

President's Message

2012-2013 – A Time of Challenges and Change!



It is my privilege as your President for 2012-2013 to summarize the activities, challenges, and accomplishments of our Association. In addition to a recap of the progress we have made, this report also features some of our members who have made a difference to ANNA, nephrology nursing, and/or our patients this year. These members are representatives of the hundreds more who serve daily in various roles to fulfill ANNA's mission to promote excellence in and appreciation of nephrology nursing so we can make a positive difference for people with kidney disease.

This report is organized following the goals of ANNA's current Strategic Plan, but keep in mind that these goals may have changed by the time this edition of the *ANNA Update* is published! In February the Board of Directors met to complete a re-vamp of the Strategic Plan. Our intent is to outline a bold plan to ensure ANNA is relevant to the needs of all nephrology nurses so that we can grow and thrive for many years to come. Now for the 2012-2013 Annual Review:

Advocacy

Goal: ANNA will be the leading advocate for nephrology nurses.

What a whirlwind year for our Health Policy (HP) Committee, Federal Legislative Consultant, and Kidney Care Partners (KCP) Representative! **Alice Luehr** led the HP Committee in completing the review and revision of most of our Position Statements. Very early in this year, at the request **Rowena Elliott** during her year as ANNA President, representatives of the Advanced Practice Specialty Practice Network (SPN), Position Statement Advisor **Maryam Lyon**, and I were able to successfully complete a revision of our *Joint Position Paper on Collaboration Between Nephrologists and Advanced Practice Nurses* with the American Society of Nephrology (ASN) and the Renal Physicians Association (RPA). This required collaboration and compromise, and as a result the three organizations were successful in reaching agreement on a final document.

This stronger collaboration with both physician associations is welcomed. We meet with their representatives quarterly prior to each KCP meeting. President-Elect **Norma Gomez** or I have attended each of these meetings along with our KCP Representative, **Donna Bednarski**, and our HP Consultant **Jim Twaddell**. The more casual setting of these meetings has allowed us to build understanding and to focus on mutual interests with these organizations, as well as the American Society of Pediatric Nephrology (ASPN), to address clinical concerns at the KCP meetings.

Executive Director **Mike Cunningham**, **Norma Gomez**, and I also were able to meet with the ASN Board of Directors and the RPA leadership during the ASN meeting in San Diego in November. We discussed potential partnerships as a way to provide more and higher quality services for our members. This is a work in progress, and forward movement is slow, but a marked improvement in the willingness to collaborate is once again welcomed! The ANNA Board voted to join as a pioneer member of the Kidney Health Initiative (KHI), a partnership organized by the ASN between the kidney community and the Federal Drug Administration to address the issues in developing new and innovative drugs and treatments. We collaborated with the RPA to ask the Centers for Medicare and Medicaid Services (CMS) for clarification of a reimbursement change in the way payment is made for outpatient dialysis treatments for patients with acute kidney injury (not ESRD patients). This collaboration evolved into a request that KCP become involved in helping to influence these changes to the previous reimbursement practices. More information about this issue is also available on the ANNA website.

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ANNA encourages the submission of letters to the editor, news items and photos of interest to ANNA members. By virtue of your submission, you agree to the usage and editing of your submission for possible publication in ANNA's newsletter, website, social media, and other promotional and educational materials.

Past issues of the *ANNA Update* are available online at www.annanurse.org in "Members Only."

Address all inquiries to:

Kathleen Thomas, Managing Editor
ANNA National Office
East Holly Avenue Box 56,
Pitman, New Jersey 08071-0056
kathy.thomas@ajj.com

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ANNA
Update

Continued advocacy included a comment letter in response to the proposed Quality Incentive Program (QIP) (2015) as well as significant input for the KCP comment letter. These letters are available online at www.annanurse.org/advocacy/endorsements. Our impact was found in determining which patients to include in the count for clinical and reporting measures.

New connections have been forged with staff from the Centers for Medicare & Medicaid Services (CMS) and the Center for Medicare & Medicaid Innovation (CMMI). This started with an introductory phone conference to explain what ANNA is and what our members do. We took this opportunity to educate staff on the rate of "urgent starts" for patients starting dialysis, and how this can sway a patient's choice of treatment options. We also conducted a joint visit with other renal professional organizations (including ASN, RPA, and ASPN) to meet with CMS/CMMI staff to discuss the potential for creating an integrated care organization for dialysis patients. ANNA spoke to the critical role of nurses in the provision of dialysis care and in keeping patients safe. At a follow up meeting with the same lead CMMI staff, we further educated the policymaker about the importance of nephrology nurses in any new renal care organization model. **Donna Bednarski**, **Jim Twaddell** and **Anna Howard** from Drinker-Biddle-Reath, our HP consulting firm, and I participated in this meeting in Washington DC. Serendipitously, Donna works for Detroit Medical Center, which was identified as one of the initial 32 Premier ACOs. The CMMI staffer immediately recognized that connection, and Donna was able to speak from that experience as well as from her expertise in nephrology and vascular access! On February 6, 2013, CMS announced an application process for ESRD Seamless Care Organizations (ESCOs, pronounced "s-cos").

Kidney Disease Awareness and Education (KDAE) Week

Cyrena Gilman served as the 2012 KDAE Week Advisor. ANNA members and chapters coordinated 14 KDAE visits by legislators and policymakers to dialysis and transplant facilities.

For more on ANNA's Health Policy activities, see the Health Policy Committee report provided by Alice Luehr and the Health Policy Report provided by Jim Twaddell and Amy Walker.

ANNA is represented on CMS' Technical Expert Panels (TEPs), which are designed to provide guidance about future quality measures. **Sheila Doss-McQuitty** and **Diana Hlebovy** represent ANNA on the TEP for Anemia Management. **Beth Evans** is a participant on the TEP for Dialysis Adequacy. In February 2013 we received notice that ANNA's nominee, **Robin Mauer**, was selected to serve on the TEP for Mineral Bone Disease.

At the state level, ANNA's Chapter Health Policy Representatives have been asked to reach out to educate state Boards of Nursing and State Survey Agencies about

ESRD and its treatment modalities. Template letters of introduction are available on the ANNA website, and this initiative will continue into 2013-2014. In Alabama, **Sara Kennedy** worked with a state kidney coalition to prevent or limit Medicaid cuts to drug coverage for dialysis patients.

ANNA is a member of several nursing organizations that serve to extend our reach by magnifying our voice in the combined membership of all the member organizations:

- Nursing Organizations Alliance (NOA)
- American Nurses Association (ANA) Organizational Affiliates (OA)
- Nursing Community: 57 nursing organizations; serves to speak for all of us in matters of funding for nursing education and nursing research.

As President, I attended the ANA House of Delegates. This was a historic occasion, as ANA changed their bylaws and will no longer have a House of Delegates. This gave me the opportunity to observe the intricacies of doing the business of a much larger organization and an appreciation of the support that ANA can provide to ANNA.

A final area of Advocacy for ANNA is the Kidney Community Emergency Response (KCER) Coalition. Two major hurricanes, Isaac and Sandy, impacted our dialysis patients and facilities, and Winter Storm Nemo tested the emergency response of Connecticut, Massachusetts, and Rhode Island. Each time severe weather affects a different part of the country, the steps necessary to ensure kidney patients receive needed care provide opportunities to educate the civil agencies about the needs of these patients. **Melinda Martin-Lester** has done a great job keeping ANNA connected to this coalition. One outgrowth of the storms this year is an effort led by ANNA to ask states that have not yet signed onto the Nursing Compact to reconsider signing this agreement to allow a more rapid response by out-of-state registered nurses when disasters strike. This goal will take patience and time, but work has started!

Membership

Goal: *All nephrology nurses will be members of ANNA.*

Our membership hovers at 10,000. We have increased the number of associate members this year, from 369 at the end of 2011 to a total of 588 at the end of 2012. We believe this is related to the requirement for dialysis patient care technician certification and are delighted to welcome these new associate members!

Our "Free for 3, Strive for 5" campaign registered 317 sponsors and 491 new members! The Chief Executive Officer of PRS, LLC, **Paula Cuellar**, was recognized during the "Free for 3" campaign for their gift of ANNA memberships to their nurses for Nephrology Nurses Week.

ANNA also has expanded our outreach to the large and

MEMBER SPOTLIGHT

Robyn Jones

At work, Robyn can be found at the Hunter Holmes McGuire Veterans Medical Center in Richmond, VA. Having recently completed her MSN with a focus in education, she now has a new role: educating patients with chronic kidney disease (CKD) and the nurses who care for them! Robyn will continue to use part of her work time in direct care of individuals needing either chronic or acute hemodialysis. Since the VA allows the same staff to see and serve both inpatients and outpatients, Robyn wears many hats. She must be ready to answer the full array of questions that arise when the patient population stretches across stages of CKD and includes various treatment modalities. While most of the patients Robyn sees are older veterans, some saw duty in the more recent conflicts in Iraq and Afghanistan.

In ANNA, Robyn has served as Chapter Secretary of the Central Virginia Chapter and now is moving into the role of Chapter Health Policy Representative. She answered ANNA's call last year to participate in a photo shoot in Orlando so that we would have pictures of "real members" to use for our brochures and posters. Her picture was included on our 2012 Nephrology Nurses Week poster!

Robyn makes a positive difference by working with our honored veterans and by stepping up to serve ANNA – volunteering to serve as a chapter officer and coming out for our photo shoot. Thank you, Robyn!



Robyn Jones, MSN, RN
Richmond, Virginia
ANNA Member since 2005



medium sized dialysis corporations. **Norma Gomez, Mike Cunningham**, and I met with leaders of Fresenius Medical Care-North America, DaVita, and Satellite Healthcare to discuss ways ANNA can help build professionalism and support a structure for professional growth of their nurse employees. This work will continue, as we have added contact with Dialysis Clinics, Inc.

With Board approval, we are sending a copy of each edition of the *Nephrology Nursing Journal* (NNJ) to 1,000 dialysis facilities. With over 5,000 facilities in the United States, each facility will receive at least one copy of the NNJ during the year.

Regional Support for Members

As we say "goodbye" to the regional structure, please take a few minutes to reflect on the work done this year to support our chapters by each of the regional teams. Led by our Regional Vice Presidents and the Chapter Coordinators, Chapter Coordinators-Elect, and Health Policy Advisors, each region has reached out to chapters and members. Please take time to review each of the Regional Reports. These reports spotlight members and chapters who have done the hard work to make a difference for nephrology nursing.

ANNA values our chapters and recognizes the need to work at the local level to provide education, networking, and outreach to nephrology professionals, and to advocate for our practice and our patients with legislators and regulatory agencies. We believe that the recently approved change to our governance structure and the implementation of the ANNA Chapter Support Team (ACST, pronounced "Assist") will provide more support and greater responsiveness to our chapters.

Specialty Practice Networks (SPNs)

Thanks to the leadership of **Donna Painter**, and the support of **Molly Cahill** and **Nancy Pierce**, as well as a dedicated group of specialty practice facilitators and team leaders, ANNA has successfully launched eight SPNs, each focused on a subspecialty of nephrology nursing practice:

- **Acute Care:** over 2,200 members, **Judy Kauffman**, Facilitator
- **Advanced Practice:** over 1,300 members, **Tim Ray**, Facilitator
- **Hemodialysis:** over 6,100 members, **Joan Speranza-Reid**, Facilitator
- **Peritoneal Dialysis:** over 1,600 members, **April Peters**, Facilitator
- **Transplantation:** more than 600 members, **Diane Derkowski**, Facilitator
- **Chronic Kidney Disease:** over 2,400 members **Monet Carnahan**, Facilitator
- **Pediatrics:** more than 300 members, **Theresa Mottes**, Facilitator

- **Administration:** over 1,600 members, **Deuzimar Kulawik**, Facilitator

Each SPN provides a virtual way to connect with other nurses with similar challenges and opportunities. Each SPN has updated fact sheets this year, and the Advanced Practice SPN reviewed all of these to address any specifics for APRNs. This has been a busy start-up year for the SPNs, and we expect that they will become more and more important links among our members as they mature.

Nephrology Nurse Week

This special week allows us to pause to recognize all nephrology nurses and celebrate the difference each of them makes to other nurses and, most of all, to individuals with kidney disease. **Marilyn Eilert** identified themes and products for use in these celebrations.

Awards and Scholarships

The award, scholarship, and grant program is one way we reward our members. **Jennifer Payton**, Committee Chair, was disappointed with the low number of applicants this year. In fact, we will not present several awards or all of the available scholarship funds. Make a note to "Apply, Apply, Apply!" Let's have an abundance of applications for 2013-2014. With all the push to commit to lifelong learning, why not take advantage of ANNA largess to help pay those tuition costs? And nominate your chapter or a deserving nephrology nurse for an award!

In another effort to grow new members, we reached out to the National Student Nurse's Association (NSNA). These efforts include presenting on panels at NSNA to describe the varied roles of nephrology nurses. **Maryam Lyon** (Tri-State Ohio Chapter) represented ANNA at NSNA's Annual Convention in April 2012 in Pittsburgh, PA. **Wendy Lester** (Nephros South Chapter) represented us at the NSNA Midyear Meeting in San Diego in November 2012. **Cyndy Rape** (Greater Charlotte Chapter) will represent us at NSNA's 2013 Annual Convention in Charlotte, NC, in April 2013. In January 2013 the Board approved a discounted student ANNA e-membership rate of \$10 for NSNA members.

Professional Development

Goal: ANNA will advance the professional growth and development of nephrology nursing.

This year we welcomed a new Director of Education Services for ANNA: **Hazel Dennison, DNP, RN, APNc, CPHO, CNE**. As you can see, she certainly has the education for this position and is a longtime member of ANNA to boot! Hazel has worked with our committees to ensure ANNA maintains its accreditation and presents excellent education programs. Speaking of accreditation, ANNA's Approver Unit was reviewed by the American Nurses

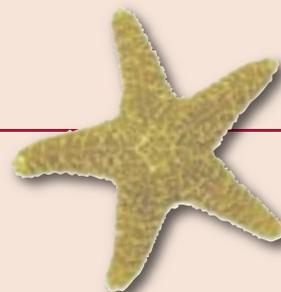
MEMBER SPOTLIGHT

Karen Burwell

Karen has an unusual work life! Five years ago she left a management position at a hospital-based program to live full-time in a 41-foot motor home and see the country, working summers in cool places and winters in warmer climates! She works for DaVita providing acute dialysis, and transfers within the company to different parts of the country as the travel bug bites, or the weather changes. Karen has spent summers in New Hampshire, Washington, Wisconsin, and Colorado, and winters in Arizona and Florida. Does this sound like something you could handle?

Karen's ANNA life has included chapter as well as national leadership roles, including serving as our Northeast Vice President from 2001 to 2005. This year she accepted a new challenge: leading an ANNA Task Force to explore competency-based governance, in the context of a potential change to ANNA's governance structure. This Task Force reviewed the literature, conducted surveys, and developed lists of basic competencies that each volunteer leader in a national role should have in order to fulfill their role responsibilities.

With a growing realization of the effects this change would have on our operations, the work of this Task Force grew over the year to include identification of changes needed to policies and procedures, role descriptions, and division of awards. This work will form the foundation of our move to a competency-based governance. With the challenges facing all volunteer organizations, we need our "best and brightest" to guide ANNA into the future. The work of this Task Force truly will make a difference in our Association!



Karen Burwell, BSN, RN, CNN
East Mesa, Arizona
ANNA Member since 1981

MEMBER SPOTLIGHT

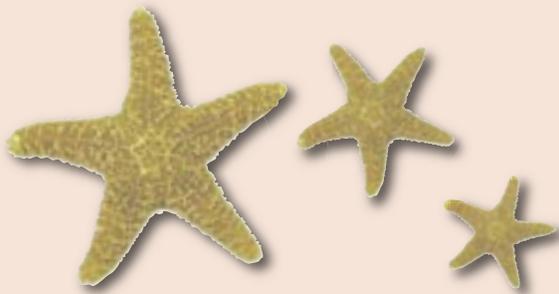
Rhonda Duggan

Rhonda is a Living Donor Coordinator for the transplant program at Carolinas Medical Center in Charlotte, NC. In addition to organizing the evaluations of living related donors, she facilitates paired donation, anonymous donations, ABO incompatible donation, and takes calls for recipient work-ups for deceased donor transplants. Rhonda serves as Chair for the Unit Based Council for her Transplant Center, teaches an orientation class for new nurses, and is a member of the ESRD Committee and Ethics Committee. She truly makes a difference for patients, families, and staff members.

Rhonda's role in ANNA includes serving as President-Elect of the Greater Charlotte Chapter and as a member on the planning committee for the ANNA North Carolina Statewide Collaborative Symposium. As expected, she has been very active on the Transplant Specialty Practice Network (SPN), serving this past year as the Publication Team Leader. Rhonda will be facilitating the Transplant SPN session at the National Symposium. She also was just elected as the incoming Southeast Chapters Coordinator-Elect and has agreed to become a member of the first ANNA Chapter Support Team. Thanks, Rhonda, for the difference you make for ANNA!



Rhonda Duggan, BSN, RN, CCTC
Charlotte, North Carolina
ANNA Member since 1995



Credentialing Center (ANCC) this year and successfully recertified!

The Conferences Committee, led by **Nancy Sanderson** and **Sally Campoy**, was responsible for planning the following:

- **43rd National Symposium, Orlando FL:** 1,068 attended this conference, which offered 15.5 continuing nursing education (CNE) hours.
- **Fall Meeting, Chicago IL:** 458 attended this conference, which offered 11.5 CNE hours.
- **Fall Webinar: Kristin Larson** presented "Challenges in Care: Stroke Management in the Individual with CKD" in November 2012 with 485 participants.
- **Winter Webinar: Mary Yellick** presented "Challenges in Care: Autonomic Dysfunction in the Individual with CKD" in February 2013.

The Continuing Education Approval Board (CEAB) under the director of Chair **Susan Groller** has done an amazing job working with the more than 160 submissions from chapters, Networks, and others for approval of CNE programs.

The Leadership Development Committee (LDC), under the direction of **Loretta Jackson Brown**, has planned an exciting Volunteer Leaders Workshop (VLW) for Las Vegas. Volunteer leaders from chapters, committees, SPNs, and the Board will participate in hands-on activities to prepare them to be successful in the coming ANNA year. Be sure and review the report from the LDC in this issue to learn more about the work they have done this year to "reinvent" VLW!

The Nominations Committee contributes to our professional development goal as we must identify and grow qualified leaders to take responsibility for the future of ANNA. **Susan Bridger** led this committee, which worked throughout the year to identify volunteer leaders. This year we also had a Competency-Based Governance Task Force, led by **Karen Burwell**. This task force began the work of identifying the basic competencies needed in our national leadership roles and the resources we will need to help our volunteers gain those competencies.

Billie Axley, Joan Speranza-Reid, and Helen Williams led a team of volunteers in developing patient and staff education materials on the risks of accidental venous needle dislodgement. With a grant from Redsense, posters and handouts were included with the November/December 2012 issue of the *Nephrology Nursing Journal* along with an article by this group of volunteers that was approved for continuing nursing education (CNE).

Speaking of the *Nephrology Nursing Journal*, this continues to be one of our highest ranked member benefits! In 2012, 31 feature articles, of which 24 included the option to earn CNE credits, and 16 departments were published. Thank you to Editor **Beth Ulrich** and Associate Editor **Karen Robbins**!

In January 2013, the Board approved revising the *Core Curriculum for Nephrology Nursing*. This will be the Sixth

Edition, and we are delighted that **Caroline Counts** accepted our request to “repeat” as Editor. We expect publication of the revised *Core* in 2015. In order to plan for the future, a Publications Task Force was approved by the Board and led by **Alma Jose**. Their report, provided in December 2012, recommended that all of our future publications be published electronically as well as in hard copy. This includes the *Core Curriculum*. The Task Force also suggested that the *Core* be published in separate modules in hard copy for ease of use.

ANNA has an ongoing collaboration with the American Kidney Fund to participate in the development of an online course explaining Medicare benefit to individuals with ESRD. **Mary Haras** and **Debra Hain** represent ANNA in this work.

Glenda Harbert continues to represent ANNA on the End of Life Coalition. This coalition works to develop resources to aid staff and patients in understanding palliative care and the needs of patients and families at the end of life.

I hope that seeing all these members representing ANNA makes you want to participate in some of this outreach! Here's how to get involved: Go to the ANNA website and complete a profile in the ANNA Resource Corps (ARC), specifying things you would be interested in doing and your experience and expertise. When an opportunity comes up (and they come up fairly frequently), the ANNA President asks the ARC Advisor to run a match list comparing the need with the member profiles. Voila! If your profile matches, you could be asked to represent ANNA! **Sharon Longton** was our ARC Advisor this year and ran many match lists for various opportunities.

In addition to all of the above, professional development drove attendance at the following meetings:

- Canadian Association of Nephrology Nurses and Technologists (CANNT) Annual Meeting: President-Elect **Norma Gomez** attended this meeting in Ottawa, Ontario as ANNA's representative.
- European Dialysis and Transplant Nurses Association/ European Renal Care Association: Immediate Past President **Rowena Elliott** attended this meeting in Strouberg, France as ANNA's representative.
- The Quality Conference of the ESRD Forum of Networks: ANNA presented a poster at this meeting to encourage collaboration between Networks and the chapters in that Network. The poster was featured in the January/February 2013 issue of the *ANNA Update*, and I was honored to represent ANNA at this meeting in Baltimore, MD.
- American Society of Nephrology: **Norma Gomez**, **Mike Cunningham**, and I represented ANNA at this meeting, and as has been discussed, spent a lot of time there in meetings with other associations or companies to include ASN, RPA, National Renal Administrator's Association, Satellite Healthcare, Baxter, and Amgen. Members of the Nephros South

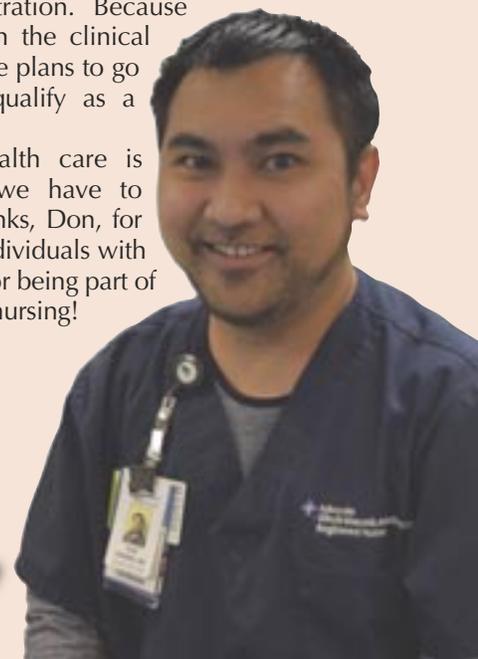
MEMBER SPOTLIGHT

Don Verano

In his professional nursing role, Don works in the Medical Intensive Care Unit at Advocate Illinois Masonic Medical Center, where he is recognized for his “love of kidneys”! If there is a kidney patient in the unit, Don is caring for that person. CRRT and PD are the routine therapies Don provides.

Don and I met in Chicago at the 2012 Fall Meeting. Having taken a CNN Review Course sponsored by the Windy City Chapter, he had just passed his CNN exam. Turns out, this is just one of many credentials this young nurse has secured. He is certified as a Medical Surgical Nurse, as a CCRN, and has a Master's in the Art of Nursing, a recognized degree in the Philippines, which focuses on the areas of nursing that are not clinical, like education and administration. Because Don is very interested in the clinical care of kidney patients, he plans to go to graduate school to qualify as a nurse practitioner.

Don reflected, “Health care is always dynamic; and we have to change to keep up.” Thanks, Don, for making a difference to individuals with acute kidney injury and for being part of the future of nephrology nursing!



**Don Verano, MA, BSN, RN,
BC, CNN, CCRN**
Chicago, Illinois
ANNA Member since 2012



ANNA Made a Difference with Collaborations

During the year, ANNA worked closely with several professional associations and societies to make a difference in the lives of our patients. Collaborations with the following organizations extended ANNA's reach to more than 350,000 health professionals.

Academy of Nutrition and Dietetics (formerly the American Dietetic Association)
American Association of Diabetes Educators
American Kidney Fund
American Nurses Association
American Society of Nephrology
American Society of Pediatric Nephrology
Association for Advancement of Medical Instrumentation
Association for Vascular Access
Canadian Association of Nephrology Nurses and Technologists
European Dialysis and Transplant Nurses Association/European Renal Care Association
Healthcare Information and Management Systems Society
National Association of Nephrology Technicians/Technologists
National Kidney Foundation
National Renal Administrators Association
National Student Nurses' Association
Renal Physicians Association

Chapter – **Wendy Lester, Gloria Booth and Barbara Merkle** – volunteered their time to staff the ANNA exhibit and were able to provide membership information and copies of the *Nephrology Nursing Journal* to many physicians who made inquiries about resources for nurses with whom they work.

Research

Goal: ANNA will promote nephrology nursing research.

A Task Force to identify nurse sensitive outcomes has continued its work this year under the leadership of **Carolyn Latham**.

Recognizing the need to build an evidence base for our practice, the Board in 2011-2012 agreed to directly fund the Research Committee to look at the perceptions of patients and hemodialysis catheter outcomes with no dressing coverage and prescribed showering. The researchers will present the findings of this study at the National Symposium in Las Vegas.

The Research Committee, Conferences Committee, and

Director of Education Services **Hazel Dennison** are collaborating in work to develop an evidence base for our practice. The National Symposium will include two major presentations on this theme:

- Immediate Past President **Rowena Elliott** will present "The Basics of Evidence-Based Nursing Practice" from 3:00 to 4:15 pm on Tuesday, April 23.
- **Elizabeth Evans** and **Tamara Kear** will then present the results of the ANNA Research study (described above) from 4:30 to 6:00 pm.

This year we also were able to begin a regular column in our *Nephrology Nursing Journal* for discussion of evidence-based practice. Coming next year are TRIP (Translating Research Into Practice) sheets, an "in your hand" tool providing ready, easy access to the evidence to support or change your practice.

In this time of limited resources, we have no plans to cut our funding for research and are very interested in seeing more research projects submitted for funding.

Business

Goal: ANNA will be fiscally responsible in advancing nephrology nursing.

ANNA remains financially strong in the face of higher costs and decreased corporate support for advertising and conference exhibits income. The investments we have made in more prosperous years support our efforts; we have not had to dip into the principal, but are able to use some of the interest to make up for shortfalls in these tough economic times. The Board reviews every line item in our budget for cuts that will not affect member benefits. National Treasurer **Charla Litton** is key in these efforts.

To better serve our members and be more attractive to new members in this digital age, we completed a major update of our website in July 2012. And in January 2013, we introduced the full-color *ANNA Update!* Feels like Dorothy has found Oz! (Or is that the Good Witch talking?)

In addition to financial challenges, this year also required preparation for changes if the membership approved the amendments to the Bylaws, enabling the structural change to ANNA's Board of Directors. This meant review and edits of most of our policies and procedures and role descriptions: a daunting task! Normally, the Board reviews one half of these each year. This year National Secretary **Lynda Ball** and **Susan Iannelli** at our National Office did an initial review and identified more than 90 policies and role descriptions that would need revisions. This very important "pre work" has been done, so we are ready to start our new year immediately after the National Symposium.

Before we leave the topic of change to the structure of the Board of Directors, I want to say thank you to **Rowena Elliott** for her support to get this change started and the

ANNA Boards of Directors of 2011-2012 and 2012-2013 for supporting the change and doing the preparatory work. Thank you also to the **Membership** for the vote of confidence that this change was needed and to **Norma Gomez** and the Board of Directors for 2013-2014 for the tremendous work of implementation.

Summary

It has been a rare privilege and an honor to serve as your President. I have loved most minutes of it! For those of you considering this position, recognize that there are constant deadlines and a seemingly unending stream of work. In exchange, you have the opportunity to represent and speak for the nurses on the front lines caring for individuals with kidney disease, and to speak up for both patients and nurses in many venues. Health care is changing, and the nurse's voice is more important than ever. I started my year saying that I hoped to make a difference for ANNA. I believe we are moving forward and am delighted to be able to work with Norma Gomez next year as we operationalize and implement a new strategic plan. Stay tuned; change has just begun! ↑

Glenda Payne, MS, RN, CNN
*ANNA President
Dallas Chapter #208*

Newly Elected Leaders

continued from page 1

The newly elected candidates will assume their respective offices at the conclusion of ANNA's 44th National Symposium in Las Vegas.

Bylaws Amendments Approved

During the elections, ANNA members also voted to approve revisions to ANNA's Bylaws, which will modify the Association's governance structure. ANNA will be transitioning from a regionally based to a nationally based governance structure. For more information about the restructuring, go to www.annanurse.org/future. ↑

ANNA

Corporate-Plus Members

AbbVie
Affymax/Takeda

Corporate Members

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Mesa Laboratories, Inc.
Sanofi Renal
Satellite Healthcare, Inc.

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