

Darryn W. Dunbar, DNP, RN, NEA-BC

Current Position:

The Queen’s Medical Center – Punchbowl campus Honolulu, Hawaii
Senior System Director, Nursing Administration and Operations 2022 to present

Promoted to broad scope, system leadership role with primary accountability for nursing operations in 560-bed, *Magnet designated* quaternary medical center in a collective bargaining environment. Responsible for nurse scheduling, staffing, and payroll; nursing administrative coordinators; float and sitter pools; surge units (3); and crisis teams (RRT and BEST). Health system leader for clinical contract labor (nursing and ancillary), position control and workforce development in four hospitals across three islands. Eight direct reports with oversight for 260 FTEs.

- Coordinate all clinical contract labor for health system. Reduction of travelers from 400+ to 170 FTEs
 - Implemented staffing differential during three pandemic surge periods maximizing staff utilization
 - Filled long term vacancies using creative recruitment and workforce development strategies
 - Resurrected weekender option for RN staff
- Developed and implemented position control tool to improve efficiency, aligning staff resources to clinical need
- KRONOS Optimization and Dimensions implementation team
- VP Operations Position Review Team
- Administrative Disaster Officer and COVID operations group lead

Senior Director, Nursing Administration and Throughput Operations 2021 to 2022

Throughput operations component (2021-2022): accountable for patient flow improvement efforts; manager of bed control and transfer call center; operations manager for clinical decision unit and discharge lounge; and QI coordinator.

- Oversight for transition from Tele Tracking to Epic Grand Central
- Collaborated with Health Catalyst to develop and implement capacity management and surge plan aimed at reducing ED LOS and improving admission LOS
- Transition of Patient Flow service line from Patient Care Services to Care Coordination division

The Queen’s Medical Center – West Oahu campus Ewa Beach, Hawaii
Director of Critical Care Services 2019 to 2021

Retained as Interim Director via B.E. Smith; later offered permanent position. Senior nurse leader accountable for nursing practice and performance across critical care service line: ICU, ED (65k annually), crisis team, psychiatric APRNs and patient flow in 104-bed *Magnet designated* community hospital. Five direct reports with oversight for 100 FTEs.

- Improved ED patient experience above 90th percentile
- Introduced initiatives resulting in significant reduction of medication discrepancies
- Reduced overtime utilization by 78%
- Collective bargaining team for QMC/HNA negotiations (2021)
- System collaboration: Patient Flow Improvement Team; ED Hale, Clinical Competence Advisory Council

Professional Experience:

Johns Hopkins Medicine at Sibley Memorial Hospital Washington, DC
Director of Nursing and Patient Care Services 2015 to 2018

318-bed academic health system affiliated community hospital. Senior nurse leader accountable for clinical practice and performance across behavioral health, critical care, emergency department, patient flow and professional practice settings. Five direct reports with oversight for 125 FTEs

- Opened new, 28-bed ED with 40k annual visits (2015) and earned ENA Lantern Award designation (2017-2020)
- Enabled changes driving improvement in nursing sensitive and hospital performance indicators
- Led Lean driven process improvement teams resulting in cost savings and increased revenue
- Tripled outpatient behavioral health procedural revenue after workflow redesign
- Introduced productivity measures to ensure FTE utilization aligned with acuity and volume

Ascension Health Providence Hospital Washington, DC
Interim Nurse Manager, ICU Stepdown/IMCU 2014 to 2015
 408-bed health system affiliated community hospital. Retained as interim manager while searching for permanent leadership position. Accountable for daily operations of 16 bed IMCU with 26 FTEs in an organized labor setting

- Reduced utilization of contract staff, filling long-term vacancies with permanent staff
- Implemented admission and discharge criteria for IMCU
- Created Throughput Nurse Navigator position reducing ED length of stay by 38% in six months

United Medical Center d/b/a Not for Profit Hospital Washington, DC
Consultant and Interim Director of Nursing, Emergency Services 2013 to 2014
 354-bed municipally regulated, federally funded community hospital. Retained to redesign ED intake processes and develop organizational throughput plan aimed at improving patient flow in collaboration with Huron Healthcare. Operational accountability for 25 bed ED with 68k annual visits and 65 FTEs in organized labor setting.

- Reduced LWBS rate, ED and admitted length of stay for admitted and discharged patients
- Improved patient experience metrics by 70%
- ED Operations budget favorable within 5 months

Advocate Illinois Masonic Medical Center Chicago, Illinois
Assistant Clinical Manager, ED and Trauma 2012 to 2013
Clinical Nurse II, ED and Perioperative Services 2010 to 2012
 397-bed health system affiliated, *Magnet designated* academic medical center. Led daily operations and responsible for patient care in Triage, Fast Track, Main ER, Level I Trauma and Acute ED Psychiatry. Shared leadership of 54 FTEs.

- Implemented leader rounding to improve patient and staff satisfaction
- Initiated and led hospital-wide Throughput & Patient Flow Team (Patient Safety Sub-Council)
- Participated in Magnet re-designation in 2012

1999 – 2012: Held Leadership, Faculty and Clinical positions in Nursing, Midwifery, and Public Health
 1990 – 1998: Held Clinical and Faculty positions in Nursing, Midwifery and Public Health

Education, Licensure & Certification:

American Organization of Nurse Leaders (AONL) Nurse Executive Fellowship 2024

Johns Hopkins University Baltimore, Maryland
Doctor of Nursing Practice, Executive Leadership 2017 to 2019
Scholarly Project: Reducing ED Length of Stay for Patients Requiring Critical Care Admission

- Jonas Scholar, American Association of Colleges of Nursing and Jonas Philanthropies
- Research assistant, “Is it time for the 4th P?” (PI: Rita D’Aoust, PhD, APN, FAAN, FANP)

University of Illinois at Chicago Chicago, Illinois
Master of Science, Maternal-Child Nursing and Nurse-Midwifery 1992 to 1995
Research Project: Factors that Influence Nurses to Suggest Hydrotherapy to Laboring Women

- Sigma Theta Tau, Alpha Lambda chapter 1993

Illinois Wesleyan University Bloomington, Illinois
Bachelor of Science in Nursing 1987 to 1990

- Distinguished Nursing Alumnus for Excellence in Practice, Education and Research 2003

Registered Nurse: Hawaii (current); Virginia (compact) and Illinois previously 1990 – 2025
 Nurse Executive, Advanced (ANCC, 2016; renewal in progress*) 2016 – 2021*
 Advanced Practice Registered Nurse: Illinois (2001) 2001 – 2021
 Certified Nurse-Midwife (AMCB, 1994) 1994 – 2021