICU end. Completed Stroke education competencies and documentation.

Member Retention & Recruitment Committee

Past Active member of the Critical Care Quality Improvement Team (CCQI) – a multidisciplinary team of critical care practitioners who develop and implement evidence-based practice and best practice patient care delivery methods; measure and evaluate outcomes related to these measures to promote quality, safety and cost-effectiveness. The patient care delivery methods developed by this group were identified as “Better Performer” by the University HealthSystems Consortium in 2006; recipient of the Patient Safety Award from the Colorado Patient Safety Coalition; and received the 2007 Critical Care Excellence Award from Healthgrades, Inc.

- Chair of the CCQI Sub-Committee Taskforce on Critical Success Factor 4, to evaluate and improve employee satisfaction, engagement, and professional growth. ICU guidelines of care were developed from this group.
- Member of the VAP subcommittee - Multidisciplinary group creating a standardized Ventilator Associated Pneumonia prevention algorithm and protocol.

Benchmarking & Data Access Taskforce – member of a multidisciplinary team evaluating the types of data collected, and how it is used in the organization. (2006)

Identified a need for, and subsequently defined and implemented the role of the Outcomes Co-coordinator for Neuro ICU, enabling charge nurses to spend less time on unit-based audits to devote more time to patient care and staff, thereby increasing patient and staff satisfaction.

Participate and provide resources for unit-based research activities and quality improvement activities, which have resulted in practice changes and renewed staff enthusiasm and morale.

Awards and Recognition

2019 AACN Denver Chapter - Circle of Excellence Award Leadership Development - AACN
2017 AACN Denver Chapter - Circle of Excellence Award from AACN
2016 Uexcel promotion to Level IV Clinical Nurse
2015 August Employee of the Month- Neuro ICU
2015 AACN Denver Chapter Recipient of Circle of Excellence Award from AACN
2014 AACN Denver Chapter Recipient of Circle of Excellence Award from AACN
2012 President’s Award- Exceptional Partnership in Leadership
2011 Nightingale Luminary Nominee
2011 President’s Award for Working Together
2007 CONL Leadership Recognition- Director-at-Large
2008 President’s Award for Working Together
2006 Colorado Patient Safety Award to UCH for VAP Prevention – Acceptance team
2004 Recognition for Service on the UEXCEL Board- Professional Clinical Ladder
2004 Recognition for Service for lecturing in the UCH Critical Care Courses
CCRN Certificate of Achievement - 33 years as CCRN

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Publications:

Zwink, J., Dzialo, M., Fink, R., Oman, K., Shiskowsky, K., **Waite, K.**, DeVine, D., Sanders, C., Le-Lazar, J. (2013). Nurse Manager Perceptions of Role Satisfaction and Retention at an Academic Medical Center. *JONA*, 43 (3), pp. 135-141. doi: 10.1097/NNA.0b013e318283dc56

Research and QI Projects

Nurse Initiated Quality Improvement Project for Acute Spine Precautions: Promoting best practice in the care of the Acute Spine Precaution patient. July 2017

Rapp, K., Adler, T., Graves, A., Casper, C., Cox, S., Jones, W., Newsome, F., Neumann, R., Smith, D., & **Waite, K.** A Quality Improvement Project to Improve Stroke Assessment Adherence After Surgical or Interventional Radiology Intervention. Poster abstract, International Stroke Conference 2014, February 12, 2014.

Rapp, K., Adler, T., Graves, A., Casper, C., Cox, S., Jones, W., Newsome, F., Neumann, R., Smith, D., & **Waite, K.** A Quality Improvement Project to Improve Stroke Assessment Adherence After Surgical or Interventional Radiology Intervention. Poster abstract, Rocky Mountain Interprofessional Research and Evidence-Based Practice Symposium, March 6 & 7, 2014.

Co-investigator for UCH research project, “*Nurse Manager Perceptions of Role Satisfaction and Retention at an Academic Medical Center*” (2013)

Co-investigator for UCH research project, “*A Study Evaluating Patient Information Boards*” (October 2008)

Participant for AACN Grant research project, “*Nursing Directed Interventions to Reduce Ventilator-Associated Pneumonia in the ICU*” (2006)

Presentations

Podium (oral) Presentations

Nurse Initiated Quality Improvement Project for Acute Spine Precautions: Promoting best practice in the care of the Acute Spine Precaution patient - American Association of Neuroscience Nurses National Symposium (March 2019)

Nurse Initiated Quality Improvement Project for Acute Spine Precautions: Promoting best practice in the care of the Acute Spine Precaution patient - 29th Annual Rocky Mountain Regional Multidisciplinary Research and Evidence Based Practice Symposium (April 2017)

Nurse Initiated Quality Improvement Project for Acute Spine Precautions: Promoting best practice in the care of the Acute Spine Precaution patient – Denver Chapter of American Association Critical Care Nurses Monthly board meeting and educational offering. (January 2017)

Prevention of Ventilator Associated Pneumonia in the ICU – Rocky Mountain Chapter of the American Association of Neuroscience Nursing (April 2006)

Evidence Based Practice -- Guest lecturer - BSN program EBP course NR460R, Regis University (2006)

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Prevention of Ventilator Associated Pneumonia in the ICU -- 16th Annual Rocky Mountain Regional Multidisciplinary Research and Evidence Based Practice Symposium (March 2005)

Poster Presentations

“A Study Evaluating Patient Information Boards” – 20th Annual Rocky Mountain Regional Multidisciplinary Research and Evidence Based Practice Symposium (scheduled for March 2009)

Continuing Education: Recent

CCRN Review Course-2 day, Sept. 2019
Advanced Cardiac Life Support Sept. 2019
Rapid Response for the Crashing Patient Nov. 2019
Non-Violent Crisis Prevention Interventions – April 2019
National Patient Safety Standards, TJC – April 2019
NIHSS recert. stroke assessment – April 2019
Managing Sepsis- April 2019
Impella CP Ventricular Assist Device. patient management – March 2019
IntraAortic Balloon Pump – March 2019
Reducing Falls and changing culture -March 2019
Managing Neurogenic Shock -March2019
EZ IO Vascular Access System _ March 2019
Traumatic & Anoxic Brain Injury – March 2019
Leveraging Technology for intentional Safety Rounds – March 2019
Neurocritical Care at Risk for Refeeding Syndrome – March 2019
TCAR Trauma Care After Resuscitation – Feb. 2019
AACN Healthy Work Environment – Jan 2019
3-D Correlative Anatomy of Stroke, Trauma, and Other Pathology Dec. 2018
Neurodiagnostic Imaging- the Basics and Beyond – Dec. 2018
Safety Culture: saves time and lives- Oct. 2018
Brave New World of Anticoagulation – Oct. 2018
Power of Preceptors- Producing High Quality Clinical Experts – Oct. 2018

Service Learning/ Community Service

CWCA neighborhood civic association Board member 2010 to present
BuCu Chilifest for “Hands Only CPR” for the lay-person
Project Cure
Sacred Heart House
Peace n the Streets Health Fair & Stout Street Clinic
Past member of Medical Response Team for Cherry Hills Community Church