

Catherine Z. Baumgardner, PhD, MHA, FACHE
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PROFESSIONAL and ACADEMIC PROFILE

Academically, I am an effective Associate Teaching Professor with extensive experience in program and curriculum development, and online teaching at the Master's Degree level. I also lead Professional Development and Student Engagement. Professionally, I am an accomplished executive with extensive experience in leading operations for regional health systems, and in consulting with clients in the areas of leadership and organization development. My areas of consultative expertise include: leadership development, organizational culture design and implementation, including talent selection and development.

FORMAL EDUCATION

Doctor of Philosophy in Workforce Education and Development, College of Education,
The Pennsylvania State University

Dissertation: Critical Demographic and Workplace Factors That Influence Work Engagement in Nursing Practice in Pennsylvania

Master of Health Administration, The Ohio State University

Concentrations: *Finance, Planning, Marketing*

Bachelor of Science in Business Administration, The Ohio State University
Cum Laude, Dual Major: *Human Resources/Production Operations Management*

Oxford University, Summer Study, New College, Oxford, ENGLAND

ADDITIONAL PROFESSIONAL EXPERTISE

Certified Online Faculty Member, The Pennsylvania State University
Gallup Certified Strengths Coach

Quality Matters (QM) Certified Course Design
NASPAA Certified Site Surveyor

Examiner, Lancaster Chamber of Commerce, Business Excellence Award
Certified Instructor, Speaker's Training Camp™

Disney Institute: Quality Service, People Management, Leadership Excellence Programs

HONORARIES

Beta Gamma Sigma, National Business Honorary, The Ohio State University

Golden Key, National Scholastic Honorary, The Pennsylvania State University

Alpha Lambda Delta/Phi Eta Sigma, National Scholastic Honorary, The Ohio State University

ACADEMIC AND PROFESSIONAL EXPERIENCE

2012-present--THE PENNSYLVANIA STATE UNIVERSITY, University Park, PA

Director of Professional Development and Student Engagement; Associate Teaching Professor—School of Public Policy, College of Liberal Arts

Responsible for the development and administration of internship and Capstone experiences for the MPP students, with an emphasis on professional development. Coaching, mentoring, teaching, and engaging students in their leadership growth are key activities of the role.

Associate Teaching Professor-- HPA Program, College of Health and Human Development

Develops curriculum and actively teaches a variety of leadership and strategic planning courses for the online Undergraduate HPA program, and for the Master's Degree Program in Organization Development and Change. Also supports teaching needs in residence. Consistently rates among the highest in student teacher ratings.

Senior Instructor and Teaching Assistant Professor--eMHA Program

Develops curriculum and actively teaches a variety of leadership, human resources, quality, and management courses for the eMHA program. Teaching is a blend of online and live delivery. As the founding faculty member in the program, worked with leadership to develop, implement, and monitor the program strategic plan. Developed and implemented curriculum redesign. Program is now in its sixth year, with nearly 100 alumni in the field. Consistently rates among the highest in student teacher ratings. Supports the University objectives of service and research.

2015-present--THE UNIVERSITY OF ALABAMA-BIRMINGHAM, Birmingham, AL

Adjunct Faculty

Develops curriculum and actively teaches in the Healthcare Quality and Safety online and blended Master's program. Course focus is on Leadership of High Reliability Organizations.

2001-present--CATHERINE BAUMGARDNER & ASSOCIATES, INC., Lancaster, PA

President

Consult with health care leaders that want to create organizational cultures that engage and inspire their workforce talent. Consulting services include: strategic service planning and implementation, operational service assessments, training, curriculum development, educational assessment, strategic educational planning, coaching, mentoring, and developing accountability systems to embed the culture.

1989-2001—LANCASTER GENERAL HOSPITAL, Lancaster, PA

Vice President, Service Excellence/Operations/Quality and Clinical Services

Developed and established a new service culture for the Lancaster Health Alliance at a time when hospitals were not even aware of the importance of customer service. Led the Oncology, Orthopedic, Neuroscience and Rehabilitation service lines and departments of Radiology and Diagnostic Imaging, Clinical Laboratory, Pastoral Services, Corporate Health, Physical Medicine and Rehabilitation and Breast Care Services, in addition to Surgical Services and all Outpatient Services, including three offsite locations. Scope of responsibilities included ancillary departments and nursing management, with an operating budget in excess of \$50 million. Major accomplishments included:

- Created and implemented a customer service strategy that changed the organizational culture. Activities included training with the **Ritz Carlton** and **Walt Disney World** to translate their service approach to healthcare. Notable actions were designing organizational service standards, redesigning new employee orientation, developing customer service curriculum, training all staff, implementing patient and employee satisfaction tools, developing outcome measurement indicators and coaching and facilitating managers and employees through the transition. As a result, patient satisfaction scores increased by 30%, physician satisfaction increased by 30%, and employee satisfaction increased by 25%. Employee turnover dropped by 35%.
- Led the customer service team that supported the redesign and relocation of maternity services. The end result was the construction of a patient centered new facility, and a change in the care delivery model. Market share grew to more than 80% in the first year.
- Created a high performing work team that demonstrated strong quality outcomes, efficient operations (30-50% contribution margins), and generated significant income for the organization (\$20 million/year).
- Established a six-hospital laboratory consortium for reference testing that saved the hospital in excess of \$1.5 million. Served as Board chair of that consortium.
- Reorganized the Lancaster Cleft Palate Clinic, turning a \$250,000 loss into a \$25,000 gain in 12 months.
- Designed and implemented a Breast Care Center. For the first time, breast cancer patients had a coordinated approach to care, resulting in high patient and physician satisfaction, as well as a market share increase of 20%.
- Accountable for the strategic and daily operations of the Orthopedic, Neuroscience and Rehabilitation service lines and the Departments of Radiology, Laboratory and Surgical Services.

SENTARA Health System, Norfolk, VA

ST. FRANCIS HOSPITAL AND HEALTH CENTER (SSM System), Blue Island, IL

ST. JOHN MEDICAL CENTER (Trinity Health System), Steubenville, OH

PROFESSIONAL ORGANIZATIONS AND OTHER MEMBERSHIPS

- American College of Healthcare Executives, FACHE
- American Society of Healthcare Human Resources Administrators (ASHHRA)
- Society for Human Resources Management (SHRM)
- Association for Talent Development (ATD)
- The Ohio State University Hospital and Health Services Administration Alumni (Life Member)
- The Ohio State University Alumni Association, Life Member
- The Pennsylvania State University Alumni Association, Life Member

TEACHING EXPERIENCE

2012-present—eMHA Program, Online Undergraduate Program, Department of Health Policy and Administration, College of Health and Human Development, The Pennsylvania State University

PPOL 897—Leadership of Public Organizations (online)*

PPOL 894—Capstone*

PPOL 895-Internship*

HPA 101--Introduction to Healthcare Organizations (online)

HPA 430--Leadership of Healthcare Organizations(online)*

HPA 435--Safety Net Healthcare (blended)*

HPA 455--Strategic Planning/Capstone(online)

HPA 460—Leadership of Human Resources in Health Services Organizations (online)*

HPA 524—Management of Health Services Organizations (online)*

HPA 556—Strategic Leadership/Capstone (blended)

HPA 595—Independent Study (online)*

HPA 805—Change Leadership in Health Services Organizations (online)*

HPA 853—Leadership Ethics in Health Services Organizations (In residence)*

HPA 854—Population Health and Quality Management in Health Services Organizations (online)*

*I designed and developed the curriculum for each course, and worked consultatively to build the online courses in Canvas, including regular updates, conversions from live to online, and learning system conversions. I also have Quality Matters (QM) course design experience.

2016-present—Workforce Education and Development, Department of Learning and Performance Systems, College of Education, The Pennsylvania State University

WFED 880—Group Facilitation (online)

2016-present—Healthcare Quality and Safety, Department of Healthcare Administration, College of Health Sciences Administration, University of Alabama at Birmingham.

HQS 630-HP—Leadership in High Reliability Healthcare Organizations (blended)
HQS 630-QL—Leadership in High Reliability Healthcare Organizations (online)

PENNSYLVANIA STATE UNIVERSITY SERVICE

2020-present—School of Public Policy Graduation Committee
2020-present—School of Public Policy Graduate Committee
2020-present—School of Public Policy New Student Orientation Committee
2018-2019—Chair, Non Tenure Faculty Promotion Committee
2017-2019--Undergraduate Committee
2012-2017—MHA Committee
2012-2017—eMHA Candidate Selection Committee
2016-present—Schreyer Honors College Application Reviewer
2015-present—Schreyer Honors College Thesis Advisor

EXTERNAL SERVICE

2018-present—The Ohio State University Board of Trustees Advancement Committee
2015-present--The Ohio State University Alumni Board (5-year term) -Chair--(Past Service as Treasurer, Member of the Executive Committee and Chair, Finance Committee)
2012-present--The Ohio State University Health Service Management Program Management Institute Steering Committee (Speaker Committee Co-Chair)
2013-2016--The Ohio State University Health Service Management Program Alumni Executive Committee, At-Large Member
2011-2014--The Ohio State University Health Plan Board of Directors
2005-2011--The Ohio State University Alumni Advisory Council, Chair (2009-2011)
1999-2005--The Ohio State University Honors and Scholars Advisory Council (past)

PRESENTATIONS (Selected Topics)

Baumgardner, C., & Bergmann, R. (2019) Using Change Management Approaches to Implement IT Solutions, RBMA PaRADigm Conference, Colorado Springs, CO.

Baumgardner, C., Fraley, R., & Cronin, G. (2018). Succession Planning Strategies, The Ohio State University MHA Program Management Institute, Columbus, Ohio.

Baumgardner, C., Hoy, K., Brown, A. Employee Engagement, ACHE Central PA Chapter Program, Harrisburg, PA

Baumgardner, C., Fincher, J., & Gray, K. Strategic Planning Approaches, CASE Region V Conference, Chicago, IL.

McCaughey, D., McGhan, G, DiMeo, S., & **Baumgardner, C.** (2018). Retail Health Clinics: Are They Shaping Tomorrow's Healthcare System?, Canadian Association for Health Services Policy and Research, Montreal, Canada.

Baumgardner, C. (2018). Safety Net Healthcare. Guest Lecturer, HPA 310.

Baumgardner, C. & Jordan, J. (2018) StrengthsFinder for Board Development. The Ohio State University Alumni Association Board of Directors. Guest Lecturer and Workshop Facilitator.

Baumgardner, C. (2017). Healthcare Human Resources Leadership. Guest Lecturer, Healthcare Leadership Course, St. Louis University MHA Program.

DiMeo, S., **Baumgardner, C., & McCaughey, D.** (2017) The Benefits of Retail Health Clinics for Aging Populations. IAGG World Congress of Gerontology and Geriatrics, San Francisco, CA.

McCaughey, D., McGhan, G., Herald, R., & **Baumgardner, C.** (2017) Behavioral Engagement and its Measurement: Improving Direct Care Worker Outcomes. IAGG World Congress of Gerontology and Geriatrics, San Francisco, CA.

Baumgardner, C. (2017). Teambuilding for Physician and Administrative Leaders. Guest Lecturer and Workshop Facilitator. Susquehanna Health Leadership Series, Williamsport, PA.

Baumgardner, C., DiMeo, S., & McCaughey, D. (2016) Workplace Factors that Influence the Supply of Nurses to Care for the Elderly. Presentation at the Gerontological Society of America National Conference, New Orleans, LA.

DiMeo, S., **Baumgardner, C., & McCaughey, D.** (2016). Retail Health Clinics: Their Role in the Care Continuum for Aging Populations. Presentation at the Gerontological Society of America National Conference, New Orleans, LA

Baumgardner, C. Engaging Physicians. Pennsylvania Medical Society Physician Leadership Series. Guest Lecturer and Workshop Facilitator, Harrisburg, PA.

DiMeo, S., **Baumgardner, C.**, & McCaughey, D. (2016). Retail Health Clinics: A Systematic Literature Review. Presentation at the Southern Management Association National Conference, Charleston, SC.

DiMeo, S., **Baumgardner, C.**, & McCaughey, D. (2016). Retail Health Clinics: Their Role in Increasing Access to Care. Presentation at the 2016 Pennsylvania Public Health Preparedness Summit, Altoona, PA.

DiMeo, S., **Baumgardner, C.**, & McCaughey, D. (2016). Retail Health Clinics: How Retail Health Clinics Affect Access to Care for Underserved and Rural Populations. Presentation at the 2016 Pennsylvania Public Health Association Conference, Lancaster, PA.

Baumgardner, C., McCaughey, D., & DiMeo, S. (2016). Factors Influencing Nurse Workforce Engagement in Pennsylvania Healthcare Organizations. Presentation at the 2016 Pennsylvania Public Health Association Conference, Lancaster, PA.

Rothwell, W. J., Baumgardner, C., & Alzhami, R. (2015) Overcoming Barriers to Employee Engagement, Webinar, Association for Training and Development (ATD).

Rothwell, W.J., & Baumgardner, C.,. (2015). Creating an Engaged Workforce: It's Worth the Effort, Webinar, Association for Training and Development (ATD).

McCaughey, D., Wu, J., McGhan, G.E., and **Baumgardner, C.** (2015) Behavioral Engagement of Direct Care Workers: Examining a Key Determinant to Improving Employee Outcomes. Presentation at the 66th Annual Scientific Meeting of the Gerontological Society of America. New Orleans, LA.

Baumgardner, C. (2015) Quality and Customer Service in Radiology Departments, Online Education Program, Radiology Business Management Association.

Baumgardner, C. (2015) Using CAHPS to Improve Physician Satisfaction Scores, Online Continuing Medical Education (CME), Pennsylvania Medical Society.

Baumgardner, C., & Bergmann, R. (2014) Radiology Business Management Association (RBMA): One Center's Journey to a Great Customer Experience, Portland, OR

Baumgardner, C. (2013). American Society for Healthcare Human Resources Administrators (ASHHRA), Overcome the Fear of Public Speaking, Austin, TX

Baumgardner, C. (2013). Radiology Business Management Association(RBMA), Delight Your Customers, or Someone Else Will, Austin, TX

Baumgardner, C. Delight Your Customers Before Someone Else Does. New England Society for Healthcare Communications (NESHCO), Teleconference

Baumgardner, C. Engaging Employees and Physicians in Customer Service. Press Ganey Associates, Ten Regional Conferences

Baumgardner, C., & Melton, B. Employee Engagement: Is It Really Worth the Investment? American Society for Healthcare Human Resources Administrators (ASHHRA), , Dallas, TX

Baumgardner, C. Positioning Cardiac Services to Women. Women's Heart Coalition, Teleconference.

Baumgardner, C. Is Your Customer Service Effort Really Worth It? New England Society for Hospital Strategists (NESH), Teleconference

Baumgardner, C., & Windham, J. Creating a Workplace of Choice through Employee Selection. Nurse Recruitment and Retention National Conference, Las Vegas, NV

Baumgardner, C. Leadership Secrets for Creating a Successful Customer Service Culture. National Association of Occupational Health Professionals (NAOHP), Chicago, IL

Baumgardner, C., & Windham, J. Creating a Workplace of Choice Through Selection. American Society of Healthcare Human Resources Administrators (ASHHRA), , Washington, DC

Baumgardner, C. Creating a Workplace of Choice. Ontario Hospital Association, Ontario, CANADA

Baumgardner, C. Building a Talented Workforce. Tennessee Society for Healthcare Human Resources Administrators (TSHHRA), Nashville, TN

Baumgardner, C. Five Star Caring-The Victories and Struggles of Implementing a Service Culture Healthcare Roundtable, Napa, CA

PUBLICATIONS (sampling)

- DiMeo, S, McCaughey, D., & **Baumgardner, C;** (2017)The benefits of retail health clinics for aging populations, *Innovation in Aging*, Volume 1, Issue suppl_1, 1 July 2017, Pages 833, <https://doi.org/10.1093/geroni/igx004.3003>
- **Baumgardner, C.** (2016). Critical demographic and workplace factors that influence work engagement in nursing practice in Pennsylvania. *Pennsylvania Nurse Magazine*, April 2016.
- **Baumgardner, C.Z.** (2014). Creating the engaged culture and the future of employee engagement. In Rothwell, W.J. (Editor), *Creating the engaged workforce: It's worth the effort*. Alexandria, VA: ASTD Press.
- McCaughey, D., **Baumgardner, C.Z.**, Gaudes, A., LaRochelle, D., Wu, K.J., & Raichura, T. (2014, March). Best practices in social media: Utilizing a value matrix to assess social media's impact on healthcare, *Social Science Computer Review*. doi: 10.1177/0894439314525332
- **Baumgardner, C. Z.** (2012). Employee engagement and corporate culture. In Rothwell, W.J. (Series Ed.), *The Encyclopedia of Human Resources Management, Vol. 2, HR forms*

and job aids. Manuscript in press.

- **Baumgardner, C.Z.** Comparison of Work Engagement of Hispanic Registered Nurses (RNs) and Caucasian RNs in the Commonwealth of Pennsylvania. Poster session presented at: The Pennsylvania State University College of Education Annual Department Poster Session; 1 December 2011; University Park, PA.
- **Baumgardner, C., Bergmann, R.** (2011). When every moment counts: One center's journey to a great customer experience, *RBMA Newsletter*.
- **Baumgardner, C., Myers, J., & Passmore, D.** (2011). The concentration of Hispanic youth in healthcare jobs, University Park, Pennsylvania: Penn State Workforce Education and Development Initiative.
- **Baumgardner, C.,** (2009). Delighting your customers. *RBMA Newsletter*.
- **Baumgardner, C.,** (2008). WOW Service. *RBMA Newsletter*.
- **Baumgardner, C., Merriman, C.** (2007). How retention efforts can help grow your business. *OHR Tracker*, 10(3), 14-15. Retrieved from <http://www.systoc.com/tracker/2007/Aut2007/TrackerAut07.pdf>.
- **Baumgardner, C., Merriman, C.** (2007). Strengthen your sales efforts through effective issue resolution. *OHR Tracker*, 10(2), 13-15. Retrieved from <http://www.systoc.com/tracker/2007/Sum2007/TrackerSumm07.pdf>.
- **Baumgardner, C., Merriman, C.** (2007-08). Nine strategies for staying strong in a soft economy. *OHR Tracker*, 10(4), 6-7. Retrieved from http://www.systoc.com/tracker/2007/Win2007_2008/TrackerWint0708.pdf.
- **Baumgardner, C., Merriman, C.** (2006). Think, plan and do: A marketer's guide to managing trends. *OHR Tracker*, 9(2), 19-20. Retrieved from <http://www.systoc.com/tracker/2006/Sum2006/TrackerSumm2006.pdf>.
- **Baumgardner, C., Merriman, C.** (2006-07). Employer partnerships. *OHR Tracker*, 9(4), 17-18. Retrieved from http://www.systoc.com/tracker/2006/Win2006_2007/TrackerWint0607.pdf.
- **Baumgardner, C.** (2005). Leadership secrets of great customer service efforts, Part I. *OHR Tracker*, 8(1), 12-14. Retrieved from <http://www.systoc.com/tracker/2005/Spr2005/Spring2005Tracker.pdf>.
- **Baumgardner, C.** (2005). Leadership secrets of great customer service efforts, Part II. *OHR Tracker*, 8(2), 12-13. Retrieved from <http://www.systoc.com/tracker/2005/Sum2005/TrackerSumm05.pdf>.
- **Baumgardner, C., Merriman, C.** (2005-06). Exceeding your promise: Lessons learned from the Rolling Stones. *OHR Tracker*, 8(4), 12-13. Retrieved from http://www.systoc.com/tracker/2005/Win2005_2006/TrackerWint0506.pdf.
- **Baumgardner, C.** (2004). Creating a workplace of choice. *Strategic Market and Planning Advisor*.

MANUSCRIPTS UNDER DEVELOPMENT

- Dimeo, S., **Baumgardner, C.,** & McCaughey, D. (2017). Retail Healthcare Clinics: A Literature Review. *Healthcare Management Review*. Status: Draft

REVIEWS

- Journal of International Healthcare Management, Manuscript Review, 2016-present

- AHRD Asia Chapter Conference Reviewer, Manuscript Review, Organizational Change and Development, and Others Track, 2014.
- Special Issue on Social Media, Manuscript Review, Social Science Computer Review, 2013.

FACULTY RESEARCH ADVISER

- *Workforce Education and Development, Pennsylvania State University, Olga V. Buchko (2017-present) PhD Dissertation Committee (External Committee Member)*
- *Department of Health Policy & Administration, Pennsylvania State University, Katherine G. Lunney (2018-present) Schreyer Honors Scholar*
- *Department of Health Policy & Administration, Pennsylvania State University Samantha J. DiMeo (2015-2017) Schreyer Honors Scholar*

HONORS

Faculty Awards

Nominated for the College of Health & Human Development's *Outstanding Faculty Award*, The Pennsylvania State University (2015)