

ONL

**Organization of
Nurse Leaders**

Advancing a culture of health.

2023

Annual Meeting

Friday, June 9th

Today's Agenda

8:00 **ONL Business Meeting**

9:15 Break & Vendors

10:15 **Passport to Prizes and Vendor Raffle!**

10:30 **Dan Weberg, PhD, MHI, RN, FAAN**
*Creating Novel Solutions in Complex Systems:
Leading as a Deviation Amplifier*

12:00 Adjournment

ONL Business Meeting



ONLINE BUSINESS MEETING

Outgoing President's Remarks

Nancy Gaden
DNP, RN, NEA-BC

***Thank you, Nancy, for
serving as ONL President
and for your leadership!***



ONL BUSINESS MEETING

President's Report

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



ONLINE BUSINESS MEETING

CEO's Report

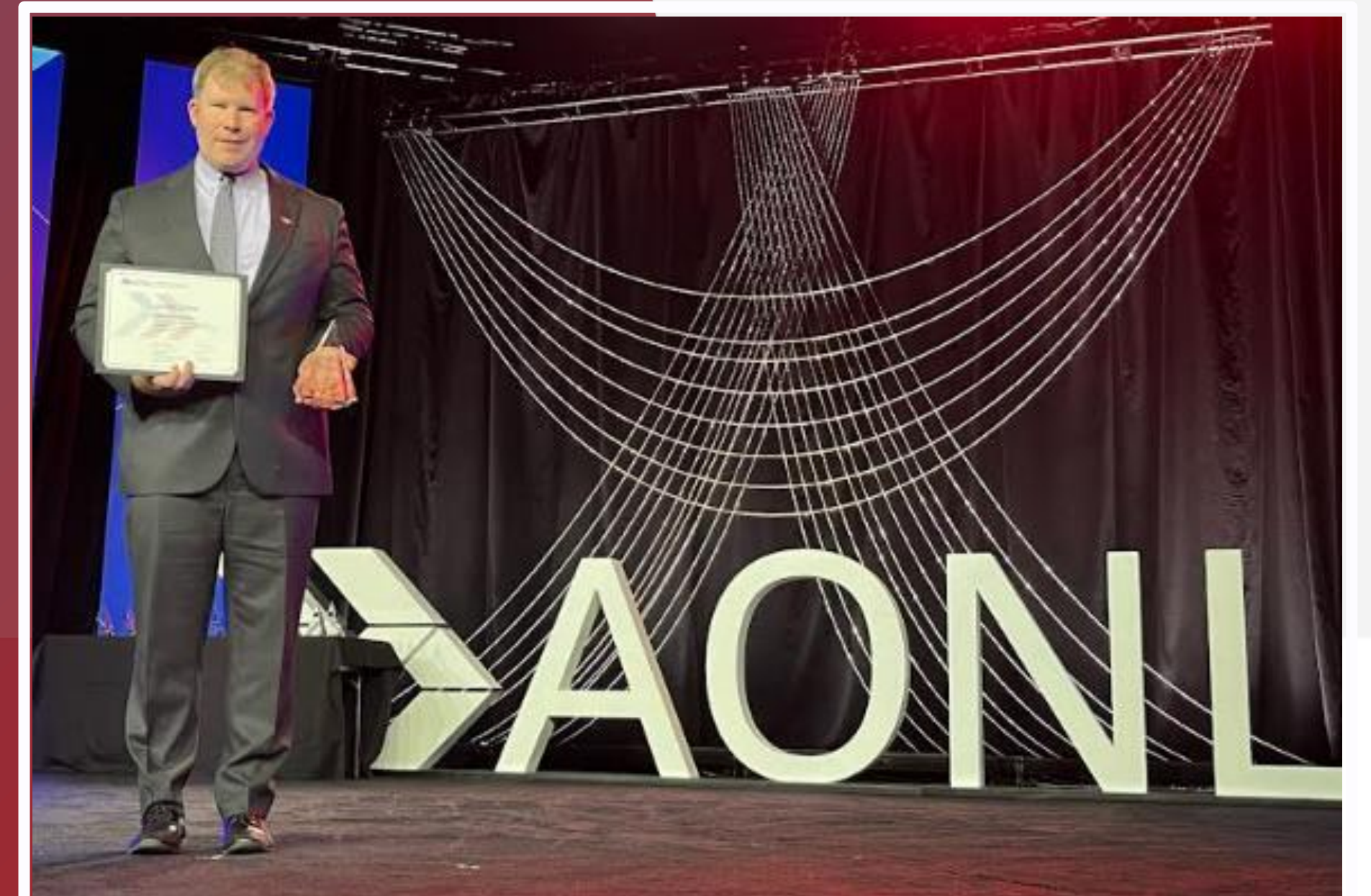
Amanda Oberlies
PhD, MBA, RN, FAAN

CONGRATULATIONS ON BECOMING
A 2023 AONL FELLOW!

Justin Drew

MSN, RN, NEA-BC, FAONL

Vice President, Ambulatory & Clinical Service,
Middlesex Health



CONGRATULATIONS ON RECEIVING AN
HONORARY DOCTOR OF HUMANE LETTERS
DEGREE FROM MIDDLEBURY COLLEGE!

Nancy Gaden
DNP, RN, NEA-BC

Chief Nursing Officer, *Boston Medical Center*



CONGRATULATIONS ON RECEIVING
AONL'S EMERGING LEADER AWARD!

Megan Matson
DNP, RN, CCRN-K, CENP

Assistant Nurse Director, *Brigham & Women's Hospital*



CONGRATULATIONS ON RECEIVING MAGNET® RECOGNITION!

Spaulding Hospital Cambridge

Spaulding Hospital Cambridge becomes the second post-acute hospital and the first Long Term Acute Care (LTAC) level hospital in New England to earn the distinction.

“To earn this distinction took the commitment by every member of Spaulding. Over the entire process our incredible team kept a focus on achieving the highest standards in patient care and quality by fostering a culture of excellence. We are so proud of Spaulding Hospital Cambridge to be a trail blazer with this recognition by raising the appreciation of long-term acute care.”

- Joanne Fucile, RN, DNP, CRRN, NEA-BC
Interim Chief Nursing Officer, *Spaulding Rehabilitation*
Associate Chief Nursing Officer, *Spaulding Hospital Cambridge*



SPAULDING HOSPITAL™
FOR CONTINUING MEDICAL CARE

CAMBRIDGE



What We Do

EDUCATION &
PROFESSIONAL DEVELOPMENT

PUBLIC POLICY
ADVOCACY & INQUIRY

BUILDING COMMUNITY

RESOURCES &
INFORMATION SHARING

PARTNERSHIPS
& INNOVATION

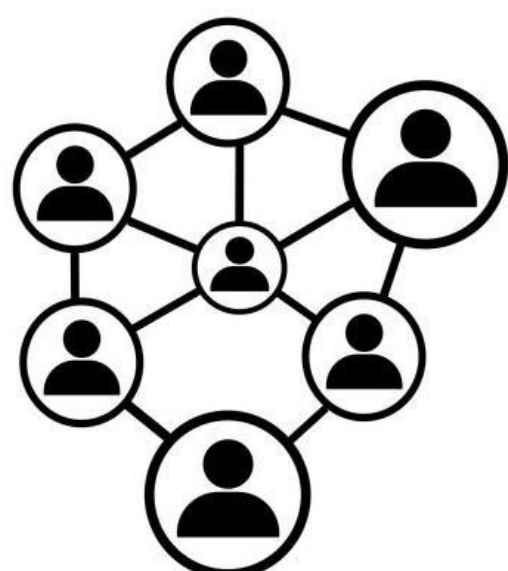
MARCH IS

Membership Month

DEEPENING
ENGAGEMENT

ENHANCING
MEMBER VALUE

GROWING OUR
COMMUNITY



**Member-Get-a-Member
Campaign & Contest**



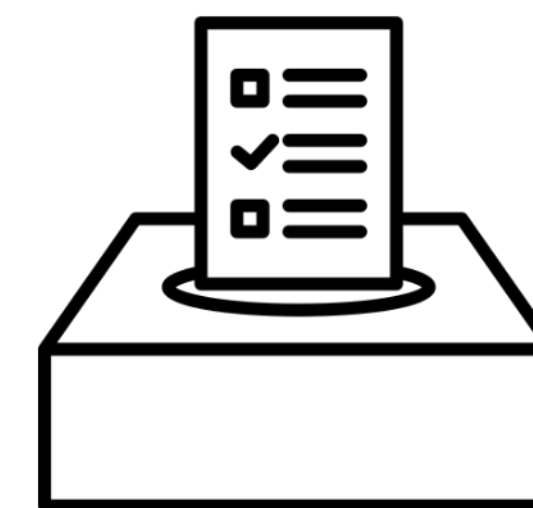
**Member Needs
Assessment**



**Awards & Scholarship
Nominations**



**Member
Spotlights**



**Board of Directors
Election**

Results of our expanded efforts set a record!



Thanks to all who participated in our 7th Annual Member-Get-A-Member Campaign and Contest, renewed your membership, or newly joined our community!

CAMPAIGN OUTREACH

This year, Membership Month included an expanded, multi-pronged recruitment campaign:

- 7th Annual Member-Get-A-Member Campaign and Contest, in which members who refer either new members or membership referrals receive points and are entered into a prize drawing
- Targeted outreach to CNOs across our five states
- Targeted outreach to previous ONL program participants who were not yet members

CAMPAIGN RESULTS

- 74 new members in the month of March, or 218% of the previous year's new member recruitment in the same period
- Strong renewals, with 55 members renewing during March compared to 50 the previous year
- 154% of previous year's overall campaign results!

154%

OF PRIOR YEAR'S
OVERALL MEMBERSHIP
CAMPAIGN RESULTS

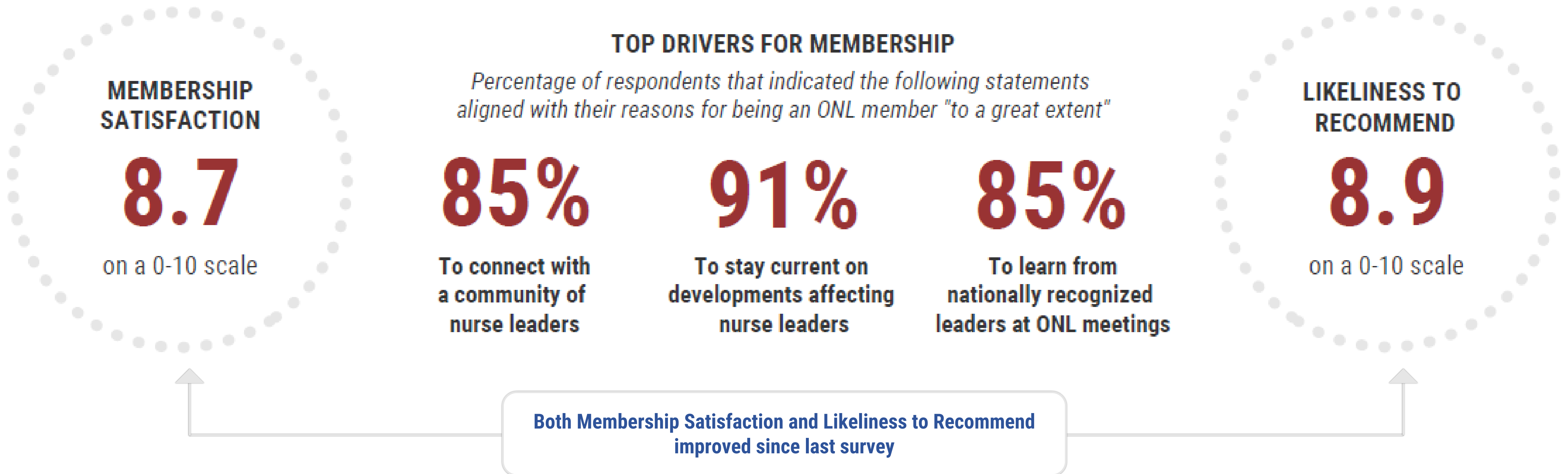
218%

NEW MEMBERS
RECRUITED
YEAR-OVER-YEAR

2023 Member Needs Assessment and Satisfaction Survey shows improvement



Conducted every two years, this survey helps ONL gain insights that drive our strategic decision making. Thank you to all who participated!



Congratulations to all winners of our 2023 Awards and Scholarships!



MARY B. CONCEISON AWARD

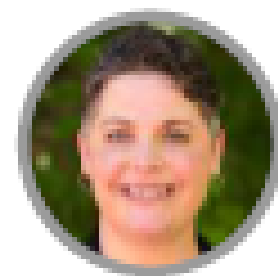
For Excellence in Nursing Leadership



Helene Thibodeau
DNP, RN, CRRN, NEA-BC

MARILYN RINKER AWARD

For Excellence in Nursing Leadership



Sarah Hoffman
MSN, RN, CENP

ELAINE K. SHERWOOD AWARD

For Excellence in Service



Joseph Gordon-Reznar
MPA, BA, BSN, RN, NE-BC

PAMELA LEIGH VECCHIARINO AWARD

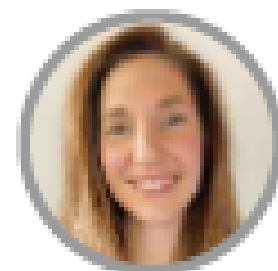
For Excellence in Nursing Leadership



Lisa DeMelis
MSN, RN, CAPA

PRESIDENT'S AWARDS

For Excellence in Nursing Leadership



Sarah Sjostrom
MSN, RN ACPN-BC



Susanne Yeakel
MSN, RN, NEA-BC, CNML

JANET MADIGAN AWARDS

For Excellence in Advocacy



Betsy Hassan
DNP, RN, NEA-BC, CPPS



**Nancy LaMonica, MSN,
MHA, RN, PCCN, NEA-BC
& the Bristol Health Team**



SHARON A. SMITH SCHOLARSHIPS

Supporting Pursuit of Nursing Degrees



Susan Graff Tolman, MSN, RN
Doctoral Program



Martha Kaniaru, MSN, RN CRRN, NEA-BC
Doctoral Program



Jennifer O'Brien, BSN, RN, OCN
Graduate Program

laudio SCHOLARSHIPS

For Outstanding Nurse Managers/Directors



Victoria Franco
BSN, RN



Kari Irwin
MSN, RN, RCIS, NE-BC



Fran Leonard
MSN, RN, AOCN

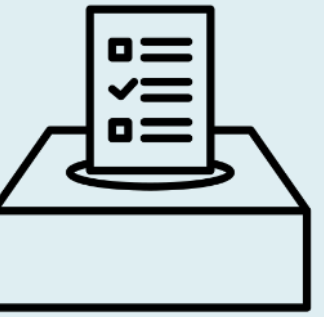
ONL Member Spotlights feature will continue in our communications



- New feature launched during Membership Month this year
- Goal is to grow and deepen the connections between ONL members
- Distributed weekly via email, within our MyONL members-only website, and shared on social media
- Each Member Spotlight will showcase different ONL members, their stories, and their reasons for being a part of the ONL community.
- We've heard from members that they love this feature, and we are excited to share that Member Spotlights will continue as a regular feature in our communications!

Read the Spotlights: oonl.org/member-spotlights

Welcome to our 2023-2024 Board of Directors!



President
Orla Brandos,
DNP, MBA, RN, NEA-BC, FACHE
VP Patient Care Services &
Chief Nursing Officer,
Newport Hospital



President-Elect
Jennifer Thiesen, DNP, APRN,
FNP-BC, ACNP-BC, NEA-BC
Assistant Chief Nursing Officer
Professional Practice,
Cambridge Health Alliance



Past President
Nancy Gaden,
DNP, RN, NEA-BC
Senior Vice President &
Chief Nursing Officer,
Boston Medical Center



Secretary
Monica Tucker-Schwartz,
DNP, RN, NEA-BC
Sr. Nurse Director, Procedural
Services & Co-Magnet Director
Brigham and Women's Hospital



Treasurer
Madelyn Pearson,
DNP, RN, NEA-BC, FAONL
Senior VP / Chief Nursing Officer,
Brigham and Women's Hospital



MA State Representative
Sandra Muse,
DNP, FNP-BC
Interim Chief Nursing Officer,
Newton Wellesley Hospital

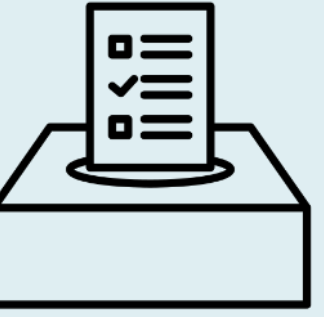


MA State Representative
Karen Reilly,
DNP, RN, MBA, NEA-BC
Associate Chief Nursing Officer,
Brigham and Women's Hospital



Appointed MA State Seat
Patricia M. Noga,
PhD, MBA, RN, NEA-BC, FAAN
VP Clinical Affairs, Massachusetts
Health and Hospital Association

Welcome to our 2023-2024 Board of Directors!



RI State Representative

**Fallon Cragin,
MSN, RN**

Nurse Director, Mother-Baby Units,
Women and Infants Hospital of RI



RI State Representative

**Seanna Zimmerman,
MSN, MBA, RN, NEA-BC**

Director of Critical Care and
Respiratory Therapy, Lifespan



Appointed RI State Seat

**Ara Millette,
MBA, DNP, RN, NE-BC**

Director, Talent Acquisition and
Workforce Development, Lifespan



NH State Representative

**Kristine Irwin,
DNP, MHA, RN, CENP, NPD-BC**

Director, Clinical Education & Professional
Development, 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 &
Chief Nursing Officer,
Middlesex Health

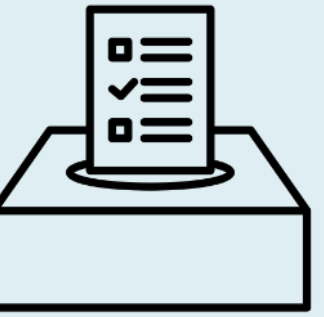


CT State Representative

**Diane Kelly,
DNP, MBA, RN,**

President, Greenwich Hospital;
Executive VP & Chief Nursing
Officer, Yale New Haven Health

Welcome to our 2023-2024 Board of Directors!



Appointed CT State Seat
Jeanette Bronsard,
DNP, MSN, MS, RN, NEA-BC
Executive Director
Surgical Services,
Yale New Haven Hospital



VT State Representative
Deborah Hebert,
DNP, RN, CNML
Director of Medicine and Oncology,
University of Vermont
Medical Center



VT State Representative
Sarah Hoffman,
MSN, RN, CENP
Director of Nursing Operations and
Resources, University of Vermont
Medical Center



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



Appointed Board Member
Nadia Raymond,
PhD, 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

**THANK YOU TO ALL OUR BOARD MEMBERS
FOR THEIR WILLINGNESS TO SERVE!**

Thank you

to our Membership Committee and to our new Co-Chairs!



Lynn D'Angelo
DNP, RN, NEA-BC

Ambulatory Professional Practice Manager,
UMass Memorial Medical Center



Monica Tucker-Schwartz
DNP, RN, NEA-BC

Senior Nurse Director, Procedural Services and
Co-Magnet Director,
Brigham and Women's Hospital

If you'd like to join the committee, please connect with Lynn or Monica, or a member of the ONL Staff.

Visit the Membership Table in the Exhibit Hall!

Stop by the table to connect with and draw on the talent and expertise of our Membership Committee members!

- Connect with Membership Committee members and co-chairs
- Learn about the process of applying to fellowships with AONL and AAN
- Get feedback on your CV
- Sign up to be featured in an ONL Member Spotlight
- Learn more about ONL Committees and sign up to participate
- Enter our Membership Table Raffle
- Get your Passport-to-Prizes book stamped
- And more!

Also mark your calendar for Fellowship drop-in sessions via Zoom!

Those interested in fellowships, whether applying this year or just wanting to learn more, are encouraged to attend.

Two opportunities to participate:

- June 15th, 9-10 am
- June 19th, 3-4 pm

NEW MEMBER BENEFIT

Members-Only Hot-Topic Virtual Roundtable Discussions

*Stay tuned for our Roundtable
Calendar and registration by
session coming soon!*

A new, free member benefit that will bring members together to connect, learn, and share insights around pressing topics in nursing leadership and nursing practice.

- Hour-long drop-in discussion sessions, held via Zoom, exclusively open to ONL members
- Each session focuses on a different pressing topic for nurse leaders
- Some sessions will feature a nationally recognized thought leader to participate in the dialogue, while other sessions will draw on the deep expertise of nurse leaders within our membership community.
- These forums will serve to surface and share new ideas, promising solutions, and best practices from within our community as well as an opportunity for members to build connections with one another.
- Offered to members *for free* thanks to the support of the ONL Foundation!



Addressing Workplace Violence

Approaching workplace violence in practice and in policy together with our members

Opportunities for Learning and Dialogue

- Winter 2022 Quarterly Meeting – Healthy Work Environments discussion featuring Dr. Renee Thompson
- Spring 2023 Quarterly Meeting – Addressing Workplace Violence in Policy and Practice discussion featuring presenters that spoke to the big picture including an evolving regulatory landscape, legislative approaches, and organizational-level decisions
- Timely Programming – In partnership with Dr. Renee Thompson's Healthy Workforce Institute, ONL continues to provide in-person, live virtual, and asynchronous online programs focused on building healthy work cultures

Sharing Resources for Addressing Workplace Violence

- In January 2023, ONL launched a short-term Workplace Violence Task Force that brought nearly 20 members together to collaborate on this important topic with a more formal structure.
- Task Force members wisely advised ONL to collect and synthesize existing resources to address workplace violence and make them available to members, as there is a lot of great work happening in this space within individual organizations and across associations that should be leveraged.
- Now available on our website: www.oonl.org/addressing-workplace-violence

Continuing to Support Our Members in Influencing and Advancing Workplace Violence Policy Across the Region

POLICIES & PROCESSES	DATA & REPORTING
EDUCATION, TRAINING & TECHNOLOGY	THREAT ASSESSMENTS & SAFETY PLANS
BEHAVIORAL RESPONSE TEAM	CITY AND STATE COLLABORATION & ADVOCACY
POST-ASSAULT RESPONSE	EXTERNAL SECURITY ASSESSMENT

ONL's New Ventures

Thinking outside the box and trying new things that align with our mission and help address previously unmet needs of our target market

- **Massachusetts RN License Plates**
Brought RN License Plates to roads in MA; ONL Foundation receives all proceeds
- **Partnership with the Healthy Workforce Institute**
Entered a revenue sharing partnership to promote existing, highly relevant, asynchronous online courses to our members
- **ONL Learning Subscription**
Established an enterprise-focused model to support organizations' learning and development plans and goals that drives increased participation for existing ONL programs
- **Nursing Workforce Central**
A solution for organizations to better manage today's staffing challenges and optimize their workforce strategy
- **Consultative Services**
Sharing our deep expertise, such as association management or legislative guidance

ONL Learning Subscription

A strategic investment in an entire team's growth and development and the organization's goals and success

HOW IT WORKS

- Organizations subscribe in advance and receive a 10% discount on ONL program fees for their entire team
- Individuals' discounted registration fees for ONL programs throughout the subscription term are applied against the organizational commitment

WHY ENROLL?

- Complements internal professional development and helps the team grow beyond the walls of the organization, meet their professional goals, and succeed in their roles
- Saves administrative hassle, time, and money
- Enables organization to demonstrate a commitment to its values, and show the team they are valued

ONL | Organization of Nurse Leaders
Advancing a culture of health.

LEARNING SUBSCRIPTION

A strategic investment in your team's growth and development, as well as your organization's goals and success

Facing tightening budgets and a competitive hiring market, healthcare organizations need to think even more strategically about retaining staff, building an engaged, resilient nursing workforce, and preempting burnout.

The ONL Learning Subscription connects your nurse leaders with exceptional professional learning and cross-organization collaboration and community; augments and complements your internal professional development opportunities; and saves your team administrative hassle, time, and money.

How it works

- **Subscribe in advance to ONL programming** - a minimum organizational commitment of \$10,000 per year
- **Receive a discount for your entire team** of 10% on all ONL program fees and a group membership discount with our Buy 5, Get 1 Free option - a 17% discount
- **Provide your team with access to ONL Membership and professional learning programs** with distinguished faculty (individuals are signed up through a designated contact at the organization)
- **Registration fees are applied against the subscription amount**
- **Receive quarterly updates** on the remaining balance available, participants and programs to date, and upcoming ONL programs available for enrollment

oonl.org/ONL-learning-subscription

A Proven Track Record Developing Nurse Leaders

With more than 40 years of experience, ONL is uniquely positioned to serve as your partner in delivering exceptional professional learning for your team.

Help Your Team Grow Beyond the Walls of Your Organization

Support your nurse leaders with a community with whom they can share ideas and gain lessons learned for the challenges facing your organization today

Support Designing A Year-Round Professional Development Plan

ONL will help you create a customized plan for your team that supports your organizational goals.

CONGRATULATIONS ON RECEIVING A \$1M GRANT TO SUPPORT
NURSING CAREER DEVELOPMENT!

Cambridge Health Alliance



“CHA nurses are the lifeline of our health system -- working at our hospitals, care centers, and in our community programs. That’s why this gift is so important. It will give hundreds of our nurses access to distinguished faculty and thought leaders, elevating our clinical teams and fostering individual career growth. It is an investment in nursing that will pay dividends for years to come. We are so grateful to the PDB Foundation for making this a reality.”

- Lanie Ward, RN, MBA
Chief Nursing Officer, Cambridge Health Alliance

Nursing Workforce Central

ONL, in partnership with Praxie, is creating and bringing to market a software-as-a-service solution to help healthcare organizations address critical workforce challenges

Benefits of Nursing Workforce Central include:

- ✓ Gives nursing leaders strategic insight into workforce benchmarks by hospital system size, state & region
- ✓ Helps nursing leaders better understand their workforce dynamics with monthly reporting of key data and graphics that can be exported for presentations
- ✓ Enables data-driven recruitment and hiring strategies
- ✓ Measures and tracks progress with dashboards and benchmark comparisons
- ✓ Offers targeted best-practice recommendations and response plans
- ✓ Reduces costs by providing the insights needed to target investments to address specific issues



Empowering nursing leaders to meet the challenges of today—and tomorrow—with strategic workforce insights

ONL | Organization of Nurse Leaders

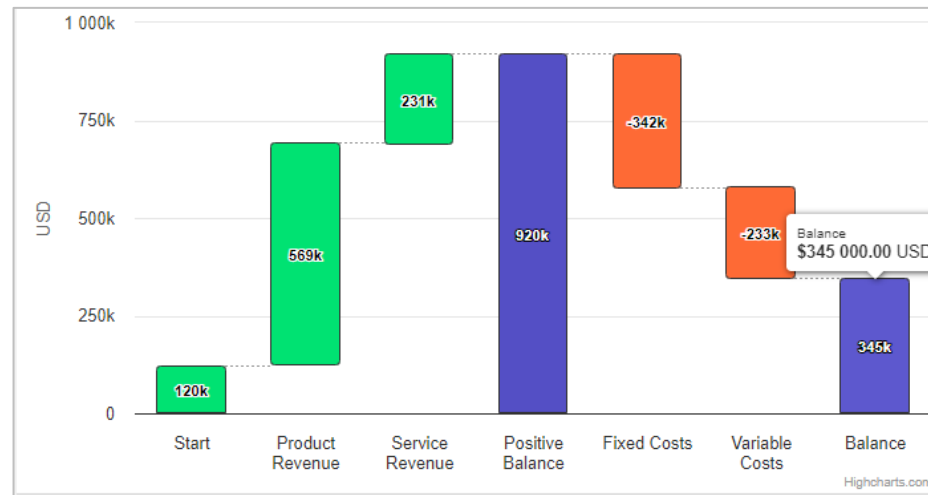
Advancing a culture of health.

Praxie

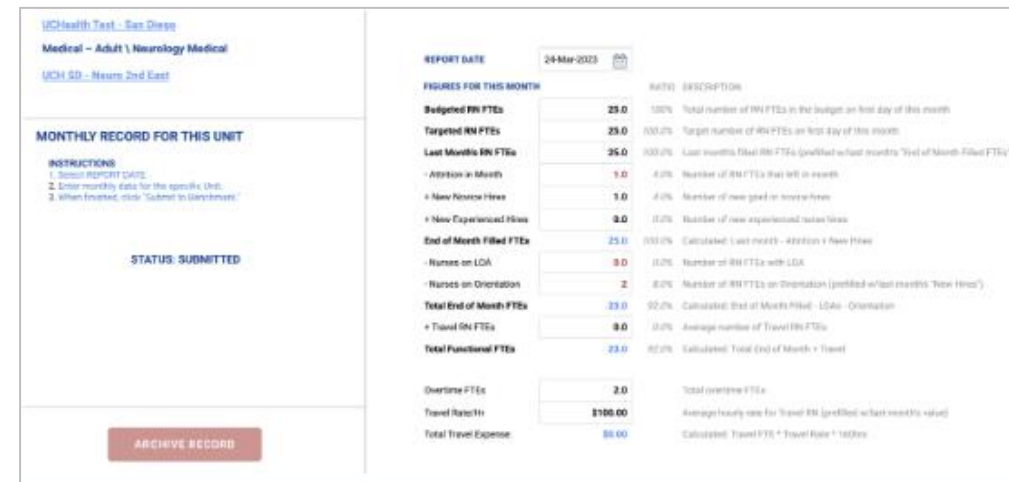


Sample Functionality

Track Budgeted & Targeted FTEs



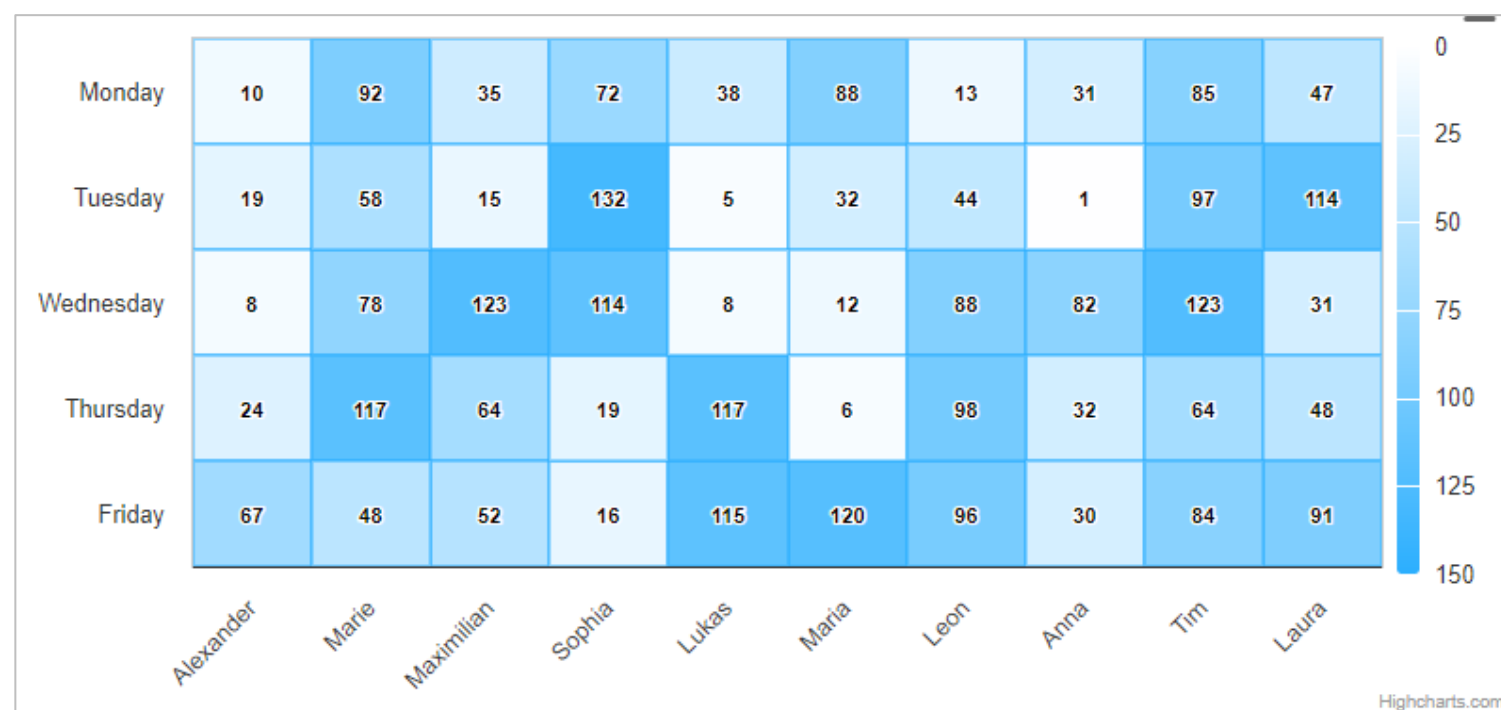
Track New Nurses on Orientation



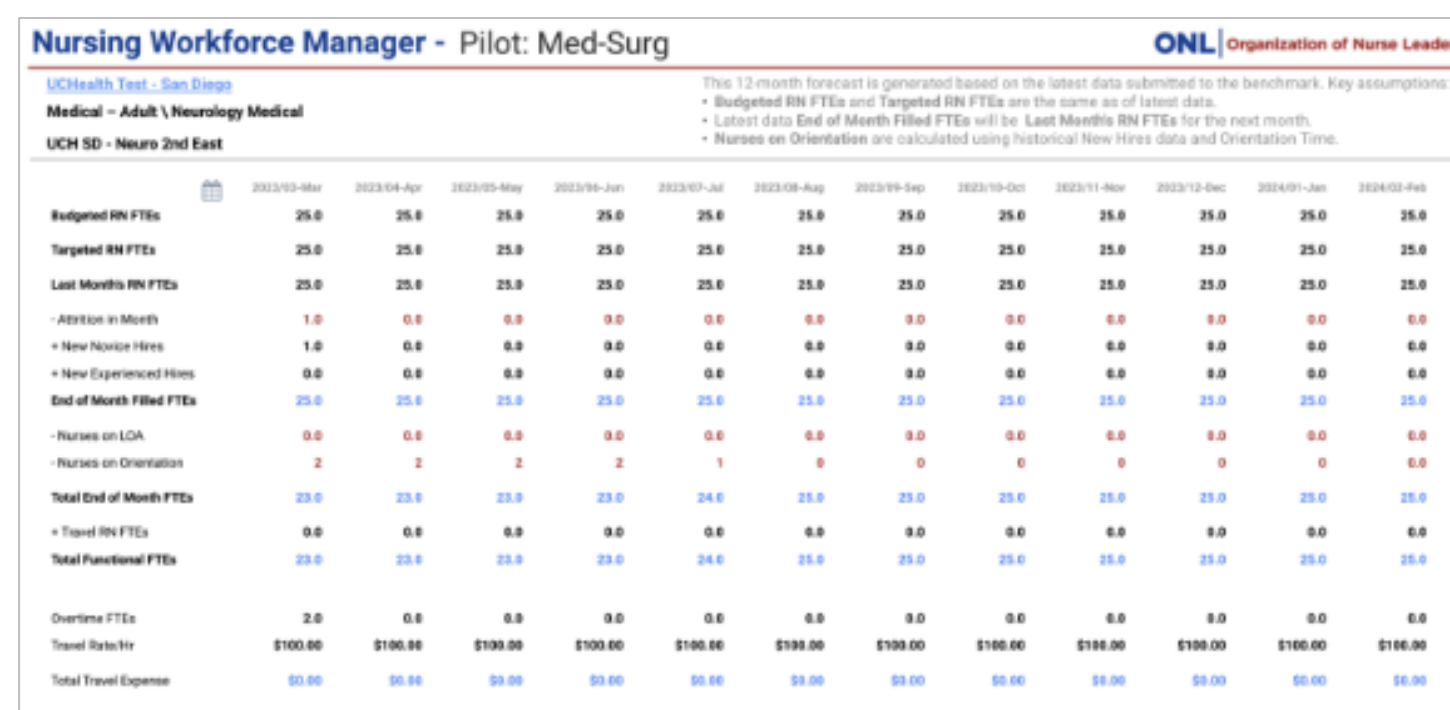
Track Nurses on Leave of Absence



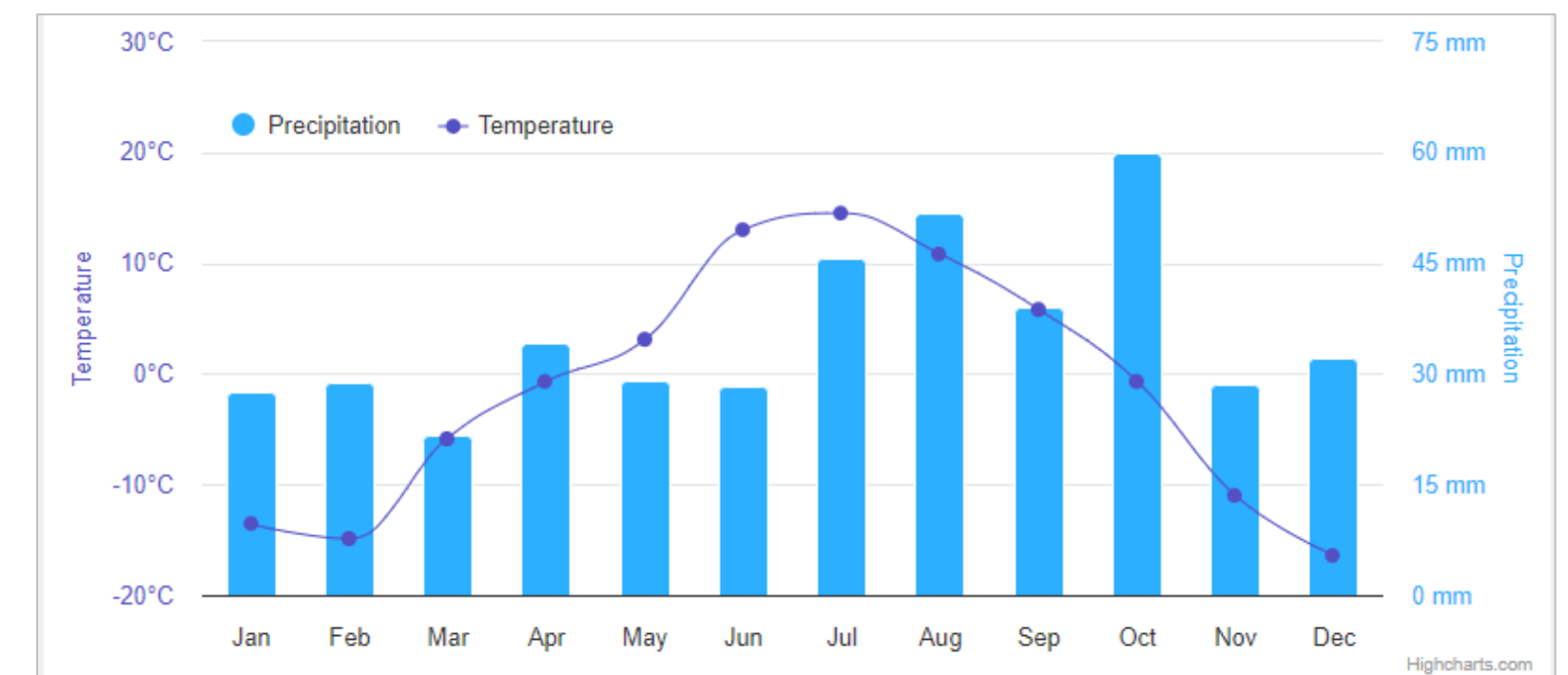
Reduce Travel RN Expense & Exposure



Save Time Presenting & Communicating



Compare and Benchmark





Next Steps and Timeline

October 2023

August 2024



**20-25 Pilot
Systems / Hospitals**



**Early access, hands-on
support, and feature requests**



**Annual Review &
Benchmarks for FY 25 Planning**

*****Exclusive early-access pricing of \$5,000 per hospital that joins prior to October 2023*****

Thank you to our pilot participants for partnering with us to develop this solution!



MARK YOUR CALENDAR

Save the date: ONL's 2024 Annual Meeting!

**Thursday, June 13th and
Friday June 14th, 2024**

***At The Newport Marriott Hotel,
Newport, RI***

***For nurse leaders at every stage
of their leadership journey***



SAVE THE DATE!

ONL's 2024 Annual Meeting

June 13th & 14th, 2024

The Newport Marriott, Newport, RI

MARK YOUR CALENDAR

AND save the date for our 2025 Annual Meeting!

Thursday, June 5th and Friday June 6th, 2025, at *The Omni Mount Washington Resort, Bretton Woods, NH*

For nurse leaders at every stage of their leadership journey



SAVE THE DATE!

ONL's 2025 Annual Meeting

June 5th & 6th, 2025

The Omni Mount Washington Resort, Bretton Woods, NH



ONLINE BUSINESS MEETING

Government Affairs

Ashley Waddell
PhD, RN, FAAN

OUR APPROACH

A centralized hub to support member advocacy

- ONL serves as a centralized hub focused on sharing information.
- **Our role is to support member advocacy at the organizational, local/community, and state levels.**
- We aim to elevate our members' voices and to help them advance their leadership and influence policy.



ONL's 2023 Policy Priorities



Healthy Work Environments

- Workplace safety / violence
- Safe nurse staffing and opposition to inflexible mandatory staffing ratios
- Investments in employee supports, wellbeing, and meaningful benefits
- Nurse manager span of control
- Care team re-design



Positioning Nurses & Clinicians to Lead & Influence

- Hospital Board Diversity
- Credentialing Committee Composition
- Intentional messaging / strategies to elevate the image of nurses and nursing
- State appointments and collaborations relating to health care decision-making and oversight



Nursing & Healthcare Workforce Development

- State policies and priorities related to nursing and healthcare workforce development
- State budgets and workforce implications
- Regulations concerning Certified Nursing Assistant training and licensure
- Nurse Licensure Compact
- Social justice policies
- Engagement with state Boards of Nursing

Workplace Violence in CT, VT, MA



Healthy Work
Environments

CONNECTICUT

Bill Components

House Bill 7641 PASSED!!

- Public service announcements raising awareness of WPV & encouraging public civility in the health care setting
- Add hospital security to the definitions of "health care employee"
- Grant funding for security
- Allow hospitals to create policies allow hospitals to require patients receive nonemergency health care in a different location.

VERMONT

Bill Components

Senate Bill 36 PASSED!!

- Permits a law enforcement officer to arrest a person without a warrant if the officer has probable cause to believe the person (1) assaulted or threatened a health care worker at a health care facility or (2) engaged in disorderly conduct that interfered with the provision of medically necessary health care services in a health care facility.
- PSA campaign over TV and radio media to raise awareness of workplace violence in healthcare environments (** note similarity to bullet one in CT bill*)

MASSACHUSETTS

Bill Components

- Increasing penalties for those, of sound mind and with intention, who attempt to harm a health care provider
- Improve treatment placement for patients in acute behavioral health, mental health, or substance use disorder who may behave violently without intention
- Ensuring workplace violence prevention plans are not discriminatory toward patients or visitors

Nurse Staffing: A hot topic nationally



Minnesota:

- Original bill : Would have required hospitals to form staffing committees of equal parts direct care workers and hospital leaders. Each committee would establish nurse-to-patient staffing ratios for its hospital.
- What Passed: focuses on workplace violence prevention, nurse burnout and loan forgiveness.

New Jersey:

- Modeled after California's staffing law, the bill would require one nurse for every five patients in medical/surgical units; a one-nurse-to-four-patient ratio in intermediate and emergency units; and a 1-to-2 ratio in the ICU. The bill remains in committee.

Washington:

- Bill passed and into law: requires hospitals to report at least 80 percent compliance with a nurse-to-patient staffing ratio assigned by its internal staffing committee, composed of equal parts front-line staff and hospital administration. Hospitals that do not comply are subject to corrective action plans and fines of up to \$50,000 per month.

Oregon:

- Three Oregon labor unions and the state hospital association negotiated language that would establish enforceable nurse-to-patient ratios in state statute, for various hospital settings. Additionally, the group addressed healthcare worker pipeline, hospital capacity and discharge challenges, and improves the state's cost growth target to support investment in front-line caregivers. Bill in limbo as some senators deny the chamber a quorum until the last day of the session.

Pennsylvania:

- Headed for a house vote: Bill requires development of hospital staffing plans; removed previous section calling for staffing committees; provides flexibilities around staffing during emergencies and gives DOH the authority to develop fines (no less than \$2,000, but no max was set) for non-compliance, and contains additional non-compliance penalties.

Nurse Staffing: In New England



Healthy Work
Environments

Connecticut

- Original Bill: *An Act Concerning Minimum Staffing Levels For Nurses* was modeled after the California law and was very prescriptive, containing exact ratios for different units.
- What Passed: Through a process of intense negotiation and stakeholder input (ONL, CHA, CT Nurses Association) the bill has evolved into *An Act Concerning Adequate and Safe Health Care Staffing*, which focuses on strengthening staffing committees in hospitals, posting staffing plans, complying with 80% of staffing plans, reporting compliance with staffing plans to the Department of Public Health.

Massachusetts

- The Massachusetts Bill (*H. 2491/S.1660 An Act Promoting Patient Safety and Equitable Access to Care*) directs the Department of Public Health to conduct a process of collecting input *after which* they would set ratios. This bill is in committee. No hearings have been scheduled. (MA is wrapping up year 1 of a 2-year legislative session).

Maine

- *An Act to Address Unsafe Staffing of Nurses and Improve Patient Care* contains rigid ratios and hospital penalties for ever shift the staffing is out of compliance with set ratios. The bill is set for a vote on the floor of the House and Senate.

Influential Collaborations



**Positioning
Nurses & Clinicians
to Lead & Influence**

- ONL has members engaged with the Hospital Associations and ANA affiliates in each of our states.
- These relationships help us to survey the policy landscape, synthesize and align priorities, and build collaborative relationships.
- We welcome opportunities to collaborate with organizations that share similar values and policy priorities.
- Our goal is to elevate and amplify ONL members working to influence policy. Individuals, with the support of organizations, can have a huge impact.

Advocacy In Action:

Example of addressing a regulatory barrier



Positioning
Nurses & Clinicians
to Lead & Influence

Problem: Misplaced skills testing requirements for Nursing Assistants leads to a high failure rate that exacerbates the health care workforce shortage.

Background: In a 1984 IOM report specific to nursing homes, HHS took the opportunity to shift the burden of responsibility from the regulated facility to the licensing division and the individual entry-level care provider that no other licensed health care professional faces including physicians, by requiring a skills testing requirement in addition to a knowledge test.

Currently, Vermont needs 1,500 Licensed Nursing Assistants to meet today's demand. 31.8% of Trainees that failed the Clinical Skills portion and passed the written exam, were either delayed entry to the workforce or left the health care workforce all together.

Solution: Changing the federal regulation to remove this confounding burden from nursing assistants while ensuring that employers assume their responsibility to evaluate staff skill and competency, will help restore and diversify the healthcare workforce, and provide opportunities to those seeking a career caring for others.

Thank you

**to all ONL members who are engaged in and
actively influencing policy in our region!**



ONL BUSINESS MEETING

Program Report

Ashley Waddell
PhD, RN, FAAN

2022-23 Programs: Impact and Analysis

What has been working well for us

- Ensuring a range of program types (length, format) at a range of price points
- Offering a robust calendar of timely, relevant, responsive content in addition to foundational content, all with contact hours available
- Increasing virtual offerings while continuing to offer opportunities for in-person connection
 - ✓ Increased capacity in both number of programs we offer and number of attendees we can accommodate
 - ✓ Improved access across geographical boundaries, allowing us to better serve our members across all five states (and beyond!)
 - ✓ Decreased overhead expenses
 - ✓ Consistently positive post-program evaluations
- An increased focus on enterprise-level offerings where organizations can purchase broad access for their nursing team



Looking Ahead to 2023-24



Continuing to provide opportunities for all nurse leaders to learn

- A mix of virtual programming and opportunities to connect in-person (Winter Quarterly Meeting and Annual Meeting)
- Opportunities to learn from an impressive lineup of nationally recognized thought leaders and from your fellow ONL Members
- A range of programs with something for nurse leaders at every stage of their leadership journey
- A mix of half-day, hot-topic trainings (such as Rebuilding Teams and Best Practice Solutions to Disruptive Behaviors) and multi-session foundational leadership development programs (The Nuts and Bolts of Nursing Leadership, Nurse Leader Master Class, and Leading Evidence-Based Practice)
- Plus, our highly popular virtual Leadership Lunch Series!

oonl.org/upcoming-programs

FALL 2023

PROGRAM CALENDAR

Plan ahead for your own leadership development this fall and invest in your team and your organization's success with our exceptional programming for nurse leaders at all levels!



SEPTEMBER



Leadership Lunch Series begins (also Oct. 20th, Nov. 17th, and Dec. 15th)
12:00 - 1:30 PM via Zoom
Speakers soon to be announced.



Rebuilding Your Nursing Team in 2023: Coming Together After Falling Apart
9:30 AM - 12:00 PM via Zoom
Rose Sherman, Ed.D, RN, NEA-BC, FAAN



ONL Fall Quarterly Meeting
8:30 AM - 12:30 PM via Zoom
Speakers soon to be announced.

OCTOBER



The Nuts & Bolts of Nursing Leadership For Nurse Managers and Directors
8:30 AM - 3:30 PM via Zoom
Rose Sherman, Ed.D, RN, NEA-BC, FAAN & Joyce Batcheller, DNP, RN, NEA-BC, FAONL, FAAN



The Nuts & Bolts of Nursing Leadership For Charge Nurses, Team Leads & Emerging Leaders
8:30 AM - 3:30 PM via Zoom
Rose Sherman, Ed.D, RN, NEA-BC, FAAN & Joyce Batcheller, DNP, RN, NEA-BC, FAONL, FAAN



Best Practice Solutions to Disruptive Behaviors in Healthcare
9:30 AM - 12:00 PM via Zoom
Renee Thompson, DNP, RN, FAAN, CSP

NOVEMBER



Leading Evidence-Based Practice (also November 29th and December 19th)
9:00 AM - 3:00 PM via Zoom
Lynn Gallagher-Ford, PhD, RN, NE-BC, DPFNAP, FAAN & Karey Dufour, DNP, RN, MA, ACNSBC, CEN, EBP-C, USAF Col (ret)

DECEMBER



ONL Winter Quarterly Meeting
8:30 AM - 2:45 PM at the Sheraton Framingham Hotel & Conference Center
Keynote Speaker: Bernadette Melnyk, PhD, APRN-CNP, FAANP, FNAP, FAAN

- Building Cultures of Well-Being to Retain a Thriving, Engaged Workforce: Evidence-Based Strategies for Success
- Enhancing Personal Health, Well-Being, and Energy: Key Tactics for Nurse Leaders

OUR FALL 2023 FACULTY AND SPEAKERS



Joyce Batcheller
DNP, RN, NEA-BC, FAONL, FAAN



Karey Dufour
DNP, RN, MA, ACNSBC, CEN, EBP-C, USAF Col (ret)



Lynn Gallagher-Ford
PhD, RN, NE-BC, DPFNAP, FAAN



Bernadette Melnyk
PhD, APRN-CNP, FAANP, FNAP, FAAN



Rose Sherman
EdD, RN, NEA-BC, FAAN

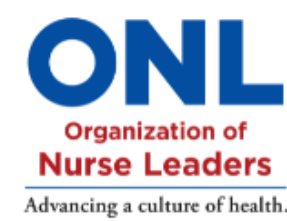


Renee Thompson
DNP, RN, FAAN, CSP

Visit oonl.org/upcoming-programs to enroll!



Fall 2023 Timely Topic Trainings



Rebuilding Your Nursing Team in 2023 Coming Together After Falling Apart

— NEW DATE ADDED DUE TO HIGH DEMAND —

September 20th, 2023 · 9:30 a.m. - 12:00 p.m. via Zoom

COVID-19 has been massively disruptive to nursing teams. Leaders are struggling with picking up the pieces and rebuilding teams in an environment of shorter nurse work tenures. While especially challenging in this environment, building and sustaining high-performance teams is necessary for the future of high-quality, safe nursing care delivery.

This program will provide nurse leaders at all stages of their leadership journey with actionable strategies, best practices, and tools for rebuilding highly effective teams. The workshop will focus on the best evidence on teamwork, how to restore trust, how to promote a sense of community, and how to build cohesive work teams.

This interactive, 2.5 hour workshop will cover:

The Current Nursing Environment

- The impact of COVID on nursing teams
- Generational shifts and the impact on teamwork
- Moving from teams to teaming
- Nurse leaders as team coaches

The Core Tenets of Teamwork

- Reestablishing psychological safety and team trust
- Avoiding team dysfunction
- Teaching the team to manage conflict
- Fostering team emotional intelligence
- Reengaging teams to promote quality and safety

Building World-Class Teams

- Creating a sense of community
- Developing strengths-based teams
- Recruiting staff who are team players
- Integrating agency and travel staff on teams
- Onboarding new team members
- Re-engaging teams in professional governance

About the Facilitator:

Rose Sherman
Ed.D, RN, NEA-BC, FAAN

Nursing Leadership
Development Expert & Author



Dr. Rose Sherman is a nationally recognized thought leader on nursing and healthcare leadership. She works with health systems and professional organizations nationally to develop and coach current and future leaders. She also serves as Editor in Chief of *Nurse Leader*, the official journal of the American Organization of Nurse Executives. She is an Emeritus Professor at Florida Atlantic University and a faculty member in the Marian K. Shaughnessy Leadership Academy at Case Western Reserve University. Dr. Sherman writes a very popular blog, emergingnleader.com, and is the author of *The Nurse Leader Coach: Become the Boss No One Wants to Leave*.

Program Logistics:

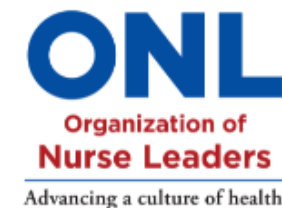
- Target Audience: Any nurses and leaders who want to learn best practices for rebuilding teams, including emerging nurse leaders, charge nurses, nurse managers, nurse directors, nurse educators, and clinical nurse specialists.
- 2.5 Contact Hours will be awarded for participation.
- Registration fee: \$125 per person, or \$1,000 for 10 people
- To register a group, [download our sign-up form](#).

REGISTER TODAY!

onl.org/rebuilding-teams-september-2023

Space is limited.

The Organization of Nurse Leaders, MA, RI, NH, CT, VT is approved as a provider of nursing continuing professional development by The American Nurses Association Massachusetts an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.



Best Practice Solutions to Disruptive Behaviors in Healthcare

Practical Strategies for Nurse Leaders

October 25, 2023 · 9:30 a.m. - 12:00 p.m. via Zoom

In hospitals across the globe, we are seeing an alarming increase in workplace stress and cruelty. There is fighting among staff, tension between shifts, and new employees and float staff are being squashed. Worse yet, healthcare professionals are airing their frustrations in front of patients, which increases patient anxiety and interferes with their recovery. As healthcare leaders, we have an opportunity to change that.

In this interactive, 2.5 hour workshop, you will:

- Understand the common ways disruptive behaviors show up in healthcare today
- Discover healthy workforce best practice solutions to these challenges
- Gain the tools YOU need to address disruptive behaviors in the workplace
- Become equipped to create a *culture of caring* within your organization
- Connect with colleagues who share dedication to creating positive change

ONL is excited to host Dr. Renee Thompson for this informative and engaging workshop. Dr. Thompson is recognized for her expertise in addressing bullying and incivility in nursing and creating cultures that promote healthy work environments.



Renee Thompson, DNP, RN, CSP
CEO & Founder, Healthy Workforce Institute

Dr. Renee Thompson is the CEO & Founder of the Healthy Workforce Institute and works with healthcare organizations to cultivate a professional workforce by addressing bullying, and incivility. Renee is one of only 26 nurses in the world who have achieved the prestigious certified speaking professional designation and in 2018 was recognized as one of LinkedIn's Top Ten Voices in Healthcare for her contribution to their global online healthcare community.

Program Logistics:

- Target Audience: Any nurses and leaders who want to learn best practices for addressing disruptive behavior and ways to create healthy work environments, including charge nurses, nurse managers, nurse directors, nurse educators, and clinical nurse specialists.
- 2.5 Contact Hours will be awarded for participation.
- Registration fee: \$125 per person, or \$1,000 for 10 people
- To register a group, [download our sign-up form](#).

REGISTER TODAY!

[CLICK HERE](#)

Space is limited.

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Financial Management and Business Essentials

For Nurse Managers and Directors

November 1st & 8th, 2023 · Time TBA via Zoom

Financial management skills and business acumen help nurse managers and directors excel in their roles, maximize their impact, and continue to grow in their careers in the modern, ever-evolving healthcare environment.

This interactive, two-part program is designed to prepare and empower nurse managers and directors who want to hone the essential financial management skills they need to be successful and enhance their business acumen.

SESSION 1

- Key financial and business issues facing today's healthcare industry
- Ways to measure productivity in in-patient and out-patient settings
- The nurse's role in budget planning
- Using financial data to build a business case

SESSION 2

- The components of a well-crafted business plan
- Types of financial analysis useful in developing a business case
- How to present a business case

Plus, apply your learnings by presenting a business case based on the template provided at the end of the session!

PROGRAM FACULTY



KT Waxman
DNP, MBA, RN, CNL, CENP,
CHSE, FSSH, FAAN



Mary Lynne Knighten
DNP, RN, NEA-BC

Drs. KT Waxman and Mary Lynne Knighten are the authors and editors of two nursing textbooks: *Financial and Business Management for the Doctor of Nursing Practice (3rd edition)* by Springer and *Economics and Financial Management for Nurses and Nurse Leaders (4th edition)*. They both teach healthcare finance at the doctoral level in major universities.

Program Logistics:

- Target Audience: Nurse managers and directors who want to hone their financial skills and build their business acumen.
- 6.0 Contact Hours will be awarded for participation in the full program.
- Registration fee: \$199 per person

SAVE THE DATE!
REGISTRATION
COMING SOON

The Organization of Nurse Leaders, MA, RI, NH, CT, VT is approved as a provider of nursing continuing professional development by The American Nurses Association Massachusetts an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.

TIMELY TOPIC TRAINING

Financial Management and Business Essentials

For Nurse Managers and Directors

Wednesdays, November 1st and 8th, 2023, Time TBA, via Zoom

Financial management skills and business acumen help nurse managers and directors excel in their roles, maximize their impact, and continue to grow in their careers in the modern, ever-evolving healthcare environment.

This interactive, two-part program is designed to prepare and empower nurse managers and directors who want to hone the essential financial management skills they need to be successful and enhance their business acumen.



ONL
Organization of
Nurse Leaders
Advancing a culture of health.

Financial Management and Business Essentials

For Nurse Managers and Directors

November 1st & 8th, 2023 · Time TBA via Zoom

Financial management skills and business acumen help nurse managers and directors excel in their roles, maximize their impact, and continue to grow in their careers in the modern, ever-evolving healthcare environment.

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Fall 2023 Programs Ideal for Teams!

**LEADERSHIP
LUNCH
SERIES**



**Sept. 15, Oct. 20,
Nov. 17 & Dec. 15**

ONL Organization of Nurse Leaders
Advancing a culture of health.

FALL 2023 **Quarterly Meeting**
Friday, September 22, 2023 · 8:30AM - 12:30PM via Zoom

PROGRAM CONTENT

ONL BUSINESS MEETING

INNOVATING TO STRENGTHEN THE NURSING WORKFORCE
Featuring presentations from multiple distinguished thought leaders and an interactive discussion of innovative strategies for meeting the workforce challenges of today and tomorrow

PLUS, MORE SOON TO BE ANNOUNCED!

WHO SHOULD ATTEND

ALL ARE WELCOME
Nurses at all levels, nursing managers, healthcare executives, and teams

CONTACT HOURS

Attendees will be eligible for contact hours; exact number to be announced as our agenda is finalized.

REGISTRATION DETAILS

REGISTRATION FEE: \$99

TO REGISTER AS AN INDIVIDUAL
Visit www.onl.org/fall-quarterly-2023

TO REGISTER A GROUP
Download the [sign-up form](#)

QUESTIONS?
Email info@onl.org

Join us at ONL's Fall 2023 Quarterly Meeting for an informative, inspirational, and interactive program you and your team will not want to miss!

This program will feature a truly exciting innovative workforce strategy discussion. Our speakers will share promising approaches to nursing workforce strategy that can help to meet the critical workforce challenges being faced by nurse leaders across the region and the country.

REGISTER TODAY!

FEATURED SPEAKERS

 **Betty Jo Rocchio**
DNP, RN, CRNA, CENP, EBP-C
Senior Vice President and Chief Nursing Officer, Mercy
Increasing Fill Rates and Reducing Workload Through A Generational Design of Workforce Layers

 **Daniel Hudson**
MSN, RN, CENP
Vice President, Nursing Administration and Operations, Jefferson Health
Member, ONL
Building a Workforce Strategy with Flexibility

MORE DETAILS SOON TO BE ANNOUNCED!

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**Stay tuned for our
call for posters!**

**WINTER
QUARTERLY
MEETING**

Dec. 8, 2023

ESPECIALLY FOR TEAMS

Fall 2023 Leadership Lunch Series

Fridays: Sept. 15th, Oct. 20th, Nov. 17th, & Dec. 15th, 12:00-1:30 PM via Zoom

For nurse leaders at every stage of their leadership journey

- A four-part, interactive, live educational program offering something for everyone at all levels of nursing leadership
- Nurse leaders and nursing teams learn and gain inspiration for 90 minutes each month while eating their lunch
- Remarkable faculty who share diverse perspectives ranging from big-picture thinking to tactical, actionable strategies
- When viewed as a team, this program serves as a jumping off point for internal discussion of the ideas shared and collaboration on application and strategies for implementation



Adrianna Nava
PhD, MPA, MSN, RN



Tim Porter-O'Grady
DM, EdD, ScD(h),
APRN, FAAN, FACCWS



Crystal Lawson
DNP, RN, CENP



Kecia Boyd
DNP, RN, NEA-BC,
AOCNS, BMTCN

FOUNDATIONAL LEADERSHIP DEVELOPMENT PROGRAM

The Nuts & Bolts of Nursing Leadership

Wednesday, October 4th, 8:30 AM-3:30 PM via Zoom

For Nurse Managers & Directors

Wednesday, October 11th, 8:30 AM-3:30 PM via Zoom

For Charge Nurses, Emerging Leaders, Team Leads & Clinical Leaders

This one-day, interactive workshop is designed to assist nurse leaders newly in a leadership role with key skills and strategies necessary to be successful:

- Transitioning into a leadership role
- Communication and collaboration, including power and authority
- Resource management
- Managing staff performance

This workshop is offered on two different dates, with each date's program customized to bring focus and examples designed for the specified audience.



The Nuts and Bolts of Nursing Leadership

This highly-rated program offers fantastic foundational leadership training for nurse leaders newly in a leadership role.

Nurses are often promoted into leadership roles with little or no training in the leadership, management, and communication skills needed to succeed. This one-day, interactive workshop is designed to equip new leaders with the key skills and strategies needed to be successful: transitioning into a leadership role; communication and collaboration, including power and authority; resource management; and managing staff performance.

Program Highlights

An Overview of Today's Nursing Environment

- Discuss nursing leadership challenges and trends as an outcome of the COVID-19 experience.

Stepping into Leadership

- Identify the role and expectations of contemporary nurse leaders and strategies that help leaders succeed.

Managing Staff Performance

- Describe strategies for managing staff performance and maintaining staff engagement.

Communication and Collaboration in Leadership Roles

- Discuss critical aspects of communication and collaboration for nurse leaders and tactics to improve your communication skills.

Resource Management

- Identify ways to manage scarce resources through effective budgeting, staffing, and workforce retention.

Program Faculty

**Rose O. Sherman, EdD, RN, NEA-BC, FAAN**
Dr. Sherman is nationally known for her innovative work in nurse leader development. She edits the popular nursing blog, www.emergingrleader.com and is Editor in Chief of Nurse Leader. Dr. Sherman is also a Gallup certified strengths coach and author of the book, *The Nuts and Bolts of Nursing Leadership*.

**Joyce Batcheller, DNP, RN, NEA-BC, FAONL, FAAN**
Dr. Batcheller is currently a Nurse Executive Advisor for AMN Healthcare. Prior to that she served as the President of CNO Solutions where she was responsible for the development of a CNO Academy, an on-boarding toolkit, and executive advising. Dr. Batcheller has specialized in chief nursing officer on-boarding and authored numerous peer-reviewed publications on the subject.

oonl.org/the-nuts-and-bolts-of-nursing-leadership-october-2023

An Interactive 1-day Leadership Development Workshop

This virtual program is offered on two dates, for two different audiences. The overall workshop topics will be similar each day, but the content focus and examples are specifically designed for each target audience.

October 4, 2023
8:30 a.m. - 3:30 p.m. EST via Zoom
Nurse Managers & Nurse Directors

October 11, 2023
8:30 a.m. - 3:30 p.m. EST via Zoom
Charge Nurses, Emerging Nurse Leaders, Team Leads & Clinical Leaders

REGISTER NOW
oonl.org/the-nuts-and-bolts-of-nursing-leadership-october-2023

Registration fee: \$199
Attendees will be eligible for 6.0 Contact Hours.

To register a group, [complete this excel sheet](#) and email to info@oonl.org.

For more information email info@oonl.org or call 781-272-3500

The Organization of Nurse Leaders, MA, RI, NH, CT, VT is approved as a provider of nursing continuing professional development by The American Nurses Association Massachusetts an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.

FOUNDATIONAL LEADERSHIP DEVELOPMENT PROGRAM

Leading Evidence-Based Practice

Tuesday, Nov. 28th, Wednesday, Nov. 29th & Tuesday, Dec. 19th

9:00 AM-3:00 PM via Zoom

For nurse leaders at every stage of their leadership journey

- Evidence-based practice (EBP) improves healthcare quality, reliability, and patient outcomes, as well as reduces variations in care and costs.
- However, EBP is still not the standard of care delivered by practicing clinicians.
- This program provides nurse leaders the deep and operational knowledge of EBP they need to access and implement proven strategies, while also improving quality and engagement.
- Offered in collaboration with the Fuld Institute for Evidence-Based Practice (EBP) at The Ohio State University

Leading Evidence-Based Practice

ONL Organization of Nurse Leaders *Advancing a culture of health.*

Fall 2023 Virtual Training Program

November 28, November 29 & December 19
9:00 am - 3:00 pm ET via Zoom

THE OHIO STATE UNIVERSITY
COLLEGE OF NURSING

Although it is widely known that evidence-based practice (EBP) improves healthcare quality, reliability, and patient outcomes as well as reduces variations in care and costs, it is still not the standard of care delivered by practicing clinicians. Nurses and nurse leaders need a deep and operational knowledge of EBP to access and implement proven strategies, while also improving quality and engagement.

In collaboration with the Fuld Institute for Evidence-Based Practice (EBP) at The Ohio State University, ONL is excited to provide this highly-rated leadership development program.



Lynn Gallagher-Ford PhD, RN, NE-BC, DPFNAP, FAAN
COO and Clinical Director
Fuld Institute for EBP at The Ohio State University



Karey Dufour DNP, RN, MA, ACNS-BC, CEN, EBP-C, USAF Col (ret)
Assistant Director, Clinical Core
Fuld Institute for EBP at The Ohio State University

In this interactive program, you will:

- Learn how a leader creates a vision, builds team engagement, and develops practices to improve quality through the evolution and importance of EBP
- Explore personal leadership strengths and discern how key attributes of leadership styles can be leveraged to drive EBP on units and in organizations
- Assess key elements of your organization, including the relationship between culture and the change process
- Assess common barriers to implementation of EBP in real-world settings and develop strategies to effectively build competence and engagement while implementing EBP
- Learn how to frame clinical and leadership questions and discover successful strategies for finding the best evidence to inform practice
- Learn how to differentiate, construct and critique the components of an effective PICOT question to support EBP practice change and staff engagement in the process
- Learn how to measure outcomes and track external benchmarks that impact healthcare organizations
- Analyze key checkpoints in planning an EBP change and compose strategies for implementation
- Describe the process of critical appraisal and evaluation of evidence
- Create an outcomes and evaluation plan for a sample EBP project

Program Logistics:

- **Target audience:** From C-suite to direct care managers, and nurse directors to educators and charge nurses, this is an enterprise-wide leadership development program to cross all disciplines.
- **Contact hours:** 16.5 Contact Hours will be awarded for participation.
- **Registration fee:** \$1,249 per person **Includes a 1-year ONL Membership**

REGISTER YOUR TEAM!

oonl.org/leading-evidence-based-practice-2023

Space is limited.

The Organization of Nurse Leaders, MA, RI, NH, CT, VT is approved as a provider of nursing continuing professional development by The American Nurses Association Massachusetts an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.

Thank you

to our ONL Program Committee!



ONL BUSINESS MEETING

ONL Foundation Report

Justin Drew

MSN, RN, NEA-BC, FAONL

ONL Past President &

Foundation Board Chair

The Inaugural
ONL FOUNDATION
GOLF TOURNAMENT

June 7, 2023

At the Newport National Golf Club

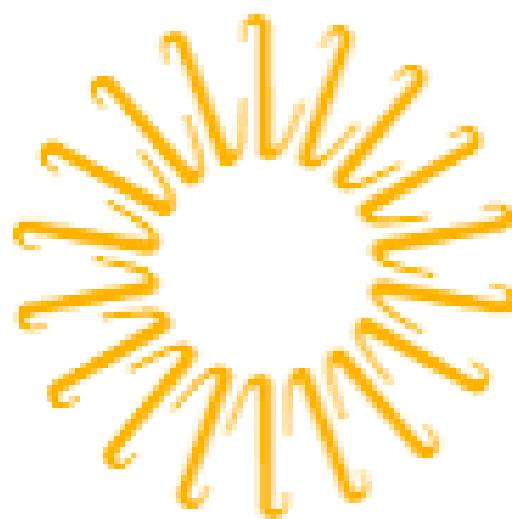


PLAY · SPONSOR · CONNECT · CELEBRATE

onlfoundation.org/golf

Thank you to our Golf Tournament Sponsors!

TITLE SPONSOR



Lifespan *Delivering health with care.®*



Qualivis



Thank you to our participating healthcare organizations!



Inaugural ONL Foundation Golf Tournament

By-the-Numbers

80

Golfers

9

Sponsors

More than \$40,000

raised for the ONL Foundation!

Massachusetts RN License Plates

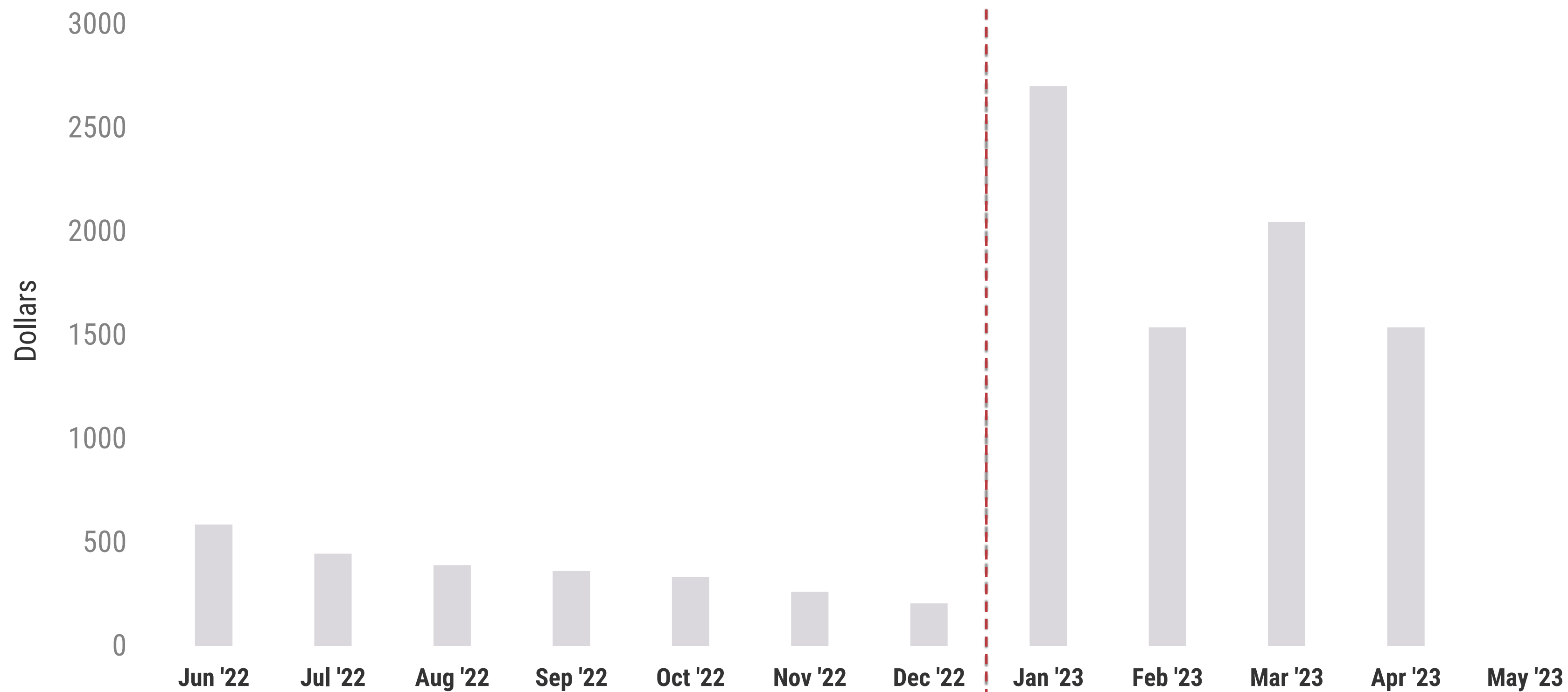


Advertisement for Massachusetts RN License Plates. The background is a blue banner with a white circular graphic on the right containing a photo of a smiling woman driving. Text on the banner includes: "Show the world that you care." in a white box, "THE NEW RN LICENSE PLATE" in white, and "GET YOURS TODAY!" in a white rounded rectangle. A sample license plate is shown with the text: "OCT Massachusetts", "RN 1234", and "Advancing Health".

- A great way to show pride in being a nurse and for non-nurses to show support for the profession
- Available for all non-commercial vehicles registered in Mass. Available to non-nurses, too.
- Fee is tax deductible
- Proceeds go to the ONL Foundation; this is an ongoing revenue stream that does not require our time and attention and supports our efforts to develop and empower more nursing professionals!

Mass. RN License Plate Progress

MA RN LICENSE PLATE REVENUE TO THE ONL FOUNDATION BY MONTH



RN License Plate Renewals begin, which doubles the revenue from each sale coming to the Foundation

800+
MA RN LICENSE PLATES ON THE ROAD

MORE THAN
\$12K
RAISED FOR THE ONL FOUNDATION

Thank you for joining us!

*Please be sure to complete your program evaluation,
which will be shared by email. It is required to
receive contact hours for this program.*