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Annual Report 2020

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ONL | Organization of Nurse Leaders

Advancing a culture of health.

Message from the outgoing President and the CEO



Patricia Samra
RN, MS
ONL President, 2019-2020



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

Dear ONL Colleagues,

The World Health Organization deemed 2020 the Year of the Nurse and Midwife — and oh, what a year it's been so far! Amanda and I are thrilled to present this 2019-20 annual report highlighting the past year's most significant Organization of Nurse Leaders (ONL) accomplishments. There are many reasons to be proud of ONL's achievements as we worked on goals identified in our strategic plan focusing on leadership development, advocacy, and membership. The COVID-19 pandemic posed a new set of challenges requiring us to set aside some of our planned objectives and pivot to swift planning and disciplined execution in support of nurses during the crisis.

We began the year with an objective of using storytelling to influence and advocate on issues important to our profession. The Year of the Nurse and Midwife campaign amplified a public dialogue to showcase and celebrate the work of nurses, illuminating the challenging conditions nurses often face, and the need to invest in workforce development. This campaign, coupled with the worst public health crisis in recent times, catapulted our profession to center stage, and the demonstration of professional pride has been greater than we could have imagined. The flood of inspirational stories of compassion, innovation and strength continues to make us so proud of all of our nursing colleagues and our profession at large.

As with most organizations, the chaotic, ever-changing pandemic challenged ONL in unprecedented ways including shifting us from traditional, pre-planned conferences to virtual forums. Despite these unforeseen challenges, ONL is emerging as a stronger and more nimble organization, enhancing member value and delivering crucial programs for nurse leaders, all while navigating the "new-normal." Like nurses all across our region, ONL stepped forward to help meet the critical needs of nurse leaders and their teams during the crisis, steadfast in its conviction that failure was not an option.

Thank you for the sacrifices you make — each and every day, and especially during this pandemic — as a nurse, and a leader. Please know ONL honors you and your dedication, commitment and courage, all deserving of our deepest gratitude and admiration. We wish to acknowledge the 2019-2020 Board of Directors for their commitment, confidence and contributions. You have truly "walked the talk" of us all being in this together, and for that we are forever grateful.

With the utmost respect,

Patty and Amanda



365 DAYS TO HIGHLIGHT AND PROMOTE NURSING EXCELLENCE

Globally, the nursing profession marks a milestone in 2020, as the World Health Organization (WHO) declares it the International Year of the Nurse and Midwife in honor of the 200th anniversary of the birth of Florence Nightingale.

The world's National Nursing Associations and Nursing Now groups are planning and holding hundreds of events to mark 2020, which has also seen celebrations of the 200th anniversary of the birth of Florence Nightingale, and the publication of the first WHO State of the World's Nursing Report.

Nurses and midwives are key to the achievement of the WHO's goal of Universal Health Coverage because they play a critical role in health promotion, disease prevention and the delivery of care in all settings. In 2020 we celebrate the world's 22 million nurses and 2 million midwives who make up half of the global health workforce – providing vital health care everywhere, as they have been doing for centuries. Together, they are the cornerstone of the strong, resilient health systems needed to achieve universal health coverage. They prescribe life-saving drugs, administer vaccines, provide family planning advice, and assure expert care during childbirth. Without them, millions of mothers and children have no one to diagnose illnesses,

dispense treatment, or assist at births.

But WHO estimates there will be a worldwide shortfall of nine million nurses and midwives by 2030 unless radical action is taken now. We also highlight the need to invest in strengthening the nursing and midwifery workforce. In many areas, there simply aren't enough nurses and midwives to do all this work effectively. Even where they are present, many lack the power, training, equipment and medical supplies to deliver the basic health services we all need to live healthy lives. Too often, nurses and midwives are undervalued and unable to fulfil their true potential.

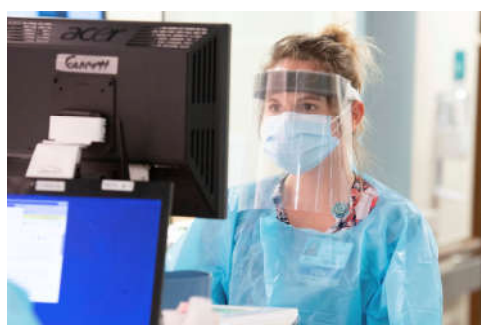
In 2020 we aim to ensure that all nurses and midwives operate in an environment where they are safe from harm, respected by medical colleagues and community members, and where their work is integrated with other health-care professionals. Strengthening nursing and midwifery – and ensuring that nurses and midwives are enabled to work to their full potential – is one of the most important things we can do to achieve universal health coverage and improve health globally. By developing nursing and midwifery, countries can achieve the triple impact of improving health, promoting gender equality and supporting economic growth.



The purpose of the Nightingale Challenge is to help develop the next generation of young nurses and midwives as leaders, practitioners and advocates in health. The global aim is to have at least 20,000 nurses and midwives aged 35 and under to benefit from leadership development in 2020. ONL is well positioned to advance this goal through the numerous leadership programs offered for early careerists.

WHEREVER THERE IS A COVID-19 PATIENT,

When the Year of the Nurse began, ONL could not have anticipated that the role of the nurse would become more essential than ever before in the history of modern health care. Nurse leadership has always been paramount to patient care, but now, during this worldwide health crisis, nurse leaders are being called upon to guide teams and deliver care in circumstances for which there is simply no blueprint.



OUR MEMBER STATES HAVE BEEN HIT HARD BY CONFIRMED AND SUSPECTED CASES

as of 10/15/2020 by Centers for Disease Control and Prevention



Massachusetts
147,979



New Hampshire
9,349



Rhode Island
27,164



Vermont
1,903



Connecticut
61,861



*Your leadership is
more essential
than ever before!*

THERE IS A NURSE

ONL is committed to supporting and strengthening nursing leadership during the COVID-19 response

Like you, we at the Organization of Nurse Leaders are evolving and adapting. Our mission and core values remain the same, but we are now focused on work that specifically supports and strengthens your response to COVID-19.

ONL's commitment to you :

- ◆ Empowering nurse leaders to lead, innovate, and cope during this unprecedented healthcare crisis.
- ◆ Elevating the role your teams play in preparing and caring for surging numbers of COVID-19 patients.
- ◆ Creating opportunities for you to virtually connect and share new practices, advice, and encouragement.

ONL's pandemic-related initiatives :

- ◆ We are plugged into strategic conversations with state leaders to both influence policy, and keep you informed about changes that may impact your organization.
- ◆ Hosting weekly calls for both CNOs and Nurse Managers/Directors to discuss the most pressing issues facing their organizations.
- ◆ Working behind the scenes to aggregate and share information that may be useful to you.

We are connecting academic and practice leaders and working with state agencies to strategically meet workforce demands



COLLABORATIVE PARTNERSHIPS WITH DIVERSITY

One of ONL's key strategic priorities is to grow our organizational strength by increasing the size and diversity of our membership. To achieve this goal, we focused on establishing stronger relationships with diverse professional nursing networks across our region. These collaborative relationships support ONL's mission and strategic direction by promoting leadership development among their members. Our partnerships with professional nursing organizations leverage each group's resources to build a strong nursing leadership pipeline and enhance membership value across all partner organizations. Examples of ONL-sponsored partnership activities include the annual Nursing Summit, the annual New England Minority Nurse Leadership (NEMNL) Conference, and the annual Gala of the Western Massachusetts Chapter of the National Association of Hispanic Nurses (NAHN).

Nursing Summit

ONL has cultivated rewarding relationships with regional chapters of several professional nursing organizations representing diverse ethnic groups or clinical specialties including: NAHN, New England Regional Black Nurse Association (NERBNA), New England Philippine Nurses

Association, Academy of Medical / Surgical Nursing, Emergency Nurses Association, Massachusetts Association of Colleges of Nursing, Massachusetts / Rhode Island League of Nursing, and American Nurses Association – MA Chapter. All of these partners were invited to co-lead the 2nd-annual Nursing Summit where members contributed a diverse voice to the discussions, and participated in a number of workshop activities on storytelling and generating professional influence.



NEMNL Conference

For the fifth consecutive year, ONL sponsored a reception at the NEMNL Conference. More than 50 nurses gathered to mingle and officially kick-off the conference at the lively reception. Conference leaders engaged the participants in fun networking activities that encouraged everyone to meet new colleagues and learn more about their peers personally, expanding beyond their professional



ONL AT THE TABLE TO ADVANCE NURSING

MA Healthcare Collaborative



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

Nursing Subcommittee Initiatives:

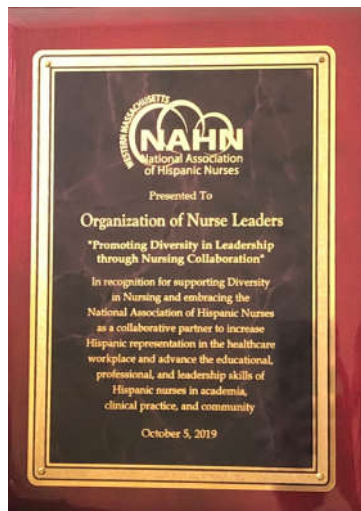
- ◆ Address pain points driving RN gaps
- ◆ Explore the creation of a Commission on Nursing Workforce Sustainability
- ◆ Expand the nursing and faculty pipeline

DIVERSE NURSING ORGANIZATIONS

working relationship. It was an inspiring event, representative of the organization's dynamic membership and leadership.

NAHN-Western Mass Chapter

ONL attended the 6th Annual NAHN Gala in western Massachusetts on Oct 5th. During the Gala the leaders of NAHN presented nine scholarships and five awards. Additionally, NAHN recognized ONL with the "Promoting Diversity in Leadership through Nursing Collaboration" award for supporting diversity in nursing and embracing NAHN as a collaborative partner to increase Hispanic representation in the healthcare workplace and advance the educational, professional, and leadership skills of Hispanic nurses in academia, clinical practice, and the community. NAHN highlighted its ONL partnership as a key path for its members to have a voice in the ever-changing landscape in nursing, nursing leadership, workforce diversity and healthcare policy. ONL was honored to receive recognition from such a prestigious and long-standing organization.



ONL recognized for promoting diversity in leadership by state of Massachusetts



Coalition of Vermont Nurse and Nurse Practitioner Leaders and ONL Formed During Early Phases of COVID-19 Pandemic



In response to the concerns raised by the March, 2020 American Nurses Association (ANA) national survey of nurses about their access to PPE, emergency management decision making, and other work environment concerns, Vermont ANA reached out to ONL for information and guidance. A coalition was formed between ANA-Vermont, The Vermont State School Nurses' Association, Vermont Nurse Practitioners Association, and ONL. The coalition developed a joint statement "Collaboration across Healthcare, Public and Private Sectors is Essential for COVID-19 Response" for the Vermont legislature in support of nurses and other health care team members. The statement requested that nurses be added to state and local strategic planning, leadership and response teams. As a result, the ANA-Vermont Acting President was invited to participate in the State Emergency Operations Center (SEOC) briefings.

THE POWER OF OUR STORIES: FROM STOR

In January 2020, the Organization of Nurse Leaders (ONL) and the American Nurses Association - Massachusetts (ANAMASS) sponsored a Nursing Summit in central Massachusetts to bring nurses together and to develop their leadership skills by using stories to drive change. This was the second annual Nursing Summit organized by ONL, and it was co-led by a number of local professional nursing organizations. The Nursing Summit focused on engaging clinical nurses and every person in the room was a Registered Nurse (RN). By design, all roles and titles were removed to eliminate hierarchy and enhance open and honest dialogue. The Nursing Summit was an opportunity to celebrate professional nursing and for nurses to rediscover their

passion for the profession.

The 2020 Nursing Summit, The Power of Our Stories: Moving from Story to Action to Influence was a powerful and interactive day

that introduced the use of stories as a means for expressing the essence of nursing practice and advancing professional influence.

Participants explored ways to integrate stories into practice and leadership with the goal of improving

insight into nurses' valuable contributions in healthcare. Throughout the day, nurses identified stories that communicate significant moments in practice and leadership. Participants practiced listening for understanding, clarifying, and co-creating

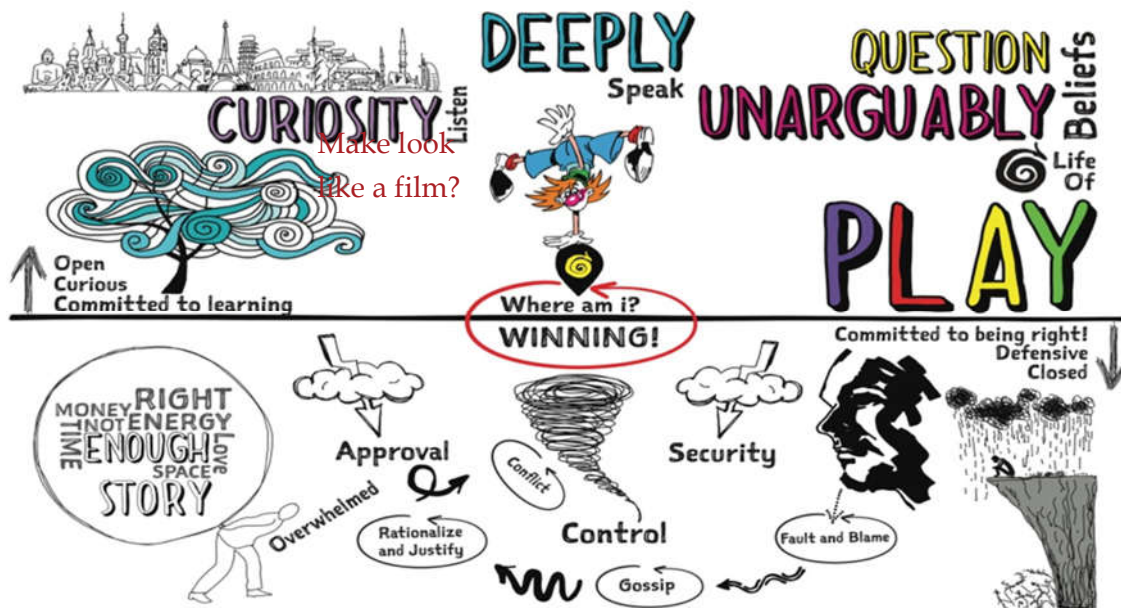


Commensurate with the theme of story, ONL hosted Dr Doris Kearns Goodwin, world-renowned presidential historian and Pulitzer Prize-winning, New York Times #1 best-selling author. Her seventh book, Leadership in Turbulent Times, was published in September 2018 to critical acclaim. Doris Kearns Goodwin provided a thought-provoking keynote address sharing key attributes of leaders who have succeeded in turbulent times. As a masterful storyteller, attendees were treated to a behind-the-scenes glimpse of what life was like during multiple presidential administrations.

Y TO ACTION TO INFLUENCE

stories through dialogue using a coaching model. The day was facilitated by Debra Gerardi, RN, MPH, JD.

Nurses in the Northeast have identified having a stronger voice in organizational decision-making and improved nurse recognition as priorities. By actively seeking out stories and listening for meaning, stories become a powerful tool for advancing those priorities and developing all nurses as leaders.



“Locating Yourself – A Key to Conscious Leadership” from the Conscious Leadership Group guided Summit attendees on the difference between leading from trust versus threat and awareness to how we are relaying stories and how we are listening to them. By staying “above the line”, we can share suggestions in a positive way and come up with creative ways to implement change, thus fostering a positive work environment

Adding stories to our routine, habits, and practice environment can enhance quality of listening, inspire others to learn and share, reduce burnout and affirm that you are not alone, and bring nurses back to why they entered the field
- Summit attendee

Objectives of the Summit

1. Identify the power of story and how stories impact the structure of our brain and guide our actions.
2. Demonstrate level one and level two listening to deepen understanding when coaching others.
3. Describe common archetypal nurse stories that impact effectiveness, including stories that empower and stories that foster dependency or victim-narratives.
4. Identify how to use story patterns and themes as data to promote safer patient care and healthier work environments.
5. Weave together individual stories into the larger story of our Nursing community.



ONL Election: New Board of Directors for

President



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

President-Elect



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

Past-President



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

Secretary



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

Appointed MA State Seat



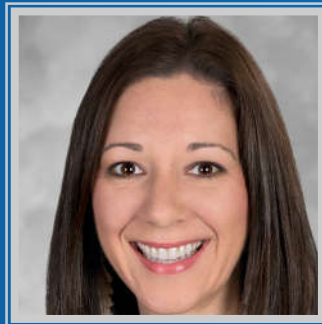
Patricia Noga, PhD, MBA,
RN, NEA-BC, FAAN
VP Clinical Affairs,
Massachusetts Health &
Hospital Association

RI State Representative



Fallon Cragin, MSN, RN-BC
Nurse Director, Women and
Infants Hospital

RI State Representative



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

Appointed RI State Seat



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

CT State Representative



Chris Ann Meaney, DNP,
MHA, RN-BC, RN-NE, FACHE
COO / CNO, Bristol Health

Appointed CT State Seat



Elizabeth Beaudin, PhD, RN
Senior Director, Population
Health, Connecticut Hospi-
tal Association

VT State Representative



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

VT State Representative



Billie Lynn Allard, MS, RN,
FAAN
Administrative Director of
Population Health and
Transitional Care, South-
western Vermont Medical
Center

Treasurer



Helene Thibodeau, DNP, RN, CRRN, NEA-BC
VP Patient Care Services / CNO, Northeast Rehabilitation, NH

Chief Executive Officer



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

MA State Representative



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

MA State Representative



Melissa Tuomi PhD, RN, CPHQ
Director Professional Practice, Nursing Research, and Quality, Baystate

NH State Representative



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

NH State Representative



Carol Long, DNP, MS, NEA-BC, CENP
Director, Inpatient 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



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

Appointed VT State Seat



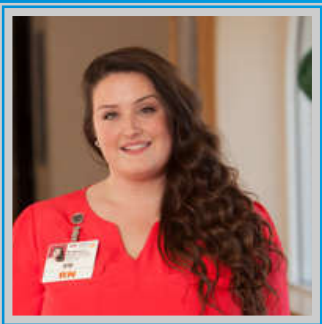
Lauren Tronsgard-Scott, BSN, RN, MSOL
Director of Women's Care & Pediatrics, the University of Vermont Medical Center

Appointed Board Member



Sarah Narkewicz, RN, MS
Clinical Instructor, University of Vermont

Appointed Board Member



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

Appointed Board Member



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



In 2017 ONL embarked on a journey to create an RN license plate for the Massachusetts driver. The Massachusetts Registry of Motor Vehicles (RMV) required ONL to secure 750 plate applications before license plate production. This June we finally reached 750. Our applications were submitted to the RMV and we await a production update from the RMV as to when we may expect delivery of the RN plates.

The RN license plate is a way to celebrate our profession and demonstrate our pride in being a nurse. Additionally, the proceeds from the license plates will go directly to the ONL Association for Nursing Leadership, Science and Education, Inc., referred to as the ONL Foundation, a 501(c)(3) affiliate of ONL dedicated to supporting research, educational, and leadership development initiatives. After twenty years of awarding scholarships to nurses pursuing degrees at the undergraduate, graduate, and doctoral levels, the Foundation now seeks to expand its reach in order to empower and develop more nursing professionals.



ONL GOVERNMENT AFFAIRS



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

Government Affairs Leadership Team



Massachusetts
Paul MacKinnon,
PhD, RN



Connecticut
Liz Beaudin,
PhD, RN



Vermont
Lauren
Tronsgard-Scott,
BSN, RN, MSOL



Rhode Island
Maria Ducharme,
DNP, RN



New Hampshire
Helene Thibodeau,
DNP, RN, CRRN,
NEA-BC

2020 ONL Awards and Scholarships

Mary B. Conceison Award

Excellence in Nursing Leadership



Therese Hudson-Jinks

is recognized for outstanding contributions made by a nursing service administrator

Karen Kirby Award

Excellence in Nursing Leadership



Karen Kirby

is recognized with the establishment of an eponymous award for excellence in leadership, and is the inaugural recipient

Janet Madigan Award

Excellence in Advocacy



Patricia Noga

is recognized for demonstrating excellence in advancing nursing policy

Pamela Leigh Vecchiarino Award

Excellence in Nursing Leadership



Melanie Cama

is recognized as a passionate, energetic, patient-focused nurse leader

Marilyn Rinker Scholarship Award

Excellence in Nursing Leadership



Megan Seston Matson

is recognized for her commitment and dedication to professional nursing practice, education, and leadership

Elaine K. Sherwood Award

Excellence in Service



Kathleen Bower

is recognized for her outstanding commitment to the organization

Elaine K. Sherwood Award

Excellence in Service



Barbara Weatherford

is recognized for her outstanding commitment to the organization

Elaine K. Sherwood Award

Excellence in Service



Ashley Waddell

is recognized for her outstanding commitment to the organization

Sharon A. Smith Scholarships

- ◆ Jayne Darras, University of Connecticut, Baccalaureate student
- ◆ Heather Laplume, The Miriam Hospital, Master's student
- ◆ Pamela Switzer, Cheshire Medical Center, Master's student
- ◆ Joanne Thomas, Cambridge Health Alliance, Master's student
- ◆ Lillian Toomey, Boston Children's Hospital, Master's student



Outstanding Nurse Manager/Director Scholarships

- ◆ Carole Deangelis, Clinical Nurse Coordinator, Dana-Farber Cancer Institute
- ◆ Laurie Pudvar, Assistant Director of Nursing, Southwestern Vermont Medical Center
- ◆ Devin Lucy, Nurse Manager, Northeast Rehabilitation Hospital Network

Our Multi-State Policy Agenda



Scope of Practice



Staffing Ratios



Nurse Licensure Compact



Healthy Work Environ-



Workforce Development



State Budgets

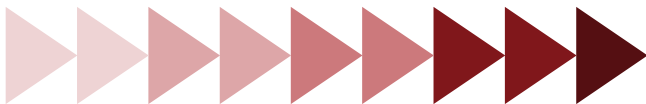


State-Specific Efforts



Public Health

Reflections on our plan and membership



Feedback and reflections on last year's 3-year plan

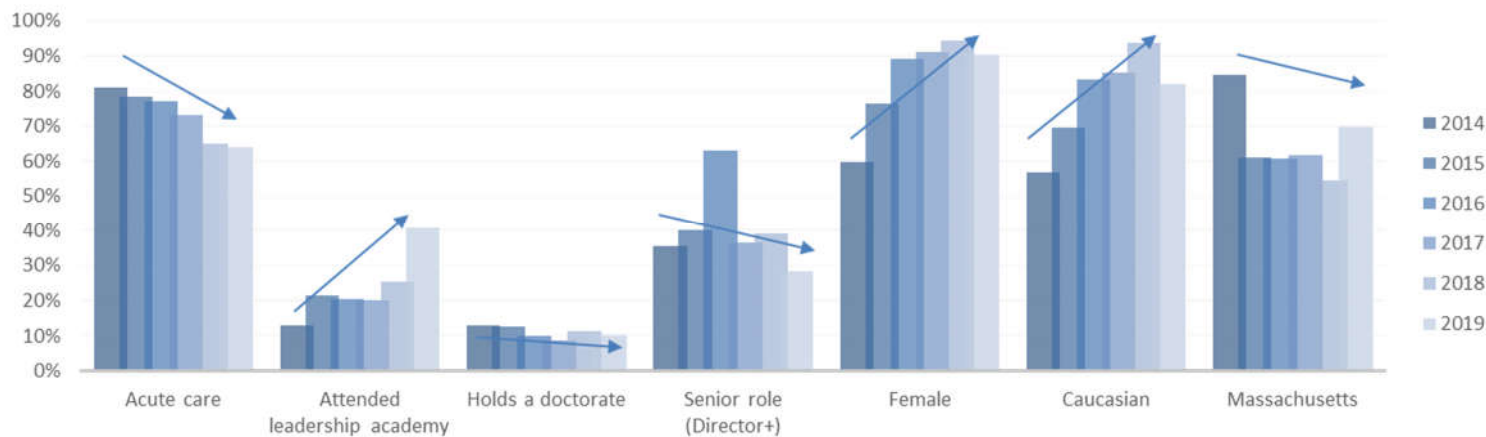
Common feedback themes

Implications for our direction

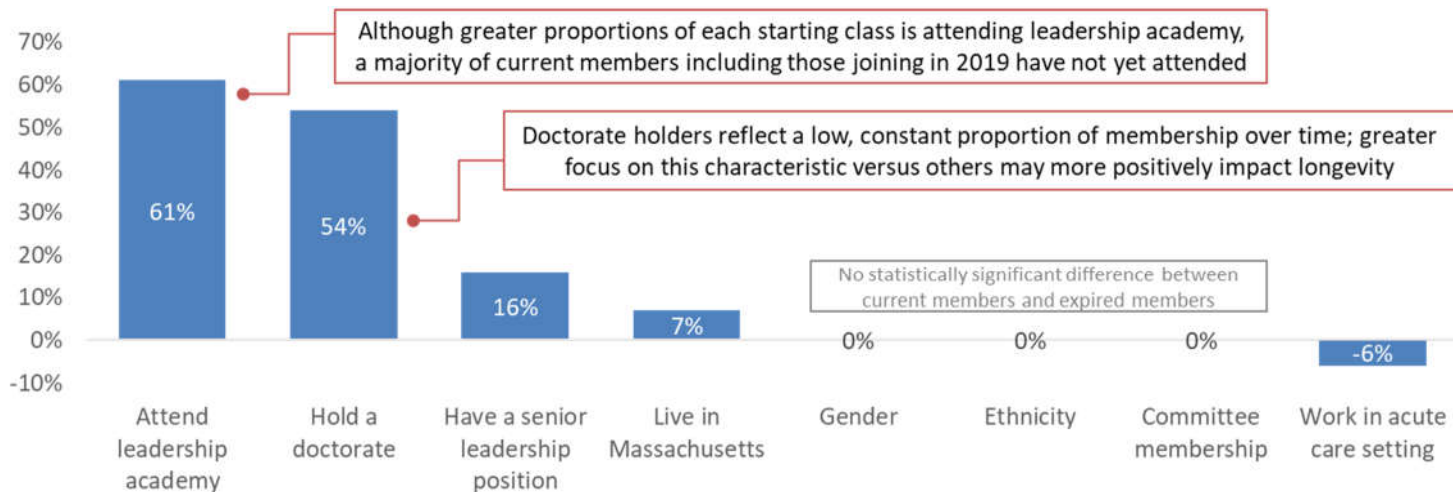
- We excelled at involving and including partner organizations to organize the Nursing Summit and other collaborative efforts
 - Key successes include adding more educational programs to our existing curriculum, increased social media activity, and generation of policy position papers
 - We continue to improve on our government affairs strategy and legislative outreach in the Northeast
- Building on our collective COVID experience to capture innovations, maintain positive changes, and pivot the organization to better serve our members are critical next steps
 - Core events continue to be our strength and we must identify how to adapt from in-person to virtual formats
 - Be thoughtful about how we continue developing our advanced curriculum and build our legislative presence without overextending our resources

Analysis of membership data: Recent cohorts are different in makeup and needs than older cohorts

Proportion of members joining in 2014–2019 by characteristics (%)



Current members are X% more likely to ____ than expired members



Note: Statistical significance determined by 2-sample t-Test assuming equal variances with p < 0.05

ONL | Strategic Plan 2020-2023

OUR VISION

NURSES LEADING WITH ONE VOICE TO ADVANCE HEALTH AND TRANSFORM PRACTICE

OUR MISSION

ADVANCING A CULTURE OF HEALTH THROUGH NURSING LEADERSHIP AND PROFESSIONAL GOVERNANCE

STRATEGIC PRIORITIES & GOALS

1 PROGRAMMING

CHAMPION LEADERSHIP
DEVELOPMENT FOR NURSES

2 POLICY

ADVANCE NURSE LEADER
INFLUENCE IN POLICY

3 MEMBERSHIP

GROW ORGANIZATIONAL VALUE
AND MEMBER DIVERSITY

NEXT 12 MONTHS

- ◆ Maximize attendance at 2020-2021 ONL programs and events
- ◆ Explore options to deliver program content that supports physical distancing
- ◆ Co-lead efforts to engage all nurses in leadership development

- ◆ Identify and build strategic partnerships in each ONL state to advance policy
- ◆ Lead activities/meetings that support policy collaboration across multiple professional organizations
- ◆ Integrate COVID-19 response and social justice stories and topics into advocacy efforts

- ◆ Identify membership platform functionality gaps
- ◆ Explore membership trends and identify factors that contribute to member recruitment and retention
- ◆ Expand the membership and structure of ONL committees

NEXT 24 MONTHS

- ◆ Integrate current policy and advocacy content into leadership development programs
- ◆ Position ONL leadership programs as the standard for onboarding new nurse leaders in New England
- ◆ Explore advanced leadership development content for the creation of future programming

- ◆ Continue to build ONL representation on state-level healthcare boards
- ◆ Advance awareness of ONL expertise among state public sector leaders
- ◆ Increase timely legislative activities across member states

- ◆ Identify and create opportunities for meaningful rewards and recognition for members
- ◆ Measure and advance the multiple aspects of diversity among ONL members and program attendees
- ◆ Identify strategies to engage and retain members who join ONL through the Leadership

NEXT 36 MONTHS

- ◆ Launch advanced leadership content and/or certificate programs

- ◆ Advance awareness of ONL expertise among federal delegation

- ◆ Implement new membership database and platform

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Advancing a culture of health.

To make a donation to the ONL Foundation: ONLFoundation.org