



**2019 Membership Assembly CEO Address  
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Saturday, June 22 | 8:30- 8:50 a.m.**

Good Morning!

It is wonderful to be standing here before all of you this Saturday morning.

Honestly, there is no place I would rather be than with you, the people who give our organization your very best – your energy and expertise enable us to deliver for nurses and on behalf of nurses across this nation.

I continue to be amazed and inspired by the depth of talent and commitment we have in our ranks of nurse leaders and our future leaders, like NSNA President Douglas Davis, who we just heard from.

We are the best professional organization anywhere. And you are our brightest lights.

Thank you for everything you do to take ANA – and nursing itself – to new heights in making the world a healthier, better place.

It is your commitment, your activism, and your everyday leadership that inspires and propels the vision I'd like to talk to you about today.

The organization I am proud and privileged to lead, ANA Enterprise, is, as you know, a relatively new creation that I like to think of as the sum of many parts – all of them being essential to our mission as nurses and nurse leaders. They speak to:

... our **shared resolve** to improve patient care by supporting both individuals and organizations to advance the nursing profession.

... our **efforts to set the credentialing bar higher** and thereby strengthen and improve how nursing is practiced and thereby increase its positive impact on health care and society at large.

... our **determination to expand opportunities** for nurses to become effective advocates in their own communities and nationally on a range of issues that are important to all our fellow citizens.

... our search for ways to **leverage the power of nursing to transform the nation's health.**

And all of this while **striving to give every nurse the best chance of personal and professional success.**

What we have to do is continue to find ways to **increase and accelerate our impact.** In other words, to make “the whole” *greater* than the sum of these parts.

This is our vision with the restructuring that has created the ANA Enterprise, which is the family of organizations – ANA, ANCC and the American Nurses Foundation – working together as a cohesive system to achieve the Enterprise vision, advance each organization’s mission and embody our Enterprise values.

And of course, we work closely with the American Academy of Nursing, our policy think tank, whose fellows are our members.

We are making progress.

We began this effort with the strengths we already have – as a profession, and as an organization of people who practice it.

We are trusted. The nation’s most trusted profession – year after year. And we intend to build on that trust.

ANA is at the forefront of improving the quality of care for all. The need for us to be active and engaged is widely recognized.

Our profession is growing. Amid an expanding and aging population, the employment of registered nurses is on course to increase by 20 percent by 2022.

We are important and depended upon.

It is an indisputable fact that the future of health care depends on a strong, highly educated workforce – and that all health care professionals need to work at the top of their license and together as an integrated team.

Why? For the benefit of patients and society at large.

And our association is also growing.

ANA has been the fastest growing large association among individual member organizations over the past five years.

Amid these successes, however, we understand the challenges and opportunities that drive us to embrace change.

Charles Darwin is thought to have said that it’s not the strongest species that survive, nor the most intelligent, but the ones that are most responsive and adaptive to change.

Whether or not he actually said it, I like it and I'm running with it! Because it really speaks to what we are trying to do here – to work hard to stay ahead of the curve.

You know how fast the world – and health care -- is changing.

Just think about how Amazon, Uber and Airbnb have changed the way we live our lives and profoundly disrupted their industries in a short amount of time.

Our efforts have to be responsive, adaptive, and of course, forward-thinking.

Today we are operating under a new, reorganized structure – one that responds to a need for a more coherent, cohesive – and, yes, *strategic* – way of bringing all of the ANA Enterprise elements into alignment and moving forward together.

Although we are distinct organizations with our own boards, and specific bodies of work, the three boards approved a harmonization framework last year.

A great example of the power of our collaborative ANA Enterprise is Healthy Nurse Healthy Nation.

We are two years into Healthy Nurse Healthy Nation and would not have achieved so much without ANA, ANCC and the Foundation working together.

And we will further refine our strategic approaches in a consultative, collaborative process that will get underway next month in sessions on vision and strategy planning – where we will test what we can accomplish as “one ANA Enterprise” and further develop new and innovative approaches for doing our work.

So, what are we trying to convey with the ANA Enterprise vision: ***A healthy world through the power of nursing?***

What does that mean as a practical matter?

For our part, ANA Enterprise was formed to drive excellence in practice and amplify nurses' voice and vision among policy leaders, industry influencers, and employers. The Enterprise has global reach. It aligns its initiatives with key nursing issues.

And it provides nurses with the support and resources to succeed across all practices and specialties, and at every stage of their careers.

Let me tell you the role you have played in getting us where we are today.

In concert with our boards, you provide the guidance, the expertise, and the “boots on the ground” knowledge of what the relevant issues are.

Our bylaws state the role of this Membership Assembly is to “provide direction to the board of directors and to provide stewardship for the profession through the creation of policy and positions.”

Your guidance and partnership with ANA leadership is at the heart of our ability to execute key strategies.

Your proximity to frontline nurses, the patients we serve, and the relevant health care issues we face sets ANA Enterprise priorities.

Your commitment to lead, not only at this annual Membership Assembly, but every day in the states and organizations you represent, informs and inspires the work at hand.

My job is to transform the vision and strategy that you are helping us create – along with our leadership and staff – to make it all work on a practical level.

And to make sure that each change we make is fully aligned and makes sense from a strategic perspective.

**The first of these goals is to ensure that ANA is an Employer of Choice.**

We can all agree that people are not just our most important asset, as you often hear, but in our case, they are the *only asset we have*.

What I mean is that our members, our volunteers and our staff need to know that ANA Enterprise is organized around them, and that we are committed to providing the support they need to get their work done and to be able to live up to their potential.

We will do so by aligning the work with a relevant mission, in an environment that is values-driven and inspires our colleagues to always do better.

This is key to overall performance. Our future depends on our ability to attract and retain top talent and the expertise needed.

I am committed to working in partnership with employees at all levels of the organization to shift our culture to one of empowerment and accountability, where decisions are pushed down to the lowest level.

I am committed to celebrating success and failures so that we can learn, evolve and improve quickly to keep up with the pace of change.

And I want to be more intentional about how we recognize employees.

We know that Hill Day, our Board and many other meetings, and the Membership Assembly could not happen without the expertise and dedication of our employees.

I'd like to ask all employees in the room to stand and be recognized.

**Secondly, we need to make a concerted effort to build and project the ANA Enterprise brand and identity.**

There is one particular goal with this, and it's a matter of simple math.

Although our membership is growing, and has now exceeded 200,000, the number of registered nurses in the U.S. is now more than 4 million.

Which means we have the opportunity to reach 3.8 million registered nurses out there who really should be connected with the ANA Enterprise in some way.

The preferred relationship would be as a member, and all of the work that has been done around the Value Pricing Pilot supports that goal.

But we know that today's consumers want choices and options.

It starts with engagement, and we are learning about new ways to engage with our members and prospective members.

Often, when organizations think of branding and identity, they focus on raising awareness and visibility among their target audiences.

But for us there is something even more important, and that is the issue of *relevance*.

Our colleagues from Missouri might call it the "show me" part of the equation. We need to show every nurse why ANA is relevant to them.

And we need to back it up with the kinds of innovations and programs that they can plainly see will help them do their jobs better.

We must give them the tools they need to advance their careers, connect them with their colleagues to share knowledge, build their professional networks, and enable them to burnish their leadership and advocacy skills.

And we want to support and facilitate their ability to take advantage of the many opportunities out there to share nursing's voice and perspective in health care and the wider marketplace of ideas.

**Third, we need to carry the idea of relevancy to every nurse.**

It's all about impact.

As we listen, innovate, create new programs with related products, and advocate around the issues that matter, nurses will relate and engage.

And they will see their professional association, ANA, as not only relevant but necessary to having a greater impact.

Accordingly, the ANA Enterprise should be the first thought for resources, support, education, AND be considered a professional home for EVERY nurse.

Starting with the student experience, we must meet nurses where they are, and meet them again and again at every milestone across his or her career span.

**Finally, this is about creating a future where *nurses lead*.**

It is my view – and, I expect, the view of everyone here today – that nurses are natural leaders and advocates.

We all have it in us.

And, from the earliest stages of every nurse’s career, the call to leadership is ever-present.

This is because nurses *know* what is needed to improve our health care system.

From our vantage point we see the consequences of policymaking play out right before our eyes.

And our experiences give us more than a few thoughts on how to address society’s ills – whether it is the opioid crisis, how to counter misinformation about vaccines, increase access to care, decrease the incidence of workplace violence, or any of a wide variety of issues.

Accordingly, we carry a unique responsibility to lead and to influence.

It’s a responsibility to our patients and our fellow citizens. And it’s a responsibility to ourselves, because by choosing to be nurses, we have accepted our calling to care.

You already know this, of course.

And you are delivering on that responsibility just by being here in Washington this week, and up on Capitol Hill on Thursday making your presence known.

And a key part of our strategy at ANA Enterprise will be to ensure that we, as an organization, continue to do our part by highlighting the important issues before legislators – but also in the agencies and commissions where so many important regulatory decisions are made.

As just one example, earlier this year we were over at HHS meeting with key officials on a range of topics, including care coordination, full practice authority, the recent measles outbreaks, the opioid epidemic, and eliminating HIV/AIDS. Sharing the nurse’s perspective.

Seeking collaboration on efforts to address and resolve these types of challenges, as well as improving patient care and patient outcomes more generally. It’s really about nurturing relationships here in Washington.

That’s an important part of our job and always will be.

I imagine that every professional organization has considered the importance of leadership development.

For us, it is more than something to ponder. It is an imperative.

Nurses cannot wait to be invited to the table where important decisions are made.

There are no seats reserved for us.

It's a fact of life that you get only what you take, and you keep only what you hold onto.

Not only when decisions are being made that impact nurses, but every decision that relates to the health of our country. Isn't that the take-away message from President Grant's chat with ANA member and U.S. Representative Lauren Underwood?

She embodies the determination, drive and leadership of nurses in this country, and I hope she inspires many more nurses to run for office.

Indeed, the stars are aligning on this important point: our health care delivery system, our communities, our nation, and the world-at-large *need nurse leaders*.

So, on this last point...Both internationally and nationally, nursing is at the forefront.

There are many initiatives with complementary goals that create momentum to advance our vision: **A healthy world through the power of nursing.**

Yesterday you heard about the global Nursing Now campaign from President Grant.

This is just one component of our international work.

As the United States member to the **International Council of Nurses**, we have an opportunity to engage with colleagues around the world, and this is important because from a strategic standpoint, the trends in nursing and health care are global in nature.

And American nurses have much to contribute, both to policy discussions and the development of solutions that can lead to the fulfillment of the Sustainable Development Goals – something our members feel they can play a key role in.

And we are proud to have ANA Past President Pam Cipriano actively engaged in this work as ICN's first vice president.

On a practical level, it is important that we keep current on the demand for credentialing beyond the United States.

I'm happy to say that ANCC programs are recognized as the global standard for nursing excellence, and we're committed to maintaining that recognition.

In another large-scale effort, the National Academy of Medicine's Committee on the Future of Nursing 2020 to 2030 is addressing the imperative for greater nursing leadership as well.

Providing more opportunities for nurses to assume leadership positions is front and center as it charts a path for nursing to help our nation create a culture of health, reduce health disparities, and improve the health and well-being of the U.S. population in the 21st century.

I was proud to offer testimony to the Committee about the ANA Enterprise's work at its first public meeting in March.

The common thread throughout is the power of partnerships and participatory decision-making.

That brings me back to those of you in this room and the many other nursing stakeholders who are key to our collective success.

In my first year, I've had the privilege to engage with the Tri-Council for Nursing, which recently added NCSBN to its ranks, as well as with the Nursing Community.

I've listened to C/SNA leaders express their desire for greater partnerships with ANA to create solutions, and we've formed advisory groups to address some key needs. Additionally, we've expanded our dialogue around nurse staffing to include a more diverse set of stakeholders and have engaged in deep listening and discourse to truly understand each other's perspective.

On all of this, I feel my own career has brought me to this moment, and I have been blessed with an opportunity to help make a historic difference in how our association operates and the impact it has far and wide.

I once sat where you are sitting today.

I joined ANA in the early years of my career, and even served as a delegate from Virginia to the House of Delegates.

I was honored to serve as the Virginia Nurses Association president from 2012 to 2014.

As a previous Magnet CNO, I learned the value of participatory management years ago.

It works.

I stand before you today, because of my belief in the collective strength represented in this room to protect and progress the future of our profession.

I ask for your abiding support and guidance as we continue to make headway toward strengthening our structures of shared governance, as we work to improve our operations, as we bring all our essential elements into greater harmony and strategic alignment, as we move the important agendas of nursing forward, and as we build an ANA Enterprise that every registered nurse will know and value.

Thank you for your time and all that you do.