

MASSACHUSETTS

RHODE ISLAND

NEW HAMPSHIRE

Annual Report 2019

CONNECTICUT

VERMONT

ONL | **Organization of Nurse Leaders**

Advancing a culture of health.

Message from the outgoing President and the CEO



Therese Hudson-Jinks
MSN, RN, NEA-BC
ONL President, 2018-2019



Amanda Stefancyk Oberlies
PhD, MBA, RN, CENP
ONL CEO

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

Nursing Summit 2019

January 29
Worcester, MA

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.



5 New England states



380 RNs (60% clinical) with **7000+** collective years of experience

SUMMIT BY THE NUMBERS



1 Summit Report

10 Nursing Orgs



BALLOT 1 SUCCESS: Defeating Mandated

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

ONL AT THE TABLE TO ADVANCE NURSING

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

Nurse Staffing Ratios

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

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*.

HOT Topics

Advocating for Autonomy Over Nursing Practice: ONL's Efforts in the Massachusetts Staffing Ratio Ballot Campaign

Amanda Stefanyk Oberlies, PhD, MBA, RN, CENP
Theresa Hudson-Jinks, MSN, RN
Ashley Waddell, PhD(c), RN
Joanne Fucile, DNP, RN, CHRN, NEA-BC

Never underestimate the power and influence of intelligent, aligned and impassioned nurses on a mission to educate the public about nursing practice and excellence in health care. During the run-up to the Massachusetts November 2018 election, a contentious public debate over a nurse ratio ballot referendum occurred throughout the state. Massachusetts nurse leaders strategically guided critical conversations with stakeholders across the care continuum and in every community about the proposed legislation's impact on care delivery.

Developing the nursing voice was a critical component in the campaign that ultimately defeated the nurse staffing ratios ballot question by a 40 percent margin with 70 percent voting no and 30 percent voting yes.

With the passage of the referendum, voters would have mere months to learn about nursing practice, nurse staffing norms and hospital throughput. The ballot question ignited an intense debate on both sides of the issue. The full attention of voters nationwide describes the commitment of voters nationwide.

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).

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

ONL Election: New Board of Directors for

President



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

President-Elect



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

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



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

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



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

Appointed VT State Seat



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

2019-2020

Treasurer



Julie 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



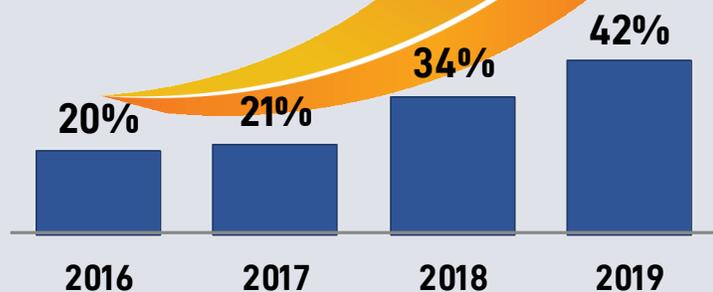
Katharine Green, BSN, RN
Director of Clinical Services, Southwestern Vermont Medical Center

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



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

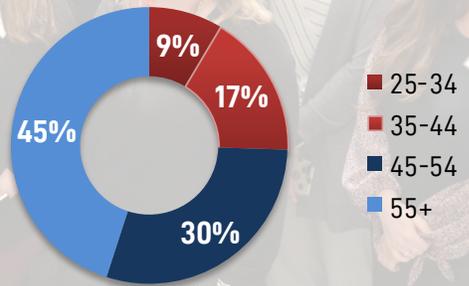
36% Increase in program attendees vs. previous year

Our Membership

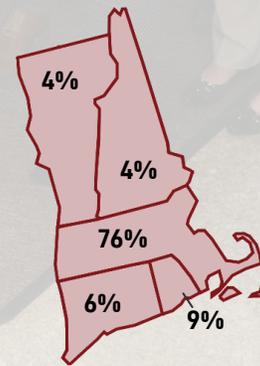
...BY NUMBERS



...BY AGE



...BY STATE



ONL GOVERNMENT AFFAIRS



ONL is pleased to launch VoterVoice, an online grassroots 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.

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

2019 ONL Awards and Scholarships

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



MASSACHUSETTS ASSOCIATION OF COLLEGES OF NURSING

WESTERN MASSACHUSETTS NURSING COLLABORATIVE

are recognized for demonstrating excellence in advancing nursing policy

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

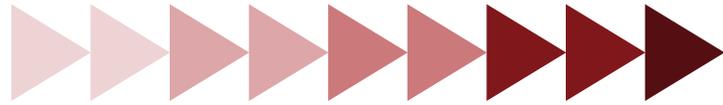


State Budgets

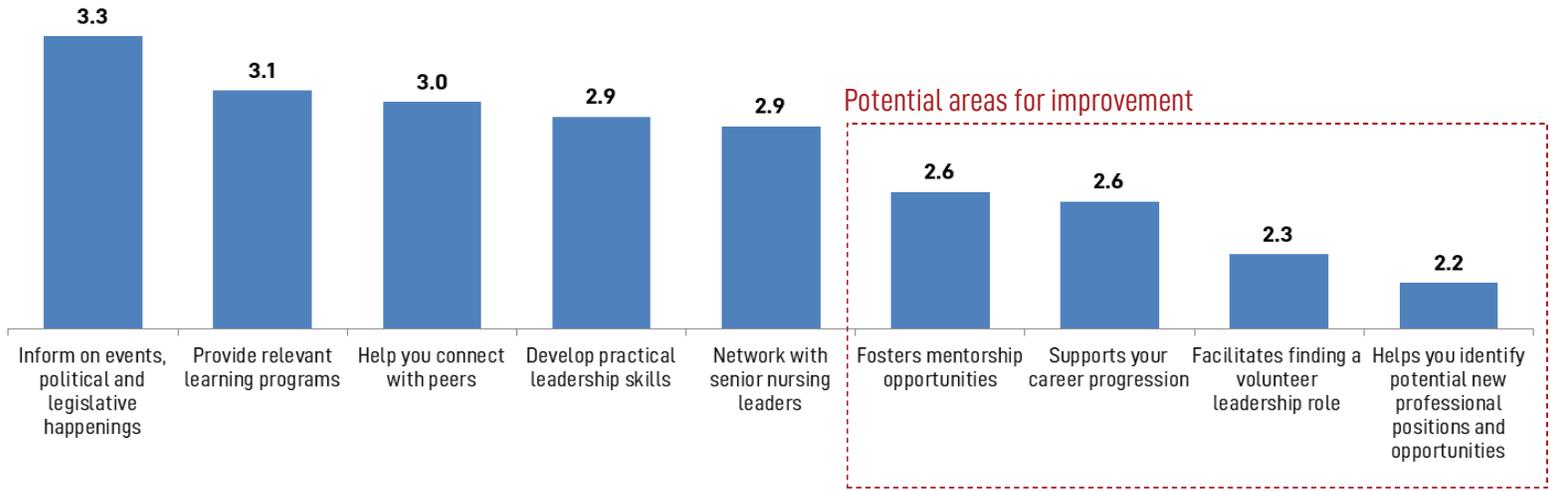


State-Specific Efforts

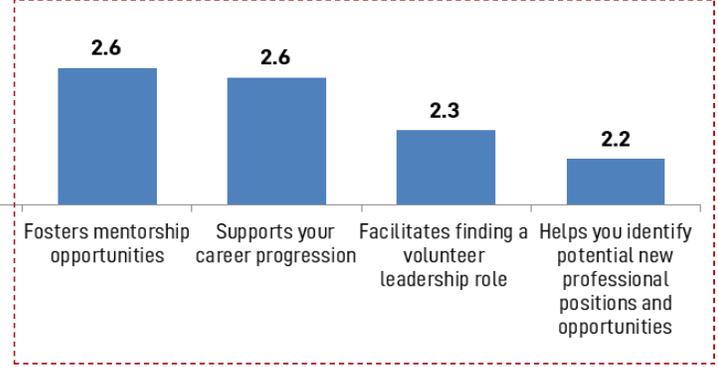
Feedback from our members



Member ratings of ONL value (4 point scale)

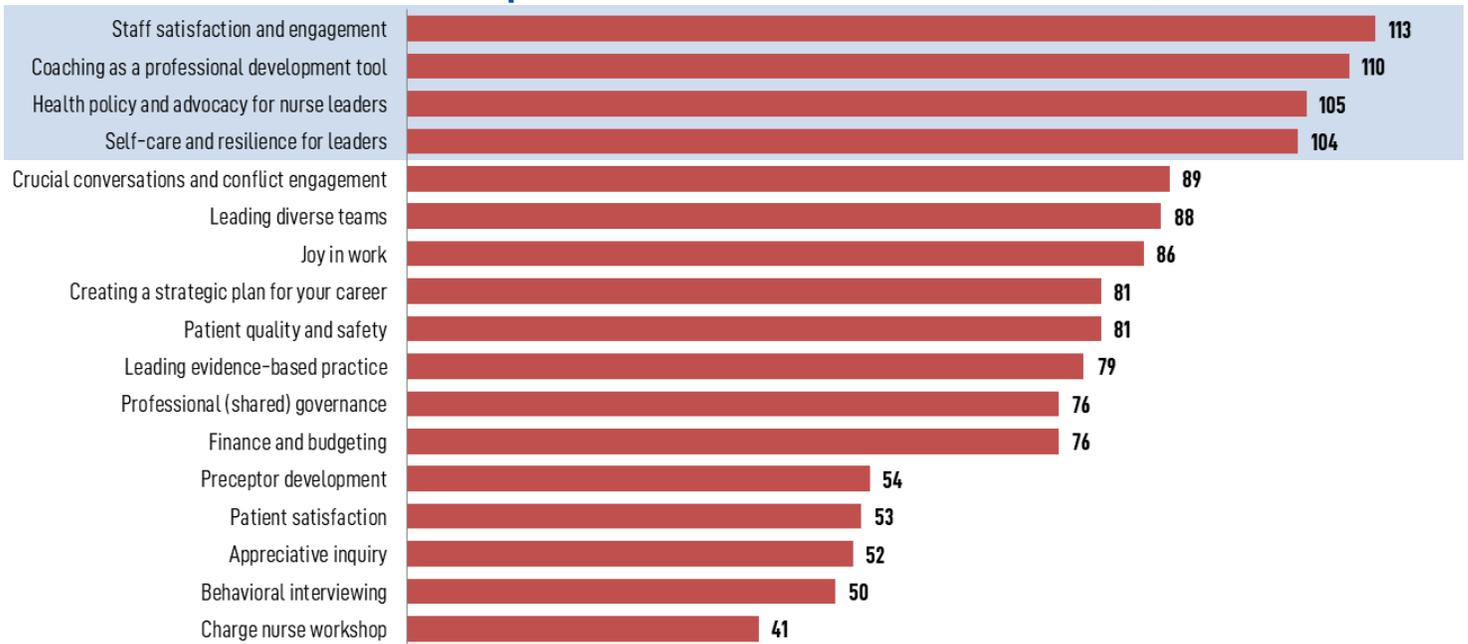


Potential areas for improvement



Member “votes” for educational topics

Topics to focus on near term



Common feedback themes

Implications for our direction

- 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
- 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

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