



May 2014

# HORIZONS

## President's Message

"What a great conference!", "These were the best speakers we have had," "This is such an engaged group of nurse leaders," "Even the food was wonderful!"



These are just a few of the comments that could be heard on May 1 and 2 if you were at the Wilderness Resort in the Wisconsin Dells--the site of our WONE Spring convention. All of the comments are correct; it was a wonderful time to celebrate nursing leadership. The convention, entitled "Lights, Camera, Action: Nursing in a Leading Role" was just what was needed in these changing times. We started the morning on Thursday hearing from Ginny Beeson, a nurse and a retired Captain in the US Navy. Ginny brought the IOM report to reality and challenged everyone to be a radical leader. Next we had Jenny Boese, Vice President from WHA, provide us an update on both local and national issues affecting us all.

After a lunch where we heard from Diane Holmay, the 2013 Nurse Leader of the Year. There were several breakout sessions with a variety of topics to choose from. This was followed by a relaxed evening of good food, drinks and networking.

Friday was kicked off by Joan Beglinger, with more information on achieving the goals of the IOM report and partnering with nurses at the point of care to do this successfully.

The conference ended with Sandy Queen telling us to Lighten Up! And we did.

All of the speakers, along with the networking, and opportunities to see and interact with colleagues from across the state made this a very successful convention. If you were there, I think you will agree with all I have written. If you were not there, you can make plans to join us April 22-24, 2015 in Green Bay.

Kudos to Jean Surguy and her team for planning such a great conference! Kudos to the over 200 of you that attended!

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

# WONE Spring Convention - May 1 and 2, Wisconsin Dells



*WONE Board of Directors meeting*



*Virginia (Ginny) Beeson,  
Keynote Speaker*



*Cathy Rick, Senior Advisor  
for Nursing Leadership,  
Jonas Center for Nursing  
and Veterans Healthcare*



*The audience listens intently to speakers at the WONE Spring Convention.*



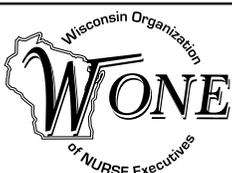
*Members of the WONE Board of Directors: Susan Spohr, Doreen Kluth, Doris Mulder and Susan Peterson*



*Diane Holmay, CNO Mayo Clinic Health System - Franciscan Healthcare - 2013 Nurse Leader of the Year*



*Joan Beglinger, Principal, Joan Ellis Beglinger Designing Tomorrow*



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, Betsy Benz, Paula Hafeman, Susan Peterson, Susan Rees, Tom Veaser  
Horizons Editor: Carol Winegarden

## Legislative Committee Update

The Specialty Nurse License Plate project is still in progress (LRB-0104/2). We are currently seeking endorsements from nursing professional organizations to support the bill. The following organizations have committed to support a special license plate for nurses so far;

- o Wisconsin Organization of Nurse Executives
- o Wisconsin Nurses Association
- o Nursing Matters
- o Nursing Productions of America, Inc.
- o Wisconsin Association of Nurse Anesthetists
- o AORN East Central Wisconsin Chapter #5002
- o AORN Northeastern Wisconsin Chapter #5004
- o Wisconsin Association of School Nurses

A nurse's license plate will serve three unique functions.

1. Promote the nursing profession as a career choice to the general public, through expanded awareness of nursing, increased interest and higher enrollments in the profession to meet the demand for nurses in the future.
2. Create the Wisconsin Nurses' Education Fund. Revenues from the sale of the plate would sponsor educational leadership programs and scholarships for nurses. Further development of Wisconsin's nurses is essential as economics, technology and clinical research rapidly change the way health care is delivered to patients. The fund would be coordinated by several nursing organizations which will define and direct funding to areas of greatest need.
3. Demonstrate support of nurses and recognize the countless contributions nurses make. The phrase, "Nurses Change Lives", will proudly be displayed on the plate to emphasize the impact of nurses to touch and influence patients and families on a daily basis.

Please support Wisconsin's Nurses and sign on to endorse LRB-0104/2. The health of Wisconsin's communities requires a strong, educated nursing workforce. Thank you for your consideration in support of this legislation. For questions please contact Mary Cieslak-Duchek or Jan Bauman, co-chairs Legislative Committee.

Jan Bauman RN, BSN, MBA  
WONE Legislative Committee Co-Chair

## Evidence: The Ultimate Game Changer

The history of health care administration has been one largely devoid of the robust research that we see in the clinical arena. This has resulted in a paucity of solid evidence to guide administrative decision making. It is quite common to approach administrative practice from our experience and "the way we've always done it." We look to what others are doing as a means of "benchmarking" our own practices. While it gives us some comfort to find ourselves in the mainstream, we recognize that, in the absence of evidence, our work reflects more art than science.

In the past decade, there has been a growing body of research that clearly links professional nurse staffing and professional practice environments to patient outcomes. Though anyone who has ever spent time at the point of care intuitively knew this to be true, evidence is the ultimate game changer. Just as we have unwavering expectations of clinicians to deliver care based on best evidence, it is imperative that we do the same.

David Marx's work on Just Culture has drawn great interest in health care as we work to create safe cultures. My experience with his framework got me thinking about its applicability to administrative decision making. If our most important duty is to "do no harm" or to "not create unjustifiable risk," would this not also apply to willfully disregarding the evidence as it relates to nurse staffing and patient outcomes? I had a long conversation with David Marx (CEO of Outcomes Engenuity - the Just Culture Organization and internationally renowned expert on the subject). He enthusiastically agreed with the applicability of these concepts to administrative decision making and invited me to write an article to be posted on his website to get the conversation going.

I share the link with you now. Who, if not us, needs to get the conversation started? We must insist that evidence is the ultimate game changer. [www.justculture.org/evidence-the-ultimate-game-changer/](http://www.justculture.org/evidence-the-ultimate-game-changer/)

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## Membership Committee Report

The Membership committee met on December 13, 2013 via conference call and again on a short conference call on March 21, 2014. It was decided that we would send an email to all members who had not renewed using a template with several questions. These emails were sent at the end of March and as of April 21, 2014 there are 251 total members with 182 renewals/honorary and 69 new! We are not sure if this increase is due to the upcoming conference registrations or our email contacts but it is an increase of 70 members. This compares to 292 last year so we are still short by 41 members.

The survey that was on paper and handed out to members last year at the annual meeting was duplicated in a "Survey Monkey" and distributed on January 29, 2014. The results were briefly reviewed during our conference call in February and the committee was going to share their thoughts after further review on items that seemed to trend. Attached is a summary of the answers to the questions.

The current Membership Committee members include:

- Teresa(Terri) Schultz, Chair Rogers Memorial Hospital
- Ellen Zwirlein Prairie du Chien Memorial Hospital
- Linda Masih Zablocki VA Hospital
- Shawn Callisto Black River Memorial Home Care
- Patty Bosse Red Cedar Medical Center
- Lori Barto Divine Savior Healthcare
- Dawn Brostowitz Riverview Hospital
- Leilani Mazzone Aurora Health Care
- Sandra Jensen ARMC Amery Regional Medical Center
- Terry Kabitzke-Groth Aurora Medical Center Grafton
- Jessica Nuutinen Mayo Clinic-Menominee

Work yet to be done by this committee according to the strategic plan:

- Develop an action plan based on survey results
- Review the membership demographics and prepare a plan to address gaps in membership.
- Research the possibility of additional one day meetings, possibly regional

Terri Schultz, Chair Membership Committee

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## Professional Development Committee

The 2014 online application process for the WONE Scholarship Program will be opening soon. Please go to the WONE web site (<http://www.w-one.org>) after June 1 for more information and to access the on-line application forms. The Professional Development Committee would like to see more WONE members apply this coming year. There will be funding available for 4 - \$1,000 BSN scholarships and 1 - \$1,000 MSN/DNP/PhD scholarship this year.

The Professional Development Committee will be working together with Barb Pinekenstein, DNP student, to update and revise the WONE Mentor Program over the next 12 months. The current Mentor Program information is still available on the WONE website (<http://www.w-one.org>) while our revisions are happening behind the scenes. Please let me know if you have any questions.

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

Respectfully submitted,

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

# Baldrige Performance Excellence Program

by Susan Peterson, RN, BSN, MS, CPHQ

## Introduction

Our organizations are striving to effectively and efficiently deliver on our mission promises and achieve the visions and goals for the future. The Baldrige Criteria for Performance Excellence can be used as a <http://www.nist.gov/baldrige/publications/criteria.cfmbusiness> and quality framework to improve organizational performance and get sustainable strategic results. There are seven key criteria categories in the model:

- Leadership
- Strategic planning
- Customer focus
- Measurement, analysis, and knowledge management
- Workforce focus
- Operations focus
- Results

The purpose of this article is to provide a synopsis of the Baldrige framework, its national and historical origin, and its local presence in Wisconsin. As the Director of Quality Improvement and an experience Wisconsin Forward Award examiner, I have seen first hand the results that this framework offers.

## Background

In the mid-1980s, U.S. leaders realized that American companies needed to focus on quality in order to compete in an ever-expanding, demanding global market. The Secretary of Commerce at that time, Malcolm Baldrige, was an advocate of quality management as the key to prosperity and sustainability. After he died 1987, Congress named an award in recognition of his contributions. The goal of the Malcolm Baldrige National Quality Improvement Act of 1987 was to enhance the competitiveness of U.S. businesses. Its scope has since been expanded to health care and education organizations (in 1999) and to nonprofit/government organizations (in 2005).

## The Model

The Baldrige model (see figure), which some say resembles a hamburger and bun, shows the inter-related components of the framework. The Organizational Profile is a narrative description of the organization (top bun), the middle of the model (burger) consists of 6 of the 7 categories, and Category 4 Measurement, Analysis and Knowl-

edge Management forms the foundation (bottom bun). The arrows symbolize the relationships between the categories.



Within the model are three basic management systems:

- The Driver Triad consists of the Strategic Planning, Leadership and Customer Focus categories.
- The Work Core includes the Workforce and Operations Focus categories.
- Fact based decision making is accomplished by the "Brain Center" which is the Measurement-Analysis-Knowledge Management category.

The outcome of the Driver, Work Core and fact based decision making working in alignment is seen in the Results category.

It is not the award, it is the journey Award applicants will often use this comment to explain how they view the use of Baldrige criteria. Applications are reviewed and scored by a panel of trained examiners who provide consultative feedback to the applicant on strengths to sustain and opportunities for improvement.

Who in Wisconsin is a healthcare Baldrige winner?

- SSM Health Care - 2002
- Mercy Health System - 2007

## Wisconsin Forward Award (WFA)

This is the state level award using identical Baldrige criteria. Most states in the U.S. have a state level Baldrige Award.

....continued on page 6

## Baldrige Performance continued from page 5....

Unlike the national award, the WFA has four recognition levels:

- o Commitment
- o Proficiency
- o Mastery
- o Excellence (Governor's Award)

Recognized Wisconsin Healthcare Organizations

- Black River Memorial Hospital
- Mayo Clinic Health System – Red Cedar
- Sauk Prairie Memorial Hospital

- Bay Area Medical Center
- Central Wisconsin Center
- Stoughton Hospital
- Southern Wisconsin Center
- Clement Manor
- MetaStar
- ContinuUs
- Holy Family Memorial Hospital
- SSM Healthcare of Wisconsin
- North Central Healthcare

[www.nist.gov/baldrige](http://www.nist.gov/baldrige)  
[www.wisquality.org](http://www.wisquality.org)

### WONE Board Meetings 2014

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

### WONE Spring Convention - May 1 and 2, Wisconsin Dells



## Inter-professional Teams Across the Care Continuum

Affinity Medical Group (AMG) is comprised of 20 clinic locations in the Wisconsin Fox Valley area which include 3 urgent care settings, 31 specialty departments and 20 primary care departments. Every primary care area is certified as a Level 3 Patient Centered Medical Home by the National Committee for Quality Assurance (NCQA) since 2011.

As part of the Affinity Medical Home initiative, a new role was developed for registered nurses (RNs) in primary care to provide opportunities for them to more directly impact patient care and outcomes. Today, there are 37 RNs working as collaborative members of the healthcare team, practicing to the full extent of their license, education and experience.

The RN specialists are actively engaged in:

- Population management – working registries to close gaps in care and improve outcomes
- Individual patient care and education - one-on-one visits with patients who have diabetes, hypertension, lipid disorders, COPD, asthma and ADHD, among other diagnoses, to set goals, adjust the plan of care using protocols or through consultation with the primary care provider, promote adherence, and evaluate progress
- Patient education – providing information on pathophysiology of disease; symptom management; when to seek assistance with symptom management; medication action and side-effects; self-care resources; support groups; training on use of devices like peak flow meters and glucometers
- Post-discharge follow-up within 12-18 hours for patients at high risk of readmission and within 48 hours for others, including assessment of understanding and adherence to the plan of care; medication reconciliation; confirming and managing up the post-discharge visit; follow-up contact by phone or face-to-face based on identified patient needs
- Collaborative visits – joint visits with the patient and primary care provider for patients with complex healthcare needs
- Well Child visits – providing education and anticipatory guidance to parents
- Collaboration with behavioral health, discharge planners, home health, palliative and hospice care

They also fulfill more traditional tasks including triage of patients calling with questions about symptoms and wound care.

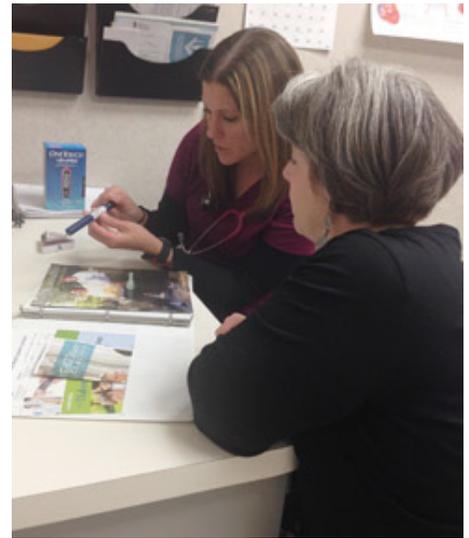
The RN specialists are an integral part of the Medical Home and clinic operations, participating in:

- Development or enhancement of work flow processes using LEAN methodology
- Development of standard work, including assessment tools, documentation templates, patient education materials, policies and procedures

Some of the work is around population management and some is more focused on individuals. A patient who was newly diagnosed with diabetes in October 2013 began seeing an RN specialist for education follow-up between provider visits. At the time of diagnosis, her A1c was 9.2 and fasting glucose was 294. With monthly goal setting and follow-up care, the patient's most recent A1c is 5.4 and fasting glucose 134. In addition, with support of her healthcare team, she has lost 70 pounds and has improved overall health.

While the role of the RN specialist continues to evolve as the healthcare environment changes, it is clear that the role can lead to enhanced job satisfaction for RNs and make a positive difference very day in lives of the Affinity Medical Home patients.

Karla Repta, RN, Director, Patient Care Services. Affinity Health System



*The nurse (left) is Lindsay Hall, RN, RN Specialist  
The "patient" (fake) is Caroline Caton, LCSW, Behavioral Health/Care Coordinator*



Jodi Johnson, WHA Liaison  
VP, Workforce and Clinical Practice  
Wisconsin Hospital Association  
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## WHA Update

### WONE introduces Jodi Johnson as the new WHA representative

Jodi Johnson has joined the Wisconsin Hospital Association as the vice president of workforce and clinical practice. Jodi brings over 18 years of experience to the position in the fields of clinical, instructional and nurse leadership. Most recently, Jodi served as Chief Nursing Officer at Memorial Medical Center in Neillsville. Previous to her CNO position, Jodi worked at Ministry Saint Joseph's Hospital in various nursing and leadership positions.

Jodi started her career in nursing as a staff nurse in pediatric/pediatric ICU at Saint Joseph's. After receiving her master's degree in science from the University of Wisconsin – Madison with a focus as a pediatric nurse practitioner, she worked as a Nursing Instructor with Mid-State Technical College. Later, Jodi accepted the critical care nurse residency program manager position at Saint Joseph's Hospital in which she developed and implemented the homegrown program. During her time as program manager, Jodi also became the hospital's Magnet Program Coordinator and led efforts to a successful re-designation. During her time with Saint Joseph's Hospital she worked as a certified Lean Six Sigma black belt.

Please join us in a warm welcome to Jodi from WONE.

#### SAVE THE DATE

WHA in collaboration with WONE will once again hold CNO Orientation Day on Friday, September 5. This one day orientation is for the new CNO to learn more about WHA and network with nurse executives from across the state. More information will be provided in the coming weeks.

## Call for WONE Board Members

Dear WONE Members:

We are looking for a few strong nursing leaders. You may be the one we are searching for to serve WONE. It's time to elect new officers and committee members for several positions. If you are interested in being placed on the ballot, please indicate your interest by marking the position of interest. You may also nominate another person, be sure they are in agreement!

\_\_\_\_\_ President-Elect (one year term)

\_\_\_\_\_ Secretary (two year term)

\_\_\_\_\_ Board of Directors -- there are three open positions (two year term)

\_\_\_\_\_ Nominations Committee -- there are two open positions (two year term)

Name \_\_\_\_\_

Title \_\_\_\_\_

Agency \_\_\_\_\_

Preferred mailing address \_\_\_\_\_

Telephone \_\_\_\_\_

E-mail address \_\_\_\_\_

Please return the completed application no later than June 30, 2014.

Thank you!

RETURN TO:  
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PO Box 259038  
Madison, Wisconsin 54725-9038

Fax: 608-274-8554

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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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