



AMERICAN NURSES ASSOCIATION

2014 ANNUAL REPORT

LEADING THE WAY

The North Star has long served as a powerful marker in the sky — allowing travelers to stay true to their course and leading them toward a better future. In this report, we offer some brief highlights that show how we charted our course and have been leading the way to improve patient care, nurses’ work environments, the profession and our nation’s health throughout 2014. We have organized this report using our strategic goals, which provide a clear roadmap for our progress and our vision.

This past year required the [American Nurses Association](#) and nurses to embrace the mantle of leadership and to be the strongest advocates and collaborators possible. Our commitment to these attributes was perhaps most apparent in our efforts to safeguard the health of patients and nurses in the face of Ebola.

We also took on other critical issues that affect nurses, and the patients and communities they serve. We convened conferences where hundreds of nurses could share the latest evidence and strategies on optimal staffing and ongoing quality improvement. We brought together even more nurses to share their insights and to serve on professional issues panels that addressed nurse fatigue and the revision of the *Code of Ethics for Nurses with Interpretive Statements*. We worked with our state and specialty nurses associations to help RNs and consumers better understand options under the newly created state and federal health insurance marketplaces.

And as the premier organization for registered nurses, ANA offered countless opportunities for nurses to advance their careers and the profession through standard setting, advocacy and professional development. In terms of the latter and in conjunction with the 2014 National Nurses Week theme of “[Nurses Leading the Way](#),” ANA created a host of webinars and other offerings to help nurses develop and thrive as leaders.

It’s impossible to capture an entire year in these four pages, but we are proud of all our accomplishments on behalf of nurses, and we greatly value the contributions nurses make every day that enable ANA to lead the way. We hope you will take the time to look over this report, and then join us as we continue our journey toward true North for an even brighter future in the years to come.



Pamela F. Cipriano
PhD, RN, NEA-BC, FAAN
President



Marla J. Weston
PhD, RN, FAAN
Chief Executive Officer

“I’ve been very moved by what ANA does for our profession as a whole, and I wanted to give back to ANA and to nurses. By serving on the [Nominations and Elections Committee](#), I can help vet the best candidates possible for ANA offices — which means that we can have the best leaders in nursing.”



— Kelly Haight, MSN, APRN, ACNS-BC, PCCN
ANA and Ohio Nurses Association member

MISSION STATEMENT

Nurses advancing our profession to improve health for all.

ENVISIONED FUTURE

Nursing is the unifying force advancing quality health for all.



SAFETY, HEALTH AND WELLNESS

Goal #1 Promote a safe, ethical work environment, as well as the health and wellness of nurses in all settings.

STAFFING: ANA brought together staff nurses, managers, administrators, researchers and others to address an issue that affects both patients and nurses — staffing. At the November national event, participants explored innovative, practical strategies and solutions to build a strong case for optimal staffing. Additionally, ANA created a webinar series focused on staffing and began working with Avalere Health to develop a white paper on this critical issue.

FATIGUE: Crafted with the input of a 350-plus member professional issues panel — including a range of experts — and interested stakeholders, ANA released an updated position statement, “Addressing Nurse Fatigue to Promote Safety and Health: Joint Responsibilities of Registered Nurses and Employers to Reduce Risks.” Several continuing education offerings were developed on fatigue, including one that describes its physical and mental effects.



IMPROVING HEALTH: As part of its ongoing [HealthyNurse™](#) initiative, ANA continued to offer RNs and student nurses the opportunity to assess their personal and professional risks by taking ANA’s online [Health Risk Appraisal](#), and more than 4,800 participated in 2014 alone. Additionally, nearly 500 RNs answered the call to be part of ANA’s newly formed Workplace Violence and Incivility Professional Issues Panel. ANA also hosted a Capitol Hill briefing May 28 to promote safe patient handling and mobility and related legislation that included a demonstration of the latest technology.

RESPONDING TO EBOLA

When Ebola first surfaced in the United States early in the fall, ANA and its affiliated organizations immediately launched a proactive campaign, including a [resource-rich website](#), to protect nurses and patients, and allay public fears.



Registered nurse Barbara Smith demonstrates how to safely put on personal protective equipment during an Ebola training.

A total of more than 20,000 individual RNs and many groups of nurses tuned in to two webinars hosted by ANA. Both webinars provided detailed information on the new Centers for Disease Control and Prevention guidelines on the use of personal protective equipment and other key infection control strategies. The Texas Nurses Association co-hosted one of the webinars, in which health care professionals also shared their “lived experience.” Additionally, ANA led an unprecedented, rapid and collaborative effort among nursing, physician and hospital organizations to stem the fear being circulated by the media, and called for a halt to blaming any nurse for the spread of Ebola. ANA and state association leaders also provided vital information to the greater public through dozens of national and local media venues, reaching an audience of 200 million.

Ultimately, Ebola claimed the life of one patient and infected several others, including two Texas nurses, who later recovered.

“Many nurses around the country were frightened, but ANA worked collaboratively with the Texas Nurses Association, other nursing organizations and federal agencies to rapidly bring nurses the accurate information they needed to keep themselves and their patients safe.”



— Susan McBride, PhD, RN-BC, CPHIMS
ANA and Texas Nurses Association member

QUALITY AND HEALTH TRANSFORMATION

Goal #2 Advance the quality and safety of patient care in a transforming health care system.

PURSuing QUALITY: More than 1,000 professionals attended ANA’s February quality conference, “Advancing Quality Outcomes: Practice, Innovation, and Impact,” in Phoenix, and the rollout of virtual posters allowed for even greater knowledge sharing nationwide. Conference speakers discussed a range of strategies to improve quality, from harnessing technology, to fostering use of evidence-based practices that create better outcomes, to using data to secure staffing that promotes best care and the prevention of hospital-acquired conditions.

CARE COORDINATION: ANA promoted its publication of the groundbreaking *Care Coordination: The Game Changer – How Nursing is Revolutionizing Quality*, which speaks to nurses’ critical role in this arena. More than 1,400 nurses registered for an ANA webinar providing practical strategies to design and implement successful, team-based care coordination programs.



Editor and author Gerri Lamb (left) and Beth Ann Swan, co-author, signed copies of *Care Coordination: The Game Changer*.

COLLABORATION: ANA leaders met with Marilyn Tavenner, then administrator of the Centers for Medicare and Medicaid Services, and other top federal officials in January to discuss health care reform, staffing and skill mix measures, and barriers to APRN practice. They also shared ANA’s policy document, *Framework for Measuring Nurses’ Contributions to Care Coordination*. ANA also worked with the CMS Partnership for Patients to meet its goals of reducing readmissions and preventing health care-acquired infections, and spearheaded development of a user-friendly [tool to reduce catheter-associated urinary tract infections](#) that is now widely available.



DEVELOPING AND PROMOTING NURSE LEADERS

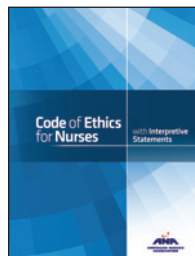
Goal #3 Optimize professional nursing practice and the quality of health care through leadership development and by ensuring full use of the knowledge and skills of RNs and APRNs.

EDUCATION: To ensure a sufficient workforce that meets current and future demand with evolving roles, ANA and the greater nursing community continued to aggressively pursue more [federal Title VIII funding](#) to educate nurses at all levels. They reinforced that message with congressional leaders during a 50th anniversary celebration of Title VIII programs in September. Additionally, the [ANA Leadership Institute](#) released new interactive, self-paced courses aimed at enhancing nurses' effectiveness in leading organizations and teams. Further, more than 12,300 nurses registered for our National Nurses Week webinar, "Nurses Leading the Way: Transforming Health Care," and many more listened in as groups.



ANA Executive Director Debbie Hatmaker, right, welcomed to the stage newly elected ANA President Pamela Cipriano.

CORNERSTONE: Following widespread input, an ANA-convened professional issues panel completed a revision of one of the essential documents of nursing — the [Code of Ethics for Nurses with Interpretive Statements](#) — to ensure its guidance is relevant as health care and society continue to change.



Washington state nurses meet with Rep. Cathy McMorris Rodgers (R-WA), third from left, on Capitol Hill.

ADVOCACY: In conjunction with ANA's Membership Assembly activities, more than 160 nurses attended 255 different congressional meetings in Washington, DC, as part of ANA's annual Lobby Day. Another 400 nurses weighed in virtually to advocate for ANA's legislative agenda, including measures on safe staffing and APRNs' ability to order home health care. Using a new "dialogue forum" format to enhance discussion, [Membership Assembly](#) participants addressed the issues of full practice authority for all RNs, improving palliative and hospice care access and nurse education, and creating high-performing interprofessional teams. Assembly members also elected Pamela F. Cipriano as ANA president, and other board members. The annual American Nurses Advocacy Institute brought 23 nurses from 18 states together to hone their skills on navigating the legislative process and conducting environmental scans to move issues in their states, as well as to visit aides on Capitol Hill.

"Participating in the [American Nurses Advocacy Institute](#) was empowering and eye-opening. It gave me the tools to effectively present my views to lawmakers on Capitol Hill and to see myself more as an expert on health care issues. It's helped me to make a difference at the grassroots level."



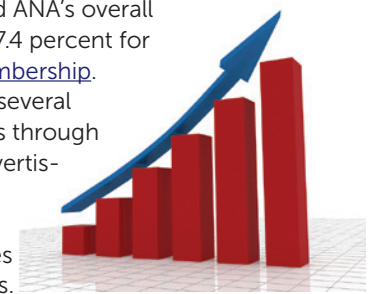
— Kevin Shimp, MSN, RN, CCRN, CNML
ANA and Virginia Nurses Association member

OPPORTUNITY AND STRENGTH

Goal #4 Aggressively grow membership by acquiring, engaging and retaining members; strengthening the membership value proposition and increasing ANA's capacity to deliver customized experiences.

ENGAGEMENT: More than 2,200 nurses were involved in [ANA work groups and professional issues panels](#), which included those addressing ethics, nurse fatigue, and workplace violence and incivility. As part of their work, they called on nurses throughout the nation for feedback. Demonstrating its importance as a hub for professional development, nearly 79,000 nurses received CE through ANA's 366 live activities and independent study modules.

GROWTH: By year's end ANA's overall growth rate came in at 7.4 percent for [ANA and state joint membership](#). The association gained several thousand new members through an innovative online advertising effort via Facebook, and continued piloting a new membership dues structure in seven states. ANA also worked diligently toward the launch of a more comprehensive membership database and a state-of-the-art online process for nurses to join the association.



FOCUS: More than 12,000 nursing students, new grads and early-career nurses registered for ANA's ["Welcome to the Profession Kit,"](#) which includes resume writing and interviewing strategies as well as links to [ANA's Career Center](#) for timely job postings. ANA also provided ongoing support to new members through online communications. And to support leadership development, all new members were given free access to a Leadership Institute webinar.



1,000+ register for healthy work environment webinar

July



August

ANA CEO Marla Weston named among "100 most influential"

ANA co-sponsors future of home health care workshop

September



October

Nurses apply for panel to explore barriers to RN practice



500+ take on optimal staffing at conference

November



December

ANA board approves revised Code

CREATING EFFECTIVE PARTNERSHIPS

Goal #5 Strengthen constituent and state nurses associations and the ANA enterprise through mutual partnerships.

MULTISTATE DIVISIONS: Three Multistate Divisions — the Northeast (CT, ME, NH, NY, RI, VT), the Midwest (IA, KS, MO, ND, NE) and the West (AZ, CO, ID, UT) — continued to make progress toward strengthening advocacy for members within their state nurses associations while also benefiting from shared strategies, resources and information. ANA supported the work of these ongoing, innovative regional pilots by providing information technology, finance, legal and human resources services.



Representatives of ANA's 34 specialty nursing organizational affiliates discussed collaborating on critical issues during ANA's Membership Assembly in June.

PARTNERING: Four specialty nurses associations joined ANA as organizational affiliates: American Association of Heart Failure Nurses, International Association of Forensic Nurses, Association of Occupational Health Professionals in Healthcare and National Association of Nurse Practitioners in Women's Health. The American Association of Neuroscience Nurses upgraded to premier status. Their expertise and ability to strengthen our nursing community benefit all constituent and state nurses associations and our other organizational affiliates. Forty-two leaders from 30 C/SNAs and the Individual Member Division took advantage of ANA's engagement and development opportunity, the 2014 Presidents Immersion Course. ANA also worked with its C/SNAs to address many issues, from responding to Ebola, to addressing quality and ethical issues, to collaborating on standards and policies.



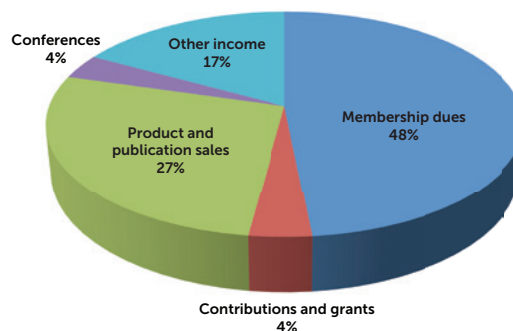
INFLUENCE: ANA, the American Nurses Foundation and the American Academy of Nursing helped found the national Nurses on Boards Coalition, aimed at placing 10,000 nurses on corporate and nonprofit health-related boards of directors throughout the country. ANA also extended nursing's sphere of influence by promoting the appointment of 46 nurses to national committees and key roles in 2014.

BY THE NUMBERS

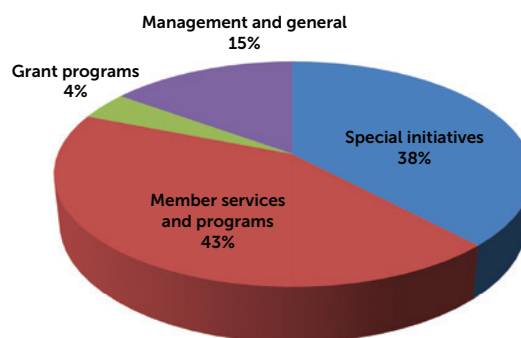
- 366:** Live and online courses offered
- 2,200+:** Number of nurses in professional issues panels and work groups
- 19,449:** Letters sent to Congress on health care issues
- 78,959:** Nurses who earned ANA CE credits
- 370,000+:** Individuals who follow ANA on its social media channels
- 300,000,000+:** Media reach on key issues of wide concern, such as Ebola and ethics
- 7.4 percent:** Overall growth rate for joint membership

FINANCIALS

OPERATING REVENUE



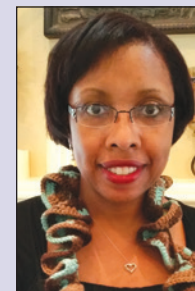
OPERATING EXPENSES



ANA sold its nursing-sensitive measures database and RN Survey tool to Press Ganey, a long-standing leader in performance measurement, in 2014. The charts do not include any financial results related to the sale.

Tell us what you think:
Have you participated in new programs, enjoyed better service?
Send your comments to:
TANeditor@ana.org

"Being part of the Minority Fellowship Program has helped me realize what is possible. Getting the fellowship allowed me to pursue both my PhD and NP certification in psychiatric-mental health nursing. It's given me the opportunity to develop interventions for



parents in early recovery from substance use disorders, which will benefit entire families."

— Phyllis Raynor, MSN, RN
ANA and South Carolina Nurses Association member and current SAMHSA-funded ANA Minority Fellowship Program Fellow

ANA BOARD OF DIRECTORS

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