



**FOUR-DAY
CURRICULUM**

Creating a Community of Nurse Leaders

PRESENTED BY THE ASSOCIATION OF CALIFORNIA NURSE LEADERS

Four full days of learning, problem-solving and networking



*Building a "Foundation
for Leadership Excellence"*

November 8 –11, 2010 • Embassy Suites – Anaheim South

At the core of health care operations is the nurse manager. Playing a pivotal role in ensuring clinical quality, recruiting and retaining staff, and managing both fiscal operations and services to patients – the nurse manager is accountable for increasing responsibilities. In many cases, these increased responsibilities are assigned without the benefit of formal instruction in business management and leadership skills. *Foundation for Leadership Excellence* was created in 2003 with the nurse manager in mind. For the past seven years, *Foundation for Leadership Excellence* has provided nurse managers an opportunity to acquire new skills and build upon existing ones – a winning formula for success!

In keeping with our Life Long Learning philosophy the 2010 curriculum will provide an excellent foundation as emerging nurse leaders prepare for national certification through the American Organization of Nurse Executives' (AONE) Credentialing Center.

ASSOCIATION OF CALIFORNIA NURSE LEADERS

Transforming Nurse Leadership

For more than 30 years, the Association of California Nurse Leaders (ACNL) has been developing nurse leaders, advancing professional practice, influencing health policy and promoting quality and patient safety. ACNL is a powerful voice for nurse leaders throughout California and serves as a statewide and national example of affecting positive change for nursing and health care.

Our members are diverse in their experience and talents. Focusing on outcomes, ACNL seeks the active engagement and participation of all its members. Through this collective strength, nurse leaders can best meet the needs of their organizations, clients and communities, while at the same time, advance the profession and practice of nursing.

If you are a nurse leader, or aspiring to be one, ACNL is the organization for you.

Join ACNL as we create the future of health care!

Special ACNL membership rates for *Foundation* attendees (see course registration form).

For more information about ACNL, contact:

Patricia McFarland, MS, RN, FAAN
Chief Executive Officer
Association of California Nurse Leaders
3835 North Freeway, Suite 120
Sacramento, CA 95834
(916) 779-6949
www.acnl.org



After seven years of offering a content-rich program to over 1,500 nurse leaders, recent graduates are still saying...

“A great conference. Everyday you leave rejuvenated, feeling like you can do this job, you have the energy and now ‘new’ tools.”

Foundation for Leadership Excellence

A FOUR-DAY PROGRAM DESIGNED FOR NURSE LEADERS

WHAT MAKES THIS PROGRAM IN LEADERSHIP EXCELLENCE UNIQUE?

Conceived as an opportunity to provide frontline managers with the skills needed to excel in today's complex and changing health care environment, the *Foundation for Leadership Excellence* is a four-day intensive program with a seven-year track record of success. This proven program offers education through immersion and camaraderie and is an invaluable source for developing long-lasting, effective leadership skills. Whether facing hiring, orientation and staffing issues, team development and customer-service concerns, resource allocation, budget analysis or cost-savings mandates, frontline managers will benefit from the program by gaining new perspectives and solutions for the difficult challenges you face on a daily basis.

The *Foundation for Leadership Excellence* offers:

- A faculty comprised of California's most influential nurse leaders.
- Presentations addressing timely topics across the management spectrum.
- Opportunities to build invaluable professional relationships in a relaxed atmosphere.
- Practical approaches, tools and innovative techniques to help you problem solve in your professional setting.
- Integration of your specific questions and interests into the course content and practical solutions to meet your real-time challenges.
- Interpretation and analysis of budget and financial statements and defined implications specific to your unique circumstances.

HOW EFFECTIVE IS THE FOUNDATION FOR LEADERSHIP EXCELLENCE PROGRAM?

"What an eye-opening experience! I will return to my organization with a fresh, innovative perspective on leadership that will help me facilitate positive change."

— Cherie Laurence, North Bay Medical Center, November 2009

"This program covered all the areas in which I felt inadequate – you filled my tool box. It is obvious that you have listened to the needs of other managers and tailored your content to meet those needs. The instructors were high caliber- related well to us! So generous and approachable!"

— Janice Frost, Int. Director of Oncology
St. Johns Health Center, November 2008

"After 15 years of nursing and 3 years of management I feel renewed and empowered to lead my organization at the managerial level."

— Eddie Vassar, Hollywood Presbyterian Medical Center,
West Hollywood, October 2007

"This conference should be mandatory for all nurse leaders in California. The program content and faculty were focused on addressing concerns and specific issues of participants and went out of their way to tailor the conference to pertinent issues."

— Joanne Gilchrist, Manager Behavioral Health,
Enloe Medical Center, October 2004

MORE COMMENTS...

"Absolutely fabulous from start to finish and will serve me well in my leadership career. Thank you to the faculty!"

— Diane Thiessen, Clinical Manager, Kaiser Permanente, November 2009

"What a wonderful week to step away from the day-to-day activity and take a broader look at being a leader. Fantastic for new managers!"

— Wendy Boyer, Patient Care Manager, Sutter Medical Center of
Santa Rosa, April 2008

"Absolutely excellent! In most conferences (I have) the ability to take away one great new tool, technique or approach. In this conference each day I took away new information, a new tool or new approach."

— DeAnna Sheeley, Manager, UCSF Medical Center, October 2005

"Every new nurse manager should attend. I have never attended a more impressive program."

— Kevin Wagner, Manager, Anaheim Memorial Medical Center, August 2005

"This was just what I was looking for. I'm going back to my facility and thank them for sending me and recommend that they send others."

— Leigh E. Payne, Cath Lab Supervisor, Torrance Memorial, July 2004

This is without a doubt, the best and most comprehensive nursing conference I have ever attended.

CONFERENCE HIGHLIGHTS

- *What qualities characterize an effective leader?*
- *How can you better manage your unique areas of responsibility?*
- *Do you want to improve your financial IQ?*
- *Do you know how to defend your budget?*
- *Can you develop a business plan?*
- *How can you become your unit's "Chief Retention Officer"?*
- *How are regulations and trends in the industry impacting the future of nursing and creating challenges within your organization?*

The *Foundation for Leadership Excellence* program, built on a seven-year track record, offers four full days of interactive sessions led by recognized California nurse leaders who will answer these questions. The dynamic presentations will provide insight into the key leadership competencies of successful nurse managers. You will learn the “ins and outs” of budgets and financial statements to give you the necessary skills to “talk the talk” with your CFO and financial team. You will gain insight and knowledge on how to improve performance and enhance quality as well as how to develop effective strategies for hiring and retaining top staff. You will develop your own personal career plan. And you will learn from those intimately involved in the regulatory and legislative process about the implications of policy development and decisions affecting you and your organization.

The class is a very enriching especially for someone like me who is new as a “formal” leader and new in management. Highly recommended!

— November 2008 Attendee



OVERALL COURSE OBJECTIVES

- Explore innovations in nursing management.
- Identify strategies that will lead to highly effective staff retention.
- Utilize business plans and financial reports to drive decisions in the work environment.
- Discover how to become a positive influence in your work environment.
- Examine methods to integrate performance-improvement activities and regulatory and accrediting principles into the leadership role.
- Develop and take home plans to support you in implementing what you've learned.
- Re-energize your spirit to be the best leader possible.

INTENSIVE AT A GLANCE

Monday Day 1 – Leadership Excellence

- Learn the key leadership competencies of successful managers.
- Be more effective by applying insights of assessment to improve your leadership.
- Learn to use leadership competencies to balance clinical and business agendas.
- Develop practical skills for effectively managing change.
- Understand key concepts of change and system theory.

Tuesday Day 2 – Raising Your Financial IQ

- Understand “big picture” health care economics.
- Learn to read and interpret financial statements and fully understand all components of a budget.
- Understand the basics for developing a business plan for your unit/area and how to present it to upper management.
- Explore all facets of financial “leadership,” including accountability, variance analysis, cost/quality/service and operational efficiency.

Wednesday Day 3 – Resource Management – Human

- Enhance your communication effectiveness with clinical staff.
- Demonstrate how to give objective behavioral feedback.
- Develop strategies to promote optimal conflict resolution.
- Learn how to select and retain top staff.
- Develop strategies to improve and maximize employee performance.

Thursday Day 4 – Advancing Excellence in Performance, Practice, Policy and Predictions

- Understand the nurse leader’s role in monitoring professional practice.
- Understand national trends in performance improvement.
- Understand the nurse manager’s role in an environment where patient outcomes impact reimbursement levels.
- Identify practical strategies and tools to improve outcomes.
- Explore the succession planning process.
- Discuss implications of policy decisions on nursing practice and the patients in your facility and community.
- Explore the factors impacting the future of nursing.
- Develop skills for influencing the future of health care.
- Putting it all together; reflect on lessons learned and integrate skills gathered throughout the course.

“The interactive format and relaxed atmosphere of the conference made tackling the difficult topics easier and enhanced my learning experience. The week flew by! Even though I am a veteran nurse leader I am leaving this week feeling reinvigorated and realizing it may not be the quantity of time I have left to work but the quality of the time I have left to make a difference!”

— Penny Mount, Director of Obstetrics, Prime Healthcare, April 2008

CORE FACULTY

Judee Berg, MS, RN, FACHE



Judee is the vice president, professional services, Gannett Healthcare Group. For more than 20 years she has held hospital, nurse executive positions and numerous leadership positions in state and national health care organizations, including the Association of California Nurse Leaders (ACNL), California Institute for Nursing & Health Care (CINHC), American Organization of Nurse Executives (AONE) and California Hospital Association (CHA).

Peggy Diller, MS, RN



Peggy has been a California nurse executive for more than 20 years. She was the 2006 ACNL president and has been active in the Leadership Council of Southern California. Peggy's experience covers both union and non-union environments, and she has been involved in "at-the-table" negotiations. Peggy led nursing operations through the merger of two large Los Angeles area hospitals.

Jennifer Hermann, MS, RN



Jennifer, director of workforce planning at the University of California, San Francisco (UCSF) Medical Center, has more than 20 years of experience in nursing and human resources administration. She oversees all recruitment, benefits and compensation actions for the medical center. She is a founding member of the California Coalition for Nursing Careers and a previous ACNL Board member. Jennifer is a member of the San Francisco Workforce Investment Board and the Society for Human Resource Management.

Deloras Jones, MS, RN



Deloras is the founding executive director for the CINHC. She was formerly the chief nursing executive for Kaiser Permanente and served as president of ACNL and as a Board member of AONE. She has been actively involved with nursing and health care issues at both the state and national level.

Linda Mann, MS, RN



Linda has more than 30 years in the health care industry and currently serves as the area medical group administrator, Kaiser Permanente, Central Valley. Additionally, she has held multiple leadership positions at UCSF Medical Center, Queen of the Valley Hospital and Kaiser Permanente hospitals and clinics. She also has been a senior consultant in the areas of professional practice, work/role redesign and staffing and productivity for InnoVia Health, Inc.

Gwen Matthews, RN, MSN, MBA



Gwen is senior vice president for Clinical Services and chief nurse executive at Glendale Adventist Medical Center in Southern California. She has a rich legacy of nursing and leadership experiences extending from the bedside to the boardroom. Gwen has worked in rural, urban, academic and clinic settings in a variety of clinical, teaching and management positions and has been active in several professional organizations. She is past president of AONE-Hawaii and currently serves on the ACNL Board of Directors.

Patricia McFarland, MS, RN, FAAN



Patricia is the chief executive officer of ACNL, representing the voice of nurse leaders throughout the state. In addition, she is responsible for the administrative and financial oversight of CALNOC and serves as the chief officer for the California Nursing Students' Association. Prior to joining ACNL, Pat worked in both clinical and administrative roles for Mercy Healthcare Sacramento. Pat is the past chair of the Coalition of Specialty Organizations.

Stephanie Mearns, MN, RN



Stephanie has held numerous leadership positions throughout California, from small community hospitals to large teaching facilities. Stephanie is currently senior vice president of patient care services and chief nursing officer for Seton Medical Center, part of the Daughters of Charity Health System. She recently served on the California Hospital Association Board of Trustees as the voice of nursing for California and is a past president of ACNL.

Catherine Robinson-Walker, MBA, MCC



Catherine is the president of The Leadership Studio, an Oakland firm that specializes in reviewing health care organizations, teams and individuals for greater engagement, effectiveness and success. She is an executive coach, team facilitator, author and creator of leadership resources. She brings 25 years of experience as a chief executive officer of several organizations devoted to leadership and learning in health care. Catherine has served as a senior leader with JCAHO and the Public Health Institute in Berkeley.

KT Waxman, DNP, MBA, RN, CNL



KT is a past president of ACNL and currently president and CEO of Waxman & Associates, LLC, in the San Francisco Bay Area. A seasoned nurse leader, KT has more than 25 years of health care industry experience, including e-learning and acute rehabilitation facilities. She has held positions such as chief operating officer, chief nursing officer and senior manager for a large consulting firm in its health care practice. KT currently serves as the program director for the California Simulation Alliance and the Bay Area Nursing Center.

Lynne Whaley-Welty, MS, RN



Lynne Whaley-Welty is the senior vice president for clinical operations at White Memorial Hospital, which is part of the Adventist Health System. Lynne has 30 years of nursing clinical and administrative experience. She is a faculty member at California State University, Long Beach in the Masters of Nursing Administration program. Lynne is a Johnson & Johnson Wharton Fellow and a graduate of the Management Development Program at the University of Southern California. She has served with several nursing associations and is a past president of ACNL.

ENROLL NOW!

WHO SHOULD ATTEND?

Nurses in leadership roles and those who aspire to leadership across the continuum, including acute care, post acute and ambulatory care, are encouraged to attend this program.

- Frontline Managers
- Ancillary Department Managers (i.e., Imaging, Laboratory)
- New Nurse Managers
- Clinic Managers and Assistant Managers
- Charge Nurses
- Home Care Managers and Supervisors
- House Supervisors
- Ambulatory Services Managers
- Assistant Nurse Managers
- Outpatient Department Managers

“What a fabulous and enthusiastic and committed group of leaders. I am in awe. All the speakers were excellent, very people oriented and know their subject. Everyone was very passionate about nursing and brought that passion to me. Thank you!!”

Take time to renew your enthusiasm, investigate new topics, network, collaborate with your colleagues and share in each other’s success!

“Having attended this course, I feel re-energized and better prepared to lead my team as we face a challenging future in health care.

— Sheila Deacon, Clinical Staff Manager, Anaheim Memorial Hospital, Anaheim, July 2006

TO REGISTER ONLINE

Visit www.acnl.org. To ensure all information is correct, a completed registration form is required for all attendees. No phone registrations please.

FOR MORE INFORMATION

Call (916) 779-6949 or for ADA information.

CONTINUING EDUCATION CREDIT

Provider approved by the California Board of Registered Nursing for 32 contact hours. Three units of University graduate, elective credits are available through the California State University, San Marcos. Call ACNL for more information.

TUITION

Attendee: \$1,250 (includes conference materials and lunch each day).

Group Discounts: \$1,200 each for two or more from the same facility and mailed together. (Must be mailed together — NO EXCEPTIONS.)

CANCELLATIONS

Registration fees, less a \$300 cancellation fee, are refundable if written notice is received 14 days prior to the conference. Registrant substitutions are encouraged.

HOTEL INFORMATION

Conference locations are chosen for their retreat-like atmosphere and opportunities for networking. Room sharing among attendees is encouraged to enhance the experience. Conferences at the Embassy Suites include full breakfasts every morning with a complimentary cocktail reception every evening for attendees staying at the Embassy.

For hotel reservations, use the link below:

http://embassysuites.hilton.com/en/es/groups/personalized/LAXGDES-ALP-20101107/index.jhtml?WT.mc_id=POG

If you have difficulty accessing the hotel website or registering for a room, contact Helms Briscoe at (888) 326-6951.

PRE-COURSE HOMEWORK ASSIGNMENTS

In order to maximize your experience in the *Foundation for Leadership Excellence* program, a homework assignment with pre-reading will be sent to you prior to your attendance at the course.

UPCOMING LEADERSHIP PROGRAM DATES AND LOCATIONS

November 8 – 11, 2010

Embassy Suites – Anaheim South
11767 Harbor Blvd.
Garden Grove, CA 92840

Single \$139 • Double \$139 • Triple \$159

Lunch is provided as part of the conference fee.

March 28-31, 2011

Northern California

October 10-13, 2011

Southern California

Program registration begins Monday at 7:30 a.m.

Sessions begin at 8:00 a.m. each morning and conclude at 5:00 p.m.

Program ends at 5:00 p.m. on Thursday.

2010 REGISTRATION FORM

TO REGISTER:

MAIL
ACNL
3835 North Freeway
Suite 120
Sacramento, CA
95834

FAX
(916) 779-6945

ONLINE
www.acnl.org

Name: Last _____ First _____

Title _____ Nickname for Badge _____

Organization _____

Mailing Address _____ City, State, Zip _____

Daytime Phone _____ Fax Number _____

E-Mail _____ RN License Number for CEUs _____

CONFERENCE LOCATION

November 8 – 11, 2010
Embassy Suites – Anaheim South
11767 Harbor Blvd.
Garden Grove, CA 92840

Program registration begins at 7:30 a.m. on Monday, and the program ends at 5:00 p.m. on Thursday. Sessions begin at 8:00 a.m. each day.

REGISTRATION FEES

	AMOUNT
Attendee: \$1,250 (includes conference materials and lunch each day)	\$ _____
Two or more from the same facility and mailed together: \$1,200 each (Must be mailed together — NO EXCEPTIONS.)	\$ _____
<i>SPECIAL OFFER FOR FOUNDATIONS ATTENDEES:</i>	
ACNL Membership Discount: \$95.00 for your first year (50% discount)	\$ _____
TOTAL AMOUNT	\$ _____

PAYMENT

Check Method of Payment Check Credit Card (Visa/MasterCard)

Credit Card Number _____ Expiration Date _____

Name on Card _____ Signature _____

Please make checks payable to ACNL and mail to:
ACNL, 3835 North Freeway, Suite 120, Sacramento, CA 95834
For more information, please call (916) 779-6949.

HOTEL ACCOMMODATIONS

For hotel reservations, use this link: http://embassysuites.hilton.com/en/es/groups/personalized/LAXGDES-ALP-20101107/index.jhtml?WT.mc_id=POG

If you have difficulty accessing the hotel website or registering for a room, contact Helms Briscoe at (888) 326-6951.

*Graduates of
Foundation
for Nursing
Excellence
are eligible to
join ACNL at
a discounted
membership fee
of \$95.00 for
their first year
of membership
(50% discount).*