

Carol A. Fluegge, DNP, MBA, MA, CENP, LSSBB, RN

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SENIOR HEALTHCARE EXECUTIVE

Healthcare Executive Leadership | Operations | Strategic Business Planning | Business Development | Growth

Highly accomplished, mission-driven, and transformative senior executive and servant leader with extensive, progressive management and executive leadership experience, including roles as a Chief Nursing Officer (CNO), Chief Operating Officer (COO), and enterprise-level Vice President of Service Lines in a highly matrixed environment. Proven expertise includes hospital operations, strategic planning, business development, growth initiatives and innovation, program and service line development, as well as the creation of strategic and operating plans, turnarounds, revenue enhancement, Profit & Loss (P&L) management, and health system clinical integration and transformation. Recognized for fostering excellent physician and colleague relations and engagement, and for the development, execution, and management of large-scale, complex, comprehensive capital, ambulatory, hospital, and health system projects. Possesses strong data analytics, business, and financial skills.

AREAS OF EXPERTISE

Healthcare Operations | Strategic/Operational/Ambulatory Planning | Service Product Line/Program Development
Physician Relations | Project Management | Community Health and Wellness | Growth Initiatives | Data Analytics
Servant Leadership | Physician Practice Alignment | Business Development | Revenue P and L Enhancement |
Nursing Leadership | Nursing Operations | Executive Coaching | Mentorship | Entrepreneur |
Health System Integration | Large Scale Capital/Ambulatory Project | Turnarounds | Innovation | Change Management
| Healthcare and Nursing Educator at the Academic Level

PROFESSIONAL EXPERIENCE

Senior Healthcare and Nursing Services Consultant and Executive Coach

7/2023- present

Provides healthcare and nursing services, as well as consulting and advisory services, to hospitals, ambulatory sites, and the financial sector of asset management companies. Provides executive coaching services to healthcare and nursing professionals. Started a doctoral program in July 2022 and completed a Doctorate of Nursing Practice (DNP) in Executive Leadership in May 2025 at George Washington University. Completing a certificate in Executive Coaching.

GEORGE WASHINGTON UNIVERSITY, Washington D.C.

8/2024-present

Adjunct Faculty School of Nursing:

Served as adjunct faculty teaching healthcare finance classes for graduate nursing students.

TRINITY HEALTH MID-ATLANTIC REGION (THMA), Newtown Square, PA

11/2019 – 7/2022

Noted-faith-based not-for-profit, mission-driven integrated academic health system with four hospitals, a strong GME teaching program, a Clinically Integrated Network with a large Physician Practice Network and ACO, and a Continuing Care Division.

Regional Enterprise Vice President, Service Lines: Cardiovascular, Oncology, Perioperative, Surgical Services, Digestive Health, Neurosciences, Musculoskeletal, Ambulatory, Women's Health and Plastics and Palliative Care Service Lines

Functional Skills: Strategic Planning; Service Line Planning; Business Development; Executive Leadership; Health system Operations; Program Development; Healthcare Growth Initiatives; Innovation; Financial (P and L) Management, Clinical Leadership; Transformation; Ambulatory Planning and Development; Change Management; New business ventures, partnerships, and acquisitions

Senior executive leader, reporting directly to the CEO and CCO, with strategic, operational, business, program development, clinical, physician alignment, performance improvement, and P&L oversight for the THMA service lines. Set the vision, strategy, and strategic positioning in the marketplace as well as operations for these service lines encompassing all healthcare delivery access points for the Acute Care Division of the four hospitals, the Ambulatory Division, and the Clinically Integrated Network, including Mercy Group Provider Services (MGPS) and ACO. Responsible for over \$700 million in revenue.

- Developed/implemented regional service line infrastructure/processes/planning/ metrics for the health system, including Service Line Administrator (SLA) hiring.

- Regionalized and integrated service lines, including Neurosciences, Anesthesia, Palliative Care, EP Services, Radiation Oncology, Plastic/Reconstructive Surgery, CT Surgery, Urology, and Genetics.
- Developed, created, and executed two new integrated service lines, including Neurosciences and Women's Health
- Improved access to care by addressing barriers and care gaps, recruiting multiple surgical and medical subspecialists, and creating innovative programs, including ENT, Plastic/Reconstructive, and Neurosurgery.
- Optimized Care Coordination and Network Integrity in all service lines, reaching 75 percent goals
- Improved P and L performance by 20% in multiple service lines
- Developed and implemented strategic plans for all nine service lines
- New business ventures, partnerships and acquisitions included Endoscopy ASC; development of strategic plan for Surgical ASC; new Neurosurgery group;
- Opened OP Palliative Care Clinic

TRINITY HEALTH/MERCY HEALTH SYSTEM (MHS), Conshohocken, PA
12/2012 - 11/2019
Vice President Service Lines, 5/2016 - 11/2019:
Cardiovascular, Oncology, Surgical Services, Digestive Health, & Palliative Care Programs
Functional Skills: Service Line Planning; Business Development; Executive Leadership; Healthcare Operations; Program Development; Growth Initiatives; Performance Improvement; Clinical Leadership; Financial (P and L) Management

Senior Administrative leader, reporting directly to SVP and CCO, with strategic, operational, business, and program development, physician alignment, performance improvement, and P&L oversight for MHS service lines. Set the vision strategy and strategic positioning for these service lines in the marketplace, encompassing all healthcare delivery access points across the continuum, including the Acute Care Division of the three hospitals, the Ambulatory Division, and the Clinically Integrated Network, which includes the Mercy Physician Network and Accountable Care Organization (ACO).

- Improved volume and P&L performance in the CVSL, GI, Oncology, and Surgical Service Lines, resulting in improvements in net revenue and contribution margins from FY 18 to FY 19.
- Optimized the Surgical Service line across MHS by adding Breast, Bariatric, Urology, and Thoracic Services and creating Breast, Bariatric, and Urology Programs at all three hospitals; brought back the Dental Program at MPH; added ENT at MF.
- Created and developed a CV Institute model utilizing a physician-driven leadership model for governance and oversight.
- Developed, created, and executed two new integrated Service Lines, including Surgical Services and Digestive Health, that facilitated access to all levels of comprehensive, coordinated care across the continuum.
- Assisted in transitioning CT Surgery and Interventional Cardiology to a new partner/provider, resulting in the complete development of an Electrophysiology Program, growth of the CT Surgery program, and expansion of the Interventional Cardiology Program with noted volume increases.
- Established Physician Development strategy for Service Lines resulting in the following: Successful recruitment and development of PSA arrangement with noted large Urology Group in Nazareth market for the provision of urology services; Recruitment of thoracic surgeon; Recruitment of new interventional cardiologist; Developed proforma and PSA arrangement for ENT providers; Recruited new Medical Director for Palliative Care; Recruited new independent vascular surgeon; Penn Cardiologist/ CHF specialist.
- Developed Nazareth Hospital and MCMC Vascular Centers of Excellence with the introduction of a Peripheral Vascular Screening Program, Vascular Steering Committee, Hybrid OR, and recruitment of an independent Vascular Surgery group
- Optimized the Oncology Service Line by transitioning from a PSA model for Medical Oncology coverage to an employed model; developed Lung, Breast, and Prostate Tumor Specific Programs; and achieved ACOS-COC accreditation.
- Enhanced IP Palliative care program and model with a new Medical Director, leading to increased consults by 20%.

Vice President Oncology/Surgical Oncology, Palliative Care and Orthopedic Service Lines, 12/2012 - 5/2016
Functional Skills: Service Line Planning; Business Development; Executive Leadership; Healthcare Operations; Program Development; Growth Initiatives; Performance Improvement; Clinical Leadership; Financial (P and L) Management

Senior Administrative leader, reporting directly to SVP and CEO of MHS Acute Care Operations, with complete strategic, operational, business, and program development, physician alignment, performance improvement, and P&L oversight for the Oncology (Medical, Radiation, and Surgical Oncology), Orthopedic and Palliative Care Service Lines for Mercy Health System. Set the vision, strategy, development, and execution of the strategic positioning in the marketplace for these Service lines,

encompassing all healthcare delivery access points across the continuum, including the Acute Care Division of four hospitals, the Ambulatory Division, and the Clinically Integrated Network, which includes Mercy Physician Network and an Accountable Care Organization (ACO).

- Developed an integrated Oncology program for four hospitals that facilitated access to all levels of comprehensive, coordinated cancer care, resulting in 20 percent growth in outpatient Infusion, Radiation Therapy, and new cancer cases and exceeding budget in 2014, 2015, and 2016.
- Maximized the integration and standardization of the Oncology Service Line across MHS, including Medical Oncology, Adm structure, Tumor Registry, Nurse Navigation, Physics, Dosimetry, Infusion Services, Radiation Oncology, and Research.
- Served as a system leader for Palliative Care, fully implementing the Inpatient Palliative Care Program with a Physician/NP model at all three hospitals.

MERCY SUBURBAN HOSPITAL (MSH)/MERCY HEALTH SYSTEM (MHS), Norristown, PA

5/2007 -11/2012

MSH Vice President Operations/Chief Operating Officer, 5/2007 -11/2012

MHS Ambulatory Service Line Administrator, 6/2010/– 11/2012

Functional Skills: Hospital/Healthcare Operations; Executive Leadership; Ambulatory Services; Healthcare Strategic Planning and Development; Growth; Clinical Leadership; Labor Relations; Workforce Planning; Performance Improvement

Senior Administrative leader and Workforce and Performance Excellence Champion of a 130-bed non-profit acute care teaching hospital affiliated with Catholic Health East, reporting to the hospital CEO, overseeing 500 FTEs. Oversight of the Cancer Services, Cardiovascular Services, Surgical Services, Wound Care, Diagnostic Imaging, Laboratory Services, Pharmacy, Respiratory, Orthopedic Service Line Program, Women's Health/Breast Service Line, Endoscopy/GI Suite, Plant Operations and Construction, Nursing, Security, Bio-Medical Engineering, Food & Nutrition Services, Environmental Services, Hospital Safety, Compliance, and Physical Medicine/Rehab/Sports Medicine. Served as MHS Ambulatory Service Line Administrator in 2010 while continuing in the MSH VP role.

- Executed Ambulatory Strategy for MSH and Mercy Health System, inclusive of the development and implementation of the Ambulatory Site at Lansdale Medical and the development and implementation of a 24,500 sq. ft. Ambulatory Health Center in the Plymouth Meeting Mall, the first enclosed medical ambulatory site in a mall in the Northeast.
- Developed, executed, and oversaw a business plan project for opening a new 12,000 sq. ft. Comprehensive Cancer Center.
- Improved overall contribution margins for Outpatient Services from 30% in 2008 to 55% in 2011 through added services.
- Developed and implemented Direct Access Endoscopy and Direct Access Pain Management Program, improving service, efficiency, and increasing volume.
- Developed and executed the Oncology Services at MSH, including recruiting a medical Oncology group through a PSA and program development, resulting in a 30% growth in volume over three years.
- Developed and implemented a Comprehensive Breast Center of Excellence, resulting in MSH receiving the first National Accreditation Program of Breast Center (NAPBC) certification in Montgomery County.
- Increased access to care and bed capacity by sixteen additional beds, resulting in a 4 % increase in market share
- Increased inpatient admissions, resulting in a 30% increase in admissions

MERCY SUBURBAN HOSPITAL, Norristown, PA

Vice President, Patient Care Services/Chief Nursing Officer

Reported to the subsidiary Chief Executive Officer and managed over 200 FTEs. Administrative and fiscal oversight encompassed inpatient areas, including Medical/Surgical, Critical Care, Geropsychiatry, Maternal Child Health Services, OB/GYN, Pediatrics; Perioperative Services of 5,000 procedures, Endoscopy Suite, IR Suite, Emergency Services of 23,000 annual visits, Pharmacy, Respiratory Therapy, Cardiology, Infection Control, Social Services, Case Management, Nursing Education, Quality Improvement and Risk Management, Food & Nutrition Services, Environmental Services & Central Supply.

- Developed collaborative solid relationships with the Nursing Collective Bargaining Unit as evidenced by the successful negotiation and settlement of 3 contracts over six years with minimal grievances and no arbitrations.
- Eliminated usage of mandatory overtime in the Nursing Department.
- Served as Patient Satisfaction Champion, improving inpatient satisfaction overall rating of care to the 75th percentile and OP Short Procedure overall scores to the 95th percentile.

- Served as Administrative Project Champion for ED Redesign Team that redesigned workflow processes, improving metrics for LWOT, door-to-doc time, and OP door-to-discharge time.
- Developed framework and proposal for Magnet Destination. Completed the entire project plan for implementation and then was promoted.

EDUCATION/PROFESSIONAL DEVELOPMENT

Doctor of Nursing Practice-Executive Leadership (DNP) (5/2025)

George Washington University, Washington, D.C.

Master of Business Administration (MBA)

Eastern University, St. David's, PA

Master of Arts (MA), Nursing Administration

New York University, New York, NY

Bachelor of Science (BSN), Nursing

University of Delaware, Newark, DE

Strategic Leadership Program

Trinity Health/ Advisory Board

Lean/Six Sigma Black Belt Certification

Villanova University, Villanova, PA

CERTIFICATIONS/LICENSES

Certified in Executive Nursing Practice (CENP)

American Organization of Nurse Leaders (AONL) & American Hospital Association (AHA)

Strategic Planning Certification

Society for Healthcare Strategy and Marketing Development (SHSMD)

Lean/Six Sigma Black Belt Certification

Villanova University, Villanova, PA

Registered Nurse License

State of Pennsylvania

District of Columbia

PROFESSIONAL ORGANIZATIONS/MEMBERSHIPS

American College of Healthcare Executives (ACHE), Affiliate Member and Fellow Candidate

Society for Healthcare Strategy and Marketing Development (SHSMD)

Healthcare Financial Management Association (HFMA) | American Nurses Association (ANA) |

American Academy of Nursing (AAN) | Eastern Nursing Research Society (ENRS) |

Sigma Theta Tau, National Honor Society of Nurses | American Organization of Nurse Executives (AONL) |

Pennsylvania Organization of Nurse Leaders (PONL) |

Society of Nursing Scientists, Innovators, Entrepreneurs & Leaders (SONSIEL)

BOARD MEMBERSHIPS/AFFILIATIONS

Suburban General Hospital: Board Member

Mercy Suburban Hospital: Board member

Southeastern Pennsylvania Organization of Nurse Leaders (SEPONL): Board Secretary 2024-2025

Pennsylvania Organization of Nurse Leaders (PONL): Board Member 2025-2026

HONORS/AWARDS

Trinity Health/Advisory Board Innovation Award for Strategic Planning Project
MHS President's Award: Quality for Oncology | Biltmore's List of Who's Who in Healthcare | Studer 5 Pillar Leadership Award Nominated and received Heart of Mercy Award | Who's Who in American Nursing
Pennsylvania Federation of Business & Professional Women's Club: Employer of the Year
Norristown Business & Professional Women's Club: Employee of the Year

VOLUNTEER ACTIVITIES

Pennsylvania Organization of Nurse Leaders: Serves on Program and Education Committee
& New Nurse Leader Committee
American College of Healthcare Executives: Served on the Community Outreach Committee &
Serves as Mentor in Mentorship Program
Serves at Manna on Main Street
Habitat for Humanity
Boy Scouts of America Camp of Disabled Scouts, Current
North Penn Church of Christ, Sunday School Teacher for 16 years
Global Health Ministry: 2 Medical Mission Trips, Guatemala/Honduras, and Peru
Delaware Valley Christian Camp: served as Camp Nurse & Kitchen help for 17 years
Delaware Valley Christian Camp: Camp Sonshine, volunteer in the Kitchen, and other activities
Lingohocken Fire Company Associate Member for five years

DOCTOR OF NURSING PRACTICE RESEARCH PROJECT

Fluegge, Carol (2025). The Impact of a Healthcare Financial and Business Management Education and Mentoring Program on Nurse Leaders: A Mixed Method Project. [Doctoral Project, The George Washington University]. Repository at The George Washington University School of Nursing. https://hsrc.himmelfarb.gwu.edu/son_dnp/180.

PRESENTATIONS/EDUCATIONAL SEMINARS

Pennsylvania Organization of Nurse Leaders (PONL) : September – November 2024

Educational Seminar: Healthcare Finance and Business Management, Educational and Mentoring Program for Nurse Leaders. Designed, implemented, and held the education sessions. Five contact hours were awarded, with 22 nurse leaders completing the program.

- **Session 1: September 11th and 12th:** Healthcare Financial, Accounting, Economic Principles, and Operational Budgeting and Cost/Expense Management
- **Session 2: October 8th and 9th:** Reimbursement Models, Healthcare Reform, Value-Based Reimbursement, and Revenue Generation
- **Session 3: October 24th and 25th:** Capital Budgeting, Growth and Business Development, Benchmarking, and CFO Alignment
- **Session 4: October 30th:** Review and Evaluation of Mentorship Process

Eastern Nursing Research Society (ENRS) Annual Conference: April 3, 2025

Poster Presentation: The Impact of a Healthcare Financial and Business Management Education and Mentoring Program on Nurse Leaders: A Mixed Method Project.

George Washington University School of Nursing Annual Research Day: April 30th, 2025

Virtual Poster Presentation and Review: The Impact of a Healthcare Financial and Business Management Education and Mentoring Program for Nurse Leaders: A Mixed-Methods Project.

Pennsylvania Organization of Nurse Leaders: Annual Conference: October 23rd, 2025

Snapshot Presentation Session: The Impact of a Healthcare Financial and Business Management Education and Mentoring Program for Nurse Leaders: A Mixed-Methods Project.

American Academy of Nursing: Council for the Advancement of Nursing Science (CANS): October 15th, 2025

Accepted for Poster Presentation and Review: The Impact of a Healthcare Financial and Business Management Education and Mentoring Program for Nurse Leaders: A Mixed-Methods Project.