Annual Report 2019

Organization of Nurse Leaders
Advancing a culture of health.
Dear ONL Colleagues,

Welcome to the first ONL Annual Report. Amanda and I are thrilled to share an overview of all we have accomplished as an organization this past year. The Organization of Nurse Leaders has a long-standing legacy of advocacy and strength in nursing leadership, and never was that more evident than it was this past year. Drawing on our more than 40 years of history, building strength and depth of leadership at all levels and across all care settings, positioned us to lead boldly.

Reflecting upon this past year, what stands out is that our region faced one of the largest threats to professional nursing and together we rose to the occasion. Our tremendous win at the ballot box in Massachusetts was a direct result of our collective leadership, passion for, and commitment to professional nursing. We never wavered. We focused on professional nursing practice, and found our voice. Together we made crucial decisions, leaned into media opportunities, and led important conversations with clinical examples and data. We had the support and strength of all five ONL states during the uphill quest to preserve the profession we all love.

Following the election, we kept the momentum going, amplifying the voice of professional nurses and creating space for constructive dialogue. ONL led the 2019 Nursing Summit along with unprecedented alignment across ten nursing organizations—resulting in an event that engaged more than 380 registered nurses, sixty percent of whom were clinical nurses. This exceptional engagement was evident at the Nursing Summit and palpable throughout the year.

As you will see in this report, there is much to be proud of—we experienced a 36% increase in overall program attendance over last year, record breaking participation in our Board of Directors election, and all-time high registration for the 2019 Annual Meeting. Additionally, we appointed a multi-state Government Affairs leadership team, and we continue to engage with members to affirm our legislative priorities.

We wish to thank the 2018-2019 Board of Directors for their commitment and contributions, and the entire membership for their outstanding leadership and advocacy, ultimately influencing and elevating the profession of Nursing—advancing a culture of health.

With great appreciation,

Terry and Amanda
Throughout 2018, ONL led several planning sessions with nurse leaders to craft a path forward to strengthen the nursing profession. After hours of collaboration and brainstorming, the team came up with a vision to host a large-scale summit exclusively of nurses. The goal was to create a safe place where nurses from many specialties, geographic regions, and care delivery settings would be in one room focused on topics important to professional nursing.

On January 29, 2019, ten nursing organizations co-led the Nursing Summit at the AC Hotel in Worcester, MA. This landmark event enabled nurse participants to come together and share their ideas and vision for the future of nursing. The Nursing Summit focused on engaging clinical nurses, listening, and elevating their voice. By design, all roles and titles were removed from name badges to eliminate hierarchy and enhance open and honest dialogue about the state of nursing. The Nursing Summit was an opportunity to celebrate professional nursing and to remind ourselves why we chose this profession and why we decide to stay.

Attendees worked together on staffing issues raised during the election, discussing what makes a care team effective, characteristics of strong nurse leadership (including charge nurses), elements of a healthy work environment, and the importance of recognition and gratitude for all that nurses do. A key theme that surfaced repeatedly was the desire for shared decision making through professional governance structures to provide clinical nurses with more influence in their organizations. The Nursing Summit began the work of rebuilding a cohesive nursing community, with productive conversations about nurse staffing, workload, and the professional practice environment.

### SUMMIT BY THE NUMBERS

- **380 RNs (60% clinical)** with **7000+ collective years of experience**
- **5 New England states**
- **1 Summit Report**
- **10 Nursing Orgs**
BALLOT 1 SUCCESS: Defeating Mandated Nurse-to-Patient Ratios

Mandated Nurse-to-Patient Ratios is an issue of paramount importance to ONL. Our organization advocated against this policy idea and demonstrated extraordinary energy, tenacity, and drive partnering with other nursing organizations and the Coalition to Protect Patient Safety. We are proud of our collective impact in service to patients and to the nursing community, which is the very core of ONL's mission.

OUR CALL TO ACTION
- Ballot 1 was a statewide referendum with profound unintended consequences impacting patient safety, communities, and professional nursing.
- If passed, the referendum would have significantly exacerbated the region's growing nursing shortage, a priority issue for ONL.
- There was a need to improve public understanding of nurse autonomy over practice.

OUR JOURNEY TO SUCCESS
- Engaged the nurse community and public in crucial conversations about the nurse's voice in decision making about nurse staffing.
- Constructed a data driven, compelling message platform.
- Coordinated with nursing organizations and the nurse community to deliver messages through broadcast, press conferences, social media, rallies, and grass roots campaigns.

MA Healthcare Collaborative

With the support of Governor Baker's office, the Executive Office of Labor and Workforce Development is bringing together a group of healthcare leaders to address ongoing healthcare workforce shortages in Massachusetts. The mission of the Healthcare Collaborative is to close healthcare workforce shortages in the state, to improve quality of patient care, provide new opportunities for a diverse workforce, retain pre-eminence in the industry, and fuel continued growth. The Collaborative is working to address a shortage of ~25,000 healthcare personnel in three areas: registered nurses, healthcare support employees, and behavioral health. ONL's CEO Amanda Oberlies is co-chairing the Collaborative Nursing Subcommittee.

Nursing Subcommittee Initiatives:
- Address pain points driving RN gaps
- Explore the creation of a Commission on Nursing Workforce Sustainability
- Expand the nursing and faculty pipeline
Caring for the Caregiver: New MHA task forces

These task forces bring together diverse key stakeholders representing members of the health care system, state government agencies, and labor unions to focus on four key areas impacting the health care environment. Timelines are short with each task force completing a review of literature, best practices, and subject matter expert input to create priorities and recommendations by Fall 2019. ONL President, Terry Hudson-Jinks, is chairing the Safety Taskforce.

4 task forces

- Wellness
- Workforce
- Safety
- Engagement

National Impact

This past year, ONL shared its leadership success with Massachusetts Ballot Question 1 with a national audience in two ways. Amanda Oberlies, Ashley Waddell, Terry Hudson-Jinks, and Joanne Fucile presented at AONL’s 2019 Annual Meeting on the journey to defeat the nurse staffing ratios referendum and co-authored an article in AONL’s March 2019 issue of Voice of Nursing Leadership.

To reflect its commitment towards creating an environment inclusive of all nurse leaders, the American Organization of Nurse Executives (AONE) announced on April 11, 2019 that it is changing its name to the American Organization for Nursing Leadership (AONL).

BALLOT 1 GRASS ROOTS SUPPORT

- >5,000 nurses involved
- 9,744 volunteers statewide
- 198,060 doors knocked
- >25,000 lawn signs
- >67,500 “Dear Friends” cards
- 4,560 digital “Dear Friends” cards
- >15,000 bumper stickers
- 192 Letters to the Editor
- 23 newspaper endorsements
ONL Election: New Board of Directors for 2019–2020

President

Patricia Samra, MS, RN
Senior Director, Compensation and Workforce Planning, Baystate Health

President-Elect

Orla Brandos, DNP, MBA, MSN, RN, CPHQ, NEA-BC
VP Patient Care Services / CNO, Newport Hospital

Past President

Therese Hudson-Jinks, MSN, RN, NEA-BC
Chief Nursing Officer, Tufts Medical Center

Secretary

Deborah Cronin-Waelde, MSN, RN, NEA-BC
CNO/SVP Clinical Ops, Melrose Wakefield Healthcare

Appointed MA State Seat

Patricia Noga, PhD, MBA, RN, NEA-BC, FAAN
VP Clinical Affairs, Massachusetts Health & Hospital Association

RI State Representative

Carol Conroy, DNP, RN, CENP
Consultant, Healthcare Excellence Unlimited

RI State Representative

Lynn D’Angelo, DNP, RN, NEA-BC
Director of Professional Practice, Innovation, and Magnet, The Miriam Hospital

Appointed RI State Seat

Jean Marie Rocha, BSN, RN, MPH
VP Clinical Affairs, Hospital Association of Rhode Island

CT State Representative

Justin Drew, MSN, RN, NEA-BC
Director, Cancer Center, Middlesex Health

Appointed CT State Seat

Elizabeth Beaudin, PhD, RN
Senior Director, Population Health, Connecticut Hospital Association

VT State Representative

Lauren Tronsgard-Scott, BSN, RN, MSOL
Director of Women’s Care & Pediatrics, the University of Vermont Medical Center

Appointed VT State Seat

Deanna Orfanidis, MS, RN
VP and CNO, Northwestern Medical Center

Secretary

Lauren Tronsgard-Scott, BSN, RN, MSOL
Director of Women’s Care & Pediatrics, the University of Vermont Medical Center
ONL Election: New Board of Directors for 2019–2020

Treasurer
Julee Bolg, DNP, MBA, RN, NEA-BC
Executive Director, Satellite Clinical Ops, Boston Children’s Hospital

Chief Executive Officer
Amanda Stefancyk Oberlies, PhD, MBA, RN, CENP
CEO, Organization of Nurse Leaders

MA State Representative
Nancy Gaden, DNP, RN, NEA-BC
SVP/CNO, Boston Medical Center

MA State Representative
Tammy Retalic, MS, RN
Chief Nursing Officer, Hebrew Rehabilitation Center

NH State Representative
Martha Leighton, MS, RN, CPPS
Chief Nursing Officer, Elliot Health System

NH State Representative
Cynthia Cohen, DNP, CNL, RN-BC
Performance Improvement Leader, Catholic Medical Center

Appointed NH State Seat
Joni Spring, DNP, MS, RN, CENP
VP Ambulatory Nursing, Dartmouth–Hitchcock Medical Center

CT State Representative
Susanne Yeakel, MSN, RN, NEA-BC, CNML
Nurse Director, Hartford Hospital

Appointed Board Member
Katharine Green, BSN, RN
Director of Clinical Services, Southwestern Vermont Medical Center

Appointed Board Member
Brandon Kulak, MSN, RN-BC
Assistant Nurse Manager, Saint Francis Hospital and Medical Center

Voter turnout hit a record high this year

<table>
<thead>
<tr>
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<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td></td>
<td>20%</td>
<td>21%</td>
<td>34%</td>
<td>42%</td>
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2016 2017 2018 2019
ONL Programming and Membership in 2018-2019

Our Programs

2 New events introduced
83 Contact hours offered
1,231 Participants across 9 events
5,500 Contact hours awarded
36% Increase in program attendees vs. previous year

ONL GOVERNMENT AFFAIRS

votervoice

ONL is pleased to launch VoterVoice, an online grass-roots government affairs platform as a complement to our existing webpage. VoterVoice will make it possible to track bills in all 5 ONL states and it will make responding to advocacy requests quick, accurate and efficient. We look forward to using this technology to enhance the work being led by our multi-state Government Affairs Leadership Team and hope that when the time comes, you will respond to advocacy requests that are sent to you.

Our Membership

...BY NUMBERS

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>Participants</td>
<td>947</td>
<td>999</td>
<td>1079</td>
<td>1115</td>
</tr>
</tbody>
</table>

...BY AGE

- 25-34: 17%
- 35-44: 30%
- 45-54: 17%
- 55+: 9%

...BY STATE

- Massachusetts: 4%
- Connecticut: 4%
- Vermont: 9%
- Rhode Island: 4%
- New Hampshire: 76%

Government Affairs Leadership Team

Massachusetts
Paul MacKinnon, PhD, RN

Connecticut
Liz Beaudin, PhD, RN

Vermont
Kathleen Craig, MSN, RN

Rhode Island
Maria Ducharme, DNP, RN

New Hampshire
Cynthia Cohen, DNP, RN-BC, CNL
Mary B. Conceison Award
Excellence in Nursing Leadership
Nancy Gaden
is recognized for outstanding contributions made by a nursing service administrator

Elaine K. Sherwood Award
Excellence in Service
Billie Lynn Allard
is recognized for her outstanding commitment to the organization

Elaine K. Sherwood Award
Excellence in Service
Lynette Alberti
is recognized for her outstanding commitment to the organization

ONL President’s Award
Excellence in Service
Linda Lutey
is recognized for her dedication and contributions to the organization (awarded posthumously)

Pamela Leigh Vecchiarino Award
Excellence in Nursing Leadership
Jennifer Silvestri
is recognized as a passionate, energetic, patient-focused nurse leader

Marilyn Rinker Scholarship Award
Excellence in Nursing Leadership
Katharine Green
is recognized for her commitment and dedication to professional nursing practice, education, and leadership

Janet Madigan Award
Excellence in Advocacy

Sharon A. Smith Scholarship Awards
- **Michelle Doran**, Massachusetts General Hospital, Doctoral student
- **Dayna Girouard**, Heywood Healthcare, Doctoral student
- **Heather Laplume**, The Miriam Hospital, Master’s student
- **Elza Malkasian**, The Miriam Hospital, Master’s student
- **Shea Lyn Poland**, University of Rhode Island, Baccalaureate student
- **Emily Sullivan**, Spaulding Hospital Cambridge, Master’s student
- **Tara Tehan**, Massachusetts General Hospital, Doctoral student

Our Multi-State Policy Agenda

- **Scope of Practice**
- **Staffing Ratios**
- **Nurse Licensure Compact**
- **Healthy Work Environments**

- **Workforce Development**
- **State Budgets**
- **State-Specific Efforts**
Feedback from our members

Member ratings of ONL value (4 point scale)

- Inform on events, political and legislative happenings: 3.3
- Provide relevant learning programs: 3.1
- Help you connect with peers: 3.0
- Develop practical leadership skills: 2.9
- Network with senior nursing leaders: 2.9
- Fosters mentorship opportunities: 2.6
- Supports your career progression: 2.6
- Facilitates finding a volunteer leadership role: 2.3
- Helps you identify potential new professional positions and opportunities: 2.2

Potential areas for improvement

Member “votes” for educational topics

<table>
<thead>
<tr>
<th>Topic</th>
<th>Votes</th>
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<tbody>
<tr>
<td>Staff satisfaction and engagement</td>
<td>113</td>
</tr>
<tr>
<td>Coaching as a professional development tool</td>
<td>110</td>
</tr>
<tr>
<td>Health policy and advocacy for nurse leaders</td>
<td>105</td>
</tr>
<tr>
<td>Self-care and resilience for leaders</td>
<td>104</td>
</tr>
<tr>
<td>Crucial conversations and conflict engagement</td>
<td>89</td>
</tr>
<tr>
<td>Leading diverse teams</td>
<td>88</td>
</tr>
<tr>
<td>Joy in work</td>
<td></td>
</tr>
<tr>
<td>Creating a strategic plan for your career</td>
<td>81</td>
</tr>
<tr>
<td>Patient quality and safety</td>
<td>81</td>
</tr>
<tr>
<td>Leading evidence-based practice</td>
<td>79</td>
</tr>
<tr>
<td>Professional (shared) governance</td>
<td>76</td>
</tr>
<tr>
<td>Finance and budgeting</td>
<td>76</td>
</tr>
<tr>
<td>Preceptor development</td>
<td>54</td>
</tr>
<tr>
<td>Patient satisfaction</td>
<td>53</td>
</tr>
<tr>
<td>Appreciative inquiry</td>
<td>52</td>
</tr>
<tr>
<td>Behavioral interviewing</td>
<td>50</td>
</tr>
<tr>
<td>Charge nurse workshop</td>
<td>41</td>
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Topics to focus on near term

- Staff satisfaction and engagement
- Coaching as a professional development tool
- Health policy and advocacy for nurse leaders
- Self-care and resilience for leaders
- Crucial conversations and conflict engagement
- Leading diverse teams
- Patient quality and safety
- Leading evidence-based practice
- Professional (shared) governance
- Finance and budgeting
- Preceptor development
- Patient satisfaction
- Appreciative inquiry
- Behavioral interviewing
- Charge nurse workshop

Common feedback themes

- Satisfaction with membership is high, continue the trajectory of delivering programs and activities
- Potential area for expansion is development of career development and mentorship programs
- Variances in program participation/attendance are largely driven by logistical difficulties (e.g., time of year) rather than interest

Implications for our direction

- Limit change, focus on a few most critical improvements rather than sweeping transformation
- Near term, the select few improvements should center around career and mentorship
- Be selective in program frequency, target dense member areas and anticipate attendance risks when planning
ONL Strategic Plan 2019-2022

OUR VISION
NURSES LEADING WITH ONE VOICE TO ADVANCE HEALTH AND TRANSFORM PRACTICE

OUR MISSION
ADVANCING A CULTURE OF HEALTH THROUGH NURSING LEADERSHIP AND PROFESSIONAL GOVERNANCE

STRATEGIC PRIORITIES & GOALS

1. CHAMPION PROFESSIONAL DEVELOPMENT FOR ASPIRING NURSE LEADERS
   - Expand leadership program topics and frequency available to members
   - Promote mentorship relationships and peer-to-peer network groups

2. BUILD STRONG ADVOCACY FOR PROFESSIONAL POLICY ISSUES IMPACTING PRACTICE & THE HEALTH OF COMMUNITIES
   - Continue momentum creating and maintaining presence in legislatures
   - Establish clear position statements and toolkits for nurse leader advocacy

3. GROW ORGANIZATIONAL STRENGTH THROUGH INCREASED SIZE AND DIVERSITY OF ONL MEMBERSHIP
   - Foster membership growth in less well-represented states
   - Collaborate with partner organizations to broaden ONL impact and attract new members

NEXT 12 MONTHS
- Expand Leadership Academy and Leadership Seminar offerings to include an additional annual cohort / program
- Establish Leadership Academy Alumni group on social media, cohort reunion program at quarterly/annual events
- Activate legislature presence across all 5 states (meet-and-greets, written testimony)
- Reaffirm and adjust multi-state policy agenda; publish first set of policy positions and establish "library" location
- Explore opportunities to partner with other New England nursing organizations
- Launch a sponsorship campaign aimed at activating senior nurse executives to sponsor younger nurses to ONL programs

NEXT 24 MONTHS
- Collaborate with member experts to develop advanced leadership content
- Re-assess geographically accessible professional programs, adjust as warranted
- Create full advocacy toolkit for political/legislative issues of concern to nurses and actively promote
- Identify and champion 1-2 state policy positions; facilitate a nursing summit to align and broaden support
- Expand diversity scholarship program for Leadership Academy to 5 nurses per cohort
- Establish sponsorship supporting materials (e.g., value proposition) to facilitate senior sponsorship of junior nurse leaders to the organization

NEXT 36 MONTHS
- Launch Leadership Fellowship program, smaller cohort on advanced topics pairing senior SMEs with limited number of fellows
- Revise and refresh Leadership Academy and Leadership Seminar curriculum to adapt to changing education needs
- Develop and roll out learning curriculum for legislative awareness and advocacy activities for nurses
- Ramp up legislative activities across states (quarterly presence and meet-and-greets)
- Achieve proportional representation of membership by state nurse population
- Develop a contemporary recognition program (e.g., 40-under-40) to engage emerging leaders
- Pursue partnership opportunities with OMNE