



November 2014

HORIZONS

President's Message

As we enjoy this beautiful fall weather our thoughts go to issues that are currently complicating our lives. I think first of the health care team members that have been assisting with the Ebola outbreak in West Africa. They are giving up so much to assist with and try to contain this disease. At the present time the battle is not being won in Africa.



Next I think of what this is doing to healthcare in the U.S. Like many of you my health system has spent considerable time assuring that we are ready if an Ebola patient should present anywhere in our system. Although we would all agree that this is important work, the likelihood of it occurring is small. I have found that the information shared by WHO, CDC, UW Health System and others has been a valued resource.

As we enter this holiday season and particular think of Thanksgiving, I am thankful for the top notch health care that we have in the US and particularly in Wisconsin. I am thankful for the nurses who have stepped up to care for not just Ebola patients, but for all of our patients, at times putting their own lives at risk. I am thankful for you, their nurse leaders who look out not only for the health of our patients, but also those who take care of them.

Have a blessed holiday season,

Doris Mulder
WONE President

Nominations are Now Open

Nominations are now open for the 2015 Nurse Leader of the Year. We have many great nursing leaders in our state. Consider nominating a colleague for this honor.

You can submit your nomination electronically from the WONE website www.w-one.org under the "Resources / Forms" tab or by hard copy. Form is in this issue of Horizons.

WONE Professional Development Committee Report

The Professional Development Committee is pleased to announce the 2014 WONE scholarship award recipients. Each of these nurses will be awarded \$1,000 toward their educational program expenses.

Four BSN scholarships were awarded to:

- Barbara Windau
- Karla Neuzil
- Shannon Miller
- Victoria Deacy

One MSN/DNP scholarship was awarded to:

- Colleen Kane

Congratulations to these scholarship award winners! The application process was very competitive this year, with a total of 21 applications submitted.

WONE is committed to providing funding to Wisconsin nurses pursuing higher levels of education. Please look ahead to the 2015 application process that will be available on the WONE website (www.w-one.org) next summer.

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



WONE Board Meetings 2014

Friday, November 14

1000-1430

Board Meeting, WHA Headquarters



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

WONE Revised Staffing Standards Coming in 2015

In 2005, the Wisconsin Organization of Nurse Executives (WONE) published its first evidence-based position paper on nurse staffing entitled Guiding Principles in Determining Appropriate Nurse Staffing: Standards of Practice for Acute Care in the State of Wisconsin. The Standards were developed to reflect the best available evidence and the process involved eliciting input on the draft document from all WONE members, as well as support from the Wisconsin Nurses Association (WNA). The finalized document was disseminated in hard copy to every nurse executive and president/CEO of the hospitals in Wisconsin. The document was also made available on the WONE website.

In 2011, the document was updated to include a review of the relevant literature on nurse staffing that had been published between 2005 and 2011. Though research continued to be focused on nurse staffing, there were no new findings that required any changes in the Guiding Principles that were written in 2005.

In 2014, one of the strategic priorities identified by the WONE Board of Directors is to “Broadly disseminate the evidence that links nurse staffing, practice environments and education levels to patient outcomes.” There has been significant research conducted and published in recent years that has provided the much needed evidence to take us from opinion-based to evidence based staffing decisions. The 2010 report from the Institute of Medicine on the Future of Nursing (1) creates additional urgency to ensure that nurses are well positioned to “lead change to advance health.” The staffing standards, first published in 2005, are being revised to reflect contemporary understandings of the relationships of nurse staffing, practice environments and BSN preparation to patient outcomes.

In 2008, a national staffing summit was held with leaders of professional organizations, researchers and others with expertise in nurse staffing. The result of the summit was a position paper entitled Excellence and Evidence in Staffing: Essential Links to Staffing Strategies, Design and Solutions for Healthcare. This paper highlighted best practices and included numerous references to support the work. In 2014, in follow up to the work of 2008, a 2nd edition was produced entitled Excellence and Evidence in Staffing: A Data-Driven Model for Excellence in Staffing (published as a 2014 Supplement to Nursing Economic\$). This document was created as the organizing framework to lead the development of best practices for nurse staffing across the continuum through research and innovation. It was organized around 5 Core Concepts:

- Core Concept 1: Users and Patients of Health Care
- Core Concept 2: Providers of Health Care
- Core Concept 3: Environment of Care
- Core Concept 4: Delivery of Care
- Core Concept 5: Quality, Safety and Outcomes of Care

The articulation of these core concepts, as a framework for staffing excellence, reflects the importance of moving away from the linear, single variable thinking (e.g. hours of care) that has historically characterized our approaches to nurse staffing. Current evidence requires that we expand our understanding of excellence in staffing to a holistic and systemic approach that encompasses the downstream outcomes of staffing decisions.

The Guiding Principles for Achieving Excellence in Nurse Staffing in the 2015 revision of the standards are organized around these 5 Core Concepts.

There are a number of additional, significant changes to the standards, beyond the holistic approach previously described. The title of the document has been changed to both “raise the bar” by articulating “excellence” as the desired outcome (as opposed to “appropriate”) and expand the use of the

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Wone Revised Staffing Standards- continued

standards beyond acute care. The title of the 2015 revision is Guiding Principles in Achieving Excellence in Nurse Staffing: Standards of Practice for the State of Wisconsin.

Though it is recognized that most of the research addressing nurse staffing has been done in hospitals, these guiding principles are intended to be used as the standard of practice by all organizations in which nurses practice in Wisconsin. The available evidence should be applied to non-acute settings to the extent possible and non-acute settings should contribute to the knowledge base by participating in research studies when the opportunity presents.

The Process

The process utilized in producing the revised standards will be the same as in the past. A team comprised of WONE Board members Joan Beglinger, Peggy Ose and Jean Surguy are leading this initiative. The current literature is being reviewed and summarized by a team of advanced practice nurses - Chris Baker and Jo Goffinet. When the revisions have been completed, the draft document will be disseminated to all WONE members for comment. Any indicated changes will be made and the document finalized. This document will once again be shared with the Board of the Wisconsin Nurses Association and the support of that organization elicited. The importance of the entire profession being unified on issues of such importance cannot be overstated. The finalized document will be disseminated through the WONE website. The impact of this work will depend upon the diligence with which our members adhere to the principles in decision-making at the level of each organization we lead. For this reason, there will be a general session offered at the WONE conference in spring, 2015 on the standards and strategies for their implementation.

Call to Action

It is extremely important to the quality of the final standards to have our members engage in their review and provide their thoughtful feedback. Please watch for the call for input in the near future and take the time to respond. Do not be daunted by the size of the document. The vast majority of the document is the literature review, which is provided for those who may be interested and to provide essential evidence for our principles, but not an essential read for those who would like to focus on the principles themselves. You will find the introduction and the principles an easy and manageable read.

This document has been created, and updated to reflect current evidence, by The Wisconsin Organization of Nurse Executives, as a service to our patients, in recognition of our obligations and commitment to them, and as a service to our organizations as they struggle with a changing reality. We have created a comprehensive tool to be utilized by nurses, in partnership with their organizations, throughout the state. The accountabilities for decision making and key relevant considerations are clearly described. Our positions reflect the best available evidence of the scientific community.

Notes

Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine. The Future of Nursing: Leading Change, Advancing Health. Washington, DC: The National Academies Press; 2011.

By: Joan Ellis Beglinger MSN, RN, MBA, FACHE, FAAN

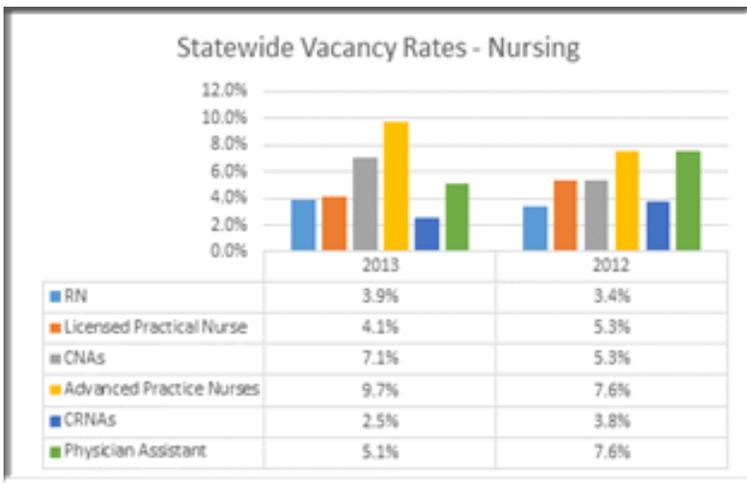


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WHA Update

Statewide Vacancy Rates for Nursing

The forecasted nursing shortage remains to be seen in Wisconsin Hospitals. Data compiled from the 2013 WHA Personnel Survey reveals very little change from 2012 but we can't rest on our laurels. Hospitals continue to plan for anticipated workforce shortages. One key to the planning process for the impending shortage, is to have knowledge of the nurses nearing retirement, thus planning for orientation and training for incumbent new nurses.



Advanced Practice Nurses have increased nearly 2% from 2012 as hospitals are utilizing these providers in varied roles to meet patient care demands and address access needs. Nurse Practitioners and hospitalist positions are growing,

especially in rural hospitals, driving the need for team-based care.

The Wisconsin Council on Medical Education and Workforce (WCMEW) is dedicated to supporting and spreading the team-based care concept as a collaborative and coordinated approach to patient care. "Team-based care is the future of healthcare delivery, and Advanced Practice Nurses will be key members of those teams," said George Quinn, Executive Director of WCMEW. On November 12, 2014 WCMEW will present, Building a Culture for Patient-Centered Team Based Care at Glacier Canyon Lodge at the Wilderness Resort in Wisconsin Dells. The one-day conference will provide attendees the opportunity to share and discuss patient-centered team based care.

Wisconsin Nurses Association Proposes Revisions to APRN Uniformity Act

Nationally, the American Nurses Association has been advocating for state-level policy changes that would afford advanced practice nurses the right to practice to the full extent of their license. The American Nurses Association has been striving for "independent" practice for nurse practitioners supporting the

November 12, 2014

Building a Culture for Patient-Centered Team Based Care
 Glacier Canyon Lodge, Wilderness Resort, Wisconsin Dells

Registration: <http://events.SignUp4.net/14TBC-1112>

WHA Update continued from page 5....

argument that nurse practitioners can provide nearly the same health services as primary care physicians at equal quality but at a lower cost.

According to the American Association of Nurse Practitioners, 20 states currently have “independent” practice for nurse practitioners; 19 states, including Wisconsin, have “reduced practice” requiring that a nurse practitioner have a regulated “collaborative agreement” with a physician in order for the NP to provide autonomous care; and 12 states have “restricted practice” requiring supervision, delegation, or team-management by an outside health discipline in order for the nurse practitioner to provide patient care.

The Advanced Practice Registered Nurse Uniformity Act version was presented by the Wisconsin Nurses Association (WNA) at the Board of Nursing. The purpose of the Uniformity Act (LRB 0401/P4) is to reflect current practice of nurses with advanced education and training. The draft bill states criteria for licensure as an Advanced Practice Registered Nurse in Wisconsin to provide title protection, prescriptive authority, coverage under the injured and family compensation fund, and removal of the written collaborative agreement. The goal of the Wisconsin Nurses Association is to advance Wisconsin to be one of the 20 states that have “independent” practice for APRNs.

Program Committee

The Program Committee is looking forward to bringing you another great Annual Convention April 22-24, 2015 at the Hyatt on Main/KI Convention Center in Green Bay.

Our Key note speaker will be Joe Tye, CEO, Values Coach America. He will be presenting “The Florence Prescription: From a Culture of Accountability to a Culture of Ownership”

Florence Nightingale established nursing as a profession. A lesser-known fact is that she was the first professional hospital administrator, who in many respects created the blueprint for the modern hospital. This session challenges the audience to re-spark the spirit of mission that galvanized Nightingale and her intrepid band of health care pioneers, and to apply her leadership principles to the task of transforming today’s hospitals to thrive in the turbulent and competitive world of tomorrow.

Friday morning, Joan Ellis Beglinger will be giving us an update on “Guiding Principles in Achieving Excellence in Nurse Staffing. She will be discussing the evidence that links nurse staffing, practice environment and education levels to patient outcomes.

Our closing speaker will be Juli Burney, award-winning teacher, humorist and author. She started her comedy career in 1985 and since then has toured the country as a headlining performer. Juli has filmed for Showtime and HBO, as well as working in hundreds of comedy clubs and private bookings. She will be a great end to our conference.

We continue to work on the breakout sessions that will be offered and look forward to seeing all of you there.

Jean Surguy, Program Chair

Wisconsin Center for Nursing

The Wisconsin Center for Nursing (WCN) was created in 2005 to address strategies that would assure an adequate well-prepared workforce to meet the needs of the citizens of Wisconsin. The goal of WCN was to alleviate a public health crisis caused by a shortage of nurses in the future. These predicted shortages are attributed to an aging nurse workforce, as well as the impending increased demand for nurses to care for an increasingly diverse and aging population. The Vision of WCN is nurses in Wisconsin speak with one voice for nursing workforce issues. The Mission of the Wisconsin Center for Nursing is to assure an adequate, well-prepared and diverse nurse workforce for the people of Wisconsin.

WCN focuses on the following to achieve their vision for the future:

- Strengthening our capacity to bring together multiple nursing interests into one coherent platform and message around workforce issues
- Leading the Wisconsin response to the Institute of Medicine (IOM) report, *The Future of Nursing*
- Critically analyzing and disseminating nursing workforce data
- Improving efficiency, effectiveness, and flexibility of the organization
- Developing a sustainable model for funding

The work of WCN is focused in four core nursing areas: data, education, partnerships, and leadership. Through the tireless efforts of nursing leaders and Senator Judy Robson, legislation was enacted on June 29, 2009 to provide for data collection. Wisconsin Statute 106.30, "Nursing workforce survey and grant," was enacted to ensure ongoing data collection to assess, plan and develop the nursing workforce. This important legislation provided an historical first survey of 77,553 registered nurses during the re-licensure process in 2010. The WCN continues to support strategies to assure an adequate, well-prepared, and diverse nurse workforce.

With the help of many nursing and non-nursing partners, WCN was awarded a SIP grant beginning February 1, 2013. Taking the LEAD for Nursing in Wisconsin: Leadership, Educational Advancement & Diversity, was funded as a two-year project, ending January 15, 2015. The grant is being led by WCN as a 501(c)3 not-for-profit organization.

Two specific recommendations from the IOM Report were chosen for the grant. Recommendation #4 "Increase the proportion of nurses with a BSN degree to 80 percent by 2020" and Recommendation #7 "Prepare and enable nurses to lead change to advance health." Based on these recommendations, the Taking the LEAD project has two primary focus areas: 1) Enhance academic progression by developing a model for degree completion, expansion of existing programs & bridging strategies for ADN students and 2) Increase the number of nursing leaders by assessing nursing presence on boards, developing leadership training tools and enhancing existing programs.

Additionally, as a unique attribute of the LEAD project, diversity enhancement in nursing has been included as an overarching focus for both focus areas, and will be infused in all project activities. As part of the project's infrastructure, an Advisory Council was appointed to provide direction.

WCN has submitted a grant proposal to continue work on IOM recommendations. The grant focuses on interprofessional education and practice, community care models, and employer/education partnerships. The grant is entitled Wisconsin Nursing Leads the PACC (Partnership for Action for Care in the Community). WCN anticipates the grant will build on the success of the first grant in the focus areas of leadership, academic progression, and diversity.

For more information see the WCN website: <http://wisconsincenterfornursing.org/>

Ellen Zwirlein, WCN Representative



Special Networking Event for WONE Members

December 4, 2014

In conjunction with the WONE Nursing Leadership Academy, WONE will be hosting a special networking event for all WONE members and NLA attendees.

Time: 6pm to 8pm

Place: InnTowner, 2424 University Ave, Madison, WI 53726

Cost: \$35.00 for members which includes dinner and presentation.

Susan Rees and her team from UW Health will be presenting on the evidence linking staffing to outcomes – a brief review of the current literature. They will also discuss how and why they implemented a Nurse Staffing Council at UW.

Please join us for this great opportunity to network with other members while hearing about the success UW has had with their Nurse Staffing Council!

*Reservations to attend can be made by following this link
<http://events.SignUp4.net/WONENetwork1204>.*

Complete your reservation by November 25. Contact Terri Schultz, Membership Chair with any questions at 262-646-1397.

Thank you and see you soon!

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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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Nurse Leader of the Year

Each spring the Wisconsin Organization of Nurse Executives honors a Wisconsin nurse leader.

Criteria for selection of the Nurse Leader of the Year include the following:

1. A member in good standing of the Wisconsin Organization of Nurse Executives.
2. Has provided service to the Wisconsin Organization of Nurse Executives through participation in special or standing committees or through elected offices.
3. Has demonstrated creativity in nursing leadership.
4. Has promoted the profession of nursing and nursing leadership within the organization and the community; serves as a role model, mentor and coach to others.
5. Has demonstrated nursing leadership by sharing knowledge and expertise within and outside the organization through presentations in seminars, formal course offerings and/or publications.
6. Has developed positive relationships with other disciplines including administration and medicine.
7. Demonstrates compassion and spirit toward patients, families, and colleagues.
8. Participates in a broad range of civic and health care related organizations; a political activist for nursing and health care.
9. Honorees that have previously received this award will not be considered again.

Nurse Leadership Award Nomination

Due Date: November 24, 2014

I request that the WONE Committee on Nominations and Recognition consider:

Name _____

Title _____

Institution _____

Address _____

City, State, Zip _____

for the 2015 Nurse Leader of the Year Award.

Having reviewed the criteria for this award, I believe this candidate has met them in the following ways:

RETURN TO:

**WONE
PO Box 259038
Madison, WI 53725-9038**

Fax: 608-274-8554

Submitted by:

Name _____

Title _____

Institution _____

Address _____

City, State, Zip _____

Telephone: _____

Return by November 24, 2014