President’s Message

With the beautiful fall weather we are having it is a great time to get things done and move forward with new goals and objectives. That is exactly what your WONE Board is doing. At our last meeting we decided to make some changes and not wait until January of 2016 to develop our Strategic Plan for the year. We are going to have our final board meeting for 2015 on November 12, followed by our Strategic Planning Session on Friday, November 13. Both of these days we will be using space at WHA in Madison. All members are welcome to attend any of these meetings. If you do plan to attend please let the secretary, Tonja Ranthum, know for planning purposes.

On November 12 we will review every aspect of our 2015 strategic plan and close it off and complete it as much as possible. We will then start with a blank slate on November 13. We will look at what our priorities are and also what we can reasonably complete in a one year time frame with an all-volunteer organization. I have had the pleasure to have been a committee member, committee chair, a board member and now the last two years the President of WONE. I have not been part of any other volunteer organization that has accomplished more important work and has done it so well. My hat is off to you, our members and to you, the board members and committee chairs. I am amazed when I look back over these years.

As I will be leaving the office of President in December, this message will be my last to you. Being your president and representing you has been a highlight of my nursing career. As I reflect back on the last two years, I have thought about what was important to me for our organization. Two things come to mind as highlights of many, bringing awareness and respect to the role of nurse leader and to provide a venue for quality education and experiences for our nursing leaders of the future. These have both played a big part in what you have done these past few years.

The time I have spent on the WONE Board has yielded many valued relationships and certainly opportunities to learn and grow. The networking is outstanding, having a resource of nurse leaders to share and learn from across the state is priceless! I would like to thank the Board for all its hard work over the last two years and the support they have given me. I look forward to continued success of our organization.

Many thanks to outgoing Board members....Susan Rees, Susan Spohr, and Tom Veeser.

Congratulations to newly elected Board members....Teresa Feidt, Doreen Kluth, Mary Beth White-Jacobs and Sharon Cox, incoming treasurer. Also congratulations to Joan Beglinger, as she takes on the role of President.

I know 2016 will be a great year for WONE and nursing in Wisconsin.

Doris Mulder
WONE President
Nurse Leadership Academy Annual Report

The Nurse Leadership Academy (NLA) was held twice in 2015; the Spring NLA was held at Aurora Medical Center in Manitowoc County and the Fall NLA was held at Ministry-St. Clare Hospital in Weston. 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. Based on participant’s feedback we have added a presentation on facilitation and it has been well received. We have identified four regions within the state where a site coordinator will coordinate one NLA a year, providing four NLA within the state annually. The faculty and others have been developing guidelines to provide consistent direction to the regional site coordinators as they offer the NLA for WONE, WCN and WNA. More details and the applications are available at www.w-one.org.

Respectfully submitted,
Paula Hafeman, Chair

SAVE THE DATE

The 2016 WONE Annual Convention is scheduled for April 13-15 at the Osthoff Resort in Elkhart Lake.

Mark your calendars!
The Program Committee is pleased to announce our Keynote Speaker Vicki Hess, RN, MSW for our 2016 Convention at the Osthoff Resort in Elkhart Lake April 13-15.

Vicki will be presenting “The One Thing that Affects Everything: Transforming Healthcare Delivery through Optimized Employee Engagement”

What’s the one thing that health care leaders can focus on that will positively impact quality, safety, technology, finances, new markets, the patient experience, population health, the multi-generational workforce, changing business models and so much more? Employee Engagement. Employee engagement is the difference between an organization that operates and one that excels. Using evidence-based research, proven strategies from successful clients and real-world ideas, Vicki Hess reveals tools and techniques for health care leaders to easily understand and manage the nuances of employee engagement in spite of changing priorities and a very busy schedule.

Vicki’s purpose is to provide inspirational and evidence-based strategies for workplace engagement, to change thinking and improve outcomes. She works everyday to help employees and leaders shift their thinking to create a positive, productive and effective work environment.

Vicki holds a BSN from the University of Florida and a Master’s Degree in Human Resource Development from Towson University. She was an adjunct professor at Johns Hopkins University Graduate School of Business for five years. She has also written for AONE Nurse Leader, American Nurse Today, Hospital & Health Network, Becker’s Hospital Review, NurseTogether.com and the Baltimore Business Journal.

Our closing speaker will be Barb Bartlein, RN, MSW, CSP. Barb will be presenting “The Magic of Making a Difference”

This entertaining and inspirational presentation motivates with laughter. Successful, happy people are those focused on giving to others and following their person passion. This session will focus on identifying the three factors for happiness; the importance of doing the right thing; how to avoid the expectation machine; and the value of small kindnesses in making a difference.

We look forward to seeing all of you in April.

Respectfully Submitted,
Jean Surguy, Program Chair

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<th>WONE Board Meetings 2015</th>
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<td>0800-1430</td>
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Academic Progression Toolkit

A group of us continue to work on WONE Strategic Goal #3: “Promote the provision of safe, patient-centered care in delivery systems grounded in best evidence and healthful practice environments.”

The specific action step we are addressing is “Align hospital leaders to reach the IOM goal of 80% nursing workforce has the BSN degree” and the plan is to “Develop a ToolKit in collaboration with ANEW, WCN, and other stakeholders based on survey results to assist organizations in achieving 80% BSN in 2020.” Our team includes Deb Jenks, Liaison from ANEW; Ruth Risley-Grey, WONE Board; Tonja Brooks, WONE Board; Judi Hanson, WCN; Steve Rush, WHA; and Peggy Ose, Liaison to ANEW and WHA Board.

In preparation for developing a toolkit for CNOs related to BSN progression, we did a search for existing tool kits. Deb Jenks was able to locate one completed recently by WCN which is available on the WCN website. It is called the “Wisconsin CNO Tool Kit for Academic Progression.” The following items are included in the toolkit:

- American Association of Colleges of Nursing (AACN) fact sheet which provides research supporting advancing the education of registered nurses.
- Robert Wood Johnson Foundation case statement on academic progression.
- Customizable PowerPoint presentation suitable for various audiences.
- CNO “best practice” checklist designed to self-assess current organizational status related to achieving the “80% BSN workforce by 2020” goal and other recommendations from the IOM report.
- Two surveys designed for institutional use to assess nurse’s intent to further education.

We feel the kit is very well done and will meet our needs. Therefore we have turned our focus to assuring that the toolkit is adequately disseminated to nursing leadership across the state and supporting nursing leadership in its use.

To that end, the toolkit has now also been added to the WONE website for easy access. The toolkit can be located at: http://w-one.org/toolkits/academic-progression/. Further education on the toolkit and its use is planned for the Spring WONE conference. Representatives of WCN will do a portion of the presentation on toolkit design. That will be followed by some nurse leaders who have actually utilized the toolkit to further nursing education within their facilities. We feel that being able to interact with some individuals who have actually utilized the tools will be most helpful.

One last effort that is being undertaken by WCN is a project focused on developing a recognition program for organizations that are in any way taking positive steps for BSN completion activities as part of the IOM 80% goal. Organizations taking part in the program are known as LEAD Organizations, Taking the LEAD for Nursing in Wisconsin: Leading by Example to Advance Degrees. Please look for the article in this issue of the Horizons titled “Wisconsin Center for Nursing Announces Organization Recognition Program” for more details about the program.

All of us in Nursing Leadership recognize the enormity of the task to achieve 80% of our workforce being at the BSN level by 2020. It is our hope that the tools and strategies noted above will make the road a bit smoother.

Peggy Ose, Liaison to ANEW and WHA Board
Wisconsin Center for Nursing Announces Organization Recognition Program

WONE has been actively working with Wisconsin Center for Nursing to increase the number of nurses in our facilities with BSN degrees. To encourage continued emphasis on this, an organization recognition program has been developed as part of the Robert Wood Johnson Foundation grant: Wisconsin Nursing LEADs the PACC (Partnerships in Action for Community Care).

The program was developed in partnership with Judith Hansen, MS, RN WCN Executive Director and WONE members Peggy Ose, MSN, BSN, RN, FACHE, VP-Patient Services and Chief Nursing Officer at Aspirus Riverview Hospital in Wisconsin Rapids and Laura Hieb, MBA, BSN, RN, NE-BC, Chief Nursing Officer, Bellin Health System. Steve Rush, PhD, RN, Vice President Workforce & Clinical Practice, Wisconsin Hospital Association also participated on the planning committee.

Organizations taking part in the program will be known as LEAD Organizations, Taking the LEAD for Nursing in Wisconsin: Leading by Example to Advance Degrees. The program will focus on recognizing those organizations which are taking positive steps towards, or making progress on, BSN completion as part of the IOM goal for 80% BSN by 2020.

Emphasis is being placed on process, strategies & commitment to advancing nursing education. There is no expectation or requirement for participants to achieve 80% by 2020, but rather to recognize these critical efforts and provide opportunity to engage with other organizations in a common cause, and share key learnings and successful strategies. Many efforts are underway in Wisconsin and we encourage you to be part of this learning environment. Every organization, whether large or small, has something to contribute to advancing nursing.

Participants will be recognized in numerous ways. A dedicated webpage on the WCN website will highlight the organization and/or the leader who can serve as a contact person for the organization and the details of their efforts to advance nursing education. Bellin Health System and Bellin College are the first organizations to be featured. Read more about it at: http://www.wisconsincenterfornursing.org/WCN_Organization_Recognition_Program.html Feature articles are also planned for Nursingmatters, and in national reports to the Robert Wood Johnson Foundation.

Would you like to be recognized for what you are doing to advance nursing education? Submit a brief summary (300 words or less) on your organization’s approach, a name and contact information, the link to your website, and if possible, a photograph of a key leader in your initiative. You will be added to our gallery of LEAD organizations for nursing. Applications should be submitted to info@wicenterfornursing.org For questions, please contact Judith Hansen at 414-801-6877.

WONE Professional Development Committee Report

The Professional Development Committee is pleased to announce the 2015 WONE scholarship award recipients. Each of these nurses will be awarded $1000 toward their educational program expenses. WONE Scholarships were awarded to:

- Amy Marthenze
- Audrey Rosin
- Jennifer Kessenich
- Kim Franzen
- Wendy Becker

Congratulations to these scholarship award winners! The application process was very competitive this year, with a total of 16 applications submitted.

WONE is committed to providing funding to Wisconsin nurses pursing higher levels of education. Please look ahead to the 2016 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
APNP Hospitalist Programs in Critical Access Hospitals: The Ministry Health Care Experience

In 2011 Ministry Health Care (MHC) began implementation of a vision for a new way to provide inpatient care at Critical Access Hospitals (CAH). CAH’s are traditionally dependent upon a small group of primary care physicians to provide inpatient services. The risk of physician retirement, resignation, or illness leads to chronic uncertainty and risk for CAH physician staffing. Ministry Eagle River Memorial Hospital (MERMH) was chosen as the system pilot site for the deployment of an Advanced Practice Nurse Prescriber (APNP) Hospitalist program.

Key Program Drivers

Rural communities, and the Critical Access Hospitals within those communities, are heavily reliant on family physicians for their health care and hospital coverage needs. It has been widely documented that rural communities will face a shortage of physicians in the coming years. With the passage of the Affordable Care Act, the U.S. will need in excess of 50,000 new primary care physicians by 2025 (Petterson et al., 2012). Additionally, work-life balance is increasingly important to new graduates; medicine is what they do, not who they are. This represents a fundamental redefinition of professional identity. Based on the convergence of these factors, it is wishful thinking to believe that market trends can be overcome simply by “recruiting harder.”

Implementation

Operational and medical staff leaders from MERMH and Ministry Medical Group (MMG) worked collaboratively to develop an innovative new model for providing inpatient care. Using APNPs in a redefined way and incorporating telemedicine to support their practice, MERMH has been able to provide high quality care and keep patients in their local community. The APNP hospitalist program was created to include the comprehensive evidence based order sets, support for inpatient curriculum and training, and ongoing clinical and educational support. Prior to providing hospitalists services, APNP hospitalists receive six to 12 months of additional education and training at an MHC community hospital under the supervision of a physician specializing in hospital medicine. During this time, the APNP hospitalists learn to triage patients to the appropriate level of care, manage a defined scope of diseases, provide care using order sets, and learn to present patient information using telemedicine. Only after this training is complete are the APNP hospitalists transferred to MERMH to provide inpatient care. As a result, the design of the program ensures that the APNP hospitalists are well equipped to admit and manage select groups of patients in a safe and effective manner.

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To implement the program as envisioned, MERMH requested and was granted, a three year pilot waiver to Section DHS 124.04(2)(g) of the Wisconsin Administrative Code which states that “a person may be admitted to a hospital only on the recommendation of a physician, dentist or podiatrist, with a physician designated to be responsible for the medical aspects of care.” This variance allows our specially trained APNPs to admit patients and be responsible for the provision of medical care, thus fulfilling the role of attending provider.

The success of the care team is based on a commitment to person-centered care and the desire to offer the highest level of service and quality to our patients. The APNP’s work in an interdisciplinary manner, using daily rounds with the care team as a venue for creation of person-centered treatment and discharge goals. Through telemedicine, the APNP’s and our patients have access to consultation from physician hospitalists as well as a number of other specialties including infectious disease, surgery, wound care, and many others without having to travel.

Conclusion

The future of this program is bright. Since its inception the APNP hospitalist model of care has been widely accepted by our patients and families, who appreciate being able to remain in their community while hospitalized. Our clinical quality, patient satisfaction, and length of stay data all reveal a consistently high level of care delivery. MHC has already expanded the program to Our Lady of Victory hospital in Stanley, WI and is working on further expansion to a third site. Leveraging technology and the expertise of physician hospitalists, MHC as successfully developed a model of care delivery to help secure the future of rural inpatient care.

Reference


Author:

Laura Magstadt MBA, MSN, NE-BC
Regional Vice President Operations
Ministry Health Care, Eastern Region
Health Care Jobs Important To Community

Workforce development and economic development are often seen as two separate entities rather than two sides of the same coin, according to Matt Kures, community development specialist with the University of Wisconsin-Extension’s Center of Community and Economic Development. Kures presented “Demographic and Economic Trends Influencing Wisconsin’s Future Workforce” to the WHA Council on Workforce Development at their October 22 meeting in Madison. Kures’ presentation centered on a theme of how understanding and applying Wisconsin demographics can serve as a powerful tool in addressing current and future workforce demands.

“I am beginning to see that key stakeholders in Wisconsin understand that one cannot speak about workforce and at the same time not talk about economic development, and vice versa,” according to Kures. Health care jobs, in particular, are an important part of a community’s economic vitality, he added. High-demand, high-paying jobs requiring a college degree are often absent in rural communities that lack health care jobs. Hospitals and health systems in rural areas, however, offer careers for those who have advanced degrees.

Kures addressed a myth that Wisconsin is experiencing a “brain drain”; that is, individuals with college degrees are leaving the state. Kures stated, “When compared to other states, Wisconsin is not experiencing a ‘brain drain,’ rather, Wisconsin is experiencing a lack of ‘brain gain.’” He explained that data reveals Wisconsin is unable to attract college-prepared individuals from out-of-state to relocate within our state borders. This impacts health care more than other major employers, such as manufacturing, because a higher percentage of jobs in health care require formal education. Kures said the focus should be on why our net in-migration rate, or “brain gain” is not keeping pace with our net out-migration rate, or “brain drain.” Kures shared that the workforce needs of health care are unique in Wisconsin because of this imbalance.

“If you look at the job sectors that have large need, such as manufacturing, those are the same jobs that often do not require a college education. Health care jobs for the most part do. So this ‘brain gain’ issue is especially relevant for hospitals and health care employers,” according to Kures.

WHA Participates in First UW System Listening Session on Health

WHA participated in what was the first of nine listening sessions hosted by the University of Wisconsin System. UW System President Ray Cross presided over the September 1 meeting in La Crosse, which focused on health care. Cross encouraged participants to provide feedback that will help shape UW’s next strategic plan.

More than 50 health professionals as well as several government leaders were present and shared suggestions on how to improve health and wellness in Wisconsin. Key issues shared by Steven Rush, WHA vice president of workforce and clinical practice, included the aging of the health care workforce, emerging roles in health care and the increasing need for team-based care. Wisconsin’s ongoing challenges of addressing the physician shortage, especially in primary care and mental health, were also emphasized by Rush.

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“In the future, Wisconsin health systems will be serving a large population that will have higher incidences of chronic conditions. Rural areas are aging at faster rates than our urban and suburban areas. In addition to these shifting dynamics, the health care workforce is also aging,” according to Rush.

The WHA 2014 annual Health Care Workforce Report (http://www.wha.org/pubarchive/reports/2014WorkforceReport.pdf) found that nearly 20 percent of hospital employees in professional occupations are age 55 or older. Nearly a quarter of the nurses employed are over 55 years of age, and in some specialty areas such as ambulatory care, the percentage of older nurses is even greater.

Rush said the UW System must be prepared to meet the increasingly complex medical needs of Wisconsin residents and be able to meet those needs regardless of where those patients reside. Health care professionals educated in Wisconsin must be prepared to deliver care that is preventive and longitudinal, smoothly transitions across care settings, and is outcome-based.

“This will require that all parts of the delivery system become more adept at population health management, team-based care, quality improvement, and are able to use the technology available to make that happen. Developing effective workforce strategies will require finding new ways to deliver care more efficiently, along with being able to educate, recruit and retain health care professionals,” Rush shared.

Cross concluded by informing the group that the input provided would be summarized and categorized. Identified themes will then be distributed back to attendees for further comment and clarification before formal incorporation into the next UW System strategic plan. WHA will continue to participate in the UW System strategic planning process.

**WHA’s Transforming Care at the Bedside Kicks Off Cohort 4**

One of WHA most successful programs, Transforming Care at the Bedside (TCAB), has far exceeded expectations since the first cohort launched in February 2011. Bringing the skills of improvement to the hospital bedside continues to have strong interest from around Wisconsin. The fourth group of 12 hospital units to start the 18-month collaborative met at Glacier Canyon Lodge in Wisconsin Dells October 13 and 14, 2015. For the first time, three emergency rooms join the acute care units in TCAB. These are some of the highlights from the kick-off event.

One of the TCAB cohort presenters came back to her native Wisconsin to keynote WHA’s TCAB Cohort 4 Kick-off. Mary Viney was the unit manager of Seton Northwest Hospital when the IHI cohort began in 2004. She was tapped by the Robert Wood Johnson Foundation to help Wisconsin start TCAB, and she gladly returned to present to a new group of TCAB units. Since then, Viney has spread TCAB throughout the Seton system of hospitals.

Throughout the overview of the TCAB principles, Viney shared the importance of leadership, both formal and informal, in the success of a Transforming Care at the Bedside collaborative. The structure of work in Patient Safety, Patient Centered Care, Efficiency and Team Vitality enables teams to work in a systems fashion on many opportunities for improvement through this one project.

Viney shared information about the importance of the skills TCAB teaches as being vital for nurses and other hospital caregivers to stay resilient in the face of constant change. “We all need you to be very engaged in the effort to improve,” she noted.

*Steve Rush*

**WHA VP, Workforce & Clinical Practice**
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Member Checklist
1. 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.
2. Submit articles for publication in the next issue of Horizons to Carol Winegarden, 920/846-3444, carol.winegarden@hshs.org.
3. If you are interested in being a part of a specific committee, contact the committee chair.
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 of the Wisconsin Organization of Nurse Executives for at least two years.
2. Has provided service to the Wisconsin Organization of Nurse Executives through participation in special or standing committees or through an elected office.
3. Has demonstrated innovation in nursing leadership as evidenced by the development, implementation and evaluation of new programs, workflows, care delivery models, organizational structures, new roles, as examples.
4. Has promoted the profession of nursing and nursing leadership within the organization and the community; serves as a role model/mentor/coach to others.
5. Has demonstrated nursing leadership by sharing knowledge and expertise within and outside the organization through presentations, formal course offerings and/or publications.
6. Has demonstrated a commitment to continuous learning and self-development through formal education, achieving certification and continuing education, as examples.
7. Has demonstrated positive relationships with other disciplines, as evidenced by references and/or the collaborative nature of examples throughout the candidate’s application.
8. Participates in a broad range of civic and health care related organizations; a political activist for nursing and health care.
9. Members who have received the award in the past are not eligible to receive the award again.

Nurse Leadership Award Nomination    Due Date: November 30, 2015

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

Name_______________________________________________________________________________
Title________________________________________________________________________________
Institution___________________________________________________________________________
Address____________________________________________________________________________
City, State, Zip _____________________________________________________________________

for the 2016 Nurse Leader of the Year Award.

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

________________________________________________________________________________________________
________________________________________________________________________________________________
________________________________________________________________________________________________
________________________________________________________________________________________________
________________________________________________________________________________________________

Submitted by:

Name ___________________________________________________
Title _____________________________________________________
Institution _______________________________________________
Address _________________________________________________
City, State, Zip ___________________________________________
Telephone: _____________________________________________

RETURN TO:
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PO Box 259038
Madison, WI 53725-9038
Fax: 608-274-8554

Return by November 30, 2015