



February, 2007

HORIZONS



President's Message

It's hard to believe that it is the start of a new year. The time has flown by, and we have much to be proud of as an organization. W-ONE has been very active toward achieving goals established last year.

In work toward the goal of creating positive and healthful work environments, we focused on several areas. To identify a few we: located a website to assist with developing a low lift environment; endorsed the consensus document on healthful practice/work environments; collaborated with the Metastar and the Wisconsin node to increase the number of facilities utilizing Rapid Response Teams (RRTs); and developed talking points on implementation of appropriate nurse staffing which were sent to all acute care nurse executives.

One major accomplishment toward enhancing the development of aspiring leaders is the completion of a document entitled, "Perceptions of Nurse Leadership Positions: A Contrast between Staff Nurses and Nurse Leaders." Marketing Chair, Tim Gengler, spearheaded this project with the assistance of several staff from Aspirus Wausau. We thank them for their scholarly work. Publication is being pursued, and this project will be presented at the spring conference. A second strategy for enhancing the development of nurse leaders was launching the mentor program.

W-ONE has continued to be involved in initiatives that impact healthcare policy. We have had representation on the Wisconsin Center for Nursing, the Wisconsin Nursing Coalition, and the Council on Medical and Professional Affairs. The Legislative Committee has been active in providing us education on legislative processes to make us more effective as nurse leaders. As we look back with pride on our accomplishments, we also are planning for the future.

The W-ONE Board held our annual strategic planning session on January 19. It was a very productive process, and we were successful in identifying key strategies for 2007. We first reaffirmed our mission, vision and purpose and the four major goals of our organization. Then we went to work developing action steps. Highlights of the plan include the following activities:

- Develop evidence-based practice principles for structuring hours of work in the practice environment
- Assume a leadership role in the IHI "Protecting 5 Million Lives From Harm" campaign project of preventing pressure ulcers

... continued on page 2

President's Message - continued from page 1

- Evaluate the impact of projects implemented previously
- Implement recommendations from Nurse Leader Perceptions research
- Create a list serve
- Engage W-ONE board membership in legislative activities

It looks to be an exciting year for us all. Your thoughts and guidance are most welcome. We look forward to your involvement.

Carol Winegarden, W-ONE President

W-ONE Co-Sponsors Session on Just Culture, March 22

Mark your calendar for March 22 when W-ONE will be co-sponsoring a seminar entitled "The Just Culture Community" with the Wisconsin Hospital Association, MetaStar, and the Wisconsin Society of Healthcare Human Resources Administration.

The one-day seminar will be presented by David Marx, JD, president of Outcomes Engineering, a risk management firm that focuses on helping high-risk organizations develop safety supportive practices and culture. You may have heard Marx present at WHA's 2005 Quality & Safety Forum, where he gave a broad overview of the concept of just culture. This March 22 session will be a deeper look at the principles of just culture and provide you the tools needed to assess your organization and implement this model of behavior change and accountability.

You may be asking, "What is a just culture?" The short answer is that the Just Culture is a way of doing business – a set of standards by which employers and employees can work together to create the best possible outcomes, recognizing that only through shared accountability between organization and the individual, between good system design and good behavioral choices of staff will we achieve these "best possible outcomes." It's a culture that puts a high value on open communication – risks are openly discussed between managers and staff. It is also an organization that has a well-established system of accountability, and understands shared accountability – both good system design and good behavioral choices of staff together produce good results.

The event will be held at the Kalahari Resort in Wisconsin Dells. Nursing leaders, human resources professionals, risk managers, quality managers, CEOs/administrators, COOs, CMOs and public relations professionals are encouraged to attend.

A full registration brochure will be available in mid-February at <http://www.w-one.org> and at <http://www.wha.org>. If you have any questions about content, please contact Jennifer Frank at WHA at 608-274-1820 or jfrank@wha.org. If you have questions about registration, contact Lisa Geishirt at WHA, 608-274-1820 or lgeishirt@wha.org.

Mark Your Calendar

WONE 2007 Spring Conference April 18 - 20, 2007
KI Center, Green Bay



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.

2007 W-ONE Board of Directors: President, Carol Winegarden; President-Elect, Peggy Ose; Treasurer, Betsy Benz; Secretary, Peg Haggerty
2007 W-ONE Board Members: Lynn Adams, Joan Beglinger, Jeff Euclide, Lynn Frank, Pamela Maxson-Cooper, Doris Mulder
Editor: Paula Hafeman

Legislative Committee Report

The Legislative Committee had a presentation on approaches to health care reform by Joe Kachelski from WHA, and a Workforce update by Judy Warmuth from WHA.

The committee is planning to discuss "hot topics" in legislation at a breakout session at the Spring Conference 2007 and is arranging to have a legislator meet with the W-ONE Board this spring as well.

Legislative Committee Strategic Goals were reviewed and discussed.

1. Strengthen the ability of W-ONE to influence legislators positions related to healthcare issues
2. Plan a legislative forum with W-ONE.
3. Present annual session related to legislative issues at the spring conference.
4. Publish updates in Horizon's newsletter.
5. Develop written positions/talking points that represent W-ONE's position on legislative issues.

Respectfully submitted
Sue Sullivan

Program Committee Report

Don't put away your Super Bowl jerseys yet. Bring them to the 2007 Annual Convention at the KI Convention Center/Regency Suites Hotel in Green Bay April 18-20. The Game schedule includes some great players like Tim Porter-O'Grady and Marie Manthey along with our own Tim Gengler, Marketing Committee Chair presenting on succession planning and presenting the results of the W-ONE Survey.

A new item in the line-up is showcasing research projects. Please encourage your fellow players to submit their graduate-student research, both clinical and non-clinical, to be highlighted at the conference. A submission form with information was mailed to all members in early January. The return due date is February 23, 2007. If you need another, please check the W-ONE website at <http://www.w-one.org> under events for all the information.

Tailgating starts Wednesday evening in the hospital-ity room. Remember to bring your theme related costume for a chance to win one of the contests and prizes during the entertainment on Thursday evening.

Respectfully submitted
Jean Surguy-Chair



Manager of Quality/ Utilization Management *Langlade Memorial Hospital*

Langlade Memorial Hospital, a 25-bed Critical Access and JCAHO accredited hospital, has an immediate opening for a confident, energetic, enthusiastic professional to lead our quality/ utilization review initiatives. The ideal candidate will be an innovative registered nurse, licensed in the State of Wisconsin, with extensive acute care nursing experience. BSN required, but may be waived in lieu of extensive quality management experience. CPHQ certification preferred. Three to five years quality improvement experience in a health care setting required with at least two years of that experience managing the functions of quality improvement, utilization management and/or case management desired.

Competitive wage and benefit package to include health and dental insurance, flexible benefit plan, life insurance, pension, tax sheltered annuity, child care center, wellness program, PTO, extended leave, etc.

Apply online at
<http://www.langladememorial.org>
or obtain an application from:
Langlade Memorial Hospital
Human Resources Department
Jacque Krause, Employment Specialist
112 East Fifth Avenue
Antigo WI 54409

Phone: 715-623-9362
Fax: 715-623-9440
Email: jkrause@langmemhosp.org

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Judy Warmuth, WHA Liaison
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CRNA-You may have read in the Valued Voice that a proposed decision has been released in response to a petition filed by the Wisconsin Society of Anesthesiologists in which WSA asked the Medical Examining Board to decide whether the administration of anesthesia by a certified registered nurse anesthetist ("CRNA") must be performed under the supervision of a physician. In the proposed decision, the Administrative Law Judge (ALJ) states that, "A CRNA who is certified as an Advanced Practice Nurse Prescriber ("APNP") and who administers anesthesia is lawfully practicing within the scope of a certificate granted to practice professional nursing[.] ... A CRNA who is not certified as an APNP and who administers anesthesia is not practicing within the scope of a certificate as an APNP. ... A CRNA who is not an APNP may administer anesthesia only under the supervision of a physician[.]"

This is not a final decision, and may be appealed and altered, but it would be wise for member hospitals to ascertain if CRNAs that practice within their facilities are APNPs. That information can be found on the Department of Regulation & Licensing's website under License Lookup at <http://drl.wi.gov/drl/drllookup/licenseLookupServlet>

Availability of Clinical Sites-The Governor's Select Committee on the Health Care Workforce has identified the issue of clinical site availability as a priority for this year. Educational facilities indicate that they are limited in their ability to increase capacity and add programs because the required clinical learning experiences are not available. WHA has taken the position that additional capacity is critical to assuring an adequate future workforce and that schools and clinical sites can create the necessary experience by using innovative methods, times, and locations. We have specifically suggested that small facilities have much potential as learning experiences but that new models of communication and supervision are required. We have also encouraged educational programs to consider simulation and standardized patient experiences as precursors to actual, on-site work with patients. The Committee will be holding a Summit on this topic in April. Watch for the announcement.

Negligence as a Criminal Act & Hours of Work for RNs-These two topics were the agenda for a recent meeting of the Wisconsin Nursing Coalition. Attorney Burton Wagner discussed criminal charges and nursing negligence and talked about the coalition brought together by the Wisconsin Hospital Association to address the issue. He indicated that the coalition may ask that legislation be introduced which will limit the types of acts that may be considered criminal and that the same legislation may include protection of information collected by hospitals in the course of an investigation for the purpose of improving quality and preventing errors. Members of the nursing coalition present were quite supportive of the legislative strategy.

Also presenting at the meeting was Dr. Ann Rogers. She presented her research on nurses and fatigue. Her findings indicate that nurses may sleep less than eight hours on a regular basis and may routinely work with less than adequate rest. Her data will be published soon and will be read with interest by both the nursing profession and the public.

Senator Judy Robson made an unexpected visit to the meeting. Her presentation about the upcoming legislative session included her announcement that the time is right for Staffing Ratio legislation to be introduced.

Student fees-On an AHA workforce call, it was announced that some hospitals in Michigan have begun charging students an administrative fee for clinical experiences. This fee is designed to cover the costs of reviewing the requirements (immunizations, CBC, etc) and set-up for EMR access. The fee ranges from \$100-\$200.

Nurse Leader Succession Program- Some seats remain available for these programs. If you have not nominated a nurse, but would like to, please call me at 608-274-1820 to discuss.



Happy Heart Month

W-ONE Research Grant and Scholarship Opportunities

In 2007, W-ONE will be offering three separate funding opportunities for Wisconsin nurses. Each grant or scholarship is worth up to \$1,000. See the W-ONE website for application information (<http://www.w-one.org>).

- \$1,000 one-time stipend toward a MSN or Doctoral degree
- \$1,000 one-time stipend toward a BSN degree
- Up to \$1,000 to fund research in nursing leadership

Applications must be postmarked no later than April 1, 2007.

Kathryn Olson, Professional Development Committee

Wisconsin Center for Nursing *Nurses: Vital for Wisconsin's Health*

One can hardly pick up a professional journal without reading about workforce shortage issues, specifically a shortage of nurses. The Wisconsin Center for Nursing (WCN) was created to alleviate a potential public health crisis caused by a shortage of nurses within Wisconsin. The shortage is due to multiple factors, most notably an aging nurse workforce and increased demand for nurses to care for an aging population. Wisconsin faces a projected 13% nurse workforce shortage in the next 15 years.

The mission of the WCN is *to assure an adequate, well-prepared and diverse nurse workforce to meet the needs of the citizens of Wisconsin*. WCN's vision is *that Wisconsin will have a diverse nurse workforce, sufficient in number, appropriately educated, effectively utilized and adequately supported to provide safe and quality evidence-based care that improves health outcomes of Wisconsin residents*. The WCN was created and incorporated in 2005 and in 2006 received 501 (c) (3) status as a non-profit organization.

To assure that this vision is realized, collaboration among Wisconsin nurses representing practice, education, nursing research, and nursing leadership must occur and continue to evolve. Per the WCN Bylaws, W-ONE has appointed one person to serve on the WCN board of directors representing W-ONE. I am privileged to serve in that capacity, representing you and our organization's interests.

The current WCN board of directors has established the following strategic goals for 2006-2008:

- Leadership: Lead the coordination of data collection and analysis regarding the nurse workforce and advance nurse leadership in healthcare system design and health policy.
- Nurse Education: Assure the right mix and appropriate number of faculty and graduates from nationally accredited nursing programs.
- Practice: Nursing care will be delivered in all settings using evidence-based practice and innovative care delivery models that improve patient safety and health outcomes, enhance the work environment and improve nurse satisfaction.
- Recruitment: The nurse workforce will represent gender, ethnic and racial diversity of the communities we serve.
Retention: Health care environments will demonstrate characteristics to support satisfaction and retention of nurses.
- Develop a sustainable model for the Wisconsin Center for Nursing.

Given that W-ONE's mission is *to promote the development of nurse leaders to enhance member's ability to influence healthcare*, the WCN and W-ONE will be able to work "hand-in-glove" toward common objectives. Two specific activities that the two organizations will soon start working together on to foster both organization's goals are 1) develop educational opportunities for new nurse leaders and staff RNs who have decided to pursue leadership positions, and 2) assist new nurse leaders, particularly nurses new to the profession, to advance their formal education and acquire master's degrees in nursing administration.

With WCN and W-ONE working together, this is an exciting time for nursing (and nursing leadership) in Wisconsin. For more information about the Wisconsin Center for Nursing go to

<http://www.wisconsincenterfornursing.org>.

Respectfully submitted,
Jan Giedd

Membership Committee Update

It is that time of year again. If you have completed and returned your membership renewal – thank you! If you have not, there is still time to send that in. Also, pass the membership information on to colleagues who are not currently members. Then they can enjoy the same benefits that you do as a member of W-ONE.

The committee is currently re-energizing and looking for new members. If you have an interest in working with the committee, please contact one of us. We will be planning a meeting for early spring to get us all acquainted.

Respectfully submitted,
Lynn Adams & Doris Mulder; Co-Chairs of Membership Committee

Annual Convention Marketing Committee Request

The W-ONE Marketing Committee is once again sponsoring a silent auction and a variety of giveaways at the W-ONE Spring Conference on April 18-20 at the KI Center in Green Bay.

This is our major fund raising event for the year, and we need your help! The Marketing Committee would like to request that you donate a hospital logo item for the raffle, and/or any non-logo item valued at \$40 or more to include in the silent auction. You may bring your donated item to the W-ONE Marketing booth at the Spring Conference. We appreciate your contributions; each one contributes to our success. Thank you.

Tim Gengler
Marketing Committee Chair

Quality Director Memorial Health Center, Medford

Memorial Health Center is currently seeking a dynamic individual to lead our quality initiatives. This position will coordinate and direct the quality improvement activities as well as coordinating medical peer review and JCAHO compliance. We seek a motivated professional to bring initiative and expertise to this key role. In addition to managing our quality initiatives, this position will oversee our utilization management, discharge planning, infection control, clinical education, and occupational health programs. This individual will assist in promoting and coordinating interdisciplinary care and services, high quality, safe, patient care, and efficient and effective utilization of organizational resources, including use of lean principles and six sigma.

MHC is an integrated health system, which includes a critical access hospital, four primary care clinics (25 providers), skilled nursing facility and assisted living. We recently completed a \$20 million building expansion project and installation of a state-of-the-art IT system. Memorial Health Center (MHC) is nationally recognized for quality care, receiving two national quality awards in the last year, including the National Rural Health Association Quality Award and the Ernest A. Codman award for diabetes care.

This position brings a unique and rewarding challenge to the right individual. The qualified candidate will have:

- ✓ Wisconsin RN Licensure
- ✓ Minimum of five years progressively responsible work in healthcare management, preferably in activities involving quality management/improvement
- ✓ Ability to exhibit a high degree of leadership, creativity and vision
- ✓ Self-confidence, initiative and collaborative nature
- ✓ Strong presentation and superior interpersonal and writing skills
- ✓ Commitment to excellence and best practice
- ✓ Strong computer skills and ability to manipulate/organize data

If you are interested in learning more about our organization, please contact me at 715-748-8166 or via email at hupfa@aspirus.org. For immediate consideration, please visit our website <http://www.memhc.com>, and complete an on-line application.

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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 Paula Hafeman, 920/433-8204, phafeman@stvgb.org.
- If you are interested in being a part of a specific committee, contact the committee chair.

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