



Key healthcare players

Each federal agency and department has a certain degree of autonomy and independence. The Internal Revenue Service, Federal Bureau of Investigation, and Federal Reserve have sweeping powers. A few agencies and departments even have their own court systems.

Here are the key players in health policy:

- Centers for Medicare & Medicaid Services (CMS)
- Food and Drug Administration (FDA)
- Centers for Disease Control and Prevention (CDC)
- Agency for Healthcare Research and Quality (AHRQ)
- Environmental Protection Agency (EPA)
- Health Resources and Services Administration (HRSA)
- Occupational Safety and Health Administration (OSHA)
- Medicare Payment Advisory Commission (MedPAC).

their meetings and requests for nominees through the *Federal Register*, including many devoted to particular healthcare issues; some of these panels include nurses as members, or might include them in the future.

If you have a general area of interest but don't know where to start, visit websites of agencies and healthcare organizations. Know that public comments can be submitted at any time. ANA posts summaries and links to its regulatory comments on www.nursingworld.org. The Centers for Medicare & Medicaid Services (CMS) website, www.cms.gov, offers a wealth of excellent resources. CMS policies for Medicare and Medicaid serve as guidelines for many areas of health care. Proposed rules to update the various Medicare payment systems (for instance, in/outpatient and physician fee schedule) have comment periods. The Medicare Payment Advisory Commission accepts comments online regarding topics of pending meetings at www.MedPAC.gov.

How do you write regulatory comments?

There's no one correct way to write comments. Your comments should reflect your own thoughts and personality. But here are a few guidelines designed to help you advocate effectively on your issue. (Also, feel free to use ANA comments as a model.)

- **Address the right agency and official.** Address *formal* comments to the official who signed the NPRM or the highest ranking official of the agency, to ensure disbursement to all appropriate staff and officials. You can also send *informal* comments directly to a staff member, but these may not go to decision makers or be considered official comments. With no NPRM, verify you're addressing the correct agency; otherwise, your comments may be lost.
- **Introduce yourself.** Describe your professional background and relevant work or personal experience in a few sentences. Put your professional credentials after your name and include contact infor-

mation (such as your e-mail address) in case recipients have questions. Comments from individual healthcare providers are greatly appreciated, but comments also can be written on behalf of a group, an employer, or a department.

- **Be clear and succinct.** Clearly state the issue and your position. This seems obvious, but it's important to keep in mind. Sometimes the issue gets lost in the message or the position seems unclear. Express your views as briefly as you can to get your point across; a page or two is fine.
- **Offer solutions.** Try to mention something you like about what the agency is doing, even if you are incensed about the issue at hand. Offer suggestions for alternative solutions.
- **Include real-world examples.** Personal views and stories are highly valued, especially those showing how a proposed policy may affect patient care and nursing practice. Also, know that *briefly* mentioning something that tugs at the heart strings or touches the reader on an emotional level can be highly effective.
- **Include evidence.** If appropriate, cite supporting studies and data. This demonstrates your professionalism and seriousness about the issue, which you obviously believe warranted the time to research.
- **Educate.** Assume reviewers know nothing about clinical care, nursing practice, and the nursing profession. This is an opportunity to educate them.
- **Don't include anything confidential.** Your comments will be considered a public document. Don't even think of identifying patients or otherwise divulging their identity through detailed descriptions, disparaging coworkers or employers, or including other confidential information. Identifying patients is a violation of the Health Insurance Portability and Accountability Act that can lead to large fines.
- **Endorse others' comments.** If someone else has expressed your position perfectly, it's fine to simply write that you support and endorse their comments. You don't need to reproduce them.
- **Be neat.** Avoid typos and grammatical errors. Use professional language and consistent style. For longer comments, consider using issue headings to help refer your comments to the appropriate staff.

What if you have more questions or comments?

I work on regulatory issues and lead ANA's interdepartmental regulatory team. I'm happy to help with questions, and I would appreciate your feedback. We'd love to know when ANA members, state and constituent member associations, and organizational affiliates submit comments. You can contact me at eileen.carlson@ana.org. ★

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