

# Lynn Clark DeLacy

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## EDUCATION

George Mason University, College of Nursing and Health Science, Fairfax, VA  
Doctoral Candidate 2000 (Ph.D. in Nursing with emphasis in Healthcare Administration, Ethics and Policy)

Selected for partial funding by Virginia Association of Nurse Executives Sara Tatem Scholarship

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Medical College of Virginia, Virginia Commonwealth University, Richmond, VA  
M.S., Psychiatric and Mental Health Nursing, 1983

Lucy Webb Hayes School of Nursing, American University  
B.S., Nursing 1981

Hartford Hospital School of Nursing  
Diploma, 1967

## CERTIFICATION

American Nurses' Association Board Certification: Nursing Administration, Advanced (C.N.A.A.), since 1989

Virginia Commonwealth University Postgraduate Certification: Quality in the Public Sector, 1996

## PROFESSIONAL EXPERIENCE

NORTHERN VIRGINIA MENTAL HEALTH INSTITUTE 1978-PRESENT  
Facility Director - 2002  
Director of Nursing Services (1983- 2002)  
Acting Facility Director (1997-1998, 2002)  
Acting Clinical Programs Director (1995)

As Facility Director, serve as the Chief Executive Officer in this 132 bed JCAHO accredited facility serving those with a serious mental illness. Assume full clinical and administrative responsibility for Client Care, Human Resources, Training, Financial Management, Risk Management, Strategic Planning, Research and Evaluation. Accountable for over 300 FTE's and a budget in excess of \$23 million.

Leader for Governor's Regional Partnership Planning and Reinvestment initiative which involves public and private providers of in-patient, out-patient and other support services for the seriously mentally ill.

As Director of Nursing fulfilled responsibility for the nursing services delivered to seriously mentally ill patients in acute, forensic and psychosocial programs. Accountable for over 200 FTEs with direct fiscal responsibility for a public budget in excess of \$10 million. Regularly provided administrative coverage in the absence of the facility director.

As a member of the Institute Executive Team, lead and participate in a variety of committees, task forces and other forums to ensure performance improvement, risk management, utilization management and the provision of facility wide support services enabling quality care. Liaison with

multiple organizational stakeholders including Local Human Rights Committee, Advisory Council and the Northern Virginia Consumers Association.

Established and continue to maintain a contemporary practice environment that supports effective teamwork and clinical staff empowerment through shared governance councils. Implemented administrative practices such as self-scheduling that foster affective commitment to the organization; staff turnover reduced by 50%. Oversee the development and implementation of all education programs ensuring initial and continuing clinical competency of all licensed and non-licensed nursing personnel. Promote attention through education and training, to developing clinical competence in treating the culturally diverse patient population served. Develop forums and strategies to assure integrated team functioning with a culturally diverse workforce. Expanded university affiliations to include both graduate and undergraduate nursing education programs as well as international nursing education programs.

Beginning in 1994, gave leadership to developing non-coercive clinical interventions that resulted in a 99% reduction in the use of seclusion and restraint with patients. As a result of continued leadership directed toward aligning the Institute's culture to support non-coercive interventions, this reduction is currently sustained. Additional accomplishments include leadership for JCAHO Accreditations with Commendation, deficiency free HCFA/CMS surveys and successful closure to a five-year involvement with the Department of Justice. Also during the 5-year involvement with DOJ, successfully participated in a major hospital renovation and new construction project that spanned two years. Developed a strategic plan within the Institute to support downsizing of another state facility through expanded beds at the Institute.

Significant other accomplishments included a two-year responsibility for all Institute staff orientation, training and development; established the structures and processes for a more cost effective institute wide training department. Served in newly created Clinical Programs Director role for a six-month period and assumed responsibility for reorganization and development of non-nursing clinical services in anticipation of judicial review. Served as Interim Director for over six months pending recruitment of a full time Director.

#### Patient Education Coordinator (1978-1983)

Significant accomplishments include the development and implementation of a patient education program for which the Department of Nursing Services received the first American Hospital Association National Award for Leadership in Patient Education.

UNIVERSITY OF VIRGINIA 1989-1998

Clinical Instructor (1991-1998)

Teach clinical psychiatric nursing component of the Northern Virginia Center RN Refresher Course.

Clinical Assistant Professor of Nursing (1989-1998)

GEORGE MASON UNIVERSITY 1987-1989

Clinical Lecturer

Lectured on all aspects of acute psychiatric and mental health Nursing.

CHILDBIRTH EDUCATOR 1973-1978

Independent practice providing education and consultation service both in Fredericksburg, VA and Yokosuka, Japan.

Initiated a childbirth education program in the practice of a Japanese OB/GYN medical group and successfully taught multicultural groups in Japan. Founded Fredericksburg Area Professional Childbirth

Educators Association and grew independent practice from 3 couples/mo to 80 couples/mo in less than 2 years.

**SCHOOL NURSE** 1972  
Developed health education programs and screenings for over 600 students K-8.

**NORTHERN VIRGINIA MENTAL HEALTH INSTITUTE** 1967-1972  
Head Nurse, Day Treatment Program (1970-1972)  
Team Leader, Inpatient Services (1967-1970)

## **HONORS**

2001 First Recipient of the *Mental Health Consumer Award for Service Provider Excellence* from the Fairfax-Falls Church Mental Health Advocacy Community, Northern Virginia Mental Health Consumers Association.

2000 *Excellence in Leadership Award* from the American Psychiatric Nurses' Association

1999 *Sara Tatem Scholar*

1983 Inducted into Sigma Theta Tau, National Nursing Honor Society.

## **OTHER PROFESSIONAL ACTIVITY**

### **TASK FORCE/ COMMITTEE/CONSULTATION**

Chair (1999-2002), American Psychiatric Nurses Association (APNA) Seclusion and Restraint Task Force. Developed *APNA Position Statement* and *APNA Standards of Practice for the Use of Seclusion and Restraint*. Additionally, participate in activities promoting public policy for seclusion and restraint and provide numerous consultations to practitioners and hospitals.

Member (2002), Commonwealth of Virginia Task Force to Study Roles and Responsibilities of the Office of the Inspector General for Mental Health, Mental Retardation and Substance Abuse Services (Convened 2002 by the Office of the Secretary of Health & Human Resources.)

American Psychiatric Nurses Association Representative (2002) to an American Academy of Nursing Invitational Working Conference. Developed a national strategic plan for demand side tactics to address the national nursing shortage.

American Psychiatric Nurses Association Representative (2001-Present) in a collaborative effort with the American Psychiatric Association and National Association of Psychiatric Health Systems. Produced a technical advisory document to support reduced use of seclusion and restraint in psychiatric settings.

Consultant and reviewer (1991-Present), Commonwealth of Virginia, Department of Mental Health, Mental Retardation and Substance Abuse Services. Perform quality of care reviews and consultations for improvement. Multiple issue focused reviews e.g. improving nursing care delivery, improving active treatment, as well as patient-specific treatment issues. Also consultation in preparation for external reviews e.g. JCAHO and DOJ.

Project Advisor as American Psychiatric Nurses Association Representative (2001) to the SAMHSA funded National Association of Consumer-Survivor Mental Health Administrators' initiative to produce a consumer-centered training manual supporting alternatives to and ultimate elimination of seclusion and restraint.

Member (2000), American Psychiatric Nurses Association Research Steering Committee formed to expand psychiatric nursing research. This work resulted in two national conferences as well as the formation of a permanent division of research within APNA.

Member (2000-2002) Scholarly Review Committee, American Psychiatric Nurses Association Annual Conference.

Member, Commonwealth of Virginia, Department of Mental Health, Mental Retardation and Substance Abuse Services, 1998 Initiative to develop staffing standards.

Member, Commonwealth of Virginia, Department of Mental Health, Mental Retardation and Substance Abuse Services, 1998 Initiative to develop seclusion and restraint standards.

Member (1995-1997), Stafford County, School Health and Guidance Curriculum Advisory Committees.

Program Chair (1990-1996), Commonwealth of Virginia, Annual Public Mental Health Nursing Conference.

Member (1993-1997) University of Virginia, Northern Virginia Center Nursing Program Advisory Council.

## PRESENTATIONS

Presenter, Psychiatric Mental Health Nursing Institute (2003) Title: *"Keeping Patients and Staff Safe in an Environment that Limits Seclusion and Restraint"*, University of North Carolina at Chapel Hill, NC.

Presenter, panelist and American Psychiatric Nurses Association representative (2001) *"Reducing Workplace Violence in Psychiatric Facilities: Cost Effective Strategies that Succeed."* Sponsored by Occupational Safety and Health Administration, Ft. Lauderdale, FL.

Presenter, Plenary Session, American Psychiatric Nurses' Association 2000 Annual Conference, Title: *"International Panel on Seclusion and Restraint: Policies and Practices"*, Washington, DC.

Chair, Interactive Panel, American Psychiatric Nurses' Association 2000 Annual Conference, Title: *"Seclusion and Restraint"*, Washington, DC.

Presenter and panelist, American Psychiatric Nurses' Association 1999 Annual Conference, Title: *"Seclusion and Restraint: A National Agenda Towards Balancing Safety and Protection of Patient's Rights"*, Toronto, Canada.

Presenter, Workshop, 50<sup>th</sup> Institute on Psychiatric Services (1998), Title: *"Role of Coercion in Psychiatric Services"*, Los Angeles, CA.

Presenter, Symposium, American Psychiatric Association 1998 Annual Meeting, Title: *"Role of Coercion in Hospital Management"*, Toronto, Canada.

Guest speaker (1988-Present) to multiple community consumer groups and educational institutions, including the National Alliance for the Mentally Ill, Northern Virginia Community College, University of Virginia, George Mason University, Marymount University and the Northern Virginia Consumer's Association.

## PUBLICATIONS

DeLacy, L. (2000, August). Seclusion and restraint standards: A platform for creating safety for patients and staff. Journal of the American Psychiatric Nurses Association, 7 (4), 99-102.

Beals, P. ed. The Childbearing Year - Parent's Guide, 1974. The International Childbirth Education Association (contributing writer).

## PROFESSIONAL MEMBERSHIP

American Nurses Association

Virginia Nurses Association

American Psychiatric Nurses Association

American Organization of Nurse Executives

Virginia Organization of Nurse Executives

Sigma Theta Tau

Board of Nurse Executives; Commonwealth of Virginia, Department of Mental Health, Mental

Retardation and Substance Abuse Services

**References available on request.**