

**Dr. MICHELE ASHTON KANE**  
 PhD, MSN, FAAN, United States Nurse Corp retired  
 Huntsville, AL 35806  
 Mak0039@uah.edu

**EDUCATION HISTORY**

2018	University Major Degree	Naval War College, Newport, RI Naval Executive Leadership Course Leadership Certificate
2017	University Major Degree	The Joint Commission (In-residence) High Reliability Quality and Safety Fellowship, Chicago, IL High Reliability Principles Certificate
2017	University Major Degree	Naval Senior Executive Leadership Course, Monterey, CA Post graduate School Certificate leadership
2010	University Major Degree	Wharton School of Business, Philadelphia, PA  Johnson and Johnson Wharton School of Business Senior Nurse Executive Fellowship Certificate
2011	University Major Degree	Iowa Evidence Based Training Conference, Advance Practice Institute Promoting Adoption of Evidence Based Practice, University of Iowa, Iowa Evidence Based Practice (EBP) EBP Certificate
2011	University Major Degree	University North Carolina Attended the Evidence-Based Practice Conference and Mentor Training Session, 7-8 April 2011, conducted by Dr. B Melnyk and Dr. E. Fineout-Overholt EBP Certificate
2007	University Major Degree	Advanced Practice Institute: Promoting Adoption of Evidence-Based Practice Course, August 29-31, 2007, Tri-Service Nursing Research Program
2004-2008	University Major Degree	Uniformed Services University (USU), Bethesda, MD Nursing Doctor of Philosophy (PhD) Cytotoxic and Genotoxic Effects of Weapons Grade Tungsten Alloy Heavy Metals on L6 and C2C12 Muscle Cells (invitro).
2005	University Major Degree	Georgetown University, National Institute of Health and National Institute of Nursing Research Summer Genetics Institute Bethesda, MD Nursing Advanced certificate in the area of molecular genetics in research, health and society.
1998-1999	University Major Degree	George Mason University, Fairfax VA Nursing Health Care Administration Master of Science in Nursing (MSN)
1999	University Major Degree	Oxford University, School of Hertford, United Kingdom Master scholars study abroad Non-awarded
1992	University Major Degree	Officer Indoctrination School, Newport, RI Leadership Officer Commissioning
1990-1992	University Major Degree	Auburn University, Auburn, AL Nursing Bachelor of Science in Nursing (BSN)
1986	University Major Degree	Basic Hospital Corps School Great Lakes, IL Basic Military Medical Certificate

## PROFESSIONAL EXPERIENCE – ACADEMIC APPOINTMENTS

### **June 2023-Present Assistant Professor (Tenured); University of Alabama in Huntsville, Alabama**

**Responsibilities:** Contribute to the mission, vision, and core values of the College of Nursing by teaching in accordance with best practices, advising students to guide and retain them at UAH, maintaining an active program of scholarship/research to contribute to nursing science and to the translation of research evidence into practice, maintaining own nursing practice to stay current and building community partnerships, participating on college and university committees, and participating in DNP projects.

### **May 2022-Dec 2022: Director Bachelor Nursing Program and Assistant Professor (Non-Tenured); Georgetown University Bachelors School of Nursing Washington, DC**

**Responsibilities:** Director Bachelor of Nursing Program, Georgetown University. This position is a 12-month Faculty position. I work under the supervision of the Dean of the School of Nursing and the Vice Dean of School of Nursing. As the Director of the Department of BSN program, I am responsible for the supervision of the Faculty/Staff that teach or work directly for the BSN program. I am responsible for scheduling and staffing recommendations for the program, oversight of the departmental budget (subject to approvals), program assessment, being a point person for student queries about the program, representing the program at university functions, and management of the departmental curriculum development, among other duties to be determined. In addition, as the Director of Baccalaureate Nursing Program, I am responsible for overall leadership, development, direction, and administration of all aspects of the baccalaureate nursing programs, for ensuring that the programs are in compliance with all laws and regulations of the NCBON, CCNE, and SACSCOC, and for coordinating the nursing curricula with other degree program requirements. As an Assistant Professor, I teach NURS 181 medical/surgical junior level, HEST 001 freshman classes and perform other typical Faculty duties, albeit with release time to allow for performing the Director duties. I foster the mission of Georgetown by teaching and lecturing which offers an undergraduate BSN Training program to prepare students who wish to enter the nursing profession. The BS in Nursing (BSN) is a traditional 4-year training program that grooms students in the biological, physical, social sciences, as well as theory and also the practice of professional nursing.

### **2020-2022: Assistant Professor (Non-Tenured); Graduate School of Nursing (GSN), Uniformed Services University, Bethesda, MD**

**Responsibilities:** USU Assistant Professor. I joined the USU faculty in 2020 and taught multiple foundational courses across the research (PhD) and practice (DNP) doctoral programs. I foster this mission by teaching and lecturing in multiple programs such as the doctoral nurse practitioner and PhD programs. Specifically Global Health Symposium, Quantitative Nursing Research, and Data Health Science in order to advance scientists and scholar contribution to the federal health service and health readiness. The mission of the Daniel K. Inouye Graduate School of Nursing is to provide the nation with the highest quality advanced practice nurse clinicians, scientists and scholars dedicated to federal health service and health readiness. GSN 2022 National Ranking Top 5%: DNP #15; MSN #27 of 598 schools.

## PROFESSIONAL EXPERIENCE – NON-ACADEMIC APPOINTMENTS

### **2020-2022 Appointed Senior Navy Leader to Nurse Corps Strategic Resiliency Goal Group Bureau of Navy Medicine and Surgery, Arlington, VA**

As the Senior Navy Specialty Leader for the Navy nurse researcher community, I lead the FY21 Navy Nurse Resiliency Strategic Goal group to identify the threats/barriers to resiliency and interventions for over 3000 nurse officers.

### **2021-2022 Appointed Navy Senior Representative to the Dean, Graduate School of Nursing (GSN), Uniformed Services University, Bethesda, MD**

I serve as the senior Navy Advisor to the Dean within the Graduate School of Nursing, Uniformed Services University. As an advocate for Navy students and faculty, I prepare correspondence for and provide direct feedback to the Dean on Navy issues related to its programs. I assist the Dean and GSN Directors in resolving problems within programs, or students with collaboration with the Navy DUINS Director. I provide input to GSN annual strategic direction, actively seek opportunities for recruitment of potential Navy students to GSN, assist students and faculty members in identifying and applying for a variety of continuing education and leadership opportunities, act as point of contact for Navy related issues requiring an approval process, supervise annual Navy FITREP evaluations with collaboration with the USU Brigade, execute career development boards for the Navy students and conduct individual counseling related to student/faculty performance or career issues, and provide input to recognition and awards. I also work closely and collaboratively with other Service advisors, Brigade Commander, Navy Senior Enlisted Advisor and the GSN Commandant, while maintaining professional contacts with USU schools, centers, programs, professional organizations and other federal and civilian entities to locate and exchange information of mutual interest.

**2021-2022 Appointed United States Navy Nurse Corps Research Specialty Leader, Bureau of Navy Medicine and Surgery, Arlington, VA**

The Navy Surgeon General appointed Captain Kane as the Specialty Leader for Nursing Research in 2020. In this executive leadership role, she coordinates efforts for nursing scientists' community sustainment, advocates for continued Nurse Corps PhD education opportunities, and champions the contributions of 22 Navy Nurse Scientists and PhD students to build the evidence base for Navy Nursing practice and oversees \$30M in research grant funding across the enterprise. I provide expert advice to Chief, BUMED and respective Corps Chief or Director and staff. I directly support the NAVMED high reliability focus by providing expert advice and participate as needed with the BUMED Clinical Community Advisory Board in coordination with respective Corps Chief's office. I advise and make recommendations to BUMED-M1 via BUMED M00C for specialty-specific programs, billets, personnel and divestiture. This includes recommendations on the design, development, and implementation of enterprise-wide functional staffing solutions, distributions, and benchmarks. I make recommendations for the revision of existing NAVMED policies and procedures related to the specialty to meet NAVMED and specialty specific mission requirements. I disseminate Navy and NAVMED policy and guidance to community members and encourage community members to actively participate in NAVMED future planning. I prepare written and oral correspondence, reports, analytical assessments, and strategic documents to higher officials and communicate technical and non-technical content concisely and accurately on the progress of the Navy Nurse Corps research community. Additionally, I lead the **FY21 Navy Nurse Corps Resiliency Strategic Goal Group** convened to identify threats and barriers to resiliency. I use both qualitative and quantitative techniques for gathering, analyzing, and measuring resiliency throughout the Nurse Corps to over 3,000 active-duty nursing clinicians.

**2021-2022 Appointed Co-Chair to the President of Uniformed Services University, Middle States Commission on Higher (MSCHE) Education Steering Committee**

USU is an institution of higher education, dedicated to educating and training military/federal students, the pursuit and dissemination of knowledge, the study and clarification of values, and the advancement of the society it serves. The Middle States Commission on Higher Education (MSCHE), through accreditation, mandates that its member institutions meet rigorous and comprehensive standards which are addressed in the context of the mission of each institution and within the culture of ethical practices and institutional integrity expected of accredited institutions. In meeting the quality standards of MSCHE accreditation, institutions earn accredited status, and this permits them to state with confidence: "Our students are well-served; society is well-served."

**2021-2022 Appointed to Uniformed Services Strategic Group, Graduate School of Nursing Representative**

During the planning process, I help with the conduct of a biennial review and update benchmarks in order to ensure that the USU Strategic Plan remains relevant to the dynamics of our environments, both internal and external, and continue to provide the University community with effective guidance as we navigate into the future. In the 2+ years of the SARS-CoV-2 Pandemic, it became clear that significant changes were needed, both internal to the Military Health System and across the US, resulting in the evolution of a "new normal" in each of the University's three mission domains: education, research and scholarship, and leadership and leader development. Assumptions that undergird our last strategic plan are in flux as are some of the most basic concepts of healthcare delivery, education, research and resources. Moreover, the recent change in senior university administration will result in new or adjusted priorities, impacting the MHS and University. In recognition of these profound changes and within the context of the overall USU strategic planning process, I represent the Graduate School of Nursing by serving as a representative on the biennial strategic plan review committee. Our work is in-progress and guiding our work is the objective of issuing a revised/updated USU Strategic Plan (2021-2025) by the end of August 2021.

**2022 Appointed to GSN Task Force**

Responsibilities include working to cross walk and map the DNP Curriculum in three areas: remap the MSN and DNP curriculum to the new 2021 AACN Essentials, identify systemic racism and healthcare inequities content within core/specialty courses, and propose new GSN terminal outcomes.

**LICENSURE**

Year(s)	State	Type	Number
1992-present	Virginia	Registered Nurse	Active status, expiration: 06/30/2024

**CERTIFICATION/S**

Year(s)	Title	Organization
---------	-------	--------------

- 2005 2005 Certificate from the Institute of Health and National Institute of Nursing Research Summer Genetics Institute: received an advance certification in the area of molecular genetics in research, health and society, Georgetown University
- 2010 2010 Certificate from Johnson and Johnson, Wharton School of Business for Nurse Executives.
- 2011 2011 Certificate in Advanced Evidence Based Training from University of Iowa, Iowa City, Iowa.
- 2012 2012 Certificate in Phenomenology/Hermeneutic s & Narrative /Discourse Method s, Qualitative Research. University of North Carolina at Chapel Hill School of Nursing, June 23-26.

## PROFESSIONAL BACKGROUND

### **2020-2022 Navy Nurse Corps Specialty Executive Leader/Chief Community Research Operating Officer**

The Navy Surgeon General Appointed Captain Kane as the Specialty Leader for Nursing Research in 2020. In this executive leadership role, she coordinates efforts for nursing scientists' community sustainment, advocates for continued Nurse Corps PhD education opportunities, and champions the contributions of 22 Navy Nurse Scientists and PhD students to build the evidence base for Navy Nursing practice. I provide expert advice to Chief, BUMED and respective Corps Chief or Director and staff. I support the NAVMED high reliability focus by providing expert advice and participating as needed with the BUMED Clinical Community Advisory Board in coordination with respective Corps Chief's office. I advise and made recommendations to BUMED-M1 via BUMED M00C for specialty-specific programs, billets, personnel, and divestiture. This includes recommendations on the design, development, and implementation of enterprise-wide functional staffing solutions, distributions, and benchmarks. I make recommendations for the revision of existing NAVMED policies and procedures related to the specialty to meet NAVMED and specialty specific mission requirements. I disseminate Navy and NAVMED policy and guidance to community members and encourage community members to actively participate in NAVMED future planning. I prepare written and oral correspondence, reports, analytical assessments, and strategic documents to higher officials and communicated technical and non-technical content concisely and accurately on the progress of the Navy Nurse Corps research community. Additionally, I lead the **FY21 Navy Nurse Corps Resiliency Strategic Goal Group** to identify the threats and barriers to resiliency. I used both qualitative and quantitative techniques for gathering, analyzing, and measuring resiliency throughout the Nurse Corps to over 3,000 active-duty nursing clinicians.

### **July 2020 to 2022 Uniformed Services University, Senior Navy Advisor to the Dean, Graduate School of Nursing Bethesda, MD**

I serve as the senior Navy Advisor to the Dean within the Graduate School of Nursing, Uniformed Services University. As an advocate for Navy students and faculty, I prepare correspondence for and provide direct feedback to the Dean on Navy issues related to its programs. I assist the Dean and GSN Program Directors in resolving problems within programs or students with collaboration with the Navy DUINS Director. I provide input to GSN annual strategic direction, actively seek opportunities for recruitment of potential Navy students to GSN, assist students and faculty members in identifying and applying for a variety of continuing education and leadership opportunities, act as point of contact for Navy related issues requiring an approval process, supervise annual Navy FITREP evaluations with collaboration with the USU Brigade, execute career development boards for our Navy students and conduct individual counseling related to student/faculty performance or career issues, and provide input for recognition and awards. I work closely and collaboratively with other Service advisors, Brigade Commander, Navy Senior Enlisted Advisor and the GSN Commandant, while maintaining professional contacts with USU schools, centers, programs, professional organizations and other federal and civilian entities to locate and exchange information of mutual interest.

### **July 2020 to 2022 Uniformed Services University, Assistant Professor Daniel K. Inouye Graduate School of Nursing, Bethesda, MD**

USU Assistant Professor. I joined the USU faculty in 2020 and have taught multiple foundational courses across the research (PhD) and practice (DNP) doctoral programs. I foster our mission by teaching and lecturing in multiple programs such as the doctoral nurse practitioner and PhD programs; specifically Global Health Symposium, Quantitative Nursing Research, and Data Health Science, in order to advance scientists and scholars contribution to the federal health service and health readiness. The mission of the Daniel K. Inouye Graduate School of Nursing is to provide the nation with the highest quality advanced practice nurse clinicians, scientists and scholars dedicated to federal health service and health readiness. **GSN 2022 National Ranking Top 5%: DNP #15; MSN #27 of 598 schools.** The Graduate School of Nursing offers: 1) the Master of Science in Nursing for Adult Gerontology Clinical Nurse Specialist; the Doctor of Nursing Practice for Nurse Anesthesia, Family Nurse Practitioner, Adult Gerontology Clinical Nurse Specialist, Women's Health Nurse Practitioner, and Psychiatric Mental Health Nurse Practitioner; and full and part-time programs for a Ph.D. in Nursing Science.

### **July/2018 to July 2020 Executive Officer, Naval Medical Research Unit, San Antonio, Texas**

Executive Chief Operating Officer, Naval Medical Research Unit (NAMRU-SA). First Navy Nurse assigned as the Executive Officer of NAMRU-SA; *War Fighter Focused*; CAPT Kane delivered, protected, and managed a \$40 million budget and sustained critical federal research assets across the Department of Defense in order to enhance operational endurance and secure the scalable lethality in the Navy. In this role as Executive Officer, she led the delivery of NAMRU-SA Research Infrastructure, Combat Casualty Care, and Cranio-Facial and Directed Energy Directorates while enhancing the warfighting capacity of the combat forces. Captain Kane has extensive experience in the Research, Joint, Defense Health Agency and Bureau of Navy Medicine and Surgery (BUMED) HQ environments. CAPT Kane bolstered NAMRU-SA's place as a top research facility within DoD, achieving the mission while supporting the warfighter with enhanced readiness and improved care on the battlefield. She organized and ensured all aspects of office administration and command operations, while analyzing broad and complex issues that encompassed various management disciplines. Further, CAPT Kane participated in joint service engagement; managed partnerships and collaborations with outside agencies, academic and federal entities, financial management, and command operational practices (to include mission requirements, legislative mandates and interests, regulatory authority decisions, and other rulings or decrees that require command compliance plans of action). As well, as over saw 120 internal committees and councils. **CAPT Kane was honored for her service with the Meritorious Service medal 2<sup>nd</sup> award.**

### **05/2016 to 07/2018 Bureau of Navy Medicine and Surgery, Office of the Chief Medical officer (OCMO), Deputy Chief Medical Officer, High Reliability Organization**

Deputy Director, Chief Medical Officer, leading enterprise-wide efforts to create the first Chief Medical Officer (CMO) position roles and responsibilities at Headquarters, Region and MTF levels, while establishing billet requirements and priorities for future placement. Facilitating focus groups at MTFs worldwide to solicit staff input on new High Reliability Organization (HRO) principles and concepts and on the CMO Operating Model. I am well versed in the Washington DC area, as former Deputy Chief Medical Officer M3, BUMED, I was the first Navy nurse corps officer assigned and applied my administrative aperture of healthcare principles, policies, and practices to support the executive-level mission of constructing the first high reliability model for the Navy medical system. I led the daily operations, collaborated with outside contracting agencies, developed conceptual concepts, and put theoretical thought and practice from other industry disciplines into actionable plans and a model. Concurrently, I was detailed as the Special Assistant to the Chief of Healthcare Operation, Defense Health Agency as the Navy HRO subject matter expert. I led the high reliability joint service journey which impacted healthcare to 9.6 million beneficiaries making it the largest HRO in the DoD and the one of the largest in the United States to be have been developed. As the principal leader, I led by consensus, consulted, and advised a joint service committee bringing the best HRO exemplars from each Service and industry forward on the development of the DoD/DHA HRO model; striving for single mindedness of the entire staff similar to Weick and Sutcliffe "mindful culture," in order to identify high risk situations and potential problems before becoming catastrophic events that cause patient harm. Ways to achieve high reliability in the DHA was achieved by establishing a culture of high reliability through leadership commitment, emphasizing continuous process improvement, and providing a culture of safety. CAPT Kane led the transition to development of an enterprise which is more highly reliable and focused on patient safety. **CAPT KANE was awarded the Legion of Merit (1<sup>st</sup> award) as a result of her efforts.**

### **02/2014 to 07/2018 Defense Health Agency Arlington, VA**

- 1) As Executive Assistant in the newly created Defense Health Agency (DHA), I directed ALL aspects of command operations to achieve the first large scale joint interprofessional organizational restructuring affecting 9.6M beneficiaries and 721 military treatment facilities (MTF). **OUTCOME:** In 2 years, cultural shift from separate service management to a single integrated system of governance for military health was completed.
- 2) **First Navy Nurse to assume the position of Executive Assistant to Lt General. Douglas Robb, Director Defense Health Agency, Arlington Va.** I organized and ensured all aspects of office administration and command operations. Implemented Health Affairs responsibilities for provision of centralized, coordinated policy development, guidance and professional advice on health care programs for DHA. Oversaw direct and indirect systems for providing health care to all beneficiaries. Performed liaisons with Flag/General officers, Health Affairs//SECDEF/Congressional staffs and foreign Dignitaries. **CAPT KANE was awarded the Joint Defense Meritorious Service Medal (1<sup>st</sup> award).**

### **08/2011 to 04 / 2014 Walter Reed National Military Medical Center Bethesda, MD**

First Deputy Director of Nursing Science and Clinical Inquiry Department at Walter Reed National Military Medical Center, CDR Kane promoted, executed, and monitored vital research activities, evidence-based practice development, and application of scientific knowledge in the largest Level 1 Joint DoD Medical Center. She oversaw 17 active departmental research studies, including greater than \$3M in grant funding. She received \$150K in funding through Tri-Service Nursing Research program (TSNRP) and provided leadership and mentorship to bedside scientists. She served as Site Principal investigator for five studies



totaling over \$1M in grants. She evaluated scientific merit, design, and budget of submitted protocols as a principle regional representative to an Institutional Review Board managing 1000+ research studies. She instructed more than 1000 National Capital Area nursing personnel in scholarly research and evidence-based practice related courses. She served as an adjunct faculty member at multiple civilian universities and was hand-selected as the keynote speaker at the Nursing Gala for 500+ at Auburn University. She served on the TSNRP Advisory Board, where she regularly interacted with senior nursing leaders of all federal services and represented the National Capital Area joint research interests in the development of the FY13 Annual Plan. She was hand selected by the Nurse Corps Chief to participate on the FY13 Strategic Planning Goals and Objectives team. She led a key Navy Nurse Corps strategic initiative by developing a Navy Regional "Culture of Inquiry" and teaching evidence-based practice to more than 250 National Capital Area nurses.

**06/2010-07/2010 University of Pennsylvania Wharton School of Business, Philadelphia, PA**

Johnson and Johnson Wharton School of Business Nurse Executive Fellowship. One of 38 Nurse Executives in the Nation selected to attend the prestigious Johnson & Johnson Fellowship Program 06 -25 June 2010. CDR Kane's project looked at "Organizing Corporate Culture when Merging".

**12 /2009 to 08 /2011 National Naval Medical Center Bethesda, Maryland**

First Director of Nursing Administration and Integration for Navy Nursing at National Naval Medical Center (NNMC). Responsible for integration process of administration between NNMC and WRMMC.

**10/2008 to 08 /2011 National Naval Medical Center Bethesda, Maryland**

Department Head of Nursing Research at NNMC. CDR Kane strengthened a focused area of scholarship by providing an environment for expanding the knowledge base, integrating specific education and practice initiatives, and mentoring new scholars and EBP. Awarded the Association of Medical Service Corps Officers of the Navy Best in Research at the 16<sup>th</sup> Annual AMSUS poster program.

**2005 Georgetown University School of Nursing and Health Sciences and National Institute for Health Bethesda, MD**

1<sup>st</sup> Nurse from Uniformed Services University to attend the National Institute of Health and National Institute of Nursing Research Summer Genetics Institute 2005; received an advance certification in the area of molecular genetics in research, health, and society.

**08/04-9/08 Uniformed Services University of the Health Sciences (USUHS) Bethesda, MD**

Duty Under Instruction (Graduate School in Nursing). Completed PhD in Nursing Science. Area of study Potential Cytotoxic and Genotoxic Effects of Tungsten Alloy in C2C12 and L6 muscle cells (*in vitro* study).

- 1<sup>st</sup> Navy Nurse to graduate from the USUHS PhD Program.
- 1<sup>st</sup> Navy Nurse to receive the prestigious USUHS Board of Regents Scholastic Award for Research. This award is normally reserved for medical students.
- 1<sup>st</sup> Navy Nurse to receive the Dean's PhD Award for Nursing Excellence.
- Awarded Who's Who in Among Students in American Universities and Colleges for outstanding merit in research.
- Nominated for the Association of Military Surgeons of the United States (AMSUS) award for scholastic research.

**07/01-8 /04 Administrative Officer to the Navy Surgeon General, Bureau of Navy Medicine and Surgery (BUMED), Washington, DC**

Implemented CNO's responsibilities for provision of centralized, coordinated policy development, guidance and professional advice on health care programs for Department of the Navy. Overseas direct and indirect systems for providing health care to all beneficiaries. Performed liaisons with Flag/General officers, SECNAV/SECDEF/Congressional staffs and foreign Dignitaries. **CAPT KANE was awarded the Meritorious Service Medal and Commendation Medal (second award).**

**01/00-07/01 National Naval Medical Center Bethesda, MD**

Assistant Service Division officer/manager for 30 bed Internal Medicine Unit. Managed 60 personnel. Conducted extensive data collection and analysis of patient care errors, resulting in dramatic quality improvements. Awarded a monetary grant from Tri-Service to conduct a research study on patient falls. Served as a legislative correspondent for Congressman Bob Riley as part of a Healthcare Policy Internship from George Mason University. Instrumental in the hospital's score of 96 on the JCAHO inspection. **CAPT KANE was awarded the Naval Achievement Medal (Third Award). CAPT KANE was awarded Nurse of the Year 2001 for superior nursing achievements.**

**08/99-12/99 Oxford University Oxford, United Kingdom K Honors Masters Scholar**

Graduate concentration in Philosophy of Ethics. Reviewed and analyzed the British Health Care System as well as the Royal Medical Health System as they relate to financial stability, access, and quality of health care being provided in an era of shrinking budgets.

**01 / 98- 12 / 99 George Mason University (GMU) Fairfax, VA**

Duty Under Instruction (Graduate School). Completed Masters in Nursing Administration. Analyzed the impact of managed care on the quality of patient care, reimbursement issues, current administrative issues, and organizational and financial solvency. During clinical at INOVA Fairfax Hospital, helped to implement strategic goals to meet the hospital's regional medical demands by the year 2005.

**05/95- 12 / 97 U.S. Naval Hospital Keflavik, Iceland**

Responsible for a multi-service inpatient ward. Population included newborn, pediatric, ob-gyn, adult, psychiatric and same day surgery patients. **CAPT KANE was awarded the Naval Achievement Medal (Second Award) and the Overseas Service Ribbon.**

**05/94-07/94 USNS Comfort (Naval Hospital Ship) Operation UPHOLD DEMOCRACY**

Contributed to the execution of the first-ever Haitian migrant processing center resulting in the efficient administration/ medical processing of over 2,300 migrants. **CAPT KANE was awarded the Joint Meritorious Unit Award, Humanitarian Service Medal, and awarded the Armed Forces Expeditionary Medal.**

**07/92-04/95 U.S. Naval Hospital Jacksonville, Florida**

Responsible for nursing care for pediatric/adult care on a 7-bed, Post-Anesthesia Care Unit and a 21-bed, Same Day Surgery Unit. **CAPT KANE was awarded the Navy Achievement Medal.**

**06/92-07/92 Officer Indoctrination School Newport, RI**

Commissioned Officer Training

**03/90-05/92 Auburn University Auburn Montgomery. AL**

Bachelor Degree Completion Program to attend AUM School of Nursing

**10/86-03/90 Naval Reserve Center Montgomery, AL**

HA-HM3 Quad Zero Hospital Corpsman. Responsible for over 100 Reserve physicals and current medical folders. **Awarded Reserve Meritorious Service Medal**

**07/86- 10 / 86 Basic Hospital Corps School Great Lakes, IL**

Responsibilities: Basic Medical/EMT Training

**03/86-07/86 Naval Recruit Training Center Orlando, FL**

Responsibilities: Enlisted Basic Training

**ADDITIONAL LEADERSHIP POSITION AND INITIATIVES**

- |      |  |
|------|--|
| 2009 | 2009 Taught and led, Evidence Based Practice Courses, Walter Reed National Military Medical Center 2009. Approx. 300 annually taught.  |
| 2011 | 2011 Taught and led Evidence Based Practice Training to Naval Hospital Clinic Newport, RI, 12-13 April 2011. Approx 100 active-duty medical military.  |
| 2011 | 2011 Led training on Evidence Base Practice "Stimulating a Culture of Inquiry" to mid-level managers 18 and 28 March 2011.   |
| 2012 | 2012 Conducted and led the First Joint Evidence Based Practice Training Course, National Capitol Area Region, 17/18 July 2012.   |
| 2013 | 2013. Led a key Navy Nurse Corps strategic initiative by developing a regional "Culture of Inquiry" and teaching evidence-based practice to more than 250 NCA nurses. An Evidence Based Practice (EBP) expert, CAPT Kane is a preeminent scientist, consultant and faculty for research schools and other educational programs within the National Capitol Region, Washington, DC. |

2015	2015 17 March, led and taught Navy Nurse Corps strategic initiative “Intrusive Leadership” to over 2,000 Navy nurses
2016-2018	2016-2018 HRO Consultant. Taught and led, the High Reliability Joint Committee/Working Group for Defense Health Agency, on conducting weekly teachings, strategies, and model design. Approx. 50 Chief Medical Officer from around the globe and contract support personnel.attended.
2017	2017 HRO Consultant. Taught and led Navy facility inspections, Naval Hospital Camp Pendleton, California, Senior Executive Steering Committee, High Reliability Operations. 2017. Approx. 100 attendees for two days.
2017	2017 HRO Consultant. Taught and led Navy hospital inspection at Naval Medical Center San Diego, California, High Reliability Operations. Approx. 200 attendees for three days.
2017	2017 HRO Consultant. Taught and led inspection at Naval Hospital Jacksonville, Florida, High Reliability Operations. Approx. 75 Attendees for three days.
2017	2017 HRO Consultant. Taught and led inspection, Naval Hospital 29 Palms, California, High Reliability Operations. Approx. 75 Attendees for three days.
2017	2017 HRO Consultant. Taught High Reliability Operations, Quality and Safety Forum, Joint Commission Organization, Chicago, IL. Approx. 100 military Chief Medical Officers, safety and quality attendees from around the globe.
2017	2017 Taught and led inspections at Naval Medical Center Portsmouth, VA, High Reliability Operations. Approx. 200 attendees for three days.
2016-2018	From 2016-2018, Taught and led the DHA CAPSTONE Course, Title: High Reliability, Military Health System Clinical Community Structure. Over 300 Senior Officer attended from around the globe.
2018	2018 Taught Auburn Research Advisory Board, <i>STEM</i> , Way Forward for Auburn Research. (2017). Approx. 50 Senior investors/alumni attended. A strong advocate of encouraging students to consider a career in Science, Technology, Engineering, and Math (STEM). These students are the future of our work force and the Navy needs scientists for its research and development mission. Captain Kane fostered participation by other members of the command to present at Harris Elementary School, which also promoted training in STEM, encouraged students to enter into the STEM fields as well as entering into the Navy. As a laboratory participating in the Navy Research Enterprise Internship Program (NREIP), which is sponsored through the Office of Naval Research, Captain Kane has supported at least 4 interns each summer. The goals of NREIP are to encourage participating college students to pursue science and engineering careers, furthering their education through participation in research and mentoring by laboratory personnel. The program helps students understand research and technology efforts within the Navy, and participation can lead to employment with a Navy R&D unit.
2019	September; as senior Navy Consultant, led the discussion Title: Navigating the DoD Research System, Auburn University, 50-75 Deans and Assistant Deans and Primary Chiefs of Science Directors attended.
2019	Presenter and led the judging at the Annual HSASA STEM Research Fair to over 100 students ranging from grade 7 <sup>th</sup> to 12 <sup>th</sup> . San Antonio, TX.
2020	February 28 <sup>th</sup> , University of San Antonio Texas, Pathways to Careers in Science (PCS) Panel discussion to over 100 undergraduate scientists.
2020	Dec 10, as senior Navy Advisor, taught and mentored over 60 Mid-grade Navy Nurses in career development preparation for upcoming Nurse Corps Promotion Boards
2020	Evidence Based Practice reviewer for Tri Service Nursing Research Program. Review of 2020 EBP submissions.
2021	Military Medicine Journal Peer Reviewer
2021	Consultant and judge of the RDML Lewis E Angelo Professional Symposium (LEAPS)
2020-2021	USU Career Development Board Member
2021	Consultant and judge of the Phyllis J Veronika Nursing Awards for scholarly excellence
2022	Uniformed Services AACN Faculty Taskforce Education Framework Development Consultant

#### SELECTED WRITTEN WORKS/PUBLICATIONS

Year(s)	Title
2019	Kane, Michele et al (2019). Nursing Combat Wound Care Clinical Practice Guideline for Nursing. <i>Submitted to TSNRP</i>
2017	Kane, Michele et al (2017). Caring for the Veteran, Military and Family Member Nursing Competencies: Strategies for Integrating Content into Nursing School Curricula. <i>Journal of Professional Nursing</i>
2015	Kane, Michele et al (2015). <i>Project SERVE Manuscript</i> submitted to AMSUS Magazine
2011	Williams, R., Gatién, G., Hagerty, Kane, M., Otto, L., Throop, M., (2011). Addressing Psychosocial Care Using a Website for Combat Wounded Patients. <a href="http://deploymentpsych.org/sites/default/files/blog/130711_CDP_Research_Update.pdf">http://deploymentpsych.org/sites/default/files/blog/130711_CDP_Research_Update.pdf</a>



- 2010 Crumbley, D and Kane, M (2010). The Development of an Evidence Based Pressure Ulcer Program at National Naval Medical Center: Nurses ' Role in the Assessment and Intervention of Risk Factors in Providing Pressure Ulcer Detection Among Young Service Members Returning from OIF/OEF. *Nursing Clinics of North America*, vol 45 (2), June 02, 2010, p15 3-168
- 2009 Kane, Michele, CDR, PhD, USN, Aiken, Loretta, MSN, Cilento, Barbara, MSN (2009). *The Lantern*. Establishment of the First Nursing Storytelling Journal
- 2009 Completed a manuscript on MILNOD Results soon to be published. Title: Nursing Satisfaction and Staffing Effectiveness: Understanding Differences in Nursing Satisfaction Related to Staffing Mix (2009). Key words: nursing satisfaction, staffing, RN
- 2009 Michele Kane, CDR, PhD, USN, Christine E. Kasper, PhD, John F. Kalinich, PhD. The use of Established Skeletal Muscle Cell Lines to Assess Potential Toxicity from Embedded Metal Fragments. Submitted and approved to the *Journal of Toxicology*, March 2009 issue.
- 2008 Michele A. Kane, CDR, PhD, USN, Christine E. Kasper, PhD., and John F. Kalinich, PhD. (2008). Protocol for the Assessment of Potential Health Effects from Embedded Metal Fragments. *Military Medicine Journal* February 2008

## PRESENTATIONS AND SPEAKING ENGAGEMENTS

### LOCAL PRESENTATIONS

- 2021 Tri Service Nursing Research Symposium. Navy Nurse Corps Research State of the Science Update Washington, DC.
- 2021 Navy Nurse Corps Community Update March 2021, Washington, DC
- 2020 Navy Nurse Corps Community Update March 2020, Washington, DC

### NATIONAL PRESENTATIONS

- 2023 Abstract submitted # MHSRS-23-10077 for Health and Readiness Unique to the Female Active Duty Service Woman. Dr Elizabeth Kostos-Polston, CAPT Jennifer Beachel, CAPT (ret) Michele Kane et al.
- 2020 April 21-22, Abstract submission and acceptance. National Health Symposium 2020; Operationalizing Artificial: Intelligence from Innovation to Impact. Title: Review and Future Application of Artificial Intelligence in Military Medicine. Andrew G. Peitzsch, William R. D'Angelo, PhD, CAPT Michele A. Kane, PhD, and Sylvain Cardin, PhD
- 2018 Podium Presentation. Naval Research Medical Command San Antonio, TX-Capabilities. Randolph Air Force Base, San Antonio, Texas. Fall 2018.
- 2017 Podium Presentation. Topic: STEM. Auburn Research Advisory Board. Auburn, Alabama Spring 2017.
- 2015 Poster Presentation. Project SERVE. AMSUS Conference, San Antonio, TX 1- 4 December 2015.
- 2014 Poster Presentation. Project SERVE. AMSUS Conference, Washington, DC, 10 December 2014.
- 2014 Podium Presentation. Spring Graduation Tea. Auburn University School of Nursing, 06 May 2014.
- 2012 Podium Presentation/Guest Speaker, Auburn University in Montgomery Gala, "Imagine, Invest, Inspire", 01 November 2012. 500 attendees
- 2012 Podium Presentation "What Does Military Medicine Have to Do with Me?" University of Virginia, School of Nursing. BSN Nurses, Oct, 2012
- 2012 Poster: Merger: A perspective on merging discharge planning roles utilizing and Evidence Based practice Transition Model" *Pacific Institute of Nursing* 28-30 March, 2012.
- 2012 Presentation: "Healthcare Environments-Baseline Assessment of Safety and Quality (HE-BASQ) Study to Evaluate the Soundscape in the National Capitol Region" *Biennial Phyllis J. Verhonick Nursing Research Course*. April 2012.
- 2011 Madrid, Rudy, CNS, NC, Santiago, Manuel, CNS, NC and Kane, Michele PhD, NC (2011) Poster Presentation. Multi-Phase Evidence Based Practice Project Related to Pre-Deployment Trauma Training: Ensuring Readiness. 2011 *Association of Military Surgeons of the United States (AMSUS)*. 06-09 Nov 2011.
- 2011 Podium Presentation submission (2011). Poster Merger: A Perspective on Merging Discharge Planning Roles and Cultures in the National Capitol Area. Submitted to: *Pacific Nursing Institute of Research Conference* 28-30 March 2011.
- 2010 Poster Presentation. Cultural Integration. 2010 *Association of Military Surgeons of the United States (AMSUS)*. 31 Oct-05 Nov 2010.

- 2009 Poster Presentation and One-to One Poster Presentation 2009 "Transforming Falls", Clearwater, FL, May 4-8.
- 2008 Poster Presentation. Genotoxic and Cytotoxic Carcinogenesis Effects of Embedded Weapons Grade Fragments of Tungsten Alloy Shrapnel. *2008 Association of Military Surgeons of the United States.* 9-14 November 2008
- 2008 Abstract Submission n. Genotoxic and Cytotoxic Carcinogenes is Effects of Embedded Weapons Grade Fragments of Tungsten Alloy Shrapnel. *Strategies for Integrating Genetics into Nursing Research at the Midwest Nursing Research Society, Minneapolis, IL.* 27-30 March 2009.
- 2008 Poster Presentation. Genotoxic and Cytotoxic Carcinogenes is Effects of Embedded Weapons Grade Fragments of Tungsten Alloy Shrapnel. / *11<sup>th</sup> Annual Force Health Protection Conference, Albuquerque, New Mexico.* 09-15 August 2008.

### INVITED SPEAKING ENGAGEMENTS

- 2022 Invited judge and speaker, Fort Belvoir, Nursing Research Week, 19 May 2022.
- 2022 May 6, Tri-Service Nursing Research Program, Navy State of the Science.
- 2021 Auburn University Military Warrior Summit. Keynote speaker for Navy. Auburn, Ala. Oct 27-78
- 2019 Guest Speaker. Women's Month. Joint Base Fort Sam Houston, San Antonio, Texas. May 2019.
- 2019 Guest Speaker. Brooke Army Medical Center Tri-Service Research Symposium, San Antonio, Texas. March 2019.
- 2016 2016 Guest Speaker. ROTC Villanova University. State of the Science Navy Nurse Corps. Approx. 200 Navy ROTC students
- 2014 Commencement Address, Auburn University Spring/Summer Graduation, 04 May 2014. To over 3,000 attendees
- 2012 "Addressing Psychosocial Care Using a Website for Wounded Ill and Injured ". *16<sup>th</sup> Biennial Phyllis J. Verhonick Nursing Research Course.* April 2012.
- 2010 Guest Speaker. Presentation to Pakistan Delegation, Navy Nursing Research at National Naval Medical Center. April 16 2010.
- 2009 Conducted a Retrospective Research Endeavor Presentation n for the Command Cancer Committee Presentation for their Annual Recertification Survey and Inspection.
- 2009 Guest Speaker. The Lantern, the First Navy Nursing Storytelling Journal. *AMSUS.* 15- 20 Nov 2009.
- 2009 Guest Speaker. Navy Nursing Research. *University of Texas.* 06-07, April 2009.
- 2009 Guest Speaker. Findings of the Genotoxic and Cytotoxic Carcinogenesis Effects of Embedded Weapons Grade Fragments of Tungsten Alloy Shrapnel. *University of Texas.* 06-07, April 2009.
- 2009 Guest Speaker. Genotoxic and Cytotoxic Carcinogenesis Effects of Embedded Weapons Grade Fragments of Tungsten Alloy Shrapnel. *George Mason University.* 26 February 2009.

### HONORS AND AWARDS

Year	Award	Organization
2022	Awarded Outstanding Alumni award from Uniformed Service University	
2022	Awarded the National League of Nursing, Isabella Robb Excellence Award in Outstanding Leadership	
2022	Inducted into Fellowship American Academy of Nursing Oct 2022	
2016	Recognized by the Petrie Society, Auburn University, Auburn Alabama, 01 April 2016	
2014	Awarded Distinguished Alumni Award, Auburn University, Montgomery, AL 06 May 2014.	
2013	<i>Endowed Professorship to Auburn University of Montgomery and Auburn University,</i> School of Nursing Montgomery, Alabama June 2013.	
2011	Awarded the Admiral Mary Hall Award for superior publication, on The Development of an Evidence Based Pressure Ulcer Program at National Naval Medical Center: Nurses' Role in the Assessment and Intervention of Risk Factors in Providing Pressure Ulcer Detection among Young Service Members Returning from OIF/OEF. <i>Nursing Clinics of North America,</i> vol 45 (2), June 02, 2010, p I53- 168.	
2010	Honored by Auburn University in Montgomery as one of their top 40 alumni graduates.	
2009	2009 Patient Safety Award of Excellence, Sept 2009, as a member of the Multi- Disciplinary Implementation Team for NNMC Fall Prevention Program.	
2008	1st Navy Nurse Awarded Best in Research from Society of Federal Health Professionals (AMSUS).	
2008	1st Navy Nurse to receive the prestigious Uniformed Service University Board of Regents Scholastic Award for	

	Research. This award is normally reserved for medical students.
2008	1st Navy Nurse Awarded the USUHS top award for Research Excellence, Graduate School of Nursing, Uniformed Services University.
2008	1 <sup>st</sup> Navy Nurse Awarded the Dean's Choice in Who's Who in Among Students in American Universities and Colleges for outstanding merit in research.
2001	Awarded Nurse of the Year 2001 for Superior Nursing Achievements.

### **MILITARY HONORS AND AWARDS**

<b>Year(s)</b>	<b>Award</b>
2021	Awarded Meritorious Service Medal, (Second award)
2018	Awarded the Legion of Merit (First award)
2016	Awarded the Defense Meritorious Service Medal
2004	Received the Meritorious Service Medal (First award)
2001	Awarded Naval Achievement Medal (Third Award)
1998	Awarded Commendation Medal (First Award award).
1997	Awarded Naval Achievement Medal (Second Award) and Overseas Service Ribbon
1995	Awarded Navy Achievement Medal (First Award)
1994	Awarded Joint Meritorious Unit Award, Humanitarian Service Medal, Armed Forces Expeditionary Medal
1990	Awarded Reserve Meritorious Service Medal

### **SOCIETIES**

2022-present	Fellows of the American Academy of Nursing (FAAN)
2022-present	Virginia Clinician for Climate Action (VCCA)
2022-present	Military Officers Association of America (MOAA)
2022-present	National League for Nursing (NLN)
2022-present	Georgetown Executive MCEF Committee
2022-present	Georgetown Veteran Advisory Board
2022-present	Georgetown School of Nursing Workload Management Committee
2022-present	Georgetown Curriculum and Evaluations Committee
2020-2022	Executive Nursing Navy Nursing Leadership Board
2021-present	Sigma Theta Tau International, Community Leader and local Chapter board member and Treasurer
2021-present	Military Medicine Society Peer Reviewer
2020-present	American Nurses Association member
2020-present	American Association of College of Nursing member
2020-present	Southern Nursing Research Society member
2020-2022	Uniformed Services University Curriculum Committee
2020-2022	Uniformed Services University All Faculty Leadership Committee
2020-2022	Defense Health Agency Nursing Research and Innovations Senior Navy Board member
2019-2022	Executive Board of Directors Tri Service Nursing Research (TSNRP) member
2016-2020	Auburn University Research Advisory Board
2011-2014	Navy Member of Tri Service Research Advisory Board
2008-2011	Member of the National Capitol Area Falls Safety DoD Working Group
2008-2011	Board member of the Evidence Based Practice Healthcare Advisory Board at the Bureau of Medicine and Surgery, Washington, DC
2008-2011	Board member of the Defense Centers of Excellence (DC0E) for the Psychological Health a Traumatic Brain Injury

## Additional Experiences that Demonstrate Impact

### **SCHOLARLY IMPACT**

**2022 Ongoing:** CO-PI, Topic: “*Military Readiness in Active-Duty Service Women: The Impact of the Availability of Water and Sanitation on Hygiene Practices and Urogenital Health*”. The purpose of this multi-site clinical trial is to consider and identify critical research and policy gaps in need of investment and support for successful, evidence-based integration of female warfighters into military combat roles and to optimize their performance. 2.2M funded through the USU Military Women’s Health Research Program to support the Military Women’s Health Research Consortium (MWHRC) Research Project.

**2022 Ongoing:** Executive Level Strategic Project: *Nurse Corps Resiliency and Evidence Based Initiative*. Ongoing leading change in resiliency culture to over 3,000 Navy Nurses Corps Active and Reserve Officers.

**2014-2015 Completed.** *Project SERVE* CAPT Kane was the first Navy nurse researcher to develop a collaborative Inter-Professional Academic Practice Partnership Model comprised of Auburn University, Auburn University Montgomery Schools of Nursing from the State of Alabama and National Navy Military Medical Center to enhance the training programs at both organizations. The development of a collaborative inter-professional academic practice partnership model comprised of Auburn University and Auburn University Montgomery Schools of Nursing and Walter Reed National Military Medical Center to enhance the training programs at both organizations. Resulting in the expansion of a supportive community of nurses, institutions, and health care organizations through the development and provision of community educational opportunities via distance learning technology. Walter Reed National Military Medical Center and Auburn University is the first to develop the innovative *Project SERVE model* in response to the Joining Forces Campaign initiated by the First Lady Michele Obama and Dr. Jill Biden. I was pivotal in the execution of the first joint educational wounded warrior effort, *Project SERVE*, in order to meet Michelle Obama's initiative of "Joining Forces". In the United States, one in every 15 persons is a Veteran. An estimated 27% of Veterans receive healthcare through the Veteran's Health Administration (VHA), leaving 73% to seek care in civilian hospitals. Realistically, most nurses in the United States will care for military members, Veterans or family members in a variety of healthcare systems and settings. Project SERVE, a three-year program, was created to teach state over 120 nursing students how to care for those wounded warriors returning from OIF, OEF and ONO back to their States and communities of care. This nurse-led model serves as a competency development resulting from an academic-practice partnership experience between two baccalaureate programs and a national military medical center. Project SERVE, Students' Education Related to the Veteran Experience, utilizes a didactic-experiential model consisting of activities designed to teach students core concepts, including understanding military culture, poly-trauma, traumatic brain injury (TBI), post-traumatic stress disorder (PTSD), and issues facing families and care-givers. This article includes competencies, delineating the Knowledge, Skills, Attitudes, and resources for the provision of care to the Veteran population. The program offered global strategies, scalability and reproducibility to integrate care of veterans, and military/family members content into nursing programs and replicate similar experiences globally. Opportunities for future development, challenges, faculty resources for curricular inclusion, and student reflections of the experience are presented in *Journal of Professional Nursing*, 33, (2017), 378-386.

**2007 Completed.** PI. Uniformed Service University Intramural Grant (Bethesda, Maryland), \$9,000. *Cytotoxic and Genotoxic Effects of weapons Grade Tungsten Alloy Heavy Metals on L6 and C2C12 Muscle Cells (in vitro)*. I was the first Navy nurse to disseminate nurse-driven research to reduce inequities and improve veteran health to ~30,000 wounded who retained combat metal fragments in the Iraq/Afghanistan conflict. My study “Cytotoxic and Genotoxic Effects of Tungsten in muscle cells (in vitro)” led to development of the first/only National Veterans Administration Heavy Metals Screening Program for veterans returning from the war. This work informed policy decisions and development of DoD Health Affairs Policy Letter 07-029, that directed laboratory analysis of all surgically excised fragments. This global information remains critical in identifying veterans with internalized metals for referral to Veterans Affairs Toxic Embedded Fragment Center for long-term surveillance. The impact of the information obtained/tracked enables provision of proper care to veterans nationally. Dissemination of this work in peer reviewed journal (*Military Medicine & Journal of*

Toxicology) affects practice/education internationally across disciplines.

**2011 Completed.** PI. TSNRP funded study Topic: *Joint Multi-Disciplinary Evidence Based Practice Conceptual Guideline Development for Complex Wound Care*. Awarded \$150,000 funded.

**2010 Completed.** PI. Evidence-based project "Organizing Corporate Culture when Merging" was instrumental and served, as the regional foundation in the National Capital Area, Washington, DC during the complex merger in 2010 of the two largest historical military hospitals (Walter Reed Army Medical Center and National Naval Medical Centers). This project was used to inform/facilitate problem-solving, communication and transition of over 1,000 nurses into a new joint military organization.

### ***HEALTH SYSTEM IMPACT***

**2016-2018 Completed.** As the first Nurse Deputy Chief Medical Officer; CAPT Kane led the massive joint service transformation and enterprise-wide effort to create the new High Reliability Quality and Safety Infrastructure/Model to reduce cost, increase access to care, and transform policy in the Military Health System that serves 9.6 million beneficiaries. The Military Health System (MHS) began the HRO transformation in 2014 to propel improvements to access to care, quality of care, and patient safety. Model implementation in National Capital Region laid foundation for an enterprise cultural change across the MHS. The practices of the Services and National Capital Region (NCR), prior and ongoing, have laid the foundation for an enterprise HRO cultural change. The Model identified new operating organizational structure (clinical communities) that targeted high risk, high volume, high costs and high readiness issues within the Defense Health Agency. Clinical Communities are an MHS-wide network of multidisciplinary groups of health care personnel, working toward common goals in a particular care area. 2018, launched the first five clinical communities organized by high-volume, high-risk groups of interrelated care processes, house and align clinical specialties with the patient's perspective across the care spectrum. Clinical Communities create, track, and share the conditions for high reliability (processes, standards, metrics, cost) at the point of care by identifying and resolving unwarranted variation, and fostering a culture of safety and innovation. Illustrative Clinical Community accomplishments of the models targeted implementation included:

#### **I. Behavioral Health Clinical Community (BHCC)**

Directed the implementation of enterprise-wide means to assess post-traumatic stress disorder (PTSD) and Depression outcomes via Behavioral Health Data Portal (BHDP) aligned with Clinical Practice Guideline (CPG) recommendation to reduce prescription of benzodiazepine (BZD) to PTSD patients over the last two years to include a decrease 42.9% number of prescriptions for BZDs for beneficiaries diagnosed with PTSD. In addition, collaboration with Pharmacy resulting in piloting a project to address access to care and clinical workflow to improve outcomes in BH conditions, especially PTSD and major depressive disorder (MDD)

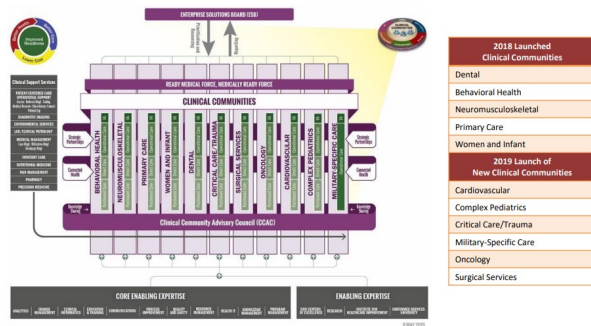
#### **II. Women and Infant Clinical Community (WICC)**

Directed the comprehensive risk assessment and prompt treatment for postpartum hemorrhage (PPH "Bundle") and Induction of Labor (IOL) Care Pathway successfully piloted at Navy Medical Center San Diego (NMCS) with reduction of complications from 11 June 2018 to 10 Oct 2019. Defense health Agency recorded a decrease 19.8 hours from admission to delivery, decrease 3.4% chorioamnionitis infection, decrease 14.1% NICU admission and decrease 14.5% IOL resulting in C-section

I directed identification of Clinical Communities, a new operating military wide organizational structure to network multidisciplinary groups of health care personnel that target high risk, high volume, high costs and high readiness issues within the DoD Health Agency. The model is presented in the pictorial below.



## MHS-level Clinical Communities



### ***HIGH RELIABILITY MILITARY SYSTEMS CONSULTANT INITIATIVES***

2016-2018 as Navy HRO Consultant., led, the High Reliability Joint Committee/Working Group for Defense Health Agency, conducting weekly teachings, strategies, and model design to over 50 Chief Medical Officer from around the globe. In addition, as the consultant. I directed Navy hospital assessments to Naval Hospital Camp Pendleton, California, Naval Medical Center San Diego, California, Naval Hospital Jacksonville, Florida, Naval Hospital 29 Palms, California, Naval Medical Center Portsmouth, VA with over 650 attendees to assist in their developing a high reliability quality and safety infrastructure.

2017 HRO Consultant. Taught High Reliability Operations, Quality and Safety Forum, Joint Commission Organization, Chicago, IL to approx. 100 military Chief Medical Officers from around the globe.

2017 HRO Consultant, directed the assessment at Naval Medical Center Portsmouth, VA, High Reliability Operations to over 200 attendees.

From 2016-2018, Taught and led the DHA CAPSTONE Course, Title: High Reliability, Military Health System Clinical Community Structure. Over 300 Senior Officer attended from around the globe.

### ***COMMAND LEVEL IMPACT***

**2018-2020 Completed.** As first nurse Navy Executive Officer, I led and brought national recognition to the robust Naval Research Center. As a scientist and leader, I successfully trail-blazed the garnering of research grants to support readiness, health, and partnerships. I directed the command to expand collaborations with industry and academia, increasing its operating budget by 176%, from \$17 million in 2017 to nearly 40 million. I directed procurement of contracts (\$9.7 million) to support veteran health research and directed collaboration with 502nd Air Base command to address engineering and fire code issues associated with the Tri-Service Research Laboratory that resulted in zero delay in combat casualty care research being executed and diverted facility closure, saving thousands research grant money. I directed university partnerships/CRADA in Texas to establish future research collaborations in dental and trauma research; and expanded Naval research portfolio to support global strategic goals.

*Other accomplishments at NAMRU-SA include*

**2019 Completed:** High reliability pursuit, constantly aware of how processes and systems affect the organization. In high reliability organizations, I paid close attention to operations and maintained awareness as to what is or isn't working to include the safety and security of employees. This steady concentration on processes led to observations that informed decision-making and new operational safety initiatives. I realigned safety and security to form the High Reliability Department in support of the SG's initiative and CNO's strategy within Navy Medicine. I reinvigorated NAMRU-SA Safety Council with a keen focus on the Safety Pillar of Success for the Command to include the establishment of the quarterly Safety Award, monthly safety briefs with a metric of 95% compliance and monthly directorate safety inspections.

**2020 Completed:** Participated in a working group with the 502<sup>nd</sup> Air Base Wing (base installation command) to develop a plan to invest \$345,000 and develop a “Get Well” program to address the engineering and fire code issues associated with the Tri-Service Research Laboratory (TSRL) which resulted in zero delay in combat casualty care research being executed and diverted facility closure, saving thousands research grant money.

**2020 Completed:** I envisioned continued growth in several areas of research that are within the capabilities of NAMRU-SA. For example, research funding for directed energy at NAMRU-SA is expected to increase by 300-400% in the next one or two years. I led a command wide review of its space utilization capabilities, while considering the future research expansion of its portfolio for NAMRU-SA. To meet our future needs strategically; I oversaw the awarded contract to conduct a formal space utilization of the command. The command resides in two geographically separate buildings, and operates on two distinct IT networks, making communications across the command difficult. Although the results of the survey are still pending, preliminary results indicate that the command does not occupy sufficient space to conduct its mission, nor does the command have access to the appropriate types of space (e.g., administrative and research laboratory space) to conduct its mission. Despite these setbacks, Captain Kane and the command continues to exceed expectations of research sponsors, and delivers products on time and within budget.

**2018-2020 Completed:** Developed research opportunities across the city of San Antonio, I directed the Commands involvement in the Economic Development Corporation, a nonprofit economic arm established by the city of San Antonio to focus on helping startup companies in targeted industries, IT and biomedical sciences, to remain and grow their businesses. Through these collaborations, I expanded NAMRU-SA’s Navy portfolio to over 62 medical research studies and >50 collaborations from academia/government/industry and heightened NAMRU-SA’s reputation across the city and across the country while supporting strategic goals of readiness, health, and partnerships.

## GEORGETWON UNIVERSITY TEACHING ACTIVITIES

Course #	COURSE TITLE	ROLE
<b>NURS 181</b> <b>5 Credit Hours</b>	<p><b>Care of the Adult with Physical Alterations</b></p> <p>This course introduces the learner to nursing care of adults with physiologic alterations and conditions commonly encountered in the acute care setting. The course concentrates on nursing care knowledge related to the following alterations and conditions: the respiratory and cardiovascular systems, the urinary system, the gastrointestinal tract, and neurosensory, musculoskeletal, and endocrine functions. Nursing care related to surgical and medical management of selected health conditions is addressed. Additional topics relevant to Care of Adults are considered, including and not limited to: preventive, therapeutic, and restorative conditions in adults, and health and healthcare implications associated with injury. Concepts integrated into the course content include: the nursing process, critical thinking, clinical judgment, ethical decision-making, research, evidence-based nursing practice, multidisciplinary collaboration, cultural sensitivity, and professional role development. Didactic learning experiences build on the science courses and provide the foundational knowledge necessary for clinical practice. Clinical learning experiences provide experience taking care of patients in an acute care setting and skill acquisition for professional nursing practice.</p> <p><b>Course Relevance to the GU NHS Values-based Model:</b> This course is grounded in the concept of nursing as a caring encounter with individuals and families who are experiencing acute or chronic alterations in health. Learners integrate knowledge from ethics, and social and biological sciences into the nursing process, planning and providing care for the person as a whole, embodying “cura personalis.”</p>	<b>Faculty of Record/Course Coordinator</b>
<b>HEST001</b> <b>1 Credit Hour</b>	<p><b>Colloquium</b></p> <p>The First Year Colloquium is a small interdisciplinary seminar focused on student holistic development while also examining a health topic. The goals of the course are to develop critical approaches to the study of a health issue, gain the skills necessary for academic and personal success and promote interaction and camaraderie among students, faculty and staff. This seminar will help students examine the characteristics of a Georgetown Jesuit education, encourage self-awareness, and develop reflection as a way to put meaning to learning</p>	

## GEORGETWON UNIVERSITY ACTIVITIES

Program	Term/Year(s)	Name of Committee	Role (Chair/Member)
	2022-present	Georgetown Executive MCEF Committee	
	2022-present	Georgetown Curriculum and Evaluations Committee	
	2022-present	Georgetown Veteran Advisory Board	
	2022-present	Georgetown School of Nursing Workload Management Committee	

## PAST UNIFORMED SERVICES UNIVERSITY TEACHING ACTIVITIES

Course #	COURSE TITLE	ROLE
<b>NURS8875</b> <b>3 Credit Hours</b>	<p><b>Data Health Science (Fall)</b></p> <p>This course introduces the major concepts of data science to healthcare professionals through a project-based, repetition-to-mastery model for learning data science techniques. Students will gain foundational skills for using data-driven models, data science concepts, and health data to answer questions related to biomedical research and clinical outcomes. The course will explore the concepts of clinical intelligence, clinical decision support systems, and the role of analytics in measuring health system performance and health outcomes. The aim is to focus beyond data collection, to analyzing available data, and making it actionable information. Key topics include data modeling, analysis of longitudinal clinical trajectories,</p>	Faculty of Record/Asst. Faculty

data visualization, measuring health system performance, existing quality/performance measurement frameworks, and use of data analytics for health improvement.

<b>NURS5120</b> <b>3 Credit</b> <b>Hours</b>	<b>Global Perspectives Seminar (Fall)</b> This core course introduces the essentials of nursing practice perspectives through collaboration with multiple stakeholders to improve healthcare using critical and reflective strategies based on disparate theories. A quality improvement lens will be used to synthesize and apply complex clinical themes within the Military Health System (MHS). Students will translate information and expand on the application of the fundamental disciplines: reflection, policy, ethics, economics, leadership, roles, systems, and population health to include determinants of health. The student is encouraged to thread these perspectives throughout the course in order to evaluate quality, safety, readiness and the cost-effectiveness of care in advanced practice nursing. Students will use collaborative and inter-professional skills to explore solutions; employing multifaceted healthcare issues for meaningful learning.	Assistant Faculty
<b>NURS8839</b> <b>3 Credit</b> <b>Hours</b>	<b>Quantitative Design (Spring)</b> This advanced research methods course provides students with a foundation in traditional and novel approaches to design, measurement and statistical inference. Building on the content of the course, students will focus on the logic of inference with respect to the philosophical basis of scientific research to issues of research design, sampling, measurement, scaling, analysis planning, and statistical interpretation. Students will develop and demonstrate skills in rigorous research appraisal, including building familiarity with published research evaluation tools and publication guidelines. Students will be exposed to both traditional and non-traditional research designs common to nursing and other health disciplines, including experiments, quasi experiments, observational, mixed-method and big data approaches. and pragmatic clinical trials. Students will become familiar with validity and reliability issues common to all single factor and multi-factor studies. In a rigorous exploration of research design methods, students will advance their ability to conceptualize a research problem and consider multiple, quantitative approaches for investigation.	Faculty
<b>NURS5130</b> <b>3 credit</b> <b>Hours</b>	<b>Global Perspectives Symposium (Spring)</b> This advanced research methods course provides students with a foundation in traditional and novel approaches to design, measurement and statistical inference. Building on the content of the course, students will focus on the logic of inference with respect to the philosophical basis of scientific research to issues of research design, sampling, measurement, scaling, analysis planning, and statistical interpretation. Students will develop and demonstrate skills in rigorous research appraisal, including building familiarity with published research evaluation tools and publication guidelines. Students will be exposed to both traditional and non-traditional research designs common to nursing and other health disciplines, including experiments, quasi experiments, observational, mixed-method and big data approaches. and pragmatic clinical trials. Students will become familiar with validity and reliability issues common to all single factor and multi-factor studies. In a rigorous exploration of research design methods, students will advance their ability to conceptualize a research problem and consider multiple, quantitative approaches for investigation.	Faculty
<b>NURS8816</b>	<b>Conceptual Frameworks/Theoretical Models (Summer)</b> This foundational course provides students with an opportunity to conceptualize and develop a phenomenon in their area of interest that is relevant to the knowledge gaps relevant to federal nursing service, policy and research. Theoretical frameworks that are applicable for guiding professional practice and health policy will be considered for evaluation. The development and testing of concepts, the generation of middle range theories and their critique and evaluation is the focus of this course. Students will identify, critique, and build concepts, theories and frameworks that are useful in their area of scientific interest. Emphasis will be placed on the applicability of integrating theory, clinical practice and research relevant to the federal and military health care systems. Using experiential observations, as well as published theoretical and research literature, students will explore a nursing phenomenon from concept analysis to synthesis in support of their area of scientific study and scholarly development.	Faculty

**GRADUATE SCHOOL of NURSING/UNIFORMED SERVICE UNIVERSITY ACTIVITIES**

<b>Program</b>	<b>Term/Year(s)</b>	<b>Name of Committee</b>	<b>Role (Chair/Member)</b>
GSN	2020-2022	GSN Curriculum Committee	Member

USUHS	2020-2022	Middle States Commission to Higher Education (MSCHE) Steering Committee to the Uniformed Services University President	Co-Chair/Member
USUHS	2020-2022	Strategic Refresh Goal Group	Member
GSN	2020-2022	GSN All Faculty Committee	Member
GSN	2020-2022	CCNE Accreditation Workgroup	Member