

MARGARET S. NORDSTROM, MA, CPHQ



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SUMMARY

I am focused on organizational effectiveness from a dual process-and-communication perspective. My career mission is to help people and organizations become stronger by eliminating barriers and helping to structure, advocate for, and implement improvement initiatives. I bring a BA in Psychology, an MA in Organizational Management, and over 20 years of work experience. My strong suits are zeroing in on operational and interpersonal obstacles to success and working collaboratively to surmount them. I'm an enthusiast for nimble, well-communicated processes and strong feedback mechanisms. I thrive in team environments where I'm accountable for group and individual assignments as well as short- and long-term goals.

EXPERIENCE

Quality Program Manager, Sr., Quality Management

MultiCare Health System, Auburn & Covington Medical Centers, WA February 2022 – November 2024 (Full-time, 40 hours/week)

I partnered with teams to create and sustain changes that improve patient outcomes and the quality & safety of care. I helped implement the activities of Quality Assessment and Performance Improvement (QAPI) program for the two MultiCare hospitals in South King County. I provided facilitation and consultative services (project design, selection of data, development of documentation and tools, etc.) to project teams along with general education on quality improvement methods and performance improvement tools (e.g., PDSA). I facilitated the High Reliability Organization (HRO) program by organizing and managing the structures and processes to support the integration of HRO principles into the organization and the advancement of the HRO journey. I supported both regulatory compliance and survey readiness by ensuring ongoing adherence to regulatory and accreditation standards by The Joint Commission (TJC), Washington state Department of Health (DOH), and Centers for Medicare & Medicaid Services (CMS).

Infection Preventionist, Infection Prevention & Control, Quality Division

Overlake Medical Center, Bellevue, WA March 2021 – February 2022 (Full-time, 40 hours/week)

I had the day-to-day responsibility for implementing operational strategies to prevent infection and the transmission of infectious illnesses. I conducted surveillance of significant infections and communicable diseases, managed critical data and information, provided guidance and consultation in infection control practice, developed and implemented education on current practices, and notified and communicated with community public health partners. I helped identify opportunities for organization-wide improvements based on regulatory and accrediting agency requirements, data analysis of high-risk, high-volume infection prone activities, and evidence-based practices.

Accreditation & Regulatory Consultant, Patient Safety & Regulatory, Quality Division

Overlake Medical Center, Bellevue, WA February 2019 – March 2021 (Full-time, 40 hours/week)

I consulted on the assessment, interpretation, planning, execution, and improvement of hospital-wide compliance with regulatory and accreditation requirements of TJC, Washington state DOH, and CMS. I prepared the organization for unannounced hospital surveys, coordinated visit logistics, communicated results, supported corrective action plan development, and helped to reinforce ongoing monitoring. I maintained current knowledge of changing requirements and strove to cultivate a culture of continuous survey readiness when helping nursing, medical staff, and administrative leaders understand the standards in the context of their everyday work and ensure they were well prepared. In collaboration with colleagues in patient safety, compliance, and risk management, I worked to align compliance efforts across Overlake and collectively promote standardization and improvement of key processes, policies, and procedures.

Senior Quality Program Manager, Quality Division

Swedish Medical Center, Seattle, WA June 2018 – January 2019 (Full-time, 40 hours/week)

As a system resource, I facilitated quality improvement programs to standardize care delivery, increase reliability, and promote high value, effective care. Under direction of division leadership and in collaboration with operational and clinical leaders, I helped lead the design and coordination of system-wide efforts to implement and sustain improvements on prioritized quality goals. Using quality improvement methodologies and tools, evidence-based clinical pathways, risk assessments, and performance data, I partnered with and mentored teams and committees to improve quality outcomes, patient safety, accreditation readiness, and performance in regulatory and governmental programs such as DNV-GL, ISO 9001 Quality Management, Washington state Administrative Codes, and CMS.

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Quality Program Manager (Ballard Campus), Quality Division

Swedish Medical Center, Seattle, WA December 2016 – June 2018 (Full-time, 40 hours/week)

In collaboration with campus leadership, I guided and supported the early development and implementation of a Quality Management System at Swedish Ballard to meet DNV-GL hospital accreditation standards and work towards ISO 9001 Quality Management certification. I designed and evolved the campus governance structures, processes, and tools for the tracking and regular review of performance, corrective and preventative actions, safety events, regulatory findings, and local priorities while maintaining alignment with system-wide policies, procedures, and objectives. I collaborated with specialists in infection prevention, accreditation, and safety to help campus leaders and managers begin to integrate DNV-GL regulatory standards into daily operations and align continuous accreditation readiness with quality and patient safety.

Quality Consultant, Quality & Patient Safety

Swedish Medical Center, Seattle, WA September 2015 – December 2016 (Full-time, 40 hours/week)

As system resource, I collaborated with clinical teams to clarify improvement goals, analyze information, navigate resources, identify opportunities to improve and sustain quality. I helped align improvement work with organizational goals, external requirements, and existing programs while fostering a shared language around quality. Depending on the needs and maturity of the teams, I created charters to clarify goals, assisted with prioritizing quality improvement initiatives, helped identify and align quality metrics, shared performance data and information through scorecards and dashboards, mapped processes and workflows, created communication and project plans, and coordinated the work with other shared service departments.

Senior Consultant, Organizational Change Management & Communication

CGI IT & Business Consulting Services May 2013 – August 2015 (Full-time, 40 hours/week)

I helped design and implement enterprise-wide, multi-year change management strategies and communication plans to maximize employee adoption and minimize resistance to new business technologies, systems, and processes. I worked cross-functionally to develop and apply a structured and client-specific approach for managing the people-side of the system implementation including stakeholder mapping and analysis, change champion networks, strategic communication campaigns, change readiness assessments, workforce transition planning assessments, and organizational readiness planning. I worked to truly understand the current state and the desired future state of the organization, identify who will be impacted, how they will be impacted, and the implications of the impacts on the organization, its processes and culture. I executed comprehensive stakeholder engagement, communication, and readiness plans to drive awareness, understanding, and acceptance of the new system. Projects: State of Arizona ERP Implementation; State of West Virginia ERP Implementation

Project Coordinator (Research Health Science Specialist), Health Services Research & Development Center (HSR&D)

Department of Veterans Affairs, VA Puget Sound Health Care System

Seattle, WA August 2009 – May 2013 (Full-time, 40 hours/week, GS-11)

I coordinated the daily operations of several health services research projects on behalf of Principal Investigators (PIs). I organized the collaborative efforts of the project team to complete the funded proposal aims and produce specific deliverables within time and budget limitations. I managed the project timeline, staff team members, budget, data requests and access, regulatory approvals, and compliance audits. I oversaw all privacy, safety, information security, and human subjects applications and submissions. I helped maintain relationships with other research, clinical, support staff, host, and partnering institutions. I created reports summarizing study progress, identifying problems, and recommending solutions.

Neuroscience Technician (Psychometrist & Research Assistant), Brain Imaging Lab & Neuropsychology Program,

Dartmouth-Hitchcock Medical Center, Lebanon, NH July 2005 – August 2007 (Full-time, 40 hours/week)

As a Psychometrist I administered neuropsychological assessments, scored and normed tests, documented patient behavioral observations, built and demonstrated rapport with patients and families, counseled patients, communicated closely with all levels of academic medical staff, and maintained materials and supplies. As a Research Assistant, I helped coordinate and conduct research efforts on two cognitive aging & Alzheimer studies: "Dartmouth Memory and Aging study" and "Alzheimer Disease Neuroimaging Initiative" (ADNI). I administered and scored neuropsychological test batteries with study participants (ages 60 years and older), maintained and checked research databases, abstracted information, conducted telephone screens, scheduled appointments, assisted with fMRI procedures, reviewed literature, and helped compose and edit reports, research papers, abstracts, and posters.

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Psychometrist, Swedish Epilepsy Center

Swedish Medical Center, Seattle, WA June 2003 – June 2005 (Full-time, 40 hours/week)

I administered neuropsychological assessments and interviewed / counseled patients and their families on the test-taking and analysis processes during their inpatient stay. I scored, normed, and summarized the results of the tests. These assessments are stressful on patients and my role included strong rapport building, heavy hand-holding, and empathetic emotional support. I was the liaison among patients, physicians, and hospital staff. I also assisted during Wada procedures and administered test batteries for two epilepsy research studies: ERSET & Neuropace. Additionally, I went outside of my assigned duties and conducted a research project in which I analyzed data and wrote up the results in an abstract that I presented in poster form during a professional conference 2004.

PROFESSIONAL DEVELOPMENT

Just Culture, Overlake Medical Center, Bellevue, WA – 2019

Mental Health First Aid USA, National Council for Behavioral Health, Seattle, WA – July 2018

Lean for Leaders Certificate Program, Swedish Medical Center, Seattle, WA – April to September 2018

Certified Professional in Healthcare Quality (CPHQ), National Association for Healthcare Quality – 2017 to present

TeamSTEPS Master Training Course, Agency for Healthcare Research & Quality, Seattle, WA – April 2017

Crucial Conversations, Providence Health Care System, Seattle, WA – January 2016

Social Style™ and Working in Teams Workshop, VA Puget Sound Health Care System – January 2013

Social Style™ Managing Conflict with Style Workshop, VA Puget Sound Health Care System – February 2013

VHA Core Competency Leadership Development Program, High Performance Development Model, VA Puget Sound Health Care System – May to August 2012

Social Style™ Communication Workshop, Understanding Your Social Style, VA Puget Sound Health Care System – March 2012

EDUCATION

Master of Arts in Organizational Management, Fellows Program

Department of Organizational Sciences & Communication

George Washington University, Washington, DC Graduated August 2008 Cumulative GPA: 3.9

Bachelor of Arts in Psychology Minor in Women's Studies

University of Puget Sound, Tacoma, WA Graduated May 2002 Cumulative GPA: 3.5 / Major GPA: 3.8

POSTER PRESENTATIONS, ABSTRACTS & PAPERS

Hsu, C., M., Lemon, J., Wong, E., Carson-Cheng, E., Perkins, **Nordstrom, M.**, Liu, C.F., Sprague, C. & Bryson, C. (2014). Factors Affecting Medication Adherence: Patient Perspectives from Five Veterans Affairs Facilities. *BMC Health Services Research*, 14, 533.

Pare, N., Saykin, A., Rabin, L. **Nordstrom, M.**, Wishart, H., Flashman, L. & Santulli, R. (2007). Characterization of Verbal Learning Processes in MCI and AD. Poster presented at the 35th Annual International Neuropsychology Society Meeting, February 2007, Portland, OR.

Haltiner, A., Vossler, D., **Nordstrom, M.**, Friel, P., Capizzi, K., Caylor, L., Morgan, J. & Doherty, M. (2004). Multivariate prediction of pseudoseizure diagnosis based on medical, psychiatric, and MMPI profile. Poster presented at the 58th Annual Meeting of the American Epilepsy Society, December 2004, New Orleans, LA.

Nordstrom, M., Haltiner, A. & Vossler, D. (2004). Accuracy of MMPI rules for differentiating pseudoseizures and epileptic seizures. *Archives of Clinical Neuropsychology*, 19, 946. Presented at the 24th Annual Meeting of the National Academy of Neuropsychology, November 2004, Seattle, WA.