



# JACKIE GAINES, M.S., R.N.

## SPEAKER PRESS KIT

### **INSPIRATION AND INNOVATION FROM EXPERIENCED HEALTHCARE SPEAKERS**

Providing on-site training for your leaders is a fast and economical way to bring your entire team up to speed on the industry's hottest topics and create organization wide urgency to execute change. Huron's speakers and authors bring up-to-the-minute knowledge from their work in healthcare organizations across the U.S. and beyond.

We are more than a speakers' bureau. Our speakers are results-driven performance experts who are directly involved in crafting solutions to some of your most pressing problems, including financial challenges, patient safety and quality, pay for performance, and more.

Prior to your event, Huron's speakers and support teamwork side-by-side with you to develop a fully customized presentation to meet your needs, regardless of the topic, size of your group, or purpose of the training. From physician retreats to Leadership Development Institutes (LDIs) to senior leader meetings, Huron speakers deliver the perfect balance of inspiration and education for every audience.



**HURON**



# Jackie Gaines, M.S., R.N.

**PRINCIPAL, NATIONAL SPEAKER, BEST-SELLING AUTHOR, EXECUTIVE LEADERSHIP COACH**

Jackie Gaines, M.S., R.N., is a high-performing senior executive, national speaker, and best-selling author with a progressive career encompassing more than 40 years of sustained leadership and accomplishments with major health systems and organizations. She has dedicated most of her career to the advancement of quality healthcare programs throughout the United States, particularly those focused on the care of the poor and underserved. Jackie travels all over the country, telling her story and sharing the leadership lessons learned throughout her career. She also continues to give back to the community by serving on numerous boards and task forces.

## PROFESSIONAL EXPERIENCE

- Market Leader Physician and Ambulatory Services, National Speaker, and Executive Leadership Coach, Huron
- Regional President and CEO, Mercy Health Partners, Scranton, PA
- CEO, Providence Milwaukie Hospital, Milwaukie, OR
- Vice President, Community Health Systems Integration
- Bon Secours Baltimore Health System, Baltimore, MD
- President and CEO, Health Care for the Homeless, Inc., Baltimore, MD
- Various Clinical Nursing Positions, Johns Hopkins Hospital, Baltimore, MD

## INDUSTRY SPEAKING ENGAGEMENTS

- Adventist Health Southern California Region — Time Management — June 2017
- Collingwood General & Marine Hospital – Accelerating Accountability/ Frontline leader Training – May 2019
- Community Health Centers of Arkansas – Igniting High Performing Teams-DEI – May 2021
- Columbia Basin Health Association, Vancouver, Canada — Getting Ready for a New Reality: Managing Change — 2016
- Crossing Rivers Health — Leading through Change: Moving from Strategy to Results — April 2017
- Doshier Memorial Hospital — Leading a Culture of Inclusion — 2016
- George Washington University Health Care Administration Graduate Program — Walking the Talk on Leadership — 2021 and 2020
- Florida Association of Community Health Centers – Organizational and Operational Agility and Excellence – August 2020; Workforce Engagement and Redesign – September 2020
- Huron Consulting Group’s Women in Leadership Summit: Wearing the Yellow Suit – October 2019
- Indiana State Nurses Association – Maintaining the Fire – September 2021
- Iowa/Nebraska Primary Care Associations — Leading Change; Employee Engagement; Organizational Agility and Excellence — 2021
- Jackson Hospital & Clinic, Inc.— Maximizing Accountability — October 2016
- Jackson Hospital & Clinic, Inc.—Time Management — January 2017
- Johns Hopkins Health System — Women in Leadership: Leading a Culture of Inclusion — 2016
- Kansas Primary Care Association — Leading a Culture of High Performance — 2020
- Marshfield Clinic Health System – Maximizing Your Leadership Minutes – August 2022
- Methodist Hospital—Leading through Change: Moving from Strategy to Results—November 2016

- Mid-Atlantic Association of Community Health Centers Conference — Moving from Strategy to Results; Organizational Agility and Excellence — 2021
- Nebraska Methodist Health System – Change Management & Leadership – July 2020
- North Carolina Community Health Center Association — Leading Change; Board Boot Camp; Organizational Agility and Succession Planning; Excellence in Health Care — 2021 and 2020
- Premier Health Systems — Maximizing Accountability — February 2017
- Sentara Northern Virginia Medical Center – Diversity and Inclusion – November 2019
- Standards and Poor’s, Inc (International) — Women in Leadership — 2018
- Tennessee Primary Care Association — Maximizing Your Leadership Minutes & Employee Investment – October 2019; Leading a Culture of High Accountability — 2020
- The Pennsylvania State University – Change Management – December 2020 & 2021
- United Way of Central Maryland — Women in Leadership; Leading a Culture of Inclusion — 2019 and 2018
- University of Pennsylvania Health Care Leadership Program — Time Management Leading Practices; Leading Change; Women in Leadership — 2021, 2020, and 2019

## EDUCATION AND CERTIFICATIONS

- Master of Science, Primary Healthcare/Healthcare Administration, University of Maryland, Baltimore, MD
- Bachelor of Science, Nursing, University of Maryland School of Nursing, Baltimore, MD

## PROFESSIONAL ASSOCIATIONS

- Member, American College of Healthcare Executives (ACHE)
- Member, National Association of Health Services Executives (NAHSE)

## PUBLICATIONS/SPEAKING ENGAGEMENTS

- Wearing the Yellow Suit- A Guide for Women in Leadership, 2020, Huron Publishing Company
- Wait a Hot Minute! How to Manage Your Life with the Minutes You Have, 2016, Fire Starter Publishing
- Destination Infinity: Reflections and Career Lessons from a Road Warrior, 2013, Arrie Publishing Company, LLC
- The Yellow Suit: A Guide for Women in Leadership, 2012, Arrie Publishing Company, LLC
- The Nurse Leader Handbook: The Art and Science of Nurse Leadership, Contributing Author, 2010, Fire Starter Publishing
- Believing You Can Fly, 2008, Dorrance Publishing Company, Inc.
- “Executing Effective Performance Appraisals,” Huron Insights, March 2014
- “Are Your Action Plans Getting You the Desired Results?,” Huron Insights, May 2014
- “What to Do When Results Go South,” Huron Insights, June 2014
- “Is Low Morale Always the By-Product of a Reduction in the Workforce?” Huron Insights, August 2014
- “High Impact Tools in 10 Minutes or Less,” Huron Insights, December 2014

# Presentations

## WAIT A HOT MINUTE: MAXIMIZING YOUR LEADERSHIP MINUTES

**Audience:** All Leaders, All Healthcare Roles

**Focus:** Leadership, Time Management

**Length:** Keynote, Half-day

This session will offer tips on how you can maximize your minutes by focusing on high-payoff activities that decrease the number of time robbers compromising effectiveness, job satisfaction, and your well-being.

### Learning Objectives:

- Offer tips on how you can maximize your minutes by focusing on high payoff activities that decrease the number of time robbers compromising effectiveness, job satisfaction and your well-being.
- Offer insights on rising above the impact the pandemic has had on our “time” and well-being on and off the job; and implications for leading teams.

## BUILDING A FRAMEWORK FOR HIGH PERFORMANCE

**Audience:** All Leaders

**Focus:** Leadership, Quality and Safety, Inspiration and Purpose

**Length:** Keynote, Half-day

This session is designed to facilitate a framework that enables organizational leaders to obtain, sustain or accelerate organizational peak performance. We know that when we operate at peak performance, we can create exceptional operational results. Evidence-Based Leadership<sup>SM</sup> offers tools and tactics that, when maximized by leadership, can drive results in your organization and set you up to create a sound future.

### Learning Objectives:

- Be able to describe the foundations of Evidence-Based Leadership<sup>SM</sup>, a model to help you achieve peak organizational performance.
- Be able to discuss at least three strategies to improve accountability in your organization’s AIDET<sup>®</sup> tool on the provider level.

## WEARING THE YELLOW SUIT

**Audience:** All Leaders

**Focus:** Leadership, Change Management, Engagement, Inspiration and Purpose

**Length:** Keynote, Half-day

Are you an aspiring leader? Do you want to take your career to the next level? After more than 30 years in a variety of leadership roles, Jackie could see an obvious void in publications on the market that offer the “rules of the road” to women who aspire to be great leaders in business. She wanted to offer women a game changer! Her bestseller, *The Yellow Suit: A Guide for Women in Leadership*, is just that. It offers women a simple guide on how to be a highly effective leader in today’s world, despite the fact that the scales of equality are not quite balanced in the workplace. This session will highlight many of the lessons learned and tips on how to be successful found throughout the book. It is intended to take the participant to the next level of professional and personal growth and help them “wear the yellow suit.”

**Learning Objectives:**

- Be able to state at least four current challenges for women in the workplace.
- Walk away with at least two tools to advance your career and mitigate challenges with positive actions.

## BUILDING A CULTURE OF INCLUSION

**Audience:** All Leaders

**Focus:** Leadership, Communication, Engagement, Organizational Culture

**Length:** Keynote, Half-day, Full day

Transforming your culture to support a more inclusive environment for your team members, patients, and communities requires an intentional strategy and commitment to integrate equity and inclusion into all aspects of the organization and your leadership approach.

**Learning Objectives:**

- Recognize the business imperative of cultural competency and inclusion in the workplace.
- Define the role leaders play to create a more inclusive environment within the teams you lead.
- Create awareness of biases we may hold that impact our actions as leaders.
- Understand how to assess how well your organization has integrated cultural competency and inclusion leading practices.
- Review an example road map to build a culture of inclusion from a healthcare organization in South Florida.
- Describe at least two ways of integrating cultural competency and inclusion in the workplace.

## THE CHALLENGING PHYSICIAN

**Audience:** Medical Leaders, Executive Leaders

**Focus:** Leadership, Physicians

**Length:** Keynote, Half-day

Physician culture has traditionally been one of independence and autonomy as physicians focused on results. Thus, it's not unusual for codes of conduct/standards to be ignored, rejected, or attacked. Yet today's environment requires a more collaborative platform for physician practice in order to effectively achieve organizational and patient goals. This session is designed to guide physician leaders and other health center leaders in choosing the best proactive approaches to deal with a challenging physician and support a more collaborative workplace.

**Learning Objectives:**

- Review best practices in executing effective codes of conduct for physicians and how they relate to competencies required by The Joint Commission.
- Define the scope of what physician disruption looks like along with its consequences.
- Offer tips on how to confront disruptive behavior and provide intervention guidelines.

## CREATING A CULTURE OF ACCOUNTABILITY

**Audience:** All Leaders

**Focus:** Leadership, Engagement, Communication

**Length:** Keynote, Half-day

The journey to becoming a best-in-class healthcare organization begins with a firm commitment to excellence, accountability, and sound execution of those tactics that will yield exceptional results. Excellence is when employees feel valued, physicians and other providers feel their patients are getting great care and patients feel the service and quality they receive are extraordinary. A commitment to excellence positively impacts the bottom line while allowing the organization to live out its mission and values. It aligns staff and leaders and puts the why back into healthcare. This session will focus on the foundations for creating and sustaining a culture of accountability and execution to achieve exceptional results. The participant will learn the specific tools and tactics of Evidence-Based Leadership<sup>SM</sup> and the successful results of a safety-net collaborative utilizing this model in seven different organizations.

**Learning Objectives:**

- Accelerate achieving organizational results by creating a culture of accountability and execution.
- Offer the participant an overview of the “foundations and tools” of Evidence-Based Leadership<sup>SM</sup>.
- Increase your understanding of your role as a leader in driving results.
- Share a case study of a successful model for safety-net organizations utilizing the Evidence-Based Leadership<sup>SM</sup> framework.

## EFFECTIVE COMMUNICATION STRATEGIES FOR LEADERS TO DRIVE STRATEGIC/OPERATIONAL RESULTS

**Audience:** All Leaders, All Healthcare Roles

**Focus:** Leadership, Communication

**Length:** Keynote, Half-day

As leaders, no matter what role we hold in an organization, we must be master communicators. Ninety percent or more of our day is spent transmitting messages, receiving messages, analyzing messages, and designing messages. The right message can motivate thousands to follow you or change their behaviors. A wrong or poorly constructed message can fuel negativity and disconnect from the goals you are trying to achieve. Leaders must spend the mental energy it takes to ensure we are communicating as effectively as possible and maximizing all the tools available to us. Sometimes, we have only one shot to deliver the “right message” to the “right audience” to achieve the desired result. This session will offer multiple tools to add to your leadership toolbox to improve communication within your organization. It is a highly interactive session, offering practice in many of the focus areas and a video on the execution of the best practice AIDET®.

**Learning Objectives:**

- Be able to articulate at least three effective techniques to improve communication within your organization.
- Understand the use of AIDET® (Acknowledge, Introduction, Duration, Explanation, and Thank-You) as a powerful communication technique to drive results.

## LEADING CHANGE

**Audience:** All Leaders

**Focus:** Leadership, Engagement, Change Management, Communication

**Length:** Keynote, Half-day

In a constantly dynamic environment, the most challenging aspect of leadership is managing change. Throughout the session, participants will learn how to:

Foster adaptation — develop the “next practices” that will enable the organizations to thrive in a new world, even as they continue with the best practices necessary for success.

Embrace disequilibrium — keep people in a state to create enough discomfort to induce change, but not so much that they fight, flee, or freeze.

Generate leadership — give people at all levels of the organization the opportunity to lead experiments that will help it adapt to changing times.

Change management tools will be included to help leaders diagnose and manage the process of executing change strategies in their organizations.

### **PART 1: Learning Objectives:**

- Discuss the impact of change in healthcare today – trends and opportunities
- Review the importance of self-reflection as a critical element of leadership success.
- Define and use a persona change journey through change with empathy.
- Improve your ability to model and communicate behavior change and mitigate resistance to change.
- Learn techniques to manage resistance to change.

### **PART 2: Learning Objectives:**

- Improve ability to foster psychological safety in teams.
- Offer useful tips in how leaders can manage through change.
- Identify the eight sequential steps in managing change.

## **FIVE DYSFUNCTIONS OF A TEAM® WORKSHOP**

**Audience:** Executive Leaders

**Focus:** Leadership, Communication

**Length:** Full day or Two Days

Teamwork remains the one sustainable competitive advantage that has been largely untapped. It always lacks in organizations that fail and is present in those that succeed. When people come together for the good of the whole, they can accomplish the impossible. This workshop, based on Patrick Lencioni’s book *The Five Dysfunctions of a Team*, will focus on team effectiveness and skill-building. *For best results, two 8-hour retreats six months apart.*

### **Learning Objectives:**

- Make substantial progress toward becoming a more cohesive team.
- Understand the expectations for the cohesive team based on the FDT model.
- Take the first steps toward enhancing trust and understanding conflict styles.
- Develop a 90-day action plan for improving teamwork.

## **OPERATIONAL AGILITY & ORGANIZATIONAL EXCELLENCE**

**Audience:** Executive/Middle Leaders

**Focus:** Leadership, Communication, Organizational Culture

**Length:** Keynote, Half-day, Full day

Adjustments to your strategic priorities, fiscal health, and service/staffing structure are required to successfully overcome hardship and create a financially sustainable model for the future.

**Learning Objectives:**

- Offer an overview of the why, what and how of leaders executing strategic agility in health care
- Discuss a balanced approach to strategic agility and consistency in driving organizational results
- Describe two examples to put into practice:
  - Change in organizational structure
  - Cost-benefit analysis for evaluating risk of agility

## WORKFORCE ENGAGEMENT & REDESIGN

**Audience:** All Leaders

**Focus:** Alignment and Accountability, Leadership, Communication, Employee Attraction and Engagement, Strategy and Innovation

**Length:** Keynote, Half-day, Full day

Leading practice staffing and communication techniques customized to the current environment and future state will strengthen organizational operations and reconnect the team to the mission, vision, values, and goals of the organization.

**Learning Objectives:**

- Understand why Engagement matters and how it can positively or negatively affect organizational performance
- Recognize the difference between Satisfaction and Engagement
- Discuss how to evaluate and match the make-up of your workforce to your operations needs
- Learn communication strategies to increase engagement during times of high stress

## LEADERSHIP SUPERPOWERS

**Audience:** All Leaders

**Focus:** Alignment and Accountability, Leadership, Communication, Employee Attraction and Engagement

**Length:** Half-day

The influence of a leader over their followers is often referred to as “power”. In organizational settings, leaders must exert power to achieve individual, team, and organizational goals. Leaders must be able to influence their followers to achieve greater performance; their superiors and peers to make important decisions; and stakeholders to ensure the viability of the organization. Each Superpower can be broken out into separate sessions – (e.g., conflict management, delegation, time management, etc.)

**Learning Objectives:**

- An overview of key leadership powers used to influence followers to achieve greater organizational performance for a viable future.
- Discussion on how leaders can use their superpowers in:
  - Action planning
  - Successful execution of targeted goals
  - Building an accountable culture



- Employee engagement
- Traits often shared by effective leaders
- Leadership tips in leveraging the “power” of your team
- The art of delegation as a superpower

## THE ART OF DELEGATION

**Audience:** All Leaders

**Focus:** Leadership, Communication, Engagement

**Length:** Keynote

Delegation is the art of planning ahead so everyone can act. Effective delegation provides opportunities for people to feel empowered, supported and encouraged; it also gives the leader a chance to dial-down stress by spreading out the workload amongst the team. Effective delegation is important tool in a leader’s toolbox. This session will offer tips on how you can maximize your minutes by focusing on the art of delegation.

### Learning Objectives:

- Learn how to discern which tasks are appropriate to delegate and which tasks should never be delegated.
- Understand the recommended principles for delegation and leadership considerations
- Understand how to use the different types of delegation of authority
- Be able to discuss how to get over delegation guilt

## ONBOARDING AND SUCCESSION PLANNING

**Audience:** Executive Leadership

**Focus:** Executive Leadership, Leadership, Employee Attraction and Engagement, Strategy and Innovation

**Length:** Keynote

This session will offer an overview of leadership considerations and leading practices in onboarding new employees and succession planning

### Learning Objectives:

- Essential Elements of On-Boarding
- Value proposition of “work buddies” and mentors
- Effective onboarding tools and leading practices
- The business case and proactive approaches to succession planning
- Selection criteria and key values for leadership consideration

## BOARDS LEADING FOR THE FUTURE

**Audience:** Board Members, CEO’s

**Focus:** Leadership, Strategy

**Length:** Keynote, Half-day, Full day

The pandemic has reignited a sense of purpose and mission among boards to re-envision the organization’s strategic direction. In light of the recent disruption, board members are taking the opportunity to reflect on learnings from the COVID-19 experience to better guide their organization’s mission and vision into the future.

This session will equip board members and CEOs with practical approaches to reset and advance the board's priorities for more significant organizational impact. Participants will explore topics such as:

- future growth strategies, including the acceleration toward virtual health and the impact on long-term capital allocation plans
- board and leadership succession planning
- the workforce of the future, including supporting hybrid work and diversity, equity, and inclusion
- board effectiveness, including clarifying roles and responsibilities and building the board of the future

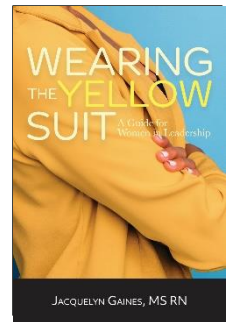
**Learning Objectives:**

- Identify governance focus areas that have surfaced during the pandemic and will have lasting impact on the future of organizations and the community.
- Describe practical tools and approaches boards can use to increase their effectiveness in providing strategic direction in key areas.

# Authored Resources

## WEARING THE YELLOW SUIT: A GUIDE FOR WOMEN IN LEADERSHIP

This book includes all those things women usually share with each other in private or those things we wish someone had told us about being a leader—unvarnished truths, in other words. It explains what steps women must take to become effective leaders in today's workforce. It also emphasizes the importance of taking control of your own career and shows you how to do it. The book examines the unique challenges that leadership presents and focuses on professional and personal development. It's packed with enlightened insights, helpful anecdotes and practical tools.



## WAIT A HOT MINUTE! HOW TO MANAGE YOUR LIFE WITH THE MINUTES YOU HAVE

When Did Perpetual Distraction and Multi-Tasking Become the New Normal?

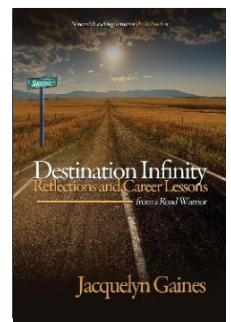
My schedule is CRAZY right now... There just aren't enough hours in the day... I wish I could take a moment to catch my breath but life won't slow down long enough. Chances are, you've already said something like this today (probably while checking your phone for the fifth time in an hour). The reality is that most of us do not want to make the sacrifices needed to live comfortably within 24 hours and make tough choices to decrease stress and anxiety.



Best-selling author Jackie Gaines wants you to finally get real about all the ways you're squandering your most precious resource. Wait a Hot Minute! offers "respectful truth-telling" about the time robbers that are ruining your life and lays out some practical tips to help you refocus on the things that really matter. Readers will learn: This is not another book about time management. It's a book about purposefully managing your life in the context of the time we all have...one "hot minute" after another.

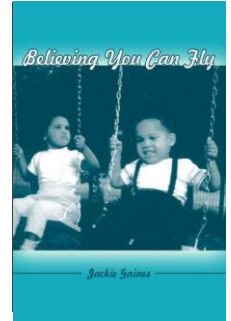
## DESTINATION INFINITY: REFLECTIONS AND CAREER LESSONS FROM A ROAD WARRIOR

National speaker and best-selling author Jacquelyn Gaines's third book, Destination Infinity: Reflections and Career Lessons from a Road Warrior, is a must-read. Using the experiences of those who travel a great deal for work, this book offers the reader numerous career lessons found along the journey of a "road warrior." Many lessons in this book may give you pause about your own career, and some are parodies about life that will make you smile. Each chapter offers useful career tips the reader can begin to use immediately in the workplace and at home. Whatever your chosen profession, you will find a chapter that relates to your personal and professional journey. In the end, you will see that there are no limits to where you can go if you leave that door open to the possibilities—destination infinity!



## BELIEVING YOU CAN FLY

Author Jacquelyn Gaines joined the workforce as a nurse. Her dedication and compassion made her a favorite among her patients, but her superiors weren't always so impressed. As a black woman, she faced their prejudices and proved her worth. *Believing You Can Fly* follows Jackie's career journey as one of the few minority women in U.S. history to run a health system. Through vivid storytelling, significant events reveal lessons for those who aspire to reach higher goals in their life even though the challenges may appear insurmountable.



# What Organizations Are Saying

*"I have heard many positive comments from attendees regarding both the content and your passion for excellence and leader accountability! As you are aware, we have struggled to hardwire many of the behaviors and accountability tools. You were able to connect the EBL framework and LEM to the leaders' everyday work. An ah-ha moment for a number of leaders was your suggestion that leaders not only share their LEM goals with others, but to consider collaborating as the goals and 90-Day Plans are developed. This recommendation alone will likely inspire leaders to approach this work with a different mindset and to make the work more public. We all heard your message that "LEM isn't just another box to check or thing to do; it IS THE THING YOU DO as a leader! Thank you for exceeding our expectations and contributing to our organizational success!"*

*"Jackie was great! I think everyone took something from her presentation that they could use right away. I really think it was our best LDI yet, a good combination of review and new topics." "Jackie inspired me in ways I could not have dreamed possible and supported us when our health system went through some major changes, including my immediate area. Jackie not only provided exceptional coaching to our leadership, but she genuinely cared about us as people. Had it not been for Jackie, I would have quit. I was ready to, but she encouraged me to hold on. She was my rock when I did not have any support."*



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