

# 2022

## ANNUAL REPORT



# ONL

Organization of  
Nurse Leaders

Advancing a culture of health.

MASSACHUSETTS • RHODE ISLAND • NEW HAMPSHIRE • CONNECTICUT • VERMONT

- ✓ *Learning*
- ✓ *Leading*
- ✓ *Making a Difference*

## ABOUT ONL

The Organization of Nurse Leaders - MA, RI, NH, CT, VT (ONL) is a not-for-profit, professional membership organization for current and aspiring nurse leaders. Its membership is comprised of more than 1,000 nurses from across five New England states. ONL's members lead more than 275,000 licensed nurses who care for 1.3 million patients per year in hospitals alone.

Our members also care for tens of thousands of patients in other care settings. ONL's mission is to advance a culture of health through excellence in nursing and the organization works in full collaboration with local and national professional healthcare organizations to promote excellence in nursing leadership, and by extension, high-quality and high-value patient care.

# MESSAGE FROM THE OUTGOING PRESIDENT AND THE CEO

## COLLEAGUES,

Charles Darwin famously said, "It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change." During this second full year of the pandemic, you persevered and adapted to change as nurse leaders throughout New England. This year brought different challenges because of the deep, collective fatigue experienced by the nursing profession, combined with previously unseen numbers of staff getting COVID themselves.

Fatigue was felt across care delivery locations, within academia, and at all levels of nursing leadership. When it came to working through the challenges of the past year, in many cases you reframed the problem and innovated different approaches. In other instances, you relied on foundational bedrock principles of what good leadership looks like. ONL sincerely thanks you for your leadership!

ONL continued to adapt this past year as well. It continued to leverage Zoom to share valuable content within our member states, across the US, and even with nurse leaders internationally. Attendance at ONL professional development programs grew year-over-year, both in terms of unique participants, and total contact hours awarded.

ONL also worked to amplify its position as a convener of nurse leaders, whether that be through nationally recognized expert presenters, or through dynamic discussions which helped to not only frame developing challenges, but also to share solutions. This convener role was also evidenced through a robust multi-state policy and advocacy agenda that saw ONL experts providing insights to other organizations around topics such as; nurse staffing ratios, diversity, equity and inclusion, nurse licensure compact legislation, paid FMLA legislation, and more.

In a climate where many organizations are simply trying to survive, ONL has continued to increase its reach, influence, and value. This accomplishment was recently recognized by the American Organization for Nursing Leadership (AONL), which named ONL the 2022 recipient of its Affiliate Achievement Award. This prestigious award honors an AONL affiliate that promotes nursing leadership and its influence in the areas of the advancement of nursing practice, patient safety, quality, recruitment and retention, or another priority initiative for that particular state/region and can serve as a model for other states or regions with similar interests.

In closing, we'd like to thank the ONL team for a very special year. We've witnessed the tremendous talent and dedication of the staff, board, and committee volunteers, that continue to push the boundaries of what it looks like to lead within the context of a professional nursing leadership organization in a pandemic. ONL stands poised to continue to lead into the future with expertise, vision, impact, and value. ONL stands ready to continue to develop the community of nurse leaders, and thus help build the future of nursing itself. It has been our deep and sincere pleasure to help lead this remarkable organization and bear witness to the incredible grit, passion, skill, dedication, and pride of our nursing colleagues.

## THANK YOU FOR ALL YOU DO, JUSTIN & AMANDA



**Justin Drew,**  
MSN, RN, NEA-BC  
ONL President, 2021-2022



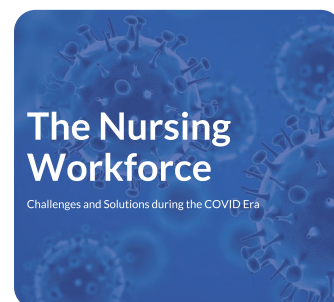
**Amanda Oberlies,**  
PhD, MBA, RN, FAAN  
Chief Executive Officer

# RESPONDING TO UNPRECEDENTED NURSING WORKFORCE CHALLENGES

Nurse leaders throughout our region have grappled with workforce challenges for years. The COVID-19 pandemic exacerbated existing issues and introduced new demands that are making it harder than ever before to recruit and maintain a nursing workforce that supports safe, effective patient care. Last year, 75% of the ONL members who responded to our Member Assessment indicated it was 'extremely important' that ONL address nursing workforce challenges in the region. We heard you and responded to this call to action. Over the last year we intensified and accelerated our multi-year focus on the nursing workforce to drive regional solutions to this critical issue.

## NURSING WORKFORCE REPORT: CHALLENGES AND SOLUTIONS DURING THE COVID ERA

ONL convened a regional think tank to inventory nursing workforce challenges and gather best practices and strategies to address them. These leaders convened during the summer of 2021 and again at ONL's Fall Quarterly Meeting. The result of this effort is a report published in January titled *Nursing Workforce Report: Challenges and Solutions during the COVID Era*. It breaks down the current challenges with nurse recruitment and retention, provides insights on compensation, and offers advice for leveraging metrics, evidence-based strategies, and emerging ideas to retain and engage the nursing workforce.



**Full report  
available at [oonl.org](https://oonl.org)**

## A SUSTAINED VOICE FOR LICENSURE FLEXIBILITY

ONL has long advocated in support of decreasing regulatory barriers associated with state-based licensing. At the onset of the COVID-19 pandemic many states issued executive or emergency orders to allow interstate nursing practice. Throughout the past year ONL continued to lend support and influence to have these orders adopted into legislation.

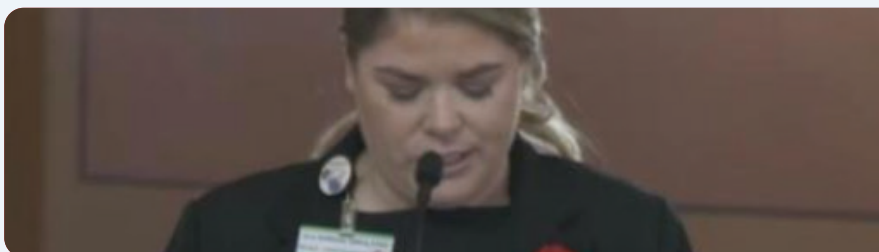
### ● NURSE LICENSURE COMPACT (NLC)

ONL continues to work toward regional adoption of the NLC. The Massachusetts Health Policy Commission, an independent state agency, sought out ONL's perspective for its analysis of the NLC. It concluded that the Commonwealth's entry into the NLC could increase access to care, improve quality, and lower costs of care. Additionally, ONL members providing testimony in Massachusetts and Rhode Island.



### ● GRADUATE NURSE PRACTICE

Utilizing any and all qualified practitioners was a priority during the pandemic. Prior to the pandemic organizations in NH and CT had the flexibility to hire newly graduated nurses into nursing roles. Executive orders during the pandemic allowed MA and VT to use graduate nurses in similar ways. ONL is now working with various stakeholders to determine what the use of Graduate Nurses will be moving forward.



**Ara Millette**, MBA, DNP, RN, NE-BC, Manager, Talent Acquisition and Sourcing, Nursing at Lifespan and member of the ONL Government Affairs Committee, testifies to the Rhode Island House in support of the NLC

# INCREASING FUNDING FOR NURSING WORKFORCE DEVELOPMENT



In late March the United States Department of Labor invited ONL to participate in a roundtable of nurse leaders from practice and academia. This event gave ONL the opportunity to voice support for allocating federal funds to the development of the nursing workforce with members of Secretary of Labor Martin J. Walsh's team.

## SUPPORT FOR STATE-BASED WORKFORCE TASK FORCES

CT CENTER FOR NURSING WORKFROCE	MA NURSING COUNCIL ON WORKFORCE SUSTAINABILITY
<p>The Connecticut Center for Nursing Workforce, Inc. works toward a robust, sustainable, diverse and exceptional healthcare workforce in Connecticut.</p> <p>ONL will support and engage with leaders to advance the important work being led by the CCNW.</p>	<p>Massachusetts Nursing Council on Workforce Sustainability is part of a statewide effort to tackle the nursing shortages in Massachusetts.</p> <p>ONL will partner with the NCWS to create a statewide advisory board and participate in the development of a charter, strategic plan, and implementation plan to achieve the Council's goals.</p>

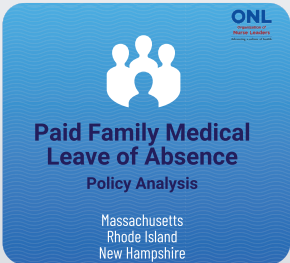


Ashley Waddell, PhD, RN  
Director, Government Affairs & Educational Programs, Organization of Nurse Leaders MA, RI, CT, NH, VT

Influencing and advancing policy requires engagement and persistence. On behalf of everyone on ONL's Government Affairs Committee, thank you for identifying key issues and providing viable solutions. Thank you for leaning in to challenging conversations and advocating tirelessly for needed resources. ONL has credibility with important stakeholders, and we have succeeded in advancing important workforce flexibilities. The challenges of the past two years are unprecedented, and much work remains. Thank you to our members for continued engagement in shaping policy in our region.

## ANALYSIS OF PFMLA IN THE REGION

Though the implementation of paid family and medical leave provides benefits to workers and is an important tool for supporting employee wellness, it has been a significant challenge for nurse leaders who are working tirelessly to maintain staffing levels. ONL provided an analysis of PFMLA in the New England region along with guidance on anticipating the potential impact.



Full report  
available at [oonl.org](http://oonl.org)

# COMMITTED TO EXCEPTIONAL AND TIMELY NURSE LEADERSHIP PROGRAMMING

Educational programs provided through ONL continue to focus on two main components: delivering timely content by expert speakers and creating space for leaders to connect and share ideas. We strive to be responsive to learner needs when developing new programs and refining existing ones. This year ONL's educational programs addressed critical challenges with nurse recruitment and retention, growing awareness of the need to re-invest in evidence-based practice, cultivating health work environments, building diverse teams, and advancing inclusivity, and caregiver/leader wellbeing. In addition to timely hot-topics ONL continues to offer foundational leadership-development content that many organizations are integrating into their leadership on-boarding pathway.

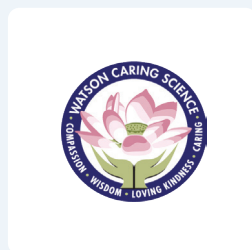
## GROWTH IN STRATEGIC PARTNERSHIPS TO ENHANCE PROGRAMMING



Evidence-based practice (EBP) is a key deliverable for Magnet organizations and is the methodology used to answer practice questions. Developing leaders with EBP skill will position your team to re-build with processes that have been tested and proven to improve quality, patient outcomes, and satisfaction. Last year ONL and The Ohio State University College of Nursing's Fuld Institute for Evidence-based Practice partnered on a two-day leadership development program to prepare nurse leaders to advance EBP in their organization.



We are excited to deepen our workforce programming through an expanded partnership with Renee Thompson, DNP, RN, CSP, CEO & Founder of the Healthy Workforce Institute (HWI). Together we will offer the asynchronous self-study course "Eradicating Bullying & Incivility: Essential Skills for Healthcare Leaders." This online course will provide a solution for nurse leaders who want to cultivate a professional, supportive, and respectful workforce culture, free from bullying and incivility. We will also partner on a virtual workshop that will give nurse leaders tools to address common disruptive behaviors and create a culture of caring.



In early 2022 ONL was named a Watson Caring Science Partner. In the fall we will launch a customized, first of its kind program called the WCSI Caritas Executive Intensive. This executive cohort will provide Chief Nurse Officers and senior nurse leaders time and space to reconnect to the humanity of healthcare and to their authentic self, so that they can continue to lead their teams forward.



Throughout 2021 and 2022 ONL expanded our partnership Rose Sherman, EdD, RN, NEA-BC, FAAN, a nationally recognized expert on nurse leader development. Dr. Sherman edits the popular leadership blog EmergingRNLeader.com and is Editor in Chief of Nurse Leader. Together ONL and Dr. Sherman offered programming tailored specifically to current nursing workforce challenges. Our program "Become the Nurse Leader No One Wants to Leave: Nurse Retention in Turbulent Times" sold out four times.

**MORE THAN 7,000 CONTACT HOURS AWARDED**



## LEADERSHIP LUNCH SERIES

Last year ONL connected nurse leaders with contemporary, national thought leaders—some of the most sought-after speakers in nursing. These virtual events are a convenient and accessible opportunity for nurses to temporarily divert their focus from the day-to-day to their personal and professional development.



**Eileen K. Fry-Bowers**  
PhD, JD, RN, CPNP, FAAN

Nursing at a Crossroads:  
Where Do We Go From  
Here?



**Donna Wright MS, RN,**  
NPD-BC

Building our Bold New Future  
through Professional  
Development and Competency  
Assessment



**Beverly Malone PhD, RN,**  
FAAN

Purpose, Power and  
Passion: The Need to  
Dream



**Teri Pipe PhD,**  
RN

Establishing Rituals  
of Renewal



**Cynda Rushton PhD, RN,**  
FAAN

Cultivating Self-Steward-  
ship as a Leader



**Renee Thompson DNP,**  
RN, CSP

Cultivating a Healthy  
Workplace by Addressing  
Disruptive Behaviors



**Debbie Stamps EdD,**  
MBA, MS, RN, GNP,  
NE-BC

Recruiting for Outcomes:  
Community Partnerships  
to Advance Health Equity



**Lori Armstrong DNP,**  
RN, NEA-BC

The Inseparable Link  
—Nurse Engagement and  
Patient Safety Outcomes

## PROFESSIONAL DEVELOPMENT

ONL continued to offer its signature leadership development courses, which provide nurses at every step of the leadership continuum with opportunities to learn and grow.

### The Nuts and Bolts of Nursing Leadership

Workshops for nurse managers, nurse directors, charge nurses, and emerging nurse leaders led by Dr. Rose Sherman EdD, RN, NEA-BC, FAAN and Joyce Batcheller DNP, RN, NEA-BC, FAONL, FAAN

### Nurse Leader Master Class

Our executive-style leadership development program focused on adding depth to each leader's capacity.

## ENGAGING NURSE LEADERS FROM 26 STATES

### The Nurse Antigone



A groundbreaking project by and for nurses, *The Nurse Antigone* presents dramatic readings of Sophocles' *Antigone* on Zoom—featuring professional actors and a chorus of frontline nurses—to help frame powerful, guided discussions about the unique challenges faced by nurses before, during, and after the COVID-19 pandemic. ONL is the sponsor of the June 26th production—please plan to join us!

# ONL DIVERSITY, EQUITY, INCLUSIVITY, AND BELONGING TASK FORCE

Expanding upon the long-standing relationship between ONL and the New England Regional Black Nurses Association, ONL formed a Diversity, Equity, Inclusivity, and Belonging (DEIB) Task Force with a charge of sharing strategies that increase awareness and facilitate the integration of inclusivity, diversity, and equity in nursing culture and organizational structure. The DEIB Task Force began its work by leading the development of ONL's Position Statement on Racism and the Nurses' Pledge to Champion Diversity, Equity, and Inclusivity.

## A TOOL KIT FOR ACTION

To help bring the important commitments in the position statement and pledge into broad action, the DEIB Task Force recently completed a new resource, Nurses Taking a Stand: A Tool Kit for Addressing Racism in Nursing and Healthcare. It is a resource for nurse leaders to increase awareness of barriers to an inclusive workplace and to provide actionable strategies to overcome these barriers.

### GUIDING PRINCIPLES FOR MEANINGFUL DIALOGUE

- #1. Start with Heart
- #2. Create a Safe Space
- #3. Practice Self-Awareness
- #4. Cultivate Open Dialogue

### DEFINING AND UNDERSTANDING

SYSTEMIC RACISM	TRAUMA-INFORMED CARE	EQUITY VS. EQUALITY
IMPLICIT BIAS	INTERSECTIONALITY	INCLUSIVITY
	MICROAGGRESSIONS	

...and how these topics impact the healthcare workplace and patient care.

## THANK YOU TO THE ONL DEIB TASK FORCE MEMBERS



Nadia Raymond, PhD(c),  
MSN/MHA, RN



Carol Conroy, DNP,  
RN, FAAN



Justin Drew, MSN,  
RN, NEA-BC



Lauren Tronsgard-  
Scott, BSN, RN, MSOL



Kierrah Leger, DNP,  
RN, NE-BC



Emily Nguyen, MSN,  
RN-BC



Diane Welsh, DNP,  
RN, CNE



Bentley Munsell,  
BSN, RN, CEN



Ena Williams, MBA,  
RN, CENP



Joan Sham,  
MS, RN



Megan Matson,  
PhD, RN

Recognizing and addressing systemic racism in healthcare organizations requires commitment on the part of organizational leaders at all levels and in multiple disciplines. This DEIB Tool Kit is designed to be a useful tool for a variety of healthcare settings and departments and can be customized to organizational culture and population.



# NATIONAL RECOGNITION OF ONL'S EFFORTS AND CONTRIBUTIONS



American Organization  
for Nursing Leadership

ONL is honored to be the recipient of the American Organization for Nursing Leadership (AONL) 2022 Affiliate Achievement Award!

This award recognizes an affiliate that promotes nursing leadership and its influence in advancing nursing practice, patient safety and quality, recruitment and retention, or another priority initiative for its particular state/region, and can serve as a model for other state or regions with similar interests.

## ONL'S NOMINATION HIGHLIGHTED:

- ✓ Our ability to quickly and effectively pivot to provide remote programs and services
- ✓ Our impact on regional policy and practice, including numerous legislative wins
- ✓ Our formation of a new Diversity, Equity, and Inclusivity position statement, pledge, and task force
- ✓ Our role in convening senior nurse leaders on weekly pandemic response calls



Accepting the 2022 Affiliate Achievement Award:

Beth Beckman, DNSc, RN, PRN, NEA-BC, FAAN

Patricia Noga, PhD, MBA, RN, NEA-BC, FAAN

Amanda Stefanczyk Oberlies, PhD, MBA, RN, FAAN

Justin Drew, MSN, RN, NEA-BC

Jeannette Bronsord, DNP, MSN, MS, RN, NEA-BC

Jennifer Thiesen, DNP, RN, NEA-BC, FNP-BC, ACNP-BC, CMAC



# ONL | Strategic Plan

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

**OUR VISION:** LEADING NURSES TO ADVANCE HEALTH AND TRANSFORM PRACTICE.



Every three years ONL embarks on a journey to create a new strategic plan. This year we partnered with the team at Innovation Point to facilitate the strategic planning process. Board members participated in two facilitated sessions. One session featured two external thought leaders, Robyn Begley, AONL CEO, and Sarah Sladek, author and association expert. Together we created the new ONL Strategic Plan 2022-2024.

## 2022-2024 STRATEGIC PRIORITIES



Stabilize and grow the healthcare workforce through nursing leadership and influence

### OBJECTIVES

- Engage, develop, and inspire nurse leaders as a critical component of the nursing workforce.
- Lead an enduring commitment to promote the Nurse's Pledge to Champion Diversity, Equity, and Inclusivity, and prepare nurses to lead diverse and inclusive teams.
- Promote healthy workplace practices to support care team resilience and well-being.
- Prepare and equip nurses to lead engaged teams and healthy work environments.



Advance policy and practice through nurse leader influence

### OBJECTIVES

- Position nurses to lead by ensuring ONL members / nurse leaders have a seat at the table.
- Influence policy by elevating leaders within and beyond nursing.
- Advance state and organizational policies aligned with ONL's member-defined policy priorities.
- Elevate and communicate ONL's policy agenda to promote awareness of nurse leader and ONL policy expertise.
- Achieve advocacy outcomes through strategic relationships and collaborative partnerships.



Advance nursing leadership

### OBJECTIVES

- Develop equity-minded leaders with skills to build inclusive workplaces and deliver equitable care. Champion diversity and belonging of nursing leaders and the overall workforce.
- Provide timely, relevant, actionable, accessible, affordable, educational content for nurses practicing at all levels.
- Create a community of nurse leaders by serving as a convener to promote sharing of new ideas, best practices, and lessons learned.
- Develop and disseminate new and original thought content.



Leverage and amplify impact through strategic partnerships and innovation

### OBJECTIVES

- Strengthen ONL's relationships with nursing organizations, workforce centers, and hospital associations. Promote academic and practice partnerships.
- Test and scale innovative approaches to strengthen relationships with employers and organizational partners.
- Foster creative partnerships with industry colleagues.
- Cultivate partnerships with national thought leaders.
- Expand ONL's footprint; grow program participation, exposure to ONL thought content, membership, and member engagement

# AWARDS & SCHOLARSHIPS

## MARY B. CONCEISON AWARD

Excellence in Nursing Leadership



Carol Conroy DNP,  
RN, FAAN

## PAMELA LEIGH VECCHIARINO AWARD

Excellence in Nursing Leadership



Patricia Duclos-Miller MSN,  
RN, NE-BC



Susan Boyer DNP,  
MEd, RN, NPD-BC, FAAN

## PRESIDENT'S AWARD

Excellence in Nursing Leadership



Gaurdia Banister PhD,  
RN, NEA-BC, FAAN

## MARILYN RINKER AWARD

Excellence in Nursing Leadership



Pamela Switzer BS,  
BSN, RN

## JANET MADIGAN AWARD

Excellence in Advocacy



Lisa Sundean PhD,  
MHA, RN



Marcia Proto M.ED,  
CAS

## ELAINE K. SHERWOOD AWARD

Excellence in Service



Jacqueline Bergeron DNP,  
RN, NEA-BC

**laudio**

Outstanding Nurse  
Manager/Nurse  
Director Scholarship



Kara Maslowski  
RN, BSN, CRRN



Lisa Lima-Tessier MS  
RN, CEN, NEA-BC



Lynn D'Angelo DNP,  
RN, NEA-BC



Kelly Lynn Foster  
MBA, RN-BC

## SHARON SMITH SCHOLARSHIP

- Katelyn Green  
MSN, RN (doctoral program)
- Cari Ryding  
MSN, RN (graduate program)
- Jessica Gifford  
BSN, RN (graduate program)
- Cynthia Peterson MSN,  
RN, CCRN (doctoral program)
- Elizabeth Hassan  
DNP, RN (graduate program)
- Heidi Pfeifer  
MSN, RN (doctoral program)
- Katherine Magni  
MSN, RN, OCN (doctoral program)

# ONL 2022-2023 BOARD OF DIRECTORS



## **President**

**Nancy Gaden, DNP,  
RN, NEA-BC**

Senior Vice President / Chief  
Nursing Officer  
Boston Medical Center



## **President-Elect**

**Orla Brandos, DNP,  
MBA, RN, NEA-BC, FACHE**

VP Patient Care Services / CNO  
Newport Hospital



## **Past-President**

**Justin Drew, MSN, RN, NEA-BC**

Director, Cancer Center  
Middlesex Health



## **Secretary**

**Jennifer Thiesen, DNP, RN,  
NEA-BC, FNP-BC, ACNP-BC, CMAC**

Sr Director Population Health  
Cambridge Health Alliance



## **Treasurer**

**Madelyn Pearson,  
DNP, RN, NEA-BC**

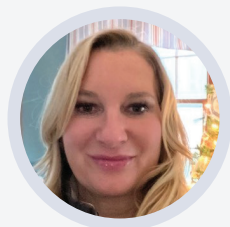
Sr VP / CNO  
Brigham and Women's Hospital



## **Chief Executive Officer**

**Amanda Stefanczyk Oberlies, PhD,  
MBA, RN, FAAN**

Chief Executive Officer  
Organization of Nurse  
Leaders



## **MA State Representative**

**Sandra Muse,  
DNP, FNP-BC**

Associate Chief Nurse  
Newton Wellesley Hospital



## **MA State Representative**

**Karen Reilly, DNP, RN, MBA, NEA-BC**

Associate Chief Nursing Officer  
Brigham and Women's Hospital



## **Appointed MA State Seat**

**Patricia Noga, PhD, MBA,  
RN, NEA-BC, FAAN**

VP Clinical Affairs  
Massachusetts Health &  
Hospital Association



## **RI State Representative**

**Fallon Cragin, MSN, RN-BC**

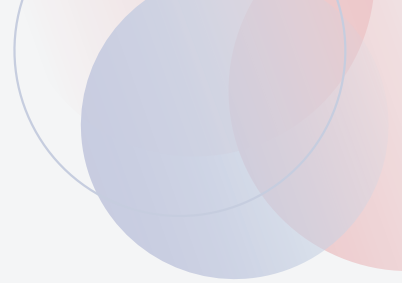
Nurse Director  
Women and Infants Hospital



## **RI State Representative**

**Sarah Nekrasz, MSN, RN, BC**

Nurse Director of Medical Surgical,  
Critical Care and Vanderbilt  
Inpatient Rehabilitation  
Newport Hospital



**NH State Representative**  
**Martha Leighton, MS, RN, CPPS**

Chief Nursing Officer  
Elliot Health System



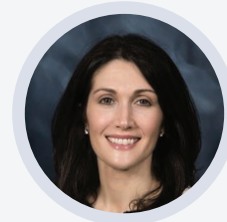
**NH State Representative**  
**Carol Long, DNP, MS, RN,  
CENP, NEA-BC**

Director of In-Patient  
Care Services  
Elliot Health System



**Appointed NH State Seat**  
**Joni Menard, DNP, MS, RN, CENP**

VP Ambulatory Nursing  
Dartmouth-Hitchcock  
Medical Center



**CT State Representative**  
**Kelly Haeckel,  
MSN, RN, CNML, NE-BC**

VP Patient Care Services / CNO  
Middlesex Health



**CT State Representative**  
**Beth Beckman, DNSc, RN, PRN,  
NEA-BC, FAAN**

Chief Nursing Executive  
Yale New Haven Health



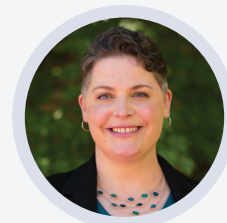
**Appointed CT State Seat**  
**Jeannette Bronsord, DNP, MSN,  
MS, RN, NEA-BC**

Executive Director Surgical  
Services  
Yale New Haven Hospital



**VT State Representative**  
**Billie Lynn Allard, MS, RN,  
FAAN**

Nursing Administrative  
Consultant  
Southwestern Vermont Health Care



**VT State Representative**  
**Sarah Hoffman  
MSN, RN, CNML**

Nursing Director  
University of Vermont  
Medical Center



**Appointed VT State Seat**  
**Carol Conroy  
DNP, RN, FAAN**



**Appointed Board Member**  
**Nadia Raymond, PhD(c),  
MSN/MHA, RN**

Regional Nursing Director  
Brigham and Women's Hospital



**Appointed Board Member**  
**Emily Nguyen, MSN, RN-BC**

Director of Quality and Safety  
Bone and Joint Institute  
Hartford Healthcare



# INVESTING IN NURSE LEADERS AND THE HEALTH OF OUR COMMUNITIES

When we develop and empower nurse leaders, we impact thousands of nurses across New England, and by extension, all of the patients seeking care in our communities. That is why our mission at the ONL Foundation is to invest in nurses and help them become transformational leaders who can improve care in their communities.

## THE WORK OF ONL FOUNDATION

The ONL Foundation seeks to develop and empower nurse leaders in our region through nurse leadership and workforce research, educational programming,

leadership development initiatives and mentorship, and awards and scholarship opportunities.



**Nurse Leadership and Workforce Research**



**Educational Programming**



**Leadership Development Initiatives & Mentorship**



**Awards & Scholarship Opportunities**

## RN PLATES ARE ON THE ROAD!

ONL Foundation led the effort to create an "RN" license plate for Massachusetts drivers. This custom plate is a way to celebrate our profession and demonstrate our pride in being a nurse. Additionally, the proceeds from the license plates go directly to ONL Foundation and are used to empower and develop more nursing professionals. We now have more than 500 plates on the road. Visit the Massachusetts RMV website to order yours.



## SUPPORT THE ONL FOUNDATION

As a 501(c)(3) affiliate of ONL, the ONL Foundation relies on the financial support of corporations and individuals. Please consider making a tax-deductible contribution to support the essential contributions of nurses. Visit [onlfoundation.org](http://onlfoundation.org) to donate.

**DONATE**



# To Be a Nurse

10,000 hours and then some  
A science whose foundation lies  
At the intersection of theory and practice  
A foundation laid one brick at a time  
A new language of numeric relationships and acronyms

Learning to simultaneously interpret the  
Universality of anatomy and physiology that we all share  
With the entirely unique elements  
Of the mind, culture, and circumstance

To be a nurse  
To be an expert in restoration to health  
Is to mix the science of the human body  
With the uniqueness of the human experience

To interpret not only the chemistry  
But to meet the patient where they are  
Requires an effort that is only met  
By bringing one's entire self to the situation

To be a nurse  
Is to learn always  
Sometimes humble  
Sometimes a teammate, always compassionate

To be a nurse with expertise  
Is to trust an intuition based on countless hours  
Hours built on weekends and holiday and night shifts  
When the rest of the world lies in repose

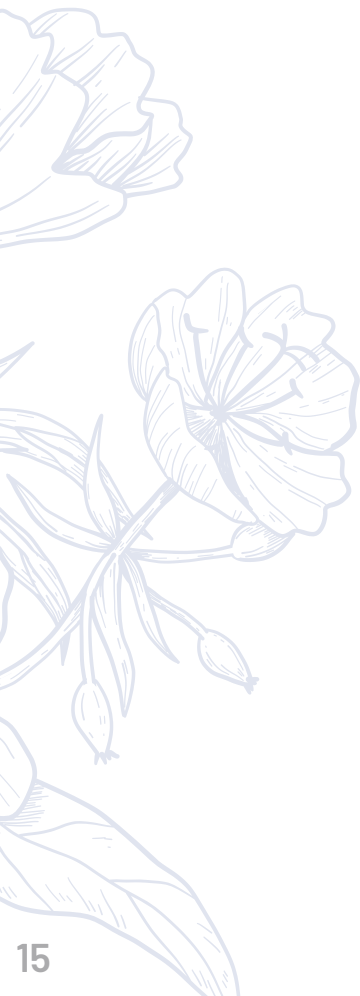
Those who share the profession  
Communicate without speaking  
Understand a particular and unique sense of humor  
Solve problems and innovate not for ego  
But because these skills are requisite

Courageous and trustworthy  
Present for some of the greatest joys humanity has to offer  
As well as some of the most horrific tragedies  
Witness to circumstances that must draw out tears  
On the commute home if appropriate healing is to follow

To pull from science and  
Emotional intelligence and evidence-based practice  
To bravely walk into the messiness of humanity while always  
Upholding dignity and respect

The shift ends  
The mind exhausted  
The body tired  
The heart tested  
A privilege to bring my best  
My experience  
My intellect  
Myself  
To restore health  
To restore humanity

Justin Drew, MSN, RN, NEA-BC  
ONL President, 2021-2022





info@oonl.org



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PO Box 178 Whitinsville MA 01588



781-272-3500