



May 2009

# HORIZONS



## President's Message

This is the season of educational conferences and both AONE and W-ONE have again sponsored programs that were informational and thought-provoking. Peg Haggarty, W-ONE Secretary; Paula Hafeman, President Elect and I attended the 42<sup>nd</sup> Annual AONE meeting and Exposition earlier this month in San Antonio. Over 2,000 participants from across the country attended. Much time was spent discussing the volatile economic environment and strategies being employed to deal with it.

Most hospitals across the country are not filling vacancies, limiting travel and education, postponing capital projects and tightening up on staffing, just like we are in Wisconsin. The news of a looming nursing shortage which we heard about last year has been replaced with reports of new grads not getting positions. Never a dull moment in health care!

AONE members also discussed at length a bylaws change related to appointing the Nominations Committee members by the AONE Executive committee instead of their being elected by the membership. The rationale for the change included the facts that often there was only one candidate from each region on the ballot and the nominees were frequently new to the organization and did not have a broad understanding of the organization and the various roles. The major concern expressed about the change was whether this would eliminate broad representation across the various AONE regions. So, after a revision to the suggested language that will assure that there is representation from each of the nine regions, the bylaws change was passed by a large margin. Other news from AONE includes the release of "Guiding Principles for Building the Hospital for the Next Generation" and "Guiding Principles for the Nurse Executive to Enhance Clinical Outcomes by Leveraging Technology." Look for both in the resource section of the AONE website.

The W-ONE annual meeting was also, as usual, excellent. My thanks to our Program Committee members and the WHA staff for doing a superb job in planning and executing it. Everything went off without a hitch. Tim Porter O'Grady's entertaining and insightful presentation was a topic of conversation. Kent Rader definitely offered practical ways to include more humor in our lives. I hope we can all remember his message as we face the everyday stressors in our workplaces! The break-out session topics were also contemporary and it was difficult to decide which to attend. During our Annual Business Meeting on Thursday, our Strategic Plan for 2009 was shared. The major goals

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## President's Message - continued from page 1

and action plans are on page 3. Please refer to our W-ONE website at [www.W-ONE.org](http://www.W-ONE.org) for the details

At lunch on Thursday, we had the opportunity to again introduce and honor our 2008 Nurse Leader of the Year, Lynn Frank. Last, our thanks to the vendors who participated and who, through their monetary contributions, help to keep our conference affordable.

As I stated in my opening remarks at the meeting, "In the face of a very competitive and challenging health care environment, we come together to solve difficult problems. I want to take this opportunity to thank all of my W-ONE colleagues who give of their personal time to contribute to the strength of our organization.

Respectfully,  
Peg Ose  
W-ONE President

### W-ONE Board Meetings 2009

Thursday, June 25	10-1430	Board Meeting WHA Headquarters Madison
Friday, Aug 7	10-1430	Board Meeting WHA Headquarters Madison
Wednesday, September 23	TBD	Board Meeting WHA Annual Convention Lake Geneva
Friday, Nov 20	10-1430	Board Meeting WHA Headquarters Madison



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.

2009 W-ONE Board of Directors: President, Peggy Ose; President-elect: Paula Hafeman; Treasurer, Betsy Benz; Secretary, Peg Haggerty; Past President: Carol Winegarden  
2009 W-ONE Board Members: Ellen Zwirlein, Doris Mulder, Jan Bauman, Janice Giedd, Amy Dwyer, Susan Peterson  
Editor: Paula Hafeman

## 2009 W-ONE Strategic Plan

**GOAL I: W-ONE will lead efforts to create safe, healthful, patient-centered practice environments in nursing and healthcare that produce high quality outcomes.**

### ACTION STEPS:

1. Gather facts related to current work hours by surveying nurse executives on current practice of use of mandatory overtime. Also use data collected to help develop "compromise language" to the current mandatory overtime bill if compromise becomes necessary.
2. Determine gap analysis.
3. Partner with WHA to identify legislative strategies which optimally position the interests of patients and W-ONE.
4. Continue to utilize A-ONE Guiding Principles and other resources:
  - a. Review and disseminate information on Guiding Principles for:
    1. Defining role of nurse executive in technology acquisition and implementation
    2. Excellence in Nurse/Physician relationships
    3. Diversity in health care organizations
    4. Role of nurse executive in patient safety
  - b. W-ONE will synthesize and disseminate information related to future care delivery models
    1. Integrate knowledge and updates from RWJ grant on Aligning Forces 4Quality

**GOAL II: W-ONE will implement strategies to enhance the development of nurses holding and aspiring to managerial leadership roles.**

### ACTION STEPS:

1. Participate as member of TEAM Wisconsin Planning Committee
2. Implement and enhance Leadership Academy in collaboration with state-wide constituents to clarify leadership practice roles and their development
3. Implement CNO/Executive level mentoring program
  - CNO
  - New/existing manager
  - Aspiring leader
4. Send information to Graduate Nursing Programs and organizations that would enhance diversity within W-ONE.
5. Continue to collaborate with Academia to develop goals which bridge education and practice

6. Identify one challenge regarding regulatory agencies and develop guidelines for managing that challenge.

**GOAL III: W-ONE will continuously enhance the value of membership and foster engagement in the organization.**

### ACTION STEPS:

1. Review outcomes from 2008 Zoomerang Survey, evaluate, and implement further steps if indicated.
  - Communicate outcomes to membership
  - Interview non-renewals in 2009, analyze data and implement strategies to maintain membership
2. Provide supplemental financial support for member attendance at approved seminars.
  - a) Reduce Spring Conference fee from \$200 to \$100
3. Create listserve to enhance networking and information-sharing
  - a) Develop Website for payment of dues and conference registration
  - b) Evaluate effectiveness of online voting
4. Assist new members with integration into the organization through collaboration with membership and program committee

**GOAL IV: W-ONE will influence Wisconsin initiatives that impact healthcare policy.**

1. Initiate and cultivate relationships with select, influential legislators by:
  - a) Inviting Legislators for dialogue with Legislative Committee and Board
  - b) Follow-up with key legislators (provide research/reference materials, position papers)
  - c) Schedule second visits to Capitol with Legislative committee
  - d) Engage W-ONE members in targeted legislator's districts to further dialogue and engagement of legislators
2. Provide information to members related to the legislative process and key issues on:
  - a) Mandatory Overtime
  - b) Staffing Ratios
  - c) Fatigue
  - d) Etc.
3. Collaborate and/or explore potential partnerships with other agencies and group representatives (Public Policy Organizations, WNL, WHA, WCN, WNA, etc)

## Why “Aligning Forces” is the right approach to Quality in Wisconsin

The Aligning Forces for Quality (AF4Q) grant is a significant opportunity for Wisconsin. We are one of only 14 communities in the U.S. awarded significant funding to continue our leadership in the broader health quality efforts in Wisconsin. Indeed, only two other states are approaching the initiative on a statewide basis – the others being Maine and Minnesota. The grant is a significant opportunity for W-ONE to contribute to the broader health care quality improvement efforts in Wisconsin. Aligning Forces for Quality is supported by the Robert Wood Johnson Foundation, through a grant to the Wisconsin Collaborative for Healthcare Quality. In Wisconsin, Aligning Forces for Quality is a joint project by the Wisconsin Collaborative for Healthcare Quality, Wisconsin Hospital Association, and other organizations including W-ONE and Wisconsin Medical Society. Unlike many grants, this funding is not prescriptive in what specific programs are supported; only that six areas of focus must be considered. The purpose of this grant funding is to allow grant participants to freely innovate and design interventions that “move the dial” effectively and efficiently.

In nursing, many can relate experiences with working in “silos” and “stovepipes.” While we all understand why this can create problems for our patients and other caregivers alike, actually changing the landscape in this age of limited resources (both human and financial) is another matter entirely. Over the years many great improvement efforts have raised the performance bar for clinical outcomes in Wisconsin. Our state is a national leader in public reporting of performance measures in both the acute care and ambulatory settings. We also lead in coordinated patient safety improvements.

What makes the Aligning Forces initiatives different is that, by design, there is broad representation across the spectrum of health care: hospitals, medical groups, academia, advocacy groups, associations, and public health agencies. Since the dawn of the quality movement, one thing is certain: No single health care entity has all the solutions. An improvement is only as good as its ability to produce consistently good results. Working toward shared experiences, learning from other disciplines and finding common ground in best practice approaches will only serve to enhance the likelihood of breakthrough improvement. This is an exciting time to be in health care in Wisconsin.

<b>Aligning Forces Areas of Focus</b>	<b>Some initiatives currently underway in Wisconsin (April 2009)</b>	<b>Lead Organizer</b>
Consumer Engagement	<ul style="list-style-type: none"> <li>• Pilot “Ask Me 3” health literacy program in Wisconsin clinics</li> <li>• Conduct evaluation of the Teach Back Method</li> </ul>	WCHQ WCHQ
Performance Measurement / Public Reporting	<ul style="list-style-type: none"> <li>• HCAHPS Improvement based on state-wide results</li> <li>• Evaluate publicly available data sets by race and ethnicity</li> <li>• Evaluate methods for collecting Nurse Sensitive Measures</li> <li>• Publicly report perinatal measures</li> </ul>	WHA WCHQ WHA WHA
Quality Improvement	<ul style="list-style-type: none"> <li>• Conduct statewide hospital-based QI Manager Survey – address needs for engaging bedside caregivers in quality improvement.</li> <li>• Identify the needs of Nurse Leaders in engaging others in QI</li> </ul>	WHA  WHA

If you would like to learn more about these specific initiatives, or how to get involved in Aligning Forces, contact Stephanie Sobczak, manager, quality improvement by calling 608.268.1847 or email: [ssobczak@wha.org](mailto:ssobczak@wha.org).

**WHA CheckPoint Quality Measures Team**  
**February 27, 2009 Meeting Update**  
**By Susan Peterson, W-ONE Liaison**

The group continues to work on the introduction of Perinatal Measures using the PeriData source. There have been some questions about the use of this data for improvement purposes since there is no benchmark currently available. Once posted to CheckPoint a state average would be possible.

Pediatric Services is an area of interest to explore for possible future CheckPoint measures. The issue is that there are small volumes in this service line at many hospitals. Dana Richardson will explore the interest with hospitals from around the state with a minimum of 100 pediatric discharges.

The CheckPoint website currently includes only a subset of CMS measures in the composite indices. The group accepted a proposal to include the entire set of measures except for those that have been retired. This complete index will match what many organizations are using internally for strategic planning.

Nurse Sensitive Care Measures and Infection Control Measures are under discussion. Some hospitals report Nurse Sensitive Measures using the NDNQI database but these are used for internal improvement purposes. There may be problems with resources for hospitals to collect the data that will need to be considered. Infection Control Measures are reported by only 12 hospitals in the state to the NHSA, so this will need further study as well.

**W-ONE Professional Development  
and Research Committee**  
**Horizons May 2009**

The 2009 application process for all W-ONE scholarships and grants will again be conducted online. Please go to the W-ONE web site (<http://www.w-one.org>) for more information and to access the online application information and forms.

Respectfully submitted,

Kathryn Olson, RN, BSN, MA, NEA-BC  
Professional Development and Research Chair W-ONE  
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Marshfield, WI  
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## Call for W-ONE Board Members

Dear W-ONE Members:

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

\_\_\_\_\_Treasurer (two year commitment, must be an AONE member)

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

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

Name \_\_\_\_\_

Title \_\_\_\_\_

Agency \_\_\_\_\_

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

Telephone \_\_\_\_\_

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

Please return the completed application  
no later than **June 30, 2009.**

**Thank you!**

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

**Fax: 608-274-8554**

## Nurse Leader of the Year

The Wisconsin Organization of Nurse Executives honors a Wisconsin nurse leader each fall. 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 management/administration.
4. Has promoted the profession of nursing and nursing management within the institution 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 institution through presentations in seminars, formal course offerings and/or publications.
6. Has developed positive intra-institutional relationships with other disciplines including administration and medicine.
7. Demonstrates compassion and spirit toward patients, families, colleagues, and subordinates.
8. Participates in a broad range of civic and health care related organizations; a political activist for nursing and health care.

### Nurse Leadership Award Nomination

**Due Date: June 30, 2009**

I request that the W-ONE Committee on Nominations and Recognition consider:

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Institution \_\_\_\_\_  
Address \_\_\_\_\_  
City, State, Zip \_\_\_\_\_

**for the 2009 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:

W-ONE  
PO Box 259038  
Madison, WI 53725-9038

Fax: 608-274-8554

#### Submitted by:

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Institution \_\_\_\_\_  
Address \_\_\_\_\_  
City, State, Zip \_\_\_\_\_  
Telephone: \_\_\_\_\_

**Please Return by June 30, 2009**

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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](mailto: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](mailto:phafeman@stvgb.org).
- If you are interested in being a part of a specific committee, contact the committee chair.

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