

Carol Baumgarten DBA, MBA, DMC, RN, CON (C)

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Engaging relational communicator with expertise in dyad partnerships, change management and continuous improvement who excels at growing and developing leaders, building teams, leading collaborative integrative change while streamlining operations with a patient and caregiver focus. *Core strengths include:*

- Health System Optimization
- Stakeholder Engagement
- Quality Improvement
- Strategic Planning and Execution
- Change Management
- Risk Management
- Patient, caregiver and staff centered
- Team building
- Mentoring and coaching

Career Highlights

Tom Baker Cancer Centre (TBCC) - Director Cancer Care Teams January 2013 - present

- In partnership with medical co-lead responsible for assessing, planning and leading tumour teams towards a business unit by outlining organizational standards and expectations, processes to support roles and promote continuous improvement.
- Responsible for an \$11 million dollar budget (April 2019 - present) includes a portfolio of 95 fulltime equivalents supported by two managers and advanced practice nurses on two sites (April 2019).
- Working with the New Calgary Cancer Centre Project Management Office as clinical operational expert for portfolio.
- TBCC/ Holy Cross Operational Lead for COVID response. Initiated pre-screening calls, moved in-person to virtual appointments and set up a Fast Track Swabbing service for cancer patients.
- Initiated and current chair the Holy Cross Emergency Disaster Management Working Group.
- Operational TBCC lead for the Electronic Physician ordering project (January-April 2019)
- Operational TBCC lead for the Palliative Care Early and Systematic (PaCES): Clinical Pathway Development for Alberta's Colorectal Cancer Patients, and Impact on Patient & Health System Outcomes project.
- Steering committee member for SCN Provincial Mainstreaming Genetics Testing.
- Responsible for \$17 million dollar budget between 2014-2019 (March) with a portfolio including 145 fulltime equivalents, the Blood and Marrow Transplant and Ambulatory Clinic units, advanced practice nurses over two sites. In addition, in 2017-2018, this included allied health (psychologists, physiotherapists, occupational therapists, speech language pathologists and social workers) on two sites.
- Worked with multi-stakeholders to smooth the PFAP (Alberta Cancer Foundation-Patient and Family Assistance Program) process with FMC Hostel, Alberta Cancer Foundation, Resource Counseling and FMC Billing Office.
- Lead both unionized (UNA, HSAA, AUPE Aux and GSS) and non-unionized employees.
- Planned and implemented in collaboration with TBCC nursing education and Calgary Community Paramedics (CPP) a referral system for outpatient oncology patients to receive hydration, antibiotics, and transfusions at home. This included building an educational liaison with the CPP and TBCC.
- Planned and implemented the introduction and integration of the first Medical Office Assistant in CancerControl Alberta. This required consultation with Health Professions strategies and educational material for orientation.
- Planned and implemented with stakeholders an organization wide 'Clinic Booking rules' that saw 250 clinics on two sites move to a standard template for patient visits to equalize workload and optimize access. This work required active collaboration with the AHS AIW (Process Improvement) team, medical division heads, operations and staff. This initiative has led to the ability to schedule staff correctly based on templates and has created transparency for staff and physicians as to the allocation of resources both space and human and decreased overtime.
- Worked closely with PFAC (Patient and Family Advisory Committee) and bringing advisors into operations such as the Outpatient check-in reconfiguration, Head and Neck patient journey that informed the annual Head and Neck Tumour Team meeting and the rapid improvement event in a breast treatment clinic.
- Coaching and mentoring of team and staff that has produced interest in management and leadership positions.
- Leading process improvement work within tumour teams, clinical departments and ensuring change management, communication and training strategies are in place.
- Collaborated provincially to design key performance indicators for example: chemotherapy chair utilization, and systemic wait times.
- Portfolio recipient of the 2015 Alberta Cancer Foundation's Glen Sundstrum award.

Tom Baker Cancer Centre - Operations Support Lead May 2011 - December 2012

- Provided project management support to the Executive Director, Director of Ambulatory Care as well as the frontline managers.
- Oversight of Rehab Oncology.

- Chaired Joint Health and Safety Committee for Tom Baker Cancer Centre.
- Chaired TBCC Quality Assurance Committee.
- Led a team to implement changes to the chemotherapy appointment area following a time flow assessment that provided recommendations for smoother flow.
- Provincially led the planning and execution of the NRC PICKER ambulatory oncology patient satisfaction survey for CancerControl Alberta. Worked with DIMR and CMORE group for data extraction and storage.

Tom Baker Cancer Centre - Assistant Unit Manager Ambulatory Clinics April 2008 – May 2011

- Led the TBCC Lean project – New Patient Lung chart prep process. Pilot project demonstrated a 76% increase in efficiency in New Patient Intake and an 18% increase in efficiency in Health Records.
- Initiated, planned, executed and evaluated a change in delivery of clerical function at the Holy Cross site to optimize human resources.
- Implemented standardization of clerical processes between TBCC and Holy Cross tumour group clerks.
- Successively led the launch and training of Impax 6 (new diagnostic viewer) at the satellite site of the TBCC and developed the process for new hires by working with HR, access and disclosure office, IT and DI.
- Effectively relocated 160 charts a week from the TBCC to be prepped by Holy Cross staff.
- Instituted time flow studies within the Colposcopy clinic, identified bottlenecks and developed a plan to rectify these areas with stakeholder input and liaising with Grace Women's Health Colposcopy..
- Mapped processes that were incurring problems and liaised with other departments (diagnostic imaging, health records, daycare unit, radiation department, etc) to streamline flow.
- Managed ambulatory clinic operations and staff at satellite site (Holy Cross).

Tom Baker Cancer Centre - Full-Time Primary Gynecological Oncology Coordinator May 2000 – March 2008

- Coached and developed nurses, residents and clerks.
- Triaged gynecological oncology referrals for all Southern Alberta.
- Coordinated diagnostics, pre-op assessments, radiation, chemotherapy, and surgery for patients.
- Implemented process change to existing clinical practice considering all stakeholders.
- Arranged follow up care for 60 patients a week which included managing flow of 7 physicians, 3 nurses and 1 clerk for that clinic.
- Facilitated care between TBCC, palliative care, FMC inpatient unit, primary care and community oncology.
- Developed discharge guidelines to assist flow of clinics.

Foothills Medical Centre Intensive Care Unit - Full-Time Staff Nurse September 1999 – May 2000

- Worked closely with respiratory technicians, nurses and physicians to provide patient and family centered care.
- Assisted on the code team.

Foothills Medical Centre Gynecological Oncology Unit - Staff Nurse December 1995 – September 1999

- Accepted charge nurse role as per rotation.
- Recommended change of practice in obtaining blood samples from central venous catheter (CVC) line.

Tulane Medical Centre Med/Surg/Oncology – Full-Time Staff Nurse November 1994 – December 1995

New Orleans, Louisiana

- Assumed charge nurse role.
- Responsible for end-stage AIDS patients, medical surgical patients and chemotherapy administration.
- Worked with many diverse cultures and provided respectful care.

Foothills Medical Centre Surgical Oncology/Short Stay Units - Casual Staff Nurse May 1992 – November 1994

- Cared for patients undergoing short stay surgeries.

Education

Doctor of Business Administration (DBA)

University of Liverpool, United Kingdom

Master of Business Administration (MBA) specialization in Management Consulting

Royal Roads University, Victoria, BC

Diploma in Management Consulting (DMC)

Grenoble Graduate School of Business, Grenoble, France

Oncology Nursing through Distance Education Course

Alberta Cancer Board
Diploma in Nursing
Foothills School of Nursing, Calgary, Alberta

AHS Courses/Certifications

PROSCI Change Management certification
AHS Yellow belt certification
Emotional Intelligent Leader
Leader as Coach
Diversity and Inclusion Module 1 to 3
Indigenous Awareness and Sensitivity Part 1 to 3
WHS Leading Health and Safety Fundamentals Part 1 to 2

Memberships

CARNA - College of Registered Nurses of Alberta.
Canadian Nurses Association - National Certification in Oncology CON(C)

Volunteering

Mentor with Harry G Schaefer Mentorship Program Mount Royal University 2018-2020

Abstracts

Bond, C., Meller, M., Biondo, P., Earp, M., Sinnarajah, A., Tang, P., Tan A., Kerba M., Galloway L., Baumgarten C., Simon, J. (2018). Building an Early Palliative Care Pathway for Advanced Colorectal Cancer Patients in Alberta: Identifying Current State Barriers and Gaps to Early Palliative Care. *Journal of Pain and Symptom Management*, 56(6), e136.

Baumgarten, C., & Fisher, R. (2017). Navigating the Choppy Waters of Change. *MOJ Public Health* 5(6), 231. doi.10.15406/mojph.2017.05.00153

Conferences

Bond C, Meller M, Biondo P, Sinnarajah A, Tang P, Tan A, Baumgarten C, Simon J. (2018, May) *Building an early palliative care pathway for advanced colorectal cancer patients in Alberta: identifying current state barriers and gaps to early palliative care*. Mary O'Connor Palliative and Hospice Care Conference, Calgary, AB.

Baumgarten, C. (2018, April). *Setting the Stage for Change in an Ambulatory Oncology Centre*. Power point presentation at The WEI International Academic Conference Proceedings. Vienna, Austria.

Baumgarten, C. (2018, April). *Charting a Course for Collaborative Change*. Power point presentation at The Organizational Learning, Knowledge and Capacity conference. Liverpool, UK.

Baumgarten, C., Kozicky, R., and Melnick, A. (2017, October). *Innovative Partnerships: Improving Supportive Care Access for Oncology Patients*. Poster session presented at AHS Quality Summit. Edmonton, AB.

Baumgarten, C., Kozicky, R., and Melnick, A. (2017, April). *Innovative Partnerships: Improving Supportive Care Access for Oncology Patients*. Poster session presented at the first Canadian Partnership against Cancer conference. Toronto, ON.

Baumgarten, C. (2016, October). *Building an understanding of information, education and communication as well as emotional support needs from a patient and family perspective*. Poster session presented at the annual Canadian Association of Nurse Oncologists conference. Calgary, AB.

Baumgarten, C., Jensen-Ross, C., Lin, Y., Farkas, S., Melnick, A., Howe, C., and Phillips, K. (2016, October). *Ambulatory Oncology Office Project*. Poster session presented at the annual Canadian Association of Nurse Oncologists conference. Calgary, AB.