2017 ELECTIONS
CANDIDATE PROFILE GUIDE

Learn more about the candidates for ANA’s Board of Directors and Nominations and Elections Committee and cast your vote for the candidates who:

• *Possess* the best qualifications and strengths for the office.
• *Demonstrate* innovative and effective service on committees and boards and in work settings.
• *Use* well-honed leadership skills to persuade others to work toward desired outcomes.

WASHINGTON HOTEL HILTON, DC
JUNE 9-10, 2017
Introduction

The Candidate Profile Guide, which contains the candidates’ self-reported profiles, is designed to introduce Membership Assembly Representatives to the candidates for ANA elective office. Representatives will have the opportunity to meet candidates in the designated campaign area and learn more about candidates in the Candidate Forum.

Representatives must present proper credentials (i.e., badge and ribbon, voting card, and photo identification) to enter the voting premises. Any Representative who does not have the proper credentials will not be permitted to vote.

The Nominations and Elections Committee will provide information on the nomination and election process during its office hours. The Committee encourages increased participation in the nomination and election processes. All Representatives are welcome to meet and dialogue with Committee members.

Refer to the final Membership Assembly schedule for the date, time, and location for each of these activities.
CANDIDATES FOR ANA NATIONAL OFFICE
The ANA Nominations and Elections Committee is pleased to present the following slate of candidates for the 2017 national elections.

ANA Board of Directors

Vice-President
(elect one)

Daisy Galindo-Ciocon, PhD, ARNP
Florida Nurses Association

Ernest Grant PhD, RN, FAAN
North Carolina Nurses Association

Treasurer
(elect one)

Sarah Moody, DNP, RN, NEA-BC
Texas Nurses Association

Director-at-Large
(elect one)

Elizabeth Fildes, EdD, RN, CNE, CARN-AP, APHN-BC
Nevada Nurses Association

MaryLee Pakieser, MSN, RN, FNP-BC
ANA-Michigan

Norma Rodgers, BSN, RN, CCRA
New Jersey State Nurses Association

Jennifer Waterbury, MHA, RN, BSN, CM, LNC
Kentucky Nurses Association

Director-at-Large, Recent Graduate
(elect one)

Amanda Buechel, BSN, RN
ANA-Illinois

Kelly Hunt, BSN, RN
ANA-California
Nominations and Elections Committee

(elect four)

Anthony King, BSN, RN, CPN
ANA-New York

Thomas Stenvig, PhD, MPH, RN, NEA-BC, FAAN
South Dakota Nurses Association

Terry Throckmorton PhD, RN
Texas Nurses Association

Elizabeth Welch-Carre MS, APRN, NNP-BC
Colorado Nurses Association
Board of Directors – VICE-PRESIDENT

Daisy Galindo-Ciocon, PhD, ARNP

C/SNA Membership: Florida Nurses Association
Employment: Faculty member, VA Nursing Academic Partnership (VANAP) Program- Miami VA HealthCare System
Education:
PhD, Educational Leadership, University of Miami, 1989
MSN, Nursing, Russell Sage College, 1981
BSN, Nursing, University of Santo Tomas, 1977

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
Volunteer in National Alliance to Nurture the Aged and the Youth (NANAY), performing health assessment as volunteer RN

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
Engagement of the nurses to their professional organization to have stronger voice in the creation of the policy that affects our practice.

How have you supported activities that positioned an organization for success in the future?
Encourage membership and participation in local activities.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
Engagement of the bedside nurse in using evidence to improve practice. This requires education and 1 on 1 mentorship, but it was almost impossible to find release time of the bedside nurse to participate in education.

Describe how you persuade and motivate others to take action.
Propose staffing scheduling and seeking support from the leaderships for staff coverage for those who are engaged in evidence based practice. In addition, I encourage the staff to be a member of the EBP committee that updates the policies based on evidence. I am also involved in mentoring nursing staff involved in quality improvement projects and in assisting in writing abstract and constructing the poster, and in some occasion in submitting manuscript. There is a unique joy that truly motivate the staff to continue when the manuscript you co-wrote with them was accepted for publication.

As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?
First, I will examine the concern and check through the data pertaining to the concern. I will address the issue or concern with data, if needed I will consult the experts, and make concrete plan of approach or intervention and tools to measure outcome.

How would you describe the value of ANA’s mission to potential members?
There is value and power in numbers and this has direct implications to their practice, patients and professional growth and development.
Board of Directors – VICE-PRESIDENT

Ernest Grant, PhD, RN, FAAN

C/SNA Membership: North Carolina Nurses Association
Employment: Nursing Education Clinician - Burn Outreach UNC Healthcare
Education:
PhD, Nursing, University of North Carolina - Greensboro, 2015
MSN, Nursing Education, University of North Carolina – Greensboro, 1993
BSN, Nursing, North Carolina Central University, 1985
Diploma - LPN, Nursing, Ashevill-Buncombe Tech Community College

ANA Offices:
Vice President – 2016-2018
Chair – Nominations & Elections Committee – 2010-2012
Vice-Chair Nominating Committee 2008-2010
Board of Directors – At Large – 2004-2008
Chair – Committee on Appointment – 2005 – 2008
Reference Committee Member – 2003 – 2005

C/SNA Offices:
President – 2009 – 2011, North Carolina Nurses Association
Chair – Commission of Member Services 2002-2004; North Carolina Nurses Association
Vice President 1998 – 2000, North Carolina Nurses Association
Chair, Cabinet on Marketing (state level), 1996-1998, North Carolina Nurses Association

District or Regional Offices:
Legislative Committee Chair- District 11, 1994, 1995, 1996, North Carolina Nurses Association
Nominations Committee, District 11, 1993, North Carolina Nurses Association

Offices Other Associations:
American Nurses Credentialing Center
Board of Directors – 2005 – 2009
Chair – Nominating Committee – 2005 – 2009
Secretary -2005 – 2007
National Fire Protection Association
Chairmen Emeritus – 2016-2018
Chairmen – 2014-2016
Chairmen-Elect - 2014
1st Vice President – 2012 - 2014
2nd Vice President – 2010, 2011
American Burn Association
Active Member; 1982- Present
2nd Vice President – 2014-2017
Program Committee – 2007- 2010
Burn Prevention Committee, 1990-Present
Chair – Prevention Committee, 2001-2003
Membership Committee, 1999-2002
University of North Carolina - Greensboro School of Nursing
Advisory Board - Appointed 1999-2002

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
I have actively fought for adequate health care at the local, state and national levels. I firmly believe that nurses should promote good health and part of good health is having access to care that is local, easy to access and affordable. I have helped several churches and organizations form and host community health fairs. On numerous occasions individuals were discovered to have an undiagnosed illness because they could not afford to see a healthcare provider. At the state level, I have actively campaigned for my state to expand Medicaid.
bases upon the ACA that would allow an additional 300,000 North Carolinians the opportunity to have good health care. I have also championed healthcare access and prevention in foreign countries. My facility supports my endeavor to work with other members of a U. S. based coalition to reduce the number of fire and burn injuries in South Africa. For the past twelve years, we have collaborated with the Johannesburg Fire Department, the South Africa Burn Foundation and others organizations to design, test, and implement a fire and burn safety program. The ultimate goal of this project is the reduction of fire and burn injuries through fire and life safety education.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
There are two immediate threats that I see affecting ANA. First, the potential perceived loss of ANA’s credibility to policy makers, the media and the public in general, to other nursing organizations that may not have the same philosophy as ANA. For example, with a new administration preparing to follow-through on its pledge to change health care as we know it, some may feel that ANA is not acting quickly enough to buck the system. Such individuals may fail to realize that ANA’s position of taking a collaborative approach and offering assistance will go much further than quickly opposing an administration that has not had the chance to review, plan and implement a restructured program. Through the collaborative process, we may save more elements of healthcare than previously thought. The second challenging external condition that I see affecting ANA is the lack of new nurses wanting to join the association or understanding the work the association does on their behalf. I think ANA needs to step up its image to meet the needs of today’s nurses. We, (ANA) need to figure out some way to get new graduates and younger nurses involved in the association and the profession.

How have you supported activities that positioned an organization for success in the future?
During my tenure as the Chairman of the Board of the National Fire Protection Association (NFPA), we have made the commitment to grow the international arm of the association. The NFPA is a code and standards making organization that is highly respected around the world. This strategic five to ten year growth plan will focus on the NFPA assisting foreign governments and organizations to adopt the NFPA codes and standards, with the eventual hope that there will be a dramatic reduction in the life and property loss due to fire, construction or other means. Events, such as the fire at a clothing factory in Bangladesh, will hopefully become a thing of the past. Since the NFPA sells some of its codes and standards, this also results in sound economic growth for the organization.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
As a member of the Board of Directors of another organization, there was disagreement regarding the selection of a future leader of the organization. Several board members wanted to select a CEO that was not really qualified to run this organization based upon its mission. There was another candidate who was not only qualified, but also had a business plan in place that would move the organization forward in membership growth, expansion of services, and prominence. I met with individual board members one-on-one to hear their concerns, and was able to get the majority of them to see the effect of how future growth would make a more sound and stronger organization. The decision was made to hire the candidate that I supported and the business plan has thus far been a success with a steady growth in membership, increased surplus revenue and most of all employees that are engaged and excited to be helping to shape the future of the organization.

Describe how you persuade and motivate others to take action.
I believe in talking to individuals to get them to see how valued and important their participation is to a project or event. I use examples of past successful events that have meaning to them and ask them to imagine whether or not this event would have happened if no one was motivated to take action. The lack of nurses in North Carolina failing to exercise their right to vote for members of the State Board of Nursing is a good example. North Carolina is one of the few states in which we as nurses elect the members of the State Board of Nursing. In a number of states, the regulation of nursing practice may be folded in with other organizations, or regulated by someone that has no idea what it means to be a nurse, let along, the challenges nurses must endure. I point out that unless they participate in the election process, their ability to have a voice regarding the practice of the profession may be taken away. It is only then that they realize how important their voice and vote may be.

As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?
I believe that every member has the right to be heard. However, being heard does not necessarily mean that the individual is correct. After letting the individual express his or her concern, I would explain ANA’s position on that particular topic and that the position was probably achieved through the consensus process...meaning that others may have the same opinion as the individual, but that a compromise was reached so that everyone
agreed to give up some of their concerns to achieve consensus. If their opinion is not in congruence with ANA’s position, I would point that out. If they wanted to seek a change, I would advise them in the process by which a change or appeal could be heard and I would also remind them that even that does not necessarily mean a change would occur. The bottom line, is that most people want to know that if they are a member of an organization, they deserve the right to have their voice heard, which is what I would grant the individual.

**How would you describe the value of ANA’s mission to potential members?**
I would first ask the individual why they chose the nursing profession. The answer that most individuals give is that they want to make a difference or help their fellowman. I would then explain that my interpretation of the mission is that by working together, we do make a difference in one small way at a time. However, by working together, we improve health and healthcare for all. I would also state that ANA stands up for the silent majority in its mission to ensure that everyone has the right to healthcare.
Sarah Moody, DNP, RN, NEA-BC

C/SNA Membership: Texas Nurses Association

Employment: Magnet Program Director, Texas Health Presbyterian Hospital Dallas

Education:
  DNP, Nursing Administration, Texas Christian University, 2015
  MS, Nursing Administration and Behavioral Health Nursing, 1988
  BS, Nursing, Texas Woman’s University 1975

ANA Offices:
  ANA Constituent Assembly 1991-1995
  Delegate ANA House of Delegates 1990-1997

C/SNA Offices:
  TNA Treasurer, 2013 - Present
  TNA Audit and Finance Committee, Chair 2013 - Present
  TNA Foundation, Board 2013 - Present
  TNA PAC Board of Directors 2013 - Present
  TNA President, 1991 - 1995
  TNA Treasurer, 1989 – 1991

District or Regional Offices:
  TNA District 4 President 1985 – 1989
  TNA District 4 Treasurer 1982 – 1985

Offices Other Associations:
  United Way of Santa Fe, NM - Board of Directors -1996 - 2000
  Santa Fe Community College (NM, Foundation) Board of Directors 1997 - 2000
  United Way of Eagle County Colorado Board of Directors 2003 - 2008
  Colorado West Mental Health Services, Board of Directors, Chair Quality Committee and Executive Committee, 2005 – 2008

Describe your involvement in healthcare issues within your community, state, and/or at the national level.

I am currently a TNA Political Action Committee Board Member. I have participated in legislative advocacy for many years at state and local levels and in TNA Nurse Day at the State Capitol, where I was involved with educating legislators on healthcare and nursing issues, advocating for the public and the profession. I have long been active in the local Democratic Party and was a delegate to the Texas State Democratic Convention in 2016. At a national level, I have participated in ANA Lobby Day at the Capitol, visiting many Texas legislators and legislative staff.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?

The most challenging external condition affecting ANA is the newly-elected President. I am very fearful that this new administration will not seek nursing’s guidance and expertise in implementing the changes to healthcare reform as promised in their respective campaigns. This change in power may also be a wonderful opportunity for nurses to have important leadership roles in the new administration to improve healthcare access, delivery, quality, safety, efficiency and effectiveness and advocate for nurses’ full practice authority at the top of their education, licensure, and competence to improve the nation’s health outcomes.

How have you supported activities that positioned an organization for success in the future?

When I assumed office as TNA Treasurer four years ago, I discovered the organization was operating with a deficit budget, and the association’s financial management was in need of improvement in strategic revenue generation and managing internal accounting practices. During my four years of my term as Treasurer, TNA has significantly changed accounting practices to provide more sophisticated monitoring and fiduciary management, including consolidating multiple accounts to improve cash management and fund oversight. I helped TNA recruit and develop a strong and skillful Audit and Finance Committee. The Board and TNA staff have transparency with the Audit and Finance Committee, requiring Committee review and approval of the annual audit, 990s, and proposed budgets before presenting to the Board for final approval. During my term, I have worked with TNA staff to move the association away from reliance on a deficit budget and toward a budget that is in-line with projected and actual income and expenses. This year TNA should reach a balanced budget without reliance on cash reserves to balance the budget deficit. TNA is now poised, with a secure
Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.

TNA has been a part of ANA’s dues pilot program, which started just as I began my term as TNA Treasurer. The ANA dues pilot involved reducing dues to $175 from as high as $230 in certain TNA Districts. As part of the pilot, ANA would discontinue payment of District member dues directly to individual Districts. Members of the TNA Board and District leaders were very concerned about the impact of such a change, some even believed ANA and TNA were plotting the Districts’ financial demise. As a longtime TNA member, I had heard many complaints from potential members that the tri-level dues were too high. I held the position, and still do, that the financial impact of a dues reduction would be off-set by an increase in membership. I met with District leadership, heard their concerns, and presented my position. Many compromises and alternative solutions were developed. While the dues pilot is not over, Texas has seen membership swell from slightly less than 6,000 to more than 10,000. TNA is working with District leaders to developing alternative District structures where TNA can provide additional support to Districts to help them grow and flourish, despite lower dues.

Describe how you persuade and motivate others to take action.

As illustrated in the “dues pilot” example above, my approach to persuasion and motivating others to take action generally takes the following steps:

- In the face of any strategic change, I must first understand the “big” picture, the goals and expected outcomes to be accomplished, and weigh the risks against the benefits.
- The action or goal must be communicated in a way that helps others see and understand the value of the proposed change, strategy and goals to be accomplished, while also hearing and reflecting on their concerns.
- Instill in the group and/or individual a sense of ownership of each action/goal.
- Share ownership and accountability for goals, actions, and outcomes with key stakeholders and constituents.
- Provide ongoing support in their quest to accomplish the goals, actions, and desired outcomes.
- Reward and recognize individuals/groups for their accomplishments. Celebrate their successes along the way.

As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?

As a member of the ANA Board, I would take the following steps to address a concern raised by a stakeholder:

- Listen carefully and understand the stakeholder’s concern, without judgment.
- Assure the stakeholder that I will investigate and bring the concern to the appropriate Officer or entire Board and/or seek the Officers’/Board’s guidance in taking the concern forward to the appropriate group or individual.
- Assure the stakeholder that I have heard their concern, verify that I understand the specifics of their concern, and I (or the appropriate person) will get back with them to address the concern.
- As a Board member, I recognize that in such situations, I must be careful not to make statements or pass judgment that might be interpreted as representing the Board’s position on the concern presented.
- Investigate the concern within boundaries that my role and authority as a Board member permit.
- Present the concern and results of any related investigation into the issue to the appropriate individual and/or group, most likely the Board and/or President.
- Assure that I and/or the appropriate person follows up with the stakeholder and communicates any follow-up information and/or actions taken as a result of the concerns raised by the stakeholder.

How would you describe the value of ANA’s mission to potential members?

ANA’s mission statement: Nurses advancing our profession to improve health for all. This statement speaks to what we, as professional nurses, are called and challenged to do. Nurses are responsible for advancing our profession; ANA provides the vehicle for that advancement. In the face of healthcare reform, nurses must be at the table to speak to the value we bring to healthcare across the continuum. ANA provides a unified voice for nurses to partner with other organizations to shape social policy, in not only guiding healthcare, but advancing the health of the nation. ANA provides the structure and resources to make our mission possible. ANA provides exemplary leadership in bringing nurses together to advance the profession to improve health for all.
Board of Directors – DIRECTOR-AT-LARGE

Elizabeth Fildes, EdD, RN, CNE, CARN-AP, APHN-BC, FIAAN

C/SNA Membership: Nevada Nurses Association
Employment: Professor, Chamberlain College of Nursing
Education:
  EdD, Education, Loyola University Chicago, 1998
  MA, Nursing Executive Role, Columbia University Teachers College, 1988
  BSN, Nursing, University of Santo Tomas, 1979
ANA Offices: ANA Director 2017-2018
C/SNA Offices:
  Vice-President, Board of Directors, Nevada State Nurses Association, 2012-Present
District or Regional Offices:
  President, District 3, Board of Directors, Nevada State Nurses Association, 2010-2012
Offices Other Associations:
  Director, Addictions Nurses Certification Board- 2012 to present
  Director, Foundation for Recovery 2012 to present
  Co-Chair, Nevada Association for Nursing Excellence
  Recommendation 6 Champion, Nevada Action Coalition
  President, Nevada Tobacco Prevention Coalition- 2000-2001

Describe your involvement in healthcare issues within your community, state, and/or at the national level.

My addictions health policy contribution centers on decreasing the impact of tobacco use in Nevada and in the Philippines. Way back in 1997, when the quitlines in the US were only in California and Washington, she saw the need to advocate for the needs of tobacco users, their families, the professionals who cared for them and the community they lived in. To assure access to services for these populations, she founded the Nevada Tobacco Users Helpline (NTUH). Nineteen years and over 40,000 clients later, the quitline still provides nicotine dependence treatment. The NTUH program she designed was evidence-based, holistic and intensive which required interprofessional collaboration. Quit rates were above the national average. She brought over $10,000,000 in federal and state funding for NTUH. Way back in 1997, when the quitlines in the US were only in California and Washington, I founded the Nevada Tobacco Users Helpline (NTUH). Nineteen years and over 40,000 clients later, the quitline still provides nicotine dependence treatment. The NTUH program I designed was evidence-based, holistic and intensive which required inter-professional collaboration. Quit rates were above the national average. I brought over $10,000,000 in federal and state funding for NTUH.

Because of this advocacy, the Governor of Nevada appointed her for eight years to sit on a taskforce to oversee the distribution of the tobacco master settlement dollars. In collaboration with tobacco control advocates and with her knowledge of comprehensive tobacco control, advocacy, interprofessional relationship dynamics, Nevada was able create a comprehensive tobacco control program leading to the decrease in prevalence of tobacco use from 28% in 1997 to 19.4 % in 2015

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?

I think the most challenging external condition affecting ANA are health and economic forces affecting the American nurses' wellbeing. ANA's mission, Nurses advancing our profession to improve health for all is affected by health systems financing and social determinants of health. ANA's work on staffing, independent practice, care coordination will be influenced by the decisions made in all levels of the government under the new administration and the private sector.

In 2017, ANA will focus on nurses' health. Nurses' health are affected by working conditions which are affected by healthcare financing. With this understanding, we need to advocate for staffing, independent practice and care coordination that is safe for both nurses and patients we serve.

ANA cares for the health of all. Social determinants of health largely influence the health of all populations, especially the most vulnerable ones. During these times, nurses have to advocate for improvement in housing, wages, availability of food and healthcare in many places.
How have you supported activities that positioned an organization for success in the future?
I was one of the leaders of the Nevada Tobacco Prevention Coalition at a time when Nevada tobacco control funding was being threatened and the tobacco industry was mounting its opposition to smoke-free restaurants campaign. We created and implemented a coordinated plan to address both challenges using national, regional and local resources. We engaged both public and private stakeholders. As a result, Nevada still has its tobacco control funds and a smoke-free restaurants law.

Describe how you persuade and motivate others to take action.
I have an addictions nursing background. I use the Stages of Change Model to determine the stage of change an individual or an organization is at. Based on that assessment, I use motivational interviewing principles and stage-based strategies to move individuals and organizations to the action we want them to take.

As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?
As a member of the ANA Board of Directors, it is important to me to KNOW that specific stakeholder. I need to know her/him as a person, their passion and their interests. With that background, I believe my most important job is to listen, with an open mind, listening to their concerns and respect their recommendations.

Once I have the information, I will follow the structured process that ANA has in place to address the stakeholder’s concern.

How would you describe the value of ANA’s mission to potential members?
ANA’s mission’s Nursing advancing our profession for the health of all helps nurses become fully actualized as a professional and a person. I believe fully-actualized nurses will create a culture of health in our country. Fully-actualized nurses will shift the values of our current healthcare system to move beyond the walls of acute and post-acute institutions. This future healthcare system will provide for the needs of all Americans including all nurses. If we want a healthcare system that will meet our needs, we need to support ANA, because of its mission.
Board of Directors – DIRECTOR-AT-LARGE

MaryLee Pakieser, MSN, RN, FNP-BC
C/SNA Membership: ANA-Michigan
Employment: NP - Traverse Health Clinic
Education:
MSN, Family Nurse Practitioner, Vanderbilt University, 1995
BSN, Nursing, Ferris State University, 1994
Diploma, Nursing, St. Francis School of Nursing, 1972
I have been an ANA member since 1972
ANA Offices:
Task Force on Value Pricing 2015-2016
Recently appointed to C/ANA Support Committee - starting January 2017 - December 31, 2018
C/SNA Offices:
ANA - Michigan: Immediate Past President 2016-2018
President 2014-2016
President-elect 2012-2014
Board Member & Chair of Public Policy Committee 2011 -2012
Conference Committee 2015-2016
Bylaws Committee 2012-2014
Delegate to ANA Member Assembly 2015 & 2016
District or Regional Offices:
Region 2 Public Policy Committee 2016
Offices Other Associations:
Prior to Michigan becoming ANA-Michigan, Registered Nurses Association in Michigan (RN-AIM) was founded in 2005; I am one of the original members.
When the Michigan Nurses Association was part of ANA, I served in the following positions - I am only highlighting a few positions:
MNA President 2 terms 1999-2003
Member of the board Regional Director 1997- 1999
Member of the board, Secretary 1993-1994
MNA delegate 1985-2005
MNA Representative to the Michigan Center for Rural Health 2004-2010
Michigan Council of Nurse Practitioners (MICNP), Active member 2002-present
President- elect 1/2009-12/2010
President 1/2011-12/2012
Immediate past president and board member 1/2013-12/2014
Board member 2006-2008
MICNP PAC Committee 2009 to present
Sigma Theta Tau 1995 to present
APNA 2014 to present
*Northern Lakes Community Mental Health Board member 2003-2011
*Michigan Department of Community Health task force on Nursing Practice 2010-2012
*Adolescent Pregnancy and Parenting Coalition 1987-1999
*Community Health Clinic (free clinic) 1979-2006, Traverse City, MI- various positions including volunteer nurse, paid clinical coordinator, volunteer board member and volunteer nurse practitioner
*Carbondale Free Clinic, Carbondale, Illinois - volunteer nurse 1972-1974

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
My professional focus has always been on improving access to primary care with a specific focus on vulnerable populations. To that end, many of my community involvement roles have been in supporting this focus. As I gained more clinical experience and advanced degrees, my involvement expanded to professional nursing organizations. This involvement started immediately out of nursing school and continues through today. I volunteered in 2 free clinics between 1972-1974 in Illinois and in Michigan 1978-2006. In the early 90’s was a member of a coalition to reduce teenage pregnancy in northern Michigan. Provided primary care services to a migrant farm worker clinic 2001 through 2006. Involved in an APRN coalition from 2011-2017 to remove
artificial barriers to APRN practice in Michigan through the legislative process (HB5400 passed in 12/2016). Appointed to the Task Force on Nursing Practice sponsored by the Michigan Department of Community Health, focus centered on having all licensed nurses to be able to practice to the full extent of education and competencies. I chaired the subcommittee on APRN issues.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?

Lack of visibility of the ANA and recognition by the nursing community of the important role ANA serves as the professional nursing association in the United States. This lack of recognition impacts the effectiveness of ANA across the nation in its role in advancing the nursing profession to improve the health for all through fostering high standards, promoting realistic images of nursing, advocating in the legislative and regulatory arenas regarding healthcare issues that impact nursing and the public. I think there are several contributing factors to this challenge. Primary challenge is a fragmented nursing community. There are many nursing organizations competing for our individual attention and financial resources. Nurses tend to gravitate toward associations that support their clinical specialty. Secondly the multitude of organizations each with a discrete agenda leads to an inconsistent voice for nursing. This is the role ANA must continue to improve on and articulate to our nursing colleagues. And finally, young nurses are not encouraged to join ANA while completing their nursing education and entering into practice. Nursing leaders in practice and nursing faculty appear to be less willing to engage with the next generation to instill a sense of responsibility for membership and participation in ANA.

How have you supported activities that positioned an organization for success in the future?

I have had the great honor to serve as president for ANA-Michigan and the Michigan Council of Nurse Practitioners. Involvement in both organizations had somewhat similar challenges of leading the organizations through the transitional process from a “working board” to a “governing policy board”. The desired outcome this shift was to focus the boards on more strategic and vision-building efforts. Taking this approach especially with the ANA- Michigan board to work on the future of the organization with a 3 to 5 year window. We were able to gauge the necessary development and prioritize components critical for long-term success. The resulting foundation provided a consistency of approach that enabled the organization to be more responsive to members and generated accountability and ownership in the association. As a result, ANA - Michigan had a 43% increase in membership during my two years as president. We doubled the reserve funds by increasing our non-dues revenue and were able to hire professional administrative staff. None of this would have been possible without full engagement of the board and having open honest, discussions regarding the direction of our association.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.

I would have to say one of the more challenging volunteer activities was being on the Northern Lakes Community Mental Health Board in northern Michigan from 2003 through 2011. The board consisted of 16 members from six different counties, with multiple viewpoints not always in harmony. Members ranged from county commissioners, business owners, retirees, farmers, educators, lawyers – educational backgrounds from high school education through doctoral degrees. I was the only actively practicing licensed professional nurse/nurse practitioner working in primary care. I brought to this group an awareness of the important contributions of RNs in healthcare. Often board members when discussing healthcare would only use the term “physician”. Not understanding the role of nurse practitioners or registered nurses other than as “working under the direction of a physician”, I consistently and politely corrected misconceptions about nursing, updated the board about the numbers of nurse practitioners working in primary care in our region. Towards the end of my tenure the majority board stopped using terms such as midlevel providers, non-physician providers, and sought my opinion on how nurses would handle a particular social issue or how nurses could be utilized more effectively in community mental health agencies.

Describe how you persuade and motivate others to take action.

There are many ways I engage with peers, patients, fellow board members, and others in my professional activities to persuade and motivate. Healthy humor is a very natural response for me. I have found it useful in bridging gaps quickly and effectively I encourage people to reach for success, to stretch their limits-and then acknowledge that outcome or effort. In board leadership roles, I am very direct and straightforward regarding expectations and work with the team members to set realistic goals. Knowing what is expected and providing a clear vision has proven very helpful in approaching complex projects. By maintaining an open door policy, I have encouraged input and feedback from others. I have found it is extremely important that everyone’s opinion and observations be shared with the group without prejudice. I have always encouraged debate. It is important to hear various perspectives, to engage in healthy discourse, to look beyond one singular viewpoint this provides a healthy environment for critical thinking and creative solutions.
As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?

If approached, I would address the concerns of the stakeholder in a "listen, learn, respond" mode. I would start with the listening to the concerns. Then I would engage in dialog, ask questions in order to fully understand the circumstances around the situation and the potential impact to the stakeholder or others. I would attempt to learn much as possible about the overall situation, review any reports or other materials as appropriate in order to formulate a response based on board/association positions or, if necessary, present the issue to the board itself for consideration. It is important for the board to present a cohesive and consistent message to the membership and externally, yet be able to utilize the board process to explore issues and/or concerns raised by members, constituents other stakeholders and to refer beyond the board structure for resolution if necessary. Either way, it is important to follow up with the stakeholder to ensure they are aware that their concern has been acknowledged and addressed.

How would you describe the value of ANA's mission to potential members?

Professional nursing is the largest group of healthcare workers in the United States. Healthcare systems would be unable to function without the engagement of RNs; communities would be diminished if RNs chose not to be involved or engaged in healthcare issues. Most importantly when nurses are not at the table when decisions are being made about healthcare then the best possible solution will not be realized. My question is how do you harness and utilize your nursing power to reach its fullest potential? My response is straightforward: start slowly, take small steps, stay engaged and connected with ANA. As a member of ANA, you have access to resource materials on the variety of issues through the ANA website with just a click of your mouse. Attend your local or chapter meetings, discuss your concerns and observations and then propose an action plan. Voice your opinion and participate in your State association at the local or state level. Look for ways that you can be active at the national level. Small steps to be sure but all these experiences will begin to build your leadership skills and increase professional nursing visibility in your local community. By working together, change can happen.
Board of Directors – DIRECTOR-AT-LARGE

Norma Rodgers, BSN, RN, CCRA

C/SNA Membership: New Jersey State Nurses Association

Employment: Senior Clinical Research Associate, InVentiv Healthcare

Education:
BS, Nursing, Bloomfield College, 1999
Diploma, Practical Nursing, Union County College, 1985

ANA Offices:
Non-RN Task Force 2016
Ethics, Professional Issue Panel 2014

C/SNA Offices:
President, New Jersey State Nurses Association 2014-2016
President-elect, New Jersey State Nurses Association 2012-2014
Chair, Institute for Nursing, (Foundation of NJSNA) 2012-2014
Member at Large, Institute For Nursing, 2000-2003 & 2011-2012
Board of Director Staff Nurse, New Jersey State Nurses Association 2000-2002
Delegate to ANA, Membership Assembly, New Jersey State Nurses Association 2013-2016
Delegate to ANA, New Jersey State Nurses Association, 2009-2012 Committees:
Convention Committee 2010 - Present
Finance Committee 2012 – 2016
Bylaws Committee 2012 - 2016
Sylvia Edge Endowment Committee, 2006 -Present
Awards Committee 2009 - 2016
Chair CEO Search Committee 2014 & 2015

District or Regional Offices:
President, New Jersey State Nurses Association Region 3, 2011 -2012
President-elect, New Jersey State Nurses Association Region 3, 2010 -2011
Vice President of Communication, New Jersey State Nurses Association Region 3, 2008-2010 and 2000-2002
Bylaws Committee New Jersey State Nurses Association Region 3, 2008-2012

Offices Other Associations:
Member, Felician University School of Nursing Advisory Board, 2014 - Present
National Black Nurses Association (NBNA), Lifetime members
Bylaws Committee 2014 - 2015, 2016-Present
Northern NJ Black Nurses Association, Chapter of NBNA
Program Committee, 2016-Present
Membership Committee, 2010 – Present
Parliamentarian, 2013 - 2016
Chair, Nominations Committee, 2012 – 9/2013
Scholarship Brunch Committee, 2012 -2015
Concerned Black Nurses of Newark, Inc., chapter of NBNA -President, 2002-2004
-Vice President, 2001-2002
Tau Chi Chapter of Chi Eta Phi Sorority, Inc.
Chair, Health and Social Policy Committee, 2014- Present
Bylaws Committee, 2011 – Present
Membership Committee, 2012 - Present
Protocol Committee, Chair, 2012 – 2013
Recording Secretary, 2010 – 2012
Membership Committee, Co-Chair, 2010 – 2012
Legislative Committee, Chair, 2010 – 2012
Scholarship Luncheon Committee, 2010 – 2012
Spring Dance Committee, 2010 – 2012
40th Anniversary Committee, 2011 – 2012
Historian, 2010 – 2010
New Jersey Nursing Students, Inc. /NSNA
New Jersey League Nursing Consultant, 2000 – 2002
Presidential Advisor, 1999 – 2000
President, 1998 – 1999
Vice President, 1997 – 1998
Memberships:
- Member, Association Clinical Research Professionals, 2002
- Member, International Association of Clinical Research Nurses, 2016
- Member, FRANCES M. MCLAUGHLIN Division of Nursing Alumni Association, Bloomfield College, 2000
- Member, New Jersey League for Nurses, 1999
- Member, National Council of Negro Women, 2014

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
For the past twenty years, I have been involved with health care issues at all levels. Serving as the New Jersey State Nurses Association (NJSNA) President has afforded me the opportunity to be the voice for nurses in New Jersey (NJ) and beyond. As the NJSNA President, I am currently the lead spokesperson for the national public health crises regarding gun violence. NJSNA has been able to raise awareness to the issue though appearances on local TV show interviews with nursing and local newspapers; speaking with and attending programs with legislators, other nursing and civic groups. In addition, I continue to work closely with the Advance Practice Nurses (APNs) to educate nurses, legislators and other healthcare stakeholders on the importance of supporting the NJ Consumer Access Bill which will allow APNs to practice to the full extent of their licensure in NJ. With the release of the Affordable Care Act, I have participated in numerous health fairs educating a variety of communities on how to access the new healthcare system.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
One issue is the low level of nursing involvement in ANA. One reason for this low involvement is nursing’s lack of knowledge about ANA and the C/SNAs. It has been my experience that the role of the professional nurses’ association is not discussed (or very little discussion occurs) in nursing schools. This has resulted in a lack of knowledge of ANA by newer nurses. Therefore, as the current membership grows older and retires we are not be replaced by the next generation. I also believe another challenging external condition affecting ANA is the competing nursing organizations. Competing organizations should augment the great work that ANA is doing. They should not replicate what ANA has been doing successfully for years.

How have you supported activities that positioned an organization for success in the future?
As the NJSNA President-elect, I had the opportunity to lead the selection for a new Chief Executive Officer. As President, in collaboration with Board of Directors and the new CEO we evaluated the current structure and staff assignments. We moved dues processing back to ANA which has streamlined membership joining and renewing. Part of the current strategic plan was to increase the visibility of NJSNA. This was accomplished by hiring an external marketing/communication person who has assisted us with an increased presence on social media platforms. As a result we have become more visible to nurses and other stakeholders and have seen a steady increase in membership.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
As a Clinical Research Assistant (CRA) in the Pharmaceutical industry I have faced opposition from physicians and their site staff when they don’t follow protocols. As CRA, my first concern is always patient /trial subject safety. The opposition comes in when specific procedures in the protocol are not done to ensure patient safety. By constantly re-educating Physicians and their staff on the protocol at each visit, even when they say “I know that”, I know I am doing my part to protect the patient/trial subject.

Describe how you persuade and motivate others to take action.
Lead by example: I persuade and motivate others to take action by being at the table, understanding the mission and vision of the organization and holding myself and others accountable for their actions. In addition, being transparent and providing factual data.
As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?
Listening to all the details, gather all information and discuss with stakeholders their concerns and issues in a professional manner by being open and honest. I would consult with the person/staff member that can best answer the question/concerns of the stakeholder and do so in a timely manner. Let the stakeholder know that they are being heard and provide clear timelines on resolution of the issue.

How would you describe the value of ANA’s mission to potential members?
ANA’s mission is to “advance the nursing profession to improve health for all.” As the only full service professional nursing organization, the ANA provides a full spectrum of services from fostering high standards of practice to legislative actions that affect nurses and consumers. The ANA represents all levels of nursing regardless of work setting. From the bedside to the boardroom, the ANA has something to offer to meet a nurse’s personal and professional growth.
Jennifer Waterbury, MHA, BSN, RN, CM, LNC

C/SNA Membership: Kentucky Nurses Association
Employment: Sr. System Educator- HCA
Education: MHA, Health Care, Western Kentucky University, 2015
BSN, Nursing, Western Kentucky University, 2012
AAS Nursing, St. Catharine, 2000
LPN, Nursing, Galen, 1997
ANA Offices: ANA Palliative Care Team
C/SNA Offices:
KNA Patient Advocacy Cabinet Board Member
KNA REACH member
District or Regional Offices:
Offices Other Associations:
American Red Cross volunteer-disaster nurse
Medical Reserve Core/KHELPS Volunteer
BRADD MRC

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
I continue to be as involved as possible with decisions and issues affecting clinicians. I continue to participate in ANA and KNA committees such as Patient Advocacy and Palliative Care. I was a part of the 2016 ANA Membership Assembly and participated in Lobby Day on Capitol Hill.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
I do believe that reaching out to nurses and getting them involved is one of the biggest challenges. There are many nurses but many are not aware of the influence that the ANA has on nursing and the decisions made for healthcare clinicians.

How have you supported activities that positioned an organization for success in the future?
I do that on a daily basis. HCA is a large healthcare organization that strives for healthcare success now and in the future. I play a part in teaching and assuring that our clinicians have the knowledge and resources to care for our patients in the best possible manner. That is key for success!

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
Several years ago when I first started with HCA IT&S in testing services I was confronted by a manager who was not a clinician. I was hired as a nurse to test the software that the nurses use to care for our patients. Well the wound care options in the software were not correct. Not only that it was not correct for JACHO standards. I reported this and was confronted by another manager, not mine, that I was being too picky. I stood my ground, as I knew that it was wrong and could have huge ramifications meaning accreditation fines and bills for wounds not being paid. This manager did not understand that. The issue was escalated and the issue was corrected prior to the software update being sent out.

Describe how you persuade and motivate others to take action.
Gather all information and facts and present them in an organized fashion. Be confident, open, honest, and driven. If you present yourself in this manner and appear as a true believer and leader, people will follow

As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?
I believe that all concerns should be thoroughly examined. Gather and review all information received. Be open and listen intently, showing empathy and concern for the stakeholders concerns. Work together with all parties involved to come to a fair resolution.
How would you describe the value of ANA’s mission to potential members?
The ANA is working to involve more nurses in areas such as improving staffing, patient safety, and many other areas. They are working diligently in Washington to help pass legislation to improve work conditions and care issues for both clinicians and patients. Getting involved with ANA is a way to increase those outcomes!
Amanda Buechel, BSN, RN

CSNA Membership: ANA-Illinois
Employment: ICU Float Registered Nurse, Advocate Christ Medical Center
Education: BSN, Nursing, University of St. Francis, 2015
ANA Offices: ANA-Illinois Director-at-Large Appointed June 2016- October 2017
ANA-Illinois Co-Consultant to the Student Nurses Association of Illinois (NSNA constituent organization) Appointed June 2016- October 2017

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
ANA-Illinois is currently advocating for APRN Full Practice Authority and our Nurse Practice Act has come up for Sunset in 2017. I travel to numerous hospitals and schools and present to staff nurses and students on the importance of the Illinois Nurse Practice Act and I am heavily advocating nursing to legislators about the changes ANA-Illinois would like to see. I promote advocacy and lobbying to students, and nurses of all levels. This year ANA-Illinois organized 1200 nursing students and more than 100 registered nurses and advanced practice nurses advocating for numerous bills that affect nursing and healthcare.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
The most challenging external condition affecting ANA is membership recruitment. There are currently numerous professional organizations competing for members. ANA is a broad nursing organization which can be forgotten since nurses are focused in their practice setting. An additional challenge for ANA is the changing regulatory environment in America. Changes are continually arising that may affect our profession and the healthcare provided in our country.

How have you supported activities that positioned an organization for success in the future?
When I was the 1st Vice President of the Student Nurses Association of Illinois, I organized one of the most successful annual conventions. Currently as the ANA-Illinois appointed consultant, I have advised the current students who are on the Board of Directors, using the knowledge cultivated from my past experiences. This year we had the highest attendance increase of any conference in the past three years. The students have increased attendance by approximately thirty percent. They additionally, added multiple exhibitors and gained new sponsorships; while bringing in nationally recognized speakers such as Rosemary Gibson and Kelly Johnson. This isn’t my only experience, however. While I was a nursing student at the University of St. Francis, I supported students and increased involvement. By creating a community project with a local nursing home. The student nurses’ association members and University students could attend activities within the nursing home residents to learn about geriatric medical issues and help support a positive and philanthropic atmosphere.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
I had a situation at work where a physician was verbally bullying multiple nurses including myself multiple times over the course of a year. The nurses of the unit remained silent. As a new nurse, it is a difficult decision to become a whistleblower on these topics, especially being in my first job. For the sake of my
patients and nurses I work with I had to speak up. After meeting with my manager, we met with the Chief Nurse Executive to address the issue.

**Describe how you persuade and motivate others to take action.**

My perseverance and leadership show new nurses it is never too early to find a leadership position that suits them. Throughout my relatively early career, I speak to many student nurses, and practicing nurses in countless practice settings to push them to pursue leadership opportunities. I organize and speak at various presentations throughout the state of Illinois. In several of these presentations, I have offered informed and educated opinions on political issues, leadership opportunities, and organizational involvement. My personality and willingness to accommodate others create a comfortable atmosphere. I am available for any-one who is looking to get involved.

**As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?**

If a concern was raised by a stakeholder, I would bring it to the Board of Directors to begin an open line of communication around the issue. After discussing how the concern should be addressed, I would then respond to the stakeholder and continue to work with them until their need resolved.

**How would you describe the value of ANA’s mission to potential members?**

ANA’s mission is empowering nurses to help advance our profession in ways we never thought possible. Nurses are the backbone of healthcare and the most trusted profession in America. We have the responsibility and chance to make a difference in the profession, the lives of our patients, and in America's healthcare. Separate we advocate for ourselves and our patients, but together we advocate for nursing
Board of Directors – DIRECTOR-AT-LARGE
RECENT GRADUATE

Kelly Hunt, BSN, RN
C/SNA Membership: ANA\California
Employment: BSN, RN II, Mission Hospital
Education: BSN, Nursing, University of North Florida, 2015
ANA Offices:
C/SNA Offices:
ANAC Convention Planning Committee (2016)
District or Regional Offices:
Offices Other Associations:
President, National Student Nurses Association, 2014 - 2015
Vice President for UNF/SNA, 2014 - 2015
President, Phi Theta Kappa (International Honor Society), 2010 – 2011

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
This year, I participated in the ANA lobby day in Sacramento. We lobbied for home health and full scope of practice for advanced practice nurses in the state of California. I have also lobbied twice in Washington D.C. for similar issues with ANA. Lastly, I spearheaded an interdisciplinary collaboration project in Washington D.C. in 2015. I brought together presidents of student led organizations in health care to lobby for interdisciplinary collaboration and student loan forgiveness for health care professionals. Student representatives from nursing, medicine, physician's assistants, pharmacy, and occupational therapy attended 12 appointments at the Capitol.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
From what I have gathered in my first year in nursing, there is a stigma that ANA does not represent bedside nurses. I personally do not believe this to be true and I have tried to help educate some of my colleagues in my nursing journey. I also believe that getting hired as a new graduate, in some states, can be really difficult. Without a job, joining a professional organization may not take precedence when it comes to budgeting.

How have you supported activities that positioned an organization for success in the future?
During my NSNA presidency, I ensured my board of directors, myself included, was accessible to our delegation. By truly engaging with our membership, we broke many records the year of my presidency. We had a record amount of applicants for national positions and a record number of resolutions submitted. Through collaboration and teamwork, we empowered future student nurses to grow the organization.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
About 4 months into my position as a new graduate nurse, I had a patient that was admitted to my floor. The patient was given Lasix in the ER for fluid overload. No one had replaced the patient's potassium after administering the medication. After being in my care for 1 hour, the patient went into V-tach. The on-call physician hesitated to write orders because the patient had a DNR code status. I paged the rapid response team since I had a good relationship with the nurse. She helped me to advocate for the patient and we obtained the orders we needed. The patient converted back into normal sinus rhythm and remained in my care for the shift. I truly felt like a patient advocate!
Describe how you persuade and motivate others to take action.
During my NSNA candidacy and presidency, my platform was Servant Leadership. I believe in utilizing the talent of others in order to achieve a common goal. The 10 key principals of Servant Leadership serve as a fantastic tool to motivate and inspire others! Additionally, Situational Leadership and Emotional Intelligence play key roles in persuasion and motivation. I personally believe in serving those we lead. We must also be good role models in exemplifying the behaviors we wish to see. One of my favorite quotes is by Mahatma Gandhi, “Be the change you wish to see in the world.”

As a member of the ANA Board of Directors, how would you address a concern raised by a stakeholder?
I would use the tools listed above in the previous entry (Servant Leadership, Situational Leadership, and Emotional Intelligence). I would first actively listen to the concern. Then I would try to seek out anyone else sharing the same or similar concerns. I would also try to empathize and approach the situation with compassion and stewardship. Next, I would probably reach out to the stake holder and my colleagues to try to find a solution. Additionally, intraprofessional collaboration, research, and fiscal responsibility would also play large roles. Resolving a concern can be directly addressed with the nursing process: assess, diagnose, plan, implement, and evaluate!

How would you describe the value of ANA’s mission to potential members?
I truly believe that ANA is the strongest and unified voice for over 3.6 million nurses. From networking opportunities to policy and advocacy, ANA utilizes many different approaches to engage its members and influence health care on a local, state, and national level. ANA advocates for benefits for nurses, full scope of practice for advanced practice nurses, and many issues facing health care today. Additionally, ANA provides multiple tools to assist nurses with education, mentorship, integrating into the profession, and research. Lastly, we must never underestimate the power of the human connection. Through ANA conferences, lobby days, and educational summits, nurses have the chance to engage with one another in a professional environment!
Anthony King, BSN, RN, CPN

C/SNA Membership: ANA-New York
Employment: Clinical Nurse 1, Morgan Stanley Children's Hospital – New York- Presbyterian
Education:
BSN, Nursing, University of Central Florida, 2014
ASN, Nursing, Valencia College, 2014
ANA Offices:
C/SNA Offices:
District or Regional Offices:
Offices Other Associations:
Society of Pediatric Nurses, Member, 2014- Present
Sigma Theta Tau International, the Honor Society of Nursing, 2016-Present
Florida Nursing Students Association, 1st Vice President, Bylaws Committee Chair, Region 2
Director, Resolution Committee Chair, 2013-2015
Florida Nurses Association, Member, 2014-2016
Student Nurses Association at UCF, Liaison, 2013-2014
National Student Nurses Association, Member, 2013-2015

Describe your involvement in healthcare issues within your community, state, and/or at the national level.
Within the past year I have relocated from Florida to New York. A lot of my focus has been transitioning to a new city and state as well as switching from a Medical-Surgical Unit to the Pediatric Intensive Care Unit. One of the recent healthcare issues that I have worked with through my current hospital is safe nurse staffing. Involved in increasing awareness about the issue with staff nurses on units and how as a hospital we can work on improving nurse to patient ratios.

STATEMENT OF VIEWS:
What do you perceive to be the most challenging external conditions affecting ANA and why?
I perceive one of the most challenging external conditions affecting ANA are professional registered nurses who are not actively engaged in ANA. I believe it is challenging because in order for ANA’s voice to be heard loud and clear it is vital for as many nurses as possible to be involved. Recruiting and retaining members has always been a challenge for professional nursing organizations. ANA strives from the passion and dedication from its members and the more involved nurses there are the bigger a difference there can be made on the care we provide to all

How have you supported activities that positioned an organization for success in the future?
I previously served on the Florida Nurses Students Association (FNSA) Execute Board as the 1st Vice President and Region Director. These two positions allowed me to Chair the Bylaws and Resolutions Committees. The Resolutions Committee allowed myself and any nursing student to take an idea and bring its awareness to the state as well as the national level. As Chair I helped guided the authors through the process of writing and passing a resolution. After the resolution was passed during the House of Delegates work continued for the resolutions as it was just the beginning of bringing awareness and implementing the ideas created from the resolution for the future. As the Chair of the Bylaws Committee I was responsible for ensuring the bylaws were upheld and to continuously assess how we can improve them for the future of the organization. I was in charge of submitting all of the proposed amendments to be voted on at the House of Delegates that would set up FNSA for the following year of their bylaws.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
When I was in undergrad I was elected as the Speaker of the Senate of Student Government for the university. As Speaker, I was responsible for ensuring all fifty-nine Senators stayed in compliance with their requirements outlined in the Student Body Statute’s. A Chair of a committee failed to follow through with one of their required responsibilities and it was my duty to follow the policy in place to inform the Chair of this and remove
them as Chair. A vote of no confidence was called on myself during the next Senate Meeting. When the vote was held in debate the Senator felt that I was being biased and not following the procedures in place. I simply went through my thought process of the steps I took that aligned with the Statues in place and the evidence supporting the decision I was responsible for taking. The vote did not pass and I was able to continue my role as the Speaker of the Senate.

Describe how you persuade and motivate others to take action.
I believe in leading through example. I feel this is the best way that I can empower others to be motivated and take action. I believe positive attitudes are contagious and if I can show what I am involved with and the impact it has on others I only hope that others will see that and want to only do good for others as well. I think that everyone has different reasons for wanting to be in the nursing profession and different aspects of the profession that inspire them and are passion about. It is all about finding what inspires individuals and being able to help them take action because most of the time the motivation is already there, but just are not aware exactly what nurses can do to take it to the next step.

As a member of the Nominations and Elections Committee, how would you address a concern raised by a stakeholder?
When it comes to any concern that I am faced with I like to handle each one with the same process to keep consistency and improve how I handle concerns. The process I like to use is very similar, if not the same, as the nursing process. I like to first assess by listening and understand what the concern is. This leads to diagnose what is going on by being empathetic towards the individuals involved in the concern to create bonds with each of them and ensure they know I am vested in their concern and going to help resolve the issue. Next will start the planning phase where I can work with the individuals in offering solutions and come up with various solutions from everyone involved. We would implement the plan to execute what was agreed on in planning and eventually evaluate by following-up with the plan to make sure everyone is satisfied from the concern and that everything is taken care of. If for some reason the concern is still current, I would then go back to the nursing process to see where improvement can be made to solve the concern.

How would you describe the value of ANA’s mission to potential members?
The importance of the mission of ANA is to have all nurses involved and be that voice. The more involved the louder we, nurses, can be. Coming together as one group representing multiple specialties in the field to value the one thing every nurse can together agree with is putting the patient first with the care that we provide. The value of ANA is to always continue to provide the safest and highest quality care for all. All as in everyone in the United States as a nurse will care for. That is the true value of the mission of ANA.
Thomas Stenvig, PhD, MPH, RN, NEA-BC, FAAN

C/SNA Membership: South Dakota Nurses Association

Employment: Associate Professor, South Dakota State University

Education:
- PhD, Nursing, University of Wisconsin-Madison, 2001
- MS, Nursing, South Dakota State University, 1991
- MPH, Public Health, University of Hawaii, 1976
- BSN, Nursing, Wayne State University

ANA Offices:
- ANA Cabinet on Human Rights, 1988-1990
- ANA Board, 1990-1998 (many collateral assignments)
- ANCC Vice President, 1991-1993; President, 1993-1995
- ANA Congress on Nursing Practice and Economics, 2008-2010

C/SNA Offices:
- Board of Directors, South Dakota Nurses Association, 1980-1984
- President, South Dakota Nurses Association, 1986-1990
- Delegate to ANA, 1988-present
- President, South Dakota Nurses Foundation, 1999-present
- Many additional committee assignments

District or Regional Offices:
- Many South Dakota Nurses Association district officer and committee positions 1980 to present

Offices Other Associations:
- Member, Council on Higher Education (faculty union NEA affiliate), 2001-present
- Vice President, COHE, 2010-2013
- Appointed Member, National Vaccine Advisory Committee, 2011-2015
- Member, South Dakota Public Health Association, 1985-present
- Vice-President, SDPHA, 1985-1987, 2009-2014

Describe your involvement in healthcare issues within your community, state, and/or at the national level.

My professional background includes continuous ANA membership since 1971 and active involvement in the ANA enterprise since 1980 including eight years on the ANA board and many collateral assignments. I am retired from commissioned service in the US Public Health Service (including 17 years with the Indian Health Service) and have been teaching health policy since 1993. I was appointed and completed a four year term as only the second nurse to serve on the National Vaccine Advisory Committee. With this background I am well versed on healthcare issues and familiar with ANA history, processes, and positions.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?

Membership! Membership! Membership! We must strive to find ways to counter external attacks from competing organizations to rob us of members and also to engage the new generation of nurses including millennials. ANA has been transformed to be more relevant, but we need to recruit new nurses to join as soon as they graduate. Findings of the value pricing projects must be implemented soon to recruit new members.

How have you supported activities that positioned an organization for success in the future?

I will use the example of the South Dakota Nurses Foundation. Creating a non-profit charity to advance the work of nursing was my personal dream and I was committed to get it established. We incorporated in 1999 and I have been the president the entire time since it was established. To date our assets exceed $100,000 and we have awarded $31,000 in scholarships. I believe in this charitable work to advance our profession and will not let go and continue to lead as long as I am able.
Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.

In my prior work life managing programs I became aware of wrongdoing by top level executives including unethical behavior and misuse of funds. I chose to stand with colleagues who reported the wrongdoing although we faced punishment and retribution. Staff loyalties were split and it became difficult to get anything done. Concerns were eventually resolved, and I used this experience to grow and launch a career change and advance my education in pursuit of a doctorate.

Describe how you persuade and motivate others to take action.

The core of persuasion is communication. Some individuals are swayed by facts and others are not. I am familiar with the various approaches to bring about change including Kotter's model in organizations and the various models for individual behavioral change. SWOT analysis is a useful strategy. As an educator I am skilled at motivating students, sometimes by using "baby steps" and breaking things into small pieces so the seemingly undoable becomes possible.

As a member of the Nominations and Elections Committee, how would you address a concern raised by a stakeholder?

In a leadership position, listening is vital. It is critical to be attentive and attempt to understand the concerns of others. Next steps include directing the concern to the appropriate person or resource, and to use critical thinking to sort out responsibilities (including my own) without being compelled to take sides or become judgmental. Emotions can become a serious obstacle to clear thinking and problem solving. As a member of the Committee on Nominations and Elections, I would consider any concerns raised by stakeholders to assure fairness and integrity of the process as well as protection of the organization.

How would you describe the value of ANA’s mission to potential members?

I actually did this earlier today with a group of graduating senior nursing students. I explained the importance of being involved in professional associations as a member of the profession and how ANA differs from specialty organizations. ANA speaks for all nurses and is responsible for framing how the profession articulates its commitment to society through promulgating standards and establishing an ethical code. If we believe nursing has value to society, the most effective way to have a voice is to join together through active membership to advocate for nurses and the society, public, and individuals we serve.
Nominations and Elections Committee

Terry Throckmorton, PhD, RN

C/SNA Membership: Texas Nurses Association
Employment: Principal Researcher, Elsevier/HESI
Education:
PhD, Health Education and Administration, Texas A&M University, 1983
MSN, Maternal/Child Health, University of Kentucky, 1974
BSN, Nursing, St Louis University, 1968

ANA Offices:
C/SNA Offices:
Member, Workplace Advocacy Task Force, Texas Nurses Association, 2003
Delegate to ANA, Texas Nurses Association, 2002-2005
Secretary, Texas Nurses Association, 2013-2017
Secretary, NACES Board, 2013-2017
Secretary, TNF Board, 2013-2017
Member, NLAC (Legislative Coalition), 2012-2018

District or Regional Offices:
President, Texas Nurses Association, District 9, 1997-1998; 2012-2013
Past-President (Board Member), Texas Nurses Association, District 9, 1998-1999; 2013-2014
Board Member, Texas Nurses Association, District 9, 1991-93, 1998-99
(Past President); 2000-2002; 2003-2005, 2006-2008

District or Regional Offices:
Member, National Congress Planning Committee, Oncology Nursing Society, 2009-2011
Member, Research Advisory Panel, Oncology Nursing Society, 1996 to 1999; 2001
Member, CLR Research Advisory Panel, Oncology Nursing Society, 1999-2000
Reviewer, Oncology Nursing Forum, Oncology Nursing Society, 1997-2014
Associate Editor, Oncology Nursing Forum, Oncology Nursing Society, 2003-2005
Board Member, Houston Chapter of the Oncology Nursing Society, 2003-Present
Governmental Affairs Committee Chair, Houston Chapter of the Oncology Nursing Society, 2003-Present
Representative to the Texas Nursing Senate, Houston Chapter of the Oncology Nursing Society, 2010-2011
Representative to TNA Legislative Coalition, Houston Chapter of the Oncology Nursing Society, 2008-Present
Member Planning Committee, Community Cancer Survivor Event, Houston Chapter of the Oncology Nursing Society, 2005; 2006
STTI, Member, 1978-Present
Phi Kappa Phi, Member (Selection based on placement in top 10% of graduating class), 1983 to Present
Southern Nursing Research Society, Member, 1991 to Present
Abstract Reviewer, 2008-2012

Describe your involvement in healthcare issues within your community, state, and/or at the national level.

During the early years of my career, I was active with the Women's Center, Child Advocates, and Child Abuse groups in Houston. As a faculty member and currently, I have been active with the Legislative Coalition supporting legislation related to school nursing, childhood screening such as scoliosis screening, immunizations, and safety in health care settings. As an Oncology Nursing Society member, I have worked with the Houston Chapter to initiate and support palliative care and survivorship programs. I served on the Steering Committee for the Complementary Therapy Program at M.D. Anderson Cancer Center introducing free complimentary therapies for cancer patients and families, supporting and conducting research, and providing educational programs for patients, families, and caregivers. I was invited to write a book chapter on Integrative Medicine and presented seminars on assessment of complementary therapy use and management of patient care with combined therapies.
STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
Clearly, nurses have a responsibility to support health care for all. Supporting the positive elements of the current system, such as coverage for preexisting conditions, while recommending revisions in areas that are deficient, such as high deductibles, should be a priority for all professional associations. In an era with the proliferation of online, for profit, and accelerated programs in nursing to meet nursing shortages, assuring the competence and professionalism of nurses may be a challenge. Achieving influence in political arenas to support health care and professional nursing issues without alienating large sections of the membership requires careful consideration and planning. Attracting and maintaining membership requires close attention to the current and future needs of registered nurses. As the TNA leader for the ANA dues pilot, I found that our most successful efforts involved members and leaders personally inviting new members and immediately involving them in activities. This personal touch is difficult, but not impossible for national organizations. In the political arena, the division between workplace advocacy states and states with a strong union influence seems to present a clear division in focus to legislators. Uniting nurses behind jointly supported issues is an ongoing struggle, but worthy goal.

How have you supported activities that positioned an organization for success in the future?
As a long term member of TNA, District 9, I observed an ongoing struggle to accomplish our financial goals. Although we were successful in raising funds, we always spent more. Working with the board, TNA, and our CPA, we set up a foundation. The funds we raised each year were divided for operations and for the foundation. We chose one large fundraiser which has grown each year and allowed us to operate an office and provide scholarships and grants. I also reorganized the board assigning committee activities to board members who were not officers. This step revitalized the committees and equalized the load for board members. Finally, we began a campaign with each active member personally inviting new members and adding them to committees. We gave TNSA members free membership in the district for the first year after graduation and involved them in membership worked well. For graduate students, we offered assistance in locating internships, identifying projects, and connected them with members for potential employment. We provided scholarships and grants for RN and graduate students. Finally, we became more active with TNA state level activities.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
As Director of Nursing Research at UTMDACC, I spent much of my time with patients discussing side effects of drugs, including those given to treat side effects. Some of the patients tolerated their treatments better than others and attributed their success to complementary therapies. As I began exploring complementary therapies, I identified numerous nurses, chaplains, physical therapists, and pharmacists who were either certified in a therapy or were interested. Healing Touch, Reiki, Massage Therapy, Aroma Therapy, and Music Therapy were the modalities in use. The physicians were very skeptical, but would allow Healing Touch and Music Therapy. We raised funds to provide certification training in Healing Touch. I designed a lecture series and began to recruit outside speakers from universities. Slowly, a few physicians began attending the lectures. They brought us funding to bring in physician speakers to enhance credibility with physicians. Over five years, the program slowly gained momentum. Eventually a center was opened and a board and director were appointed. The director was not a nurse, but three of us served on the board. The Center is largely manned by nurse volunteers from the community. From this initiative a full program of research has been initiated.

Describe how you persuade and motivate others to take action.
Usually, I am very enthused about any project on which I am working. My general approach is to tell others what I have gained from my work and discuss what they will gain. I have served in several mentoring programs at ONS, two of which were international. I quickly found that listening carefully to what they hoped to achieve was the key. I always add points that I have learned to ease the process. Learning how to more easily achieve their goals usually motivated them to take action. When the person is reluctant to engage, I try to break down the task to make it more acceptable. This process works well with slowly progressing graduate and doctoral students. Their final projects often seem overwhelming. In enlisting new members for TNA, I address how TNA has protected professional practice, list some detrimental proposed legislation that was prevented, and provide small steps into active membership. There are many committee and consulting activities that require minimum time on their part. There are also social events that ease new members into the group. Sometimes, listing their talents, knowledge, and experience is important. I think that many people undervalue their own abilities.
As a member of the Nominations and Elections Committee, how would you address a concern raised by a stakeholder?

Initially, I would probe for as much information related to the concern as the person is willing to share and indicate that I will review the issue and get back to them at a set date and time. I would then discuss the issue with the appropriate staff, board members, or president. Working with the available sources, I would clearly define the recommended approach and wording prior to meeting again with the concerned stakeholder. Regardless of the defined response, I would meet again with the stakeholder and explain the rationale for the response. In my experience, these issues are not always immediately resolved to the stakeholder’s desired level. However, listening carefully, exploring as much of the background as is available or can be gained from the stakeholder, exploring information from responsible officers and staff, and providing the steps taken, the response, and the rationale is the best approach. Patience and objectivity are essential. In one of my own experiences, the stakeholder was very angry and expressed her anger repeatedly for three years. We patiently explained the process each year and the reason for the outcome. In year three, we were able to provide a satisfactory experience and she supported us.

How would you describe the value of ANA’s mission to potential members?

I was given a membership to ANA and the Ohio Nurses Association by my school when I graduated. I have been a member since then. When I speak to potential members, I emphasize that ANA, with its members, defines standards of practice and protects them in the legislature. ANA, through Magnet and Pathway to Excellence, helps nurses to develop a safe, ethical, and professional work environment. ANA works at the national level to support a health care system that works for caregivers and patients. Nurses understand and respect the Magnet and Pathway programs and the experiences they have at the Magnet conferences. They also clearly understand that our healthcare system does not work for all and that they need to work with others to change it. To personalize ANA to potential members, I address all that I have learned over the years from ANA and TNA. I share that no other organization or group taught me how to be a professional person, mentored me, and supported me through my career as have my national and state organizations. I also share opportunities for active participation and how much one can grow and become visible as a professional through these opportunities.
Elizabeth Welch-Carre, MS, APRN, NNP-BC

C/SNA Membership: Colorado Nurses Association

Employment: Neonatal Nurse Practitioner, Children’s Hospital Colorado

Education:
- EdD, leadership, Creighton University, 2017
- MSN, Neonatal Nurse Practitioner, 2005
- BSN, Nursing, 1993
- BA, Economics, 1985

ANA Offices:

C/SNA Offices:
Government Affairs and Public Policy 2017 - APRN task force

District or Regional Offices:

Offices Other Associations:
- I am a member of the Health Policy and Advocacy group for the National Association of Neonatal Nurses.
- Elected member of the Neonatal Association of Neonatal Nurse Practitioner.
- Chairperson for NANNP 2016 Workforce Compensation Survey
- Worked with the Colorado Action Campaign on Scope of Practice Issues for NP particularly regarding prescriptive authority.

Describe your involvement in healthcare issues within your community, state, and/or at the national level.

I have attended town halls in my local community to share with my Representative concerns about limited APRN scope of practice.
I visited Congress members as a Nurse in Washington Internship attendee to voice support for Title VIII for RNs and APRNs. I am an active member of the Health Policy and Advocacy committee for NANN. I remain current on issues that may impact practice or the care of patients and families and share this information with all NANN members.

STATEMENT OF VIEWS:

What do you perceive to be the most challenging external conditions affecting ANA and why?
Currently I think that changes to the ACA could have an impact on any health care professional organization primarily because significant funding and lobbying will be required to prevent changes that could be detrimental to patients and families. I think ANA will also have to be focused on issues that are challenging staff for example, short staffing, overtime, staff safety particularly with regards to patients and families that are aggressive. These are issues that are front and center for many nurses. The ANA will have to continue to be politically savvy in order to try to address the needs of nurses. We want people to be nurses and even moreover, stay in the profession.

How have you supported activities that positioned an organization for success in the future?
I was an active member of the Campaign for Action in Colorado and was part of a committee that reviewed the 3600 hour rule for new graduate NPs. This rule made it impossible for new graduate NPs to practice independently for the first year of their career. Unfortunately this meant it was difficult for some new graduate NPs to be hired even within our own organization. This committee was able to report on the impact this rule was having on the loss of NPs in the state. A strategic plan was created to address the need for change with the Colorado State congress. The law was changed which made it easier for our organization to hire new graduate NPs. The organization had been understaffed with APRNs for several years.

Describe a situation in which you persevered in the face of opposition when you believed that what you were doing was right.
I try to make decisions based on principles. We had hired a new staff member to start in the following 4 weeks. There had been a change to the “start” date for health insurance from the first day that person started to a later time. This information had not been shared with the new employee and due to the date of hire, coverage would be delayed for two months. I lobbied to have the cost of COBRA covered since the lack of health insurance coverage was not the fault of the employee, but due to poor communication. I was able to convince
HR to pay for one month of COBRA coverage and we were able to retain the well qualified new hire.

*Describe how you persuade and motivate others to take action.*
I think it is important to explain the "why" so that individuals can have a sense of purpose. I think people also have to feel appreciated for what it is that they are doing. Several years ago, the NNP group created a visual strategic plan, a vision map of sorts. Everyone was able to take part in the process. The team decided on goals and then created plans for themselves to demonstrate how they would contribute so that the group could attain its goals. So the way I persuade and motivate people is to help them see why they are important in the big picture. Your phone call to your congress person means that one more voice has been heard, so when Congress starts to discuss how many people care about "X", your call makes a difference in that number.

*As a member of the Nominations and Elections Committee, how would you address a concern raised by a stakeholder?*
As noted above, I think the key is to clarify the issue to be sure that the concern can be addressed appropriately. It is important to listen, find common ground and resolve the situation if possible.

*How would you describe the value of ANA’s mission to potential members?*
I think that the mission "to advance practice to improve health for all" speaks for itself. The mission statement is powerful since its primary focus is on what can nurses do to make it better for others. We are here to improve the health and lives of others however that may be defined by the individual. As an organization that is the goal, to provide nurses with the means, resources and support that we all need to practice to our full scope so that each of us is able to improve health for all.