Celebrating 40 years of Nursing Leadership
1978-2018
Positioning Nurse Leaders to Create and Influence the Future of Health Care
We look over the past 40 years with tremendous pride. From the early days when our organization was first created to today, the voice of California nurse leaders has become stronger with each passing year. The work of our organization has flourished as each generation of leaders builds on the achievements of those who came before them. The path has not always been smooth as we overcame multiple challenges — while creating opportunities for success and growth.

As the early seventies marked the formation of national specialty nursing organizations, California’s visionary nurse leaders recognized the need to form a professional nurse administrator association. The goal was to create a forum to address critical issues confronting the profession. By the spring of 1978, founding members Fotine O’Connor, Lee Brown, Helen Benedikter, Chris Papas, Joan King, Dona Bruton, Carol Cox, Edna Curtis, Alice Eickhoff, Marjorie Meeham, Barbara Malone, Lois Wilson, Martha Kallejian and Carmella Heiberger recruited 360 nurse leaders to join the movement — and the California Society of Nursing Service Administrators (CSNSA) was incorporated.

A major issue confronting our organization during the first 10 years was a severe nursing shortage, resulting in the legislative mandate for the 30-unit option and unethical recruitment practices by some employers. From the very beginning, CSNSA members were at various tables to educate and influence decision makers about this policy and other important issues affecting nursing practice and the delivery of patient care.

Since those early days, we have seen the adoption of DRGs in the early 80s, care redesign in the 90s, implementation of staffing ratios in the 2000s and health care reform during the past decade. Through chaos and change, nurse leaders have risen to the challenges to lead with passion, integrity and vision.

Today, ACNL is the largest state affiliate of the American Organization of Nurse Executives — with more than 1300 members and growing. Our members are well-educated and diverse in their experience and talents. ACNL seeks the active participation of all its members to drive health care innovation. Through this collective strength, nurse leaders can meet the needs of their organizations, clients and communities.

On a statewide level, ACNL’s work is actualized through its Board of Directors, staff and committees. Additionally, ACNL has 16 regional chapters throughout California to provide support for nurse leaders and address health care issues on local levels.

As we celebrate our past 40 years, we look to the future with confidence and optimism. ACNL will continue to achieve and grow because of the dedication of our members today and the investment we continue to make in supporting the nursing leaders of tomorrow.

Thank you for your commitment to ACNL! We look forward to the next 40 years and beyond.

Together We Are Stronger!
Through the Years...
Overview of Organizational Finances and Membership Growth

### Revenue / Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expenses</th>
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<tr>
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### Membership Growth

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<tr>
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<tr>
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<tr>
<td>2008</td>
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<tr>
<td>2017</td>
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### Investments

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<tr>
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<th>Amount</th>
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<td>1998</td>
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<td>2009</td>
<td>$694,505</td>
</tr>
<tr>
<td>2017</td>
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</table>

### More Financial Facts

- **1999** – $40,000 transferred from portfolio to develop a website.
- **2008** – $100,000 was added to portfolio – unfortunately the market crashed later that year.
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- **2008** – $100,000 was added to portfolio – unfortunately the market crashed later that year.

More About Membership Dues

Membership dues have increased only five times in the history of the organization and only twice in the last 24 years.
“Fotine O’Connor directed me to attend my first annual meeting with a strong recommendation that I take lots of business cards, distribute them and for each card I give out – receive one in return. Then after the conference, make telephone contact with the people I met. My first real experience in networking! Thank you, Fotine!”

Richard Brock, MA, RN, NEA-BC
1994 ACNL President
In 1979...

Average RN Salary: $36,400
Average American Salary: $13,500
Median Home Price: $58,100
Gasoline: 89¢ per gallon
Postage Stamp: 15¢
Dow Jones Industrial Average: 838
Inflation: 11.2%

OUR PRESIDENTS

1978-79 | Lee Brown
Facilitated CSNSA as the vehicle for the exchange of ideas.

1980-81 | Dona Bruton

1982 | Nancy Muravez
Established CSNSA’s comparable worth.

1983 | Carol Cox
Created specific task groups with assigned board liaisons; established the Coalition of Specialty Organizations.

1984 | Pat Cunningham
Fostered the development of a society to address concerns, answer questions and inspire innovation for change.

1985 | Karen Logsdon
Grew and defined the direction of our organization.

1986 | Betty Noyes-Creger
Infused life into the strategic plan, focusing on leadership excellence, member involvement, financial strength and innovative educational programs.

1987 | Myrna Warnick
Established regional representation and increased opportunities to partner with the California Hospital Association.

1988 | Joanne Olsen
Worked with the Board of Directors to achieve financial solvency for the organization.
**1989 to 1998**

- Member recognition program established.
- Connie Huff retires (1992); Carol Denton Mackay named Executive Director (1993); Patricia McFarland named ED in 1995.
- ONE-C becomes a founding member of the California Strategic Planning Committee for Nursing (CSPCN).
- ONE-C receives a grant to advance the work of CSPCN.
- Members actively participated in the revision of Title XXII for acute care facilities.
- Partnered with ANA\California to establish the California Nursing Outcomes Coalition (CalNOC).
- Actively participated in defeating two ballot initiatives related to staffing ratios.
- Launched the organization’s first website.

**1989** | Organization of Nurse Executives – California (ONE-C)

**1995** | ONE California

**1997** | Association of California Nurse Leaders (ACNL)

**The Meaning of ACNL’s Logo**

ACNL’s logo was carefully designed to reflect the meaning and purpose of our organization.

Our organizational name, Association of California Nurse Leaders, denotes the belief that all nurses are leaders – regardless of their formal role or practice setting. California at the center of the logo reminds us of our commitment to the people of our state. The stepping stones around the state represent the steps in each leader’s journey as they reach their full potential. Purple is the color of healing, passion and leadership, while apricot is the conferring color for nursing educational programs.

**CRITICAL ISSUES & ACTIONS**

- Rewriting of Title XXII for acute care facilities
- Support of the Master Plan for Nursing
- Founded CalNOC
- Single payer initiative
- Staffing ratio initiatives

“ACNL provided me with mentors, leadership skills and amazing networking that I will cherish forever. I remember my first few meetings and dreaming of one day being on the board of directors. I began as a committee member, then chair, then board member, and finally president. ACNL is the leadership organization for nurses in California and I support its mission and vision.”

KT Waxman, DNP, MBA, CNL, CHSE, CENP, FSSH, FAAN
1998 ACNL President
1989 | Ellen Lewis
Defined the “professional nurse role” and transitioned the organizational name to Organization of Nurse Executives – California (ONE-C).

1990 | Tim Marzen
Encouraged members to think globally, while acting locally.

1991 | Mary Smithwick
Challenged members to adopt an attitude of collaboration to reach our strategic goals.

1992 | Carol Bradley
Led discussions about revisions to Title XXII; financial commitment by ONE-C to create the California Strategic Planning Committee on Nursing (CSPCN).

1993 | Judee Berg
Revised the organizational mission to include the nurse leader’s role in creating/maintaining healthy communities; built our financial base through membership growth and successful programs.

1994 | Richard Brock
Strengthened ONE-C’s relationship with AONE; dialogued with unions and other professional organizations in a safe, non-political setting to increase nursing visibility and leadership in California and on a national level.

1995 | Deloras Jones
Convened nurse leaders to craft a process to develop statewide nurse-sensitive indicators – this dialogue led to the creation of the California Nursing Outcomes Coalition (CalNOC).

1996 | Terry Bream
Championed a branding campaign and new look for the organization – including a new logo and selection of meaningful colors to represent the association.

1997 | Lynne Whaley-Welty
Transitioned the organizational name to the Association of California Nurse Leaders; embraced visionary leadership to plan for the future.

1998 | KT Waxman
Challenged members to celebrate change and embrace technology; championed ACNL’s first website.
1999 to 2008

- Received the Policy and Legislative Advocacy Award from AONE.
- Presented with CHA’s Leader of the PAC Award.
- Partnered with California Institute for Nursing and Health Care (now HealthImpact) to establish the Foundation for Leadership Excellence program.
- Collaborated with Hospital Council of Northern and Central California on an endowment grant to address diversity in the Central Valley.
- Began work on Better Educated Nursing Workforce (BENW) initiative.
- Received an AHRQ grant on behalf of CALNOC.
- Partnered with CHA to host 7 educational programs on the implementation of staffing ratio regulations.
- ACNL agrees to manage California Nursing Students Association (CNSA).
- Received a qualitative research grant from Betty Irene Moore Nursing Initiative on the Role of the RN on Rapid Response Teams as part of the 100K Lives Project.

CRITICAL ISSUES & ACTIONS

1999 to 2008

- Nursing shortage
- Identified the need for a better educated nursing workforce
- Implementation of mandated staffing ratios
- Promoting a healthy work environment

“I stay with ACNL because I believe in the mission and the vision. Not only are we the Voice of Nursing, but we are the organization that cultivates and grows leaders from the bedside and beyond.”

Anitra Williams, DNP, RN, HACP, CCRN

- Formalized connections with ACNL chapters.
- Received the Chapter Achievement Award from AONE’s Institute for Patient Care Research and Education.
- ACNL leadership travels to China to meet with healthcare leaders.
- Inaugural Professional Practice Education Cruise to Canada.
- Presented our 100K Lives Project at Sigma Theta Tau International (STTI) convention in Vienna.
OUR PRESIDENTS

1999 | Stephanie Ruh Mearns
Committed to a better educated nursing workforce through lifelong learning and increasing the focus on fundraising for ACNL’s scholarship program.

2000 | Sandra Davis
Engaged the board and membership in discussions about succession planning.

2001 | Mary McFadden
Operationalized ACNL’s commitment to succession planning through the creation of the Foundation for Leadership Excellence program.

2002 | Therese Morley
Facilitated the World Café as a framework to engage academia and service in dialogue.

2003 | Judy Husted
Set long-term strategies to broaden the scope of the organization while remaining true to our vision. Endorsed partnership with CNSA “because it’s the right thing to do!”

2004 | Nancy Carlson
Advanced patient safety as a core initiative for ACNL; helped advance CALNOC beyond California.

2005 | Mary Lopez
Redefined ACNL’s direction and leadership paradigm; conducted analysis regarding inclusion of academia into board composition.

2006 | Peggy Diller
Implemented chapter model and operationalized regional forums in each area of the state; allocated funds to expand ACNL’s paid staff in response to increasing work of the organization.

2007 | Kathy Harren
Championed diversity in membership, expansion of strategic partnerships and advocating for nursing’s voice at tables where health care decisions are made.

2008 | Donna Kistler
Challenged members to remain focused and lead through difficult times while never forgetting nurse leaders make a difference every day in the lives of those we serve.

In 1999...
Average RN Salary: $64,000
Average American Salary: $40,510
Median Home Price: $99,384
Gasoline: $1.22 per gallon
Postage Stamp: 33¢
Dow Jones Industrial Average: 11,497
Inflation: 2.18%
2009 to 2018

- Better Educated Nursing Workforce (BENW) Toolkit available for members.
- ACNL launches webinar education program.
- Healthy Work Environment Assessment Tool developed for members.
- ACNL weathers financial storm of 2008; fully recoups losses by end of 2011.
- Partnered with California Masonic Foundation to offer scholarships.
- Nurse leaders provide verbal and written testimony at the Institute of Medicine’s Future of Nursing public hearings.
- Quality and Patient Safety Toolkit released (updated 2012).
- Entered into association management agreement with California Association of Colleges of Nursing (CACN).
- Utilization of social media to strengthen voice.
- Collaborated with UCLA School of Nursing, BRN and CINHC (HealthImpact) to survey new grads about workforce issues.
- CALNOC becomes an independent 501c3.
- Partnered with universities to offer advanced degree opportunities to members.
- Published the book Surviving and Thriving: Your 1st Job as an RN.
- Foundation for Leadership Excellence program purchased by other state nursing organizations.
- Established Nurses Float Scholarship with funds from Bare Root.
- ACNL embraces the work of the Institute of Medicine’s Future of Nursing Initiative and the creation of the California Action Coalition – ACNL members chair subcommittees.
- Formed the Quad Council with ANA\C, CACN and CoADN.
- Launched educational program utilizing simulation techniques to help nurse leaders increase their voice and influence.
- Debuted new website.
- Joint statement on Ebola issued in collaboration with CHA and ANA\C.
- Collaborated with other organizations to defeat Prop 45 (to grant insurance commissioner authority over health plans) and Prop 46 (increase MICRA cap). ACNL included in TV ads and Communications/Voice Committee develops talking point for members.
- ACNL creates Philanthropic Strategic Plan.
- CEO and members testify at BRN Sunset Review and BreEZe hearings.

“[I believe in ACNL’s value of inclusivity! All nurses are leaders, whether it is a leader of an entire hospital, or a leader of a patient’s care. Both are equally important.”

Marlena Montgomery, MSN, MBA, RN, CEN

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2009  |  Kathy Dawson
Developed a plan for ACNL focusing on leadership, education and nursing practice. Ensured ACNL’s voice was heard at the IOM Future of Nursing public hearings.

2010  |  BJ Bartleson
Developed strategies to define nurse leader outcomes to educate the public on our unique contributions in transforming health care.

2011  |  Beth Gardner
Reinvested in our core mission by embracing Clarity, Commitment, Collaboration and Communication to engage ACNL’s diverse membership and strengthen our partnerships.

2012  |  Ginger Manss
Strengthened ACNL’s voice by engaging the members and chapters in the work of ACNL – achieving the largest membership base in our history.

2013  |  Karen Price-Gharzeddine
Encouraged nurse leaders to ignite their passion to lead; actualized the Quad Council and grew ACNL’s Regional Chapters.

2014  |  Margarita Baggett
Led from the heart and inspired nurse leaders to fulfill their dreams; modeled the way by encouraging staff to become involved in ACNL.

2015  |  Susan Herman
Led the development of the Philanthropic Strategic Plan and began implementing strategies to create the Executive Leadership Academy.

2016  |  Beverly Quaye
Encouraged collaboration to maximize the strengths, talents and skills of the membership to accomplish our work and advance our profession.

2017  |  Mary Wickman
Taking the deeper dive to examine issues and opportunities and translate evidence into action.
Support of APRN legislation for unencumbered practice.

Partnered with CA Action Coalition to create a mentorship program using Life Moxie platform.

ACNL provides specialized leadership training for Los Angeles County Jail nursing and health care leaders.

Championed meeting with the BRN on licensing and enforcement issues.

_Circles of Giving_ launched at 2016 ACNL Conference, raising over $140,000.

ACNL supports Prop 52 in 2016 (Medi-Cal Hospital Fee Program).

Succession planning for new CEO.

Consultants complete work on Executive Leadership Academy curriculum.

ACNL recognized as an affiliate for Nurses on Boards Campaign.

ACNL delegation travels to Cuba.

ACNL prepares to launch Phase 2 of Philanthropic Strategic Plan.

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**ACNL’s Administrative Leaders:**  
Operationalizing Our Organization’s Mission and Vision

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**Connie Huff**  
1978 – 1992

Connie was a founding member and our organization’s first executive director. After retiring in 1992, Connie was diagnosed with cancer and passed away in October 1993. In honor of her many outstanding contributions to our organization and the nursing profession, the annual conference keynote session is dedicated in her memory. Connie’s legacy will forever be present in the work of ACNL.

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**Carol Denton Mackay**  
1993 – 1994

Although her tenure was short, Carol worked closely with the Board to move the organization forward and build its financial base. Her connections and relationships with the staff of the Board of Registered Nursing helped to further the work of nurse leaders in California.

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**Patricia McFarland**  
Executive Director 1995 - 2005  
CEO 2005 - 2018

With a strong background in nursing administration and patient care, Pat became executive director in January 1995. Her visionary leadership and business acumen have been great assets to each president and board she has served, setting the organization on a solid financial and operational foundation, while expanding programs and services, fostering strategic partnerships and increasing the voice and influence of nurse leaders.
ACNL Education Programs: Committed to Lifelong Learning and Developing Nurse Leaders

Developing nurse leaders through lifelong learning opportunities, innovative educational offerings and professional development programs is a key component of ACNL’s mission. The organization strives to provide learning experiences and support to empower nurse leaders to achieve their potential and lead meaningful change in their health care settings. ACNL programs create a think-tank environment, enabling nurse leaders to debate ideas and develop new strategies to meet the challenges they face daily. Our conferences, educational programs and regional meetings furnish nurse leaders with information and resources that can be readily implemented in their settings.

Annual Conferences
Throughout our 40-year history, our annual conferences have been the premiere educational event for nurse leaders at all levels. Conferences feature nationally recognized presenters, topics relevant to current issues and practice, state of the art products and services from industry partners and vital networking opportunities for nurse leaders.

Foundation for Leadership Excellence
The Foundation for Leadership Excellence Course is a five-day intensive program for emerging and aspiring nurse leaders. Since its debut in 2002, nearly 2000 nurse leaders have completed the program. Specialized courses have been developed to educate nursing and health care leaders in specific practice areas, including the California Department of Corrections and the Los Angeles Jail Health Care System. Other state nursing leadership organizations have purchased the curriculum to present to their members. Participants completing the program consistently give the Foundations Course excellent reviews.

Educational Cruises
ACNL’s continuing education cruises offer outstanding learning experiences combined with networking, relaxation and fun. ACNL offered its first educational cruise in 2007, featuring Pivotal Moments in Nursing authors Beth Houser and Kathy Player. ACNL hosted other educational cruises in 2008 and 2013.

Webinars
ACNL launched its webinar program in 2009 to provide education and share best practices in an easily accessible format for nurse leaders. Hundreds of nurse leaders have participated in live webinars, while many others viewed recordings of these sessions. Recordings of ACNL webinars, along with program materials and resources, are housed in our webinar library on the ACNL website.

Using Your Voice to Influence Change Course Utilizes Simulation
To help nurse leaders advance their communication skills, ACNL created the program, Using Your Voice to Influence Change. What makes this course unique is the use of simulation to provide individualized training and constructive feedback to help each participant improve their skills and confidence for all situations and critical conversations.
Throughout its history, ACNL has developed and nurtured collaborative partnerships with key nursing and health care organizations. These strategic relationships have advanced nursing practice, innovation and quality health care throughout California.

**Strengthening the Voice of Nurse Leaders Through Strategic Partnerships**

**Industry Partners – Supporting Our Work**

Thank you to the industry partners who have supported our organization and its members throughout our history. The consistent financial support by these sponsors has enabled us to offer high quality conferences and programs at a reasonable cost to maximize attendance.
Thank You 2018 Sponsors

DIAMOND
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  - UC Davis Health
  - UC Irvine Health
  - UCLA Health
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  - UCSF Health

PLATINUM
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- PROCEL Temporary Services, Inc.
- Southern New Hampshire University
- The Morel Company

BRONZE
- ACNL – North Central Chapter
- Central San Joaquin Valley Nursing Leadership Coalition
- Concordia University – Irvine
- East Bay ACNL Chapter
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- Vibra Hospital of Sacramento