

# Elizabeth (Liz) Anne McNamara MN, RN

## Summary

Dynamic, data driven leader with over 30 years of healthcare experience, clinical, and executive leadership. Areas of experience span organizational development with supply chain and growth oversight, critical care, behavioral health, transitions of care, and outpatient and inpatient services. Known as a collaborative and insightful leader with the ability to develop interdisciplinary programs and teams to effectively advance initiatives and achieve organizational goals.

## Select Experience

### AmpleUp.Co

2024-Current

Founding member of coaching and consulting business. Currently certified with Seattle coach and active member of the International Coaching Federation. Offering one on one coaching for all levels of leaders as well as team coaching, building and leadership development.

### American Society of Nephrology

2024-current

Active member of the Excellence in Patient Care Division. Currently part time ( 50%) consultant role, serving as a key leader in several projects with opportunity to expand.

- Co Chair if Emerging Threats steering committee
- Co-chair of subcommittee working with The Center for Disease Control to provide real time and practical guidance for caring for kidney disease patients with multi drug resistance organism.
- Member of leadership in times of crisis. Assist in developing module and evaluating expansion.

### Chief Administrative Officer for Northwest Kidney Centers (NKC)

2022-2023

Expanded Role to include all previous functions as listed below with the addition of Supply Chain, Certificate of Need, and Building and Growth. Key Executive Board Member for Northwest Satellite Kidney Care, the Joint Venture between NKC and Satellite Health Care.

- Led certificate of need for new growth and expansion of existing facilities, coordinating with architects and builders
- Oversight of vendor contracts
- Created new patient placement and admissions department improving the

- process admitting of admissions to NKC.
- Co-Chair of Association of Nephrologists (ASN) Covid and Current and Emerging Threats National work group.
- Led effort to move to patient reported race and ethnicity to enhance the data collection to help achieve equity across all programs at NKC

## **Chief Nursing Officer (CNO) and Vice President of Patient Care Services, Northwest Kidney Centers**

**2018-2022**

Reports to the CEO of the 10th largest dialysis organization in the country leading organizational and clinical modernization. Northwest Kidney Centers (NKC) has over 1800 patients and performs over 700 dialysis treatments per day. Key member of the Executive Leadership team. Direct oversight of 20 outpatient dialysis clinics, home dialysis programs, and acute care hospital services dialysis. Responsible for approximately 400 FTEs including RN's, dialysis techs and technical services staff. Responsible for all operational programs; in-center hemodialysis, peritoneal dialysis, the home hemodialysis program, renal supportive care, quality and safety, infection prevention and control, and clinical education.

### *Achievements*

- Executive Member of the NKC Board of Trustees' Quality and Safety Committee and NKC Operations Committee. The Operations Committee is the governing body of the organization.
- Led the organizational response to the COVID 19 pandemic, including staffing, education, and the creation of both local and national policies to ensure patients were cared for in the outpatient arena.
- Key member and eventual co-chair of the ASN COVID 19 task force, which oversee subgroups in nephrology and led to multiple webinars, education tool kits and advocacy for people living with kidney disease.
- Executive sponsor of NKC participating in the Washington State Hospitalization health equity collaborative.
- Led design and implementation of a new model of care within NKC. Transitioning to primary care nurse model enabling RN's to practice at the top of scope, incorporate care management into the role of the nurse while having nurses perform high quality assessments and oversee monthly medication adjustments.
- Executive Sponsor of a new Electronic Management Record (EMR) Clarity to replace a 23-year-old system across all levels of the organization starting in June 2020.
- Led the agreement to have routine surveys at each clinic partnering with a CMS deemed status organizations.
- Assumed oversight of the Palliative Care team and brought team into clinical leadership thus raising awareness and increasing patient referrals.
- Developed the role of Patient Safety and Quality Officer and supported the initiation of a patient safety committee.

- Assumed oversight of Acute Care Hospital Services which provided dialysis to 8 area hospitals. Growing the hospital services leadership team has brought the division into financial alignment.
- Instituted an expectation of data driven practices; from monthly auditing of key quality metrics to making this data visible to staff and patients.
- Initiated partnership with the Institute for Healthcare Improvement's What Matters to You campaign. NKC had 100% participation across the outpatient units.
- Key member of the Quality and Safety team leading efforts to create a Quality and Safety dashboard.
- Executive sponsor of the NKC Products Committee, which makes decisions on key purchases for supply chain directly impacting each of our units/clinical staff.

#### Assistant Administrator for Patient Care Services

2012-2018

Reported to the Chief Nursing Officer of a 413 level one trauma center for a 5-state region and safety net hospital for King County. Crucial member of the Patient Care Services Administrative Team. Direct oversight of 66 beds of inpatient psychiatry, 10 bed psychiatric emergency services and 24 bed inpatient rehabilitation unit. Responsible for 244 FTE's, and 60 million dollars of annual patient charges. Direct oversight of operational programs including Clinical Documentation, Utilization Management, Care Management, Infection Control, Involuntary Treatment, and Hemodialysis. Oversees and manages contracts for programmatic services.

#### *Achievements*

- Established operational changes to successfully meet The Joint Commissions Hospital based Inpatient Psychiatric Metrics (HBIPS). Current results have all measures greater than 90% which also contributes to the organizations CMS pay for reporting metrics.
- Successfully led both IP Psychiatry and IP Rehabilitation through both CARF and TJC certification surveys in 2014 and 2017.
- Creation of patient family centered focus within IP psychiatry including patient communication boards and patient satisfaction surveys. Focus on nursing communication has led to a 10% increase over a 3-year period.
- Co-leader of departmental quality improvement committees reviewing adverse events and coordinating response and plan of correction.
- Key leader in creation of HMC Bed Readiness program. This program partners HMC with 3 local Skilled Nursing Facilities (SNF) in order to have beds available for patients' no longer needing inpatient hospitalization.

- From April to October 2017, the program has placed over 52 patients with 2,806 hospital bed days saved and a cost avoidance of \$1,719,467. For the same time period, length of stay (LOS) for SNF discharges decreased from 18 to 14.5 days and the observed to expected LOS ratio decreased from 1.20 to 1.08. All-cause readmission rates for SNF discharges decreased from 11.7% to 7.6%. The average number of patients awaiting community placement declined from 52 to 30.
- Leadership oversight of continuity of care/ care management program. Bi-weekly leadership of complex care team meetings including coordinating with outpatient care managers and partnering with community partners. HMC transition on average 16,000 patients annually. HCAPs data for discharge communication went from the 62nd percentile ranking (pr) in 2012 to the 90<sup>th</sup> pr in 2017. Transitions of care metrics went from the 65<sup>th</sup> pr to the 78<sup>th</sup> over the same time period.
- Establishment of Harborview monthly Utilization Management Committee with sub committees of psychiatry and rehabilitation.
- Current lead UW medicine system Utilization Committee for gap analysis in order to create standardization across all 4 entities of UW medicine. Directly reporting to UW medicine executive leadership.
- Executive sponsor of HMC product evaluation and safety committee and UW medicine system value analysis team. Responsible for supply chain management and assessing products for both fiscal savings and high quality.
- Oversight of the HMC-NKC partnership including clinical and contractual oversight, creation of standardization of education and clinical care.
- Creation of an observation space for patients requiring emergent dialysis avoiding an inpatient admission.
- Executive sponsor of HMC interdisciplinary hemodialysis committee with members spanning inpatient, outpatient, emergency department and our Northwest Kidney Center partners.
- Co-creator of nephrology dashboard including surveillance tracking of hemodialysis catheters blood stream infections and vascular access metrics. Data reflects zero dialysis line related blood stream infections for 2 years: July 2015 through July 2017.
- Co-lead of Introduction to Just Culture. After completing advanced just Culture course, created an eight hour Just Culture Session reaching over 150 leaders within the last year.
- Key member of Coach-it Forward Program. A program where leaders engage in didactic coaching education and are partnered with an upcoming leader in order to mentor and advance leadership to help meet the organizational goals.
- Development of local leadership development skills labs to enhance leaders' ability to meet the goals of the organization including patient experience, quality, fiscal, and employer of choice. Nursing communication has improved from the 18<sup>th</sup> percentile ranking in 2012 to the 48<sup>th</sup> percentile ranking in 2017.
- Represents HMC as a key stake holder in a variety of King County meetings for the care and evaluation of Involuntary Treatment Patient.

## Clinical Operations Manager for Infection Control

2007-2012

Reported to the Chief Nursing Officer. Strong partnership with Medical Director of Infection Control. Operational Responsibilities for prevention of device related infections; hospital acquired infections, response to novel viruses and lead in Washington State as the disaster control hospital.

### *Achievements*

- Represented HMC at the Washington State Hospital Association (WSHA) Safe Table meetings and on multi-hospital city wide Vascular Access.
- Establishing of UW medicine infection control committee to create policy and practice standardization across all 4 UW Medicine entities as well ambulatory areas and 12 UW Medicine neighborhood clinics.
- Key role in state and UW Medicine response to 2009 novel influenza H1N1. This response resulted in standardized equipment, use of personal protective equipment, and testing guidelines, across the entire inpatient and ambulatory settings of UW Medicine.
- Standardized education and training requirements for both insertion and maintenance of central venous catheters across UW medicine resulting in 30% reduction in central line utilization and 70% reduction in central line.
- Key operational lead in Infection control initiatives which led to a reduction in MRSA acquisition MRSA acquisition rates for HMC went from 2.37 per 1,000 patient days or 331 cases in 2007 to 0.69 per 1,000 patient days or 92 cases in 2017.

## Additional Professional Experience

### *Critical Care Clinical Nurse Educator* with a Medical ICU specialty

Harborview Medical Center

2007-2010

### *Assistant Nurse Manager Medical Intensive Care Unit*

Harborview Medical Center

1999-007

### *Staff Registered Nurse (RN), Medical Intensive Care Unit*

Harborview Medical Center

1992-1999

### *Clinical Research Nurse*

Puget Sound Blood Center

1996-1997

### *Staff Registered Nurse/Assistant Nurse Manager*

University of Washington Medical Center

1987-1992

## Education

### **Master of Nursing**

Completion of Nurse Educator Specialist  
Program University of Washington  
2008

### **Bachelor of Science in Nursing**

Graduated Cum Laude University  
University of Portland  
1987

## Professional Memberships, Community Affiliations

- National Renal Administrators Association (NRAA), Current
- Member University of Washington's Clinical & Community Advisory Board, 2020 - 2023
- Executive Director of Ensemble Ballet Theatre 2019-2023
- Volunteer, Reading Partners. Madrona Elementary, 2018-2019
- RN Licensure for Washington State, #RN00092527, Current
- Northwest Organization of Nurse Executives (NWONE), Current
- Member Americas Essential Hospitals
- Graduate Americas Essential Hospitals Executive Woman's Leadership
- President of the Board of Ensemble Ballet Theatre 2013-2017
- American Association of Critical Nurses (AACN)member 1992-2018
- Advanced Cardiac Life Support (ACLS) provider
- ONS member, 1988-1992

# Addendum

## Awards

- Harborview Medical Center, Employee of the Month 2016
- Transformational Pioneer Award from the Northwest Organization of Nurse Executives, 2012
- NAPH Safety Net Award Honorable Mention for “Multifaceted approach to decreasing central line-associated bloodstream infections across UW Medicine health system.”, 2011
- Qualis Health 2010 Award of Excellence for “Safe in our hands: A multifaceted approach to improving hand hygiene associated with reduction in hospital-acquired MRSA”
- Mountain West Region winner in mentoring, sponsored by Nursing Spectrum, 2005
- University of Washington Nurse Excellence Award, 1990
- Recipient of Helen Fuld Fellowship. As nursing student, traveled to Budapest Hungary to attend the International Oncology Congress, 1986

## Press, Speaking, Presentations

- Interviewed by Reed Abelson. “Dialysis Patients Face Close-Up Risk from Coronavirus.” The New York Times. (04/11/2020) <https://www.nytimes.com/2020/04/11/health/dialysis-risk-coronavirus.htm>
- Presenter for ASN Webinar. "COVID-19 Informational Webinar for Providers of Dialysis Services." (Recorded 3/11/2020). American Society of Nephrology. <https://www.asn-online.org/ntds/>
- Speaker. Podcast hosted by Beth Ulrich, “Caring for Nephrology Patients and Staff During the COVID-19 Pandemic: Experiences of the Northwest Kidney Centers.” *Nephrology Nursing Journal* (4/11/2020) <https://www.spreaker.com/show/nnj.extra>
- Interview by Shelby Livingston, *Modern Healthcare*. “Dialysis Centers Face Significant Challenges in Protecting Patients from COVID-19.” M(03/26/2020) [www.modernhealthcare.com/patient-care/dialysis-centers-face-significant-challenges-protecting-patients-covid-19](http://www.modernhealthcare.com/patient-care/dialysis-centers-face-significant-challenges-protecting-patients-covid-19)
- Expert Participant: The Rogosin Institute’s Roundtable on “The Future of Nephrology Nursing,” New York, NY (12/06/2019)
- Expert Panelist: “What’s Next in the Field of Nursing?” discussion moderated by Dean Casey Shillam, University of Portland’s School of Nursing. Seattle, WA (6/12/2019)
- Presenter. Washington State Hospital Association’s (WSHA), *CNO and Quality Leader Learning Collaborative*, “Just Culture” with Darcy Jaffee MB, ARNP. Portland, OR (6/04/2019)
- Poster Presentation “Racial Disparities in Seclusion and Restraint Use: Are We Closer to Parity?”, Vizient 2017
- Presentation: “Are our Patients Sicker?”, An interdisciplinary approach to enhance the clinical

documentation program, University Health System Consortium 2015

- Presentation: "Multi-faceted Approach to the Prevention and Management of Ventilator-Associated Pneumonia", University Health System Consortium Web Conference 2012
- "Multi-faceted Approach to VAP: Prevention, Diagnosis, Management", University Health System Consortium, 2011 Quality and Safety Fall Forum
- Co-Chair, HMC Annual Infection Control Symposium, 2010-2011
- Presentation: 'Generational Mentoring,' Mountain to Sound Symposium, October 2008
- Book Review Co-Author: 'Respiratory Care' with Caia Frances, Respiratory Care Journal, May 2007
- Investigator in unit-based pilot study looking at impact of nurse presentation on interdisciplinary care rounds in the Intensive Care Unit
- Presentation: 'Improving End of Life Care for the ICU and Acute care Patients,' Puget Sound Chapter of AACN Symposium, September 20\
- Co-Presenter of 'Don't Shoot the Messenger: Does Interdisciplinary communication really matter?' Advanced ICU Day, Harborview Medical Center, December 2005
- Staff Nurse representative at Robert Woods Johnson site visit for Integrating palliative and critical care
- Local Champion for Robert Woods Johnson Grant project to integrate palliative and critical care
- Lecturer for Harborview ICU Consortium; 'Care of the GI Bleed patient including Minnesota tubes and DIC'
- Oncologic Emergencies Lecture for Harborview's Advanced Oncology Day, December 2004
- Participant in educational video for ARDS research study, summer 2002

## Publications

### Journal Articles, Peer-Reviewed

1. Watnick, S, McNamara E, "On the frontline of the COVID-19 Outbreak: Keeping Patients on Long-term Dialysis Safe." CJASN 2020:  
doi:<https://doi.org/10.2215/CJN03540320>
2. Rubenfeld GD, **McNamara E**, Rubinson L. The pulmonary catheter, 1967-2007: rest in peace? JAMA 2007;298:423-429.
3. **McNamara E**, Adams D, Dellit TH. Improving central venous catheter insertion documentation to facilitate electronic surveillance of bundle compliance. Am J Infect Control 2011;39:779-81.



4. Choudhuri J, Pergamit R, Chan JD, Schreuder A, **McNamara E**, Lynch JB, Dellit TH. An electronic catheter-associated urinary tract surveillance tool. *Infect Control Hosp Epidemiol* 2011;32:757-62.
5. Dellit TH, **McNamara E**, Lynch JB. Multifaceted approach to the prevention and management of ventilator-associated pneumonia. *Am J Med Qual* 2012;27:11S.
6. Chan JD, Dellit TH, Choudhuri JA, **McNamara E**, Melius EJ, Evans HL, Cuschieri J, Arbabi S, Lynch JB. Active surveillance cultures of methicillin-resistant *Staphylococcus aureus* (MRSA) as a tool to predict MRSA ventilator-associated pneumonia. *Critical Care Med* 2012;40:1437-1442.
7. Evans HL, **McNamara E**, Lynch JB, Chan JD, Taylor M, Dellit TH. Infection control for critically ill trauma patients: a systematic approach to prevention, detection and provider feedback. *Crit Care Nurs Q* 2012;35:241-6.
8. Dellit TH, Chan JD, Fulton C, Pergamit R, **McNamara EA**, Kim LJ, Ellenbogen RG, Lynch JB. Reduction in *Clostridium difficile* infections among neurosurgical patients associated with discontinuation of antimicrobial prophylaxis for the duration of external ventricular drain placement. *Infect Control Hosp Epidemiol* 2014;35:589-590.
9. Choudhuri JA, Chan JD, Hafermann MJ, Fulton C, Melius E, Schreuder AB, **McNamara E**, Pergamit RF, Lynch JB, Dellit TH. Shared hoppers: A novel risk factor for the transmission of *Clostridium difficile*. *Infect Control Hosp Epidemiol* 2014;35:1314-1316.
10. Zelikoff A, Dellit TH, Lynch JB, **McNamara EA**, Markarewicz V. Cleaning practices in the hospital setting: Are high touch surfaces in isolation and non-isolation patient rooms cleaned to the same standard? *Am J Infect Control* 2016;44:1399-1400.

## Abstracts, Posters

1. **McNamara E**, Minton-Foltz P, Dellit TH. Safe in our hands: A multifaceted approach to improving hand hygiene associated with reduction in hospital-acquired MRSA. 2010 Northwest Patient Safety Conference, May 2010.
2. **McNamara E**, Adams D, Dellit TH. Improving central venous catheter insertion documentation to facilitate electronic surveillance of bundle compliance. Society for Healthcare Epidemiology of America 2011 Conference.
3. **McNamara E**, Lynch JB, Dellit TH. Multifaceted Approach to the Prevention and Management of Ventilator-Associated Pneumonia. Oral Presentation at University HealthSystem Consortium 2011 Quality and Safety Fall Forum, September 2011.
4. Chan JD, Dellit TH, Choudhuri JA, **McNamara E**, Melius EJ, Evans HL, Cuschieri J, Arbabi S, Lynch JB. Active surveillance cultures of methicillin-resistant *Staphylococcus aureus* (MRSA) as a tool to predict MRSA ventilator associated pneumonia. Abstract at 49<sup>th</sup> Annual Meeting of the Infectious Diseases Society of America 2011.
5. Chan JD, Dellit TH, **McNamara E**, Lynch JB. The impact of an infection control ICU bundle on VAP pathogens. Abstract at 49<sup>th</sup> Annual Meeting of the Infectious Diseases Society of America 2011.
6. Lynch JB, Whimbey E, Mertens K, Maher K, Murphy E, **McNamara E**, Dellit TH.

High level influenza vaccination of healthcare workers using one-on-one education. ID Week 2012.

7. Choudhuri J, Pergamit R, Fulton C, Lynch JB, **McNamara E**, Melius E, Dellit TH. Enhanced surveillance and improved efficiency using an automated surveillance system for detection of nosocomial multidrug resistant organisms. ID Week 2012.

8. Choudhuri JA, **McNamara E**, Melius E, Fulton C, Lynch JB, Dellit TH. Outbreak of multi-drug resistant *Pseudomonas aeruginosa* in patients on an acute care burn unit. Seattle Nursing Research Consortium. January 2013.

9. Dellit TH, Chan JD, Fulton C, Pergamit RF, **McNamara EA**, Kim LJ, Ellenbogen RG, Lynch JB. Reduction in *Clostridium difficile* infections among neurosurgical patients through the discontinuation of antimicrobial prophylaxis for the duration that an external ventricular drain remains in place. ID Week 2013.

10. Choudhuri JA, Chan JD, Hafermann M, Fulton C, **McNamara EA**, Melius E, Schreuder AB, Pergamit RF, Lynch JB, Dellit TH. The Poop Snoops: Investigation of Hospital-Acquired *C. difficile* in a TSICU. ID Week 2013.

11. Hafermann MJ, Chan JD, Choudhuri JA, Frieze W, Fulton C, **McNamara EA**, Melius E, Schreuder AB, Pergamit RF, Lynch JB, Dellit TH. Peri-operative antibiotics: A risk factor for developing *Clostridium difficile* in the TSICU. Abstract at 43<sup>rd</sup> Critical Care Congress, Society of Critical Care Medicine 2013.