

# Dana Fox, DNP, RN, NEA-BC, CNOR, CSSM, CNAMB

Jacksonville, FL | (800) 991-5187 | [info@greatresumesfast.com](mailto:info@greatresumesfast.com)

## HEALTHCARE ADMINISTRATION – CHIEF NURSING OFFICER

*Elevating nursing excellence through strategic leadership, clinical insight, and culture.*

**25+ years advancing nursing operations, staff engagement, and patient outcomes across large academic, Level 1 trauma, and Magnet-recognized facilities. Leads enterprise initiatives that align clinical excellence with organizational goals, expand access, and cultivate the next generation of nursing leaders.**

- **Transformational leader who builds high-performing teams** and strengthens culture across surgical and inpatient environments.
- **Increased OR prime-time utilization from 48% to 68%**, improving patient flow and reducing overtime and weekend staff costs.
- **Delivered \$2.5M in additional revenue** by improving charge capture and reengineering perioperative business operations.
- **Boosted staff engagement scores to 90% participation** through shared governance, recognition programs, and mentorship.

**Expertise:** Strategic Nursing Leadership | Workforce Development | Succession Planning | Nursing Operations Oversight | Magnet Designation & Readiness | Perioperative & Procedural Leadership | Inpatient & Ambulatory Care Integration | Quality & Patient Safety Improvement | Employee Engagement & Culture Building | Financial Stewardship & Budget Oversight | Performance Metrics & KPI Optimization | Committee Leadership | Executive Collaboration | Board Partnership | Health Equity & Access | Epic & Strata

## Professional Experience

### Jacksonville Children's Hospital | Jacksonville, FL | 2023 – Present Vice President (VP) | Associate Chief Nursing Officer (A-CNO)

Provide executive oversight at nationally ranked 496-bed Magnet Facility, directly managing 8 senior leaders and indirectly overseeing 500+ clinical staff and multimillion-dollar budgets across inpatient, outpatient, surgical, procedural, and ambulatory areas. Serve as interim CNO with expanded responsibility covering all nursing operations across inpatient units, outpatient services, and 10 regional clinics. Strengthen nursing pipelines by partnering with high schools and colleges on new graduate programs. Streamline Epic system functionality, improving dashboards, scheduling accuracy, block management, and supply chain efficiency.

- **Led strategic planning for major expansions:** new Surgery Center and Level 1 trauma hospital, overseeing resource planning, workforce strategy, and regulatory compliance with labor laws.
- Improved OR utilization from **48% to 65%**, reduced OR turnover times (**90 to 40** minutes main campus, **23** minutes ambulatory), grew surgical volumes **9.2%**, increased ortho-spine volume **20%**, and reduced unscheduled surgical case minutes by **68%**.
- Elevated First Case On-Time starts to **60%**, reduced healthcare-associated infections (CLABSI, SSIs, SSCs), and increased Family Patient Experience Scores (FES) to **90.1%**.
- Developed **2025 Nursing Strategic Plan**, focusing on leadership succession, workforce sustainability, and robust biannual training for new graduate nurses into specialty units.
- Developed and led biannual training program **to prepare new nursing graduates for high-acuity specialties**—including neurosurgery, ICU, GI, ED, and nursing education—while mentoring emerging nurse leaders on career pathways from bedside to executive roles **to strengthen workforce stability and mobility**.
- Spearheaded implementation of **AI-driven predictive analytics** to optimize perioperative scheduling, operational forecast, and virtual nursing pilot programs for expansion.
- Key decision-maker on **5** committees, including Nursing Strategic Committee, Perioperative Executive Council, Quality & Safety Committee, Value Analysis Committee, and Capital Steering Committee, driving policy and resource allocation.
- Presented at CHA and AORN conferences on perioperative and operational best practices; **recognized for transformative leadership and patient-centered advocacy**.

### All Children's Hospitals, University of Jacksonville | Jacksonville, FL | 2021 – 2023 Executive Director – Perioperative Services, 2022 – 2023

Led perioperative operations for 3 campuses—academic, trauma, and ambulatory—with oversight of ORs, Pre-Op, PACU, Endoscopy, Cath Lab, Clinics, and SPD. Managed budgets up to \$181M and capital projects up to \$15M. Directed cross-site surgical operations. Unified governance across all 3 sites; served on Executive Leadership, Patient Experience, Value Analysis, and Campus Steering Committees. Stabilized staffing through Peri-Op 101 and simulation lab programs for increased clinical readiness and nurse retention.

**Executive Director – Perioperative Services, 2022 – 2023 (continued):**

- Maintained first-case on-time starts below CHA benchmarks and increased OR utilization by **30%**.
- Drove **\$3.5M** revenue gain by improving charge capture timelines by **10%** at the Level 1 trauma center.
- Led ERAS rollout across **4** service lines and reduced orthopedic SSIs through protocol compliance and quality initiatives.
- Increased patient satisfaction scores above **90%** across all **3** campuses; sustained top-tier employee engagement gains (**3.34 to 3.67** at Mission Bay and **3.50 to 3.95** at Walnut Creek).
- Expanded surgical volume by **15%** and added new ortho, ENT, plastics, and urology service lines.

**Unit Director – Pediatric Surgical Services, 2021 – 2022**

Oversaw daily operations and clinical outcomes for 12 pediatric ORs across high-acuity specialties, including cardiac, ortho, neuro, and robotics. Managed \$181M revenue budget, \$27M in expenses, and \$2.4M in capital investments. Drove workforce engagement through shared governance (UPC), Gallup-based action plans, and peer-led recognition initiatives. Represented perioperative nursing on hospital-wide committees, supporting alignment with UCSF's True North strategic pillars.

- **Ranked Top 5 nationally** in surgical KPIs by the Children's Hospital Association (CHA), including FCOTs and turnover time.
- **Accelerated OR efficiency** through standardized workflows and cross-bay collaboration, aligning KPIs to CHA benchmarks.
- **Improved patient experience and SSI rates** through Back-to-Basics training and evidence-based care per AORN guidelines.
- **Reduced surgical supply waste** by leading biannual surgical pack reviews.
- Streamlined implant vendors by over **50%**, improving pricing and standardization.
- Managed and developed **10+ direct reports**, advancing staff through clinical laddering, scrub tech promotion, and coaching.

**Millers Children & Women's Hospital Memorial Care & Jacksonville Beach Memorial Care | Jacksonville, FL | 2014 – 2020  
OR Clinical Manager**

Advanced perioperative services across adult, pediatric, and women's hospitals—spanning multiple ORs, including MOR, CVOR, and Children's Surgery. Accountable for daily operations, KPIs, staff development, and budget performance across Pre-Op, OR, PACU, and SPD. Drove KPIs, including first-case on-time starts (FCOTs), turnover times, and OR efficiency. Oversaw workforce of 200+ FTEs, building internal pipeline through Peri-Op 101 training, mentorship, and shared governance models. Managed multimillion-dollar annual budgets and ensured compliance with regulatory standards (TJC, state/local agencies).

- **Designed and led enterprise-wide OR Care Model Redesign using Lean methodology**—streamlined full surgical continuum from scheduling through discharge, improving patient, staff, and surgeon satisfaction.
- Contributed to CNOR Strong designation for **5 consecutive years**.
- Reduced waste and improved cost efficiency by reviewing and standardizing surgical packs and consolidating implant vendors by over **50%**.
- Increased employee engagement scores from **3.6 to 4.3** through recognition programs and structured development initiatives.
- Achieved **90%+** participation in engagement surveys, coordinating directly with labor relations to align with union policies.

**Additional Experience**

**OR Manager** | Jacksonville Medical Center | Jacksonville, FL  
**Assistant Director** | Marina Hospital | Jacksonville, FL  
**Lead/Charge/Cardiothoracic Staff Nurse** | Tampa Memorial Medical Center | Tampa, FL  
**Adjunct Professor** | University of South Florida | Tampa, FL

**Education & Certifications**

**DNP**, Walden University  
**Master of Science, Nursing**, Walden University  
**Bachelor of Science, Nursing**, University of South Florida  
**Associate's Degree, Registered Nurse (RN)**, Hillsborough Community College

RN License #623189 | NEA-BC #1921067355 | CNOR #1894523 | CSSM #791401 | CNAMB  
 HACCP Certification 1050702 | ACLS | PALS | BCLS

**Affiliations & Memberships**

**Member, ACHE ID #1377817 | Member, NAHN | Member, HACCP | Member, ANA | Member, AORN**