CURRICULUM VITAE
**ELENA CAPELLA, EdD MPA/MSN RN
CNL, CPHQ, LNCC**
capella@usfca.edu
831.334.1177

EDUCATION:

**Doctorate of Education Ed.D.
Learning and Instruction, Organization and Leadership,**
May 2006
University of San Francisco, San Francisco

**Master of Science Nursing/Master of Public Administration
Clinical Systems Management/ Health Services Administration**
December 2001, January 1991
University of San Francisco, San Francisco

Clinical Nurse Leader Certificate,
May 2012, Commission on Nurse Certification (CNC), Washington, DC

Heart Math Trainer Certificate
October 2018, Heart Math Institute, Boulder Creek, CA

**MedTeams Instructor Certificate
Healthcare Crew Resource Management Trainer,**
June 2006, Dynamics Research Corporation, Andover, MA

Competency Assessment in Distance Education (CADE), Association
of Jesuit Colleges and Universities, June 2003

Legal Nurse Consultant Certificate,
April 1999, American Legal Nurse Consultant Certification Board;
Glenview, Illinois

Quality Assurance Certificate,
November 1988, Healthcare Quality Certification Board, Philadelphia

**Bachelors of Arts
Art History and Fine Arts (Photography**),
June 1982, University of California, Santa Cruz

Registered Nursing Degree,
June 1968, College of San Mateo

AUTHOR:

Healthcare Systems and Organizational Structure (Chapter 13)
Essential Knowledge for CNL and APRN Nurse Leaders. (2019)

Legal, Policy, and Ethical Issues in Health Care Financing (Chapter 10), *Financial and Business Management for the Doctor of Nursing Practice* (2018)

Project Management and the Doctor of Nursing Practice (Chapter 13), *Financial and Business Management for the Doctor of Nursing Practice* (2018)

The Role of Physician Administrators in Promoting the Adoption of New Medical Treatments. *UMI Dissertation Services*, (May, 2006)

A Conceptual Framework for a Clinical Nurse Leader Program (with Margaret Maag, Robin Buccheri, and Diana Jennings). *Journal of Professional Nursing*, (November-December 2006)

Managing Change (Chapter 12), *Legal Business Principles for Legal Nurse Consultants*, (October, 2005)

Multimedia Statistics: A Design-Based Study of the Benefits of Student-Generated Multimedia for Learning in a Foundation-Level Statistics Course (With Mathew Mitchell and Pamela Andreatta). *World Conference on Educational Multimedia, Hypermedia, and Telecommunications*, (June 2004)

Integrating Multimedia: Demonstrations of Student-Generated Products Made Within Regular Content-Driven Courses. (With Mathew Mitchell and Pamela Andreatta). *World Conference on Educational Multimedia, Hypermedia, and Telecommunications, (June, 2004)*

Ethical Theory and the Practice of Legal Nurse Consulting (Chapter 8), *Legal Nurse Consulting Principles and Practice, (November*, 2003)

AWARDS: **USF School of Management Award for** *Outstanding Graduate Teaching* (May, 2011)

PRESENTATIONS:

Pearson Webinar, *Who is Transforming Healthcare on Metrics that Matter.* (April 2016)

USF Webinar, *BSN to CNL MSN: A Student's Perspective.* (October 2015)

CNC Webinar, *Starting a CNL Education Program and the Value it brings to your School* with Rose Hoffman and Linda Rusch. (November

2015)

MEDIA INTERVIEWS:

HealthPayer Intelligence. *How the ICD-10 Transition Deadline Changed the Nursing Role* (October, 2015)
http://healthpayerintelligence.com/news/how-the-icd-10-transition-deadline-changed-the-nursing-role

Healthline. *Nurses Face 'Death Anxiety' from Work in Emergency Rooms* (July, 2015)
http://www.healthline.com/health-news/nurses-face-death-anxiety-from-work-in-emergency-rooms-071615#1

Journal of Advanced Practice Nursing. *Coping Methods To Help Nurses Find Peace At Work.* (April, 2015)
http://www.asrn.org/journal-advanced-practice-nursing/1302-coping-methods-to-help-nurses-find-peace-at-work.html

CBS. *Director Of Nursing Program Encourages Graduate Education In San Francisco.* (April, 2015)
http://sanfrancisco.cbslocal.com/2015/04/06/director-of-nursing-program-encourages-graduate-education-in-san-francisco/

Scrubs Magazine. *How the Chaos Theory is combating on-the-job stress.* (April, 2015)
http://scrubsmag.com/how-the-chaos-theory-is-combating-on-the-job-stress/

Healthcare Business and Technology. *Two Unique Stress Busters to Keep Nurses Focused and Calm.* (April, 2015)
http://www.healthcarebusinesstech.com/stress-busters-nurses/

Huffington Post. *An Unusual Coping Method Is Helping Nurses Find Peace At Work* (March, 2015)
http://www.huffingtonpost.com/2015/03/31/nurses-taught-to-expect-the-unexpected_n_6941104.html?1427809041

Fierce Healthcare. *Stress buster: Chaos theory helps nurses cope in the emergency room.* (March, 2015)
http://www.fiercehealthcare.com/story/stress-buster-chaos-theory-helps-nurses-cope-emergency-room/2015-03-31

EXPERIENCE: **Assistant Professor (Director RN-MSN April 2015-February 2018) University of San Francisco**
September 2013 – Present
- Direct the online and hybrid RN to MSN academic programs

- Teach graduate courses in CNL nursing practice, including leadership, healthcare finance, nursing research, professional role, patient and staff education, and healthcare informatics (theoretical and applied).
- Develop multiple courses for the CNL RN to MSN program including, N613 Introduction to the CNL Role, N614 Healthcare Systems Leadership, N654 CNL Practice 1: Leading Quality Improvement Initiatives, N655 CNL Practice 2: Quality Improvement Outcomes Management, N639 Nursing Inquiry, M640 Healthcare Policy and Ethics, and N642 Epidemiology.
- Train, develop and prepare nursing faculty to teach CNL courses in the RN to MSN program.
- Advise over 100 Online MSN students
- Work with placement team to facilitate student placements in practicum settings

Part-Time Faculty, University of San Francisco
January 1997 – August 2013
- Developed and taught graduate courses in CNL nursing practice, including leadership, healthcare finance, nursing research, professional role, patient and staff education, and healthcare informatics (theoretical and applied).
- Developed and taught doctoral nursing courses in quality management, project management, organizational behavior and educational technology.
- Worked in department taskforces to revise syllabi, recommend additions to course content and clarify DNP project requirements.

Lecturer, San Jose State University
August 1999 – August 2013
- Developed and taught graduate nursing courses in healthcare administration (theoretical, and applied), research writing, total quality management, and introduction to modern healthcare institutions

Compliance Consultant, Central California Alliance for Health
January 2012 – January 2013
- Directed the structured curriculum projects for the business analysis unit a $990 million public nonprofit managed-care health plan
- Performed research for development of program expansion
- Developed comprehensive digital online knowledge base including update practices to conform with best practices and relevant state, federal, and industry standards
- Implemented organization wide compliance and risk assessment strategic plan to minimize risk
- Monitored completion of deliverables from responsible parties

Director of Compliance, Central California Alliance for Health DBA Santa Cruz Monterey Merced Managed Medical Care Commission
December 2007 – December 2011

- Developed, implemented, and administered the compliance program for a $990 million public nonprofit managed-care health plan to provide a medical home for low income residents in Santa Cruz, Monterey, and Merced counties
- Implemented a program to review, analyze, and identify policies and align practices with accreditation, regulatory, legal, and professional standards
- Applied knowledge of Medi-Cal and Medicare, accreditation, legal, regulatory and other policies to develop organizational policies
- Used research, analysis, discussion, and reporting to clarify and resolve issues towards with the goal of improving organizational compliance
- Applied decision making skills and judgment in consultation with a variety of individuals
- Communicated interpretations, findings and recommendations verbally and in writing to all levels of employees within the organization
- Worked collaboratively with others to create ongoing cooperative working relationships
- Prioritized projects to meet deadlines effectively

Administrative Consultant, Central California Alliance for Health
June 2007 – December 2007

- Directed activities to update policies and procedures to conform to relevant state, federal, and/or industry standards and requirements for a $990 million public nonprofit managed-care health plan
- Coordinated efforts with appropriate departmental staff to ensure policy and procedure implementation
- Revised policies to ensure consistency in content and format throughout the organization
- Audited agency practice to verify it matches policy
- Revised policies and practices to align with and satisfy regulatory requirements.

Risk Services Consultant, Dignity Health
July 1998 – December 2007

- Reviewed medical record to analyze compliance with standards and identify patient safety issues to reduce problems with care and litigation for a California-based not-for-profit public-benefit corporation that is the fifth largest hospital system in the nation and the largest not-for-profit hospital provider in California.
- Trained physicians and nurses on Crew Resource Management techniques to reduce medical errors during time-stressed situations

- Developed and presented educational programs to promote safety and loss prevention awareness
- Directed investigation of safety events
- Identified and interviewed key witnesses
- Prepared reports for the attorney of record, recommend expert review
- Abstracted medical record information to capture data for reporting
- Interacted with a variety of healthcare providers to promote best practices

Risk Consultant, Affiliated Risk Control Administrators
June 1993 – July 1998
- Performed medical record review to analyze safety issues and identify potential problems and litigation for an attorney firm that had a contract with Dignity Health, the fifth largest hospital system in the nation and the largest not-for-profit hospital provider in California.
- Developed and presented educational programs to promote safety and loss prevention awareness
- Analyzed safety issues and identify potential problems and litigation
- Investigated safety events
- Identified and interviewed key witnesses
- Prepared reports for the attorney of record, recommended expert review
- Interacted with a variety of healthcare providers to promote best practices

Director of Patient Administrative Services, Dominican Hospital
December 1987 - June 1993
- Planned, designed, evaluated and directed projects related to Risk Management, Quality Assurance and Utilization Review Programs for a 288-bed healthcare facility with full-service acute, outpatient, rehabilitation and psychiatric services.
- Developed and taught educational programs to promote safety of patients and employees and service quality
- Developed integrated pre/post admission case management program
- Interacted with healthcare providers to promote best practices

Manager of Utilization Review, Dominican Hospital
May 1982 –November, 1987
- Managed the activities of the Hospital Utilization Review Program Programs for a 288-bed healthcare facility with full-service acute, outpatient, rehabilitation and psychiatric services.
- Directed projects to verify patients met utilization standards
- Communicated with a variety healthcare providers to assure appropriate level of care and services

Registered Nurse; Dominican Hospital, Sequoia Hospital, and Presbyterian Hospital,
June 1968- December 1983
- Provided safe, effective, nursing care consistent with standards and best practices in the medical-surgical and orthopedic units
- Advocated for optimal patient care outcomes
- Led quality improvement projects at the clinical unit level and for the Nursing Quality Assurance Committee

USF Courses Taught by Semester
Elena Capella, EdD MSN/MPA RN
CNL CPHQ LNCC

Spring 2019
School of Nursing and Health Professions
      N651.01 CNL Role: Synthesis
      N7003 Theoretical Foundations of Population Health
      N743E Strategic Leadership, Innovation, and Entrepreneurship
      N749 Qualifying Project
      N791P Addressing the Needs of Populations with Evidence-Based Interventions
      N792P Designing an Evidence-Based Change of Practice Project
      N793E Practicum IV: Macrosytem
      N793P Implementation of Evidence-Based Change of Practice Project

Fall 2018
School of Nursing and Health Professions
      N651.01 CNL Role: Synthesis
      N749E Qualifying Project
      N749P Qualifying Project
      N789 DNP Project
      N790 Practicum I: Microsystem
      N791 Practicum II: Microsystem
      N792E Practicum III: Mesosystem
      N793 Practicum IV: Macrosytem
      N795E DNP Residency

Summer 2018
School of Nursing and Health Professions
      N651.01 CNL Role: Synthesis
      N651 KA CNL Role: Synthesis
      N653 KA Internship
      N7003 Theoretical Foundations of Population Health
      N754 Health Care Policy and Ethics
      N790 Practicum I: Microsystem
      N791 Practicum II: Microsystem
      N792 Practicum III: Mesosystem
      N794 Practicum V: Synthesis

Spring 2018
School of Nursing and Health Professions
      N651 CNL Role: Synthesis 2 credits (Online)
      N738E Project Management and the ELDNP
      N743E Strategic Leadership and Innovation for the Executive Leader 3 credits
      N789E DNP Project .5 credits

N791   Practicum II Focus: MicroSystem .5 credits
N793E Practicum IV: Macrosystem .5 credits
N795E DNP Residency .5 credits

Fall 2017
School of Nursing and Health Professions
        N651-01 CNL Role: Synthesis 2 credits (Online)
        N749E-E22 DNP Qualifying Project 1.0 credits
        N754E-E1 DNP Policy and Ethical Implications for Healthcare Outcomes 3 credits
        N791-22 Practicum II Focus: MicroSystem .5 credits
        N792E-E22 Practicum III: Meso-System 1.5 credits
        N794E-E22 Practicum V: Synthesis Integrated and Complex Organizations .5 credit

Summer 2017
School of Nursing and Health Professions
        N651.01 CNL Role: Synthesis 2 credits (Online)
        N651.11 CNL Role: Synthesis 2 credits (Online)
        N699.01 Directed Study: Community Practice 2 credits
        N743E Strategic Leadership and Innovation for the Executive Leader 3 credits
        N791E Practicum II Focus: MicroSystem 1.5 credits

Spring 2017
School of Nursing and Health Professions (Online)
        N651.01 CNL Role: Synthesis 2 credits
        N651.11 CNL Role: Synthesis 2 credits

Fall 2016
School of Nursing and Health Professions (Online)
        N651.01 CNL Role: Synthesis 2 credits
        N651.11 CNL Role: Synthesis 2 credits
        N699.01 Directed Study: CNL as Educator 1 credit (60 hours Practicum Hours)
        N699.02 Directed Study: CNL Role Introduction 1 credit

Summer 2016
School of Nursing and Health Professions (Online)
        N651.01 CNL Role: Synthesis 2 credits
        N651.11 CNL Role: Synthesis 2 credits
        N665 Descriptive Statistics 1 unit

Spring 2016
School of Nursing and Health Professions (Online)
        N651-01 CNL Role: Synthesis
        N651-02 CNL Role: Synthesis
Fall 2015
School of Nursing and Health Professions (Online)
        N651-01 CNL Role: Synthesis

N651-02 CNL Role: Synthesis
N651-03 CNL Role: Synthesis

Summer 2015
School of Nursing and Health Professions (Online)
N651-01 CNL Role: Synthesis
N653-03 CNL Role: Synthesis

Spring 2015
School of Nursing and Health Professions (Online)
N614-01 Healthcare Systems Leadership
N639-01 Nursing Inquiry
N640-01 Health Care Informatics
N651-01 CNL Role: Synthesis

Fall 2014
School of Nursing and Health Professions (Online)
N639-01 Nursing Inquiry
N642-01 Epidemiology and Population Statistics
N648-01 Healthcare Policy and Ethics
N648-02 Healthcare Policy and Ethics

SUMMER 2014
School of Nursing and Health Professions (Online)
N639-01 Nursing Inquiry
N639-03 Nursing Inquiry
N639-04 Nursing Inquiry
N640-01 Healthcare Informatics

SPRING 2014
School of Nursing and Health Professions
N614-04 Healthcare Systems Leadership
N623-04 CNL Role: Team Manager and Leader

School of Nursing and Health Professions (Online)
N642-01 Epidemiology and Population Statistics
N642-02 Epidemiology and Population Statistics

FALL 2013
School of Nursing and Health Professions
N639-04 Nursing Inquiry
N789-07 DNP Project
N795-06 DNP Residency
School of Nursing and Health Professions (Online)
N640-03 Healthcare Informatics
N640-04 Healthcare Informatics

School of Management (Online)
	PA670-42 Quantitative Methods
School of Management
	PA660-99 Health Law

SUMMER 2013
School of Nursing and Health Professions
	N614-04 Healthcare Systems Leadership
	N623-04 CNL Role: Team Manager and Leader
	N720-01 Quality and Safety Improvement with Information Technology
	N794-02 Practicum V: Synthesis Integrated and Complex Organizations
School of Nursing and Health Professions (Online)
	N629-03 Financial Resource Management
School of Management (Online)
	PA670-41 Quantitative Methods
School of Management
	PA636-32 Human Resources Planning and Management

SPRING 2013
School of Nursing and Health Professions
	N639-04 Nursing Inquiry
	N793-07 Practicum IV: Macro-System
School of Nursing and Health Professions (Online)
	N639-03 Nursing Inquiry

FALL 2012
School of Nursing and Health Professions
	N749-03 Qualifying Project
	N784-01 Management of the Internal Environment
School of Nursing and Health Professions (Online)
	N501-01 Transitions to CNL Graduate Education
School of Management
	PA660-99 Health Care Law

SUMMER 2012
School of Nursing and Health Professions
	N604-04 Instructional Design and Healthcare Informatics
	N720-01 Quality and Safety Improvement with Information Technology
	N792-06 Practicum III: Meso-System
	MPH622–01Communicating for Healthy Behavior and Social Change
School of Management
	PA636–30 Human Resource Planning and Management

SPRING 2012
School of Nursing and Health Professions
	N765-01 Project and Practice Management

      N765-03 Project and Practice Management

FALL 2011
School of Management
      PA 660-99 Managed Care and Healthcare Law

SUMMER 2011
School of Management
      OB 319-32 Foundations of OB
      OB 336-32 Topics in OB (1 unit)
      PA 636-34 HR Planning and Management

SPRING 2011
School of Management
      BSHS 405-29 Instructional Systems Design

FALL 2010
School of Management
      PA 660-07 Managed Care and Healthcare Law

SUMMER 2010
School of Management
      PA 636-32 Human Resource Planning and Management

SPRING 2010
School of Management
      OB 322-30 Organizational Leadership

FALL 2009
School of Management
      OD 600-35 Organizational Dynamics and Contexts
      PA 660-99 Managed Care and Healthcare Law

SUMMER 2009
School of Management
      OD 680-34 Leadership in Organizational Development
      PA 636-36 Human Resources Planning and Management

FALL 2008
School of Management
      OD 600-31 Organizational Dynamics and Contexts

SUMMER 2008
School of Management
      PA 636-35 Human Resources Planning and Management

FALL 2007
School of Nursing and Health Professions
      N613-01 Practicum
      N628-01 CNL Decision Making
      N628-02 CNL Decision Making
      N647-01 Leadership in Complex Systems
      N686-01 External Environment
      N691-02 Practicum

SUMMER 2007
School of Nursing and Health Professions
      N613-01 Introduction to CNL Role (1 unit)
      N613-02 Introduction to CNL Role (1 unit)
      N633-01 CNL Care External Management (1 unit)

SPRING 2007
School of Nursing and Health Professions
      N628-01 CNL Decision Making
      N690-03 Practicum

SPRING 2007
School of Nursing and Health Professions
      N702-01 Educational Technologies

SPRING 2007
School of Management
      OB 335-32 Organizations in Context

FALL 2006
School of Nursing and Health Professions
      N613-01 Introduction to the CNL Role
      N647-01 Leadership in Complex Systems
      N686-01 Management of External Environment
      N691-02 Practicum

FALL 2006
School of Management
      MPA 660-08 Managed Care and Health Care Law

SPRING 2006
School of Nursing and Health Professions
      N628-01 CNL Decision Making
      N683-01 Organizational Theory
      N690-03 Practicum

SPRING 2006

School of Management
      OB 335-32 Organizations in Context

SPRING 2006
School of Management
      MPA 660-35 Managed Care and Health Care Law

FALL 2005
School of Nursing and Health Professions
      N613-01 Introduction to the CNL Role (1 Unit)
      N614-01 Healthcare Systems Leadership
      N686-01 Management of External Environment

FALL 2005
School of Management
      OB 335-33 Social and Organizational Networks

SUMMER 2005
School of Management
      OB 321-32 Organizational Communication

SPRING 2005
School of Nursing and Health Professions
      N461-01 Leadership in Managed Care Systems
      N683-01 Organization Management and Theory
      N690-01 Practicum (1 student and 1 Unit)

FALL 2004
School of Nursing and Health Professions
      N461-01 Health Care Systems Management
      N686-01 Health Care Systems Management

FALL 2004
School of Management
      MPA 660- 07 Managed Care and Health Care Law

FALL 2004
School of Management
      OB 336-04 Topics in OB: Project Management (1 unit) X 3
      OB 364-08 Human Resources Management

SPRING 2004
School of Nursing and Health Professions
      N683-03 Organization Management and Theory
School of Management
      OB 319-32 Introduction to Organizational Behavior

OB 336-92 Topics in OB: Organizational Analysis

FALL 2003
School of Management
OB 336-92 Topics in OB: Organizational Analysis

FALL 2003
School of Management
MPA 660-07 Managed Care and Health Care Law

SPRING 2003
School of Management
MSIS 621-32 Systems Technology and Change
MSIS 630-38 Leveraging Human Capital
MSIS 630-09 Leveraging Human Capital
MSIS 652-37 Elective 3: IT Power and Politics (1.5 units)

SPRING 2003
School of Management
OB 319-33 Introduction to Organizational Behavior
OB 319-32 Introduction to Organizational Behavior

FALL 2002
School of Management
MPA 688-02 Directed Study Health Care Law
MSIS 630-37 Human Resources and Information Technology

SUMMER 2002
School of Management
OB 319-36 Introduction to Organizational Behavior
OB 327-31 Current Topics in Organizational Behavior
OB 499-06 Directed Study Organizational Communication
OB 321-31 Organizational Communication

FALL 2001
School of Management
OB 321-36 Organizational Communication

SUMMER 2001
School of Management
OB 322-31 Organizational Leadership
OB 319-36 Introduction to Organizational Behavior

SPRING 2001
School of Management
OB 319-31 Introduction to Organizational Behavior

HSA 618-13 Health Care Law

FALL 2000
School of Management
HSA 617-31 Health Care Issues
OB 322-31 Organizational Communication
OB 323-31 Planned Change

SUMMER 2000
School of Management
HSA 619-18 Organizational Analysis
MHC 903-30 Utilization and Quality Management

SPRING 2000
School of Management
HSA 618-20 Health Care Law
OB 319-32 Introduction to Organizational Behavior
OB 327-31 Current Topics in Organizational Behavior
OB 324-36 Group process and Decision Making

FALL 1999
School of Management
PA 617-31 Health Care Issues
OB 323-36 Planned Change in Complex Organizations

SUMMER 1999
School of Management
OB 325-36 Concepts in Training and Development
MHC 903-30 Utilization and Quality Management

SPRING 1999
School of Management
OB 321-31 Organizational Communication
OB 327-35 Topics in Human Resources Development
OB 323-32 Planned Change in Complex Organizations
OB 319-32 Introduction to Organizational Behavior

FALL 1998
School of Management
OB 327-36 Topics in Human Resources Development

SUMMER 1998
School of Management
OB 319-36 Introduction to Organizational Behavior
MHC 903-30 Utilization and Quality Management
OB 319-30 Introduction to Organizational Behavior

SPRING 1998
School of Management
        OB 321-30 Organizational Communication

SPRING 1997
School of Management
        MHC 903-30 Utilization and Quality Management