

February 2014

HORIZONS

President's Message

Happy New Year! As we begin 2014, we have many exciting and challenging times ahead. I am excited and honored to be in this new role of President of WONE and to serve you. It is a privilege to be part of such a great organization. I would like to thank the WONE Board Members, Committee Chairs and Liaisons for the many hours they dedicate as part of the work they do in making this an organization that is 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 new board members Tom Veeseer, Joan Beglinger and Susan Rees, as well as treasurer Susan Spohr. At the same time we must say good-bye to Betsy Benz, Kathy Drenghler, and Sally Lersch, treasurer. We are also saying farewell to two long term committee chairs/liaisons Beverly Hoege and Shirley Larson. Thank you to all of these individuals for your commitment and time over these past years.



WONE's Board, Committee Chairs and Liaisons met January 9 and 10 for our Board Meeting and Strategic Planning Retreat. As part of our process we review the 2013 Strategic Plan to determine if there are items we would like to carry over to 2014. We also review the actions we have taken and accomplished throughout the year. The 2014 plan will be presented in more detail at our spring conference, but a few of the highlights are as follows:

Goal I – Develop core competencies of nurse leaders across the care continuum

- Update the Nursing Leadership Academy content and hold two academies in 2014
- Evaluate and determine the value of the WONE mentorship program

Goal II – Advance inter-professional teams across the care continuum

- Query WONE members on innovative Patient Centered Programs which highlight lower cost and improve quality and publish these findings
- Evaluate WONE position on legislative bills that influence health care

Goal III – Promote the provision of safe, quality, patient centered care in delivery systems grounded in best evidence and practice.

- Align hospital leaders to reach the IOM goal of 80% BSN
- Broadly disseminate the evidence that links nurse staffing, practice environment and education levels to patient outcomes.

Goal IV – Communicate the value of nursing in health care to all stakeholders

- Enhance communication via the website
- Explore initiating a list serve for members
- Explore the use of You-Tube
- Enhance Horizons to include current work

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WONE is a wonderful organization. It is also a completely volunteer organization. If any of the strategies listed above are of interest to you, your help and time would be greatly appreciated. These opportunities are open to all members, not just board and committee members. Please contact me if you would like to get involved in any of these areas. We are off to a great start this year; I look forward to working with you to achieve impressive outcomes!

Doris Mulder, WONE President

Outgoing Board Member/Treasurer/President



Kathy Drenkler and Doris Mulder



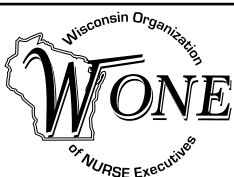
Sally Lersch and Doris Mulder



Peg Haggerty and Doris Mulder



During the Strategic Planning Retreat, goals were developed for 2014.



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.

2014 WONE Board of Directors: President, Doris Mulder; Treasurer, Susan Spohr; Secretary, Doreen Kluth
Past President, Peg Haggerty

2014 WONE Board Members: Joan Beglinger, Paula Hafeman, Susan Peterson, Susan Rees, Tom Veaser, Wendy Williams
Horizons Editor: Carol Winegarden

Bylaws Committee 2013 Annual Report

After several years as chairperson of the Bylaws Committee, Jo Ann Appleyard, Director of the Undergraduate Program at the University of Wisconsin Milwaukee, asked to be relieved of her duties on the WONE board as she planned some wonderful changes in her life. As the co-chairperson for the committee, I stepped into the chairperson role and Jo Ann's big shoes to fill. I am looking at this as a learning opportunity and another way to serve a professional organization that has been a valuable part of my career in nursing and leadership.

The purpose of the Bylaws Committee is to review and make recommended changes to the Bylaws, the Rules and Regulations and the Articles of Incorporation annually. There is no pre-determined frequency of meetings and they can be completed telephonically. The plan is to complete this activity before April 30 so that recommended changes can be presented to the Board of Directors at their next meeting and to the membership meeting at the spring conference for approval.

I am looking for a couple of WONE members who would be interested in volunteering to be on the Bylaws Committee and assist with this activity. Please contact me at *susan.peter-son@communitycareinc.org* if you would like to join the committee.

Susan Peterson, Chairperson

2013 WONE Professional Development Committee Annual Report

The Professional Development Committee announced the five recipients that have been selected for WONE Scholarship Grants. The MSN/DNP grant was awarded to Tiffany Wolfgram. The BSN grants were awarded to Audrey Rosin, Carrie Prondzinski, Robin Rudie, and Cinda Vang. Each recipient was awarded \$1,000 toward their educational expenses. Congratulations to these scholarship winners!

The 2014 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 would like to see more WONE members apply this coming year!

The Professional Development Committee has started planning for 2014 activities. Several ideas that have been brought forward include focusing on the Mentor Program found on the WONE website. These Mentor Program efforts have been incorporated into the 2014 Strategic Plan.

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

Nurse Leadership Academy Annual Report

The Nurse Leadership Academy (NLA) was held twice in 2013, the Spring NLA was held in Superior and the Fall NLA was held in Green Bay. The program reached over 90 aspiring or new nurse leaders from communities throughout the state. The participant's feedback has been very positive and helpful as we continue to evaluate and improve the curriculum. The NLA now includes a session on generational gifts and diversity, which has been well received.

One of the goals of the WONE strategic plan was to include innovation in the curriculum, which was successfully integrated. The next NLA will be held at Aspirus Wausau Hospital on April 1, 2 and May 27. More details and the applications are available at www.w-one.org. Applications are due by March 1.

Paula Hafeman, Chair

Program Committee

Please mark your calendars for the spring conference April 30- May2, 2014 at Glacier Canyon Lodge at The Wilderness Resort, Wisconsin Dells.

A sneak preview:

Our keynote speaker will be Virginia (Ginny) Beeson, BSN, MSN, NEA-BC, Captain, Nurse Corps, United States Navy (Retired). She will be presenting "Interpreting the IOM Report on the Future of Nursing: Making This "Real" for Nursing."

Some of the breakouts will be "The Physician Whisperer," "The Role of the Clinical Nurse Leader in Health Care," "Operationalizing the Use of Advance Practice Nurses as Hospitalists," and "Engaging the Frontline Staff to Improve Patient Satisfaction."

Paula Hafeman will be sharing the Nursing Leadership Academy curriculum and some of the students will share their experiences and how it has enhanced their practice as aspiring leaders.


As always we will have a legislative update in our ever changing world of Healthcare and other great topics in our breakouts.

Joan Ellis Beglinger, RN, MSN, MBA, FACHE, FAAN will be presenting "Nurses at the Point of Care: Your Unexpected Business Partners on Friday."

Sandy Queen, our closer, will be helping us take a look at our lives, attitudes, and feelings, and find places to "lighten up," both personally and professionally.

The Wisconsin Chapter of ACHE will again partner to bring an additional learning opportunity following the closing of our conference. "Successfully Leading Change in Health Care Organizations." We look forward to seeing everyone and networking.

Jean Surguy, Program Chair



Key Priorities	Key Relationships	Our Values
<ol style="list-style-type: none"> 1. Develop core competencies of nurse leaders across the care continuum. 2. Advance <i>inter-professional</i> teams across the care continuum 3. Promote the provision of safe and quality <i>patient centered</i> care in delivery systems grounded in <i>best evidence</i> and healthful practice environments. 4. Communicate the value of nursing to health care to all stakeholders. 5. Optimize the operational effectiveness of WONE 	<ul style="list-style-type: none"> AONE (American Organization of Nurse Executives) ANEW (Association of Nurse Educators in WI) Consumers WCN (WI Center for Nursing) WHA (WI Hospital Association) WNA (WI Nurses Association) WNC (WI Nursing Coalition) 	<ul style="list-style-type: none"> • Creativity • Diversity and Inclusion • Excellence • Integrity • Leadership • Stewardship
<p style="text-align: center;">Core Business</p> <ul style="list-style-type: none"> • Education • Engaged membership • Leadership development • Public policy and advocacy • Thought leadership 	<p style="text-align: center;">Mission: To shape healthcare through innovative and expert nursing leadership</p> <p style="text-align: center;">Vision: the recognized voice of nursing leaders</p> <p style="text-align: center;">WONE Strategic Plan</p> <p style="text-align: center; color: #e67e22; font-size: 1.2em;">2014-2016</p>	

Toot Your Horn!

Lead RN - A Role to Support Frontline Accountability

The concept of the Lead RN role was conceived as a result of an Emergency Department being in dire straits relative to poor culture, poor customer service, and financial instability. A radical change in the management of the frontline ED workforce was needed to facilitate the Nurse Leader in pushing the department toward the ultimate goals of high customer service, successful work environment, and financial stability – end goal was to be the “best ED in the area.”

To change a culture and sustain high level goals, frontline accountability was imperative across all shifts – accountability was not solely owned by the Nurse Leader. The key elements of the role were:

- Accountability to achieve metrics and outcomes while managing 24/7 operation and span of control
- Workload Balance - assist managers to delegate down
- Puts the responsibilities in the right place
- Leadership Development - succession planning

In developing the role, the job responsibilities were outlined as follows:

- The Registered Nurse Lead is responsible to the Manager of a specific patient care department / service. This position serves as an extension of leadership and helps the manager of the department ensure the culture of the team consistently supports and promotes the delivery of patient-centered care.
- The Lead demonstrates behaviors that role model customer service and organizational values while assessing/evaluating quality of care, work performance, and competency of staff. The Lead provides input to performance management and works with the manager to allocate available resources to promote efficient, effective, and compassionate nursing care.

The 80/20 rule of management was applied to this role. Twenty percent was specifically matched to the talents of the individual. Examples are scheduling, interdepartmental liaison (i.e.

OB, Behavioral Health, etc.), staff education and orientation, policies and more. The remaining 80% were outlined as follows:

- Staff/patient rounding and issue follow-up, Hourly Rounding verification and coaching for associates
- Scouting Reports for manager
- Maintains defined nursing hours per patient day
- Completes delegated incident report investigations
- Assists the manager with orienting, developing, and evaluating unit personnel
- Shares daily huddle and post-fall huddle responsibilities with department leader.
- Monitors staff compliance with practices/policies that support high quality and safe care and meet regulatory requirements.
- Provides coaching and direct feedback to staff not following practice/policy and shares discussion with manager.
- Become member of unit-based shared governance team.
- Assists the manager and the departmental team with ensuring patients at risk for hospital acquired conditions (falls, pressure ulcers, central line infections, catheter associated UTIs, etc.) have appropriate plans of care and interventions in place to minimize occurrence.
- Functions as a shift Charge Nurse as scheduled by the manager.
- The Lead will perform direct patient care as needed.

The role is intended to be budget neutral with approximately eight hours of administrative time per pay period allotted to each Lead. The manager may adjust or shift hours from one Lead to another depending on department needs. The candidates for this role need to have the ability to motivate and direct others as well as address conflict. They must possess a high degree of personal and professional integrity and trust.



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Furthermore, they must be organized, able to problem solve, and have well developed critical thinking skills. Leads with the aforementioned skills and talents will result in a higher degree of satisfaction on the part of the Leader and staff as well as a highly functional department. The department that developed the role has transformed the culture from the 30th percentile to the 90th or greater percentile based on national employee surveys. Patients enjoy sustained 90th percentile customer service and the department has experienced a 19% increase in growth which has predominantly come from the competition.

In summary, the core concept of a Lead RN versus a Charge Nurse is the accountability for departmental outcomes. The Lead role is transferable to any nursing setting; however, it takes time and perseverance for the department to adapt and adjust to true 24/7 accountability. As with any new leader, the skill sets required for success need to be developed and honed but the opportunities and outcomes are rewarding.

Tom Veaser RN MSN CNO Ministry Health Care
Laura Ruys RN Director ED St. Elizabeth
Hospital Ministry Health Care

WONE Board Meetings 2014

Wednesday, April 30	TBD	Board Meeting WONE Spring Conference Wilderness Resort, Wisconsin Dells, WI
Thursday, May 1	TBD	Annual Business Meeting WONE Spring Conference Wilderness Resort, Wisconsin Dells, WI
Friday, June 20	1000-1430	Board Meeting, WHA Headquarters
Friday, August 8	1000-1430	Board Meeting, WHA Headquarters
Friday, September 19	1000-1430	Board Meeting, WHA Headquarters
Friday, November 14	1000-1430	Board Meeting, WHA Headquarters

Welcome New Members

Jill Barth, Sacred Heart Hospital, Eau Claire
Jennifer Jo Bothum, St. Mary's Hospital, Madison
Karen Marie Brennan, St. Mary's Hospital, Madison
Georgia Brockway, Agnesian HealthCare, Fond du Lac
Sarah J. Buroker, Southwest Health Care - Epione Pavilion
Kerrie Chambers, St. Mary's Hospital, Madison
Sara L. Collins, Ministry Health Care, Marshfield
Nancy DeMars, Sacred Heart Hospital, Eau Claire
Joy Gillespie, Langlade Hospital, Antigo
Barbara A. Hauge, St. Mary's Hospital, Madison
Teri L. Kaul, Concordia University Wisconsin
Dena L. Jarog, Reedsburg Area Medical Center
Sheryl Ann, Krause, St. Mary's Hospital, Madison
Barbara E. Lato, Ministry Our Lady of Victory Hospital,
Stanley

Loren Lortscher, Sacred Heart Hospital, Eau Claire
Mary J. Lowisz, St. Mary's Hospital, Madison
Ginger Malone, St. Mary's Hospital, Madison
Amy Lynn Marthenze, Aspirus Wausau Hospital
Christina Mignon, St. Mary's Hospital, Madison
Anne Nudi, Kindred, Kenosha
Sandra Onsager, St. Mary's Hospital, Madison
Anne Pretasky, Sacred Heart Hospital, Eau Claire
Kimberly Ann Prusansky, Stoughton Hospital
Anita Rabiega, Zablocki VA Medical Ctr., Milwaukee
Gina Lynn Schoenherr, St. Mary's Hospital, Madison
Valeri mae Schuetz, St. Mary's Hospital, Madison
Laura Walczak, St. Mary's Janesville
Christine Marie Wilson, St. Mary's Hospital, Madison
Laura J. Ziebarth, St. Mary's Hospital, Madison

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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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