



ONL

Organization of Nurse Leaders | New England

Annual Report

2026

Who We Are

Organization of Nurse Leaders - New England (ONL) is a not-for-profit membership organization dedicated to empowering current and aspiring nurse leaders to solve the challenges of today and seize the opportunities of tomorrow.

For nearly 50 years, ONL has cultivated a vibrant community of nurse leaders, inspired and developed nurse leaders with exceptional leadership development programming, and equipped and engaged nurse leaders to influence public policy.



Our Impact

More Than
1,200

Member Nurse Leaders

Who Lead More Than
310,000

Licensed Nurses

Caring For
Millions
of People in Our Region

31

Programs

Attended by More Than
6,000

Participants

Awarding More Than
12,800

Contact Hours



More Than
5,700

LinkedIn Followers



More Than
2,400

Facebook Followers

www.onl.org

A Message From Our Outgoing President and CEO

Dear Colleagues,

This year, nurse leaders across New England continued to shape patient care, strengthen nursing teams, advance innovation, and guide organizations through a rapidly evolving healthcare environment. Throughout these efforts, ONL remained focused on cultivating a vibrant professional community where nurse leaders could connect, learn from one another, share expertise, and grow together.

This annual report highlights the many ways ONL advanced our mission to empower nurse leaders to solve the challenges of today and seize the opportunities of tomorrow. As the first year of ONL's 2025–2027 Strategic Plan, this was an important opportunity to begin translating our strategic priorities into meaningful action and impact. Guided by this roadmap, ONL deepened engagement and expanded mentorship within our community, equipped nurse leaders with policy and advocacy skills, delivered best-in-class leadership development opportunities, and continued to broaden ONL's reach and impact in the region.

At the heart of this work is the belief that nursing leadership grows stronger through community. Guided by this principle, ONL honed our focus on creating opportunities for nurse leaders to learn from one another, exchange ideas, elevate best practices, and support the growth and success of colleagues across New England. Whether connecting through Member Roundtables, serving as program faculty and speakers, volunteering as mentors, participating in advocacy efforts, or sharing innovative work through poster presentations, ONL members helped shape this community through their engagement, generativity, and leadership.

We are especially proud of the collaborative spirit reflected throughout ONL this year. Members across New England contributed their time, expertise, and lived experience to support one another and advance the profession collectively. Together, these efforts reflect ONL's vision of a thriving community of nurse leaders—championing excellence and advancing health.

As we look ahead, ONL remains committed to supporting nurse leaders in advancing the profession, strengthening organizations and teams, and shaping the future of healthcare across New England. We are so proud of what this community continues to accomplish together and excited for the opportunities yet to come.

Thank you for your leadership, engagement, partnership, and support—and for being part of ONL.

With deep appreciation,



Kelly Haeckel
MSN, RN, NE-BC
ONL President,
2025-2026



Amanda Oberlies
PhD, MBA, RN, FAAN
Chief Executive Officer and
Chief Nursing Officer

Leading · Learning · Making a Difference

Building the Future of Nursing Leadership Together

During the past year, ONL worked to advance the strategic priorities outlined in our 2025–2027 Strategic Plan—cultivating a vibrant community of nurse leaders, equipping and empowering nurse leaders to influence policy, inspiring and developing nurse leaders, and amplifying ONL's reach and impact.

The work highlighted in this report reflects our shared accomplishments as an ONL community. Further, it reflects the interconnected nature of ONL's strategic priorities and ongoing commitment to our mission—empowering nurse leaders to solve the challenges of today and seize the opportunities of tomorrow.






Our Mission

Empowering nurse leaders to solve the challenges of today and seize the opportunities of tomorrow

Our Vision

A thriving community of nurse leaders—championing excellence and advancing health

2025–2027 Strategic Priorities

 Cultivate a vibrant community of nurse leaders	 Equip and empower nurse leaders to influence policy	 Inspire and develop nurse leaders	 Amplify ONL's reach and impact
<p>OBJECTIVES</p> <ul style="list-style-type: none"> • Engage a community of nurse leaders who drive innovation and knowledge exchange across the care continuum. • Foster diversity within the ONL community so that nurse leaders of all career stages in all practice settings, from organizations of all sizes, and of all backgrounds are represented. • Deepen member engagement and cultivate a strong sense of belonging by creating meaningful connections, facilitating peer collaboration, and providing valuable resources. 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> • Support nurse leaders to effectively engage in policy advocacy. • Advance nurse leader influence by elevating nurse leaders within and beyond nursing and by demonstrating the economic value of nursing and nurse leaders. • Promote awareness of nurse leaders' and ONL's policy expertise. • Strengthen ONL's capacity to influence state-level and regional policy by nurturing strategic relationships and collaborative partnerships. 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> • Provide all nurses with the learning, support, and resources needed to continue to grow as professionals and excel as leaders. • Deliver high-impact leadership development programs tailored to the diverse needs and career stages of nurse leaders. • Facilitate career advancement and professional growth for nurse leaders at all career stages. • Convene academic and mission-aligned partners to address critical health care challenges in our region. 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> • Expand ONL's membership base and deepen engagement by attracting new members, enhancing value, and creating a seamless member experience. • Elevate ONL's visibility and recognition as the leading voice for nurse leaders in New England through strategic communication and thought leadership initiatives. • Cultivate and leverage strategic partnerships to extend ONL's reach, influence, and impact across the healthcare landscape.

CORE VALUES

- All nurses are leaders
- All nurses and health care staff deserve safe and healthy work environments
- Diversity, equity, inclusivity, and belonging strengthen our teams, organizations, and communities
- Evidence-based practice and innovation are essential

STRATEGIC PRIORITY #1

Cultivate a Vibrant Community of Nurse Leaders



Deepened member engagement and cultivated a strong sense of belonging by creating meaningful opportunities for nurse leaders to connect, collaborate, learn from one another, and share expertise

- Engaged more than 250 members in ONL Member Roundtables and introduced free contact hours for Roundtables
- Facilitated mentoring for fellowship applications, CV/resume development, and leadership transitions
- Launched the Kathleen Bower Legacy Award for Excellence in Mentoring to recognize and celebrate generativity
- Hosted 44 poster presentations by nursing teams, providing a platform to share best practices

STRATEGIC PRIORITY #2

Equip and Empower Nurse Leaders to Influence Policy



Strengthened efforts to support nurse leaders in building policy knowledge, advocacy skills, and confidence to influence change at the organizational, state, and federal levels

- Expanded the Policy section of ONL's website and published new downloadable *Getting Involved in Advocacy* resources
- Hosted policy-focused Spring Quarterly Meeting and Member Roundtable
- Launched the Policy, Advocacy, and Influence Accelerator Scholarship
- Collaborated with national and regional partners around timely advocacy calls-to-action

STRATEGIC PRIORITY #3

Inspire and Develop Nurse Leaders



Delivered best-in-class leadership development programs that balance foundational leadership skill-building with timely, responsive educational topics addressing today's workforce and leadership realities

- Offered 31 leadership development programs attended by more than 6,000 participants
- Expanded timely-topic programming addressing leading multigenerational teams, leading change, navigating conflict, improving retention, and leading teams of novice nurses
- Strengthened leadership development pathways for leaders at every stage of their leadership journey
- Elevated members' expertise through mentorship, speaking, and other opportunities

STRATEGIC PRIORITY #4

Amplify ONL's Reach and Impact



Elevated ONL's visibility and recognition as the leading voice for nurse leaders in New England and worked to create a more seamless member experience to enhance value in support of future membership growth

- Expanded the ONL Learning Subscription partnerships to 29 subscribing organizations
- Grew ONL's social media following to more than 5,700 followers on LinkedIn and 2,400 followers on Facebook
- Began detailed planning to upgrade ONL's Association Management System to a platform offering better functionality and a more high-value, seamless member experience

Cultivating a Vibrant Community of Nurse Leaders

This year, nurse leaders continued to navigate a rapidly evolving healthcare environment while supporting their teams, shaping patient care, and leading change within their organizations.

ONL Membership supported leaders in meeting this moment by providing a professional home where they found connection, support, and opportunities to grow alongside peers facing many of the same challenges. Through community, learning, and shared experience, ONL continued to help nurse leaders strengthen their practice, expand their perspective, and lead with greater confidence, resilience, and impact.



Helping Nurse Leaders Grow and Develop

ONL members strengthened their leadership practice not only through formal learning opportunities, but through connection, mentorship, shared expertise, and active engagement within the ONL community.

MEMBER ROUNDTABLES

Learning Through Peer Connection and Dialogue

ONL's Member Roundtables continued to create space for nurse leaders to engage in timely, practical discussions with peers facing similar challenges. **Nearly 250 members participated in these no-cost sessions**, which offered opportunities to learn from experts and exchange ideas in a collaborative environment grounded in real-world experience. **In response to member feedback, ONL introduced free contact hours for Member Roundtables this year**, expanding the value of these sessions.

Roundtable topics included:

- From Leader to Author: A Nurse Leader's Guide to Getting Your Work Published
- The Healthcare Impact of H.R. 1: Implications for Chief Nursing Officers and Senior Nurse Leaders
- Thriving as a Nurse Leader: Increasing Productivity, Enhancing Work-Life Balance, and Preventing Burnout
- A Policy and Politics Case Study: Advancing Workplace Violence Legislation in Massachusetts
- Applying for AONL Fellow Designation

MENTORSHIP

Supporting Growth Across Career Stages

Mentorship remains a defining strength of the ONL community. Throughout the year, experienced nurse leaders supported colleagues through formal and informal mentorship, sharing perspective, encouragement, and practical guidance across career stages and leadership transitions.

ONL Members sought **mentorship support for a variety of aims—from strengthening resumes and curriculum vitae to preparing for leadership advancement opportunities and pursuing professional fellowships**.

Numerous ONL colleagues with fellowship experience mentored applicants through the process, offering insight, feedback, and guidance to those working toward this important professional milestone.

This spirit of mentorship was celebrated through the launch of ONL's Kathleen Bower Legacy Award for Excellence in Mentoring, recognizing nurse leaders whose impact is reflected in the growth and success of others (see p. 17 for more information).

Helping Nurse Leaders Elevate Their Teams and Advance Excellence

A key part of supporting nurse leaders is helping them build strong, high-performing teams. This year, ONL created opportunities to highlight excellence, share successful practices, and advance the visibility and impact of nursing teams.

POSTER PRESENTATIONS

Highlighting Professional Excellence and Innovation

This year, ONL continued to create opportunities for nurse leaders to showcase the incredible work of their teams that is transforming nursing practice and patient care. At ONL's 2025 Winter Quarterly Meeting, **nursing teams from across New England presented 44 posters** sharing their professional projects that strengthened patient care, improved team performance, advanced workforce development, and addressed organizational challenges. ONL was pleased to offer this opportunity for leaders and teams to disseminate their work and to facilitate shared learning across teams and organizations.

AWARDS AND SCHOLARSHIPS

Recognizing Excellence in Nursing Leadership

ONL and the ONL Foundation continued to recognize and celebrate exemplary nurse leaders across New England who are making a meaningful impact within their teams, organizations and communities. Recognition through ONL's Awards and Scholarships celebrates achievement while also strengthening resumes and curriculum vitae, elevating professional visibility, and positioning nurse leaders for continued growth and future opportunities. At the same time, **nominating colleagues and team members offers organizations and leaders a meaningful way to shine a light on the extraordinary work happening within their teams** and to celebrate the contributions of nurses making a difference every day.

Board and Committee Participation

Leading Through Service and Engagement

ONL members play an active role in shaping the organization and strengthening its impact across the region. Through board service, committee participation, program speaker roles, and volunteer leadership opportunities, members contribute expertise that informs programming, advances strategic priorities, and supports the broader nursing leadership community.

More than 10 percent of ONL members are highly engaged through committee, board, speaker, or volunteer leadership service. This involvement reflects the collaborative, member-driven nature of ONL and creates meaningful opportunities for nurse leaders to grow their skills, expand their networks, and contribute to the future of the profession.



Equipping Nurse Leaders to Influence Policy

Nurse leaders bring a critical voice to the decisions that shape healthcare—yet that voice is underrepresented in policy discussions. During the past year, ONL advanced our commitment to equipping nurse leaders with the knowledge, skills, and confidence to influence policy at the local, state, and federal levels.

By offering live learning opportunities, developing resources for getting involved in advocacy, fostering engagement, and sharing pathways for action, ONL empowered nurse leaders to participate in the dialogue and drive meaningful change for their patients, their teams, their communities, and the profession.



ONL's Member-Defined Policy Priorities



Healthcare Delivery and Healthy Work Environments



Nurse Leaders' Influence



Nursing and Healthcare Workforce Development

Moving from Awareness to Action

Resources for Getting Involved in Advocacy

Nurse leaders getting involved in advocacy—by building relationships, sharing their perspective, and engaging in their communities—is good for our profession, for our patients, and for our communities. Many leaders want to contribute in these ways but are unsure of how to get started.

During fall 2025, ONL expanded the Policy section of our website to include a new *Getting Involved in Advocacy* page and downloadable asset, sharing resources to support nurse leaders at all levels who may be wondering how to get started in this important work. This guide introduces nurse leaders to practical, accessible pathways for engaging in advocacy, from building relationships with legislators to influencing policy within their organizations and communities. It highlights key strategies, resources, and opportunities that empower nurses to amplify their voice, strengthen their impact, and confidently chart their own advocacy journey.



Strengthening and Amplifying Nurse Leaders' Influence

Opportunities to Develop Policy Knowledge and Learn from Colleagues Championing Advocacy Efforts

Like any leadership competency, policy and advocacy expertise must be intentionally developed. This year, ONL expanded opportunities for learning, engagement, and skill-building to support nurse leaders in our community in driving meaningful and lasting impact.

2026 SPRING QUARTERLY MEETING

Influencing Policy: Strategies for Individual and Organizational Impact

ONL's 2026 Spring Quarterly Meeting explored how leaders and organizations can meaningfully impact policy at the local, organizational, and national levels. The program provided personal stories and practical approaches to becoming more involved in policy and advocacy in each of these contexts.

- **Preparing and Delivering Your Message:** AONL Chief Executive Officer Emeritus Robyn Begley, DNP, RN, NEA-BC, FAAN, shared reflections on preparing to testify before Congress and meeting with association leaders and the President of the United States. Dr. Begley emphasized the importance of preparation, storytelling, and delivering a clear, concise message.
- **Building Advocacy From Within Health Systems:** Colleagues from Brown University Health (BUH) and Middlesex Health (MH) shared their non-partisan work to build policy and advocacy engagement within their organizations focused on issues affecting patients. The BUH team shared how they launched a systemwide Nursing Government Affairs Committee, and the MH team shared the work of their Healthcare Policy Awareness and Advocacy Coalition.
- **Growing Your Policy Leadership From Bedside to Boardroom to Ballot:** ONL President and Middlesex Health Chief Nursing Officer Kelly Haeckel, MSN, RN, NE-BC, shared her journey exploring civic service, running for local office, and being elected to her regional Board of Education. Kelly reflected on her strengths and on the knowledge gaps she encountered while expanding the boundaries of her leadership to serve her community in a new way.

Through these personal stories and interactive dialogue, this session encouraged nurses at all levels to strengthen their leadership voice and to influence change within their communities and beyond.

MEMBER ROUNDTABLE

A Policy and Politics Case Study: Advancing Workplace Violence Legislation in Massachusetts

What does it take to move critical legislation forward in a complex political environment? Our April Member Roundtable explored a case study in how strategic partnerships and political savvy create space for policy change. Massachusetts Health & Hospital Association (MHA) Vice President of Government Advocacy and Public Policy Emily Dulong shared a behind-the-scenes look at recent efforts to advance workplace violence legislation in the state. Her reflections of strategic policy choices and political dynamics illustrated the complex art and process of negotiating policy. While this story was specific to the Massachusetts experience, the lessons are transferable to other states and policy issues.

NEW

Investing in the Next Generation of Policy Leaders

ONL's Policy, Advocacy, and Influence Accelerator Scholarship

For decades, ONL has prioritized nurse leader engagement in policy as central to our mission, and our 2025–2027 Strategic Plan identifies *Equipping and empowering nurse leaders to influence policy* as a key priority.

In December, ONL launched a new Policy, Advocacy, and Influence Accelerator Scholarship to directly support this priority by expanding the number of informed, confident nurse leaders prepared to participate in legislative, regulatory, and organizational policy efforts.

The scholarship **awards up to \$2,000 to be used toward a policy and advocacy education program of the recipient's own selection**, such as AONL Advocacy Day or the Healing Politics Campaign School. This scholarship is offered thanks to the generous support of the ONL Foundation.

By developing more nurse leaders engaged in the critical work of policy and advocacy, this scholarship benefits our collective ONL community.

For more information on how to apply and eligibility requirements, please visit

oonl.org/policy-scholarship

Advocacy in Action: Supporting and Amplifying Nurse Leaders' Voices

The rapidly evolving policy landscape of the past year brought new challenges—and new opportunities—for nurse leaders to influence change. With the leadership of our Government Affairs Committee, ONL supported and amplified member advocacy by providing timely information, collaborating with our national and regional partners, and sharing meaningful calls to action with ONL members on key issues. These efforts helped ensure that nurse leaders were prepared to respond to the issues shaping the future of the profession and the healthcare system.

National Issues Impacting Nursing Leadership

Restricted Access to Graduate Loans for Nursing

Despite widespread advocacy among nurses in our region and nationally, the U.S. Department of Education excluded nursing from the definition of “professional degree” programs under the finalized federal graduate loan borrowing limits released in April. Along with our members and colleagues, ONL is dismayed by this exclusion as it raises significant concerns for the future of nursing education and workforce development, as restricted access to graduate loans is expected to shrink the pipeline of APRNs, CRNAs, CNMs, CNSs, and nursing faculty, worsening existing shortages beginning as early as 2027 and accelerating through the 2030s. In addition, there is expected downstream impact of fewer nurses entering the workforce as faculty shortages force reductions in program capacity. ONL continues to monitor this issue closely and work in collaboration with our national partners to support ongoing federal advocacy efforts to ensure that nursing education remains appropriately recognized and resourced.

Advancing Solutions for Nurse Licensure Compact Implementation Challenges



As states continue to adopt the Nurse Licensure Compact, nurse leaders are navigating the complexities of implementation in real time. In Massachusetts, progress toward full implementation has been slower than anticipated due to federal-level challenges related to criminal background check approval requirements; an issue affecting multiple states. These delays highlight the critical intersection of state and federal policy in enabling workforce mobility and access to care. National efforts are underway to address these barriers through proposed federal legislation that would provide greater clarity and consistency in how background checks are processed for compact licensure. ONL continues to monitor developments, keep members informed, and support advocacy efforts in partnership with AONL.

Addressing Fraudulent Nursing Credentials: Operation Nightingale

The ongoing investigation known as Operation Nightingale has brought national attention to the issue of fraudulent nursing degrees. Health systems and nurse leaders across New England and the country continue to deal with the implications for their teams, for patients, for the nursing workforce at large. ONL's Government Affairs leaders continue to monitor this issue and offer strategies for screening applicants with vigilance, integrity, and attention to detail.

State-Level Advocacy: Driving Change Across the Region

MASSACHUSETTS

Advancing Workplace Violence Prevention in Healthcare



Healthcare Delivery
and Healthy Work
Environments

Addressing workplace violence in healthcare settings remains a top priority for nurse leaders and healthcare organizations across the Commonwealth. In November 2025, a significant milestone was reached when the Massachusetts House of Representatives unanimously approved H.4767, *An Act Requiring Healthcare Employers to Develop and Implement Programs to Prevent Workplace Violence*, and the bill advanced to the Senate. Developed through collaboration among the Massachusetts Health & Hospital Association (MHA), the Massachusetts Nurses Association (MNA), and 1199SEIU, and endorsed by ONL, the bill represents a unified, statewide commitment to protecting frontline healthcare workers.

The legislation requires hospitals to conduct facility-specific risk assessments, implement comprehensive violence prevention programs, and actively engage frontline staff in developing and maintaining these efforts. Further, it requires ensuring workforce-informed training and making written plans available to all employees and labor organizations. The bill also strengthens enforcement through DPH licensing requirements, regular reporting, and enhanced job protections for workers, including additional paid leave for employees who are assaulted.

ONL sent an advocacy request for Massachusetts nurse leaders to contact their state Senators in early March, urging them to take action and pass the bill. As of publication, the legislation is awaiting action in the Massachusetts Senate. If not enacted by July 31, 2026, the bill would need to be reintroduced in the next legislative session.

NEW HAMPSHIRE

Clarifying Licensed Practical Nurse Scope of Practice



Nursing and
Healthcare Workforce
Development

Ensuring that nurse leaders can fully utilize the capabilities of their workforce remains an important priority across New Hampshire. In 2026, efforts advanced to clarify the scope of practice for Licensed Practical Nurses (LPNs), addressing long-standing ambiguity in state statute. New Hampshire's LPN scope of practice law has not been updated since 2009, leading to inconsistencies in how LPNs are utilized across care settings. While LPNs are educated to perform comprehensive assessments and contribute to patient care planning, unclear statutory language has led some organizations to limit practice unnecessarily. In response, nurse leaders across the state collaborated with the New Hampshire Nurses Association, the New Hampshire Hospital Association, and the Board of Nursing to develop clarifying updates to the law.

Legislation (HB 1030, *Relative to licensed practical nurse scope of practice*), supported by nurse leader testimony, advanced through the New Hampshire legislature and was signed by the Governor on May 8, 2026. The bill introduces targeted updates to better align statutory language with current LPN education and practice, helping to reduce ambiguity and support more consistent utilization of LPNs across care settings. ONL will continue to share updates and support efforts that enable nurse leaders to optimize workforce capacity and strengthen team-based care.

RHODE ISLAND

Supporting Nurse Licensure Compact Reauthorization



Nursing and
Healthcare Workforce
Development

In Rhode Island, the Nurse Licensure Compact (NLC) was originally enacted with a sunset provision, meaning without legislative action, participation would expire on January 1, 2027. While not an explicit focus of this legislative session, leaders understand the value of keeping the NLC in place to strengthen workforce flexibility and improve access to care.

Nurse leaders across the state worked within their networks to secure a pathway for NLC reauthorization to ensure continued access to multistate licensure, supporting workforce mobility and enabling more responsive staffing across care settings. State legislative leaders strategically integrated the NLC into the state's Rural Health Transformation Program. If the Rhode Island General Assembly enacts proposed Article 13 – *Relating to the Rural Health Transformation Program*, participation in the Compact will be extended by two years, through January 1, 2029.

Developing Nurse Leaders for Today—and for What's Next

Continuing to offer high-quality, affordable, accessible, and relevant leadership development remains central to ONL's mission. In the past year, ONL continued to evolve programming to offer timely, responsive learning opportunities while balancing a strong foundation in leadership development. ONL's leadership development offerings help nurse leaders at all levels solve today's challenges and prepare to lead through anything the future may hold.

Through an ongoing feedback loop with members, ONL continuously refines its programs—testing new formats, introducing emerging topics and new speakers, and responding to real-time challenges facing nurse leaders and their teams. This approach ensures that programming remains practical and aligned with what leaders need most: opportunities to strengthen leadership capability, engage in meaningful peer exchange, and translate learning into real-world impact.



Strengthening Leadership Foundations

Fundamental Leadership Development Tailored by Role

Many nurse leaders enter leadership roles from clinical pathways without leadership and management skills training. Leading effective teams requires building a strong foundation of leadership skills and knowledge and growing those skills over time. ONL's foundational leadership development programming is designed to support nurse leaders throughout their professional journey—from emerging leaders stepping into new roles to experienced managers and directors navigating complex organizational challenges. These offerings provide structured, high-quality learning experiences that build and strengthen leadership foundations to support strong, high-performing, healthy nursing teams.

Emerging Leaders

The Nuts & Bolts of Nursing Leadership

Emerging Leaders, Clinical Leaders,
Charge Nurses, and Team Leads

Essential Leadership Skills for Charge Nurses

Leadership Essentials for Preceptors

Strategies for Improving Onboarding,
Culture, and Retention

Nurse Managers and Directors

The Nuts & Bolts of Nursing Leadership

(if new to the role)

Financial Management and Business Essentials for Nurse Managers and Directors

(with two+ years in the role)

Quality and Patient Safety Foundations

(for those new to the role)

ONL Leadership Catalyst

(for those with two+ years of formal leadership experience)

Meeting This Moment With Leadership Development

New Timely-Topic Programs for Nurse Leaders at Every Stage of Their Leadership Journey



Building Bridges, Not Walls: Leading Multigenerational Nursing Teams

Nursing teams today span multiple generations, each with distinct attitudes, communication styles, and workplace expectations. For nurse leaders, this presents both a challenge and an opportunity: to bridge generational divides, foster collaboration, and lead teams that thrive. This program provides actionable tools and strategies for leaders at all levels to help their multigenerational nursing teams build bridges, not walls, as they work together to provide care.

Leading Change: Why Leaders Struggle, and How to Flip the Script

Leading change isn't for the faint of heart, and, in today's healthcare landscape, those who hesitate risk getting left behind. Many leaders find themselves caught between big ideas and real-world barriers, unsure how to move forward. Nurse leaders are responsible for maintaining ongoing operations and care while also translating organizational strategy into action—that's hard. This program explores why change feels so hard and shares practical, actionable strategies for how nurse leaders can turn hesitation into momentum and ideas into impact.

Navigating Conflict With Clarity and Confidence

Nurse leaders at all levels need the skills and know-how to navigate conflict with clarity and confidence. This program equips nurse leaders with a step-by-step framework for managing and resolving conflict effectively and sustainably. Participants leave with the ability to transform conflict situations into opportunities for improvement, increased accountability, and enhanced team performance.

Staying Power: Building a Culture of Retention in the New World of Work

More than half of all nurses now leave their organizations within their first two years of employment. Generation Z nurses have different ideas about work and will quickly leave organizations if their needs are not met. Turnover is costly, disruptive to teams, and impacts the quality and safety of nursing care. To effectively retain nurses in this new world of work, leaders need to build a culture with staying power. This program shares actionable, forward-thinking recruitment and retention strategies to promote well-being, engagement, career advancement, and a sense of belonging among the current and next-generation nursing workforce.

The Inverted Pyramid: Leading Teams of Novice Nurses

Nursing faces a structural crisis in many healthcare settings as patient acuity has risen and staff experience has declined. Historically, a solid base of veteran "expert" nurses supported a small group of novices. Today, the model has flipped into an inverted pyramid: most frontline nurses in acute care environments are novice clinicians, supported by a shrinking minority of experienced clinicians. This inverted pyramid means nurse leaders need different strategies to ensure safety and quality care on their units. This program provides leaders with concrete strategies to manage patient care and coach clinically inexperienced teams. Participants learn how to rebuild systems of safety to ensure quality care in an environment where experienced nurses are rare and at a premium.

2025-2026 Program Faculty & Speakers

Gabrielle Abelard
DNP, APRN-BC, FNAP, FAAN, FAANP

Lori Armstrong
DNP, RN, NEA-BC

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

Robyn Begley
DNP, RN, NEA-BC, FAAN

Tim Cunningham
DrPH, MSN, RN, FAAN

Jeff Doucette
DNP, RN, NEA-BC, FACHE, FAAN

Beth Duthie
PhD, RN, CPPS, FAAN

Nancy Gaden
DNP, RN, NEA-BC, FAAN

Stacy Hutton Johnson
PhD, MS/MBA, RN, NEA-BC

Ellen Joswiak
DNP, RN, NPD-BC

Randy Keirn
CSP, EFO, MPA, BSN, RN, EMT-P

Mary Lynne Knighten
DNP, RN, NEA-BC

Crystal Lawson
DNP, RN, CENP

Sara Macchiano
MS, MBA, RN, NEA-BC

Barbara Mackoff
EdD

Jermaine Moore

Dawn M. Nelson
MS, RN, NPD-BC

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

Heather O'Sullivan
MSN, APRN-BC, FAAN

Cynda Rushton
PhD, MSN, BSN, RN, FAAN

Rose Sherman
EdD, RN, NEA-BC, FAAN

Lisa Summers
DrPH, MSN, BSN, RN

Syl Trepanier
DNP, RN, CENP, FAONL, FAAN

Kate Walsh

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

Dan Weberg
PhD, MHI, RN, FAAN

Holly Wei, PhD, RN,
CPN, NEA-BC, FAAN

Ena Williams
PhD, MBA, RN, CENP

Olga Yakusheva
PhD, MSE, FAAN(hon)

Scaling Nurse Leader Development Through Organizational Partnerships

As demand for scalable, high-value leadership development in nursing continues to grow, ONL's Learning Subscription has expanded rapidly and now supports 29 organizations in New England and beyond. Participating organizations leverage the ONL Learning Subscription as a strategic solution to strengthen nursing leadership pipelines, improve retention, and support high-quality patient care while also saving time, money, and administrative hassle.

29
Subscribing Organizations

Why Organizations Choose the ONL Learning Subscription



Develop Nurse Leaders at Every Level

Provide timely, targeted, high-quality professional learning that helps nurse leaders grow in their roles, strengthen leadership practice, and advance organizational goals.

Save Time, Money and Administrative Burden

Simplify enrollment, invoicing, coordination, and planning through a streamlined organizational partnership model and access high-quality programming at the most affordable rates.

Complement Internal Professional Learning Opportunities

Enhance existing internal programs with high-quality, expert-led external education that broadens perspectives and fills gaps in internal capacity.

Strengthen Teams and Organizational Culture

Demonstrate organizational investment in nurse leaders through meaningful development opportunities that support engagement, resilience, and retention.

Expand Connections Beyond Organizational Walls

Enable nurse leaders to collaborate with peers across organizations, share ideas, and gain insight into challenges and solutions emerging across the region.

Gain Better Visibility, Meaningful Reporting, and Insights

Comprehensive reporting provides organizations with valuable visibility into participation, contact hours, and professional development engagement across teams—*great for Magnet evidence!*

"ONL helps shape my mindset, outlook, and direction. An unmatched resource. My ONL colleagues help me chase my goals and rise above challenges, believe in myself, step forward with confidence and vision—it is invaluable."

"ONL is my community—the people who get my lived experience as a nurse leader, who lift me up and support me when I need it, to whom I turn for advice and perspective."

"Being an ONL Member helps me build my skills, deepen my knowledge, and grow my network. It makes me a better leader."

Recognizing and Celebrating Exemplary Nurse Leaders

2026 Awards and Scholarships Recipients

Mary B. Conceison Award

For Excellence in Nursing Leadership



Marie Borgella
DNP, MSN, RN

Elaine K. Sherwood Award

For Excellence in Service



Moishe Ragieme
MSN-Ed, RN

Janet Madigan Award

For Excellence in Advocacy



Mary Antonelli
PhD, RN, MPH

Pamela Leigh Vecchiarino Award

For Compassion in Nursing Leadership



Leanne Keegan
RN

Sharon A. Smith Scholarship

Supporting Pursuit of Nursing Degrees



Jennifer Boutelle
MSN, RN, NE-BC
Doctor of Nursing Practice Program

Marilyn Rinker Scholarship

Supporting Pursuit of Advanced Nursing Degrees



Estier Sayegh
MBA, BSN, RN, CNRN, PCCN, CCRN, NEA-BC
Doctor of Nursing Practice Program



Massiel Eversley
MJ, BSN, RN, NE-BC, CPC
Doctor of Nursing Practice Program



Nicole Ouellette
RN
Bachelor of Science in Nursing Program

laudio Scholarship

For Outstanding Nurse Managers/Directors



Justine Czaplicki
MSN, RN, CMSRN



Susanne Yeakel
MSN, RN, CNML, NEA-BC, FAONL
Doctor of Nursing Practice Program



Alana Lemoine
BSN, RN



Kathleen Bower Legacy Award for Excellence in Mentoring

Recognizing Leaders Who Embody Generativity

ONL is proud to establish the Kathleen Bower Legacy Award for Excellence in Mentoring. In addition to being a longtime ONL member, ambassador, Program Committee Chair, and friend, Kathy has, throughout her distinguished career, cultivated an extraordinary commitment to developing others. She is endlessly generous with her time, talents, wisdom, and mentorship "superpower"—identifying potential in nurse leaders, guiding them with intention, championing their growth, and helping to position them for recognition and success.

Honoring Dr. Bower's enduring legacy in nursing of opening doors, coaching, and mentoring others, this award recognizes nurse leaders who embody that same generativity and excellence in mentoring. Recipients are known for impact that far exceeds personal accomplishments and is evident in the success of colleagues.

Inaugural Kathleen Bower Legacy Award

For Excellence in Mentoring



Kathleen Bower
DnSc, RN, FAONL, FAAN

Policy, Advocacy, and Influence Accelerator Scholarship

Bolstering Policy Learning, Leadership, and Skills

During the 2025 Winter Quarterly Meeting, ONL launched our new Policy, Advocacy, and Influence Accelerator Scholarship. This scholarship advances ONL's mission by supporting nurse leaders with resources to bolster their leadership and skills in the policy space. Recipients are awarded up to \$2,000 to be used toward a policy and advocacy educational program of their own selection.

To be eligible, applicants must be an RN or APRN licensed in a New England state and must be an active ONL Member. Unlike our other awards and scholarships, applications are accepted and reviewed on a rolling basis.

2025-2026 Policy, Advocacy, and Influence Accelerator Scholarship Recipients

Supporting Policy and Advocacy Education



Amanda Ford
MSN, MBA, RN, ACM, CMGT-BC
AONL Advocacy Day



Seanna Zimmerman
DNP, MBA, RN, NEA-BC, FACHE
Healing Politics Campaign School

Support the ONL Foundation

The ONL Foundation is a 501(c)3 affiliate of ONL dedicated to empowering and developing nursing professionals. For more than 20 years, the ONL Foundation has supported research, educational, and leadership development initiatives that further this aim.

By supporting the ONL Foundation, you help develop and empower nurse leaders, and thereby impact thousands of nurses across New England and, by extension, all patients seeking care in our communities.

- Donate in honor of a friend or colleague or to celebrate their accomplishments
- Incorporate the ONL Foundation in your annual giving plans and/or legacy giving plans
- Order a Massachusetts RN License Plate - tax-deductible and available for non-commercial vehicles



onlfoundation.org

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Practice Manager,
Boston IVF - Providence



RI Representative
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DNP, RN, NEA-BC
 Director of Inpatient Nursing
 and Respiratory Therapy,
The Miriam Hospital



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Ara Millette
MBA, DNP, RN, NE-BC
 Director, Talent Acquisition and
 Workforce Development
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 Consultant



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