

# Mary E Samost

## DNP, CENP, RN

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### Executive Nurse Leader

Experienced professional with proven success in acute care hospital inpatient, outpatient, and perioperative environments. Strong ability to create and execute high quality programs and initiatives that enhance nursing practice, operational efficiencies, access to care, and improve patient outcomes. Extensive background in managing teams and projects from concept to completion ensuring on-time, on-budget, and on-target results focusing on quality, patient safety, and leveraging technology to support nursing practice. Demonstrated leadership progression from management to executive level in the domains of perioperative, acute care inpatient ambulatory clinics, professional development, and alignment of university partnerships. Known for a collaborative, facilitative leadership style resulting in selecting and mentoring high-performing teams.

### Areas of Expertise

- Strategic Planning and Analysis
- Program Growth & Development
- Leadership Mentoring
- Team Building/Leadership
- Quality Improvement
- Care Coordination
- Budget Development/Oversight
- Collaborative Partnerships
- Optimize/Leverage Technology

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### Career Experience

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#### **Executive Director, Perioperative Division, Mass General Brigham Salem Hospital, Salem, MA 2019-Present**

Oversee daily operations of the Perioperative Division – 15 Operating Rooms, 8 Endoscopy Procedural Rooms, 45 PACU bays, Pre-Procedural Evaluation Clinic, Sterile Processing Department, Ambulatory Pain Clinic, Thoracic Clinic, Bariatric Clinic, Advanced Wound and Hyperbaric Center. Provide coaching and leadership development to 12 direct leader reports with fiscal stewardship of 200+ multi-disciplinary staff and manage \$200 million, GPSR \$21 million, and \$35 million non-salary related expense budget. Lead various service line committees within the operating room, endoscopy, and ambulatory settings. Strong collaboration and alignment with digital team to ensure ongoing technology optimization. Collaborate and align with the department of nursing division executive leadership team to optimize and standardize nursing practice and fiscal stewardship across the hospital settings. Executed routine leadership rounds, role modeling, and provide timely service recovery for surgeons, patients, and other key stakeholders. Ensure alignment with organizational strategic vision in collaboration with SVP Operations, Chief Nursing Officer, Chief Medical Officer, Chief Financial Officer, Chairs of General Surgery, Orthopedics, GYN/OB, and Anesthesia to design and implement action plans to meet strategic goals through the Virginia Mason QI and Healthcare Sustainability framework. Represent Salem Hospital and support enterprise-wide initiatives at the Mass General Brigham level such as perioperative asset management, standardizing enterprise-wide surgical robotic platforms across multiple service lines, perioperative optimization of EPIC, and chairing the community perioperative nurse leader council.

- Responsible for the daily operations, resource allocation, seamless throughput, and continuous quality improvement for the Perioperative Division, 200+ FTEs, 7K operative procedures, 17K endoscopic procedures, 2.5K pain procedures, and 7K wound center procedures annually.
- Quality, Nursing Practice, Financial and Clinical oversight in collaboration with chairs of General Surgery, Orthopedic, Anesthesia, and Gynecology and in alignment with the CNO and COO strategic vision.
- Collaboration with Ambulatory Muscular Skeletal Clinics to optimize a seamless patient experience of care, launched the Robotic (MAKO) Arthroplasty and same day discharge arthroplasty program. Trending positive to budget volume projection by 11% for FY'23 and added a 2<sup>nd</sup> Arthroplasty robot to support access and volume growth. Focused the quality improvement work on orthopedic on time start, reducing turnover time, and streamlining instrumentation.
- Renovated 3 ORs with state-of-the-art equipment, one opened in 2022 for orthopedics, the 2<sup>nd</sup> to open summer 2023 with focus on neuro-spine and the 3<sup>rd</sup> to open winter 2023 dedicated to support the growth of robotic surgery (daVinci Xi Robot).
- Redesigned throughput of Endoscopy to optimize access to care, improved volume by 7% for FY'22 and trending positive volume to budget for FY'23.
- Reengineered Sterile Processing Department to align with MGH creating a progressive career ladder, improved compensation, mandatory sterile technician certification, and inserted strict quality monitoring processes (SPM and TorQ digital systems). This led to a <0.5% IUSS rate FY'22, improved loaner experience, and a decrease in tray defects reaching the operating room.
- Transitioned Advanced Wound and Hyperbaric Center from a vendor managed center to a hospital managed center, resulting in a cost savings of administrative fees. Inserted an APRN focused on advanced Wound Care to gain additional access for the patients, reducing appointment wait times from 3 weeks to 5 days.
- Expanded the role of the APRN in Muscular Skeletal to include pre-surgical optimization with the aim of early/same day discharge, focus on pre-surgical patient education, expanded the role of the APRN in the Pre-Procedural Evaluation department to include discharge rounding for anesthesia and virtual pre-op visits
- Provide leadership and mentorship for certification of Minimally Invasive Gynecologic Surgery re-accreditation as Center of Excellence by Surgical Review Corporation (2022), Trauma re-certification through the American College of Surgeons, Spine Designation of Blue Distinction Center, MBSQIP (Bariatric) Recertification (2022) and Blue Distinction Center (2020), Orthopedic Knee Hip Designation of Blue Distinct Center (2020), and collaborated with other leads for a successful Joint Commission Accreditation (2023) and responses to unannounced Department of Public Health surveys.

**Assistant Professor, DNP Program, MGH Institute of Health Professions, Charlestown, MA      2018-Present**

Team teaching integrative curriculum model supporting quality, finance, and leadership content at the doctoral level of practice. Lecture and mentor doctoral students, provide onsite clinical practice opportunities to support doctoral project work. Primary first reader for doctoral student projects and provide scholarship development for doctoral clinical projects.

**System Director Perioperative Surgical Services, Melrose Wakefield & Lawrence Memorial Hospitals, Melrose & Medford, MA** **2017-2019**

Led operational and clinical tasks including competency reviews, improving evidence-based practice, staff development, fiscal responsibility, and merging two Surgical Service Departments into 1 department as Lawrence Memorial Hospital transitioned away from an acute care facility. Provided leadership and oversight of 12 Operating Rooms, downsizing to 6 rooms on one campus, Wound Clinic, combined 2 Sterile Processing Departments, and 5 room Endoscopy Department. Deployed TeamSTEPPS as a source of teambuilding and communication throughout the merger of the 2 hospitals improving the culture of safety.

- Strategic leadership and operations focusing on professional teamwork to identify and monitor quality metrics and strategic targets improving clinical outcomes as the 2 hospitals merged to one facility.
- Deployed clinical programs including surgical site infection prevention, pressure injury reduction in the operating room, and fall reduction.
- Championed and participated in 3<sup>rd</sup> Magnet Re-Accreditation cycle, raising the participation level of the staff nurses in Magnet journey. Highlighted the Pre-op RN role in decreasing patient anxiety through alternative relaxation techniques.
- Deployed AORN competency standards for Perioperative Nursing and Surgical Technicians.
- Combined Pre-Operative nurse and PACU nurse competency and skill set to improve efficiency and throughput.
- Coordinated daily team board rounds with OR, Sterile Processing, and PACU to raise patient safety and enhance team communication.
- Oversaw regulatory license procedures for Joint Commission and Department of Public Health standards of care resulting in successful organizational re-licensure for the surgical service line (both inpatient and outpatient).
- For the last 6 months of tenure (per diem), transitioned to the quality division, per the request of the SVP of Quality to support the team with sustaining quality improvements and preparing for regulatory visits.

**Interim Chief Clinical Officer/Chief Nurse, Curahealth (Kindred) Hospital, Peabody, MA** **2016-2017**

Interim role leading a chronic hospital focusing on chronic cardio-pulmonary diseases. Responsible to lead all clinical areas included 4 medical units, intensive care unit, pharmacy, rehabilitation, nutrition, dialysis, and professional development. Managed hospital with, 75 FTEs, and aided in transition from Kindred Hospital to new ownership Curahealth Hospital. Provided transitional support of processes so the new organization could continue high quality care.

- Transformed the operations of the hospital from Kindred to Curahealth leadership team.
- Rewrote policies and standards of care to support the new organization.
- Collaborated with the Executive team from Curahealth to maintain quality and fiscal stewardship
- Transitioned leadership to a permanent nurse leader.

Progressive career advancement from Critical Care Nurse Educator to Manager (2003-2006), Manager Nursing Quality & Patient Safety (2006-2009), Director Nursing Quality & Patient Safety (2009-2011), Associate Chief Nurse Professional (2011-2016). In the role of the Associate Chief Nurse:

- Led financial stewardship of inpatient nursing budget: 295 FTEs/\$17 million salary expenses, consistently met financial goals.
- In collaboration with the Chief Nurse developed strategic direction, vision, and oversight of the Cambridge Hospital and Whidden Hospital Department of Nursing to ensure safe, effective patient care in accordance with the mission of the organization.
- Directed operational responsibility for Cambridge Hospital & Whidden Hospital department of nursing professional development services, including Nurse of the Future competency assessment, orientation, and integration of the electronic health record (EPIC), and bar code medication administration into daily practice.
- Directed daily operational, staffing, and clinical responsibilities for Cambridge Hospital departments of surgery, emergency department, nursing medical surgical, intensive care, maternal-child, and behavioral health services.
- Led focused improvement projects in areas of de-escalation, restraint reduction, and sensory integration across the continuum of nursing practice – reduced inpatient psychiatric restraint rate by 40% and led benchmarked patient satisfaction improvement. Quality metrics best in the state per DMH.
- Implemented a sitter reduction program, resulting in FY'14 reduction of sitter usage by 50% medical surgical units and 20% reduction in sitter overtime utilization – sustained the sitter utilization reduction through FY'16.
- Led and established authority over regulatory processes; generated and supported quality metrics related to nursing practice and safe patient outcomes in collaboration with the quality improvement department – zero Joint Commission 2014 findings for the nursing department.
- Elevated nursing leadership practice: 2016 Medical Surgical (4W and 6N) Nurse Manager team podium presentation; Massachusetts Coalition for the Prevention of Medical Errors; Behavioral Health Nurse Manager team (CAU, AAU, CH4) podium presentation at Department of Mental Health Symposium; Professional Development team competency assessment poster presentation at Northeast Organization Nurse Educators symposium.
- Championed infection prevention project to develop a robust hand hygiene program—maintained >94% hand hygiene practice before and after patient contact—resulting in zero CLABSI and elimination of unnecessary contact precautions, yielding \$500,000 cost savings for FY'15 and improved patient satisfaction.
- Developed nursing orientation, competency, and novice nurse residency program across all area specialties.
- Created and launched a new program aimed at enhancing de-escalation skills and self-safety awareness/techniques for the organization (inclusive of both clinical and non-clinical staff members), resulting in a reduction in staff injuries.
- Provided leadership and mentorship for the employee RN-BSN program, resulting in a Commonwealth Corporation grant to support 50 nurses to obtain a BSN in collaboration with Northeastern University.

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**Additional Experience:**

**Adjunct Nurse Faculty**, Northeastern University Bouve School of Nursing, Boston, MA; Lawrence Memorial Regis Nursing Program, Medford, MA; Essex Agricultural Technical School Vocational Nursing Program  
**Executive Nurse Leader, Case Management** Blue Cross Blue Shield of Massachusetts, Quincy, MA  
**Nursing Supervisor**, Saint John's Hospital, Lowell, MA  
**Intensive Care Charge Nurse and Preceptor**, Saint John's Hospital, Lowell, MA  
**Intensive Care Staff Nurse**, Boston Childrens Hospital, Boston, MA  
**Medical Surgical Staff Nurse**, New England Memorial Hospital, Stoneham, MA

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**Education**

**Doctor of Nursing Practice**  
Northeastern University, Boston, MA  
**Master of Science in Nursing**  
Salem State College, Salem, MA  
**Bachelor of Science in Nursing**  
Boston College, Chestnut Hill, MA

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**Recognition**

Pillars of Excellence, Mass General Brigham, 2023 Award; category of "Collaborating across the system"; critical team member launching Enterprise Asset Management Program, shared goal setting to optimize surgical and procedural throughput, increase access to care - 2023.  
Pillars of Excellence, Mass General Brigham Salem Hospital, 2023 Award; category of "Collaborating across the system"; Leading a cross functional operating room emergency response  
AORN, e-Chapter Nomination Committee, elected position 3/2021- 3/2023  
AORN, e-Chapter Treasure, elected position 3/2023-3/2025

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**Affiliations**

Agent, North Reading Board of Health  
Member, American Organization of Nurse Leaders (AONL)  
Member, AONL, Massachusetts Chapter  
Member, Association of Perioperative Nurses (AORN)  
AORN, e-Chapter Elected to Nomination Committee  
AORN, e-Chapter Member Mentorship Member Committee

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**Licenses & Certifications**

Certified Executive Nursing Practice (CENP), AONL Credentialing Center, Expires 2026  
Registered Nurse, Massachusetts License # RN175185, Expires 1/2024  
TeamSTEPPS Master Trainer, AHRQ

Inclusive Leadership (DEI) Program Completion– Suffolk University, Boston, MA  
Human Research & Biomedical Research Investigation, CITI Program, record # 46866264 Expires 1/2025  
Certified Patient Safety Officer, Institute for Healthcare Improvement  
Certified e-Learning Instructor, Northeastern University  
Certified DaVinci Xi Robotic Coordinator, Intuitive Surgical

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## Presentations & Publications

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Pusey, E., Quinn, L., **Samost, M.**, Reidy, P. (2023) Skin Assessment in Patients with Dark Skin Tone. American Journal of Nursing, March 2023, Vol. 123, No.3

Melanson, M., Schuler, E., **Samost, M.** (2022) Evidence based practice changes to promote nurse leaders' resilience in a tertiary care hospital. Poster Presentation Brigham & Women's Hospital Annual Nurse Research Symposium.

Zeiman, L., **Samost, M.**, Clarke, S., Keller, R. (2022) Improving Emergency Department Nursing Teamwork: A quality improvement project. Poster Presentation New York State Emergency Nurse Association Annual Conference. Awarded 1<sup>st</sup> Place Evidence Based Practice category.

Zeiman, L., **Samost, M.**, Clarke, S., Keller, R. (2021) Improving Emergency Department Nursing Teamwork: A quality improvement project. Poster Presentation Eastern Nurse Research Society Annual Conference.

Smith, T. & **Samost, M.** (2020). Mediating Roles: Working through other People (Chapter 3) In L. Joel (ed.). Advanced Practice Nursing, Essentials for Role Development, 4th Edition, Philadelphia, PA: F. A. Davis Company ISBN-13: 978-0-8036-2785-7.

**Samost, M.**, Bausk, L., & Racca, S., (2016) Nurse Leadership improving the culture of safety through unit-based nurse safety huddles. Podium presentation at the annual Massachusetts Coalition for the Prevention of Medical Errors conference.

Gengo, D., & **Samost, M.**, (2016) Nurse of the future and competency-based assessment. Poster presentation at the Northeast Organization of Nurse Educators Annual Conference.

Forestell, T., Fournier, P., **Samost, M.** (2016) Restraint Reduction through enhanced sensory integration in the inpatient psychiatric setting. Podium Presentation at the Department of Mental Health Annual Conference.

**Samost, M.**, LaPlante, J., & Peterson, D., (2014) When the power goes off, a technology emergency. Podium presentation at the Massachusetts Society for Healthcare Risk Management Annual Conference.

Maraldo, P & **Samost, M.** (2012). Gender & Leadership (pp 172- 172), In H. Feldman (ed.). Nursing Leadership: A Concise Encyclopedia, 2nd Edition, New York, NY: Springer Publishing.

**Samost, M.** (2012). Certificate of Need (pp 66-68) In H. Feldman (ed.). Nursing Leadership: A Concise Encyclopedia, 2nd Edition, New York, NY: Springer Publishing.