

**Kelley Saindon**  
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**978-994-6149**

A successful transformative nurse leader with experience in executive leadership and management positions that encompass broad roles in a wide variety of settings across the healthcare continuum. Establishes and maintains effective relationships with all levels of the Medical Center personnel, customers, community partners, regional and national leaders. Experience in gathering, maintaining, and analyzing data for trending, monitoring, and presentation to support data driven decisions. As a cultural transformation leader, instrumental in building interprofessional integrated teams and optimizing care delivery applying expertise in clinical information, evidence-based practice, and technology innovation aligned with our VHA HRO journey.

**EDUCATION**

University of Massachusetts, Lowell MA

*Doctorate of Nursing Practice, May 2020*

*Scholarly Work: Move to Improve; A Pilot Project to Evaluate Restorative Mobility Interventions in Older Adult Veterans*

UNIVERSITY OF PHOENIX, Phoenix AZ

*Master of Science in Nursing, 2011*

RIVIER COLLEGE, Nashua NH

*Bachelors of Science in Nursing, 2005*

**CERTIFICATION/TRAINING**

Registered Nurse, Massachusetts Board of Registration in Nursing	2005, Current
License #RN264158	
License Practical Nurse, New Hampshire Board of Registration in Nursing	
License #PN013265-22	
	2004-2006
Nurse Executive Board Certification, ANCC	2022, Current
Board of Governors Exam, Fellow American College of Healthcare Executives	TBD
Hospice and Palliative Care Board Certification, ANCC	2011, Current
VHA Executive Leadership Academy	2017

VHA Healthcare Data Analytics Certification	2016
LEAN Six Sigma Training, Yellow Belt / Green Belt	2017 / 2021
Healthcare Leadership Development Program (HCLDP)	2022
Nurse in Washington Internship (NIWI) Graduate	2022

**RELEVANT CLINICAL EXPERIENCE**

**VA White River Junction Healthcare System** 9/2022-present  
**163 Veterans Drive, White River Junction, VT 05001**

Associate Hospital Director for Patient Care Services

Healthcare administrator and the top executive within nursing and is a key member of the senior executive leadership team of the organization, involved in strategic planning, organizational assessment, and program development. Responsible for establishing standards of nursing practice and ensuring the continuous and timely availability of quality nursing services. Catalyst for the integration and collaboration of nursing with other professional disciplines and functional areas in the mutual achievement of patient-centered and organizational goals. Champions a High Reliability Organization (HRO) with a culture of safety founded on a systems approach to developing evidence-based health care solutions based on prevention, not punishment, with collective mindfulness. White River Junction VA HCS is a highly affiliated academic HCS with a robust research portfolio. WRJ HCS covers the entire state of Vermont plus four contiguous counties of New Hampshire, is a Level 2 facility with intermediate level surgical complexity, with services including Medical/Surgical inpatient and outpatient care, Critical Care, Emergency Department, Primary Care, and seven community-based outpatient clinics (CBOC). There is a large outpatient and inpatient Mental Health population, with admissions that include medical co-morbidities. Home-Based Primary nursing care is also provided. Oversight and management over Sterile Processing Services, Chaplain Service, and Social Work. Participates with leaders from the Executive Leadership Team, management, medical staff, clinical areas, and administrative areas in strategic planning and decision-making processes. Executive sponsor for Whole Health and HRO.

**VA Bedford Healthcare System,** 6/2001-9/2022  
**200 Springs Rd. Bedford MA 01730**

Bedford Geriatric and Extended Care Service Line Manager, Nurse V 3/2021-9/2022

Responsibility for operations and management of GEC across the Bedford Healthcare enterprise. GEC services include one of the largest CLCs in the nation; 240 beds, Home Based Primary Care, Outpatient Neurocognitive Clinic, Geriatric Evaluation, and Community Nurse Home. Robust academic programs within GEC to include a GEC and CLC site director coordinating clinical placement and didactic content for approximately 200+ trainees. Leading a Veteran Centered continuum of geriatric services across the enterprise, using research and

innovation to implement strong clinical practice for optimal patient care outcomes. Collaboration and oversight of operations with both the Medical Director and Associate Chief Nurse of GEC. Responsible to tracking and benchmarking quality of care outcomes to optimize performance. Maintains regulatory compliance with governing bodies.

HRO Facility Champion

Integrated Ethics, Facility IPOC

Workforce Cultural Transformation, Facility Lead

Governance Leadership; Healthcare Operations Committee, Co-Chairperson

Acting Associate Director for Patient Care and Nursing Services

1/2022-7/2022

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American Nurses Association; Nurse Staffing Task Force

2022

VISN 1 GEC (Geriatric & Extended Care) Program Director, Acting Role

3/2020-3/2021

**VA New England Healthcare System  
200 Springs Rd. Bedford MA 01730**

Regional responsibility for operations and management of VA's spectrum of Geriatrics & Extended Care services across six states, providing care to our nation's Veterans with complex, chronic disabling diseases. GEC advances quality care for aging and chronically ill veterans by

providing policy direction for the development, coordination, and integration of geriatrics and long-term care clinical programs. Geriatrics and Extended Care's manages Community-Based Long-Term Care, Nursing Home Care, Geriatric Primary Care, and provides a wide array of Home Care Services.

A member of the COVID19 Clinical workgroup, involved in regional response to the COVID19 pandemic in GEC programs. Coordinating urgent care for COVID19 positive Veterans across VISN1 in need of care to include care coordination of GEC Veterans through the VHA 4<sup>th</sup> Mission Assignment. Providing subject matter expertise to contracted nursing homes and State Veteran Homes for optimal clinical outcomes during pandemic.

2020 Lead VISN 1 Strategic Initiative Ensuring High Performing CLC

2020 VISN 1 COVID19 Clinical Workgroup, Member

2019 VISN1 Strategic Initiative Ensuring High Performing CLC, Member

2019 VISN 1 Survey Readiness Taskforce, Member

Deputy Nurse Executive

2019-2021

Responsible for the 24-7 and operational oversight and management of practice and patient care delivery 13 inpatient units and 500+ staff, to include 30 direct reports within Patient Care Services. As a nurse leader within the Veterans healthcare system, committed to improve the quality of Veteran-Centered care for our nations heroes. A proponent for growth and innovation, an effective change agent to improve processes and implement evidenced-based nursing practice. As a transformative leader, embodies the values of VHA, committed to the mission and vision, and dedicated to the VHA goal to be the best employer and Veterans choice for healthcare.

Direct management and oversight for one of the nation's largest Community Living Center (CLC) implementing and coordinating scientifically based specialized geriatric care optimizing the health, independence, and well-being of CLC Veterans. Specialized services at Bedford VAMC include inpatient and outpatient palliative care, dedicated hospice unit, short stay rehab and skilled nursing, respite program, long-term nursing home level units, short stay gero-psych unit, and several memory impairment neighborhoods. Balancing Veterans preferences with optimal care coordination across the geriatric continuum of care, supporting optimal care clinical outcomes.

Governance Leadership; Healthcare Operations Committee, Co-Chairperson

FY2019 and FY2020 Lead Strategic Initiative; Ensuring High Performing CLC

Integrated Ethics, Facility IPOC

Workforce Cultural Transformation, Facility Lead

No Veteran Dies Alone (NVDA) Coordinator

- Supervision of 35+ volunteer staff; coordination for both social visits and end of life vigil across 11 inpatient units.

Associate Chief Nurse for Patient Care Services, GEC/Acute MH Nurse IV  
2019

2017-

Director of Clinical Services for the Community Living Center; 11 inpatient units; 3 short stay units; 350+ staff, 240 bed program. Executes leadership that is characterized by substantial and continuous responsibility and accountability for population groups and integrated programs across service lines. Operational management and oversight for Specialty Nursing work units to include Minimum Data Set (MDS), Informatics, Wound Care Management, Safe Patient Handling, Restorative Program, Resource Nurse Program, and Case Management and Flow. Regulatory preparedness; LTCI, Joint Commission, OIG, CARF experience.

2018 Lead Strategic Initiative; Veteran Experience; Implementation of No-Pass Zone

2017 Lead Strategic Initiative; Veteran Experience; Parking Enhancement

Nurse Manager, David James Hospice Unit

2015-2017

As the Nurse Manager of this dedicated hospice inpatient CLC unit, this position is responsible for coordinating the clinical services provided to hospice patients and policies. Bed capacity is 14. Staff supervision of 28 staff members. Interprofessional collaboration of medical, nursing, and clinical partners. Provides leadership and management of identified IDT to assure that clinical care is provided according to policies and procedures, following state and federal regulations. Ultimate outcome of dignified and comfortable death for our Nations heroes.

Hospice and Palliative Care Chairperson

Acting Patient Safety Manager

2015-2017

Using nursing process and practice principles, the PSM provides oversight, coordination, implementation, and evaluation of all facets of the patient safety program and activities within the Bedford VA Health Care System. Promotes a culture of safety within the system and partners with clinical and operational support staff to assure that patient safety goals are met in a safe environment and that patient safety processes are developed, implemented and improved. RCA, HFMEA, RPIW, Lean Six Sigma leader. Instilling and laying foundation for a successful implementation of Just Culture to promote increased psychological safety.

Acting Medical Staff Credentialing Coordinator

2014-2016

Responsibility of the timely and accurate credentialing and privileging of the medical staff, including both licensed independent and dependent practitioners. This includes the credentialing and privileging for appointment and reappointment for all licensed independent

practitioners - physicians, dentists, podiatrists, physician assistants, (Full-time, part-time, consulting and attending, fee basis, without compensation and contract), as well as the credentialing of dependent providers (RNs, Psychologists, Social Workers, etc.). An expert on the health care system's Medical Staff (MS) processes and advises the Chief of Quality & Safety, the Chief of Staff, and the medical center Director on clinical regulatory issues regarding credentials/privileging, adverse provider actions, and impaired provider program/actions. Assuring the delivery of safe, effective, high quality Veteran centered care. Managing and coordinating/completing tasks associated with the health care system's protected provider peer review and risk management programs, including coordination of pending tort claims, including participation on the health care system Professional Standards Boards (PSB).

BCMA/BCE Coordinator, Nursing Service 2013-2015

The BCMA Coordinator is responsible for developing and implementing processes to improve the safety, efficacy, and efficiency of medication management processes associated with BCMA. A lead supporting resource for BCMA in a patient care area. Coordinator serves as a liaison between administration, clinical staff, and IT regarding BCMA medication management process.

Nurse Pharmacy Committee Chairperson

Registered Nurse 2005-2013

Coordinates clinical services to patients/families. Coordinates and participates in the IDT. Develops the Plan of Care with the IDT and evaluates its effectiveness. Provides training and coaching to IDT members. Implements EBP to achieve optimal patient care outcomes. Urgent Care, Charge Nurse. Short Stay Rehab, Charge Nurse. Long Term Care Unit, Charge Nurse.

License Practical Nurse/Team Leader, Float Pool 2004-2005

Responsible for observing, recording and reporting changes in the patient's condition, as well as assisting in the implementation of the patient-driven holistic care plan for life. A member of the clinical care team who demonstrates active collaboration and communication

Nursing Assistant, Unit 62C/D 2001-2004

Providing direct patient care in a Veteran-Centered approach, implementing the Hatch Model of Care Delivery. Treatment of patients on the wards/specialty care areas and assisting with activities of daily living (ADLs), preventing falls and maintaining safe environment for Veterans.

**University of Massachusetts Boston (UMB),** 2014-2017  
**100 William T. Morrissey Blvd. Boston, MA 02125**

Adjunct Faculty; Fundamentals, Capstone, Lab Instruction

- Provide both didactic and clinical education for undergraduate nursing students in Public Health, Fundamentals, and Community-Oriented Nursing.

**Middlesex Community College,  
591 Springs Road, Bedford, MA 01730  
33 Kearney Square, Lowell, MA 01852**

2015-present

*Adjunct Faculty; Fundamentals, Mental Health, Lab Instruction*

- Provide clinical and lab education for undergraduate nursing students in Mental Health and Adult Care.

### **PUBLICATION/PRESNTATIONS**

**Saindon**, Kelly DNP, RN, CHPN; Berlowitz, Dan R. MD, MPH Update on Pressure Injuries: A Review of the Literature, *Advances in Skin & Wound Care*: August 2020 - Volume 33 - Issue 8 - p 403-409 doi: 10.1097/01.ASW.0000668552.48758.1c

**Saindon**, Kelley DNP, RN, CHPN; Berlowitz, Dan MD, MPH, Chair The 2020 Update on Pressure Injuries: A Review of the Literature, *Advances in Skin & Wound Care*: January 2022 - Volume 35 - Issue 1 - p 14-20 doi: 10.1097/01.ASW.0000800200.98475.87

Saindon K, Nguyen TD, Berlowitz DR. The 2021 Update on Pressure Injuries: A Review of the Literature. *Adv Skin Wound Care*. 2022 Aug 1;35(8):422-428. doi: 10.1097/01.ASW.0000834588.32255.0d. PMID: 35856612.

Berlowitz D, Forget JG, Saindon K. The 2022 Update on Pressure Injuries: A Review of the Literature. *Adv Skin Wound Care*. 2023 Sep 1;36(9):463-469. doi: 10.1097/ASW.000000000000025. PMID: 37603315.

NOVA Annual Meeting, 2019

Move to Improve Concept for Restorative Nursing, Saindon, Veloso, et.al.

Ensuring High Performing CLC, Saindon & Clifford, et.al.

Integrated Ethics Leadership Council, Annual Summit, 2019

Ethical Legal Responsibilities, Saindon & Link

NOVA Annual Meeting, 2020

CLC Telemonitoring; Saindon & Lopez

Virtual No Veteran Dies Alone, Saindon, Veloso, Harkins, Bruno, Honnors, Deehas

Move to Improve, A Mobility Intervention for Older Adult, Saindon

**AWARDS/HONORS**

Network Director ICARE recipient	2017
VISN 1 Nurse Manager Annual Symposium Planning Committee	
Network Director ICARE recipient	2019
Ensuring High Performing CLC; VISN 1 Preparedness Team	
Network Director ICARE recipient	2020
VISN 1 Ensuring High Performing CLC Strategic Initiative Lead	
Executive in Charge Certificate of Appreciation	2020
VISN1 Clinical Workgroup membership and contributions	
Network Director ICARE recipient	2021
Leading the VISN 1 GEC Program during pandemic response	

**PROFESSIONAL MEMBERSHIP**

Sigma Theta Tau National Nursing Honor Society, Member # 991322	2012, current
Omicron Delta Chapter, 362	
Eta Omega Chapter, 190	
National Society of Leadership and Success, Member	
American College of Healthcare Executives (ACHE), Member # 1357571	
American Organization for Nursing Leadership (AONL)	
American Nurses Association (ANA)	
Nurses Organization for VA Nurses (NOVA), Chapter 224 President	2018-present
Nurses Organization for VA Nurses (NOVA), National Board Director	2021-present
Nurses Organization for VA Nurses (NOVA), Co-Chair Legislative Committee	2021-present
Nurses Organization for VA Nurses (NOVA), History Committee Member	2021-present
Hospice and Palliative Care Nurses Association (HPNA)	