“Many things great and good start with a dream. Dreams provide us not only with rest and revitalization, but with ideas, hope and even our destiny. But dreams are not enough; it takes hard work, careful planning, generosity and sacrifice to bring a dream to fruition.”

— Bill Reinhart of the Reinhart Foundation

Dear ACNL Colleagues and Members:

It has been an honor and a privilege to serve as your 2014 ACNL President. My 2014 theme called for Aligning Our Hopes, Dreams and Vision: Creating the Future Together.

The work of ACNL demonstrates a smooth, continuing evolution of our organization toward an even more promising future. We view change as a natural process that allows new dreams and offers new opportunities. ACNL’s goal is to help our members increase their effectiveness and strengthen their voices as nurse leaders. This past year, we made some major improvements in linking and aligning members via electronic communication. We unveiled a new website that features increased functionality and provides information, resources and best practices at your fingertips. We have also created a new communication tool called ACNL in Action: Nurse Leaders Making a Difference! This tool cascades important healthcare news and keeps members updated on the work of ACNL.

ACNL continually strives to be a high-performing organization. To this end, the ACNL Board has developed a new performance dashboard to demonstrate the outcomes that are being achieved through the work of ACNL and to ensure that we are meeting the goals set forth in our strategic plan. The dashboard will be showcased at ACNL’s 2015 Business Meeting at our 37th Annual Conference in Anaheim. Some of the dashboard graphics are utilized in this annual report. I encourage all members to learn more about our new dashboard and the work accomplished by our organization.

In high-performing organizations, the focus is on achieving high standards of excellence by identifying new potentials, seeking out new avenues of opportunity and activating the human spirit. ACNL’s Board and member voices were heard during
the 2014 November election as Propositions 45 and 46 were both defeated. In addition, the California Hospital Association (CHA), ACNL and the American Nurses Association\California (ANA\C) issued a joint statement about Ebola preparedness in California on October 21, 2014. The statement supported the guidelines issued by the Centers for Disease Control and Prevention (CDC).

I am proud to report that ACNL continues to be the largest chapter of the American Organization of Nurse Executives and the largest statewide nursing leadership organization. Our membership numbers have reached an all-time high, exceeding our goal of a 10 percent increase over the previous year.

These are just a few of ACNL’s many achievements in 2014. I invite you to read this annual report and learn more about ACNL’s work as we Create the Future Together!

I would like to thank everyone throughout our organization for making 2014 such a successful year: our Board of Directors, ACNL staff, chairs and members of our committees, and our ACNL membership. I feel blessed to have been surrounded by such a talented group of nurse leaders who epitomize high energy, creativity, innovation and a passion to lead our members into the future!

Margarita Baggett, MSN, RN
2014 ACNL President

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

— John Quincy Adams
ACNL – The Voice of Nurse Leaders!

Resolving Issues with the BRN’s BreEZe Computer System
After three failed attempts to update its antiquated programs and databases, the Department of Consumer Affairs (DCA) launched BreEZe, a new information technology system in late 2013. The BreEZe system was designed to integrate licensing and enforcement activity for all boards and bureaus and improve the DCA’s service to the public. The Board of Registered Nursing was designated to be in the first wave of BreEZe implementation.

Rather than increasing efficiency, the BreEZe system has been extremely problematic. Nurse leaders, employers and students have repeatedly shared their frustrations and concerns with the system. Assemblywoman Kristen Olsen (R-Modesto) convened a special hearing in her district in 2014 to hear constituents’ concerns with BreEZe. In June, she called for an audit of the BreEZe system. ACNL provided testimony supporting the need for an audit and offered assistance from California’s nursing leadership community to ensure the completeness of the audit. The Joint Audit Committee not only unanimously voted to audit BreEZe, but also approved priority status for the audit. The audit is expected to be presented to the Senate in early 2015.

Throughout 2014, ACNL worked closely with the BRN to resolve problems with the BreEZe system. We will continue to work with staff at the BRN to ensure issues related to BreEZe continue to be addressed.

California Considers the Multi-State Nurse Licensure Compact
At their June 2014 meeting, the BRN discussed whether California should participate in the Nurse Licensure Compact (NLC). The NLC allows nurses to hold one multi-state license, with the ability to practice in both their home state and the states participating in the compact. ACNL, along with several other professional nursing organizations and unions, spoke in opposition of California entering into the NLC.

At the conclusion of public testimony, the Board voted NOT to join the Nurse Licensure Compact. The final decision was based on key facts we presented in our testimony, including: concerns for consumer safety because five states in the NLC do not require fingerprinting and background checks for RNS, education and practice standards in some states do not meet California’s minimum standards, issues related to enforcement, and the economic impact the Compact would have on our state’s health professions scholarship fund.

The National Council of State Boards of Nursing continues to provide updated information regarding the Nurse Licensure Compact. While the National Council supports the program, it is an individual state’s responsibility to establish the criteria and regulations for the practice of nursing. ACNL will continue to monitor the NCSBN website to ensure our members are kept abreast of changes and recommendations related to the NLC.

Nursing Education Standards and Excelsior College
In August, Myra Lang, 2014 co-chair of our Health Policy Committee, joined me for a conversation at the state Capitol regarding nursing education. ACNL, along with representatives from the BRN, nursing unions and other professional nursing organizations, were invited by Assemblyman Raul Bocanegra to discuss proposed legislation to revise pre-licensure educational standards.

In reality, the meeting was about changing our current regulations related to concurrent theory and clinical supervision, an issue we have been fighting to uphold for more than 10 years. Excelsior College was the driving force behind this change.

Supervised clinical experiences are designed to ensure nurse competency and patient safety. Every nursing representative in the room was concerned that California would...
ACNL’s involvement in the campaign also included being listed in a number of the ads and public service announcements, including television ads. A first for ACNL!

Again our voices were heard, and both propositions failed in the November 2014 election.

ACNL Members Respond to Ebola
Last fall, after a Liberian man was admitted to a Dallas hospital with Ebola and two nurses caring for the patient subsequently became infected with the disease, fear of Ebola quickly escalated into a hotbed of controversy and political maneuvering.

Even as nurse leaders, administrators and infection control experts prepared health care facilities for the possibility of Ebola cases, some nurses’ unions attempted to capitalize on the public’s fear of Ebola by asserting that hospitals were unprepared to handle patients with the disease. ACNL collaborated with the California Hospital Association and other health care organizations to keep members apprised of the latest developments in the Ebola controversy. Multiple Ebola resources were accessible to members through the ACNL website.

Later in the year, the US was declared Ebola free. There were no reported cases of Ebola in California during the outbreak. Health care leaders continue to remain vigilant and are prepared to respond to health care emergencies, including Ebola.

ACNL Presents at the Winter AONE Chapter Leader Meeting
In December, President-Elect Susan Herman and I attended the 2014 American Organization of Nurse Executives (AONE) meeting in Chicago. For more than 10 years, ACNL’s president, president-elect and CEO have participated with other state chapters in AONE’s Fall Leadership Program. The 2014 Planning Committee, comprised of key members from the AONE leadership team and several chapter leaders, invited ACNL and two other AONE affiliates to share specific chapter successes.

Our colleagues in the Northwest Organization of Nurse Executives described their successful advocacy programs, while the nurse leaders from Pennsylvania discussed how they unified independent chapter councils into one leadership organization. The committee asked ACNL to provide insight and learnings for maintaining a dynamic state leadership association. Of course we credited ACNL’s success to the visionary leaders who have positioned our organization for the future by leading with vision, while acting with conviction.

A highlight of the meeting was hearing from ACNL’s own, 2015 AONE President Linda Burns Bolton, as she shared the AONE Strategic Plan. With Linda at the helm there is no question that 2015 will be a great year for AONE.

Following the AONE Chapter Leader Meeting was a closed session for association staff only. This is an opportunity for chapter CEOs and executive directors to pitch ideas, discuss challenges and share issues confronting paid association leadership. By participating in the AONE Chapter Leader Meetings, ACNL benefits from the wisdom of the group and the exposure to cutting edge best practices.

As you can see, 2014 has been a very busy and successful year. ACNL was an influential voice for a number of critical conversations and initiatives throughout the year.

Together we are making a difference!

Patricia L. McFarland, MS, RN, FAAN
ACNL Chief Executive Officer
ACNL Selects New Financial Advisor
For more than 36 years, ACNL has been a strong, financially stable professional association, led by nurse leaders committed to the legacy and long-term viability of our organization. Members of each Board have taken their fiduciary responsibilities to heart, while building on the financial strategies and goals of previous Boards.

ACNL’s financial strategies were developed in collaboration with our investment consultants at Morgan Stanley, a relationship spanning more than 25 years. Unfortunately, management changes in early 2014 caused the ACNL Board to question the continued viability of this partnership. As a result, the Executive Board and Finance Committee began a nine-month process to identify and select a new financial advisor.

A request for proposal (RFP) was developed and distributed to several investment firms across California. In total, three proposals were returned to ACNL. These documents were reviewed to ensure they met all requirements of the RFP. Once the proposals were vetted, they were sent to the Finance Committee for review. The Finance Committee conducted numerous conference calls to further discuss each of the proposals. The top candidate was then interviewed by key members from the committee before the proposal was put forward to the Board.

In September, members of the Finance Committee joined the Board for an in-person interview with Eileen Freiburger of EFS Financial Planning Group, Inc. Eileen discussed investment strategies and options possible if ACNL chose her firm.

The Board invited Eileen back to their December meeting and agreed to move ACNL’s investment funds from Morgan Stanley to EFS. Eileen encouraged the Board to thoroughly review ACNL’s current investment strategies and reconsider self-imposed restrictions that were in place. Eileen challenged the Board to consider utilizing some of these funds periodically to invest in the work of the organization.

Through their ongoing discussions and meetings, the 2014 Board has done their due diligence in selecting an investment consultant who will keep ACNL’s best interests at the forefront. Under Eileen’s watchful eye, we expect that ACNL’s investment funds will continue to grow.

Operations Overview
2014 proved to be a challenging year for ACNL as both the office computer system and the website required upgrades. Early in the year, ACNL was informed that the company hosting our website would no longer be working with non-profits. About the same time, we began having issues with the in-house computer system. Our IT consultants strongly recommended we upgrade the system to support the work of the organization.

Brenda Brozek was asked to take the lead in selecting the new website vendor. ACNL member Deborah Crist-Grundman also lent her expertise and advice during the selection process. MemberClicks, a vendor specializing in association websites, was selected to host the new site. Brenda and the team began working on the design, layout and functionality of the website in April. The site was unveiled in July with rave reviews from the membership. In fact, the process worked so well that both the California Association of Colleges of Nursing (CACN) and the California Nursing Students’ Association (CNSA) became customers of MemberClicks.

To ensure we had the technology to support the work of the organization, the office IT System needed to be upgraded. The update and implementation was led by Brian Carrick, ACNL’s Industry Liaison Coordinator. The new IT system has the capacity to expand as ACNL grows. Like the new website, this update resulted in additional unbudgeted expenses.

With the investment in the new website and the update of the office IT system, the Board began to refer to 2014 as “the year of investing in ourselves.” At the 2014 Joint Board and Chapter Leader Meeting, members of the Philanthropic Committee presented a proposal to invest in a philanthropic consultant to assist in creating a Philanthropic Strategic Plan. The presentation was well received and the Board approved $30,000 to move this project forward. Gary Leo and Associates were selected to develop ACNL’s first Philanthropic Strategic Plan. Their final report was presented to the Board, Chapter Leaders and Past Presidents at the 2015 meeting in Anaheim.

Clearly the Board heard our financial consultant’s challenge to use some of our investments to fund the work of the organization. While the website and IT upgrades were included in operations, funding for the Philanthropic Strategic Plan was taken from ACNL’s investment account.

Financial Report 2014

INVESTMENT FUNDS

2014 REVENUE SOURCES

ACNL OPERATIONS

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11% Increase in 2014
Member Engagement

ACNL Adds New Membership Categories
To increase member engagement and bolster recruitment and retention in ACNL, the Member Services Committee proposed several bylaws changes to modify membership categories. These bylaws changes were overwhelmingly approved by the ACNL membership in November.

To recruit and engage new and aspiring nurse leaders, the following bylaws amendments were proposed: 1) Add the Emerging Nurse Leader membership category for registered nurses who meet ACNL’s criteria for Regular Membership and have been in a formal leadership role for two years or less. Add the eligibility criteria of newly licensed registered nurse to the Associate membership category. These two proposals were a result of feedback garnered from emerging nurse leaders and Generation X and Y focus groups conducted at ACNL’s 2014 Conference in Monterey.

In recognition of long-time members moving into retirement, ACNL created the Emeritus category. The Emeritus membership level is for nurse leaders who have been active members of ACNL for at least three years and work less than 25 percent of a full-time schedule.

Additionally, the Friend of ACNL membership category was renamed Professional Colleague. This new title is designed to encourage other members of the health care team to join ACNL. Members in the Associate and Professional Colleague categories will continue to be non-voting members of ACNL.

ACNL Board of Directors Election
The Nominations Committee was very successful in recruiting a strong slate of candidates for the 2015-2017 Board of Directors. 41% percent of eligible members voted in the election — an all-time high.

ELECTION RESULTS:
- President-Elect: Beverly Quaye, EdD, RN, CENP, NEA-BC, FACHE
- Board Member North: Lynn Forsey, PhD, RN
- Board Member Central: Denise Vermeltfoort, MSN, RN, NE-BC
- Board Member South: Gail Freeman, MSN/Ed, MBA, RN
- Board Member San Diego: Janet Hanley, BSN, MBA, RN, NEA-BC

ACNL MEMBERSHIP HITS 1430
The Member Services Committee launched the Each One, Reach One membership campaign in the fall. The committee set a goal of 1400 members in 2014. In early January 2015, when the membership numbers were tabulated, ACNL had exceeded the 1400 member goal with 1430 members. Thank you to the Member Services Committee and all the ACNL members who encouraged nurse leaders to join during the Each One, Reach One campaign and throughout the year.
Educational Programs: Developing Nurse Leaders

ACNL Annual Conference
ACNL’s premiere educational event for nurse leaders is the annual conference in February. ACNL’s 2014 Conference, Oceans of Opportunity: the Next Wave of Nurse Leadership was in Monterey, a favorite Northern California location for conference participants and industry partners. More than 450 nurse leaders attended the February 9-12, 2014 Conference.

Soon after the Monterey Conference ended, the 2014 Annual Program Committee began planning the 2015 Conference, Discover the Magic of Nurse Leadership, in Disneyland. This was the first time in ACNL’s 37 year history that Disneyland was chosen as a conference location, and member enthusiasm was high. As the Annual Program Committee worked diligently to plan a cutting-edge educational program, pre-registrations for the conference soared. More than 90 nurse leaders and organizations submitted abstracts for the popular poster session and a record number of ACNL members were scheduled to share their expertise as conference presenters.

2014 Industry Sponsors
Supporting the Work of ACNL
ACNL’s industry partners support our work and make it possible for our organization to offer high quality, affordable educational and professional development programs for our members.

Diamond Sponsors
Hill-Rom
Stryker Medical

Platinum Sponsors
Cedars Sinai Medical Center
Dignity Health
Kaiser Permanente - California

Highlights from ACNL’s 2014 Conference in Monterey

2014 keynote presenters, former state senator Bill Emmerson and ACNL member Kimberley Horton discuss strategies for implementing the Affordable Care Act.

ACNL Presidents gather at the President’s Reception.

Nurse Leaders share best practices during ACNL’s poster session.
ACNL members represent a wealth of knowledge and expertise in nursing, leadership, patient care, quality outcomes and other important subjects. In order to share this expertise with members, ACNL’s Quality and Patient Safety Committee hosted two webinars in 2014.

Offered free of charge for our members, webinar topics were generated from the best practice posters presented at ACNL’s 2014 Annual Conference in Monterey. Once topics were identified, presenters were invited to participate. Each one hour webinar contained three presentations related to the overall subject area.

2014 webinar were:

**Unleashing the Power of LEAN in Healthcare**
Broadcast on June 24, 2014

**PRESENTATIONS**
- **Using LEAN to Unleash a Culture of Inquiry**
  Pam Wells, MSN, MSA, RN, Chief Nursing Officer and Vice President, Patient Care
  Sharp Memorial Hospital

- **Developing a Nursing Professional Practice Model Using LEAN Methodology**
  Brandi Cassingham, MSN, RN, Director Acute Care Services
  Saddleback Memorial Medical Center

- **Improving Patient Care Quality in Pediatric Diabetes Care Using LEAN Methodology**
  Carole Colln, MSN, RN, Lean Value Stream Manager
  Miller Children’s Hospital

ACNL presented two Foundation for Leadership Excellence courses in 2014. These courses featured additional program curriculum that expanded the Foundations program from four to five days. Originally a five day program, Foundations was compacted to four days during the economic recession to reduce costs for hospitals and health care organizations sending staff to this leadership training. Based on requests from participants for additional information and resources to help them lead more effectively, the Foundations program was expanded.

**New course content included:**
- Expanded HR modules to help leaders enhance performance and maximize their team’s potential.
- Strategies to improve customer service and raise HCAHPS scores.
- The nurse leader’s role in implementing the Affordable Care Act and the Future of Nursing vision.

To learn more about the Foundation for Leadership Excellence program, visit the ACNL website at www.acnl.org

**Early Mobility: Improving Patient Outcomes**
Broadcast on December 9, 2014

**BEST PRACTICE PRESENTATIONS**
- **VA Northern California Health Care System**
  Raymond Phillips, MSN, PhD, RN, Chief Nurse Acute Care /Nursing Research

- **Kaiser Permanente San Leandro**
  Shirley Paulson, MPA, RN, CASD, Director Adult Patient Care Services
  Daniel Villanov, RN, Assistant Nurse Manager, ICU
  Berlinia Leonor, BSN, RN, Manager, Medical/Surgical

- **Pomona Valley Hospital and Medical Center**
  Peggy Cusack, BSN, RN, Nursing Director, Critical Care Services, ICU, Telemetry, Dialysis, Radiology Nursing
  Vickie Ancheta, BSN, RN, Nurse Manager DOU2 /Telemetry

Feedback from members viewing the webinars has been very positive. Recordings of these and other ACNL webinars are available through the ACNL website.

**Foundation for Leadership Excellence Program**

*Expanding Curriculum to Meet Nurse Leaders’ Needs*

**New course content included:**
- Expanded HR modules to help leaders enhance performance and maximize their team’s potential.
- Strategies to improve customer service and raise HCAHPS scores.
- The nurse leader’s role in implementing the Affordable Care Act and the Future of Nursing vision.

To learn more about the Foundation for Leadership Excellence program, visit the ACNL website at www.acnl.org

**PARTICIPANT FEEDBACK FROM 2014 COURSES**

“This conference was empowering! I felt I acquired many tools to use as a leader.”

“The topics were thoughtfully chosen capturing the practical application of day to day operations in the unit/department.”

“Vibrant agenda, practical discussion — can’t speak enough about how enjoyable this conference has been.”

“If you are looking for ways to excel in nursing management and leadership, this program is for you.”

“Excellent conference — should be part of every new manager’s orientation!”

“Inspirational!”

Participants from the spring course in Walnut Creek.

Nurse leaders in the fall Foundations course in Anaheim.
LifeMoxie 2014
Growing the Next Generation of Nurse Leaders

To support and prepare the next generation of nurse leaders, ACNL and the California Action Coalition partnered with LifeMoxie, an organization that constructs customized mentoring platforms, to create a comprehensive Nurse Leadership Mentoring Program.

Since its inception in 2013, this statewide mentoring program was piloted in three phases, and has served 176 participants resulting in 99 mentoring relationships. The Nurse Leadership Mentoring Program is supported by a cloud-based mentoring platform hosting a resource center, an online forum, a mentoring relationship log and a webinar library.

Recruitment efforts for the mentoring program are supported by service and academia. Mentees complete a demographic questionnaire which includes identification of their short and long-term aspirations. They are carefully matched with seasoned nurse leaders who are positioned to help their mentees actualize their professional goals. Mentors and mentees then engage in virtual relationships supported by technology, including the use of FaceTime. Based on their individual goals, each mentee is required to implement and execute a project plan under the guidance of their mentor.

During the 6-month relationship, mentees and mentors utilize the resource center and online forum as they build their relationships and advance their work. Program participants are invited to take part in webinars allowing them to showcase their projects. At the conclusion of the program, participants provide feedback via an online survey. Preliminary findings indicate that this mentoring program has positively benefited the professional development and engagement of emerging nurse leaders. Several mentors have also reported that their involvement in this program has re-ignited their passion for nursing leadership.

The mentoring program has allowed the expansion of opportunities for nurse leaders to participate in collaborative improvement efforts. In addition, the program ensures that nurse leaders engage in lifelong learning. Mentoring prepares and enables nurse leaders to lead change to advance health. Mentors and mentees are using the mentoring website to: (1) share and explore innovative models of care delivery and (2) expand nursing leadership opportunities.

ACNL wishes to thank the Kaiser Foundation for their support of the LifeMoxie program. Their generous grant has made this mentoring program a reality for California’s nursing community.

EXAMPLES OF LEADERSHIP PROJECTS COMPLETED BY MENTEES IN 2014

- Created a clinical pathway for early detection/intervention of cardiac problems.
- Developed hospital-wide venous thromboembolism prophylaxis protocol and procedure.
- Established an obstetrical patient and family advisory council.
- Expanded an organizational volunteer fall prevention program.
- Developed a comprehensive emergency department-specific charge nurse training program.
- Developed an outreach committee within the San Francisco/Marin ACNL Chapter.
- Implemented an inpatient admission nurse team to address patient flow and care coordination.
In 2003, ACNL agreed to provide management services for the then struggling California Nursing Students’ Association (CNSA). Since then, the original two-year agreement between ACNL and CNSA has been extended several times and continues today.

ACNL has been successful in providing financial and leadership stability to CNSA. Critical to this success was the expansion of the relationship to include the American Nurses Association\California (ANA\C), Advisors from ACNL and ANA\C help students on CNSA governing boards ensure the viability and growth of the organization, build their leadership skills and connect with professional nursing across the state. In 2014, CNSA grew to a membership of more than 6,400 with cash reserves of nearly $100,000.

Past CNSA board members have gone on to make significant contributions to the nursing profession by assuming leadership roles in the armed forces, hospitals and academia. Many of these emerging leaders have continued their education, receiving advanced degrees in nursing and business. They are leaders of the profession in local, state and national professional nursing organizations and are actively involved in the work to implement the Institute of Medicine’s Future of Nursing Initiative. Many of these former board members have shared that their early involvement in CNSA has allowed them to grow professionally and establish relationships with nurse leaders who have willingly mentored and advised them.

2014 CNSA advisors from ACNL: Executive Officer Patricia McFarland, Susan Herman, Donna Kistler and Brenda Brozek; ANA\C advisors: Susan Bowman and Cathy Melter.

ACNL’s Patricia McFarland Receives AONE Mentor Award

ACNL CEO Patricia McFarland was presented with the American Organization of Nurse Executives’ 2014 Nurse Mentor Award for her exemplary work in furthering the professional development of nurses in leadership roles.

“Throughout her career, Pat has served as a role model and mentor for hundreds of nurses at every level, from student nurses to senior executives in both service and academia,” said Ginger Manss, MS, RN, AOCN, a past president of ACNL. “Pat is very skilled at recognizing the potential in others, and through guidance, support and mentoring, she has helped many leaders grow both personally and professionally.”

McFarland received the award on March 14, during AONE’s 2014 Annual Convention in Orlando, Florida. The award was presented by Linda Burns Bolton, DrPH, RN, FAAN, Chief Nursing Officer at Cedars Sinai Medical Center and AONE’s President-Elect.

“I am truly honored to receive this prestigious award,” said McFarland. “Throughout my career I have had wonderful mentors who tapped me on the shoulder, and encouraged and coached me. It only seems appropriate that I too should follow their example. I have the privilege of working with outstanding nurse leaders every day – some are experts and others novices. If I can help them grow in some way, then I know I am making a difference.”
FUTURE OF NURSING UPDATE

ACNL Supports Recommendation #7 and the Work of the California Action Coalition

For the past three years, ACNL members have actively participated in the California Action Coalition (CA AC) and have been the driving force behind Recommendation #7 of the Future of Nursing Initiative: To prepare and enable nurses to lead change to advance health. Co-leads for Recommendation #7 are Patricia McFarland and Myra Lang. In the early stages of planning, the team developed an organizational structure for this recommendation. The leadership oversight group then divided the work into four taskforces: 1) student nurse involvement, 2) mentorship, 3) leadership competencies, and 4) voice. Each of these subgroups are facilitated by ACNL members.

To support the work of Recommendation #7, ACNL sponsored a face-to-face meeting in 2014 for the Leadership Competencies Subcommittee led by Dr. Linda Searle Leach. For the past two years, Dr. Leach and her team have been working on identifying key leadership competencies for emerging, seasoned and senior nurse leaders. Their work has included hours of literature review, communication with others doing the same or similar work and discussions with nurse leaders across the state. They are entering the final stages of development with the goal of posting the competencies to the LifeMoxie platform for use by our mentors and mentees. Dr. Leach will present the team’s work at ACNL’s 2015 Conference.

More than 250 leaders from community colleges and baccalaureate and higher degree programs exchanged ideas at the Joint CACN-COADN Conference in October in Newport Beach.

Strengthening the Link Between Service and Academia

ACNL’s Partnership with CACN

ACNL’s synergistic partnership with the California Association of Colleges of Nursing (CACN) has provided numerous opportunities for collaboration between nurse leaders in service and academia. CACN represents nursing schools offering baccalaureate and higher degree programs. Through this partnership, ACNL manages CACN operations and conferences. In 2014, ACNL managed the CACN Spring Conference and the Joint Conference for CACN and the California Organization of Associate Degree Nursing Program Directors in the fall.

CACN President-Elect Phil Greiner (far left) moderates an educational session on accommodations for nursing students with disabilities.

(Center) Tricia Hunter, Executive Director of the American Nurses Association\California, describes legislative priorities for nursing and health care.

President Audrey Berman (left) facilitates CACN’s business meeting.
ACNL employs a variety of communication strategies and tools to keep our members informed about important issues affecting nurse leaders as well as updates on organizational news and activities. Communications priorities in 2014 included:

**New and Improved Website** — In July, ACNL launched a new website to provide members with increased functionality, balanced by ease of use. ACNL staff and Communication Consultant Brenda Brozek collaborated with our new website provider for nearly six months prior to launch of the website. A special thanks to ACNL member Deborah Crist-Grundman, who assisted in the selection process for our website provider, MemberClicks.

ACNL's website is designed to provide easily accessible information, resources and best practices for members. Through the resources found on the website, ACNL's goal is to help members increase their effectiveness and strengthen their voices as nurse leaders.

Feedback from individual members and committees has been very positive. An added benefit is that the new website is more cost-effective than our previous site. If you haven't done so recently, visit www.acnl.org and peruse the information and resources on the website. Comments and suggestions from members about the website are always welcome and can be submitted to: info@acnl.org.

**Email Blasts** — These concise, timely emails keep our members apprised of late-breaking news and upcoming events.

**Talking Points** — ACNL members were an important voice for several major issues in 2014, including Propositions 45 and 46 and Ebola. ACNL's Voice/Communication Committee developed talking points for members to utilize in educating staff, patients and communities regarding Propositions 44 and 45. When the Ebola issue turned into a heated debate and sparked fear in many communities, ACNL partnered with the California Hospital Association to provide members with talking points and up-to-date information and resources regarding Ebola.

**Facebook** — Many ACNL members utilize social media, such as Facebook, to engage in professional and social dialogue. ACNL's Facebook page has provided a venue for members to share information, photos and connect with others.

**Direct Communication of Key Issues** — ACNL's President, CEO, and board and committee members regularly attend ACNL chapter meetings and visit professional organizations, nursing schools and other venues to engage nurse leaders in the work of ACNL. These personal visits promote dialogue and help strengthen relationships.

**ACNL in Action: New Online Publication for Members** — In Spring 2014, ACNL introduced the online publication, *ACNL in Action: Nurse Leaders Making a Difference*. Published bi-monthly usually following ACNL Board meetings, *ACNL in Action* is designed to update members on the work of the board, committees and staff.

*ACNL in Action* is delivered to members via email. Current and past issues can be accessed through the ACNL website.
ACNL 2014
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Secretary/Treasurer
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Director – Central
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Director – South
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Jami de Santiago, Co-Chair
Beth Eichenberger, Board Liaison

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Susan Herman, Chair/Board Liaison

Members: Richard Brock, Kathy Harren, Vicki Sweet, Peggi Winter

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Dennis Kneppel, Chair
Myra Lang, Co-Chair
Kimberly Horton, Board Liaison

Members: Teresa Acosta, Neil Christopher Apeles, BJ Bartleson, Rick Becker, Katherine Bullard, Paige Burton, Catherine Dower, Jeannine Graves, Trudy Johnson, Mary Jane Jones, Elizabeth Leary, Janet Stotts, Barbara Van Amburg, Janeel Welburn

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Nursing Leadership Development
Joyce Eden, Chair
Kathy Dawson, Co-Chair
Susan Stone, Board Liaison

Members: Norie Acaac, Ron Carpio, Judith Dahle, Jill Deetz, Jamie Eisenberg, Ellen Gorbunoff, Tammy Jo Isaac, Ann Stoltz, Heather Van Housen, Sylvia Ventura, Vicki White, Jane Winning

Nominations
Karen Price-Gharzeddine, Chair/Board Liaison

Members: Rae Charos, Kathy Cocking, Mary Ann Cone, Susan Odegaard-Turner

Philanthropic, Recognition and Scholarship
Stephanie Robinson, Chair
Anne Tanner, Co-Chair
Ellen Waxenberg Zoschak, Board Liaison

Members: Maureen Casamiquela, Deborah Crist-Grundman, Martha Dispoto, Josephine Ettinger, Mary Foley, Gail Freeman, Geraldine Jensen Scott, Christine Latham, Stephanie Mearns, Beverly Quaye, Paul Wafer, Cynthia Wood

Quality and Patient Safety
Janet Hanley, Chair
Kim Ternavan, Co-Chair
Mary Contreras, Board Liaison

Members: Wanda Borges, David Davis, Anna Dermenchyan, Ellen Fleischman, Barbara Gross, Karen Elizabeth Mitchell, Deanne Niedziela, Shirley Paulson

Research
Sally Morgan, Chair
Ann Mayo, Co-Chair
Laurie Ecco, Board Liaison

Members: Nancy Blake, Ellen D’Errico, Karen Flaster, Lynn Forsey, Peggy Kalowes, Linda Searle Leach, Donna Small, Rayne Soriano, Linda Urden, Martha Zepeda

Voice/Communication
Mary Britner, Chair
Marylin Stephens, Co-Chair
Katie Skelton, Board Liaison

Members: Sue Acquisto, Karen Buckley, Michelle Grimpo, Dave Hanson, Dora Noriego, Jude Sell-Gutowski, Cindy White

ACNL Staff

Patricia McFarland, MS, RN, FAAN
Chief Executive Officer

Wendy Smolich
Administrative Manager

Dena Fisher
Communication Assistant/Graphic Designer

Brian Carrick
Industry Liaison Coordinator

Brenda Brozek, MAOL, RN
Communication/Education Consultant

ACNL’s Quality and Patient Safety Committee members discuss goals for the upcoming year.
Contributions to ACNL

A STAR among stars, Peggy inspires and energizes nurse leaders at all levels.

Peggy Diller, MS, RN
Nurse Executive

A member of ACNL for more than 30 years, Peggy Diller has consistently contributed her energy and talents to advancing ACNL's work, mission and vision.

As ACNL President in 2006, Peggy's leadership mantra emphasized STARS: S-Strategic Initiatives; T-Teaching and Education; A-Achievements and Accomplishments; R-Relationships and Networking; and S-Shining Stars: ACNL's members. Following her term as president, Peggy created the President's Handbook, a valuable resource provided to each newly elected ACNL President. Peggy has also chaired and served on numerous ACNL committees.

As a nurse executive, Peggy excels in hospital administration, financial management and clinical leadership. An excellent role model and problem-solver, Peggy freely shares her wisdom and talents with nurse leaders at all levels. She is a founding faculty member of ACNL's highly successful Foundation for Leadership Excellence program that has graduated more than 1500 nurse leaders. These Foundations course participants often seek Peggy’s advice and guidance during the program and beyond.

A true champion for ACNL, Peggy has encouraged numerous nurse leaders to join our organization and attend events, such as ACNL’s annual conferences and local chapter meetings.

Contributions as a Humanitarian

A hero to thousands! Toy helps sexual assault victims achieve physical and emotional healing.

Toyetta L. Beukes, MSN, RN, NP, AFN-BC
Director, Sexual Assault Response Team
San Gabriel Valley Medical Center

For victims of sexual assault, physical and emotional recovery begins with the care and support provided immediately following the incident. As Director of San Gabriel Valley Medical Center’s Sexual Assault Response Team (SART), Toy Beukes works tirelessly to maintain patients’ dignity in the midst of chaos. A strong advocate for her patients, she provides expert nursing care, supportive counseling and thorough forensic examinations.

The SART team cares for women, men, children and infants who are victims of sexual assault. Toy’s mission is to give patients the best chance for recovery—a key component of this is the knowledge that the incident was not their fault. She earns the trust of her patients and helps them share their stories to begin the healing process. Toy's support extends beyond her patients as she collaborates with law enforcement agencies to identify perpetrators and seek justice for their victims. She is frequently called upon to testify in court, sometimes years after providing care to the patient.

Recently, Toy’s advocacy expanded beyond our country’s borders. At the request of the US State Department, Toy travelled to Liberia to provide police officers with forensic examination training and expertise and advice in establishing a SART Center.

Friend of Nursing

Awarded to an individual or organization demonstrating significant contributions and support for the nursing profession.

Stacie Berumen
Assistant Executive Officer
California Board of Registered Nursing

An advocate for public safety and the nursing profession, Stacie became ACNL's lifeline when a new BRN computer system impacted RNs throughout California.

As the BRN's Assistant Executive Officer, Stacie Berumen takes her responsibility to protect the health and safety of the public, while supporting RN practice, very seriously.

In the fall of 2013, the BRN was one of the first and largest boards within the Department of Consumer Affairs (DCA) to move to a new computer system, called BreEZe. Promising more efficiency, the new system was instead fraught with problems, causing uncertainty and chaos in nursing and health care. Many new graduates were unable to obtain approval to sit for the NCLEX, RNs suffered long delays when renewing their licenses and endorsing RNs became lost in the confusion.

During these difficult times, Stacie became a lifeline for nurse leaders across the state. She committed long hours to investigating and following-up on issues raised by ACNL members and California Hospital Association facilities. She advocated for resolution of these issues, conducted conference calls to keep key leaders informed, responded to concerns in a timely manner and fast-tracked critical applications when appropriate. Stacie’s professionalism, responsiveness and commitment to excellence were apparent to all who interfaced with her during this trying time. Stacie is clearly a champion of nursing and a strong advocate for the health and safety of the public she serves.
Excellence in Leadership – North

Dennis Kneeppep, MPA, RN, FACHE, CPHQ, NEA-BC
Nurse Executive

A strong champion for the voice of nurse leadership in the health policy arena.

Dennis Kneeppep personifies excellence in leadership. He is a champion for the nursing profession, quality patient care and ensuring that nurse leaders have a voice in decision-making on national, state and local levels.

His passion for public policy and the legislative/regulatory arena is exemplified by his long tenure on ACNL’s Health Policy Committee, serving as chair for several years. In this role, he has rallied nurse leaders to make their voices heard on important issues, helped develop legislative tracking tools and raised significant funds for the California Hospital Association Political Action Committee. Dennis has also served on ACNL’s Board of Directors and is a former Secretary-Treasurer. On the national scene, he impacts health policy as a member of AONE’s Regulatory Monitoring Committee. Locally, Dennis is very active in the San Francisco/Marin Chapter of ACNL. He is on the Board of Directors of San Francisco’s Curry Senior Center, providing services for low income seniors.

Throughout his career, Dennis has been a role model and mentor and has paved the way for nurses to advance their careers in management and leadership.

Excellence in Leadership – South

Paula Cover, RN
Director, Women’s Services
San Gabriel Valley Medical Center

A passionate visionary who led her team to achieve the prestigious international Baby Friendly designation.

Paula Cover fosters a climate of excellence and achievement for her staff. Through her inspiration and leadership, her department achieved the Baby Friendly designation from the World Health Organization and UNICEF, awarded for optimal care of baby, mother and family. Of the more than 3200 hospitals eligible, only 182 have received this honor. On a daily basis, Paula promotes the major goals of the Baby Friendly program, including mother-baby bonding and breastfeeding encouragement. Education is the key, especially with a multi-cultural patient population where some families have traditionally not recognized the benefits of breastfeeding.

Paula successfully motivates her staff to strive for excellence in patient care. She was instrumental in transforming her department’s culture to a service-focused, friendly, nurturing and supportive environment. As a result, the unit’s patient satisfaction scores have risen to the highest percentile in the AHMC hospital system. Their HCAHPS scores are well above the national and California means.

Excellence in Leadership – Central

Rae E. Gamboni Charos, DNP, RN
Vice President and Chief Nurse Executive
St. Joseph’s Medical Center, Stockton

A dedicated leader who engages others through her commitment to excellence.

Rae Charos is a compassionate leader who has made a tremendous difference in the lives of patients at her hospital. As CNE, Rae’s unwavering vision is to create a safe, high quality environment for patients and staff. She has implemented many evidence-based projects to enhance care, including rapid response teams and ABCDE bundles.

Rae is a strong advocate of nursing education. She is an instructor in the MSN program at CSU, Stanislaus, and a supporter of the accelerated BSN program. Rae positively impacts nursing education at San Joaquin Delta College by encouraging acute care RNs from her hospital to be clinical instructors. She is a mentor to nurses at all levels—helping experienced leaders find new avenues for professional development and new leaders stretch their limits to realize their full potential.

A longtime member of ACNL, Rae has served on the Board of Directors for two terms and has been active on several committees.

Excellence in Leadership – San Diego

Denise Boren, PhD, RN
Director, School of Nursing
California State University, San Marcos

Creating meaningful clinical experiences for her students while meeting the health care needs of vulnerable populations.

Dr. Denise Boren has developed a unique program to provide optimal educational experiences for graduate and undergraduate RN students while delivering needed health care services to underserved populations. Through her passion and leadership, she spearheaded the development of local student-led health care clinics in San Diego and North County communities.

Denise authored and facilitated multiple grants to obtain funding to support these clinics. When subsidies for needed equipment fell short, Denise purchased some of the equipment with her personal funds. She authorized financing for faculty training in meeting the unique health care needs of underserved populations and hosted a guest lecture on homelessness.

Her passion for helping others extends well beyond the San Diego area. Denise encourages faculty to lead missions to countries with populations in need. She has led trips to Swaziland and Lesotho while her faculty have taken students to Vietnam, Ecuador, Belize and Haiti. These journeys provide students with unforgettable experiences while serving countless people in need.
Karen Kohrt Ringl, MSN, RN
Faculty, School of Nursing
California State University, Fullerton

A transformational leader and educator, Karen creates an optimal learning environment that consistently enables nursing students to flourish.

Karen Ringl is an inventive, results-oriented educator who creates an environment where students have an opportunity to develop their full potential. Demonstrating innovation in assignments that prepare members of a diverse student population to be exemplary professional nurses and leaders, Karen actively engages students in the learning process. She requires students to participate in interdisciplinary teams; utilizes the ANA Code of Ethics to debate ethical issues; and plans, develops, implements, and evaluates a change project so learners clearly understand all aspects of successful change. As a team member for a HRSA grant, Karen collaborates with other faculty to incorporate mentoring into the curriculum and facilitates student mentor/mentee teams. This innovative work helps students succeed and reduces attrition.

Prior to her career in academia, Karen was a vice president of nursing for various hospitals in Southern California and Chicago. Her varied experience in service and education provides a rich background of knowledge and expertise. She consistently receives outstanding student evaluations and has been nominated twice for the Daisy Faculty Award. She is also a key player in the development of successful partnerships between service and academia.

Utilizing a university-sponsored grant, Karen encourages her students to attend professional nursing events. Through the years, she has brought hundreds of nursing students to ACNL’s annual conferences, providing a powerful introduction to nurse leadership and our organization.

Shanna Hall, MBA, BSN, RN
Director, Critical Care and Medical-Surgical Services
Torrance Memorial Medical Center

An innovative leader, Shanna transformed a departmental move into an opportunity to build an optimal work environment.

Shanna Hall led her team of more than 1,000 nurses and ancillary employees from their existing hospital building to a new 7-story tower, and in the process created a new and improved work environment.

Shanna orchestrated several key strategies to prepare the entire organization for this move. She engaged management and staff, in her departments and beyond, to develop and evaluate recommendations for new and existing equipment and supplies. Shanna collaborated with hospital architects, the director of construction and other patient care disciplines to assess each unit from the perspective of the patient, family and healthcare provider. Countless hours were spent facilitating teams through “day in the life” scenarios to ensure workflow efficiency, safety and effectiveness. Time studies were completed to validate recommended changes. Shanna ensured that care providers actively participated in every step of the process and advocated for changes in equipment placement, room set-up and supplies to provide safe and effective care for patients and staff.

Through her leadership during this move and beyond, Shanna has created a work environment fostering innovation, inspiring leadership and advancing the professional practice of nursing.

Ala B. Garza, MSN, RN
Nurse Manager, Trauma PCU and Telemetry
UC San Diego Health System

A collaborative leader, Ala successfully fosters inter-professional relationships to advance patient care and improve efficiency.

By building strong inter-professional relationships, Ala Garza engages nursing and other health care professionals in enhancing patient care, solving problems and improving systems. She is a proven leader who successfully blends staff empowerment and inter-professional collaboration with empirical outcomes.

Following an assessment by Ala and her nursing staff that cardiac monitoring for some patients was not needed, she collaborated with hospital physicians to develop clearer guidelines for telemetry and reduce the incidence of unnecessary monitoring. After reviewing standards and recommendations of the American Heart Association and several medical organizations, new policies and procedures were developed. These included order sets requiring MDs to include an indication for monitoring and automatic discontinuation of monitoring at pre-set intervals (24, 48, 72 hours). Policies were modified to simplify downgrades in cardiac monitoring by combining telemetry and medical/surgical levels of care. Chart audits before and after implementation of the new cardiac monitoring procedures indicated a potential savings of more than $200,000 per year, while improving patient satisfaction and providing more efficient nursing care.

This best practice has been presented at both medical and nursing conferences. Ala’s goal is to publish an article on the project.
Best Practice – Innovation

Academic and Service Partnership Committee of the Nursing Leadership Coalition of the Central San Joaquin Valley

Together we’re stronger! Nurse leaders in service and academia collaborate to meet challenges and create opportunities.

With a strong history of achievement, the Academic and Service Partnership Committee of the Nursing Leadership Coalition of the Central San Joaquin Valley was one of the first such partnerships formed in California. Established in 2000, this prolific committee provides a forum for members of service and academia to collaboratively solve issues, improve student experiences and ultimately enhance patient care.

A critical early goal of the committee was to increase the number of RNs in the Central Valley, a regional area that had one of the lowest RN/patient ratios in the state and nation. A nursing paradigm program was established, and over a 10-year period, more than 800 additional RNs were added to the ranks of Central Valley health care organizations. Utilizing a grant from the Governor, the committee established an adjunct faculty training program. Service agencies recommended experienced RNs for the program who attended training courses at CSU, Fresno and were mentored by experienced faculty. 64 new faculty members successfully completed the program. In addition, implementation of a computerized clinical placement program led to increased efficiency and effectiveness in matching nursing students with clinical placements. The system has now been expanded to include allied health positions. Other programs that have been created by this productive committee include a leadership development program for emerging nurse leaders and an evidence-based practice research academy.

2014 Committee members: Valerie Fisher, Chair, Health Workforce Initiative, College of the Sequoias; Leslie Catron, West Hills College; Kim Cliffforth, Kaiser Permanente; Mary Contreras, Community Regional Medical Centers; Pilar De La Cruz-Reyes, Central California Center for Excellence in Nursing; Joyce Eden, Saint Agnes Medical Center; Alice Fisher, Saint Agnes Medical Center; Tammy Galindo, Madera Community Hospital; Marie Gilbert, CSU, Fresno; Nolidi Griffin-Myers, CSU, Fresno; Belen Kersten, College of the Sequoias; Christine Lawry-Hawkins, Kaweah Delta Hospital; Stacie Licon, Valley Children’s Hospital; Patricia Lindsey, Valley Children’s Hospital; Jeanne Prandini, Clovis Unified School District; Stephanie Robinson, Fresno City College; Gwen Ross, Clovis Adult Education; Sue Smilie-Janeeck, San Joaquin Valley College; Brenda Starks, Fresno Adult Education; Denise Vermeltfoort, Valley Children’s Hospital and Kristine Williams, Golden Living Center.
The Nurses' Float Scholarship

Bare Root, Inc., an organization founded by five nurse leaders to raise money for a float honoring nursing in the 2013 Rose Parade, has partnered with ACNL to create the Nurses' Float Scholarship Fund with surplus donations from their fundraising efforts. The endowed national scholarship is awarded annually through ACNL to an RN pursuing an ADN to BSN or BSN to MSN degree. The first scholarship was awarded in 2014 during ACNL's Annual Awards Ceremony.

The founding members of Bare Root are: Monica Weisbrich, Judy Dahlle, Paul Wafer, Pat Spongberg and Suzanne Ward. They conceived of the idea to enter a float in the Rose Parade in 2007, when they learned that Sally Bixby, a nurse, would be President of the Tournament of Roses. The float, entitled A Healing Place, honored nurses worldwide. It was the first time in the more than 100 year history of the Rose Parade that a nursing float was entered in the event.

2015 Nurses' Float Scholarship

Marlena Montgomery, BSN, RN, CEN
Assistant Nurse Manager
Emergency Department
UC San Diego Health System
School: Grand Canyon University
Degree: Master of Science in Nursing/ Master in Business

“I chose a dual master’s degree that includes an MBA due to the changing nature of health care. I believe you must be knowledgeable about health care reform and policy in order to make the biggest impact.”

Alpha Consulting Scholarship

Elizabeth Leary, MSN, RN
Assistant Nurse Manager
Cardiology
Santa Clara Valley Medical Center
School: Yale University
Degree: Doctor of Nursing Practice

“Ultimately I would like to improve the image of nursing in the media and develop effective nursing organizational media strategies for the future.”

ACNL Advanced Degree Scholarships

Elsie Crowninshield, MSN, RN, NP, CCRN, NE-BC
Clinical Director of Critical Care, Telemetry and Cardiovascular Nursing Services
Northridge Hospital Medical Center
School: Loma Linda University
Degree: Doctor of Nursing Practice

“Every aspect of my professional career influenced my decision to pursue a Doctor of Nursing Practice degree.”

Barbara Brantley Memorial Scholarship

Awarded by Catalyst Systems

Austin Nation, MSN, RN
Faculty, San Francisco State University, School of Nursing
School: UC San Francisco
Degree: PhD – Nursing

“I believe it is imperative that nurses, including myself, gain the competencies needed to provide care for diverse populations across the lifespan.”

Carmen Spalding, MSN, RN
Simulation Director and Faculty, Azusa Pacific University
School: University of San Diego
Degree: PhD – Nursing

“I hope to develop an end-of-life simulation...to engage nursing students in best practices in end-of-life care.”

Peggi Winter, MSN, RN
Director, National Education and Professional Development
Kaiser Permanente National Patient Care Services
School: University of San Francisco
Degree: Doctor of Nursing Practice

“My project is to design an education/practice competency model to provide seamless progression between academia and practice for the baccalaureate, masters and doctoral degrees.”
Creating and Influencing the Future of Health Care