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## PROFESSIONAL SUMMARY

I offer experience drawn from various roles within nursing, healthcare, retail, technology and corporate consulting. As an enterprise consultant and through FTE roles, I have engaged in executive oversight, operational strategy and corporate training roles, leveraging clinical insights with organizational development expertise for safety, quality, adult learning, engagement, technology assimilation and performance improvement. My management style is participative consultative, which allows me to blend my own expertise with the expertise and diverse skills of the team. A background incorporating psychology, nursing, education, business administration and behavioral health is a diverse portfolio based on a systems science approach to corporate health, change management, strategic analysis and leadership. And while the majority of my transformational initiatives have occurred within healthcare settings, I bring a passion for learning, people, technology and innovation to any venue seeking to reduce waste, implement strategic change, mitigate risk, enhance acceptance and manage resources.

## WORK EXPERIENCE

### IO Nurse LLC

1/2003 to present

Variable and Embedded

### Enterprise Consultant and Strategic Business Partner

#### Healthcare Operations

- Incorporating clinical assessment, accountability audits, direct project and program management, patient safety, quality assurance, customer and employee satisfaction and developing high reliability systems

#### Behavioral Consulting

- Including motivational coaching, performance assessment, select interviewing, candidate review, mentoring, loss prevention, process improvement, marketing, supply chain and service line optimization in technology, retail and healthcare venues

#### Organizational Development

- Focusing on strategic change implementation, innovation, high performance team development, conflict resolution, human capital management, financial audits, management and technology

#### Regulatory Compliance and Accreditation

- Awareness of CMS, DNV, ACR, ACHC and TJC, Medical Staff Development, Credentialing, HAC/Harms, and multiple survey venues, as well as DOH, CLIA, and OIG surveys and audits

**Swedish Transfer and Operations Center**

6/2018 to present

36 to 48 hours/week

**Administrative Nursing Admissions Coordinator**

**Patient admissions, placement, throughput and physician consultations**

- Provide throughput, oversight and leadership for five campuses and two free standing EDs
- Critically review clinical criteria in anticipation of patient care needs
- Advocate for the patient, family and staff within limited resources
- Consider all needs in collaboration with the entire healthcare team
- Bridge communication gaps between clinical and non-clinical staff
- Manage expectations while removing barriers and optimizing throughput
- Execute established protocols with flexibility/adaptability when warranted
- Develop and maintain positive relationships and mentor/develop staff
- Proactively recognize physicians and staff for their support of patient care
- Track frequently changing clinical conditions and clarify patient needs for level of care
- Coordinate with senior executives for oversight in developing new protocols
- Support team learning while standardizing evolving processes
- Navigate ambiguity and support patient safety
- Act on information received in collaboration with providers and staff for patient safety
- Respectfully communicate, elicit and synthesize relevant information
- Support throughput by proactively aligning patient placement with unit guidelines
- Solicit and recognize resources for patient care

**Kindred Hospital**

5/2020 to 9/2021

8 to 32 hours/week

**Special Projects**

**Accreditation and Compliance**

- CMS, TJC and DOH accreditation, readiness, visits, education and tracers
- Survey and Specialty Certification coordination and completion
- Data Abstraction, Tracking and Trending
- Ongoing Data Abstraction and Database Administration oversight
- Medical Staff Development through Focused and Ongoing Professional Practice Evaluations (FPPE and OPPE) and Peer Review

**Kindred Hospital**

3/2019 to 5/2020

55 to 96 hours/week

**Director of Quality Management**

- Responsibilities defined as a continuation of Lake Cumberland Regional Hospital (below)
- |                                  |                                     |
|----------------------------------|-------------------------------------|
| Quality                          | Accreditation and Compliance        |
| Patient Safety                   | Data Abstraction/Tracking/Trending  |
| Healthcare Operations            | Database Administration (oversight) |
| Performance Improvement          | Resource Management                 |
| Infection Prevention (oversight) | Risk Mitigation                     |

## **Lake Cumberland Regional Hospital**

3/2018 to 1/2019

55 to 70 hours/week

### **Director of Quality Resources**

#### **Quality and Patient Safety**

- Fostering Patient Safety, Just Culture, High Reliability and policy updates
- Oversight and support provided to executives, Ethics Committee, Environment of Care, Quality Committee, Credentialing, Patient Safety Clinical Quality Committee, Medical Executive Committee, Board of Trustees and all Clinical Service Lines
- Tracking and reduction Hospital Acquired Conditions (HACs), Hospital Acquire Infections (HAIs), harms, complications, mortality and morbidity
- Development of presentations and support to local executives for biannual reports to corporate executives
- Direct support of Internal Medicine (IM) and Family Medicine (FM) residents' research, proposals and publications

#### **Healthcare Operations**

- Quality and Risk Management department operational efficiency
- Succession planning, cultural change facilitation, Quality of Care Investigations, RCA, FMEA and interviews
- Daily leadership rounding - direct patient and family advocacy and complaint resolution

#### **Performance Improvement**

- Issue identification, coordination, facilitation and data to drive improvements
- Communication architecture between frontline staff and executive team
- Foster ownership and buy-in via collaborative resolution

#### **Infection Prevention (oversight)**

- Infection Prevention, education, surveillance, reporting and patient care
- Coverage to IP, as needed, with an emphasis on program expansion

#### **Accreditation and Compliance**

- CMS, TJC and OIG accreditation, readiness, visits, education and tracers
- Culture of Safety and Engagement (CoSE), AHA, Anthem, Leapfrog, KHIIN, WSHA and other survey coordination and completion

#### **Data Abstraction, Tracking and Trending**

- Risk event tracking, Core Measures, KHIIN data submissions, Ongoing Data Abstraction, Database Administration oversight
- Medical Staff Development through Focused and Ongoing Professional Practice Evaluations (FPPE and OPPE) and Peer Review

#### **Resource Management**

- Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) improvement and content knowledge updates
- Provided coverage to Risk Director, as needed, for legal matters and lead all patient safety investigations

## **Washington State Hospital Association**

10/2015 to 12/2017

40 to 72 hours/week

### **Director of Quality and Performance Improvement, Patient Safety**

- Provided leadership and joint program oversight for Patient Safety and Care Transformation in AK, OR and WA (directly supported 120 facilities)
- Facilitated an annual reduction in harms related to:
  - Sepsis (31.2% decrease in mortality)
  - Rapid Response Teams (46% increase in staff-initiated processes)
  - Honoring Choices PNW (contributed to over 1,500 conversations)
  - Children's Radiation Safety (mapped 110 CT imaging protocols)
  - Readmissions (13% decrease in all-cause hospital readmissions)
- Directly supported clinical providers in developing strategies to improve clinical outcomes, design interventions and small tests of change
- Provided research and guidance on development and implementation of policy, protocol, documents and toolkits for diverse stakeholders
- Provided remote and in-person support to facilities and provider practices struggling with performance improvement measures by way of Six Sigma, Lean and other Total Quality Improvement methodologies

## **Providence Regional Medical Center Everett**

7/2007 to 10/2015

36 to 48 hours/week

### **Nursing Administrative Supervisor and Executive Team Liaison**

#### **Operational Role**

- Transitioned to regional role at WSHA in collaboration with executive team Operational Role
- Provided oversight and leadership for two clinical facilities (501 beds)
- Represented executive team in clinical matters of operation and policy
- Redesigned Administrative Supervisor role to align with Strategic Plan
- Directed the staffing department and resources to optimize throughput
- Monitored systems and staff and investigated complaints for resolution
- Redefined role to address specific categories: Operations, Emergency and Event Response, Executive Liaison, Risk Mitigation, Crisis Intervention, Human Capital Management, Bed Control and Patient Safety

#### **Embedded Role**

- Implemented Admission Coordinator position, process and protocol
- Coordinated Annual Reports showcasing clinical metrics and outcomes
- Supported change initiatives through observation of stakeholders to navigate threats, identify obstacles and align with early-adopters

#### **Technology Role**

- As Super User, supported staff through four successive EMR applications: BedBoard, McKesson, EPIC and TeleTracking
- Designed communication architecture in the form of newsletters and annual reports to support governance initiatives, increase staff engagement and buy-in and highlight organizational accomplishments

**Puget Sound Gastroenterology**

6/2007 to 12/2007

40 hours/week

**Clinical Nurse Manager**

- Managed budgets, payroll and discretionary funds for physician practice
- Assessed vitals and therapeutic response, documented patient histories, scheduled procedures, refilled prescriptions and evaluated responses
- Supervised staff of six in a two-physician office, reviewed practice protocols and made recommendations for performance improvement and system optimization

**Kindred Hospital**

9/2006 to 6/2007

36 hours/week

**Acute Respiratory Failure Nurse**

- Provided care for up to seven medically complex patients per 12-hour shift, assessed therapeutic response and supervised new graduate nurses

**University of Central Florida**

40 hours/week

5/2005 to 8/2006

**Full time student (Academic Hiatus)**

- Added Nursing to Organization Development, Complementary and Counseling skill set and addressed Medical Surgical and Behavioral Health populations in clinical practicums

**Harborview Medical Center**

4/2001 to 4/2005

40 hours/week

**Patient Care Coordinator, Float Pool**

- Designed and implemented a three-stage clinical continuity program
- Trained to 49 ambulatory Patient Care Coordinator (PCC), 2 in-patient PCC and 4 financial counselor positions for the purposes of standardizing job descriptions to Medical, Surgical and Ancillary categories
- PCCs noted to account for \$2,940,000 in annual returns set against \$2,107,000 in salaries (\$833,000 annual revenue)

**Hyperbaric Oxygenation Corporation**

10/2000 to 10/2002

60 to 100 hours/week

**Clinical Program Manager (Administrative Internship)**

- Conducted in person and virtual consults and coordinated clinical care
- Opening administrative budget of \$14,200 (offset by \$10,600 in initial operating costs) grew to a monthly income of \$9,870 at six months
- Subscriptions tripled from 40 to 126 (\$13,230/month income against \$12,200/month expenses) at one year (break-even at seventh month)
- Triple growth sustained over the second year of the project
- Managed team of six consulting physicians and an accountant
- Six sigma methodologies applied to deliverables and protocols

## **PROFESSIONAL LICENSES**

Registered Nurse (RN) Florida Exp. 2023  
Natural Health Sciences (ND) Washington Exp. 2023  
Registered Nurse (RN) Washington Exp. 2023  
Registered Nurse (RN) Oregon Exp. 2019  
Registered Nurse (RN) Kentucky (Multistate) Exp. 2019

## **CERTIFICATIONS**

Nurse Executive Board Certified (NE-BC) Exp. 2025  
Basic Life Support (BLS) Provider CPR Exp. 2023  
Respecting Choices Advance Care Planning Faculty 2017  
Respecting Choices Advance Care Planning Instructor 2016  
Respecting Choices Advance Care Planning Facilitator 2016  
Advanced Cardiac Life Support (ACLS) Exp. 2016  
Change Facilitator (Change Acceleration Process/Workout) 2013  
Design for Six Sigma Methodology (DFSS) Black Belt 2002  
Boy Scouts of America (BSA) Leadership (Eagle Scout) 1989

## **CERTIFICATION ELIGIBILITY**

Project Management Professional (PMP) Eligible  
Certified Professional in Healthcare Quality (CPHQ) Eligible  
Certified Professional in Healthcare Risk Management (CPHRM) Eligible  
Certified Professional in Patient Safety (CPPS) Eligible  
Licensed Healthcare Risk Manager (LHRM) Eligible

## **EDUCATION**

**Master of Education (MED)** Instructional Design 2019  
Western Governors University, Seattle, WA, USA  
**Master of Business Administration (MBA)** Management and Strategy 2015  
Western Governors University, Seattle, WA, USA  
**Master of Science in Nursing (MSN)** Leadership and Management 2013  
Western Governors University, Seattle, WA, USA  
**Bachelor of Science in Nursing (BSN)** Accelerated Program 2006  
University of Central Florida, Orlando, FL, USA  
**Doctor of Natural Health Sciences (ND)** Counseling and Behavior 2000  
Bastyr University, Kenmore, WA, USA  
**Bachelor of Science in Psychology (BS)** Industrial and Organizational 1992  
University of Central Florida, Orlando, FL, USA

## THESES AND CAPSTONES

### **2019 Western Governors University MED Capstone**

- Supporting Resident Physicians in the Development and Refinement of Critical Inquiry and Research Skills for Quality Improvement (educational series to assess the impact of instruction on first-year physician residents' research skills and understanding)

### **2015 Western Governors University MBA Capstone**

- Practical and Psychological Applications of Money as a Protocol for Value or Currency-of-exchange Based on Confidence or Belief (consumer politics of stocks, bonds and mortgages)

### **2013 Western Governors University MSN Thesis**

- Workplace Hostility and Nurses' Perceptions of the Value of Interventions and Supportive Structures (a non-geographic pilot study)

### **2000 Bastyr University ND Thesis**

- Recognition of Cognitive Patterns in Applied Energetic Medicine Modalities or Techniques Characterized as Action-at-a-distance (Mandala of Correspondence)

## OPERATIONAL ROLES

### **Project A** – Design for Six Sigma 1 – Philips Healthcare Internship Seattle

- Management / Clinical Care / Product R&D / Distribution / Accounting

### **Project B** – Design for Six Sigma 2 – Patient Care Coordinator Seattle

- Clinical Mapping / Continuity System Design / Implementation

### **Project C** – Complementary and Integrative Nursing Seattle

- Clinical Trial / Integrated Care / Risk / Safety / Research / Compliance

### **Project D** – Behavioral Analysis Consulting and Clinical Practice Seattle

- Corporate Consulting / Clinical Care / Organizational Development

### **Project E** – Puget Sound Gastroenterology Seattle

- Retention / Investigation / Clinical Mapping / Clinical Care

### **Project(s) F, G, H, J, K, L, M** – Providence Health and Services Everett

### **Project I** – Excluded

- Operations / Clinical Mapping / Communication Architecture / Clinical Care

- Admissions / Newsletters / Annual Reports / Strategic Plan Initiatives

### **Project N** – Washington State Hospital Association Seattle

- Quality Assurance / Operations / Safety / Development / Compliance

### **Project O** – Excluded

### **Project P** – Lake Cumberland Regional Hospital Somerset (KY)

- Quality Resources / Operations / Safety / Risk / Compliance

### **Project Q** – Kindred Health Seattle

- Quality Management / Operations / Safety / Risk / Compliance

### **Project R** – Swedish Transfer and Operations Center Seattle

- Clinical Mapping / Operations / Safety / Development / Compliance

### **Project(s) S, T, U, V, W, X, Y, Z** – Future Roles

## **SKILLS**

### **Technology and Software**

- Proficient with Microsoft Office (Word, Excel, PowerPoint, SharePoint, Outlook), Lync, Teams, Adobe Meeting, and other applications
- Super user for portions of hospital-specific data tracking systems such as BedBoard, TeleTracker, McKesson HEV, ChartMaxx and EPIC Hyperspace
- Familiar with Pyxis (applications), ANSOS, Kronos, Cadence, Quantros, ProTouch, Meditech, Reg/ADT, ADP, Microsoft Access, and others

### **Business Administration**

- HR strategy, talent management, engagement and patient experience and financial analysis
- Change facilitation, social responsibility, triple/quadruple aim practices and decision support
- Market analysis, SWOT assessments and risk-to-benefit analyses, data modeling and metrics
- Supply chain, service line management, resource utilization, strategic planning and execution, product branding, profit and loss assessments (P&Ls), budgets, expense reporting, E-business commerce solutions, stream mapping and addressing contractual obligations

### **Organizational Development**

- Total Quality Management (TQM), Lean and Design for Six Sigma (DFSS) methodologies with emphasis on C-Suite Support, Change Acceleration Process (CAP) and Workout, event planning, networking, root cause analysis (RCA), failure mode effect analysis (FMEA) and impact analysis
- Extensive project management, change management and process improvement experience, knowledge of accelerated learning protocols and clinical mapping techniques with expandable proficiency in benefits and compensation, recruitment, onboarding and succession planning
- Knowledge of regulatory requirements, compliance, policies, procedures and developing, maintaining and sustaining quality and change initiatives

### **Behavioral Analysis**

- Versed in adult learning and motivational strategies, human factors, staff development and leadership with a focus on respectful communication
- Comfortable with individual or group counseling, mentoring, coaching and performance management, select interviewing, managing aggressive behavior, de-escalation, modeling values and professional ethics, active listening, value neutrality and fostering a just culture and culture of safety

### **Research and Statistics**

- Large-scale survey sampling, design, analysis and assessment, evidence-based practices

## **VENDOR ROLES**

Baltic Room Seattle • Loss Prevention / Investigation / Compliance

Cactus Restaurant Seattle • Hiring / Interviewing / Team Development

Cyberbear Computer and Internet Seattle • Marketing / Loyalty-Rewards Program

Microsoft Redmond • Event Planning / Team Development / External User Acceptance

Nordstrom Seattle • Loss Prevention / Investigation / Interviewing / Information Security

Peet's Tea and Coffee, Uptown Espresso, Space Needle • Healthcare Network / Team Design