

## CURRICULUM VITAE

Siew Lee Cheng

**Siew Lee Cheng, RN, MSN, CCNS.**

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### ACADEMIA PREPARATION

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Johns Hopkins University School of Nursing, Baltimore, Maryland. USA.

2004 to 2006: Master of Science in Nursing with Critical Care Clinical Nurse Specialist focus.

University of Central Oklahoma, Edmond, Oklahoma. USA.

1995 to 2000: Bachelor of Science in Nursing with minor in Community Health.

Bronte College of Canada. Oakville, Ontario. Canada.

1995: Ontario Secondary School Diploma.

Penang Chinese Girls' High School, Penang. Malaysia.

1989 to 1994: High School Diploma.

### PROFESSIONAL EXPERIENCE

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#### **Leadership, Management, and Quality Improvement:**

2008 to Present: Associate Director of International Accreditation

Joint Commission International. Oak Brook, Illinois. USA.

2008 to Present: Certified Lean Six Sigma Green Belt (*March 2010 Certified Six Sigma Black Belt Examination*)

The Joint Commission Enterprise. Oak Brook, Illinois. USA.

2006 to 2008: International Health Strategies Manager

AXA Assistance. Chicago, Illinois. USA.

#### **Clinical Staff Training, Development, and Research:**

2006: Clinical Nurse Specialist for Adult Critical Care Department

Rush University Medical Center. Chicago, Illinois. USA.

2004 to 2006: Clinical Mentor and Unit Teacher for Neuroscience Critical Care Unit

Johns Hopkins Hospital. Baltimore, Maryland. USA.

#### **Direct Clinical Care and Management:**

- 2002 to 2006: Nurse Facilitator (Charge Nurse) for Neuroscience Critical Care Unit at Johns Hopkins Hospital. Baltimore, Maryland. USA.
- 2000 to 2002: Charge Nurse/Resource Nurse for Adult Medical Surgical, Cardiac Critical Care, and Emergency Room Departments at Mercy Hospital. Oklahoma City, Oklahoma. USA.
- Other interim professional and clinical assignments:
  - International medical repatriation assignments in Jamaica, Netherland Antilles, Canada, and United Kingdom.
  - Agency nursing assignment in adult medical surgical, telemetry, and critical care units in Oklahoma City, OK; Annapolis, Maryland; and Chicago, Illinois.

**PROFESSIONAL ROLES & SCHOLARLY PROJECTS (1)**

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**Organization: Joint Commission International (JCI) Accreditation**

JCI Accreditation is an international's predominant standards-setting and accrediting body in the health care industry. JCI Accreditation collaborates and partners with international health care organizations, public health agencies, health ministries and others to evaluate, improve, and demonstrate the quality and safety of patient care in their nations while accommodating any specific legal, religious, political, and cultural factors within a country or region.

**Key Roles and Responsibilities:**

1. Office of Quality and Safety Monitoring

- Oversees the quality of care and safety of patients in all JCI accredited organizations, including all activities related to accreditation and certification compliance processes, health care adverse and sentinel events, and complaint management.

2. Diseases, Conditions, and Clinical Care Certification Program

- Strategic development and tactical operation of the JCI Certification for diseases, health conditions, as well as acute and chronic clinical care programs within health care organizations.
- Development of survey and/or audit methodology for specific diseases, conditions, and clinical services.
- Establish evidence-based Performance Measures/Indicators for international benchmarking database.
- Validation of good clinical practice guidelines and accuracy of clinical practice guidelines translation into practice.

3. Analysis of Compliance

- Analyzes and approves reports of accredited health care organizations' performance/quality improvement plans and performance outcome data.
- Educates and guides accredited health care organizations on root cause analysis, failure mode and effects analysis, and proactive risk assessments.

4. Accreditation and Certification Operation

- Leads accreditation operation and survey process improvement, reengineer, and redesign taskforces.
- Oversees all survey process and surveyor's training related information technologies.
- Contributes in both the processes and contents of the health care standards development and writing, as well as survey methodology design and testing.
- Participates in annual corporate strategic planning, manpower projection activities, and budgeting process.

5. Surveyor Management: Recruitment, Training, Development, and Evaluation

- Lead faculty in designing surveyor's continuing education curriculum that meets ACCMEE, ANCC, and AHA accreditation requirements.
- Provides direction and leadership to surveyors along with the Executive Director.
- Establishes standards for surveyors' job performance evaluations and assesses performance of surveyors through management data, peer reviews, organizational evaluations, and direct observations.

**PROFESSIONAL ROLES & SCHOLARLY PROJECTS (2)**

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**Organization: The Joint Commission Enterprise**

The Joint Commission Enterprise is an independent, not-for-profit organization with the mission to continuously improve health care for the public, in collaboration with stakeholders in health care, business, and public policy. The enterprise's vision of achieving "*All people always experience the safest, highest quality, best-value health care across all settings*" is fulfilled through the following key entities of The Joint Commission Enterprise: The Joint Commission in United States (US) and Joint Commission International that evaluates and accredits health care organizations and program; Joint Commission Resources that provides health care related education, publication, and consultation services; Center for Transforming Healthcare that uses Lean Six Sigma and Change Acceleration Process methodologies to solve health care's most critical safety and quality problems.

**Key Accomplishments:**

1. The Joint Commission Enterprise's Robust Process Improvement Training and Certification Program
  - Selected as one the first wave of 20 Green Belts to complete a Lean Six Sigma and *GE Healthcare's* Change Acceleration Process (CAP) training.
  - Completed the certification requirements for The Joint Commission's Certified Green Belt.
2. Process and performance improvement projects
  - Completed one Enterprise-wide Six Sigma project to address the inter-rater reliability issues among The Joint Commission staff and improve overall's consistency of standards interpretation.
  - Led and completed second Six Sigma project on redesigning JCI's accreditation post survey compliance process to achieve the goals of reducing cycle time and improving performance.
  - Led and completed a Kaizen event (a smaller scale process improvement event) to improve the quality of survey findings report through redesigning on-site survey process.
3. The Joint Commission Enterprise's Robust Process Improvement (RPI) Initiatives
  - Continues to lead and participate in The Joint Commission Enterprise's RPI projects.
  - Met the requirements to sit for the American Society of Quality's Certified Black Belt examination in March 2010.

**Organization: AXA Assistance**

AXA Assistance is the global top three leading medical assistance providers, with core services focus in international health care management services, provider network management, international coordination, third party administration, and claims administration.

**Key Roles and Accomplishments:**

1. International Medical Provider Network Development
  - Oversees the global medical provider network maintenance, which entails evaluation and process redesign in medical provider credentialing, quality assurance, and provider communication.
  - Led the Information Technology (IT) project to synchronize global networks and develop a global medical provider database and integration platform.
  - Strategic planning and directing provider network development/ enhancement for core businesses, such as creation of global maritime industry specific medical network and global expatriates medical network for clients of corporate business and humanitarian organization.

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**PROFESSIONAL ROLES & SCHOLARLY PROJECTS (3)**

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2. Second Medical Opinion Program

- Direct and manages international second medical opinion program, including quality supervision of the case management, management/ training of medical staffs for second medical opinion case management.
- Led and completed a project on the program workflow redesign.
- Development and maintenance of North America centers of excellence network, including establishing contractual agreement with each expert physician consultant.
- Account management of an off-shore vendor that provided the Teleradiology technology for the program.
- Summarized accomplishments: 75% expansion of North America centers of excellence network within 1 year; 80% decrease in each second medical opinion case turn around time and increase in client satisfaction as the results of program workflow redesign.

3. Market intelligence analysis for health care business and new product development

- Market competitive analysis in medical provider network for travel assistance industry and medical tourism.
- Development of new product, electronic commerce domestic second medical opinion program.
- Development and management of health content products for client websites, such as country health profile, health, and travel news alerts.
- Participated in the content expert writing of Request for Proposals (RFP) for multiple bidding processes to promote the core businesses.

4. Offshore vendor account and research team management

- Recruitment, strategic management, and quality supervision of multiple research teams in the following countries: Bangalore, India; Warsaw, Poland; Mauritius, and Cordoba, Argentina.

**Organization: Rush University Medical Center (RUMC). Chicago, IL. USA.**

RUMC is an 830-bed academic medical center that focuses on both clinical research and patient care.

**Key Accomplishments:**

1. Clinical quality improvement projects – Fall Prevention

- Organized and directed a team of staff nurses to form fall prevention committee.
- Directed and supervised on clinical data collection, root cause analysis, and implementation of fall prevention quality improvement projects.
- Outcome: 15% decrease in fall per 1,000 patient days within one month of implementation.

2. Adult Critical Care Department's quality improvement project – Sitter usage

- Led and completed a system assessment for inappropriate sitter usage that contributed to high organization health care dollar spending.
- Directed and supervised on clinical and financial data collection, root cause analysis, and proposal of interventions.
- Outcomes: Development and revision of sitter activation policy and procedure.

## PROFESSIONAL ROLES & SCHOLARLY PROJECTS (4)

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### 3. Sentinel event analysis and reporting – Patient safety

- Responsible for both conducting and directing each sentinel event case investigation within the clinical department.
- Implementation organization approved quality improvement strategies to resolve identified clinical and patient safety issues.
- Outcomes: Three clinical policies revision in response to the outcome of case investigations.

### 4. Nursing retention and satisfaction

- Established nursing empowerment sessions and support group during critical transition of organizational and departmental restructuring.
- Outcomes: 100% nursing retention within the organization and successful transition of a group of seven staff nurses inter - department to fulfill organization staffing needs.

### 5. Critical care department continuing education redesign

- Organized and directed unit education committee in revision and redesign clinical staff nurse education and clinical pathway.
- Established regular clinical expert speakers for various clinical topic education and in-services.
- Outcomes: 10% increase in number of nurses with professional certification.

### **Organization: Johns Hopkins Hospital. Baltimore, MD, USA.**

Johns Hopkins Hospital is a 900- beds academia medical center and the largest National Institute of Health (NIH) funded center for clinical research.

### **Key Accomplishments:**

#### 1. Clinical evidence based project: Sepsis management in medical oncology population

- Created clinical data collection tool and clinical database to assess and evaluate sepsis management within the identified patient population. Extensive clinical literature review for comparison of clinical practice and evidence based recommendations in sepsis management.
- Nursing staffs education to promote practice changes based on clinical evidence. Revised and updated sepsis management policy and procedure.
- Outcome: Increase number of patient identification in the early stage of sepsis and administration of intravenous antibiotic within the recommended time frame.

#### 2. Health care system quality improvement project: Robert Wood Johnson Foundation Achieving Competence Today Scholarly Project

- Health care organization behavior assessment and system throughput analysis. Identification of one health care system throughput issue: Emergency room overcrowding.
- Development and implementation of a quality improvement plan: Increase efficiency in inpatient discharge process.
- Outcome: Improve inpatient bed turnaround time to facilitate efficiency in inpatient admissions from both emergency and operating rooms.

#### 3. Participated in various clinical and nursing best practice projects.

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### RECOGNITIONS

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- 2008 Joint Commission Resources Above and Beyond Nomination
- 2006 United Airline Recognition of Good Samaritans for assistance in in-flight medical emergencies.
- 2006 The Johns Hopkins University School of Nursing's Ruth Dale Ogilby Award for recognition of exceptional academic performance in the Master's program.
- 1999 Academia scholarship from Mercy Health Center, Oklahoma.
- 1996 Dean's and President's Honor Roll from University of Central Oklahoma.
- 1995 Ontario Secondary School Academic Excellence Award.

### PROFESSIONAL AFFILIATIONS

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- 2006 President of the Graduate Student Organization, The Johns Hopkins University School of Nursing.
- 2006 Education Director of the International Health Organization, The Johns Hopkins University School of Nursing.
- 2004 Chairperson for Neuroscience Critical Care Unit Adult Resuscitation and Code Committee in three consecutive years, The Johns Hopkins Hospital.

Members of the following professional organizations:

- 2008 to Present: American Society of Quality and Health Care Chapter
- 2004 to Present: American Association of Critical Care Nurses
- 2005 to Present: Sigma Theta Tau International Honor Society of Nursing.

### LICENSURES AND CERTIFICATIONS

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- State of Illinois Advance Practice Nurse license: Certified Clinical Nurse Specialist – License No 209.006423
- State of Illinois Registered Professional Nurse license – License No 041-353103
- American Association of Critical Care Nurses Certified Critical Care Nurse Specialist (CCNS)
- American Association of Critical Care Nurses Certified Critical Care Registered Nurse (CCRN)
- American Society of Quality Certified Six Sigma Black Belt ( *in process*)

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**PROFESSIONAL PRESENTATIONS AND WRITINGS**

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**International:**

*Presentations:*

(2009, October) Strategies for sustaining health care organization's quality improvement. Joint Commission International Accreditation's Asia Pacific Executive Briefing. Kuala Lumpur, Malaysia.

(2009, October) Diseases and health care conditions management through evidence based best practice. Joint Commission International Accreditation's Asia Pacific Executive Briefing. Kuala Lumpur, Malaysia.

(2009, September) Evaluation and management of unanticipated health care adverse events. Annual International Training Conference for Joint Commission International Surveyors. Oak Brook, Illinois.

(2009, February) Root cause analysis in health care. Joint Commission International Video Conference on Health Care Sentinel Events. Singapore and Pakistan.

*Editorial Works:*

Member, Board of Editors, Joint Commission International (JCI) *Insights* and *Accredited Newsletter*, Quarterly, April 2009 to present.

Writer and Editor, AXA Assistance Medical and Travel Health Newsletters, Monthly, September 2006 to December 2007.

**National:**

Cheng, S.L. (2005). Treating hypertension crisis: How low? How fast? RN. Retrieved June 15, 2005 from the World Wide Web: <http://rn.modernmedicine.com/rnweb/article/articleDetail.jsp?id=163348>

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**SKILLS AND LANGUAGES**

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- Multilingual: Fluent in English, Mandarin, Bahasa, and two Chinese dialects.
- Project and program management: *GE Healthcare* Change Acceleration Process, Kellogg's Logic Model
- Quality and process improvement: PDSA and Focused PDSA, Lean Six Sigma.
- Strategic planning: "*GE Healthcare* playbook" methodology
- Statistical analysis software: SPSS and Minitab
- Computer software: Microsoft Office programs – Word, Access, Excel, PowerPoint, Visio, and Publisher; and/or most databases and spreadsheets.

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**COMMUNITY SERVICES**

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- American Red Cross Nurse: volunteer for American Red Cross local community activities and events, such as the first aid station, lost child booth, and health screening stations.
- Hospice Clinic: volunteer as clinic nurse in free standing community clinic for low income, uninsured, and illegal immigrant population.
- Flu shot vaccination for the geriatric population at the local community hospital during flu season.