



Dr. Anita S. Girard
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Experienced healthcare leader with a demonstrably successful history of working in the hospital and healthcare industry. Skilled in nursing management, evidence-based practice, patient advocacy, nursing education, mentoring new leaders, and driving quality clinical outcomes. Significant experience related to LEAN implementation and ANCC Magnet Designation. Actively engaged in local, state, national, and international communities to promote the nursing profession and improve the quality of healthcare. Strong business development professional with a Doctor of Nursing Practice focused on Executive Leadership from the University of San Francisco. Driving practice and professional development as the Chief Nursing Officer and Vice President of Nursing at Cedars-Sinai Medical Center until 2024. Currently serving as the Past President of the American Nurses Association of California and the Vice President of the American Nurses Association, Washington D.C.

EDUCATION:

Doctor of Nursing Practice, Executive Leadership

University of San Francisco, San Francisco, California

Master of Science in Nursing

University of San Francisco, San Francisco, California

Bachelor of Science in Nursing

University of San Francisco, San Francisco, California

Associate Degree in Nursing

St. Mary's College – Minneapolis, Minnesota

EXPERIENCE:

CEDARS-SINAI MEDICAL CENTER, LOS ANGELES, CALIFORNIA

June 2021 – Jan 2024 Chief Nursing Officer & Vice President of Nursing

- Operationally and professionally responsible for 3,551 FTEs: Medical, Surgical, Critical Care, Women & Children's, Float Pool, Perioperative, Respiratory Therapy, Emergency and Ambulatory Licensed Clinics for all Nursing and Clinical Support Staff; and Enterprise-Wide Capacity Command Center.
- Reorganized patient care services structure improving communication, maintaining high levels of nursing satisfaction, improved patient satisfaction, and enhanced enterprise-wide throughput during a pandemic.
- Achieved 6th Magnet Designation for nursing excellence with 11 exemplars.
- Created Alternative Care Units to improve overall capacity by 106 inpatient beds.

- Increased in-patient satisfaction “Likelihood to Recommend” from 77th to 91st percentile as measured by Press Ganey.
- Oversight of enterprise-wide policies and procedures that drove nursing practice.
- Standardized practice and decreased CAUTI, CLABSI, and fall rates to below the national benchmark.
- Decreased pressure ulcers by 90% from FY 2021 - FY 2023, by interdisciplinary team engagement and utilization of advanced technology.
- Piloted Virtual Nursing Command Center for Hospital at Home model of care.
- Utilized AI technology to decrease documentation burden and for sitter reduction.

April 2020 – June 2021 Vice President of Nursing

- Operationally responsible for 2,430 FTEs: Medical, Surgical, and Critical Care Inpatient Units; Maternal Child Services; Respiratory Services, Nursing Resource Department; and Enterprise-Wide Capacity Command Center
- Instituted a sitter reduction program with \$1.2M savings in first year and decreased rate of patient falls to below the national benchmark.
- Drove the development of a Center for Advanced Practice to support the well-being and professional needs of 500+ Allied Health Practitioners
- Acted as Hospital Incident Command on a regular basis and participated in organizational and county response to COVID-19 Pandemic
- Implemented innovative care delivery and staffing models to ensure safe patient care through rapidly changing operational needs of the hospital across multiple settings.
- Supported implementation of telehealth options for patients to access healthcare while maintaining social distancing/isolation measures.
- Recognized as a leader who provides organizational and community education through continuous information sharing, transparent communication and ensuring availability of resources to respond to problems and requests.
- Completely redesigned the shared governance council structure (during a pandemic) that improved interdisciplinary coordination of care, collaboration, innovation, and provided an enterprise-wide communication strategy with demonstrable improved engagement.
- Successful triannual TJC survey
- Identified Magnet PTAP gap and recruited expert talent to achieve accreditation with distinction.
- Successful comprehensive stroke re-accreditation survey
- Implemented formal mentoring and succession planning across the organization for nursing.

STANFORD HEALTH CARE-VALLEYCARE, PLEASANTON, CALIFORNIA

July 2019 – April 2020 Interim Chief Nursing Officer, SHC Valley Care

- Operationally responsible for: Medical, Surgical, and Critical Care Inpatient Units; Emergency Services (ED and Urgent Care); Maternal Child Services; Respiratory Therapy; Case Management; the Skilled Nursing Facility; and the Office of Education and Staff Development.
- Right sized nursing organizational structure to facilitate improvement in efficiency, throughput, and capacity with a \$500K cost savings.
- Developed successful labor management strategies for resource mitigation, and contract negotiations with California Nurses Association (CNA).

- Drove patient throughput project: doubled in-patient volumes, 100% improvement in ED disposition time.
- Established a contract with National Database for Nursing Sensitive Indicators (NDNQI) to capture nationally benchmarked nursing specific data.
- Collaborated with teams to design comprehensive strategic plan for organization with intentional region-based indicators of success.
- Initiated inter-disciplinary Shared Governance structure to improve communication, collaboration, and coordination of clinical practice and patient care.

STANFORD HEALTH CARE, PALO ALTO, CALIFORNIA

2018 – 2020 Associate Chief Nursing Officer, Inpatient Services

- Operationally responsible for 30 Inpatient Units and 1700+ FTEs.
- Responsible for the enterprise-wide Magnet Nursing Excellence Program and the Shared Leadership Councils for employee engagement
- Increased in-patient satisfaction “Likelihood to Recommend” from 75th to 91st percentile as measured by Press Ganey.
- Facilitated the development and implementation of evidence-based practice and quality efforts. Maintain an environment that promotes patient safety, high reliability of processes and quality outcomes. Contributed to improved Vizient ranking from 12th to 8th in nation.
- Achieved a \$2 M savings through the development of a formalized succession planning model for internal leadership promotion, resulting in the retention of internal talent.
- Represent Stanford Nursing on variety of professional expert advisory boards at state and national levels.

STANFORD EXPERIENCE: (Cont’d)

2016 – 2018 Director of Magnet Program for Nursing Excellence

2013 – 2016 Director of Magnet Program and Assistant Director Practice & Education

2012 – 2013 Nursing Quality Manager

2008 –2012 Assistant Patient Care Manager: Medical, Surgical, Trauma Intensive Care Unit

1989 –2008 Staff Nurse IV: Medical, Surgical, Trauma Intensive Care Unit

EL CAMINO HOSPITAL, MOUNTAIN VIEW, CALIFORNIA

1988 – 1992 Staff Registered Nurse II: Critical Care Unit

PALO ALTO MEDICAL FOUNDATION, SUNNYVALE, CALIFORNIA

1989 – 1991 HMR Health Management Program: Nurse Coordinator

ABBOTT NORTHWESTERN HOSPITAL, MINNEAPOLIS MINNESOTA

1986 – 1988 Staff Registered Nurse II; Neuro Observation Unit

ROSE MEDICAL CENTER, DENVER COLORADO

1985 – 1986 Staff Registered Nurse II; Rehab Unit

AWARDS AND CERTIFICATIONS:

- Recipient of the Phenomenal Woman Award from Greater Los Angeles YMCA (2022)
- Recipient of the Employer of the Year Award from the WOCNCB (2022)
- Graduate of the Stanford Leadership Development Academy (2019)
- Certified Caritas Coach with Watson Caring Science Institute (2019)
- Board Certified Advanced Nurse Executive (2016 - present)
- Fundamentals of Magnet Certification (2016)
- Certified Professional in Healthcare Quality (2014- present)
- Dean's Medal of Honor for Promoting Nursing Professionalism – University San Francisco (2014)
- Certified Clinical Nurse Leader (2013 – present)
- Certified Critical Care Registered Nurse - Knowledge (2012 - present)

PROFESSIONAL COMMITTEES & MEMBERSHIPS:

- American Nurses Association (ANA)
 - ANA Vice President (2024-2025)
 - Represented ANA and the President's role as needed
 - Co-chaired Committee on Appointments
 - Worked with BOD to fill interim and permanent CEO position
 - Participated in strategic planning session for the ANA Enterprise
 - Represented ANA at the Tri-Council for Nursing
 - Reviewed Code of Ethics with Board of Directors
 - Reviewed and approved several specialty *Scope and Standards of Nursing Practice*
 - ANA\California Past President (2024-2025)
 - ANA\California President: Annual Membership Assembly (California representative) (2019 - 2023)
 - ANA\California President: ANA Leadership Summit (California representative) (2019 - 2023)
- American Nurses Association\California (ANA\C)
 - California State President (2019 – 2021, 2021 – 2023)
 - Doubled membership in 2 years.
 - Initiated *Nurse Legislation Advocacy Day* at the state capitol.
 - Launched *ANA\C Advocacy Institute Fellowship* (2021)

- Developed ANA\C Foundation (403c)
 - Worked with a diverse team of experts to develop *ANA\C Anti-racism Toolkit* (2021)
- California State Vice President (2017 -2019)
- California Hospital Association, Chief Nurse Officer Advisory Board (2017 – 2023)
- Board Member for the Californians Allied for Patient Protection (2019 – 2023)
- Association of Nurse Leaders (AONL)
 - AONL Advocacy Committee (2023-2024)
 - AONL/ GWU Media Training for Chief Nursing Officers (2022)
- Association California Nurse Leaders (ACNL)
 - Teaching Faculty: Foundations of Leadership Course (2022 – 2023)
 - President: South Bay Chapter (2017 – 2019)
 - Secretary: South Bay Chapter (2016 – 2017)
 - Statewide Nursing Leadership Development Committee (2017 – 2022)
 - Statewide Patient Safety & Quality Committee (2016 – 2017)
- Invited to serve as Ambassador Advisor to the Watson Caring Science Board (2023 – present)
- Invited member to the Global Nursing Exchange (2020-present)
- Invited member to the Los Angeles Chamber of Commerce (2022-2023)
- Vizient Academic Medical Center CNO Steering Committee (2023-2024)
- Bay Area Magnet Convening (BAMC)
 - Co-Chair (2016 – 2018)
- CALNOC/AAACN
 - Technical Expert Panel for Nurse Sensitive Indicators Priority Strategy Leadership (2017 – 2018)
- Other
 - Hill Rom Chief Nurse Executive Advisory Board (2018 – 2019)
 - National Association of Healthcare Quality (NAHQ) (2014 – 2023)
 - Sigma Theta Tau International (STTI) (2014 – 2023)
 - Sigma Theta Tau Beta Gamma USF Chapter Governance Chair (2018 – 2020)
 - National Coalition of Ethnic Minority Nurses Association (2023 – present)

PROFESSIONAL CONTRIBUTIONS:

- **Publication:** “An Organizational Commitment to Diversity, Equity, Inclusion, and Justice: A Multi- Pronged Strategic Approach”. Nursing Administration Quarterly. October/December 2023.
- **Presentation:** Invited speaker: Asian American Pacific Islander Nurses Association. AAPINA Conference. Los Angeles. August 2023.
- **Poster:** “Electronic Adjudication Process Standardization via REDCap to Reduce Reportable Hospital Acquired Pressure Injuries”. AAPINA Conference. Los Angeles. August 2023.
- **Panelist:** “Sharing Best Practices on Resilient Strategies Implemented During and Sustained Post-Pandemic”. Phillippine Nurses Association of Southern California. Los Angeles. August 2023.

- **Publication:** “Aligning the Nursing Professional Development Practitioner Role with the Scope and Standards”. Journal for Nurses in Professional Development. June 2023.
- **Panelist:** “Creating a Culture of Inclusion and Belonging”. Black Women Leaders Overtly Officiating Movement (Bloom) Juneteenth Celebration. Los Angeles. June 2023.
- **Presentation:** “Practice Loving Kindness: Improving Resilience and Sustaining Nurse Retention”. International Association of Human Caring Virtual Conference. June 2023.
- **Presentation:** “Keynote Speaker: Hidden Figures: Nursing Leadership in the Acute Setting”. Advanced Heart Failure Disease Symposium. Los Angeles. February 17, 2023.
- **Poster:** “Not All Units are Created Equal: Targeting CAUTI Prevention Using a Tailored Competency-Based Education Approach”. Association of California Leaders Annual Conference. Palm Springs. January 2023.
- **Presentation:** “Keynote Speaker: Preventing Burnout in Healthcare Workers, How Cedars-Sinai is Supporting Its Staff Two Years into the COVID 19 Pandemic”. Modern Healthcare Forum: The Future of Staffing. November 10, 2022.
- **Podcast:** Watson Caring Science. “A CNO’s Journey in Caring Science”. Apple music posted October 16, 2022.
- **Poster Presentation:** “Integrating Caring Science into a Shared Leadership Council”. Magnet Conference. Philadelphia, Pennsylvania. October 13, 2022.
- **Panelist:** “Hot Topics in Nursing Post COVID”. Annual COADN/ CACN Conference. Monterey California. October 20, 2022.
- **Publication:** Characterizing the Relationship Between Coronavirus Disease 2019 (COVID-19) and Central-Line-Associated Bloodstream Infection (CLABSI) and Assessing the Impact of a Nursing-Focused CLABSI Reduction Intervention During the COVID-19 Pandemic. Infection Control and Hospital Epidemiology, August 1–8.
- **Webinar Presenter/ Panelist:** “The Workforce Staffing Crisis: Resetting the Narrative Now & In The Future”. The Joint Commission. 2022 Annual Physician Leader Forum. April 4, 2022.
- **Webinar Presenter/ Panelist:** “Health Equity Series: Cherished Futures for Black Moms and Babies”. Cedars-Sinai Office of Diversity and Inclusion. March 23, 2022.
- **Podcast:** Rebecca Metter, E.P. “Moments Move Us: Small Moments, Big Impact with Dr. Anita Girard”. Wambi. February 3, 2022. <https://link.chtbl.com/UyBHUbB1>
- **Publication:** "Prepare for Downtime Now: Charge RN Checklist, A Paper Chart Ready for Each Patient and Drills". Nurse Leader. February 2022.
- **Poster Presentation:** “Leadership After-Hours: How the Hospital Administrator Role Improves Staff and Patient Satisfaction”. Cedars-Sinai Nursing Research Symposium. Los Angeles, California. October 18, 2021
- **Presentation:** “Keynote Speaker: Stronger Together: The Importance of Leadership and Advocacy”. California Student Nurses Association Annual Conference. October 7, 2021.
- **Presentation:** “Keynote Speaker: Extreme Leadership – A Necessary Skill for the Next Normal”. The Research Gate. Nursing & Healthcare 2021 Virtual Conference. October 6, 2021.
- **Webinar Panelist:** “Mental Health Panel Discussion”. American Association Nursing\ California. September 28, 2021.
- **Publication:** "COVID 19’s Impact on Nurses’ Workplace Rituals”. Nurse Leader. August 2021.
- **Presentation:** “Keynote Speaker: The Power of Nursing Advocacy”. San Fernando Valley-AACN 2021 Acute Care Spring Symposium. April 8, 2021.

- **Webinar:** “Hospital Discharge and Beyond: Why Family Caregivers Need Support in Care Transitions”. AARP. March 24, 2021.
- **Presentation:** “Keynote Speaker: Creating a Culture of Innovation During a Pandemic”. The Research Gate. Nursing & Healthcare 2021 Virtual Conference. February 26, 2021.
- **Presentation:** “Relationship between the Magnet Framework with respect to structures and processes use in Magnet organizations during change: A Strong Magnet Culture Supports Pandemic Response”. ANCC National Magnet Conference. October 7, 2020
- **Presentation:** “Keynote Speaker: Nursing Leadership”. Sixth World Congress on Advanced Nursing & Healthcare Scientific Program. Brussels, Belgium. June 13, 2019.
- **Publication:** “Driving an Intentional Culture Change through an Enterprise-wide Mentoring Program”. Nurse Leader. June 2019.
- **Publication:** “Capitalizing on an Existing Shared Governance Structure in Developing Leadership Succession Planning” The Journal of Nursing Administration. April 2019 V 49(4) 193–200. doi: 10.1097/NNA.0000000000000737
- **Editor in Chief:** “Stanford Health Care Nursing Annual Report”. Stanford Health Care. Palo Alto, California. 2015, 2016, 2017, 2018.
- **Poster Presentation:** “Inspiring an Evidence-Based Methodology Through a Practice Change Checklist”. Sigma Theta Tau International Nursing Research Congress. Melbourne, Australia. July 23, 2018.
- **Presentation:** “Magnet: New Knowledge Section Review”. Health Research & Education Conference: HEALTHCARE Con. Palo Alto, California. March 27, 2018.
- **Publication:** “Aligning Shared Governance with Magnet and the Organization’s Operating System Led to Clinical Excellence”. Journal of Nursing Administration. March 1, 2018.
- **Publication:** “Mentorship: Growing the Leader Within”. DiscoveryNursing.com. The Johnson & Johnson Campaign for Nursing. February 7, 2018.
- **Publication:** “Meaningful Recognition “. The Nursing Voice. American Nurses Association California. March 1, 2018.
- **Presentation:** “Developing Future Nurse Leaders”. Association of California Nurse Leaders Annual Conference. Monterey, California. February 6, 2018.
- **Presentation:** “The Magnet Journey: A Case Study of Stanford Health Care”. Health Care Council of the Netherlands. Stanford University. Palo Alto, California. January 29, 2018.
- **Publication:** “Finding California Gold at the Magnet® Conference”. The Nursing Voice. American Nurses Association California. December 1, 2017.
- **Presentation:** “Evolving Caritas Literacy at Stanford Health Care”. International Caritas Consortium. San Mateo, California. October 27, 2017.
- **Presentation:** “Next in Line: Integration of a Succession Planning Framework”. ANCC National Magnet Conference. Houston, Texas. October 13, 2017.
- **Presentation:** “Developing Future Nurse Leaders”. Doctor of Nursing Conference. New Orleans, Louisiana. September 12, 2017.
- **Publication:** “Empowering Nurses Through International Engagement”. The Nursing Voice. American Nurses Association California. October 1, 2017.
- **Presentation:** “Shared Leadership Alignment with the Organization’s Strategic Plan Led to Structural Empowerment and Improved Outcomes”. International Congress of Nursing. Barcelona, Spain. June 29, 2017.

- **Presentation:** “Improving Patient Outcomes via Leadership at all Levels”. International Congress of Nursing. Barcelona, Spain. June 30, 2017.
- **Lecture:** “Clinical Change: Nursing and Your Professional Role”. University San Francisco Alumni Community Event. San Jose, California. June 13, 2017.
- **Lecture:** “Demonstrating an ELDNP Evidence Based Practice Change in an Academic Medical Center” University of San Francisco Alumni Event. San Francisco, California. April 15, 2017.
- **Publication:** “ANA’s Healthy Nurse Healthy Nation Initiative: Improve the health of the nation by improving the health of the nurse”. The Nursing Voice. American Nurses Association California. March 1, 2017.
- **Lecture:** “2016 Stanford Magnet Survey: Lessons Learned”. Bay Area Magnet Convening. Moore Foundation. Palo Alto, California. February 10, 2017.
- **Lecture:** “Utilizing the Magnet Model as a Foundation for Transformational Leadership”. Uppsala University Hospital Board of Directors. Uppsala University September 14, 2016.
- **Lecture:** “The Magnet Journey and Its Effect on Nursing Care, Quality, and Patient Safety”. Nursing Seminar. Uppsala University School of Nursing. Uppsala, Sweden. September 15, 2016.
- **Lecture:** “The Magnet Journey: Providing a Blueprint for Nursing Excellence”. International Swedish Society of Nurses. Stockholm, Sweden. September 19, 2016.
- **Presentation:** “Structural Empowerment through Shared Leadership led to Improved Staff Satisfaction, Patient Satisfaction, and Patient Outcomes”. Sigma Theta Tau International Nursing Research Congress. Cape Town, South Africa. July 25, 2016.
- **Presentation:** “Yes, We Can All Be Friends! A Magnet Journey of Multi-Hospital Collaborative”. ANCC National Magnet Conference. Atlanta, Georgia. October 23, 2015.
- **Presentation:** “An innovative Shared Decision-Making Process Led to Improved Staff Satisfaction”. ANCC National Magnet Conference. Atlanta, Georgia. October 23, 2015.
- **Presentation:** “Improving the Efficiency of Nursing Shared Governance through an Innovative Magnet Aligned Approach”, Sigma Theta Tau International Nursing Research Congress. San Juan, Puerto Rico. July 27, 2015.
- **Lecture:** “Stanford Hospital & Clinics: A Magnet Journey” Nurse Executive Council Changhai University Hospital-Shanghai China. Stanford University. Palo Alto, California. November 10, 2014.
- **Presentation:** “Overhauling of Shared Governance to Align with the Magnet Model”. Magnet Conference. October 1, 2014.
- **Lecture:** “The Magnet Blueprint for Nursing Excellence”, Federal Ministry of Health (Austria). Stanford University, Palo Alto California. May 27, 2014.
- **Lecture:** “Best Practices for NDNQI Survey Participation”. Bay Area Magnet Convening. Moore Foundation. Palo Alto, California. February 10, 2014.
- **Presentation:** “A Magnet Journey: Lessons Learned”. Association of California Nurse Leaders Conference. Monterey, California. February 11, 2014.
- **Publication:** Chapter Contribution: Initiating and Sustaining the Clinical Nurse Leader Role 2nd Edition, “Innovation in Nursing Quality Data Collection: Can an iPad Application Improve the Data Collection Process”, Jones and Bartlett Publishing 2014.
- **Presentation:** “Advancing Global Patient Care Excellence - Update on the CALNOC Clinical Exchange Program 2012-2013”. Annual CALNOC Conference. Seattle, Washington. October 13, 2013.
- **Lecture:** “Leveraging Technology to Improve Patient Safety”. Nursing Educational Seminar. Uppsala University Hospital. Uppsala, Sweden. May 17, 2013.

- **Publication:** Moreno, Janette V., Girard, Anita S., Foad, Wendy, "Realigning Shared Governance With Magnet® and the Organization's Operating System to Achieve Clinical Excellence" *The Journal of Nursing Administration (JONA)* [Vol. 48, Number 3, March 2018, pp 160-167].
- **Publication:** Moreno, Janette V., Girard, Anita S., Foad, Wendy, "Capitalizing on an Existing Shared Governance Structure in Developing Leadership Succession Planning", *The Journal of Nursing Administration (JONA)* [Vol. 49, Number 4, April 2019, pp 193-200].
- **Presentation:** Girard, Anita, "The Power of Nurses - Serving, Solving, and Advocating for Health Care", 7/23/24, National Assoc. of Hispanic Nurses (NAHN), Plenary Speaker with Power Point Presentation.
- **Presentation:** Girard, Anita, "CMSC Nursing Excellence", Power Point Presentation, 3/26/2021 pp1-23, Cedars Sinai.