

**CLAUDETTE L. MAHAR**  
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**EDUCATION:**

Boston University, Boston, Mass. Master of Science in Nursing	1987
University of New Hampshire, Durham, N.H. Bachelor of Science in Nursing	1980
New England College, Henniker, N.H. Bachelor of Arts in Psychology/Sociology	1978
N.H. Hospital School of Nursing, Concord, N.H. RN Diploma	1961

**WORK EXPERIENCE:**

**Vice President, Hospital Services  
St. Joseph Hospital, Nashua, NH**

***1999-Present***

- Oversee St. Joseph educational programs
- Responsible for hospitality functions, Communications, Security, Food & Nutrition Services, Environmental Services, and Linen
- Resource Development activities
- Volunteer services
- Hospital liaison for numerous community, State and civic organizations

Recently promoted to Vice President of Hospital Services. Mahar has served as Vice President for Patient Care Services/Chief Nurse Executive for nineteen of her thirty (30) year tenure at St. Joseph Hospital in Nashua, N.H.

**Vice President, Patient Care Services/Chief Nurse Executive  
St. Joseph Hospital, Nashua, NH**

***1981-1999***

- Responsible for the nursing care management of all Patient Care Services of a 208 bed acute care multifaceted community hospital and its subsidiaries serving a catchment population of 185,000. Responsible for the operations management and clinical practice of the Nursing Division, Emergency Services, Inpatient Services, Maternal/Child Health Services, Patient Care Support Services, Pharmacy, Directs Surgical Services, and Academic Affairs.

- Directly responsible for the Patient Care Services operating budget. Responsible for articulating Patient Care Services contribution to the financial viability of the system and for the resources necessary for effective patient care.
- Ensures Patient Care Services compliance and expertise in regulations, legislation, and bioethical and legal issues.
- Personal involvement includes, but is not limited to quality improvement issues; risk management resolution; hospital-wide budgeting activities.
- Participates in facility's short and long range planning process, including facility planning; ethics activities, program and new service development and implementation; human resource forecasting; physician relations and recruitment, and directing special projects.
- Represents Patient Care Services, and participates in Medical Executive Committee, Board of Trustees meetings, and all multi-disciplinary clinical specialty meetings.

### **ACCOMPLISHMENTS:**

- Identified the increased recognition of the role and satisfaction with nursing in the organization as well as increased self esteem among staff nurses, resulting in the following: continually increasing measured patient satisfaction with nursing, improved physician recognition of the contribution and quality of nursing, improved perception of nursing staff by the general community as well as hospital employees, and an increased level of job satisfaction by staff nurses and nurse managers. (All scores measured by qualitative and quantitative research.)
- Maintained nursing quality and patient satisfaction throughout a disruptive \$6.5 million building project, successfully coordinating renovation of acute rehabilitation, childbirth services, and emergency and trauma services, which added new services and redefined staffing needs.
- Proactively participated in hospital-wide staffing analysis (goal was to decrease FTE's per adjusted occupied bed without disturbing services), resulting in the reduction of non-productive time, while maintaining quality.
- Personally contributed to increased medical excellence in the organization as demonstrated by obtaining Cancer Care Program certification from American College of Surgeons; developing credentialing program for RN's with Dartmouth Hitchcock by NAACOG; spearheaded development of Diabetes Program, the only program in New Hampshire to be accredited statewide; implemented corporate strategies for development of a new combined Psych/Chemical dependency service.
- Collaborated with Management and staff in determining need for and development of a free standing Surgi-Center.
- Coordinated Nursing and Administration planning for Case Management implementation.
- Member of team charged with exploring Womens Health Services leading to establishment of comprehensive breast health services.
- Revised patient classification system, resulting in more clearly determined acuity levels.

- Implemented Nursing Grand Rounds.
- Developed innovative Nursing Education program with hospital's School of Nursing that exchanged tuition for job opportunities, resulting in elimination of nursing shortages.
- Participated in drafting legislation which resulted in State Law for Clean Indoor Air Act (no smoking).
- Served on review Committee of N.H. Health and Human Services Department for cancer screening proposal requests and selected sites around the State to receive Federal and State funds.
- Serving on Governors Advisory Panel for Cancer and Chronic Disease Charged with formulating a State plan for cancer care and defining a direction and focus for care of persons with Diabetes.
- Brought NHONE representation to PRO - Foundation for Medical Care - activity now extended to Vermont and Maine.
- Continually strives for excellence and growth in nursing as demonstrated by coordinated nursing planning for Case Management implementation, ongoing nursing management education, development of medical staff/nursing problem solving committee, and for providing mechanisms for nursing management's involvement in short and long range strategic planning activities.

*Vice President, Hospital Services, St. Joseph Hospital* 1999-

*Vice President, Patient Care Services/Chief Nurse Executive  
St. Joseph Hospital, Nashua NH* 1981-1999

*Nursing Division, St. Joseph Hospital, Nashua NH* 1969-1981

Held a variety of management positions within the Division of Nursing.

*Air Force Reserve Commission* 1962-1968

### **Community and Civic Activities:**

- Member Board of Governors for N.H. Community Technical College System since 1989. Elected chairman of the Board of Trustees in 1999.
- Past Chair and serves on Rivier College Advisory Board  
Advisory Board for Nursing Graduate Program  
Advisory Board for Masters' Degree in Healthcare Administration
- Governors Advisory Panel for Cancer and Chronic Disease  
Past Chair of Diabetes Initiative in Health and Human Services.
- Past President and member of N.H. Organization of Nurse Executives and American Organization of Nurse Executives.
- N.H. Hospital Association

- N.H. Nurses Association – Past Board member
- President Diabetes Centers of N.H.
- Board Member Northeast Health Care Quality Foundation
- Partnerships for Healthier Communities – Steering Committee representing St. Joseph Healthcare
- Board Member for Turning Point Initiative
- Greater Nashua Dental Connection – 1<sup>st</sup> Vice President – Past Steering Committee member.
- YWCA – Officer of Board of Directors
- Girl's, Inc. – Vice Chairman serving on Board of Directors – Advisory Committee Chair at Norwell.

### **Recognition Awards**

- James A. Hamilton Founder's Award from N.H. Hospital Association (1999) – Association's highest honor recognizing outstanding service in healthcare on behalf of people of N.H. in the areas of government, education, humanities, and the environment.
- N.H. Magazine – Awards for Excellent 1994
- NHONE – 1991 – Award for Excellent in Nursing Management
- Advocacy for Girls Award – Girl's, Inc. of Greater Nashua
- Healthcare Business of the Year Award – 1991  
St. Joseph Hospital – member of Senior Leadership Team
- N.H. Editions – 1992 – Powerful Women in N.H.
- Pinnacle of Leadership Award – Business in N.H. and Federal Express
- YWCA Ella Wheeler Distinguished Women Leader Award

### **Education**

- N.H. Hospital School of Nursing – Diploma
- New England College – BA – Psychology/Sociology
- University of New Hampshire – BS Nursing
- Boston University – MSN Nursing Administration
- Held USAF Reserve Commission
- Leadership N.H. Class of 1999

### **Personal:**

Married to Harold Mahar; mother of 3 – one grandson.