

**Melanie D. Eaton**  
**Instructor, Health Care Administration Program**  
**Department of Public Health, Western Kentucky University**

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## Academic Experience

### **Western Kentucky University**, Bowling Green, Kentucky

Faculty Instructor, Master of Health Administration and Bachelor of Science in Health Care Administration, Department of Public Health, August 2013 to Present.

Coordinator, National Association of Long-Term Care Administrator Boards (NAB) Accredited Bachelor of Science in Health Care Administration with Long Term Care Administration Certificate Program, June 2014-August 2023.

Part-time Instructor, Department of Public Health, Health Care Administration, August 2007-August 2013.

#### Courses:

Graduate: Healthcare Leadership and Change Management, Health Systems Design for Sustainable Practices, Health Care Quality and Accountability, Health Care Human Resources Administration, Independent Investigation in Health Care Administration

Undergraduate: Health Care Organization Management, Quality Management for Health Care, Human Resources Management for Health Care Managers, Long-term Care Administration, Nursing Facility Administration, Quality and Patient Safety in Long-term Care, Introduction to the Aging Experience

Study Abroad: Long-term Healthcare, Europe/Ireland, approval 12.2014

## Professional Experience

August 2013 – Present

**Western Kentucky University**

Bowling Green, Kentucky

### ***Faculty Instructor, Public Health, Master of Health Administration and B.S. Health Care Administration, August 2013 - Current***

- Enhance participation, interest and support of graduate, undergraduate and certificate programs among students, local community and healthcare professionals.
- Serve as representative on local, state, regional and national committees for both healthcare professionals and academics.
- Map curriculum, updates courses and identify learning outcomes for Master of Health Administration program.
- Evaluate Master of Health Administration competencies, goals and outcomes for CAHME accreditation application.
- Achieve 2019 and 2014 NAB Accreditation for HCA Undergraduate Program with LTCA Certificate Program, 1<sup>st</sup> in Kentucky.
- Provide instruction, advisement and assistance with student research and poster presentations.
- Assist with the development of online cohort program for the HCA Undergraduate Degree and the LTCA Certificate.
- Facilitate professional development, intern placement and networking opportunities for students.

### ***Outreach Coordinator, part-time, Center for Gerontology, March 2013 - August 2013***

- Coordinate outreach activities for Center, to include press releases, community events and social media.
- Develop network and professional development opportunities for students through conferences, student organization memberships and intern placement.

### ***Part-time Instructor, August 2007 – May 2013***

- Provide instruction for Public Health and Diversity and Community Studies (healthcare and leadership)

January 2016 – December 2023

**Eaton Consulting, LLC**

Lewisburg, Kentucky

***Healthcare Consultant/Owner***, Provide leadership and operation management consulting for acute and long-term care providers.

June 2001 – March 2013

**Christian Care Communities, Inc.**

Bowling Green, Kentucky

### ***Executive Director/ Administrator, April 2005- March 2013***

- Responsible for overall leadership, long and short-term strategic planning and fiscal management for a 185 bed, multi-level of care community, requiring diverse knowledge of regulations and policies for each. The CCRC included licensed transitional care, skilled nursing, intermediate care and personal care facility, assisted living, independent living, outpatient rehab, dementia care.
- Lead on master plan committee for a 15+ million dollar expansion to existing facilities in order to meet emerging needs and trends for current and future stakeholders. Expansion includes development of policies and procedures for three (3) new levels of care, client and clinical service plans, operation budgets, marketing plan and materials for each of these new levels. As the onsite Director, this also requires the development of back of the house FFE budget, capital equipment testing and selection, review and approval of all architectural renderings and elevations, determination of programming needs and philosophy of care, staff budget development, approval of interiors, front of the house selections, general contractor selection, and all applications for licensure and certificate of need.

- Represent organization within community and among business leaders, academia, board of directors, governing entities and professional associations at a local, state and national level.
- Maintain professional network and personal development to ensure the organization not only met current standards of practice but was also innovative and proactive in services provided.

***Administrator, April 2003- April 2005***

- Develop business plans to achieve desired results and assure operational needs of facility and its participants are met 24 hours a day, 7 days a week with an adequately trained, motivated and stable workforce.
- Direct facility during all surveys to include office of inspector general, CMS, OSHA, health department, life safety code, wage and hour and fire marshal.
- Maintain systems and controls to safeguard company assets, generate accurate budgets and produce reliable information and reports.
- Ongoing development and support of fundraising opportunities to supplement operations deficits, meet resident and staff needs, and build relationships and awareness with community supporters. Examples of these programs include an annual golf fundraiser that has occurred 6 years and is ongoing, a Pastoral Care Endowment Fund and an Employee Annual Giving campaign. Other campaigns that have been successful in obtaining funds for smaller initiatives include a giving campaign for Chapel furniture and music equipment, a 3 year staff sponsored fish fry to purchase resident common space furniture, Heart for Alzheimer's Valentine Dinner in which proceeds are given to Alzheimer's research, Family to Family Ministry Program and Annual Resident Christmas Giving.
- Develop initiatives and align new opportunities for expansion of services to achieve an increase in revenue and in response to organization goals and objectives.
- Innovation in my field that subsequently received recognition for those achievements; some of those awards include the prestigious KYIQ, Best Places to Work in KY, articles in national publications on self-scheduling and restaurant style dining programs and LeadingAge KY Administrator of the Year.
- Continue to seek opportunities to grow professionally and also guide organization to new and exciting programs. Efforts to strengthen the relationship with the local university has lead to a dramatic increase in student volunteers from various departments and social groups, development of a certificate of aging services, internships, creation of onsite Administrator in Training position and service as a part-time instructor and advisory committee member for the health care administration program

***Director of Admissions and Program Services, June 2001- May 2003***

- Raised facility census from 72% to 96% with all growth in private pay and Medicare payer source.
- Supervision and hiring of activities staff, production of calendars for IL and NF and guided community to focus on healthy aging as part of that program, requiring activity staff to become certified personal trainers and Silver Sneakers certified with falls prevention education and programming.

January 2000 – December 2000

**Wyoming Health Council**

Laramie, Wyoming

***Assistant Director***

- Submit grant proposals and provide oversight of federal grant funds distribution to 22 public health clinics and 13 family planning clinics within the state.
- Secure funding for federal Migrant Health Workers program and public health/family planning grants.

**Education**

**Western Kentucky University**, Bowling Green, KY

Education Leadership Doctoral Program, 15 hours, Organization Leadership

Master of Business Administration, May 2003

Bachelor of Science, Health Care Administration, December 1999

**Professional Service and Activities**

Juror, Environments for Aging Remodel-Renovation, 2025

CAHME Fellow Applicant, 2025

Academic Accreditation Site Visitor, NAB, 2014 - Current

Board Member, Kentucky Board of Licensure for Long Term Care Administrators, 2018 – 2022

Education Committee, NAB, 2013 - 2021

National Continuing Education Review Service (NCERS) Committee, NAB, 2015-2020, 2023-2024

The Academy of Long Term Care Leadership and Administration, ACHCA, 2015 - 2020

Academic Forum Co-Chair, NAB, 2014- 2016

National Mentoring Program, American College of Health Care Administrators (ACHCA), 2014 - 2015

National Practice Analysis Task Force, NAB, 2013-2014

Nursing Home Administrator Exam Committee, NAB, 2013-2015

Student Affiliation Work Group, ACHCA, 2013

Student Poster Exhibition Work Group, ACHCA, 2013- 2016

District III Annual Conference Planning Committee, ACHCA, 2013-2016  
Newsletter Committee, ACHCA KY Chapter, 2013 - 2015  
Certification Exam Item Writer Drive, ACHCA, 2013  
Judge, Facility of the Year, KAHCF, 2014  
Judge, Northern Bluegrass District Facility of the Year, KAHCF, 2013  
Department of Public Health HCA Advisory Committee, Western Kentucky University, 2008 to 2013  
American College of Health Care Administrators, Member, 1999 to present  
Statewide Public Relations Committee, LeadingAge KY, 2004 -2010  
Statewide Education Program Committee, LeadingAge KY, 2009 to 2012

### **Licenses and Certifications**

Kentucky Master Naturalist, 2025 - present  
Health Services Executive (HSE) qualified, 2018 – present  
Licensed Nursing Home Administrator, Kentucky, 2003 – present  
Fellow, American College of Health Care Administrators, 2010 - 2018  
Certified Nursing Home Administrator, 2010-2018  
ServSafe Certification, 2008  
State Registered Nurse Aide certification, 2011 - 2015

### **Community Activities**

Community Outreach Committee, Adairville Baptist Church, 2023-present  
Feeding America, Volunteer, 2022 - present  
Adairville School Parent Teacher Organization, Secretary, 2018, 2022 – 2024  
Youth Council, Adairville Baptist Church, 2022 - 2024  
TeamKID Adairville Baptist Church, Adult Leader, 2021-2023  
Junior Pro Football, Volunteer, 2017-2021  
Centrikid Summer Camp, Adult Leader, 2018  
Parent Teacher Organization, 2016-Present  
Habitat for Humanity, 2009 - 2010  
Hurricane Katrina Relief Volunteer, 2005  
Governmental Relations Committee, Bowling Green Chamber of Commerce, 2005  
Leadership Bowling Green Graduate, Bowling Green Chamber of Commerce, 2005  
Day Chair, Leadership Bowling Green 2006 – 2010  
Board of Directors, Leadership Bowling Green 2009-2010  
STEP Program Day Chair, Leadership Bowling Green, 2006 - 2010

### **University Activities and Faculty Development**

CHHS MASTER Plan Day, 2025  
Summer Teaching Development Grant, CITL, 2025  
Online Course Quality Grant, CITL, 2025  
Increasing Critical Thinking From the Beginning, CITL, 2025  
Ultra Q&A and Update Tuesdays, CITL, 2025  
American Hospital Association, Sustainability Summit, 2025  
Connecting thru Climate Communications, University of Kentucky MN, 2025  
Creating Digital Portfolio Documents, CITL, 2025  
ASHE, Powering the Future: Practical Strategies for Renewable Energy Integration and Cost Reduction in Healthcare Facilities, 2025  
Western Kentucky University. Collaborative Quick Turn Around Grant (C-QTAG). (PI) Haughtigan, Kara, (Co-I) Macy, Gretchen, (Co-I) Link, Kim, (Co-I) Houchens, Nadia, (Co-I) Ellis-Griffiths, Gregory, (Co-I) Eaton, Melanie. Exploring Stress and Burnout in healthcare Administrators Through Photovoice. Awarded October, 2024, \$8528.00  
CHHS Student Fee Committee, 2025  
Vision Centre, Leadership Development Forum, 2025  
Shaping the Future, Student Healthcare Association, 2025  
Blackboard Ultra: Deep Dive into Gradebook and Faculty Questions, CITL, 2025  
MHA Program Review Committee, 2024-present  
Speaker Series, Department of Public Health, 2024-present  
MHA and HCA Program Newsletter, WKU, 2024 – present  
Creating a Strong Community in an Online Class, CITL, 2024  
Professional Development Day, 2024  
Basic Counseling Skills as Communication Skills, WKU Counseling Center, 2023  
LeadingAge Annual Conference and Exposition, Chicago, IL (w/8 students), 2023  
Affordable Textbook Program, 2023  
CITL Winter Workshop, 2021

Course Development Grant, Quality Improvement Program, HCA 340 & HCA 355, 2020  
 Advanced Quality Improvement Course Grant, HCA 345, 2020  
 Innovation Summit, Chicago, Summer 2019  
 Quality Improvement Course Grant, HCA 345, 2019  
 NAB Reaccreditation Revision, HSE requirements, 2019  
 HCA Program Meeting Coordinator, 2019  
 Quality Improvement Course Grant, HCA 335, 2019  
 Student Success Summit, 2019  
 NAB Mid-Year Meeting, Tucson, AZ, 2018  
 District III Regional Conference, ACHCA, Florence, IN (w/11 students), 2018  
 ACHCA Annual Meeting, Orlando, FL 2018  
 District III Regional Conference, ACHCA, Florence, IN (w/13 students), 2017  
 NAB Mid-Year Meeting, San Francisco, CA, 2016  
 District III Regional Conference, ACHCA, Florence, IN (w/10 students), 2018  
 Student Research Poster Presentation Advisement (2 students) and Attendee, ACHCA National Convocation, Philadelphia, 2016  
 LeadingAge Annual Conference and Exposition, Boston, MA (w/4 students), 2015  
 NAB Mid-Year Meeting, Naples, FL, 2015  
 Student Research Poster Presentation Advisement (5 students) and Attendee, ACHCA National Convocation, San Antonio, TX, 2015  
 District III Regional Conference, ACHCA, Rising Sun, IN (with 6 students), 2015  
 Online Instructor Training, DELO, 2015  
 NAB Mid-Year Meeting, San Francisco, CA, 2014  
 Student Research Poster Presentation Advisement (1 student) and Attendee (with 7 students), KAHCF Annual Conference, Louisville, KY, 2014  
 LeadingAge Annual Conference and Exposition, Nashville, TN (with 8 students), 2014  
 Student Success Summit, 2014  
 NAB Annual Meeting, Louisville, KY, 2014  
 Student Research Poster Presentation Advisement (3 students), ACHCA National Convocation in Las Vegas, NV, 2014  
 District III Regional Conference, ACHCA, Rising Sun, IN (with 10 students), 2014  
 NAB Accreditation for HCA Undergraduate with LTCA Certificate Program, site visit completed 02.2014  
 NAB Mid-Year Meeting, Sarasota, FL, 2013  
 ACHCA Winter Marketplace, Las Vegas, NV, 2013  
 Department of Public Health Web Site Manager, 2013 to Current  
 Long Term Care Administration Certificate Program news releases and promotion  
 The Gathering, Age-friendly Bowling Green, 2013  
 OU Campus Training, 2013  
 DELO Online Teaching Summer Camp, 2013

### **Grants and Fundraising Activities**

Summer Teaching Development Grant, CITL, 2025  
 Online Course Quality Grant, CITL, 2025  
 8<sup>th</sup> Grade Project Team, fundraising roadside, crispy creme  
 PTO fundraisers, - silent auction, nonthing bundt, crispy creme  
 Migrant Health Workers, federal grant  
 Family Planning, federal grant  
 Energy Efficiency Block Grant, community grant  
 Generations on the Greens, Golf Fundraiser, 6 years  
 Employee to Resident Giving, Fish Fry Fundraiser, 3 years  
 Chapel Development and Capital Fund  
 Heart for Alzheimer's Fundraiser  
 Walk to End Alzheimer's Planning Committee and Participant, 3 years  
 Family to Family Ministry Program  
 Annual Resident Christmas Giving Program, 12 years

### **Awards/Honors**

Teaching Honors nomination (2), CITL, 2024  
 Teaching Honors nomination, CITL, 2023  
 Teaching Honors nomination, CITL, 2021  
 Teaching Honors nomination, CITL, 2020  
 CHHS Faculty Award Nomination for Teaching, 2019, 2018  
 Teaching Honors nomination (3), CITL, 2019  
 CHHS Faculty Award Nomination for Student Advisement, 2017, 2014  
 Education Award, American College of Health Care Administrators, 2016

Education Award, District III American College of Health Care Administrators, KY, 2015  
Outstanding Member Award, American College of Health Care Administrators, KY, 2014  
NAB National Practice Analysis Task Force, 2013-2014  
Fellow, American College of Health Care Administrators, 2013 - current  
National Emerging Leadership Summit (NELS), Washington D.C., 2012  
Administrator of the Year, LeadingAge KY, 2010  
Kentucky Initiative for Quality Award, 2009  
Best Places to Work, Kentucky, 2009