



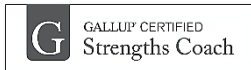
# Dorothy E. Deremo, RN, MSN, MHSA, FACHE

## STRATEGIC SKILL SET

- ◆ Characterized as a visionary, innovative, and mission-driven leader and consultant by other leaders
- ◆ Experienced, retired CEO with turnaround and business renewal expertise
- ◆ Health care expert
- ◆ International, national, and state public policy, consulting, and public speaking experience
- ◆ Extensive board experience at officer level.
- ◆ Gallup Certified Strengths Coach
- ◆ Continuous Quality Improvement/Lean/Adaptive Design facilitator expertise [studied under Dr. W. Edwards Deming]
- ◆ Known as a “techy” CEO—Implemented IT cloud architecture and a fully integrated IT platform at Hospice of Michigan in 2004 way ahead of other health care organizations in the nation. Verizon calls Hospice of Michigan the most technologically advanced company they work with in Michigan
- ◆ Excellent organizational development, emotional intelligence, and decision-making skills

## RESUME

### DEMOGRAPHIC DATA



**Dorothy (Dottie) Deremo, RN, MSN, MHSA, FACHE**

Principal Partner & CEO | Business & Talent Strategist

**The Deremo Group**→*Producing Strategic Results*

CONSULTING | SPEAKING | EXECUTIVE COACHING

**The Deremo Group (Incorporated in 2013)**

◆LEADERSHIP ◆STRATEGIC SUSTAINABILITY ◆BUSINESS RENEWAL ◆SUCCESSION PLANNING ◆RESULTS

37844 Meadowhill Drive

Mobile: (248) 672-7475

Northville, Michigan 48167

Home: (248) 474-8963

**The Deremo Group (TDG)** provides strategic business and talent consulting services to companies, boards, and C-Suite leaders across all business sectors. Areas of focus for **TDG** include strategic sustainability and business renewal, succession planning, leadership development, and achieving outstanding, sustainable results. Dottie Deremo, Principal Partner & CEO, Business & Talent Strategist, is also a sought-after executive coach and keynote speaker.

### FORMAL EDUCATION

10/92 – 10/94

University of Michigan, School of Public Health, Ann Arbor, MI: MHSA

09/74 – 06/76

Wayne State University, College of Nursing, Detroit, MI: MSN

04/72 – 03/74

Wayne State University, College of Nursing, Detroit, MI: BSN

09/66 – 06/69

Henry Ford Hospital, School of Nursing, Detroit, MI: Diploma in Nursing

## FELLOWSHIPS/EXECUTIVE PROGRAMS

- 2018 **Gallup Strengths Coaching Course, Certification Achieved May 2018.** Ms. Deremo is one of an elite group of consultants globally that has completed the rigorous Gallup education, practice, and testing requirements to become a Gallup Certified Strengths Coach.
- 2008 **Kellogg School of Management, Women's Director Development Program,** an Executive Program to prepare women to be on the Boards of Directors of publicly traded companies.
- 2005 **Fellow—Harvard Business School Perspectives in Non-Profit Management Program.**
- 1995 **Fellow—Health Trust Fellow at the Kings Fund College of Great Britain.** Studied the British National Health Service in Oxford, London, and York.
- 1986 **Fellow—Wharton School of Business Johnson & Johnson Nurse Executive at the University of Pennsylvania.**

## WORK EXPERIENCE

1/14 – Present  
 1/14 – 12/16  
 12/98 – 12/2013

**The Deremo Group**—Northville, MI: Principal Partner & CEO

**Hospice of Michigan, Inc.** – Detroit, MI: Executive Emeritus

**Hospice of Michigan, Inc.** – Detroit, MI: President & CEO

Hospice of Michigan • At Home Support™ • At Home Choices™

Hospice of Michigan Institute • Hospice of Michigan Foundation

- **Hospice of Michigan, Inc.** is considered the leading not-for-profit end-of-life-care continuum company in Michigan and one of the leaders nationally. Hospice of Michigan, a subsidiary of Hospice of Michigan, Inc., delivers compassionate care daily to over 1500 patients and families across 56 counties. Hospice of Michigan (HOM) is a virtual company and owns no "brick and mortar" besides its home office. HOM functions virtually in the field with a fully integrated clinical, administration, and pharmaceutical information system using laptops and PDAs for field staff. HOM has developed logistics processes to deploy staff, supplies, and pharmaceuticals to patients in urban, suburban, and very rural areas using just-in-time principles whenever possible. Hospice of Michigan provides a social return on investment to the 56 counties it serves with revenues of nearly 70 million dollars, 600 employees, and 1100 volunteers. Using LEAN principles, HOM consistently produces a 5 percent margin from operations while having some of the best quality and efficiency scores in the country.
- **At Home SUPPORT™** is a national wholly owned subsidiary company of Hospice of Michigan, Inc. At Home SUPPORT™, developed through 12 years of evidenced-based outcomes research, provides innovative national advanced illness management services to the 5 percent of seriously ill Medicare patients that consume 50 percent of health care spending in their last two years of life. At Home SUPPORT™ is improving quality outcomes for patients, supporting their stressed caregivers, and saving 30 percent net total health care costs. At Home SUPPORT™ has several contracts with Pioneer ACOs, Shared Savings ACOs, Medicare Advantage Plans, and currently has 63 potential partners across 39 states with 20 letters of intent in process. The first out-of-Michigan patients

are being enrolled January 2014.

- Founding President & CEO of **At Home SUPPORT™, Hospice of Michigan Institute, and Hospice of Michigan Foundation**

9/87 - 12/98

**Henry Ford Hospital (HFH) – Detroit, MI: Vice President, Patient Care Services and Chief Nursing Officer of Henry Ford Health System**

- A member of the Executive Management Group of Henry Ford Health System (HFHS is a \$2 billion integrated health care corporation) and Henry Ford Hospital – the 903-bed flagship Hospital of HFHS).
- Beginning January 1997, administratively responsible for the Medicine and Maternal Child Product Lines as well as Pharmacy, Respiratory Therapy, and the Admitting Departments. Accountable for the strategic planning, personnel, and budgetary management as well as the quality of clinical, technical and customer service for Product Lines and Departments. Chaired the Professional Nursing Shared Governance Hospital Coordinating Council. Participated in long-range planning and program development for the institution. Managed 1200 FTEs and total direct expenses of \$70 million. Produced a 1996 December YTD volume adjusted positive variance of 3.9%.
- From 1987 to December 1996, was the Vice President for Nursing and administratively responsible for 30 inpatient nursing units comprising critical care, medical / surgical, and maternal child services. Total direct expenses were \$75 million and comprised 1250 FTEs.
- Administratively responsible and strategically planned the closing of the Hospital's diploma school of nursing in June 1996. Co-lead the Henry Ford Health System negotiating team with Oakland University to convert the diploma program into a baccalaureate-nursing program. The affiliation agreement was signed January 1997.
- Actively role modeled the principles of continuous quality improvement by teaching classes and facilitating quality improvement teams. Completed advanced CQI facilitator training.
- Initiated and oversaw the Women and Diversity Leadership Development and Mentoring Program for the entire Henry Ford Health System.
- Key member of the HFH Patient Focused Care Steering Committee, a re-engineering project to totally redesign inpatient care delivery.
- Member of the HFHS Customer Service Initiative Steering Committee.
- Member of strategic Hospital, System, and Board of Trustee committees
  - Chaired the Corporate Nurse Executive Council
  - Represented patient care delivery at the System Senior Operating Team, System Clinical Process Improvement Council, Henry Ford Hospital Advisory Board of Trustees, as well as the Quality Committee of the System Board of Trustees

5/84 - 9/87

**Hutzel Hospital in the Detroit Medical Center–Detroit, MI: Vice President of Patient Care Services**

- As key member of the Hospital's Executive Management Team, responsible for: Inpatient nursing, emergency room, surgical suite, ambulatory surgery, patient

- GYN oncology clinic, women's substance abuse program, and pastoral care.
  - Managed 750 FTEs and departmental expense budget of \$22 million.
  - Provided leadership to subordinate management personnel in the planning, organization, and implementation of services, programs, and other work activities related to patient care at Hutzel Hospital.
  - Recommended to the Hospital President departmental goals, objectives, and standards for inclusion in the Hospital's short and long-range plans.
  - Participated in long-range planning and program development for the institution.
  - A member of the Hospital Medical Executive Committee and Joint Conference Committee of the Hospital Board of Trustees. Actively participated in improving relationships with the private practice physicians of the Hospital.
- 5/84 - 9/87 **Wayne State University**— Detroit, MI: Assistant Professor of Nursing, Adjunct Faculty.
- 6/82 - 5/84 **Harper-Grace Hospitals/Harper Division of the Detroit Medical Center**—Detroit, MI: Associate Director of Clinical Nursing:
- 7/77- 6/82 **Primary Care Nursing Service** at Detroit Receiving Hospital/University Health Center—Detroit, MI: Founder, Coordinator, and Nurse Practitioner in the first primary care nursing group practice in Michigan and the country
- 7/77 - 6/82 **Wayne State University**—Detroit, MI: Assistant Professor, College of Nursing Graduate School
- 9/76 - 6/77 **Michigan State University**—East Lansing, MI: Assistant Professor Department of Family Medicine, College of Osteopathic Medicine and School of Nursing.
- 6/75 - 9/75 and 6/76 - 9/76 **Wayne State University**—Detroit, MI: Research Assistant/Content Specialist
- 9/71 - 6/75 **Henry Ford Hospital School of Nursing**—Detroit, MI: Instructor
- 9/70 - 9/71 **Sinai Hospital**—Detroit, MI: Assistant Head Nurse, Surgical ICU
- 7/69 - 9/70 **Henry Ford Hospital**—Detroit, MI: Staff Nurse, Surgical ICU, Coronary Intensive Care, Medical Intensive Care, Emergency Room

## HEALTH CARE POLICY GROUPS AND COMMUNITY ORGANIZATIONS

- **Michigan Peer Review Organization (MPRO) Board, (2015 – present).** Appointed to MPRO Board in July 2015. Appointed to the Chair Elect in July 2018.
- **Together Health Network Board, (2014 – present).** Appointed to this first of its kind start-up physician led, company that is a joint venture between Ascension Health Michigan and Trinity Health Michigan putting together a state-wide integrated provider network of 5000 physicians. Member of the Executive Committee.
- **Ascension Health Board, (2013 – 2014).** Appointed to the national operating board of Ascension, the largest non-profit health care system in America. Served on the Governance Task Force to restructure governance for Ascension and recommended that the Ascension Health Board be eliminated to streamline governance and strategic decision-making throughout the system.
- **Homecare 100 LINK Advisory Board, (2012 – 2016).** Appointed as a member to this national advisory board to develop leadership conferences for the members who are considered the top 100 for-profit and

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not-for-profit home care and hospice companies across the nation.

- **Wayne State University Physicians Group Practice Board, (2012– 2014).** Serves on the Executive Committee and is one of five community board members.
- **Michigan Pain and Symptom Advisory Council, (2012).** Appointed by Governor Snyder.
- **Detroit Economic Club Board of Directors (2006 – 2013).** Member since 2002. Elected to the Board as one of only two non-profit leaders allowed on the DEC Board.
- **University Cultural Center Association Board (2002 – 2013)**
- **Oakwood Health System Board (2001 - 2014).** Appointed as a member of the OHS Board in 2001. Elected Vice Chairman of the OHS Board of Trustees December 2005 and served two terms as Chairman of the Joint Conference Committee starting in 2003.
- **Greater Detroit Area Health Council, Inc., (1999 – 2013).** Appointed as a member of the Greater Detroit Area Health Council Board of Directors in September 1999. Served as a member of the Executive Committee, Chair of the Nominating Committee, and member of the Finance Committee. The Greater Detroit Health Council is a non-profit corporation that brings together business, organized labor, community, and health care organizations with diverse perspectives to improve the future of health care in Southeast Michigan.
- **Foundation for American Health Care Leadership Think Tank. (2005)** Member of the think tank that produced the “Community Leaders’ Blueprint for American Healthcare Public Policy” white paper action plan for reforming the United States health care system. The white paper was presented to the President of the United States and key U.S. legislators in 2005.
- **Commissioner to the State of Michigan Certificate of Need Commission. (2004-2010)** Appointed by Governor Granholm in 2004.
- **Vice Chairman, Michigan State Hospital Finance Authority. (2003)** Appointed by Governor Engler in February 2003.
- **Commissioner State of Michigan Commission on End-of-Life Care. (2000)** Appointed as one of twelve commissioners by Governor Engler in February 2000.
- **Detroit Regional Chamber of Commerce/Leadership Detroit (June 1999 - 2013).** Graduate of Leadership Detroit Class XX on June 17, 1999.
- **Commissioner, Pew Health Professions Commissions Taskforce on Health Care Workforce Regulation. (1997)** Appointed in 1997.
- **Administrative Consultant to Cabrini Clinic (1994-1997).** A freestanding clinic associated with Most Holy Trinity Catholic Church in inner city Detroit. The Clinic provides free care by volunteer health care providers to the indigent.
- **Operation ABLE (1989 - 1997) - Founding Chairman of the Board from 1989 -1992.** Operation ABLE was a \$1.6 million private non-profit corporation. Served two terms as Chairman of the Board, one term as Immediate Past Chairman, two terms as Chairman of the Nominating Committee and, a Member of the Executive Committee, as well as one term as Chairman of the Finance and Audit Committees. Current Board Status: Honorary Board Member

## INTERNATIONAL CONSULTING EXPERIENCE

- **American International Health Alliance (1995-1997)** – Represented Henry Ford Health System as a consultant to countries of the former Soviet Union to assist in improving their health care systems. Traveled to Russia and the Ukraine.

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- **Professional Education Consultant to the United States Department of State Foreign Service (1979):** Provided professional education to the Embassy Health Care Professional Medical and Nursing Staff of the United States Foreign Service serving in Europe, Middle East, and Africa.

## PROFESSIONAL ORGANIZATIONS

- American College of Health Care Executives – Fellow
- National Hospice Work Group – Board Member from (1999- 2013)
- National Hospice and Palliative Care Organization (1998-2013)
- Hospice and Palliative Care Association of Michigan (1998-2013)
- International Women’s Forum, Michigan Chapter (2000-present)—Board Member and Chair the Membership Committee)
- Sigma Theta Tau Lambda Chapter - National Honor Society for Nurses, Wayne State University (1974-present)
- Licensed as a Registered Nurse (RN) in the State of Michigan

## PROFESSIONAL HONORS

- *Crain’s Detroit Business* “2013 Health Care Hero” award
- Burnstein Clinic’s 2012 Esteemed Women of Michigan award.
- *Ambassador Magazine’s* 2010 Ambassador of the Year award.
- *Corp Magazine* 2008 Women and Leadership in the Workplace Award for Distinguished Leadership in the Human Services category.
- Fellow, American College of Health Care Executives, December 2008—present.
- *Crain’s Detroit Business* “100 Most Influential Women” designation in October 2007.
- Wayne State University Alumna of the Year—2007.
- Greater Detroit Area Health Council Sy Gottlieb Award for Outstanding Contributions in Health Care—2007.
- Harvard Business School Club of Michigan’s 2004 Non-Profit Leader of the Year Award.
- Wayne State University College of Business Corporate Leadership Award in 1995. This award is given to three Alumni each year (out of 180,000) who have attained senior status in, and made significant contributions to, their corporations. Ms. Deremo was the first nurse and only fifth women to receive this award since the award’s inception in 1981.
- *Crain’s’ Business Review* Southeastern Michigan’s “Executive Heroes” July 1995.

**PRESENTATIONS**      **Speaks locally, nationally, and internationally. Recent presentations available upon request.**

**CONSULTING**            **Consulting engagements available upon request.**

**PAPERS**                **List of authored articles, papers, and four book chapters**

**available upon request.**

**REFERENCES**

**Available upon request.**