A professional nursing organization that develops nurse leaders, advances professional practice, influences health policy and promotes quality and patient safety.
At the beginning of my year as ACNL President, I challenged ACNL members to spread their STAR qualities. The resulting sparkle and shine have been more than I could have ever imagined! My heart has been, and continues to be, filled with the pride, joy and honor for the privilege of serving as the 2006 ACNL President! I give thanks to my family and the incredible executive and nursing leadership teams at Anaheim Memorial Medical Center for giving me the time to fully engage in this role.

In this Annual Report, you will read about a multitude of ACNL activities and the stellar accomplishments of our committees. I offer sincere appreciation and gratitude for the talent, enthusiasm and dedication of individual members, committee members and Board members who continue moving ACNL forward; ever closer to achieving our vision of “Positioning nurse leaders to influence the future of health care.” Our mission as the professional nursing organization that develops nurse leaders, advances professional practice, influences health policy and promotes quality and patient safety guided our direction and focus throughout this past year of dynamic optimism.

Below, I have summarized some highlights within this Annual Report of ACNL’s key activities and work during 2006 through the STARS framework:

*S* Represents ACNL’s Five Strategic Initiatives

- **Strategic Initiative #1** – To provide educational opportunities to meet the diverse needs of current and emerging nurse leaders.

For our 2006 Annual Program, we hosted a greater number of attendees and exhibitors than in past years, with a sell-out again for 2007 exhibition space. Planning and facilitating this event is a dramatic example of the effectiveness of a tireless Annual Program Committee and the outstanding ACNL office staff who partner with key volunteers. During the spring, Marie Manthey and Maria O’Rourke participated in “Conversations with Nursing Legends,” presented in both Northern and Southern California, and, in Northern California, “Addressing Primary Nursing and Bringing Care Back to the Bedside,” which brought focus to key nursing patient-care roles. One of the regional “hot topics” presented during the summer focused on the emerging roles of the clinical nurse leader (CNL) and doctor of nursing practice (DNP). Throughout the year, “Foundations for Leadership Excellence,” our multi-dimensional weeklong intensive, was enthusiastically received in varied locations throughout the state leading to expansion plans. 2007 will bring exciting, new educational venues to support our priority of lifelong learning.
Strategic Initiative #2 – To advocate for nursing leadership, the advancement of the nursing profession and a better educated workforce.

Increasingly, ACNL is being recognized for professional nursing leadership. We are asked to be “at the table” or become “convenors” of forums and groups addressing health care, nursing, nursing academia and nursing leadership. Partnering with others includes focusing on the development of regional targets for expanding nursing educational capacity to meet demand based on expected population growth with the California Institute for Nursing Health Care (CINHC); adopting the American Organization of Nurse Executives (AONE)-endorsed Principles and Elements of a Healthful Practice/Work Environment; administratively managing and role modeling professional nursing leadership for the next generation of nurses through the California Nursing Students’ Association (CNSA); strongly supporting Flo’s Cookie Jar – the emergency fund for nursing students to reduce student attrition due to unexpected emergencies that could result in school drop outs; and strengthening participation in the California Nursing Outcomes Coalition Database Project (CalNOC), the largest, real-time, statewide nursing outcomes database in the country.

The ACNL Health Policy Committee took the lead in advocating for nursing by attending the California Hospital Association’s (CHA) Legislative Day, promoting participation in CHPAC and representing ACNL on the Proposition 86 Steering Committee. The Committee’s excellence in providing legislative educational alerts kept our members informed on several high-interest legislative issues.

Strategic Initiative #3 – To increase, diversify and engage our membership.

During 2006, ACNL actively moved forward with chapter development resulting in six current chapters and more on the way. With a goal of establishing and strengthening communication links among the state organization and local chapters, cross-state chapter leaders joined the Board for discussions on ACNL’s work and hot issues confronting our profession. Local presidents shared some of the major challenges facing the regional leadership councils, and a face-to-face meeting is scheduled in conjunction with the 2007 Annual Program in San Diego.

The Bylaws Committee kept busy clarifying language on affiliate membership, while the Member Services Committee conducted several surveys.

The Member Services Committee surveyed senior nursing leaders with 25 percent of California’s CNOs participating in a Web-based survey, which included identifying the top five important or very important leadership development topics, including implementing change, balancing clinical and business agendas, developing a culture of retention, achieving quality outcomes and defining strategies for successful relationships.

Additionally, a survey of ACNL members identified the top member benefits as education programs on “hot” topics; opportunities to contribute to the nursing profession; health policy education and advocacy; legislative education and Web access; informational e-mails; and networking opportunities. Members identified the top four issues confronting nurse leaders for ACNL to address over the next three years to be actively seeking federal and
state funding to expand enrollment capacity in California schools of nursing; collaborating with academia on Better Educated Nursing Workforce, BSN education and CNL/DNP roles, and developing a seamless educational continuum; actualizing the master plan for nursing developed through ACNL’s collaboration with CINHC; and working with the California Department of Health Services on Title 22 revisions to acute-care regulations. And coming soon will be a new recruitment campaign to continue the ACNL outreach to other California nurse leaders.

**Strategic Initiative #4 – To provide distinguished resources for nurses and the health care industry.**

ACNL was awarded a $250,000 qualitative research grant by the Gordon and Betty Moore Foundation to investigate the role of the registered nurse in rapid response teams and ventilator-associated pneumonias. Preliminary results will be shared with the membership during the Issues Forum at the 2007 Annual Program. ACNL CEO Patricia McFarland continues to share her knowledge and expertise across the country as other states seek information from our California experiences in staffing ratios, nursing outcomes and increasing the effectiveness of partnerships. Implementing the marketing plan for heightened visibility and public awareness continued throughout the year, with the Board receiving “media training” in fall 2006 to become more effective spokespersons for ACNL. As President of ACNL, I had the opportunity to serve as an ad hoc member on the CHA Board with voting privileges. President-Elect Kathy Harren and I provided a report on the usefulness of CalNOC participation to the Board in December.

**Strategic Initiative #5 – To ensure stewardship of the organization’s resources.**

During 2006, ACNL continued its strong financial position. Twenty-five percent of the scholarship donations went to the CNSA scholarships. New marketing materials and marketing plan implementation have served to better position ACNL as the voice of professional nursing in California. Human resources was an essential element of ACNL’s success in 2006. With the promotion of the executive director into the newly created CEO position after the Annual Program, staff utilization has been a priority. An operational executive director position was created and will be opened to applicants in January 2007.

**T** Represents Teaching and Education

Benefiting from the collective wisdom of leaders in service and academia, expanded participation at Regional Task Force meetings, an increased focus on nursing program faculty availability and an academic seat on the ACNL Board of Directors have served us well in enhancing the effectiveness of service-academia partnering. The creation of the Education and Research Committee is intended to add valuable expertise and insight into ACNL’s future direction.

The successes of the California Center for Nurse Leadership have been affirmed repeatedly by alumni and supervisor feedback, which indicates improved effectiveness and engagement in their work settings. This unique venue for California’s aspiring nurse leaders in 2006 provided the
opportunity for academic credit at the undergraduate and graduate levels. Planning is already underway for the May and November 2007 “Advanced Leadership” programs for experienced nursing leaders and leadership program alumni. One other exciting opportunity knocked at ACNL’s door with the California Department of Corrections and Rehabilitation (DOC) contracting to provide a modified leadership program to its nursing leadership group in November. This highly effective program will be rolled out to additional DOC staff in 2007.

“A” Represents Achievements and Accomplishments

It was exciting to represent ACNL, along with last year’s Executive Board, in receiving the 2006 AONE Chapter Achievement Award during the Annual Meeting in April. The ACNL annual awards luncheon provided special visibility to honorees who contribute so much to nursing and nursing leadership. The ACNL slate of officer candidates for 2007 is impressive; congratulations to the incoming Board members. This also is a perfect opportunity to recognize the transformational leadership provided by CEO Patricia McFarland. Her engagement and communication skills are top notch, and her support and mentoring during my presidency have been invaluable.

“R” Pertains to Relationships and Networking

During 2006, I had the privilege of seeing our Regional Task Forces in action as they shared information about ACNL member and committee activities, and JCAHO and other regulatory agency issues and communications about individual hospital and nursing program activities. The opportunity for Board and committee members to give information and receive feedback has allowed us to capitalize on our grassroots involvement.

The Final “S” Represents YOU – SHINING Examples of Leaders Who Are Passionate About Nursing

In closing, I want to highlight the new strategic planning process developed in fall 2006, which brought together a diverse group of ACNL members to view our future with fresh eyes. It was a fascinating process and provided a broad richness to the discussions, focus and points of view. After conducting a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, ACNL’s strategic initiatives were refined and the following core values and passions of ACNL identified: LEADERSHIP, COMPASSION, CREATIVITY and INNOVATION, EXCELLENCE, INTEGRITY and STEWARDSHIP. ACNL members have demonstrated these values throughout the association’s 29-year history, and today I invite you to celebrate with pride as you read how we have actualized these values through a few of our 2006 accomplishments.
ACNL’s Vision
Positioning nurse leaders to influence the future of health care.

ACNL’s Mission
ACNL is the professional nursing organization that:
- Develops nurse leaders
- Advances professional practice
- Influences health policy
- Promotes quality and patient safety

2006 ACNL Strategic Initiatives

1. Provide educational opportunities to meet the diverse needs of current and emerging nurse leaders.

2. Advocate for nursing leadership, the advancement of the nursing profession and a better educated nursing workforce.

3. Increase, diversify and engage our membership.

4. Provide distinguished resources for nurses and the health care industry.

5. Ensure stewardship of the organization’s resources.
Professional Practice Committee
In early 2006, the Professional Practice Committee (PPC) set a priority to explore new venues for alternative education and diligently investigated the opportunity for an educational program on a short-cruise line. At the December 2006 ACNL Board meeting, the PPC submitted a proposal to the ACNL Board requesting approval to plan an Educational Cruise for September 2007. The PPC also completed the design, or “electronic roadmap,” for the Better Educated Nursing Workforce (BENW) Web site, and developed related content for the online toolkit to be unveiled at the February 2007 Annual Program. The framework and design of the BENW online toolkit will serve as a model for future ACNL online toolkits, including the “Better Educated Nursing Workforce,” “Mentoring,” and “Patient Safety.”

Environment of Practice Committee
The Environment of Practice (EOP) Committee spent 2006 building on the 2005 work plan and the outcomes defined in the 2006 strategic plan. Most notably, the EOP submitted for Board approval a toolkit for distribution on the ACNL Web site. Initially, the toolkit includes a PowerPoint presentation titled Passport to Mentoring; A Partnership Journey, incorporating the following programs: Mentoring, a historical perspective; Trip Planning, a mentoring bibliography from CINAHL; Road Map, definitions and differentiations of mentoring; The Journey, mentorship journey; Off Ramp, choosing when to exit; and Trip Debriefing.

Additionally, the EOP finalized a position paper on mentoring, provided input on the CINHC Master Plan and, in collaboration with the PPC, recommended integrating the AONE Principles and Elements of a Healthful Practice/Work Environment into the combined work of the EOP and PPC.

Bylaws Committee
As ACNL continues its evolution and advancements, the bylaws must change to reflect the new “rules of the day.” The Bylaws Committee proposed changes to ACNL bylaws related to the voting privileges for affiliate members, as well as alternate language related to Article XIII Affiliation. The proposed changes were approved and provide voting privileges and eligibility of affiliate members to serve on or chair an ACNL committee. Affiliate members may not hold an elected officer position. Article XIII Affiliation Chapters was modified to the title of Chapters. Approved new language includes, “The Corporation has entered into chapter agreements with regional nursing councils.”

During 2006, ACNL entered into chapter affiliations with San Diego/Imperial County, Sacramento Sierra Nurse Administrators, East Bay ACNL, San Joaquin Valley Nurse Leaders, Central Coast Nurse Leaders and Far Northern Nurse Leaders. Chapter affiliations, which are expected to grow in 2007, enhance dialogue through conference calls and meetings with the Regional Chapter Chairs and ACNL Executive Board, and strengthen the positioning of nurse leaders throughout the state.

Fundraising/Recognitions/Scholarship Committee
2006 proved to be a very successful year for the Fundraising/Recognitions/Scholarship Committee (FRSC). Again this year, approximately $35,000 was raised, with 25 percent of the money going toward scholarships through
The history of Flo’s Cookie Jar tells of a success story pointing to both the character and challenges intrinsic to our profession right now. It is a story with a happy ending empowering new beginnings.

Flo’s Cookie Jar was established to provide emergency financial aid to nursing students at risk of dropping out of school due to unexpected financial emergencies. Californians for Patient Care (CPC), California Institute for Nursing and Health Care (CINHC), California Association of College Nurses, Association of Community College Deans and Directors, North and South, California Nursing Students’ Association and ACNL were the founding organizations of this incredible project. ACNL took responsibility for handling all financial transactions, and Patricia McFarland readily donned another hat as executive officer for the project. CPC leaders Kristine Yahn and Bob Gore joined Patricia.

Setting a BHAG (big, hairy, audacious goal) of $50,000 in fundraising by fall 2006, the organizational framework was established and sponsors were cultivated. At the end of 2006, Flo’s Cookie Jar raised more than $70,000 in donations and received two grants totaling $60,000 for a grand total exceeding $130,000!

The first funds came from RNs – leaders who wanted to contribute to the success of nursing students. Some educators collected funds at their meetings, while others donated their honoraria from speaking engagement-funding gifts ranging from $10 to $10,000 to support students in trouble. While the RN contributions continued, the pot was enlarged by the addition of company and organizational funds. We are grateful to all of our contributors, including the Pharmaceutical Research and Manufacturing Association, Association of California Health Plans, Catalyst Systems, Inc., AMN Healthcare and RNIndia.

The California Endowment, which focuses on underrepresented minorities, provided $35,000 in grant funding. Of this money, $27,000 will expand the Flo’s Cookie Jar Board’s capacity for providing grants to minority students, making progress toward a nursing workforce that better reflects the patients we serve. The final $8,000 will match grants to minority students in September 2007. In addition, $25,000 in a matching-funds grant from UniHealth is part of a larger grant to CINHC.

Member contributions and in-kind donations totaling $70,000 were distributed during the past eight months. Fifty-five students, who might have dropped out, are in school today. A few more have already graduated and will soon be in practice. Many more will graduate this spring and next winter. They will be the best ambassadors of Flo’s Cookie Jar and our profession as they move into their new opportunities with pride, gratitude and the desire to give back.

You can make a difference by sending your tax deductible gift to:
CNSA Foundation – Flo’s Cookie Jar, 1215 K Street, Suite 730, Sacramento CA 95814
the CNSA. The remaining funds will provide 10 scholarships at the February 2007 Annual Program. Of those 10, one scholarship in honor of Greta Stiles will be awarded to a PhD student and one scholarship in memory of Barbara Brantley will go to a master’s student.

In recognition of Stryker Medical’s pledge of ongoing support for the scholarship fund, the FRSC will work with Stryker Medical to rename the scholarship program in honor of its commitment to the legacy of a future nursing workforce in California.

Thanks to every member who had a part in selling opportunity-drawing tickets! Our fundraising efforts were a success because of our membership. 2007 promises to bring additional fundraising opportunities. Without our members’ willingness to assist with selling tickets, we would not be able to make scholarship dreams come true.

2006 Annual Program Committee

The goals for the Annual Program Committee included, among other things, increasing attendance and providing optimal networking opportunities. The committee also raised the bar for sponsorship goals and forum options for sharing best practices and abstract presentations. The Annual Program Committee has exceeded our expectations every year, and we anticipate the 2007 Annual Program to, once again, be stellar.

Membership Services Committee

In concert with the ACNL Board’s strategic goals for member services were membership recruitment and retention. Recruitment targets were believed in sight until late in the year when a major computer error was discovered; an error resulting from the system conversion late last year. Turning challenge into opportunity, the Member Services Committee created a campaign to renew efforts to attract new members, including a survey accessible on the Web site. Information gathered from respondents (approximately 8 percent of membership) was presented at the strategic planning retreat in October, and used to develop goals and objectives for ACNL through the next five years. The Recruit a Colleague Campaign was finalized and readied for presentation at the 2007 Annual Program.

Networking was and will continue to be a focus for the committee as a strategy for enticing new members and attendees. Feedback on our first year’s networking activities and the Annual Program buddy system led to an additional forum to accommodate all those wanting to attend. Through the “Dine About Town” experience at the Annual Program, new attendees/members met other new attendees over dinner. The Annual Program also included a table at the President’s Reception, designed for new and old attendees to meet and continue the networking experience.

Quality and Patient Safety Committee

With ACNL as the professional nursing organization promoting quality and patient safety, the committee worked toward the following goals in 2006:

• Gather information on successful practices from other organizations or hospitals.
• Act as a conduit regarding information, evidence and tools helping organizations improve quality and patient-safety outcomes.
• Influence health policy as related to patient-safety issues.
• Provide quality and patient safety-education as requested by ACNL.
• Collaborate with other ACNL committees on existing activities.

Regional Task Force Committees
The mission of the Regional Task Force is to provide ACNL members and non-members an opportunity to learn about and give input regarding the work of ACNL. The Regional Task Force-South (RTF-S) also provides a forum for discussion related to a variety of issues impacting nursing throughout California and, in some cases, across the nation.

In 2006, Regional Task Force continued to include ACNL Board and committee reports as standing agenda items, updating members and non-members about the activities of the ACNL Board of Directors, as well as the ACNL committees. This year, the RTF-S added a second section on the agenda that was devoted to addressing topics of interest to the participants/membership. Some of the “hot topics” discussed were “New Models to Educate New Nurses,” “Why is California ‘Dead Last’ in RNs Per Capita and What Can We Do About It?,” “New and Emerging Nursing Roles: Clinical Nurse Leader (CNL) and Doctor of Nursing Practice (DNP)” and “How Do We Ensure a Better Educated Nursing Workforce.”

Health Policy Committee
The Health Policy Committee tracked key state and federal legislative issues, closely monitoring bills affecting patient care and health care organizations, which included bills addressing reporting of hospital-acquired infections, provision for patient-lift policies and staffing standards for non-nursing personnel. Its goal was to educate members about health policy issues confronting nurse leaders. Health Policy members also participated in the CHA Health Policy Legislative Day in March, and provided testimony at legislative committees on how bills would impact the provision of patient care.

ACNL took a strong, active role in the Proposition 86 campaign. ACNL’s President-Elect Kathy Harren participated on the statewide steering committee representing professional nurses and their perspectives on the issues. In addition to ACNL’s financial contributions, this was a unique opportunity for active involvement in a major effort to improve care in our state and to show ACNL’s support for health policy issues.

In addition, ACNL contributed a record high of approximately $24,500 to the California Hospital Political Action Committee.
Our Rising Stars – California Nursing Students’ Association (CNSA)

In June 2003, when the CNSA Board approached the ACNL Board of Directors, it was clear they needed our help to survive. CNSA had heard ACNL was an organization supporting students and future nurse leaders. That summer’s conversation resulted in a long-term relationship, with ACNL assuming management of CNSA and the CNSA Foundation.

Once in the red, CNSA is now on its way to financial stability thanks to the hard work of nurse leaders from across the state.

Our Shooting Stars – California Nursing Outcomes Coalition (CalNOC)

Following 10 years of success, it is time for CalNOC to begin planning for the next decade. The 2006 CalNOC Conference celebrated the first 10 years and laid the groundwork for the future. CalNOC, a collaborative project between ACNL, ANA/C and California’s premiere participating hospitals, is the largest statewide, real-time, nurse-sensitive outcomes project in the nation.

CalNOC has been a virtual organization with financial and administrative support provided by ACNL staff. Data management is housed at Cedars Sinai Health System and the research arm of the project is supported by staff at the Center for Research and Innovation at UCSF, School of Nursing. With grant funds from the Betty Irene Moore Nursing Initiative (BIMNI), a business plan, including the establishment of CalNOC as a 501(c)(3), nonprofit organization, has been in operation since fall 2006, with completion set for the first quarter of 2007.

CalNOC will continue to influence the national patient-safety agenda and broaden its reach as indicators are expanded to include medication-administration accuracy, CABS-PICC and pain-management effectiveness. These new indicators, piloted in the acute-care-patient population, will soon be adopted by pediatrics and post-acute care projects. For more information on how to become a CalNOC participating facility, please contact Wendy Smolich at (916) 552-7633.

Working with the leaders of tomorrow has been both challenging and satisfying. With CNSA’s bylaws and structure more closely akin to those of the American Nurses Association (ANA), and ACNL’s successful collaborative efforts with ANA/California, asking members of ANA/C to assist the students with bylaws development and the House of Delegates benefited all involved. For the last three years, ANA/C members Mary Foley and Susan Bowman have worked closely with the CNSA Board and ACNL staff. In October, ACNL coordinated the most successful CNSA 2006 Annual Convention to date, with more than 500 students and more than 60 exhibitors in attendance. With patient safety as a key topic, a PowerPoint presentation was used as a springboard to engage nursing faculty and nursing students in two-way conversation.
Super Nova – ACNL 100k Lives RN Role Study

In December 2005, ACNL received a $250,000 grant from the BIMNI to explore and describe the RNs leadership role as a decision-maker related to observing, determining and acting to “rescue” patients. As a decision-maker, the RN is responsible for observing the patient’s condition, determining abnormal signs and symptoms, and, based on the observed abnormalities, acting by intervening to manage the patient’s condition by appropriately reporting, referring or initiating emergency procedures for the purpose of “rescuing” patients. Often referred to as the “near-miss” phenomenon, rescuing describes situations where adverse outcomes are avoided due to nurse actions. An assumption within this study is that self-directed authority, which includes decision-making authority, infers leadership and the exercise of professional judgment, and underscores the key leadership role of the RN. By examining the critical-leadership role of the RN in relation to standards-based practice, transfer of information based on best evidence, implementation of decisions to manage the patient condition in relation to rapid response teams and prevention of ventilator-associated pneumonia, this study will describe the degree to which RN decision making contributes to the rescuing processes and perceived quality outcomes of care.

With Patricia McFarland as the project director and Mary Lopez as the project coordinator, Linda Searle Leach, RN, PhD agreed to undertake the role as principal investigator, with Ann Mayo, RN, DNSc and Maria O’Rourke, RN, DNSc as part of the research team. Other participating ACNL members include Nancy Carlson, Joanne Kingsberry, Peggy Diller and Donna Kistler. Drs. Searle Leach and Mayo will present the preliminary findings during the Issues Forum at the 2007 Annual Program.

The project’s statewide enthusiastic support provided the impetus for ACNL’s Education and Research Committee, which will be cultivated further during 2007. The goal will be to develop a pool of researchers and service leaders interested in undertaking research projects to improve patient safety, promote evidence-based practice and improve the practice environment.

Expanding the Galaxy – California Center for Nurse Leadership

The California Center for Nurse Leadership is a collaborative partnership between ACNL and CINHC. The Center’s first program, Foundation for Leadership Excellence, a five-day intensive designed for first-line nurse managers, took place in four varied locations this year. A fifth program, held in November, was offered specifically for directors of nursing in the California Department of Corrections and Rehabilitation. This final program’s tremendous success appears to have led to a long-term contract to provide education services to nurse leaders in the state prison system.

The Center’s steering committee, made up of board members of both ACNL and CINHC, continues work on two additional programs. More information on the upcoming advanced program for nurse leaders, as well as a program specifically designed for CNOs from service and education, will be shared with members during the February Annual Program.
In early 2006, ACNL completed a full financial audit with the firm of Damore, Hamric & Schneider, Inc. We are pleased to state that ACNL is in full compliance with accounting standards, and completed 2006 in a strong financial position ready to move forward and continue to advance professional nursing practice, influence health policy and improve the health of our communities.
Many thanks to the ACNL Committee on Nominations for its Board and committee recommendations and to the following members for their commitment and efforts on behalf of ACNL:

### 2006 ACNL Board of Directors
- **President**
  - Peggy Diller, RN, MS
- **President-Elect**
  - Kathy Harren, RN, MHA
- **Past President**
  - Mary Rebecca Lopez, RN, MSN, BSN
- **Secretary/Treasurer**
  - Stephanie Mearns, RN, MN
- **CEO**
  - Patricia McFarland, RN, MS
- **Board of Directors – North**
  - Kathy Cocking, RN, MSN
- **Board of Directors – North**
  - Kathy Richerson, RN, MS, CNA
- **Board of Directors – Central**
  - Ginger Manss, RN, MSN
- **Board of Directors – Central**
  - Stephanie Robinson, RN, BSN, MHA, CPHQ
- **Board of Directors – South**
  - Kathy Dawson, RN, MSN
- **Board Member–South**
  - Anne D. Tanner, RN, MN, BSN
- **Board of Directors – San Diego**
  - Beth Gardner, RN, MS
- **CHA Liaison**
  - Dorel Harms, RN, MHA, FACHE
- **Board Academia**
  - Judy Papenhausen, RN, PhD
- **Ad Hoc Member**
  - Kristine Yahm, RN, MBA

### 2006 Annual Program Committee
- **Donna Kistler**, Chair
- **Roseanne McLaren**, Co-Chair
- **Suzette Cardin**, Co-Chair
- **Kathy Cocking**, Board Liaison
- **Mary Farrell**
- **Laurie Eoff**
- **Jennifer Hermann**
- **Robert Vos**
- **Lucy Glaze**
- **Barbara Mayer**
- **Rae Bowers**, Volunteer Exhibitor Support
- **Pat Zollman**, Ad Hoc Consultant

### 2006 Committee on Nominations
- **Mary R. Lopez**, Chair and Board Liaison
- **Kathy Richerson**, Member North
- **Susan Odegard-Turner**, Member South
- **Mary Farrell**, Member Central
- **Lorie Shoemaker**, Member San Diego

### 2006 Professional Practice Committee
- **Maria Jean Caterinicchio**, Chair
- **Robyn Nelson**, Co-Chair
- **V. Katherine Townsend**, Past Chair
- **Ramon De la Fuente**
- **Gloria Fitzgerald**
- **Joanne Kingsbury**, Staff Liaison
- **Bennie McConnell**
- **Ellen McKissick**
- **Susan Muscarella**
- **Marsha Nelson**
- **Alison Riggs**
- **Anne Tanner**, Board Liaison
- **Inez Tenzer**

### 2006 Environment of Practice Committee
- **Pat Chambers**, Chair
- **Mary McFadden**, Co-Chair
- **Kathy Dawson**, Board Liaison
- **Judy Papenhausen**, Board Liaison
- **Karen Ringl**, Past Chair
- **Tim Gilmore**
- **Mikel Hand**
- **Sylvia Bertram**
- **Joan Rubano**
- **Brenda Epperly Ellis**
- **Gerry Popolow**
- **Verdie Thompson**

### 2006 Bylaws Committee
- **Kathy Harren**, Chair
- **Mary Lopez**
- **Susan Wilder**
- **Cindy Day**
- **Verdie Thompson**

### 2006 Fundraising/Recognition/Scholarship Committee
- **Stephanie Mearns**, Chair and Board Liaison
- **Kathy Palange**, Co-Chair
- **Carol Stern**
- **Carol Ansley**
- **Roseanne McLaren**
- **Pilar De La Cruz-Reyes**
- **Joan Forte**

### 2006 Member Services Committee
- **Beth Eichenberger**, Chair
- **Carla Cope**, Co-Chair
- **Beth Gardner**, Board Liaison
- **Donna McNeese-Smith**, Past Chair
- **Karen Price-Gharzeddine**
- **Lynn Welsey-Whaley**
- **Nancy Mercier**
- **Karen Fester**
- **Jami de Santiago**

### 2006 Quality and Patient Safety Committee
- **Ann Mayo**, Chair
- **Chris Patty**, Co-Chair
- **Stephanie Robinson**, Board Liaison

### 2006 Health Policy Committee
- **Deborah Crist-Grundman**, Chair
- **Barbara Burke**, Vice Chair
- **Kathy Richerson**, Board Liaison
- **Kathy Wojno**, Past Chair
- **Dorel Harms**, CHA Liaison
- **Mary Anne Shultz**
- **Elaine R. Shingleton**
- **BJ Bartleson**
- **Janet Wardlaw**
- **Susan Wilder**
- **Sylvia Speck**
- **Anthony Minks**

### 2006 Finance Committee
- **Stephanie Mearns**, Chair
- **Mary Lopez**
- **Kathy Harren**
- **Judy Husted**