



Michele Elmore

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Professional Summary

Compassionate and dedicated Registered Nurse with over 30 years of pediatric experience, and three years of hands-on SANE experience, adept at applying clinical techniques and remaining composed during critical situations, specializing in support for victims of sexual assault. Proven ability to collaborate effectively within a team while maintaining professionalism in high-pressure environments. Ten years on the nursing faculty for the University of Arkansas, teaching didactic and clinical courses in pediatrics. Current Director at Large for the Arkansas Forensic Nursing Association. Confident in making swift, accurate decisions to ensure optimal outcomes for patients in emergencies. Experienced in medical chart review, report writing, and expert witness testimony. Company Owner of Justice Forensics, with experience in acute care hospitals, pediatrics, neonatal intensive care, Infant and pediatric ICU, special care nursery, OB/post-partum, and long-term pediatric care.

At Justice Forensics, our team provides your team with: decades of technical expertise, the tenacity to win, and an ethical approach that uses forensics to ensure justice.

PROFESSIONAL EXPERIENCE

12/2025 - Current
Consultant
Justice Forensics - Owner, Fort Smith, AR

In my role as a consulting professional and expert witness, I build and sustain strong client relationships through consistent communication and proactive updates. My work involves detailed medical chart reviews and financial analyses, allowing me to distill complex information into clear, actionable reports and high-quality presentations that support informed decision-making. By translating both clinical and financial data into strategic recommendations, I guide clients through the intricacies of medical documentation, error identification, and billing processes.

Each comprehensive report or client presentation combines thorough analysis with practical recommendations, instilling client confidence and encouraging ongoing engagement. My approach centers on clarity, responsiveness, and demonstrable results. Through focused analysis and collaborative communication, I align my recommendations with evidence-based findings to enhance client outcomes. This role requires a balance of technical expertise in chart review, data synthesis, and identification of financial discrepancies. My primary goal is to convert complex evidence into straightforward guidance that improves decision quality, reduces costs where feasible, and strengthens long-term client partnerships. I consistently emphasize the importance of measurable data, timely follow-up, and stakeholder education to maximize value for clients. With the most recent case I was an expert witness for ended with the defendant pleading out and receiving a 30-year sentence.

08/2015 - Current
Faculty, Nursing-BSN-Pediatrics
University of Arkansas Fort Smith, Fort Smith, AR

Faculty, Nursing-BSN-Pediatrics

University of Arkansas Fort Smith, Fort Smith, AR | 09/2016 – 09/2021

Demonstrated self-motivation and personal responsibility in all teaching and clinical supervision assignments, consistently delivering high-quality instruction within a dynamic, fast-paced academic environment. Maintained strong verbal and written communication with students, faculty, and clinical partners. Managed multiple priorities and deadlines through effective time management, organization, and attention to detail. Applied analytical and problem-solving skills to develop comprehensive reports for complex clinical scenarios and regularly ensured accuracy and thoroughness in all academic work.

Faculty Chair, Mission & Governance Committee

Planned and facilitated committee meetings in accordance with institutional policies and governing documents. Streamlined decision-making processes to increase organizational efficiency and productivity. Enhanced board meeting outcomes by preparing and distributing materials in advance. Maintained impartiality and objectivity in all proceedings, conducted thorough policy reviews for regulatory compliance, and kept meticulous records of all meetings, decisions, and action items.

Curriculum Teaching and Learning Committee Member

Supported the committee chair in setting agendas and establishing priorities, resulting in more focused and productive meetings. Collaborated with colleagues to achieve consensus on key policy decisions in alignment with institutional goals. Actively promoted diversity and inclusion in committee activities. Serving on multiple University committees.

Junior Level Coordinator

Oversaw data entry, report generation, and tracking documentation to support program objectives. Responded promptly and professionally to inquiries, facilitating effective communication among team members. Managed multiple projects simultaneously, ensuring timely completion and maintaining high standards of quality. Organized project documentation for easy access and seamless transitions.

Faculty Representative

Arkansas Children's Northwest (ACNW)

Collaborated extensively over two years to secure and maintain a clinical site at Arkansas Children's Northwest for pediatric clinical rotations, strengthening clinical education partnerships and expanding opportunities for students.

05/2019 - Current
RN-Pediatric Long-Term Care Facility
Brownwood Life Care Center, Fort Smith, AR

Applied critical thinking to prioritize nursing interventions based on patient acuity and individualized needs, ensuring optimal care delivery in dynamic clinical settings. Maintained rigorous adherence to infection control protocols and educated patients on proper hygiene practices, effectively reducing the risk of healthcare-associated infections. Administered medications safely in line with established guidelines, closely monitoring for adverse reactions and intervening as necessary to safeguard patient well-being. Collaborated with interdisciplinary teams to create comprehensive treatment plans for patients with complex medical conditions and multiple comorbidities. Improved patient outcomes by implementing evidence-based interventions and tailoring care plans to each individual. Conducted all patient assessments for quarterly review to detect changes in condition, promptly communicating with physicians and initiating timely interventions. Actively contributed to the training and mentorship of new nursing staff, helping to foster a supportive work environment and uphold high standards of patient care. Promoted a culture of safety through participation in quality improvement initiatives, identification of potential hazards, and advocacy for best practices in nursing care delivery. Served as a preceptor for nursing students during clinical rotations, providing real-world guidance and supporting the professional development of future nurses.

01/2025 - Current
Director at Large
Arkansas Forensic Nurses Association, Arkansas

State conference planning and implementing yearly. Participation in anti human trafficking in Arkansas. Strengthened team collaboration by facilitating regular communication, setting clear goals, and conducting performance evaluations to ensure alignment and accountability. Improved project efficiency through strategic planning, effective resource allocation, and diligent time management. Negotiated favorable contracts with vendors, resulting in cost reductions and improved quality of services. Fostered an environment that encouraged innovative thinking and the development of forward-looking solutions. Assisted in organizing and overseeing assignments to promote operational excellence and consistently achieve project objectives. Developed comprehensive plans by interpreting broad directives and translating them into actionable strategies.

05/2024 - 2026
Sexual Assault Nurse Examiner (SANE-A)
Hamilton Child Advocacy Center, and Crisis Intervention Center, Fort Smith, AR

Sexual Assault Nurse Examiner (SANE-A)
Crisis Intervention Center, Fort Smith, AR | 10/2023 – 2026

Supported law enforcement agencies and district attorneys by preparing thorough reports and offering expert testimony, directly contributing to improved prosecution rates in sexual assault cases. Ensured the integrity of forensic evidence by strictly adhering to chain-of-custody procedures and best practices in evidence handling.

Collaborated closely with coworkers and Rape Response staff to efficiently process and provide care for incoming patients, consistently fostering a safe and supportive environment. Conducted comprehensive sexual assault examinations and delivered essential medical treatment, ensuring both the accuracy of documentation and the well-being of patients. Demonstrated a deep understanding of the psychological and emotional needs of survivors, creating a comfortable atmosphere and gathering critical information with sensitivity and professionalism. Provided detailed, compliant documentation of all assessments, interventions, and treatments.

Actively participated in the continuous improvement of the forensic nursing program by evaluating existing practices, identifying areas for growth, and implementing evidence-based strategies. Mentored and trained new Sexual Assault Nurse Examiners, sharing expertise and fostering a culture of excellence within the team. Promoted community awareness about sexual assault through public speaking, outreach, and collaborative initiatives with local universities' nursing programs, expanding clinical education opportunities in forensic nursing.

Remained fully compliant with HIPAA regulations and all personal health data procedures to safeguard patient privacy. Maintained meticulous records and embraced ongoing professional development to stay current on emerging trends and best practices in forensic nursing.

04/1998 - 08/2015

RN-NICU-Pediatric

Mercy Hospital

Served as a transport nurse for the neonatal intensive care unit, bringing advanced clinical skills and critical care expertise to high-acuity patient transfers. Recognized as a PICC line expert, consistently ensuring safe and effective vascular access for the most vulnerable patients. Delivered compassionate, holistic nursing care that addressed the physical, emotional, and spiritual needs of patients, and provided steadfast support to families during complex medical decisions or end-of-life care, acting as a trusted liaison between healthcare teams and loved ones.

Demonstrated skillful management of challenging patient situations through de-escalation techniques, crisis intervention, and therapeutic communication. Prioritized ongoing professional development to stay current on best practices and emerging healthcare trends. Collaborated with interdisciplinary teams to develop and implement comprehensive care plans for complex cases, including patients recovering from medical or surgical procedures. Conducted thorough patient assessments, closely monitored reactions to medications and IV therapies, and promptly communicated changes in condition to physicians. Documented all aspects of care, including treatments, medications, discharge instructions, and follow-up plans, ensuring compliance with industry and regulatory standards.

Played an active role in professional development initiatives, evidence-based practice projects, nursing competency assessments, and simulation training. Served as a preceptor and mentor to new nursing staff and students, fostering a positive work environment and supporting the professional growth of colleagues. Ensured strict adherence to infection control protocols and HIPAA regulations, preventing the spread of infections and safeguarding patient privacy. Routinely monitored life

support equipment, provided rapid emergency response to critically ill patients, and promoted a culture of safety and excellence in every aspect of care.

08/2014 - 05/2015

Adjunct Clinical Instructor-Adult II
University of Arkansas Fort Smith

Provided hands-on clinical instruction to nursing students on a busy medical floor, bridging the gap between classroom theory and real-world practice. Designed and delivered educational experiences that emphasized evidence-based care, critical thinking, and patient safety. Supervised students during patient assessments, medication administration, and interventions, ensuring adherence to hospital protocols and best practices.

Fostered a supportive learning environment, offering real-time feedback and guidance to help students build confidence and clinical competence. Evaluated student performance through observation, assessment of clinical skills, and constructive feedback, contributing to their professional development and readiness for independent nursing practice.

Maintained up-to-date knowledge of current clinical standards and hospital policies, integrating the latest guidelines into teaching and practice. Promoted a culture of accountability, compassion, and continuous improvement, supporting students as they developed the skills and judgment essential to safe, high-quality patient care.

01/1996 - 1998

RN-Pediatric/PICU
Sparks Regional Medical Center

Provided expert, compassionate care to critically ill children in a fast-paced pediatric intensive care unit. Assessed, monitored, and responded to complex and rapidly changing patient conditions, utilizing advanced clinical judgment and specialized pediatric knowledge. Collaborated closely with physicians, respiratory therapists, and multidisciplinary teams to develop and implement individualized care plans for patients with life-threatening illnesses or injuries. Administered medications, managed ventilators, and performed advanced procedures while maintaining strict adherence to safety and infection control protocols.

Education

05/2013 **Master of Science, Nursing, University of Alabama at Birmingham**

06/2011 **Bachelor of Science, Nursing, Chamberlain College of Nursing**

12/1995 **Associate degree, Westark Community College**

PROFESSIONAL MEMBERSHIP/S (Current And Past)

- Arkansas State Board of Nursing - Member 1996
- National League for Nursing - Member 2019
- ATI Nursing Education - Member 2019
- Arkansas Forensic Nurse Association - Member 2023
- International Association Forensic Nurses - Member 2024
- Arkansas Forensic Nurse Association - Director at Large 2025-2027

LICENSURE, CREDENTIALING OR CERTIFICATION

- Arkansas Registered Nurse License R051357 – 1995-12 to current
- SANE-A
- Basic Life Support for Healthcare Providers, American Heart Association – Renewed 2025-08
- Neonatal Resuscitation Program Provider – 2016
- QM Online Teaching Certification 2021-07-01
- IAFN Adult/Adolescent Sexual Assault Nurse Examiner Course 2022-04-04
- IAFN Pediatric/Adolescent Sexual Assault Nurse Examiner Course 2024-02-10
- IAFN Adult/Adolescent Sexual Assault Nurse Examiner Certified- SANE-A 2024-06-13

PUBLICATIONS

- Article published in the Journal of Integrated Health Care May 10, 2022. Lisa Bailey, Jackie Cavner, Michele Elmore, Brooke Gray, and Shawn Theobald “Male Nursing Students and Barriers Face in Obstetrical Courses: A Systematic Review”
- Acceptance for publication in 2023 Michele Elmore MSN, RN and Sharon Nguyen MSN, RN “Scenario-Based Simulation's Role in Nursing Retention” in the International Journal of Nursing

PROFESSIONAL PRESENTATIONS

- Poster presentation “Male Nursing Students and the Barriers They Face in Obstetrical Courses: A Systematic Review” at the Nurse Educator Update: Best Practices in Researching, Teaching, and Creating Successful Nursing Students Conference Nov. 22, 2019
- Professional Contribution Poster “Male Nursing Students and the Barriers They Face in Obstetrical Courses: A Systematic Review” at Nuts & Bolts for Nurse Educators August 5-7, 2021
- Speaker and Session Leader at the National Simulation User Network (SUN) Conference September 12-14, 2022 Houston, Tx “Pediatric Simulations, Tying Clinical Practice to Didactic Learning”
- Professional Contribution Poster “Scenario-Based Simulation's Role in Nursing Retention” at the 4th Annual NurseThink for Nurse Educators Next Gen Learning: Fundamentals, NCLEX, and Beyond
- Accepted for Professional Contribution Poster “Scenario-Based Simulation's Role in Nursing Retention” at the ACEN 2023 Nursing Education Accreditation Conference Breaking Barriers
- Speaker at the Forensic Nurses Conference Oct. 17, 2025

RESEARCH/GRANTS

- Participation in Funding and Budgeting Proposal for UAFS Child Development Center 2017-01-10
- Grant Proposal for the acquisition of Pediatric HAL S2225 for Simulation activities 2019-08-20
- Proposal Development Form submitted to the Hearst Foundations for the acquisition of the Anatomage table for the Health Science Department 2022-06-20
- Writing Internal Faculty Grant Proposal with Dr Han for Go-Baby-Go project 2023-03-29
- Co-writing IRB for Go-Baby-Go project 2023-06-23
- Center for Teaching and Learning Technology Mini-Grant \$8,853.36 2025-06-02

PROFESSIONAL AND COMMUNITY ACTIVITIES

- College/Career Night Greenwood High Recruiter 2016-09-19
- School, Recruiting Event at UAMS Recruiter 2016-11-04
- First Aid Station at (UAFS Best Robotics) Registered Nurse 2017-12-02
- Mansfield Health Fair (Presentation on the Dangers of Vaping) Clinical Instructor 2019-03-29

- Advisory Council Member Junior Report Junior Level Coordinator/Advisory Council Member 2017-12-06 to current
- CCNE - Continuous Improvement Progress Report Writer – program response Standard 11-A through 1-H 2020-03-02
- Self Study for the Commission on Collegiate Nursing Education (CCNE) Writer (Mission and Governance Chair) for Standard 1-A - 1-H of the Self Study Spring 2021
- SUN Conference, Houston, Tx Presenting Speaker “Pediatric Simulations, Tying Clinical Practice to Didactic Learning” Speaker - Session Leader 2022-09-12 to 2022-09-14
- Poster Presentation at the ACEN Nursing Education Accreditation Conference in Atlanta July 19-21, 2023
- Director at Large – Arkansas Forensic Nurse Association Director at Large Jan 2025-2027
- Arkansas Forensic Nurses Association - State Conference Planning and Implementation Planning and Implementing Committee Oct 16-17, 2025
- Article Reviewer Journal of Pediatric Nursing and the Journal of Adolescent Health 2025 to current

CONTINUING EDUCATION

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- Blackboard Learn Certification Training UAFS 2015-11-12
 - AMEDCO -2021 Annual Research Conference Virtual Conference 52 hours 2021-03-24 to 2021-03-27
 - QM Evaluating Your Course Design UAFS – Online Training 2021-04-03
 - QM Creating Presence in Your Online Course UAFS – Online Training 2021-04-15
 - Treatment Nursing Drug Diversion Training Online 2021-04-19
 - PICC Excellence ANTT: Key Concepts UAFS – Online Training 3 hours 2021-04-19
 - QM Teaching Online Certificate Online Training 1 hour 2021-07-01
 - PHRP “Protecting Human Research Participants Online Training” Certificate - Online Teaching 2021-09-09
 - Transform 2021 “The Future of Nursing Education: Innovation, Inclusion, and Influence” Virtual Conference, Dallas, Tx 11 hours 2021-12-02 to 2021-12-04
 - IAFN Adult/Adolescent Sexual Assault Nurse Examiner Course International Association of Forensic Nurses Online Training Certificate 41 hours 2022-04-04
 - 21st Annual Nurse Educator Convention Missouri League for Nursing, Branson, Mo 13.08 hours 1.3 CEU 2022-06-07 to 2022-06-08
 - Next GEN Tour for Faculty Clinical Judgement + NCLEX in Every Class/Semester Embassy Suites Dallas, Tx 2022-09-02
 - 2022 Virtual NCLEX Conference NCSBN Chicago, IL 6.4 CEU 2022-09-22
 - NurseThink for Nurse Educators: Next Gen Learning: Fundamentals, NCLEX, and Beyond 11 hours 2023-02-17 to 2023-02-18
 - Level 1 Simulation Professional Development ARCOM Fort Smith, AR 2023-02-20
 - Arkansas Forensic Nurses Association Conference Little Rock, Ar 12.5 CEU 2023-11-06 to 2023-11-07
 - IAFN Pediatric/Adolescent Sexual Assault Nurse Examiner Course International Association of Forensic Nurses Certificate 40 hours 2024-02-10
 - IAFN Adult/Adolescent Assault Nurse Examiner - SANE-A IAFN SANE-A 2024-06-13
 - Arkansas Forensic Nurses Association Conference Morrilton, Ar 9.75 CEU 2024-11-07 to 2024-11-08
 - Arkansas Forensic Nurses Association Conference Eldorado, Ar 11 CEU 2025-10-16 to 2025-10-17
 - Discover, Disclosure, and Ethical Considerations (online 40min) National Institute of Justice 2026-02-09
 - Expert testimony: Presenting Forensic Evidence in the Courtroom (online 68min) National Institute of Justice 2026-02-09

SUZANNE WHITAKER

Fort Smith, AR | justiceforensicsllc@gmail.com
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Over 20 years of experience in medical billing and coding. Accomplished professional offers extensive leadership experience supervising departmental operations and delivering superior customer service in a medical environment. Excels at devising protocols that increase departmental efficiency and enhance the patient experience. Demonstrates excellent training and communication skills to ensure highly productive and professional personnel. Driven to exceed expectations and obtains top performer on all targeted financial goals.

Supervision | Financial Reporting | Scheduling | Management | Staff Training | Clerical Insurance Authorization
| Medical Coding | Medical Billing | Financial Counseling | Medical Terminology | Office Operations

EXPERIENCE

ARKANSAS FAMILY SUPPORTS

2023 - CURRENT

Direct Support Professional

Work with individuals with intellectual disabilities and developmental disabilities. Providing courteous, tactful, and efficient service in a professional and business-like manner, ensuring, and internalizing that the health and safety of our members is my priority.

ARKANSAS PAIN SPECIALISTS

2019 - 2025

Billing Specialist and Front Desk Manager

Managed all billing, coding, and insurance processes for a private multi-provider doctors office. As well as, managing the front desk operations and employees.

MERCY ORTHOPEDIC HOSPITAL

2007 – 2019

Supervisor Patient Access

Supervised the registration process for the hospital's patient access areas, consisting of 25 employees in six departments with five position types. In charge of hiring, training, collections, scheduling, and authorizations, for the surgery, MRI, pain center, ER, registration/admitting and two different therapy locations. Oversaw staff performance, including the insurance verification process, scheduling, registration and pre-registration, and financial counselor within multiple different areas. Established and obtained payments and handled collections.

- Served as a supervisor and representative of Mercy's high standards by ensuring excellent customer service when greeting and interacting with patients during registration and over the phone.
- Addressed, researched, and resolved patient's concerns and questions regarding services and charges.
- Created a seamless and coordinated system within the access areas by arranging each of five position types to work in conjunction with each other, thereby becoming a more efficient department and enhancing the quality of patient care.
- Established a program that cross-trained position types in scheduling, admitting, insurance, and authorization; successful training was implemented throughout the hospital's patient access areas.

- Addressed and rectified failure of staff to consistently obtain money at time of service; trained employees on how to research and obtain patient collection information, resulting in increased collections and attainment of monthly goals over five consecutive years.
- **Medical Office Manager, Dr. Lenington Interventional Pain Management, 2003 – 2007**

EDUCATION

Business Courses, Westark College, Fort Smith, AR
Certified Professional Biller (CPB) 2026