

February 2013

HORIZONS

President's Message

Happy New Year! I can't believe how quickly time flies. As we begin 2013, we have many exciting and challenging times ahead. I am in my second and final year as President of WONE and am honored to serve you as well as be a part of such a great organization. I would like to thank the WONE Board Members and Committee Chairs for the many hours they dedicate as part of the work they do in making this an organization that is very active and progressive. They are the reason for our success in recruiting, maintaining, and actively involving our members in the various initiatives we have. As we move into the new year, our Board also changes. I would like to welcome Doris Mulder, President-Elect; Doreen Kluth Secretary; Susan Peterson, Board Member; Paula Hafeman, Board Member; Wendy Williams, Board Member; and Terri Schultz, Membership Committee Chair. Going off the Board are Paula Hafeman, Past President; Jan Giedd, Secretary; Laura Hieb, Board Member; Jan Bauman, Board Member; and Amy Dwyer, Board Member. Thank you to the outgoing Board Members for your commitment and time over these past years.



WONE's Board and Committee Chairs met January 10 and 11 for our Board Meeting and Strategic Planning Retreat. As part of our process we review the 2012 Strategic Plan to determine if there are items we would like to carry over to 2013. We also review the actions we have taken and accomplished throughout the year. This will be presented in more detail at our spring Conference, but a few of the highlights are as follows:

Goal I – WONE will lead efforts to create safe, healthful, patient-centered practice environments in nursing and healthcare that result in quality outcomes.

- We have continued to work closely with Wisconsin Council of Nursing (WCN) and Academia related to the Institute of Medicine initiatives. WONE has representation on both Boards.
- We have continued to utilize the Website as a means of Communication to our members as well as the social media of Facebook and Linked In.
- Board members were provided guidelines related to lateral violence.

Goal II – WONE will implement strategies to enhance the development of nurses holding and aspiring to leadership roles.

- We have conducted two Leadership Academies in two different locations (Eau Claire, Oconomowoc) that were very well attended and with positive outcomes. This will be an ongoing action step as we move into 2013.
- We have conducted a needs survey for a Speaker's Bureau.

Goal III – WONE will lead collaborative efforts to support the development of a competent and appropriate supply of nurses for the future.

- WONE met with Administrators of Nursing Educators of Wisconsin's (ANEW) Board to discuss collaborative efforts related to meeting IOM's 80% BSN completion by 2020 recommendation.
- WONE's Professional Development Committee has expanded and is in the process of revising criteria for scholarship awards.

continued on page 2

President's Message - continued from page 1

Goal IV – WONE will influence Wisconsin initiatives that impact healthcare policy.

- Legislative Committee continues to monitor bills pertinent to our practice and brings back information and action that is necessary.
- The License Plate initiative is well on its way and will be introduced as a bill in the near future.

As you can see, we have been very busy over the past year.

For our 2013 Strategic Plan, the Board and Committee Chairs made a decision to align our goals to the American Organization of Nurse Executives (AONE), of which we are an affiliate. We found the goals to be similar to ours but more accurately reflected our work over the next year. The following are the key priorities (goals) we have adopted.

Priority 1 - Develop innovation as a core competency for all nurse leaders.

Priority 2 - Advance community-based teams across the care continuum.

Priority 3 – Support the provision of safe, quality care in delivery systems grounded in healthful practice environments.

Priority 4 - Communicate the value of nursing in health care to all stakeholders.

Priority 5 - Optimize the operational effectiveness of WONE.

We identified action steps to accomplish these priorities which will be presented in detail at our April conference.

Our spring WONE Conference will be held in Stevens Point April 3-5. Make sure to save the dates as it will be a great conference with excellent speakers. I look forward to seeing you there!

Peg Haggerty, WONE President

Outgoing Board Members



Peg Haggerty and Jan Bauman



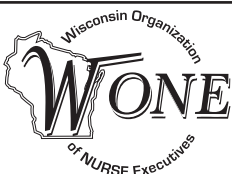
Amy Dwyer and Peg Haggerty



Peg Haggerty and Jan Giedd

Welcome to New Members

- Mary J. Beck, Black River Memorial, Black River Falls
- Traci Sue Behnke, St. Elizabeth Hospital-Ministry, Appleton
- Rebekah E. Carey, Wisconsin Lutheran College, Milwaukee
- Pamela L. Corsten, Aurora Health Care, Green Bay
- Catherine Crawley, Sacred Heart Hospital, Eau Claire
- Jody DeRosa SSM Healthcare, Madison
- Lisa A. Ebert, Aspirus Wausau Hospital, Wausau
- Mary Elizabeth Ouimet, Wheaton Franciscan Healthcare-All Saints, Racine
- Debra Sue Rislow, Gundersen Lutheran, La Crosse
- Susan D. Spohr, Wheaton Franciscan Healthcare-All Saints, Racine



Horizons is published quarterly as the newsletter of the Wisconsin Organization of Nurse Executives. Articles on nursing, management and health care issues, and letters to the editor are welcome. Display and classified advertising are accepted. For information, contact the editor.

2013 WONE Board of Directors: President, Peggy Haggerty; Treasurer, Sally Lersch; Secretary, Doreen Kluth Past President, Paula Hafeman; President Elect, Doris Mulder
2013 WONE Board Members: Betsy Benz, Constance Bradley, Kathy Drengler, Paula Hafeman, Susan Peterson, Wendy Williams
Horizons Editor: Carol Winegarden

WONE Prepares as Wisconsin Legislators Review License Plate Bill

As you may know, WONE Legislative Committee has been working with Senator Mary Lazich (R-New Berlin) to introduce a bill which would create a license plate recognizing the nursing profession. Funds from the sale of the bill will support the Wisconsin Nurses' Education Fund. The bill, although drafted in 2012, has been waiting for the legislature to reconvene in January.

Here are some of the recent developments advancing support of the bill:

1. The Wisconsin Nurses Association (WNA) has signaled support of the bill. The WNA is the state's largest nursing organization and its endorsement was critical.
2. The WNA has invited WONE members to participate in "Nurses' Day at the Capitol" along with Senator Mary Lazich. This event will provide WONE exposure to over 500 nurses, who will visit their legislators in the afternoon. Nurses will be encouraged to discuss the importance of the bill with their representatives.
3. Many other state organizations have expressed their support of the bill. They include the Wisconsin Association of School Nurses, Wisconsin Public Health Nurse Association, Wisconsin Chapter of Black Nurses Association, Wisconsin Association of Clinical Nurse Specialists, etc.
4. The bill is hoping to secure sponsorship in the Assembly soon. A critical next step in the process.
5. The bill is scheduled to be circulated for co-sponsorship in the Senate in early spring.

How can you become involved in the process?

1. Be ready to contact your legislators when the bill is introduced. Visit <http://legis.wisconsin.gov/Pages/waml.aspx> and become familiar with the find your legislator site. The State of Wisconsin Home Page <http://legis.wisconsin.gov/Pages/default.aspx> also provides additional information on all members of the legislature, contact information, etc. If you belong to other nursing organizations, share information with them about the bill. An explanation of the bill, example of the license plate and talking points are available to assist you in discussing the bill.
2. Share information about the bill with your employer and coworkers. It will be important for various agencies to also register their support of the bill to their legislators.
3. Offer to assist the legislative committee. We are challenged to reach nurses all across the state during critical phases of the legislative process. We welcome anyone who would like to assist us! You can really make an impact with just a few hours of support.

For further questions or an information packet contact:

- Mary Cieslak-Duchek, Milwaukee, Wisconsin at mary.cieslak-duchek@aurora.org (414-647-6413)
- Mary Beth White-Jacobs, Black River Falls, Wisconsin at whitejacobs@brmh.net (715-284-1304)
- Jan Bauman, Portage, Wisconsin, jbauman@dshealthcare.com (608-742-4131)

Nursing Leadership Academy Report

Congratulation to the graduating Fall Class of 2012! It was an honor and pleasure to share our program with you and look forward to your continued professional growth as nurse leaders.



We have already begun the planning for our next NLA which will be held in Superior, Wisconsin on April 18, 19 and June 14. If you are interested in sending an aspiring nurse leader or new nurse leader to this inspirational program, please go to the website, www.w-one.org for more information.

Paula Hafeman, Board Member

Membership Committee Report

Membership renewal letters went out November 30, 2012 to existing and prospective members. We closed the 2012 year with 292 members; just slightly below last year's high. We continue to have a high retention of our members. The email notification about renewal and the information about renewing Membership can be accessed at the WONE website "www.w-one.org." Renewals can be completed on line and paid with PayPal, or the membership application can be printed from the website and mailed in with a check.

Responses to this mailing so far has resulted in 90 renewals and honorary and eight new members. All renewals received by the end of January were put in a drawing for a \$50 gift certificate to be used to purchase items from the Marketing Committee or a free WONE membership next year. This drawing will be held at the Spring Conference.

Current Membership Committee members include:

- Teresa(Terri) Schultz, Chair Rogers Memorial Hospital
- Ellen Zwirlein Prairie du Chien Memorial Hospital
- Sara Carpenter Gundersen Lutheran
- Linda Masih Zablocki VA Hospital
- Shawn Callisto Black River Memorial Home Care
- Patty Bosse Red Cedar Medical Center
- Lori Barto Divine Savior Healthcare
- DawnBrostowitz Riverview Hospital
- Doris Mulder Beloit Health System

People who have indicated interest in the Membership Committee on renewal applications and all existing members will be contacted in February to plan a meeting to review existing membership and the strategic plan initiatives prior to the annual meeting.

Terri Schultz
Membership Chair

WONE Board Meetings 2013

Wednesday, April 3	1615 - 1815	Board Meeting WONE Spring Conference Stevens Point
Thursday, April 4	1555 - 1630	Annual Business Meeting WONE Spring Conference Stevens Point
Friday, June 21	1000-1430	Board Meeting WHA Headquarters
Friday, August 16	1000-1430	Board Meeting WHA Headquarters
Wednesday, September 18	TBD	Board Meeting WHA Leadership Summit (Summit held September 19) Country Springs Hotel Pewaukee, WI
Friday, November 15	1000-1430	Board Meeting WHA Headquarters



Key Priorities

- Develop innovation as a core competency for all nurse leaders.
- Advance community based teams across the care continuum
- Support the provision of safe, quality care in delivery systems grounded in healthful practice environments.
- Communicate the value of nursing in health care to all stakeholders.
- Optimize the operational effectiveness of WONE

Key Relationships

AONE (American Organization of Nurse Executives)
 ANEW (Association of Nurse Educators in WI)
 WCN (WI Center for Nursing)
 WHA (WI Hospital Association)
 WNA (WI Nurses Association)
 WNC (WI Nursing Coalition)

Our Values

- Creativity
- Diversity
- Excellence
- Integrity
- Leadership
- Stewardship

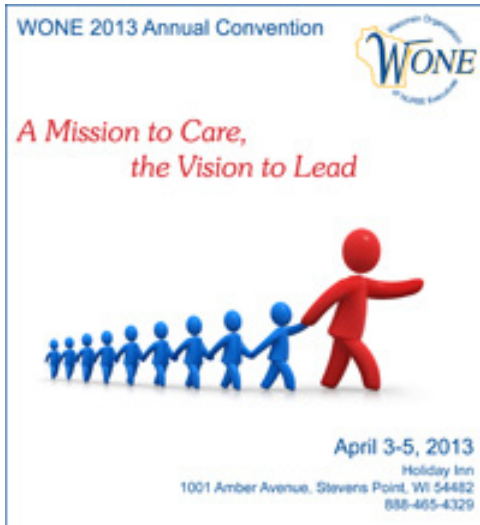
Mission: To shape healthcare through innovative and expert nursing leadership.

Vision: The recognized voice of nursing leaders.

WONE Strategic Plan

2013-2015

WONE 2013 Annual Convention



Registration is now open for the WONE annual convention for nurse leaders and managers.

- Date:** Wednesday, April 3 – Friday, April 5
Location: Holiday Inn Hotel & Conference Center in Stevens Point
Register: <http://events.SignUp4.com/13WONE>
Who Should Attend: Nurse leaders, managers and anyone with responsibility for supervising nurses. You don't need to be an RN or a member of WONE to attend.

With a focus on its theme of "A Mission to Care, the Vision to Lead," the convention will open with a keynote presentation from Cy Wakeman, a well-known thought leader advocating a revolutionary new approach to leadership.

The agenda also focuses on a variety of other topics including:

- legislative update
- examining new models of care being utilized in Wisconsin
- lessons learned from CPOE implementation
- managing an aging workforce
- recognition of and strategies to address lateral violence and bullying in nursing
- quality reporting for Critical Access Hospitals

See the full event agenda and register online at <http://events.SignUp4.com/13WONE>.

Program Committee

The Program Committee is busy working on the 2013 Annual Conference in Stevens Point April 3-5.

Our Keynote Speaker is Cy Wakeman who will be discussing Reality-Based Leadership. She is the author of Reality-Based Leadership: Ditch the Drama, Restore Sanity to the Workplace, and Turn Excuses into Results. Leadership strategies grounded in reality and focused on results. Cy will share tools that you can use to improve your work environment.

We will be offering two general sessions on CPOE and Meaningful Use and Mandatory Influenza Vaccinations.

Some of our breakout sessions will include Quality Reporting for Critical Access Hospitals, New Models of Care, the ever popular Legislative Update, Managing an Aging Workforce, and Lateral Violence in Nursing.

Our Closing Speaker is Ann Kerian from Ann Kerian Consulting and Coaching, LLC. Ann will be speaking on "Overcoming Overload: Surviving and Thriving in Today's Health Care Environment."

This is just a brief preview; please watch for our brochure with the full details. Come join us for a great educational offering and networking opportunity.

Jean Surguy
Program Chair

IOM Recommendations

The Institute of Medicine (IOM) and the Robert Wood Johnson Foundation (RWJF) has reported recommendations for the Future of Nursing. Excerpts of these recommendations are included in this article. The recommendations encompass four key messages. The first is that nurses should practice to the full extent of their education, training and licensure. Because licensing and practice rules vary across states, the regulations regarding scope-of-practice—which defines the activities that a qualified nurse may perform—have varying effects on different types of nurses in different parts of the country. The tasks nurse practitioners are allowed to perform are determined not by their education and training but by the unique state laws under which they work. The scope of practice barriers need to be removed. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates by 2020.

The second recommendation is nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression. Patient needs have become more complicated, and nurses need to attain requisite competencies to deliver high-quality care. Nurses must achieve higher levels of education and training to respond to these increasing demands. Education should include opportunities for seamless transition into higher degree programs. To improve the quality of patient care, a greater emphasis must be placed on making the nursing workforce more diverse, particularly in the areas of gender and race/ethnicity.

The third recommendation is nurses should be full partners, with physicians and other health professionals, in redesigning health care in the United States. States, federal agencies, and health care organizations should remove scope of practice barriers that hinder nurses from practicing to the full extent of their education and training. As leaders, nurses must act as full partners in redesign efforts, be accountable for their own contributions to delivering high-quality care, and work collaboratively with leaders from other health professions. All nurses must take responsibility for their personal and professional growth by developing leadership competencies and exercising these competencies across all care settings.

The fourth recommendation is effective workforce planning and policy making require better data collection and an improved information infrastructure. The 2010 Affordable Care Act mandates the creation of both a National Health Care Workforce Commission to help gauge the demand for health care workers and a National Center for Workforce. Collaboration is required for timely and accessible data collection and reporting.

The Future of Nursing Campaign for Action now has a national website campaignforaction.org. Each State Action Coalition has its own page for updates and progress being made in the key message areas: Education, Leadership, Practice, Interprofessional Collaboration, Diversity and Data. Content to update these sections will be needed on a regular basis, and the WI Action Coalition welcomes content to contribute to the Wisconsin home page.

Another component of the national website is the Community Forum section. This section is for interested nurses and key stakeholders to share concepts, products and tools that are being used to implement the IOM recommendations. Like any other online forum, it requires a simple registration process to create an account to be able to post comments and information. The Community Forum is a great way to share all the wonderful work that is being done in Wisconsin to advance the recommendations, and all are encouraged to participate on behalf of our Action Coalition.

Contact Judi Hansen at the Wisconsin Center for Nursing judi@wicenterfornursing.org or 414-801-6877, for more information on the Campaign for Action website, and your interest in participating in activities of the Wisconsin Action Coalition.

Reference

Institute of Medicine (2010). The Future of Nursing: Leading Change, Advancing Health. Retrieved from <http://www.edu/catalog/12956.html>.



The WONE Board hard at work...

2012 WONE Professional Development Committee Annual Report

The WONE position paper "The Educational Preparation of the Nurse Leader" has been written and approved by the board of directors. The document has been included in this month's Horizon. Please take time to read and share your feedback with me. The board of directors would appreciate hearing from the WONE membership in this regards.

The Professional Development Committee announced the four recipients that have been selected for WONE Scholarship Grants. The MSN/DNP/PhD grants were awarded to Angela Popp and Wendy Mattlin. The BSN grants were awarded to Marie Arnsward and Dani Hanko. Each recipient was awarded \$1,000 toward their educational expenses. Congratulations to these scholarship winners!

The 2013 application process for all grants will again be conducted online. Please go to the WONE web site (<http://www.w-one.org>) after June 1 for more information and to access the online application forms.

The Professional Development Committee has started planning for 2013 activities. Several ideas that have been brought forward include submission of professional development focused articles to the Horizon Newsletter, and updating the Mentor Program on the WONE website. The Mentor Program efforts have been incorporated into the 2013 Strategic Plan. You will be receiving more information on this important membership opportunity over the course of the coming year.

If you would be interested in serving on the Professional Development Committee, please let me know. We would welcome you to the team.

Kathryn Olson, DNP, RN, NEA-BC
Professional Development and Research Chair

WONE Position Statement on the Educational Preparation of the Nurse Leader

The Wisconsin Organization of Nurse Executives (WONE) supports the advancement of education for nurses. In 2010, the Institute of Medicine of the National Academies (IOM, 2010) produced the landmark report, *The Future of Nursing: Leading Change, Advancing Health*. One of the four key messages stated that nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression. Patient needs have become more complicated, and nurses need to attain requisite competencies to deliver high-quality care. These competencies include leadership, health policy, system improvement, research and evidence-based practice, and teamwork and collaboration. Nurses must achieve higher levels of education and training to respond to these increasing demands. Education should include opportunities for seamless transition into higher degree programs—from licensed practical nurse (LPN)/licensed vocational nurse (LVN) diplomas; to the associate's (ADN) and bachelor's (BSN) degrees; to master's (MSN), and doctor of nursing practice (DNP), and PhD degrees.

The American Association of Colleges of Nursing (AACN) has published two documents that address graduate education in nursing; *The Essentials of Doctoral Education for Advanced Nursing Practice* (AACN, 2006), and *The Essentials of Master's Education in Nursing* (AACN, 2011), complementary guidelines that provide direction for nurses seeking graduate degrees.

Master's education prepares nurses for flexible leadership and critical action within complex, changing systems, including health, educational, and organizational systems. Master's education equips nurses with valuable knowledge and skills to lead change, promote health, and elevate care in various roles and settings.

Master's education remains a critical component of the nursing education trajectory to prepare nurses who can address the gaps resulting from growing health care needs. Nurses who obtain the competencies outlined in the *Essentials of Master's Education* (AACN, 2011) have significant value for current and emerging roles in health care delivery and design through advanced nursing knowledge and higher level leadership skills for improving health outcomes. For some nurses, master's education prepares them with a fulfilling lifetime expression of their mastery area. For others, this core is a graduate foundation for doctoral education. Each preparation is valued.

In 2004, AACN wrote the *Position Statement on the Practice Doctorate in Nursing* (AACN, 2004) that calls for a transformational change in the education required for professional nurses who will practice at the most advanced level of nursing. The recommendation that nurses practicing at the highest level should receive doctoral level preparation emerged from multiple factors including the expansion of scientific knowledge required for safe nursing practice and growing concerns regarding the quality of patient care delivery and outcomes. Practice demands associated with an increasingly complex health care system created a mandate for reassessing the education for evidence-based practice for all health professionals, including nurses.

The DNP is a degree title, like the PhD or MSN, and does not designate in what specialty a graduate is prepared. DNP graduates will be prepared for a variety of nursing practice roles. The *Essentials of Doctoral Education for Advanced Nursing Practice* (AACN, 2006) addresses the foundational competencies that are core to all advanced nursing practice roles. However, the depth and focus of the core competencies will vary based on the particular role for which the student is preparing. For example, students preparing for organizational leadership or administrative roles will have increased depth in organizational and systems' leadership; those preparing for policy roles will have increased depth in health care policy; and those preparing for advanced practice nursing (APN) roles (nurse practitioners, clinical nurse specialists, nurse anesthetists, and nurse midwives) will have more specialized content in an area of advanced practice nursing. The practice doctorate prepares individuals at the highest level of practice and is the terminal practice degree.

[continued on page 10](#)

At this time there is a need to credential nursing leaders with an advanced degree, which creates parity with the other health care professionals who have adopted the doctorate as a practice credential. A nurse with the DNP degree is prepared to lead at the highest clinical administrative and executive ranks, and will be able to draw upon his or her education and clinical expertise to effect change in organizations and across health care systems.

WONE recognizes there are nursing leaders who are prepared at a variety of educational levels. Our organization challenges leaders to evaluate their professional development related to their roles, and encourages individuals to advance their educational preparation.

WONE recognizes the value of advanced degrees such as MBA, MHA, EdD, or PhD. At the executive level, nursing leaders should aspire to the DNP as the terminal degree for advanced nursing practice. At the operational level, including such positions as director, manager, and supervisor, a master of science in nursing (MSN) degree is recommended until the time that the leader seeks a promotion to the next administrative level position. Leaders in these positions should hold the educational degree a level higher than or equal to those who they supervise. These educational levels will enhance a leader's ability to be visionary, and provide direction and guidance to those whom they lead.

As stated in the IOM Future of Nursing Report, efforts to cultivate and promote leaders within the nursing profession—from the front lines of care to the boardroom—will prepare nurses with the skills needed to help improve health care and advance their profession. As leaders, nurses must act as full partners in redesign efforts, be accountable for their own contributions to delivering high-quality care, and work collaboratively with leaders from other health professions (IOM, 2010).

References

American Association of Colleges of Nursing. (2004). AACN Position Statement on the Practice Doctorate in Nursing. Retrieved from <http://www.aacn.nche.edu/publications/position/DNPpositionstatement.pdf>

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Member Checklist

- ! Please contact Pam Aud whenever you have a change in either employment or residential address to guarantee timely mailings. E-mail paud@wha.org or 608/268-1806.
- ! Submit articles for publication in the next issue of Horizons to Carol Winegarden, 920/846-3444, carolwi@cmhocontofalls.org
- ! If you are interested in being a part of a specific committee, contact the committee chair.

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