



OVERVIEW OF

# ANCC Consultation Services

ANCC's Institute for Credentialing Innovation® offers consultation to organizations that are preparing for Magnet® recognition, Pathway to Excellence® designation, and Accreditation in continuing nursing education.



Visit [www.nursecredentialing.org](http://www.nursecredentialing.org) to get more information about ANCC Consultation Services.

# ANCC Consultation Services

Delivering quality advice for nursing excellence.

The Magnet Recognition Program® and the Pathway to Excellence® designations recognize healthcare organizations that provide the very best in nursing care. Let ANCC's consultants provide you with the very best in consultation services.

ANCC is the official home of the Magnet Recognition Program, the Pathway to Excellence Program, and ANCC accreditation. ANCC consultants know our products and services better than anyone else. Consultants receive one-on-one training with ANCC staff in all aspects of nursing excellence and credentialing programs, including their history and philosophy, specific program criteria, and the application process. Collectively they possess more than 300 years of experience in nursing, health care, and education. Since 2004, ANCC has successfully implemented more than 1,000 consulting projects for organizations on the journey to nursing excellence.

All ANCC consultants are independent contractors, not ANCC staff, and provide the highest level of professionalism and confidentiality. They do not have access to information regarding submitted applications.

ANCC consultants provide the following support:

- >> Communicate effectively with staff from all disciplines and at all levels
- >> Acknowledge and seek to understand the client's organizational development, performance, and change dynamics
- >> Respond to each organization's (or system's) stage of development on the journey to nursing excellence
- >> Conduct collegial on-site assessments of the organization to determine the strengths and limitations of the nursing service
- >> Identify opportunities and solutions that foster change and help an organization meet Magnet, Pathway, or accreditation standards
- >> Provide education through a variety of methods to meet each organization's or system's needs
- >> Educate staff about the designation program: its history and philosophy, the application process, and components
- >> Provide timely feedback, summary reports, timelines, and recommendations
- >> Review documents before submission for necessary demonstration of criteria and standards
- >> Connect customers to a vast range of Magnet, Pathway, certification, and accreditation educational resources, products, and services sponsored by ANCC



While mentoring leaders and staff, [ANCC's consultants] consistently incorporated principles of shared decision-making and transformational leadership in their strategies.

Dianne A.M. Aroh, MS, RN, NEA-BC  
Executive Vice President, Chief Nursing & Patient Care Officer  
Hackensack University Medical Center



# Magnet Consultation

ANCC Magnet consulting services are centered on the Magnet model. They focus on establishing nursing excellence.

## **Overall Preparation**

- >> Assess the organization's current status and identify opportunities for improvement to meet Magnet expectations
- >> Assist in developing a readiness plan and identifying gaps in the plan
- >> Educate staff about Magnet concepts, expectations, and the application process
- >> Advise on identifying appropriate sources of evidence for documentation
- >> Discuss data collection, analysis, and how to display data in documents
- >> Review documentation and sources of evidence for compliance with Magnet standards
- >> Conduct mock site visits

## **Transformational Leadership**

- >> Review strategic plan
- >> Guide in establishing visibility, accessibility, and communication strategy
- >> Provide education for executives, nursing leadership, and change agents

## **Structural Empowerment**

- >> Assist in developing a communication plan for the organization and community
- >> Review recognition programs for meeting criteria
- >> Support the design of shared governance structures

## **Exemplary Professional Practice**

- >> Provide education and guidance in implementing/refining a professional practice model
- >> Help in assessing and defining a care-delivery system
- >> Deliver programs in safety, workplace advocacy, quality monitoring, and improvement

## **New Knowledge and Innovations**

- >> Guide in establishing a research program, research committee, and research opportunities
- >> Promote utilization of evidence-based practice

# Pathway Consultation

ANCC Pathway to Excellence consulting services are centered on the foundational elements of an ideal nursing practice environment.

- >> Review the organization's strategic plan and current ability to meet Pathway to Excellence practice standards
- >> Assist staff in developing a gap-analysis template as well as a process and timeline for completing the application
- >> Determine specific needs to be addressed as identified in the gap analysis (e.g., staff development, certification status, governance, quality, utilization of evidence-based practice)
- >> Educate staff about Pathway to Excellence concepts, practice standards, and the application process
- >> Assist staff in developing a communication plan for the organization and community
- >> Discuss data collection, analysis, and submission criteria
- >> Review documentation for compliance before submission

I can't thank you enough for your guidance and help...  
your visit was a real turning point with words of wisdom that I  
carried throughout our journey!

Evelyn Swenson-Britt, MS, RN  
Clinical Research Director and Magnet Project Director  
University Health System

# Accreditation Consultation

ANCC accreditation consulting focuses on professional standards for continuing nursing education. Our service:

- >> Is committed to helping organizations provide high-quality continuing education for nurses;
- >> Offers guidance in planning and evaluating superior continuing education programs;
- >> Promotes adherence to national standards of performance;
- >> Helps companies, schools of nursing, and healthcare organizations determine their readiness to become providers of continuing nursing education; and
- >> Walks clients through the readiness, documentation, and application process.

Continuing nursing education contact hours for ANCC's Institute for Credentialing Innovation educational programs are provided by the American Nurses Association (ANA).

[Our ANCC consultant] gave us a very detailed assessment of our progress and some very useful tools for preparing our documentation.

Joan P. Smith, RN, MPA, NEA-BC  
Director, Center for Nursing Excellence  
Santa Clara Valley Medical Center



The American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association (ANA), provides individuals and organizations throughout the nursing profession with the resources they need to achieve practice excellence. ANCC's internationally renowned credentialing programs certify nurses in specialty practice areas; recognize healthcare organizations for promoting safe, positive work environments through the Magnet Recognition Program® and the Pathway to Excellence® Program; and accredit providers of continuing nursing education. In addition, ANCC's Institute for Credentialing Innovation® offers an array of informational and educational services and products to support its core credentialing programs.

ANCC is the world's largest and most prestigious nurse credentialing organization. ANCC certification exams validate nurses' skills, knowledge, and abilities. More than a quarter of a million nurses have been certified by ANCC since 1990. More than 80,000 advanced practice nurses are currently certified by ANCC.

The ANCC Magnet Recognition Program® recognizes healthcare organizations that provide the very best in nursing care and professionalism in nursing practice. The program also provides a vehicle for disseminating best practices and strategies among nursing systems. The ANCC Magnet Recognition Program is the gold standard for nursing excellence.

The Pathway to Excellence® Program recognizes the essential elements of an optimal nursing practice environment. The designation is earned by healthcare organizations that create work environments where nurses can flourish. The award substantiates the professional satisfaction of nurses and identifies best places to work.

ANCC accreditation of a continuing nursing education program is the hallmark of quality. ANCC is the nation's leader in accreditation of continuing nursing education programs.

ANCC's Institute for Credentialing Innovation® produces a variety of educational services and products to support those seeking Certification, Magnet recognition, Pathway designation, or Accreditation. Review and resource manuals, review seminars, and Web-based learning all support individuals who are on the path to certification. ANCC National Magnet Conferences®, workshops, and consulting services support organizations on the Journey to Magnet Excellence™ and those pursuing Pathway designation. Educational events and consultants are available to assist continuing nursing education accreditation programs in achieving the highest caliber education.

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# Teresa L. Anderson, MSN, NE-BC, RNC-OB



Teresa Anderson brings 29 years of nursing experience to her consultation practice, including formal academic education, staff development, advanced practice, nursing leadership, and quality performance improvement. She has been the Magnet® project director for a large hospital system for six years. Those six years of Magnet project management experience, along with five years of ANCC consulting experience, equip her with the skills needed to assist staff in identifying and navigating the economic, political, and philosophical barriers encountered within their organizations as Magnet culture change occurs.

Teresa's in-depth analysis and application of the past four versions of the Magnet Recognition Program® Application Manual provides historical context and insight to organizations seeking Magnet status. She is a facilitator at the ANCC Journey to Magnet Excellence™ workshops, the Magnet Program Director workshops, the Shared Governance workshops, the Sources of Evidence workshops, and custom workshops as requested. Teresa's enthusiastic presentation style and genuine joy in the practice of nursing combine to assist organizations in engaging staff members on the Journey to Magnet Excellence. She has served as an abstract reviewer for the National Magnet Conference® for the past four years, has been a speaker at the conference, and has assisted in the development of Magnet appraiser training.

## Summary of Services

- >> Develops customized education and training related to strategic planning, Magnet project coordination, writing the Magnet documents, and data analysis and action planning
- >> Conducts readiness assessments/gap analyses
- >> Assists with document development and review
- >> Analyzes data and assists in creating measurable quality improvement action plans
- >> Conducts comprehensive on-site reviews in preparation for site visits
- >> Engages frontline staff in nursing excellence
- >> Provides guidance related to electronic submission of documents

## Education

- >> BSN and MSN—University of Nebraska Medical Center, Omaha, NE
- >> Currently pursuing a doctorate in education from the College of Saint Mary, Omaha, NE

## Certifications

- >> American Nurses Credentialing Center—Nurse Executive
- >> Inpatient Obstetric Nursing

## Professional Memberships

- >> American Organization of Nurse Executives/Nebraska Organization of Nurse Leaders—District 1 secretary
- >> American Nurses Association/Nebraska Nurses Association—chair, Commission on Nursing Practice and Professional Development—District 2 delegate and member, Nominations Committee
- >> Association of Women's Health, Obstetrical, and Neonatal Nurses, Nebraska Section
- >> Midwest Nursing Research Society
- >> Sigma Theta Tau International, Iota Tau Chapter—past president

# Julia W. Aucoin, DNS, MSN, BSN, RN-BC, CNE



Dr. Julia Aucoin holds the position of nurse research scientist at Duke University Hospital. She is a national leader in continuing nursing education with extensive experience in accreditation consultation. Julia has a vast amount of speaking and consulting experience with the ANCC Magnet Recognition Program®. Julia has worked with clients, nationally and internationally, on both continuing nursing education accreditation and Magnet® recognition. She is a facilitator for ANCC's Journey to Magnet Excellence™ workshops. Julia is able to translate theory into practice and is able to motivate an organization's staff toward success using its own strengths. She is the author of *101 Tips to Better Conferences* and the co-author of *Conversations in Nursing Professional Development*.

## Summary of Services

- >> Strategic planning and practice model development
- >> Evidence-based practice design and implementation assistance
- >> Develops customized education and training to support organizational needs
- >> Conducts readiness assessments/gap analyses
- >> Application document review and revision, including best practices and exemplars
- >> Conducts comprehensive on-site reviews in preparation for site visits

## Education

- >> BSN–Louisiana State University Medical Center, New Orleans, LA
- >> MSN–Louisiana State University Medical Center, New Orleans, LA
- >> DNS–Louisiana State University Medical Center, New Orleans, LA

## Certifications

- >> National League for Nursing–Certified Nurse Educator
- >> American Nurses Credentialing Center–Nursing Professional Development

## Professional Memberships

- >> ANCC Accreditation Symposium–program chair
- >> National Nursing Staff Development Organization–treasurer
- >> National League for Nursing–Board of Governors

# Margarita Baggett, MSN, RN



Margarita Baggett is presently the chief nursing officer (CNO) for the University of California, San Diego Medical Center. Previously, Margarita held the role of CNO for North Shore University Hospital (NSUH), Manhasset, New York. She led NSUH to Magnet® recognition in 2001. Margarita and her team transformed their practice environment by supporting and promoting the role of the professional nurse, using the Forces of Magnetism as a framework. Margarita and her NSUH leadership team were recognized for their extraordinary contributions in global collaboration and research through their work with Erebouni Medical Center, Armenia, which received the Journey to Magnet Excellence™

award for implementing Magnet standards in a developing country. In addition, she has participated in the “Transforming Care at the Bedside” initiative funded by the Robert Wood Johnson Foundation and supported by the Institute for Health Care Improvement. Margarita has consulted nationally and internationally, assisting organizations in developing strategic plans to address gaps in Magnet readiness. Her vast knowledge of hospital operations gives her the ability to help organizations demonstrate how their mission, vision, values, and strategic plans relate to the Magnet Recognition Program®. She is also a facilitator at the ANCC Journey to Magnet Excellence workshops.

## Summary of Services

- >> Reduces complex tasks to manageable steps, empowering those with whom she works with the confidence to succeed
- >> Coaches organizations to implement successful strategies for incorporating shared governance, evidence-based practices, and research into their professional practice environments
- >> Conducts system- or organization-wide gap analyses
- >> Develops customized education and training to support organizational needs
- >> Conducts comprehensive on-site reviews in preparation for site visits

## Education

- >> BSN–Molloy College, Rockville Centre, NY
- >> MSN–Adelphi University, Garden City, NY
- >> Graduate of the Wharton Nursing Leaders Program, Philadelphia, PA

## Professional Memberships

- >> Nursing Spectrum–Advisory Board Member
- >> California Institute for Nursing and Health Care
- >> American Nurses Association
- >> Association of California Nurse Leaders
- >> Adjunct Clinical Professor at San Diego State University

# Rhonda R. Foster, EdD, MPH, MS, RN, NEA-BC



Dr. Rhonda R. Foster brings over 30 years of nursing and hospital administration experience to her consulting practice, including a transformational leadership style that resulted in the Magnet® recognition of Children’s Hospital of Michigan (CHM). She is vice president of patient care services/chief nursing officer at CHM and has been a pioneer in submitting documents electronically. Rhonda and her staff continue to refine electronic submission using the newest Magnet model. In addition to her experience in electronic submission of documents, Rhonda possesses a strong background in quality improvement, research, nursing education, program development, and leadership.

Some of the significant strategic initiatives to her credit include implementing an electronic medical record system (computerized physician order entry, nursing documentation, and medication administration), developing a nursing residency program for new graduate nurses that yielded a 40% reduction in turnover, and initiating many throughput process improvements.

Rhonda is a scholar and a practitioner. As a consultant, she exemplifies an engaging and collaborative style. The years she has spent in various hospital settings provide her with an understanding that the needs of a community hospital may be different from those of an academic medical center or a specialty hospital as it pursues the Journey to Magnet Excellence™. In addition, Rhonda’s understanding of hospital operations and the needs of nursing and support staff allows her to be effective as a consultant in assisting clients to develop and sustain positive practice environments.

Rhonda has presented nationally and internationally on healthcare quality and leadership topics, and she has been published in an extensive list of publications. Her areas of expertise are leadership, enhancing stakeholder involvement, and shared decision-making, in addition to clinical expertise in healthcare services for women and children.

## Summary of Services

- >> Conducts readiness assessments and provides strategies for success
- >> Develops customized education and training to support organizational needs
- >> Assists organizations with document development and review
- >> Electronic document submission
- >> Conducts comprehensive on-site reviews in preparation for site visits
- >> Works with all stakeholders to achieve organizational goals

## Education

- >> ADN–Michael J. Owens Technical College, Perrysburg, OH
- >> BSN–University of Toledo, Toledo, OH
- >> MSN in nursing administration in health services–Georgetown University, Washington, DC
- >> Master’s in public health administration–Northwest Consortium for Public Health, Bowling Green, OH
- >> Doctorate in education in leadership studies–Bowling Green State University, Bowling Green, OH

## Certifications

- >> American Nurses Credentialing Center–Nurse Executive, Advanced

## Professional Memberships

- >> American College of Health Care Executives
- >> American Organization of Nurse Executives
- >> National Association of Health Service Executives
- >> American Nurses Association
- >> Sigma Theta Tau International

# Victoria M. George, PhD, RN, FAAN



Dr. Victoria M. George is president of VMG Consulting LLC. She has been a chief nurse executive (CNE) for over 23 years. While the regional vice president/CNE for Aurora Health Care in Wisconsin, Victoria led the first hospital system to ever achieve Magnet® designation in 2001 and led the first five Magnet hospitals in Wisconsin. As the senior vice president/chief nursing officer for Catholic Health Initiatives, she developed its first system-wide shared governance structure, supporting 68 hospitals in 19 states.

Victoria began her long association with ANCC in 1997 as a Magnet program appraiser, and then shifted her focus to assisting over 100 facilities and systems both nationally and internationally to achieve both Magnet and Pathway to Excellence® designations. She is a facilitator for ANCC's Journey to Magnet Excellence™ workshops and ANCC's workshop on Leadership in Action: Making Shared Governance Work. Additionally, she is a national speaker at the Magnet National Conference®.

Victoria is also a Fellow with the American Academy of Nursing and co-author of the recently released book *Nursing Peer Review: Successful Strategies for Practice*.

## Summary of Services

- >> Presents on the peer review, professionalism, shared governance, evidence-based practice and research, patient satisfaction, nurse advocacy, and professional care models
- >> Identifies and validates sources of evidence
- >> Evaluates and edits documents in preparation for submission
- >> Validates development, dissemination, and enculturation of processes, practices, and programs within the organization
- >> Conducts on-site reviews in preparation for site visits
- >> Conducts readiness assessments/gap analyses

## Education

- >> Nursing diploma—Massachusetts General Hospital School of Nursing, Boston, MA
- >> BS in psychology—Bridgewater State College, Bridgewater, MA
- >> BSN—Salve Regina College, Newport, RI
- >> MSN in administration—Boston University, Boston, MA
- >> PhD in organizational leadership—Marquette University, Milwaukee, WI
- >> Graduate of the Wharton Nursing Leaders Program—Philadelphia, PA, and the Center for Executive Women at the Kellogg School of Management—Evanston, IL

## Professional Memberships

- >> American Academy of Nursing
- >> American College of Health Care Executives
- >> American Nurses Association
- >> American Organization of Nurse Executives
- >> Sigma Theta Tau International
- >> New Hampshire Nurses Association
- >> Wisconsin Nurses Association

# Barb Haag-Heitman, PhD, RN, PHCNS-BC



Dr. Barb Haag-Heitman is president of Barb Haag-Heitman and Associates Consulting. She has over 25 years of leadership experience in both acute and long-term care settings. She experienced firsthand the excitement, recognition, and pride of being a Magnet® nurse in 2001 while working in the first health-care system to achieve Magnet recognition. Barb draws from her own training and expertise along with the experiences from working with dozens of Magnet and Pathway to Excellence®-focused facilities in guiding organizations along their Journey to Magnet Excellence™.

Barb's experience with organizations on the Magnet and Pathway to Excellence journey spans more than a decade; her areas of expertise include peer review, shared governance, structural empowerment, transformational leadership, exemplary practice, and new knowledge and innovation. Her work helps organizations develop and implement processes, including peer review, to attain high-quality patient and safety outcomes. Examples of Barb's recent work in this area include the publication of the book *Peer Review in Nursing: Principles for Successful Practice* (2010) and the development and implementation of a national Magnet Peer Review workshop for the ANCC.

Barb integrates her vast experience with each organization's unique culture and strategic plan. She has facilitated the development of shared governance/shared leadership both within nursing and uniquely within a multidisciplinary, multisite physical rehabilitation practice setting. She also co-authored the *Guide for Establishing Shared Governance: A Starter's Toolkit* (2010). Barb is a facilitator for the ANCC Magnet Peer Review and the ANCC Journey to Magnet Excellence workshops. In addition to her book on peer review, she also authored the book *Clinical Practice Development Using Novice to Expert Theory*.

## Summary of Services

- >> Assists organizations in the process of Magnet designation or redesignation to develop, implement, and demonstrate outcomes related to the five components of the Magnet model
- >> Assists Pathway to Excellence organizations and those preparing to develop and incorporate the 12 practice standards into their work environments
- >> Special expertise in the areas of peer review, shared governance, and shared leadership processes
- >> Provides guidance on strategic planning and organizational readiness

## Education

- BSN–Alverno College, Milwaukee, WI
- MSN–University of Wisconsin, Milwaukee, WI
- MSN in human and organizational systems–Fielding Graduate University, Santa Barbara, CA
- PhD in human and organizational systems–Fielding Graduate University, Santa Barbara, CA

## Certifications

- >> American Nurses Credentialing Certification–Public/Community Health Advanced CNS

## Professional Memberships

- >> American Nurses Association
- >> Wisconsin Nurses Association
- >> Milwaukee District Nurses Association
- >> American Organization of Nurse Executives
- >> Sigma Theta Tau International–president of Delta Gamma Chapter

# Beverly Hancock, DNP, RN-BC



Dr. Beverly Hancock is an education/quality coordinator at Rush University Medical Center, where she is involved in continuing education of the nursing staff and in providing direction and support for quality and research projects in nursing. She has successfully led a large academic medical center to Magnet® designation and redesignation as the Magnet program director. Her hands-on experience with coordinating efforts and engaging staff and nurse leaders in the process of developing a Magnet environment gives her a realistic perspective on cultivating an environment of excellence. Beverly has had numerous opportunities to share her knowledge and experience with organizations nationally and internationally. As a frequent presenter on topics related to excellence in nursing and the Magnet Recognition Program®, she is able to convey the philosophy of a Magnet culture to those on the Magnet journey.

Beverly is actively involved in key elements that contribute to a Magnet environment, including quality committees, peer review, research, shared governance, and professional development. With more than 25 years' experience in a shared governance environment as both a direct care nurse and a nurse leader, she understands the critical role the direct care nurse has in accountability and responsibility for professional practice. She is passionate about leadership development and providing mentoring and support for nurses to grow as leaders.

## Summary of Services

- >> Document review and revision
- >> Customized education and training on shared governance
- >> Research
- >> Conducts readiness assessment/gap analysis
- >> Conducts comprehensive on-site reviews in preparation for site visits

## Education

- >> BA–Wheaton College, Wheaton, IL
- >> BSN–Rush University, Chicago, IL
- >> MSN–Rush University, Chicago, IL
- >> Doctorate in Nursing Practice–Rush University, Chicago, IL

## Certifications

- >> Professional Development with the ANCC

## Professional Memberships

- >> American Nurses Association
- >> Illinois Nurses Association
- >> Sigma Theta Tau International, Gamma Phi Chapter
- >> American Organization of Nurse Executives

# Donna Herrin-Griffith, MSN, RN, NEA-BC, CENP, FACHE



Donna Herrin-Griffith is a national and international healthcare consultant, presenter, and leader with over 30 years in the industry. She has served as consultant to health systems across the U.S. and in the Middle East. Key to her consulting is her role as senior partner and global practice officer—healthcare and life sciences with Wheless Partners, where she facilitates executive search projects and advises on executive development and related employment challenges. As a clinical associate professor for the University of Alabama in Huntsville, Donna teaches graduate students in leadership, resource management, health finance, and health policy.

From 2002 to 2009, Donna was senior vice president and chief nurse executive with Methodist Le Bonheur Healthcare. She also served as the 2009 president of the American Organization of Nurse Executives. Additionally, Donna has been published extensively in journals and written one book chapter that covered many leadership topics.

## Summary of Services

- >> Strategic planning for nursing
- >> Organizational preparation including senior management, medical staff, and governing board education
- >> Leadership processes and organizational assessment
- >> Customized education and training based on organizational needs
- >> Readiness assessments and gap analyses
- >> Development of nursing centers of excellence
- >> Comprehensive on-site reviews in preparation for site visits
- >> Special expertise in the areas of:
  - Shared leadership
  - Chief nurse executive/officer development
  - Executive management and overall organization education
  - Board and medical staff relationships
  - Academic-practice partnerships
  - International nursing and healthcare delivery systems

## Education

- >> MSN—Vanderbilt University, Nashville, TN

## Certifications

- >> American College of Healthcare Executives—Healthcare Executive and Fellow
- >> American Nurses Credentialing Center—Nurse Executive, Advanced
- >> American Organization of Nurse Executives—Certified Nurse in Executive Practice

## Professional Memberships

- >> American College of Healthcare Executives
- >> American Nurses Association
- >> American Nurses Credentialing Center, Magnet Recognition Program®
- >> American Hospital Association

# Fran Hicks, PhD, MSN, RN, FAAN



Dr. Fran Hicks is an experienced nurse executive with a background that includes clinical practice, teaching, academic administration, board leadership, and experience as a healthcare consultant. Her clients include healthcare organizations, nursing associations, regulatory agencies, state governmental agencies, academic institutions, corporate boards in the public and private sectors, and individuals. Fran is a facilitator for ANCC's Journey to Magnet Excellence™ workshops. She is committed to facilitating organizations in the development of programs designed to achieve desired outcomes and sustainability. The Magnet® model is an excellent fit with

Fran's career-long focus of excellence in nursing practice.

## Summary of Services

- >> Aids organizations in identifying and documenting strengths and values in practice
- >> Develops professional practice models and care delivery systems
- >> Provides critical analysis of documents
- >> Conducts comprehensive on-site reviews in preparation for site visits

## Education

- >> Diploma in nursing–Oklahoma Baptist University Hospital School of Nursing, Shawnee, OK
- >> BSN–Northwestern State University, Natchitoches, LA
- >> MSN–Frances Payne Bolton School of Nursing, Case Western Reserve University, Cleveland, OH
- >> PhD–University of North Texas, Denton, TX

## Professional Memberships

- >> American Academy of Nursing
- >> American Nurses Association–former member of the Board of Directors
- >> Oregon Nurses Association–former president
- >> American Nurses Foundation–former president
- >> National League for Nursing
- >> NLN Foundation for Nursing Education–chair
- >> Sigma Theta Tau International

# Marsha Hughes-Rease, MSOD, MSN, RN



Marsha Hughes-Rease has over 25 years of leadership experience in health care and over 10 years of consulting experience with clients in diverse industries. She has worked with over 20 healthcare organizations that have received Magnet® recognition or are on the Journey to Magnet Excellence™. Marsha partners with nurse executives and Magnet project directors to help them gauge their organizations' readiness to submit their applications for Magnet recognition. She engages all levels of nursing staff in the gap analysis process, using the Magnet model as the assessment tool. Her approach results in the identification of performance gaps as well as an increased understanding of the intent of the sources of evidence in the model. Marsha also helps nursing managers and direct care nurses use their gap analysis

findings to identify key leverage opportunities for action and develop a "close the gaps" road map to accelerate their progress toward creating their desired professional practice environment. She offers evidence-based leadership development that includes 360° feedback and nurse manager group coaching. This helps managers transition to a more transformational leadership style that is demanded for leading successful complex change initiatives and addressing adaptive challenges.

Marsha has designed and presents a one-day ANCC workshop on change management and transition during the Magnet journey. She is a facilitator for the ANCC-sponsored Magnet workshops and has presented at international and national conferences as well as at Magnet conferences. She has published articles and chapters for books focusing on leadership, change, and transition.

## Summary of Services

- >> Determines readiness for success based on gap analysis results
- >> Addresses challenges at all levels that may derail the Magnet designation process
- >> Conducts comprehensive on-site reviews in preparation for site visits
- >> Transformational leadership development
- >> Strategic planning strategies to increase staff nurse engagement and to align with nursing strategic goals
- >> Customized education and training on transformational leadership, structural empowerment, and management of culture change
- >> Works with senior leaders to design strategic interventions to address performance gaps

## Certifications

- >> Leadership Coaching
- >> Group Facilitation

## Education

- >> BSN—University of Kentucky, Lexington, KY
- >> MSN in nursing administration—George Mason University, Fairfax, VA
- >> MS Organizational Development—Johns Hopkins University, Baltimore, MD
- >> Group Facilitation graduate certificate—Johns Hopkins University, Baltimore, MD
- >> Evidence Based Coaching graduate certificate—Fielding Graduate University, Santa Barbara, CA

## Professional Memberships

- >> American College of Healthcare Executives
- >> American Society for Quality
- >> International Leaders Association
- >> Sigma Theta Tau International
- >> American Nurses Association
- >> Association of Strategic Planning
- >> International Coaching Federation
- >> Plexus Institute

# Anita Lymburner, MS, MBA, RN



Anita Lymburner has more than 15 years of experience as a chief nurse executive at two separate Magnet® organizations. She is a nationally and internationally recognized nurse executive who has provided leadership, education, and mentorship to over 50 organizations on their Journey to Magnet Excellence™, including international work in St. Petersburg, Russia.

Anita has mentored nursing leaders and initiated innovative professional practice models through her leadership roles in both professional and healthcare organizations. Her consultative services use a partnership model to provide individualized and focused results.

Anita has 12 years of consulting experience and has presented at regional, national, and international conferences. She also has over 5 years of experience reviewing abstracts for the National Magnet Conferences®. In addition to consulting, she is a facilitator for the ANCC Magnet workshops.

## Summary of Services

- >> Organizational assessment for nursing excellence, with a focused plan, education, and timeline for initial designation or redesignation
- >> Strategic planning to develop and sustain great leaders, empowerment, practice, innovation, and outcomes
- >> Develop data-driven nursing processes based on shared decision-making, evidence-based practice, and peer review
- >> Organizational planning for performance improvement, teamwork, and interdisciplinary relationships
- >> Documentation development and review, including requests for additional documentation or action plans
- >> Conducts comprehensive on-site reviews in preparation for site visits

## Education

- >> BSN–Salem State College, Salem, MA
- >> MSN–Boston College, Chestnut Hill, MA
- >> MBA–Rollins College, Winter Park, FL

## Certifications

- >> American Nurses Credentialing Center–Nurse Executive
- >> American Nurses Credentialing Center–Adult Nurse Practitioner
- >> Johnson & Johnson Wharton Fellow

## Professional Memberships

- >> American College of Healthcare Executives
- >> American Organization of Nurse Executives
- >> American Nurses Association
- >> Florida Nurses Association
- >> Florida Organization of Nurse Executives–former president
- >> Rotary International
- >> Sigma Theta Tau International

# Vickie Moore, MSN, RN, NEA-BC



Vickie Moore is president of Best Practice Nursing Solutions and has over 30 years of acute care nursing experience, as well as 15 years of consulting experience and 13 years' experience as the chief nursing officer of one of the first Magnet® hospitals in the nation. Vickie is a frequent speaker at ANCC's Journey to Magnet Excellence™ workshops. She is a speaker at National Magnet Conference® and provides individualized workshops for organizations on the Magnet journey. Vickie is a published author on the topics of shared governance and organizational reengineering. Moore has guided dozens of organizations through the Magnet designation process, nationally and internationally, and assisted facilities in maintaining the momentum necessary for redesignation. Vickie has provided guidance on written documentation to support the Magnet application and coached physicians, executives, and staff to achieve successful on-site appraisal.

Vickie uses her experience as a CNO of an organization with one of the most mature models of shared decision-making to skillfully guide others to create a structure and process for true shared decision-making, including evaluating models for best cultural fit, developing bylaws, and providing support and guidance to ensure effective decision-making as the model matures.

## Summary of Services

- >> Provides strategic planning and organizational readiness assessment to pursue Magnet designation and redesignation
- >> Design and execution of education
- >> Provides guidance to develop a work plan, timeline, and communication plan for the Magnet journey
- >> Provides necessary clarity of decision-making domains for staff and leaders
- >> Provides consulting services in clinical transformation of care at the bedside to improve patient outcomes, efficiency, and cost effectiveness

## Education

- >> BSN—University of Tennessee, Knoxville, TN
- >> MSN—University of Tennessee, Knoxville, TN

## Certifications

- >> American Nurses Credentialing Center—Nurse Executive, Advanced

## Professional Memberships

- >> Shared Governance Forum, Advisory Board
- >> American Organization of Nurse Executives
- >> American Nurses Association
- >> University of Tennessee College of Nursing, Board of Visitors
- >> Georgia Nurses Foundation
- >> Georgia Organization of Nurse Leaders

# Kathleen M. Stolzenberger, PhD, RN



Dr. Kathleen Stolzenberger is president of KMS Consulting Company. From 1999 to 2010 she served as director of research and professional practice as well as Magnet project director (MPD) at Middlesex Hospital in Connecticut. This organization was the first in Connecticut to receive ANCC Magnet® designation in 2001, and was redesignated again in 2005 and in 2010 under the new model. Her focus was on promoting professional education, enhancing the practice climate, and developing nurses' leadership skills to advance professional practice. She led nurses in designing and integrating an authentic professional practice model using a grounded theory approach to ensure its authenticity and relevance. Kathleen played a central role in strategic efforts

to deepen integration of shared governance, peer review, and outcome evaluation at all levels of clinical practice. Under her leadership, the hospital established a solid infrastructure to build capacity for nursing research and evidence-based practice.

Kathleen has given numerous presentations on transforming the nursing organization, published articles, and co-authored a chapter for a new textbook on transformational leadership. Before her career transition to hospital administration in 1997, she held progressive academic leadership appointments, including roles as chairperson of an associate degree program, academic dean, and president of a private college.

An engaging and inspiring speaker, Kathleen has presented extensively on the Magnet journey at the national, regional, and local levels, and has mentored over 40 hospitals striving for Magnet status, most of which are now Magnet facilities. She participated on ANCC teams charged with revising the Magnet manual around the Forces of Magnetism in 2002 and again in 2008 to prepare the newest manual. She is a member of the Magnet Education Committee and has served on the Abstract Review Committee for the past three national Magnet conferences.

## Summary of Services

- >> Mentors fellow MPDs
- >> Conducts readiness assessments
- >> Develops strategic plans and infrastructures to support professional practice and research
- >> Conducts comprehensive on-site reviews in preparation for site visits
- >> Provides guidance in planning, preparing, and publishing documents
- >> Expertise in motivating and engaging staff in the Magnet process

## Education

- >> BSN–St. Joseph College, Emmitsburg, MD
- >> MSN–Rutgers, the State University of New Jersey, New Brunswick, NJ
- >> PhD in Nursing–University of Rhode Island, Kingston, RI

## Recognition

- >> Former president of the Connecticut League for Nursing
- >> In 2010, honored as an outstanding leader for her commitment to nursing excellence by the nurses in the New England region

## Professional Memberships

- >> American Nurses Association
- >> Eastern Nursing Research Society
- >> Connecticut League for Nursing
- >> Sigma Theta Tau International
- >> Connecticut Organization of Nurse Executives
- >> Capital Area Nursing Research Alliance