

# TAKING ACTION

According to the chaos theory, the butterfly effect refers to large, widespread consequences from small events. This year ANNA leaders have taken action on many projects both large and small, and we have made a difference. During the 2013-2014 year, ANNA implemented a new governance model endorsing the concept of "One ANNA." All Board members took an active role in national initiatives. New technology, new services, new products, and new practices prompted change within ANNA. This report is an overview of the 2013-2014 accomplishments. Detailed reports of accomplishments from ANNA leaders can be found in the March/April 2014 issue of the *ANNA Update*.



## Goals and Strategic Issues

At the Board of Directors (BOD) Strategic Planning retreat in February 2013 we all agreed that our target member is the nephrology nurse and we that should stay focused on the needs of that nurse! We reaffirmed our belief that ANNA must be the voice for nephrology nurses and their patients at decision-making tables. We have worked hard this year to have ANNA represented in the nephrology and nursing communities. Focusing on two goals and three strategic initiatives this year, ANNA took the following actions.

There are risks and costs to actions.  
But they are far less than the long-range risks of comfortable inaction.

~ John F. Kennedy

## Goals

### #1: ANNA will provide member services that are outstanding in quality, accessible through a variety of modalities, and meet our members' needs.

- ANNA approved the production of a revised edition of the *Core Curriculum for Nephrology Nursing* with **Caroline Counts** as the editor.
- Dr. Tom Parker's presentation at the 2013 National Symposium was videotaped and made available to dialysis organizations and ANNA chapters with free CNE credits.
- Research Committee members **Debra Hain** and **Tamara Kear** presented an educational webinar on *The How, Now, and Wow of Evidence-Based Practice*.
- ANNA continues to offer free CNE programs as a benefit of membership. ANNA's Online Library also provides various options for earning CNE and pharmacology credits. During Nephrology Nurses Week and the winter holiday season, ANNA offered members additional free CNE opportunities.
- We continued our goal to make membership in ANNA effortless and affordable.

### #2: ANNA will maintain a relevant, proactive, inclusive, and vibrant organization.

- ANNA's recent governance restructuring allowed the new role of Director to focus on national priorities and objectives, enabling us to become "One ANNA."
- ANNA adopted a new Position Statement: The Role of the Registered Nurse in Nephrology.
- ANNA updated the Position Statement: Self-Care, Rehabilitation, and Optimal Functioning to reflect the emphasis on patient and family engagement, renaming it Patient and Family Engagement.

- The voting process for the 2014-2015 elections was changed to feature online, one-click voting.
- ANNA implemented electronic publications: *Nephrology Nursing Journal* and *ANNA Update*.
- ANNA increased its presence on social media.
- The ANNA Chapter Support team (ACST) led by **Alice Luehr** was formed to assist with chapter activities and address issues with chapter officers. ACST reviewed potential areas for new chapter development and ways to problem solve for chapters at risk.
- ANNA joined forces with other nursing associations to explore new ways to provide services.
- The Continuing Education Approval Board led by **Karen Braun** expanded its role to include the review and approval of programs from three other nursing organizations.
- The Awards and Scholarships Committee led by **Angie Kurosaka** and the Research Committee led by **Debra Hain** awarded over \$75,000 in awards, scholarships, and grants to ANNA members and chapters.
- ANNA incorporated the Institute of Medicine Report on the Future of Nursing into strategic actions.
  - Remove Scope of Practice barriers – Continued collaboration with the American Society of Nephrology (ASN) and the Renal Physicians Association (RPA) on a joint position statement.
  - Expand opportunities for nurses to lead and collaborate – Collaborated with the American Nurses Association (ANA) on Patient Engagement Guidelines, Care Coordination Guidelines, and the development of Ambulatory Quality Care measures.
  - Prepare and enable nurses to lead change – Implemented the Road to Success program, a leadership pathway.



## Strategic Initiatives

Strategic initiatives encompass time-bound projects that cover multiple issues and incorporate both of the previously listed goals. Each initiative is designed to be multiyear, multidimensional, and measurable.

### #1: Virtual Learning Community

- Members were surveyed for input and indicated that they prefer fast, interactive, and dynamic online education.
- Members were surveyed for input regarding the ANNA website, and changes were implemented to make the website more user-friendly.
- The Specialty Practice Networks (SPNs) led by **Nancy Pierce** began featuring a monthly “hot topic” in ANNA Connected to facilitate discussions among members of timely topics and issues.

### #2: Excellence: Small Bytes and Full Tilt

- A 15-minute educational module (CExpress) entitled *Water and Dialysate Safety: Put OAR to Work for You* was developed by **Glenda Payne** and posted in the Online Library.
- Progress is being made on an online nephrology certification review course (CNN, CDN, and CCN-NP) led by **Lynda Ball**.
- **Alice Luehr**, ACST Leader, created learning modules called “Fast 15s” for chapter officer orientation.
- The *Nephrology Nursing Journal* offered a wide range of evidence and resources as well as over 40 hours of nephrology-specific continuing nursing education through peer-reviewed articles, including focus issues on Home Therapies and Certification.
- ANNA awarded more than 15,815 total educational certificates.

### #3: The Fire Within: Pursuing (Y)our Road to Success

- ANNA focused on actively promoting diversity in membership and leadership. Membership recruitment/application materials and processes, the ANNA website, presenters at educational programs, and the ANNA Resource Corps (ARC) reflect our commitment to diversity.
- All leaders and emerging leaders completed a strengths-based assessment as part of the Road to Success program under the direction of **Karen Burwell** and **Gail Dewald**. **Renee Elwell** assumed the new role of Volunteer Leaders Workshop Advisor this year, allowing the committee to expand its focus on leadership development activities.
- Committee chairs participated in quarterly calls to increase communication among committees.
- ANNA hosted the 12th biennial Health Policy Workshop June 24-25, 2013, in Washington, DC. With guidance from Health Policy Committee Chair **Gayle Hall** and Federal Health Policy Consultant **Jim Twaddell**, workshop participants learned about health policy issues and visited Capitol Hill. In conjunction with the workshop, ANNA held our first Virtual Lobby Day. Members unable to attend the workshop supported ANNA issues by visiting local Congressional offices and sending 1,161 letters to their Members of Congress.
- **Donna Bednarski**, representative to Kidney Care Partners (KCP), has been instrumental in coordinating ANNA's response to issues impacting patient quality care.
- **Melinda Lester-Martin**, representative to the Kidney Community Emergency Response Coalition (KCER), has been actively working on strategies for implementing the Nurse Licensure Compact across the country.

*more Strategic Initiatives on next page*

Advocacy is powerful and the key to change. I would like to see more nurses involved in health care policies. I would like to educate nurses on the power of their voices. I have already started in my center by having my co-workers sign the online petition to support all the “asks” of the June 2013 Health Policy Workshop. I am convinced that if I continue to inform them and encourage them to get involved, I can make a difference.

*~ Reflection from an attendee at ANNA's 2013 Health Policy Workshop*

**2013**



**APRIL**  
 44<sup>th</sup> National Symposium, Las Vegas



Road to Success Program implemented



**MAY**  
 Fast 15s developed for  
 volunteer leaders training



**JUNE**  
 Health Policy Workshop &  
 Virtual Lobby Day  
 Over 1,100 letters sent to Congress.



# ANNA

## 2013-2014 Annual Report

### Strategic Initiatives

- ANNA took an active role in responding to the 2014 End-Stage Renal Disease (ESRD) Prospective Payment System (PPS) and Payment Year (PY) 2016 ESRD Quality Incentive Program (QIP) Proposed Rule. **Donna Bednarski** and **Glenda Payne** presented a webinar on the ESRD PPS and QIP for PY 2016 Final Rule. An archive of the webinar along with answers to frequently asked questions was posted in the Online Library and on the ANNA website.
- ANNA supported the Comprehensive Immunosuppressive Drug Coverage for Kidney Transplant Patients Act of 2013 (S. 323 / H.R. 1428), which would extend coverage of immunosuppressive therapies beyond the current 36-month cap.
- ANNA supported the Organ Procurement and Transplantation Network (OPTN) / United Network for Organ Sharing (UNOS) proposal to re-write the OPTN policies into plain language and to re-organize them into a logical order.
- ANNA responded to 42 CFR Parts 403, 416, 418, et al. Medicare and Medicaid Programs; Emergency Preparedness Requirements for Medicare and Medicaid Participating Providers and Suppliers; Proposed Rule.
- ANNA sought opportunities to participate in projects and technical expert panels to promote the voice of nephrology nursing.
  - ANNA was part of a group of kidney organizations that met with the Centers for Medicare & Medicaid Services and the Center of Medicare and Medicaid Innovation regarding a potential project for an integrated care model. **Glenda Payne, Sharon Longton, Norma Gomez** and **David Walz** represented ANNA.
  - ANNA joined the National Quality Forum as a member. **Loretta Jackson Brown** and **Elizabeth Evans** represent ANNA. **Debra Hain** served on the expert panel for Measure 0255 amending the measure to include either serum or heparin plasma phosphorus testing.
  - ANNA was selected to be part of the Joint Commission's Ambulatory Care Professional & Technical Advisory Committee. **Joanne Brady** and **Judy Kauffman** will represent ANNA.



I see this new role as a challenge, and I plan on encouraging the officers and members to give me lots of feedback and participation from their end. I am so excited to use the new resources for chapter officers on the website.

*~ Jeanne Torbert, RN, Incoming President  
First Coast Chapter*

### Learning, Leading, Connecting and Playing at the Intersection of Nephrology and Nursing

The Conferences Committee led by **Sally Campoy** was responsible for planning the 45th National Symposium in Anaheim and the 2013 Fall Meeting in New Orleans. The fall and winter webinars were a great success. New "hands-on" sessions and audience response systems were introduced this year.



### Specialty Practice Networks (SPNs)

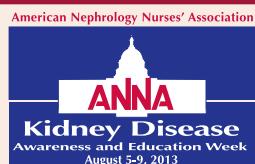
The SPNs led by **Nancy Pierce** identify, coordinate, and complete activities and projects related to education, publications, best practice resources, and membership needs in each specialty area. Members who sign up electronically for a SPN on the ANNA website can communicate with others in the SPN. This year we expanded the Peritoneal Dialysis (PD) SPN to a Home Therapies SPN with two teams: one for PD and one for home hemodialysis.



*Specialty Practice Networks*



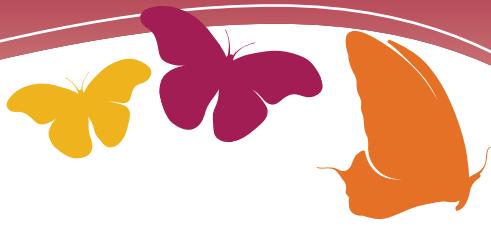
**JULY**  
Board of Directors meeting in Philadelphia  
ANNA receives "accreditation with distinction" from American Nurses Credentialing Center



**AUGUST**  
Kidney Disease Awareness & Education (KDAE) Week  
ANNA responds to Proposed Rule on ESRD PPS, QIP



**SEPTEMBER**  
Nephrology Nurses Week  
Fall Meeting, New Orleans  
Membership in National Quality Forum



## Collaboration

- Canadian Association of Nephrology Nurses & Technologists: President-Elect **Sharon Longton** attended the annual meeting as ANNA's representative.
- European Dialysis & Transplant Nurses Association/European Renal Care Association: Immediate Past President **Glenda Payne** attended this meeting as ANNA's representative.
- American Society of Nephrology and Kidney Health Initiative meetings: Executive Director **Mike Cunningham**, President-Elect **Sharon Longton**, Immediate Past President **Glenda Payne**, and President **Norma Gomez** represented ANNA. We also took the opportunity to meet with the Renal Physicians Association, National Renal Administrators Association, Baxter, American Society for Apheresis, and Home Dialyzors. Members of the

Dogwood Chapter volunteered to staff the ANNA booth and even took time to have pictures taken with Kiki, the kidney. Prior to the meeting, ASN convened the 2013 Summit of United States Kidney Organizations with over 23 nonprofit organizations participating.

- American Nurses Association (ANA): ANA has transitioned from a House of Delegates to a Membership Assembly, which is now the governing and official voting body. It identifies and discusses issues of concern to members and provides direction to the ANA Board of Directors. This year President **Norma Gomez** represented ANNA at the inaugural session.
- Annual Dialysis Conference (ADC): **Loretta Jackson Brown** presented *Professional Issues in Nephrology* at a collaborative ANNA/ADC session

## ANNA Collaborative Partners

Alliance for Home Dialysis

American Association of Kidney Patients

American Kidney Fund

American Nurses Association

American Society of Association Executives

American Society of Nephrology

Association for Advancement of Medical Instrumentation

Association for Vascular Access

Canadian Association of Nephrology Nurses & Technicians

Centers for Disease Control and Prevention

Centers for Medicare and Medicaid Services

Coalition for Supportive Care of Kidney Patients

European Dialysis and Transplant Nurses Association/  
European Renal Care Association

Forum of ESRD Networks

Quality Conference Planning Committee

Health Policy Coalitions

Joint Commission

Kidney Care Partners

Kidney Community Emergency Response Coalition

Kidney Health Initiative

Healthcare Information & Management Systems Society

Million Hearts Campaign

National Association of Nephrology  
Technicians/Technologists

National Kidney & Urologic Diseases Information  
Clearinghouse

National Kidney Foundation (NKF)

NKF - Kidney Disease Improving Global Outcomes

National Quality Forum

National Renal Administrators Association

National Student Nurses' Association

Network of New England Healthcare Associated Infections  
Collaborative Advisory Committee

Nephrology Nursing Certification Commission

Nurse in Washington Internship

Nursing Organizations Alliance

Patient-Centered Outcomes Research Institute

Stakeholder Council

Renal Physicians Association

United Network for Organ Sharing



## DIVERSITY Task Force

OCTOBER  
Fall Webinar on  
Evidence-Based Practice

NOVEMBER  
Diversity Task Force  
established



DECEMBER  
Webinar on Final Rule  
on ESRD PPS, QIP



### Task Forces

Nurses are change agents. Fundamentally, facilitating change is what nurses do. ANNA formed task forces during the year to address education, diversity, membership, learning management systems, CKD modules, health information technology, and nurse sensitive outcomes.

- **Education.** This task force led by **Alice Hellebrand** recommended the formation of an Education SPN to support the 700 members identified as educators.
- **Diversity.** Led by **Jewell Smith**, this task force reviewed the criteria of all leadership roles in ANNA and made recommendations for changes.
- **Membership.** This task force led by **Caroline Steward** performed a needs assessment of both members and nonmembers and made recommendations to the Board.
- **Learning Management System (LMS).** Led by **Molly Cahill**, this task force determined that an LMS would have been a very costly investment for very little yield. ANNA members were surveyed for their input, and the survey revealed that instead of longer online courses, members are looking for fast, interactive, and lively presentations. Recommendations were made to the Board to investigate interactive software instead of an LMS.



ANNA is committed to improving kidney care quality and the advancement of nephrology nursing as a profession. ANNA's dedication to continuing education enhances the competence level of nurses resulting in improved quality in nephrology nursing practice. I joined ANNA to become a member of a community that shares my commitment to patient care, professional nursing, and continuing education.

*~ Cheryl Smith BSN, RN, CDN,  
Nurse Manager, Clinical Operations,  
DaVita HealthCare Partners, Inc.*

- **CKD Modules.** **Leslie Dinwiddie** led a team to update the CKD modules used by non-nephrology nurses caring for patients with kidney disease. They also recommended an introductory module with an overview of CKD and basic patient education. The Kidney Disease Improving Global Outcomes (KDIGO) guidelines were incorporated into the modules.
- **Health Information Technology (HIT).** **Sandy Bodin** led this task force as it collaborated with other associations to establish goals for a HIT platform designed to support the "3 Aims" and the National Quality Strategy with a focus on improving quality, engaging patients, and bending the cost curve.
- **Nurse Sensitive Outcomes.** This task force led by **Carolyn Latham** defined nephrology nursing sensitive quality indicators, which are measures that reflect the structure, processes, and outcomes of care influenced by RNs. Structure is indicated by the nursing practice environment, RN skill mix, RN to patient ratios, and the education/certification of RNs. Process indicators measure aspects of nursing care such as assessment, diagnosis, planning, intervention, and evaluation, including the surveillance and supervision of staff. Outcome indicators include patient outcomes, clinician outcomes, or provider outcomes sensitive to the quality or quantity of nursing care. Task force recommendations will be published and shared with the membership.



Working with ANNA chapters has been very rewarding and challenging. Persistence has paid off! I believe that some of the members are more website challenged than I am, yet we have found ways to collaborate with success. Overall, this year has been a great experience for me and I have learned and feel I have grown both for myself and ANNA!

*~ Sara Kennedy, BSN, RN, CNN  
ANNA Chapter Support team (ACST) Member*

# 2014

**ANNA**  
**Update**

**Nephrology  
Nursing  
Journal**

**JANUARY**  
ANNA newsletter and journal go electronic



**Annual Dialysis Conference**  
FEBRUARY 8-11, 2014 • ATLANTA, GEORGIA

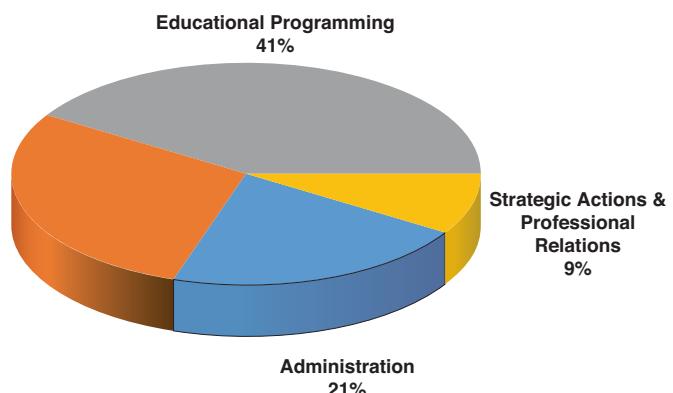
**FEBRUARY**  
Collaborative session with Annual Dialysis Conference

**National  
Kidney  
Month** 

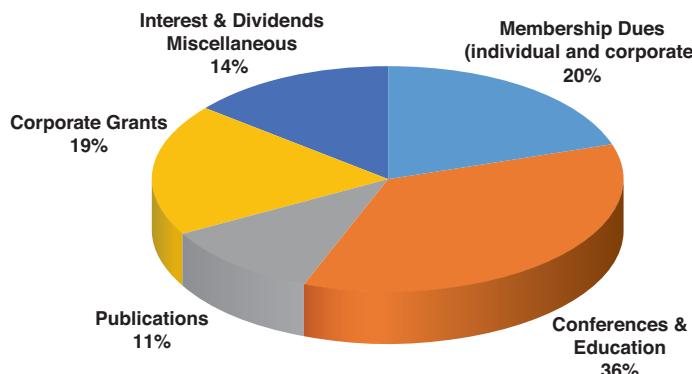
**MARCH**  
National Kidney Month

# Financials

## 2013-2014 Expenses



## 2013-2014 Revenues



## The Future of ANNA

**I**t is important that members know their voice is being heard. We have sent out several surveys this year to get feedback from you, our members. We review each and every response we receive. Board agenda items, discussions, task force recommendations, and decisions take into account member feedback. Last year at the Nephrology Nurse Recognition Dinner, those in attendance were asked to provide comments on services, products, and/or projects that ANNA should "Start," "Stop," or "Continue." Over 300 suggestions were submitted! At the summer BOD meeting, each and every one of the suggestions were reviewed by the Board. Changes were made during the year based on that feedback.

ANNA is only as strong as its members. We need your help. A commitment to nephrology nursing requires nurses to remain involved in continuous learning and be active in the support of our professional association. ANNA is committed to nursing research, determining how technology can be



used to redesign nephrology workplace environments, and identifying nephrology nurse sensitive patient outcomes.

As we face economic challenges, encroachment of nephrology nursing practice remains a concern. Remember that the future of nephrology nursing depends on us advocating for the right to be a leader in the interdisciplinary team. ANNA is committed to leading initiatives that demonstrate that the role of the nephrology nurse is crucial to positive patient outcomes.

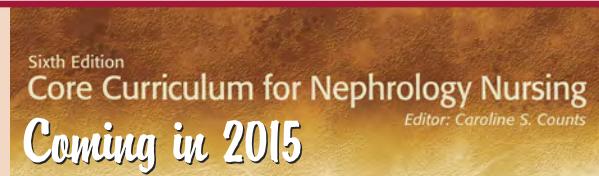
Thank you for allowing me to serve as President this year and to speak for nephrology nursing. I have met so many wonderful people and look forward to continuing the work of ANNA with **Sharon Longton** as she assumes the role of 2014-2015 National President.

**Norma Gomez, MSN, MBA, RN, CNN**  
2013-2014 ANNA National President



**APRIL**  
45<sup>th</sup> National Symposium, Anaheim

**2015**



**Revised**  
*Core Curriculum for Nephrology Nursing*

# ANNA

## 2013-2014 Annual Report

### 2013-2014 Board of Directors

**President**

Norma Gomez, MSN, MBA, RN, CNN  
Russellville, TN

**President-Elect**

Sharon Longton, BSN, RN, CNN, CCTC  
Southgate, MI

**Immediate Past President**

Glenda Payne, MS, RN, CNN  
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### Corporate-Plus Members

AbbVie  
Affymax/Takeda

### Corporate Members

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Amgen, Inc.  
Bard Peripheral Vascular  
Baxter Healthcare Corporation  
DaVita, Inc.  
Fresenius Vascular Care  
GAMBRO  
Keryx Biopharmaceuticals, Inc.  
Medisystems, a NxStage Company  
Mesa Laboratories, Inc.  
Questcor Pharmaceuticals, Inc.  
Raptor Pharmaceuticals Corp.  
Sanofi Renal  
Satellite Healthcare, Inc.

### Sustaining Members

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Angelini Pharma, Inc.  
B. Braun Medical Inc.  
Boehringer Ingelheim Pharmaceuticals, Inc.  
Church & Dwight Company, Inc.  
Dialysis Clinic, Inc.  
Fresenius Medical Care Renal Therapies Group  
Henry Schein, Inc. – Dialysis  
Jespersen & Associates, LLC  
Lifeline Vascular Access  
Mar Cor Purification  
Pentec Health, Inc.  
Renal Ventures Management

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Learning, leading, connecting, and playing at the intersection of Nephrology & Nursing.

## 2013-2015 Strategic Plan

The nephrology environment is in a sea of change, and to be a vibrant, robust association, we must change as well. ANNA needs to look at new and innovative ways to both meet the needs of our members and help members best serve our patients. Our strategic plan will guide us in moving forward together.

### Mission Statement

ANNA promotes excellence in and appreciation of nephrology nursing so we can make a positive difference for people with kidney disease.

### Tagline

ANNA: Learning, leading, connecting, and playing at the intersection of Nephrology & Nursing.

### Core Beliefs

As individual members of ANNA and together as an organization, we intend to act consistently with our core beliefs that:

1. Nephrology nurses have an opportunity and responsibility to enhance the quality of care delivered to people with kidney disease.
2. ANNA as an organization has the responsibility to provide sound educational programs necessary to develop, maintain, and augment competence in practice, and that we as individual practitioners have the responsibility to continue to deepen our knowledge, sharpen our skills, and develop our competencies.
3. ANNA must support research to develop evidence-based practice, as well as to advance nursing science, and that as individual members, we must support, participate in, and apply evidence-based research that advances our own skills, as well as nursing science.
4. Because patients benefit from a team approach to patient care, we must support and engage in interdisciplinary collaboration that results in higher quality patient care and more cost-effective health care delivery.
5. We benefit as an organization and as individuals when we embrace and nurture diversity in all of its dimensions.
6. Nurses must be respected in the workplace, and ways of demonstrating this respect are to support them in their professional growth and employ them at their highest level of education and training.
7. ANNA must provide nurses with leadership opportunities, and nurses need to seize opportunities to develop and polish their leadership skills.

### Operationalizing the Plan

We identified these strategic issues:

- |                            |                           |
|----------------------------|---------------------------|
| A. Education               | G. Board Culture          |
| B. Evidence-Based Practice | H. Membership             |
| C. Advocacy                | I. Diversity              |
| D. Leadership              | J. Financially Robust     |
| E. Organizational Identity | K. Strategic Partnerships |
| F. Technology              |                           |

Which are addressed in the following goals and initiatives:

### Two Goals

**Goal #1** — ANNA will provide member services that are outstanding in quality, accessible through a variety of modalities, and meet our members' needs.

**Goal #2** — ANNA will maintain a relevant proactive, inclusive, and vibrant organization.

### Three Initiatives

#### Initiative #1:

Virtual Learning Community

#### Initiative #2:

Excellence: Small Bytes and Full Tilt

#### Initiative #3:

The Fire Within: Pursuing (Y)our Road to Success

### Desired Outcomes of Strategic Plan

ANNA will have more members and have them be better informed, more engaged, and more committed to ANNA, as well as more diverse in age, race, gender, professional levels, and subspecialties.