

A Message from

Annette Macias-Hoag

Network Chief Nursing Officer

THE
University of Vermont
HEALTH NETWORK

Dear colleagues,

I look forward to getting to know all of you as I visit all of our care delivery areas. In the meantime, I wanted to introduce myself and let you know about the work that I will be doing.

I was born in Santurce, Puerto Rico and spent my childhood there until college. My father was a Spanish immigrant and my mother a native of Puerto Rico. Both of my parents came from humble beginnings and our education was a priority for them. My father passed and my mother lives in Puerto Rico with my younger sister. I am the middle child and have two sisters. As we grew up, my father's and mother's culture were connected to everything we did. I learned to dance Flamenco, play castañuelas and cook both Puerto Rican & Spanish food. My father was a chef and my mother stayed home.

My parents were instrumental in developing me as an individual and as a leader. My father's work ethic and values of respect, accountability, trust, empathy, humility, presence and love for his team ensured that staff felt safe, the customer and staff experience was exceptional and they all benefit from the financial success as a result of their work.

I came to the U.S. to begin my college career. I always wanted to be a nurse but for several reasons I actually began college as a K-3rd teacher with another major in chemistry. It was obvious my heart was not in it, so I switched to a community college in Madison, Wisconsin to embark in my journey as a nurse. I obtained my ADN from Madison Area Technical College. While working full time I completed my BSN at the University of Wisconsin-Madison and later my MHA at Phoenix University. In 2018, I completed my Doctorate in Nursing Practice at Texas Tech University-Health Science Center in Lubbock, Texas.

I am married and we have a son who is a Radiology Technologist. His wife is an emergency room nurse. They have given us a sweet grandson who will be 5 years old in January. We do not have any pets at this time, it was heart-breaking when our dogs passed away several years ago. I love snow and I look forward to going cross-country skiing. I also love to cook and some often ask me to make paella and/or flan. I make a delicious sangria!!

As a nurse, I worked on different settings such as med/surg, pediatrics, post-partum, interventional areas, emergency department and ICU. As a nurse leader, I had the opportunity to work with respiratory, operating rooms, radiology, nursing units and helped connect all of them. This work provided me a different perspective on how nursing can collaborate with other disciplines. As a nurse leader, I had the pleasure of working with others to make changes that positively impacted patient care, such as implementing comprehensive stroke care and developing trauma centers.



My current role at UVMHN is an exciting one and challenging given that it is the first time we have a CNO in the Network. The exciting part for me is learning the needs of each community, practice site and staff as well as learning excellent ways in which everyone provides care. The challenging part will be developing and implementing system-wide delivery of nursing services to ensure consistency, efficiency, and continuity of care across the system, given the complexities of each area and our current state with the pandemic, staffing shortages and available resources.

What does a Network Chief Nursing Officer do?

Most health networks have a network CNO that is charged with ensuring the care of the patient is seamless throughout the system. Dr. Brumsted has charged me with the following:

- Set the vision and strategy for nursing and advanced practice professional services in all settings across the network/system.
- Work with the affiliate CNOs to bring the voice of Nursing to the Network.
- Oversee the integration and alignment of nursing care across the system.
- Lead the Network's overall delivery and management of nursing.
- Collaborate with communities and schools of Nursing & health professions.
- Focus on strategy and operations.

As the Network CNO, I will collaborate with David Clauss, MD, our Network CMO, and the local hospital leadership to bring the voice of nursing from each practice site to the Network and ensure that decisions made take into consideration the hospital's individual resources and challenges.

What is the framework used to do the work?

In 2005, the [Agency for Healthcare Research and Quality](#) (AHRQ) assembled a group of leaders from 19 hospital systems who were committed to the application of high reliability concepts. They provided focus on how to apply these concepts to provide safe care to all patients while supporting those that are at the bedside with a just culture. I believe the High-Reliability Organizational Framework for healthcare organizations is a way to transform how we care for our patients and our staff. It is not an easy concept or a quick implementation. The transformation must occur over time so it can be sustainable. Supporting the staff and ensuring they feel safe & empowered to report issues is a priority of mine. In a just culture, we hold each other accountable but do not hold people responsible for process or system issues that contribute to an error.

What's next?

I began visiting every site. My goal is to visit every month and engage in discussions with the staff, president/COO and CNO of each area. Additionally, I have been attending different events online and in person. I had the pleasure to greet staff and administer flu vaccines with our UVM nursing seniors. Dr. Clauss and I will be visiting each hospital in the next month. Our goal is to discuss the priorities for 2022.

I look forward to working with you!



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Network Chief Nursing Officer & SVP



I have enjoyed spending time at the affiliate locations. Recently, I joined staff and UVM College of Nursing students to administer (and receive!) the flu vaccine.