



February 2002

HORIZONS

President's Message

Although it's a little late for the traditional greeting, I would like to extend a very Happy New Year to you all! Because, for W-ONE, we are starting a new year... and I am delighted to begin my new term as your President! I look forward to the opportunities to get to know and work with many of you.

The Board convened in November 2001 to begin the annual strategic planning process, which ended at the Board meeting in January 2002. We believe the strategic plan will position W-ONE to become more visible and enhance our leadership position in the world of nursing. Four goals were identified with key action steps outlined to propel us towards meeting the goals.

Those goals are:

- ❖ As the voice of nursing leadership, influence and actively participate in multidisciplinary efforts to create Wisconsin Patient Safety
- ❖ Proactively participate in strategies aimed at enhancing workforce development in health care
- ❖ Increase membership by 10%
- ❖ Enhance the visibility of W-ONE and its relationships with key people and organizations

Specific actions steps were identified for each goal, some of which include: continuing our collaborative relationships with organizations such as WHA and WNA while continuing to seek new relationships; working to identify and share best practices regarding patient safety; increasing membership and actively participating in workforce development initiatives. Many of our goals include increasing communication to members as we have found that a great benefit of belonging to W-ONE is keeping abreast of current issues. As many of you know from living it daily, health care is changing rapidly—we intend to keep you more informed of issues throughout the state. All in all, it will be an exciting and challenging year.

Now, about getting to know more of you... I would like to shamelessly plug the opportunities for you to become involved in W-ONE activities. We are always looking for talented people to become members of our many committees. If you are interested, don't hesitate to call or e-mail me or one of the Board members or Committee Chairs.

Remember, the W-ONE Spring Conference, April 24-26 in Milwaukee. Since I have been a W-ONE member, I have found the annual conference to be a great source of learning but also an opportunity to relax and network with colleagues. And that networking, my friends, is the best benefit of membership! Hope to see you there!

Gerri Staffileno, WONE President

Program Committee Update: Mark Your Calendars

The 2002 W-ONE Spring Conference: "Let's Have a Ball!" will take place at the Pfister Hotel in Milwaukee from April 24-26.

Keynote speakers this year are Marilyn Moats Kennedy who will speak on "Managing Change: Understanding the Demographics of the Emerging Workforce." We are also very fortunate to have Patricia Schroeder, Senior Vice President and Chief Nurse Executive at Covenant Healthcare System, who will speak on "Nursing Redesign." Break-out sessions will address topics such as patient safety, grassroots political organizing, service excellence, humor in the workplace, and international nursing recruitment.

The W-ONE Marketing Committee again is requesting that you bring your hospital logo items for the drawings and give-aways. We will also have a pennant signed by Robin Yount (Hall of Fame and Brewer legend) and a Packer jersey autographed by Santana Dotson in the silent auction. Tours of the new Miller Park will be available and a casino night will be scheduled. We hope everyone will have a ball!!!

Mark Your Calendars!

W-ONE Spring Conference
April 24, 25 and 26, 2002
Pfister Hotel – Milwaukee

"Let's Have a.....



Keynote Speakers

Marilyn Moats Kennedy – *Understanding the Demographics of the Emerging Workforce*
Pat Schroeder – *Nurse Redesign*

Thursday April 25 is Fun Night!
More about this later

Breakout Topics:

S-A-F-E!--Patient Safety Issues
Who's On First--Humor in the Workplace
The Rules of the Game--Legislative Issues
Welcome to the Majors--For New Managers
A Homer Everytime--Service Excellence
On the Fly--Current hot topics for Nurse Executives

CEAP Sponsored by: St. Vincent Hospital, Green Bay

Look for a brochure with more details the end of February.



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.

2002 W-ONE Board of Directors: President: Gerri Staffileno; Secretary, Rosemary Ryan; Treasurer, Janice Giedd; Past President, Carolyn Friese
2002 W-ONE Board Members: Beverly Hoegel, Vicki George, Patricia Schroeder, Faye Deich, Marti Klug, Nancy Wilde
Editor: Peggy Ose

Legislative Committee Report

Karen Lautermilch

I am disappointed to report that the Assembly Health Committee recommended passage of Assembly Bill 457, banning the use of mandatory overtime for health care workers. The bill passed the committee on January 15, 2002 by a vote of 15-1, with Representative Olsen casting the single vote against AB457. The vote creates some apprehension, for instance, what is the potential for other regulatory measures in the future? Consequently, the goal will be to prevent AB457 from reaching the Assembly or Senate floor.

On a more positive note, the Legislative Committee will meet for the first time in 2002 on February 8. The committee will be approving the goals and objectives for the year, having developed a draft in December 2001. The goals and objectives will be available for your review in the next issue of the Horizons; alternatively, you can contact me for a copy in advance if you wish.

Membership Committee offers Fabulous "Get Away" Incentive.

Membership application and renewal forms were mailed to members in early December. Applications and renewal forms need to be completed and submitted by March 29, 2002.

As of January 2002 we have had 8 new members and 78 renewal or honorary memberships received.

As a recruitment incentive in 2002, a "Get Away" gift certificate, valued at \$250 to the hotel/bed & breakfast of your choice or a cash gift valued at \$250 will be awarded to the "star" recruiter.

To participate in this 2002 recruitment offer:

- **Membership applications need to be completed and submitted by March 29, 2002.
- **The "Recruited By" label on the membership application must be completed in order to qualify as the winner.
- **Your name will be entered into a special drawing for every member you recruit.
- ** A drawing will be held and the winner announced at the spring conference (April 24-26) in Milwaukee.

The best way to increase membership in W-ONE is through its members. Encourage your peers to become involved and share in the benefits of our organization! If you have questions regarding membership in W-ONE please contact: Dottie Hayden, 715/233-7636 or Jackie Lee, 608/785-0940.

WONE 2002 New Members

Laurie Voigt, Dir./Perioperative Services, Sacred Heart Hospital, 900 W. Clairemont, Eau Claire, WI 54701	715-839-4139
Amy Hermes, Inpatient Svs. Nurse Mgr., Stoughton Hospital, 900 Ridge Str., Stoughton, WI 53589	608-873-2308
Frank Romano, Dir./Cardiac Care, Wausau Hospital, 333 Pine Ridge Blvd., Wausau, WI 54401	715-847-2121
Sharon Fewell, Dir./Surgical Svs., St. Vincent Hospital, Green Bay (Home) 1757 E. Shore Cir., Green Bay, WI 54302	561-707-6873
Pamela Hundt, Dept. Director, Sacred Heart Hospital, 900 W. Clairemont Ave., Eau Claire, WI	715-839-4334
Marilyn Nordquist, Adm./Acute Care, Spooner Health System, 819 Ash St., Spooner, WI 54801	715-635-2111
Norm Wegner, Dir./Acute Care, Sacred Heart-St. Mary's, 1044 Kabel Ave., Rhineland, WI 54501	715-369-6375
Jeanie Jundt, Asst. Dir./Senior Svs., Stoughton Hospital, 900 Ridge St., Stoughton, WI 53589	608-873-2306
Nancy Brueggeman, Nursing Executive, Marian Franciscan Center, 9632 W. Appleton Ave., Milwaukee, WI 53225	414-535-6763
Mary Hrovat, Nurse Manager, Langlade Memorial Hospital, 112 E. Fifth Ave., Antigo, WI 54409	715-623-9342
Barbara Bair, Director/CM, PCC, St. Clare Hospital, (Home) 337 2nd Str., Baraboo, WI 53913	608-356-6194
Linda Charles, Asst. Adm. Pt. Care Svs., Adams Co. Mem. Hosp., 402 W. Lake St., Friendship, WI 53934	608-339-3331
Mary Crowley, Director/Emergency Nsg., Hess Memorial Hospital, 1050 Division St., Mauston, WI 53948	608-847-6161
Marilyn Michels, Infection Control Dir., Gundersen Lutheran (Home) N7015 Sunrise La., Holmen, WI 54636	608-526-2415
Kelly Schmude, Co-Manager ICU, Berlin Memorial Hospital, 225 Memorial Dr., Berlin, WI 54923	920-361-5508
Anne Hanzel, Director/Surg. Services, Wausau Hospital, 333 Pine Ridge Blvd., Wausau, WI 54401	715-847-2477
Kathy Drenzel, Dir. Pt. Support Svcs., Wausau Hospital, 333 Pine Ridge Blvd., Wausau, WI 54401	715-847-2277
Beth Oren, Dir. of Nursing, Langlade Memorial, 112 E. Fifth Ave., Antigo, WI 54409	715-623-4218
Susan McVey, Nurse Mgr. Emergency Svcs., Langlade Memorial, 112 E. Fifth Ave., Antigo, WI 54409	715-623-9238
Kathy Bowles, Nursing Unit Dir., St. Marys Hospital, (Home) 5618 Irongate Dr., Madison, WI 53716	608-221-8166
Linda McIntyre, Nurse Mgr. ER/UC, Myrtle Werth Medical Center, 2321 Stout Rd., Menomonie, WI	715-235-5531
Randy Cornell, Mngr-Acute Care/ICU, Sauk Prairie Memorial Hosp., Prairie du Sac (Home) 4306 Brown Ln., Madison, WI 53704	608-240-0260

WNA/W-ONE Patient Care Committee Update

The Patient Care Committee is starting of the new year with a bang. We have revised and edited our "Excellence in Patient Safety Award." You will find the application within this newsletter. The committee has discussed the strategy of ranking the projects as we had last year and has decided to recognize all the recipients in the same manner in this upcoming year. Please help us by distributing this application to the departments with your organization. Help us recognize the many great things nurses do to improve patient safety. We are moving our next meeting to Stevens Point area. We hope to make it easier for our members who are located across the state to attend the meeting. We will evaluate the change at that time.

We look forward to another successful year. Please look for articles of interest on topics such as "Nursing Leadership role in Patient Safety." Also we will include updates from our committee constituents such as: correctional health, WNA workplace advocacy activity, WHA and Metastar updates, Wisconsin Patient Safety Institute updates and much more.

We feel another exciting year coming as we focus on collaborating with many healthcare disciplines as well as identifying and communicating patient safety initiatives. You are encouraged to use the Internet as an abundant resource for websites on patient safety. You may wish to start by using the WHA website at www.wha.org, go to Patient Safety, the links are all listed. As always, we encourage and welcome new members to join the committee. If you are interested in joining us, please e-mail Betsy Benz at bbez@stvgb.org or call 920-431-3063.

Betsy Benz

Applications for W-ONE Scholarships Now Available Online

W-ONE again has education funds for Wisconsin nurses seeking a bachelor's degree in nursing. A one-time stipend of \$1000 will be awarded. The application information is on our web site:

www.aone.org/local-groups.wone.htm

Applications must be postmarked by May 1, 2002. They can be submitted by mail to:

Ann Peck
338 Edison St.
Antigo, WI 54409

Please communicate this to nurses within your organization who are pursuing a BSN.



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WNA/WONE Patient Care Committee presents:

Excellence In Patient Safety

This recognition has been established to showcase nurses involved in initiatives that promote patient safety.

Criteria:

The recipient will submit information on a project or process that is:

- Simple, yet innovative
- Demonstrates improved patient safety
- Easily replicated

Such strategies should include:

- Creative, problem solving approaches that positively impact quality of nursing care.
- Efforts that build a safer environment, decreasing adverse events.
- Methods to facilitate learning and sharing of knowledge.
- Demonstration of cost effectiveness.

Benefits:

- You will have demonstrated your commitment to patient safety.
- Statewide recognition among nurses
- WONE/WNA Patient Care Committee will:
 - announce your recognition to leadership of your organization
 - create a press release
 - notify legislators of your area
- WONE/WNA will share your recognition in appropriate newsletters
- WONE/WNA will share your recognition at respective Fall Conferences

Complete application on reverse side and submit to:

**WNA/WONE Patient Care Committee
5721 Odana Road
Madison, WI 53719-1289**



EXCELLENCE IN PATIENT SAFETY APPLICATION

NAME OF PROJECT _____

CONTACT PERSON: _____

PHONE NUMBER: _____

NAME OF THE ORGANIZATION: _____

ADDRESS: _____

TYPE OF ORGANIZATION: € Acute Care € Long Term Care € Home Care € Education
€ Public Health € Clinic € Behavioral health € Other _____

TEAM MEMBERS INVOLVED
(Name and Title) _____

DESCRIPTION OF PROJECT: _____

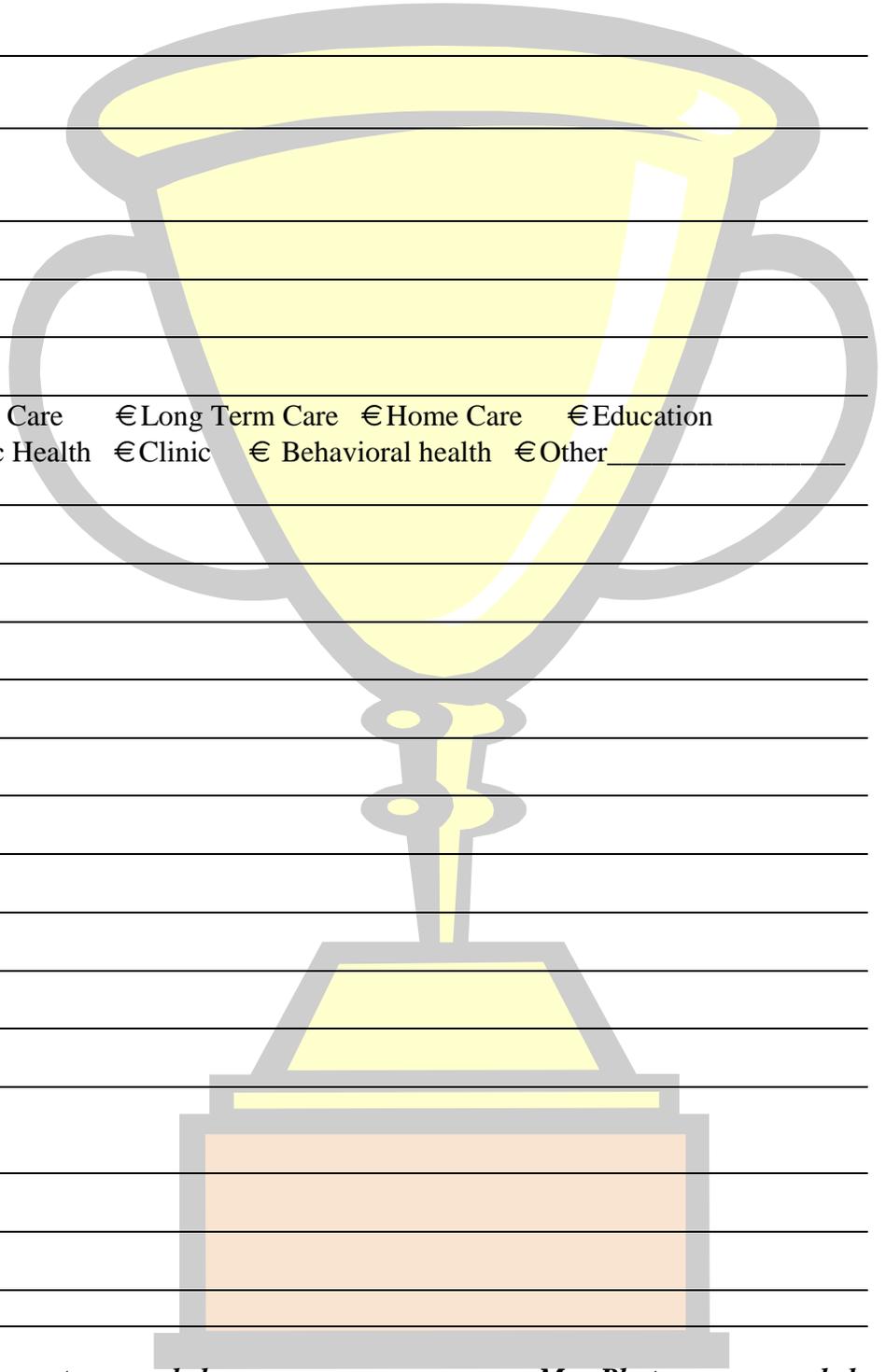
OUTCOMES ACHIEVED: _____

FUTURE IMPLICATIONS OF PROJECT: _____

Local newspapers _____

Attach supporting documents as needed

May Photocopy as needed



Wisconsin Nursing Workforce Survey Data

Final weeks for registered nurses to complete the 2002 Nursing Survey.

As of Monday, January 28, 40,000 nurses renewed their licenses, and 32,311 have completed the online survey.

WHA has been an active leader and partner in this public/private coalition aimed at gathering data on the healthcare workforce. The lack of reliable, current data on Wisconsin nurses and general healthcare workforce continues to be an obstacle in developing sound public policy workforce initiatives.

WHA thanks all hospitals for their assistance and encouragement of RN staff to complete this survey. To date, approximately 50% of all Wisconsin nurses have completed this survey. Your assistance during the final four weeks of the survey process will further ensure collection of data that represents Wisconsin's nursing workforce. Please consider re-communicating the importance of the survey to all RNs on your staff through your intranet, employee newsletter, bulletin board or paycheck stuffers. Providing access to a computer at your facility on which RNs can complete the survey will also help to encourage participation.

Information regarding the RN survey is available on the WHA website at www.wha.org. Click on Workforce Issues, then scroll to Data: Workforce Nursing State Survey. You may also contact Diane Peters at WHA by email at dpeters@wha.org or by phone at 608/274-1820.

Report – Nursing Recruitment and Retention Committee

By: Carol Winegarden
1/30/02

The Recruitment and Retention Committee has focused on retention activities during the last quarter of 2001. A survey was developed in an attempt to capture the wide array of incentives used in Wisconsin hospitals to retain nursing staff.

Eleven facilities responded, representing a cross section of both rural and urban facilities with bed capacity from 20 to 300. Turnover rates ranged from 8.5% to 23% and vacant RN positions ranged from 0 to 35 at the time of survey. Following are the responses to the specific survey questions:

1. Have you done employee satisfaction surveys within the last two years?

- Yes 9
- No 2

2. What were the main dissatisfiers of the nursing staff?

- Wages, hours, benefits, extra shift pay
- Lack of teamwork within nursing and other departments, poor performance
- Workload and job demands
- Floating, difficulty flexing up when census peaks
- Employee recognition – since have implemented formal VIP recognition, wages
- Health insurance, work loads
- Level of pay, lack of support from physicians.

3. What is the most effective retention strategy to retain your nursing staff?

- Wage adjustment was requested and granted so we will need to see if that helps

- Recognition for nursing in Nurses' Week. We had a luncheon and gave a gift
- Have initiated a Retention and Recruitment Focus Group to try to get at other issues
- Self-scheduling with weekend flexibility
- Self directed teams, incentive pay, every third weekend and holiday rotation
- Location, flexible hours
- Mature shared governance model, shared decision making
- Weekender program
- Operationalizing organizational values and nursing standards, walk the talk – needs of the patient first, listening to concerns. Implemented a manager leadership program, empowered staff with self scheduling, permanent charge nurse
- New pay structure in 90th percentile
- High nurse to patient ratios, overall friendliness of staff teamwork, support for staff dealing with difficult issues.

continued on page 6

Nursing Recruitment and Retention Committee - continued

4. What method / programs are you using to prevent mandatory overtime?
 - Small bonus and overtime as the nurses are 8 and 80. Offering 4-hour shifts and splitting the shift. We have added extra CNA's. In OB we have asked staff to sign up for extra call
 - Voluntary coverage of open shifts with incentive pay, department directors covering holes.
 - Voluntary overtime with incentive pay, contracted RN's
 - Don't use mandatory overtime, we have our nurses flex as needed.
 - Incentive pay
 - Mandatory overtime rare. Need approval of nursing service, ask for volunteers
 - RN's 25% over base pay if working extra shift, 50% extra weekend, this is over and above overtime
 - Over schedule – those who pick up extra are off then if not needed
5. What ways do you schedule your staff to provide extra weekends off?
 - We have agency weekend nurses for the summer. Staff work every other weekend plus one weekend off per year as a vacation weekend and must use PTO
 - Combination shifts 8's-10's for every other weekend, 10's-12's with very third weekend commitment
 - Twelve hour shifts, all work every third weekend, take call once every 26 weekends for 2-12 hour shifts. If we didn't have call, we would schedule differently
 - Twelve hour shifts every third weekend.
 - No mechanism for extra weekend off, \$3/hour all nurses
 - Weekender program allows every third weekend scheduling
 - One extra weekend if employed up to 5 years, 2 after 5 year to 20 years, department specific after 20 years, have weekender program on several units.
 - Based on specific department needs, RN's work every other or third weekend, premium if work extra, also have relief staffing that pick-up extra weekends.
 - RN's work every third weekend and every third holiday, if they want additional – they trade or find replacement
 - Some 12 hour shifts every third weekend
6. Do you have an orientation plan for newly hired nurses?
 - Preceptor responsible for orientation
 - Primary preceptor, training for mentors
 - Training for mentor, preceptor orientation
 - (All yes)
7. Do you provide mentor training?
 - All but two – yes
8. What incentives are you using to encourage staff to work extra shifts or float to other units?
 - Small bonus, training another OB nurse, cross-train staff
 - Through pay for performance – you get extra points which translate into higher rate of pay if you cross-train to another area – meaning a nurse can float and function independently. All nurses do float but work with another RN instead of taking patients independently.
 - Monetary incentives
 - None
 - Incentive pay, float training – different level of responsibility for those who float.
 - Monetary incentives
 - None
 - Incentive pay, float training – different level of responsibility for those who float.
 - Monetary incentives, units say thank-you with monthly drawing for small gifts
 - Just started quarterly award for RN, LPN, CNA, with most worked extra hours.
 - Incentive pay, flex and partner program, buddy system linked with RN (when on another unit.) Pay \$50 bonus for RN's working over their "FTE," others considered on a case by case basis, call pay, mileage
 - Have special pay practices where staff are paid a premium to extend their hours, work extra weekends, short call-in notice, double back shift differentials – 4% of base evenings, 10% of base nights
 - Bonus weekend - \$50 + 1-1/2 time for 8 hours, \$75 + 1-1/2 time for 12 hours. For individuals who pick up extra weekend, provide call time if they come in on short notice (< 24Hrs)

continued on page 7

Nursing Recruitment and Retention Committee - continued

9. Do you use incentives to encourage staff to work evening, nights or weekends?

- Looking at increase in evening and nights, extra weekends are paid at 1-1/2, small bonus for being called in
- Shift differential 7P-7A weekdays, weekends 11P-7A \$1/hour
- Shift differentials – PMs \$1.25/hour, nights \$2/hour
- Weekend \$3/hour, PM \$1/hour, Night, \$3/hour. The differentials compound – ex. Weekend Night \$6/hour
- Time and a half, staff paid more working 6P-6A M-F. Staff paid more working weekends – currently \$1.15, may need to increase

10. Do you have a program designed for the older worker for instance to decrease some physical requirement of the job?

- No – 6
- Yes, we adapt role functions based on physical restrictions as per employee health service for all employees

11. Have you started or bought any new programs, equipment, or computerization/paperwork to help staff be more productive?

- No – 3
- Many in new Emergency Center patient tracking, staff tracking, computerized charting, ergonomic technology ex- patient lifts, motorized wheelchairs
- Computerization in family birthplace only. Currently doing a process improvement project in all departments, which looks at productivity. Omnicells in place to replace one pharmacist unable to replace, great deal of lift devices, computerized documentation with order entry

12. Have you started different types of shifts to get more nurses in the hospital? If yes, select which types.

- 2 hours – 0
- 4 hours – 3
- 6 hours – 1
- 12 hours – 6
- Other – 1 (No), 1 Any type

13. Have you developed or started any employee benefits that help nurse to work more?

- Day Care – 5
- Have had child care center for 10 years
- Day care in place many years
- Day care eliminated as wasn't used
- Home delivery of dinners – 0
- Cleaning – 0
- Other – Sick child day care – 1

14. Have you developed programs that increase staff nurse ownership and participation in managing patient care?

- Shared governance – 1
- Shared governance – 1 Unit
- Magnet Hospital – do comply with key concept but not willing to spend patient dollars to prove
- Other: Shared decision making, nurses on nursing committees, nursing council, unit practice committees, permanent charge nurse
- No – 3

15. Do you have a career identification and development plan for nurses?

- Yes – 1
- No – 2
- Travel reimbursement and for continuing education
- RN's given opportunity for role expansion. Flight nurse, sexual assault nurse examiner, team leaders, facilitator members
- Clinical ladder, preceptor orientation. Leadership development, RISEN Program
- We have identified future leaders both from their expressed intentions and input from managers, directors. This is written into a succession plan, we do offer management training services and committee responsibilities to these staff

16. Have you changed the staffing mix of RN's to other support personnel on your nursing units?

- No – 2
- Added CNA's to nights
- 60% RN, 40% Tech – HUC
- Considering a team approach, clinical nurses through shared governance determine the appropriate mix for their service area. Implemented patient focused care on 2 units 8 years ago
- As a whole no, but mental health has gone from all RNs to RNs and psych techs
- Looking at use of nurse techs in CCC due to recruiting difficulties. Most open positions are in CCC and ER nights

The Recruitment and Retention Committee wants to thank all who took the time to complete this survey. You have shared a wealth of information that will be useful to all facilities across the state. It is our hope that even one shared idea will spur your facility's retention strategies to preserve our most valuable resource – our staff.

W-ONE Board of Directors 2002

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- Submit articles for publication in the next issue of Horizons to Peggy Ose, 715/421-7427.
- If you are interested in being a part of a specific committee, contact the committee chair.