

AMERICAN ACADEMY OF NURSING

Transforming health care policy and practice through
nursing science and knowledge



The Source for Nurse Experts

2008–2009 Annual Report



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The mission of the Academy is to serve the public and nursing profession by advancing health policy and practice through the generation, synthesis, and dissemination of nursing knowledge. Our vision is to transform health care policy and practice through nursing knowledge.



Message from the President

The Academy has experienced another year of solid growth and progress, reflecting our commitment to serve the public and nursing profession by advancing health policy and practice. Through the leadership of the Academy's Board of Directors, its staff and our more than 1,500 Fellows, we are an established force in the ongoing drive to reform and enhance health care.

Through initiatives such as our **Raise the Voice**® campaign and the work of numerous committees and expert panels, the Academy continues to establish nurses as drivers and implementers of change in health care. All of our work strives to realize the Academy's vision of transforming health care policy and practice through nursing knowledge.

We now have completed the challenging, but critical, process of consolidating the Academy's operations and policy work into a single office in Washington, DC. That unified presence in the nation's capital helps assure us a more prominent role in improving and transforming health care policy.

Our focus on public policy will be emphasized even more strongly at future Annual Meetings. After this year's conference in Atlanta, most yearly sessions will be held in Washington, DC—where our leaders and Fellows can more readily meet with policy makers and drive home our messages about how nursing can and must take a leading role in solutions to health care challenges.

During 2009, we completed efforts to accomplish the goals of our five-year strategic plan. An examination of what was done to achieve all five basic goals follows in this report—and we now are in the last phases of development for a new strategic plan that will guide Academy initiatives until 2014.

As I prepare to hand over the AAN presidency to Catherine Gilliss, DNSc, RN, FAAN, I have the honor of welcoming 98 new Fellows who are being inducted in Atlanta. These outstanding men and women, who influence health and health policy nationally and internationally, augment the top nursing executives, policy makers, scholars, researchers and practitioners already serving as Fellows. Ten of our new Fellows come from outside the United States, further enhancing the Academy's ability to serve the public and nursing profession by advancing health policy and practice through the generation, synthesis and dissemination of nursing knowledge.

Sincerely yours,

Pamela H. Mitchell, PhD, RN, FAHA, FAAN
President
American Academy of Nursing

Academy Wraps Up Efforts within Five-Year Strategic Plan

Since 2006, the Academy has worked under a five-year **Strategic Plan and Operation Objectives**—a roadmap for our Fellows' work to help transform American health care. **Our stated mission has been to serve the public and nursing profession by advancing health policy and practice through the generation, synthesis, and dissemination of nursing knowledge; our stated vision has been to transform health care policy and practice through nursing knowledge.**

AAN Fellows have made great strides to realize the Strategic Plan's five key goals; now, a new Strategic Plan is being developed to guide efforts into the 21st Century's second decade. Following is an overview of key activities during the past year, in the context of the five basic goals set down in our original Strategic Plan.

GOAL 1: Create, synthesize and disseminate knowledge for the purpose of improving health care practices, providing evidence that shapes policy and responds to crucial issues affecting the health of the public.

This year, the Academy was among eight leading organizations within **The Partnership to Fight Chronic Disease (PFCD)** that worked to produce the group's **2009 Almanac of Chronic Disease**, a collection of statistics and commentary assessing the impact of chronic disease on health and prosperity in the U.S. The PFCD is a national coalition of more than 110 patient, provider and community organizations, business and labor groups, and health policy experts offering solutions to this challenge.

The assessment showed that during 2007, the U.S. spent about \$1.7 trillion treating patients with one or more chronic conditions, and that about two-thirds of our increase in health care spending over the past 25 years is linked to the rise in the prevalence of treated chronic diseases. Chronic disease and treatment rates are higher in the U.S. than in other industrialized nations, adding as much as \$100–\$150 billion annually to U.S. health care spending.

The Partnership's efforts to educate policy makers in dealing with this challenge have included highlighting the Academy's **Edge Runners**—nurses who are pressing forward with innovative programs and techniques that put nursing at the forefront of providing better patient care. To date, more than 40 **Edge Runners'** profiles have been posted on the Academy's Web site and disseminated in other ways across the health care policy community; several have become the basis for feature news stories about nurse innovators. At several high-profile Washington policy conferences, Academy CEO **Pat Ford-Roegner**, MSW, RN, FAAN, and **Diana Mason**, PhD, RN, FAAN, AAN, Secretary and Co-Chair of the **Raise the Voice®** campaign, have cited examples of **Edge Runner** innovations that are driving better health care. The initiative to procure new **Edge Runners** is ongoing, with new examples of nurse-led innovation being developed almost every month.

AAN has begun working with the **Council for the Advancement of Nursing Science** to develop a forum on how to effectively translate research to influence the policy agenda as part of the Council's biennial **State of the Science Congress on Nursing Research**.

Across the country, AAN Fellows and staff are volunteering their expertise. Some examples:

- **Pamela Cipriano**, PhD, RN, FAAN, represented the Academy at IBM and the eHealth Initiative's discussion, "Smarter Healthcare: An Era of Opportunity," in Washington, DC, in March 2009.
- **Patricia Hinton-Walker**, PhD, RN, FAAN, served as a panelist at "Driving Adoption of Health IT through Innovations in Social Media," hosted by Amplify Public Affairs, in July 2009. She discussed the issues of health literacy and cultural competencies that are needed by all practitioners.
- AAN/AARP Joint Fellow **Julie Sochalski**, PhD, RN, FAAN, made a major contribution to the special reports in the **Journal of Health Affairs** on "The Crisis in Chronic Disease." Along with her colleagues at the University of Pennsylvania, Julie presented the findings of a paper entitled, "What Works in Chronic Care Management: The Case of Heart Failure."

Our ongoing partnerships with other national organizations that share our goals continue to help shape a sea change in care delivery. For instance:

- Academy President **Pam Mitchell** presented at a May 2009 **Institute of Medicine** conference on evidence-based medicine, *The Health Care Imperative: Lowering Costs and Improving Outcomes*.
- **Diana Mason**, AAN's Secretary, served on a panel at the **Center for American Progress** reacting to the paper "Health Reform: Delivering for Those Who Deliver Health Care."
- The Academy has been active in the ongoing work of the **Eldercare Workforce Alliance (EWA)**, a group of 25 national organizations addressing the immediate and future workforce crisis in caring for an aging America. With our EWA partners, the Academy works to improve training for those who serve America's rapidly growing population of older people, and to assure high-quality care that is patient- and family-centered.

GOAL 2: Engage Fellows, key partners, and stakeholders in transforming our current health system into one that is designed to holistically treat patients and their families, provide integration, measure the impact of care, and educate health professionals across disciplines.

Throughout the past year, as Congress and the White House focused on health care reform, AAN CEO **Pat Ford-Roegner** and other AAN representatives met with key lawmakers and Obama Administration officials to offer the Academy's insights and expertise:

- In the spring, **Pat Ford-Roegner** and other representatives of a diverse array of leading health stakeholders were invited to meet with **Nancy-Ann DeParle**, Director of the **White House Office of Health Reform**, to hear about the Administration's commitment to health care reform and provide their ideas for the package.
- May 2009 discussions with **William Corr**, Deputy Secretary of the **Department of Health and Human Services (DHHS)**, took a broad look at the Academy's interest in system reform and nursing innovations.

Five-Year Strategic Plan **continued**

- ▶ With **Mary Wakefield**, PhD, RN, FAAN, Administrator of the **Health Resources and Services Administration (HRSA)**, **Pat Ford-Roegner** discussed the Academy's work to encourage "smart" technologies that help nurses work more efficiently and effectively. She highlighted the Academy's promotion of the **Nurse-Family Partnership** in the 2010 federal budget and of **Nurse Managed Centers**, otherwise known as **Advanced Practice Nurse Arrangements**.
- ▶ Academy Fellows **Pam Cipriano** and **Patricia Hinton-Walker**, along with **Pat Ford-Roegner**, met with **David Blumenthal**, MD, MPP, **National Coordinator for Health Information Technology** to discuss the nursing perspective on meaningful use and how it can transform care.
- ▶ Academy representatives also met with **Carolyn Clancy**, MD, Director of the **Agency for Healthcare Research and Quality**.
- ▶ The **Indian Health Service** reached out to the Academy, based on our experience in women's health issues and health reform.

AAN also has taken a vigorous role in the debate in Congress over health care reform and on other key issues affecting nurses and the care of their patients.

- ▶ **Pat Ford-Roegner** and **Melinda Ray**, MSN, RN, AAN Deputy Director of Operations, have been part of a small working group helping U.S. Senate staffers develop innovative programs on women's health issues to be included in health care reform legislation to prevent draconian amendments detrimental to women and families.
- ▶ Academy Fellow **Mary Naylor**, PhD, RN, FAAN, testified before the Senate Finance Committee on the Transitional Care Model for Frail Elderly. Her testimony led to a proposed amendment that would allow Medicare to cover the model's and similar transitional care services that improve quality and cost effectiveness. Proposed in H.R. 2773 by **Rep. Earl Blumenauer** (D-OR), the resolution was under review by two House committees this fall.
- ▶ The Academy signed onto a variety of letters to key congressional committees, including the Senate Finance Committee, and the House Energy and Commerce and Ways and Means Committees, regarding chronic disease, primary care and prevention in health reform.

This summer, the Academy joined with dozens of other groups to support the Women's Health Amendment, sponsored by **Sen. Barbara Mikulski** (D-MD), to help ensure that health care reform meets women's needs. **Diane Spatz**, PhD, RNC, FAAN, Chair of the Academy's **Expert Panel on Breast Feeding**, testified about needed policies related to breast feeding before a special steering committee at the Department of Health and Human Services. She also was speaking on behalf of the Academy and the **Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN)**, to which she also belongs.

The **Women's Health Expert Panel**, chaired by **Ellen Olshansky**, DNSc, RNC, FAAN, wrote to incoming **President Barack Obama**, just after his election victory, to urge that special attention be paid to the health care needs of women and girls as his Administration developed its health care agenda. HHS Secretary **Kathleen Sebelius**

has reached out to women's health experts, including the Academy, through a series of meetings and call-ins.

In March 2009, University of Pennsylvania School of Nursing associate professor **Julie Sochalski** was named the second recipient of the **AARP/American Academy of Nursing (AAN) Joint Fellowship**. The program provides a yearlong opportunity for an Academy Fellow, through the **AARP Public Policy Institute**, to prepare for a more prominent role in health policy development at the national level. In that role, Dr. Sochalski also serves as strategic adviser to the **Center to Champion Nursing in America** — a joint initiative of AARP, the **AARP Foundation** and the **Robert Wood Johnson Foundation (RWJF)**.

To keep Fellows informed about the Academy's efforts in public policy and other areas, and to encourage their support of that work, we have bolstered our presence in *Nursing Outlook*, the Academy's bi-monthly official journal. Academy President **Pam Mitchell** and AAN staff members involved in policy efforts now contribute regularly to the publication.

To help assure that nurses' viewpoints are reflected at all levels of health care policy making, the Academy—through an RWJF-funded program—mentors its Fellows to assure that they have the skills and contacts needed to secure appointments to policy boards and other organizations, including consumer-oriented boards, at the state and national levels. We are seeking new partnerships to help us identify the most important panels our Fellows should participate in.

GOAL 3: Generate health policy and practice recommendations based on the synthesis of scientific findings and scholarship.

This spring, AAN and the ABIM Foundation began discussions around interdisciplinary, team-based models of care and the tools necessary to create, implement, and sustain them. A steering committee composed of a wide variety of professionals was formed and began exploring models from within and outside health care that have proven successful. The group will host a two-day meeting early in 2010 to analyze the models and determine what infrastructure is necessary, and to identify ways to build public support for such care.

With the incorporation of the **Centers for Medicare and Medicaid Services'** "never events" (rules reducing hospital and physician payments for serious preventable hospital complications), the Academy has begun to patrol the movement toward pay-for-performance, particularly its impact on nursing.

AAN President **Pam Mitchell** and CEO **Pat Ford-Roegner** have completed their commitment to the National Advisory Committee for the RWJF-funded initiative "**Nursing Engagement in Performance Measurement and Public Reporting.**" Housed at **The George Washington University Medical Center's Department of Nursing Education** under the direction of new Fellow **Ellen Kurtzman**, RN, MPH, this two-year project assessed the impact of policy directions on nursing and supported adoption of policies that reflect nursing's contribution to quality and safety. The final report, including a summary of its findings and its recommendations, is underway. A small working group including **Pat Ford-Roegner** and AAN Fellow **Lillee Gelinas**, MSN, RN, FAAN, also a member of the Advisory Committee, will outline a plan for both public affairs dissemination and policy engagement.

The **National Nursing Quality and Safety Alliance (NQSA)** will be launched late this year. AAN has been one of the conveners from the beginning stages of this RWJF-funded exploratory effort which began at the 2007 Academy meeting in Washington, DC. NQSA is a bold partnership among the nation's leading nursing organizations to "advance the highest quality, safety and value of consumer-centered health care for all individuals—patients, families and communities."

As in every other part of 21st Century life, properly-implemented technology plays a critical role in helping nurses do their jobs more effectively and efficiently. As **Linda Burnes Bolton**, DrPH, RN, FAAN, of the **AAN Workforce Commission** noted, "There needs to be a sea change in how technology is developed and deployed in order to achieve an increase in the amount of time nurses and other providers spend with patients. Additionally, the right technologies will lead to increases in safety, improved clinical outcomes and decreases in cost."

Nurses today are active in the search for emerging technologies that will help us better serve patients; the Academy's **Workforce Commission and Technology & Informatics Expert Panel** strive to help the developers and purchasers of such technologies to integrate their insights into business practice and products. The Workforce Commission has continued to present their Technology Drill Down findings and developed a media kit to reinforce the need for input from nurses and other direct care providers in the development and deployment of health information technology and devices.

On the policy side, the Academy is vigorously engaged in Washington's discussions of how to use health information technology more effectively in enhancing patient care and making the work of nurses more efficient. As a result of the Workforce Commission's work, **Pat Ford-Roegner** and AAN Program Associate **Joy Burwell** have presented at numerous forums and briefings on the issue, including an event that looked at the role of health information technology in health care reform. A monograph of the Commission's work from its inception in 2000 to the present will be completed by December 2009. The technology focused policy work will continue. Regular calls have taken place between the Chairs of the Workforce Commission and the Technology & Informatics Expert Panel to ensure the Academy is fully engaged in the technology-based policy conversations.

GOAL 4: Accelerate the integration of evidence-based practices in clinical, educational, and leadership contexts.

The Academy and the **Council for the Advancement of Nursing Science** remain engaged in conversations with the **National Institutes of Health (NIH)** and **National Institute of Nursing Research (NINR)**; CEO **Pat Ford-Roegner** and other Academy staff attend key NIH and NINR meetings. In March 2009, **Pat Ford-Roegner** and the Council's

Steering Committee Chair, **Margaret Heitkemper**, PhD, RN, FAAN, participated in the NINR's **National Nursing Research Roundtable**.

The Academy and the Council are active members of **Research!America**, a not-for-profit group committed to supporting research as a way to improve health. Its members continually advocate for increased NIH funding.

The Academy is actively involved in the **Robert Wood Johnson Foundation's Initiative on the Future of Nursing at the Institute of Medicine**, helping assure that the nursing workforce has the capacity and skills to meet present and future needs. The Chair of its steering committee is former HHS Secretary and Chair of the **Raise the Voice**® Campaign **Donna Shalala**; the Vice Chair is former AAN President **Linda Burnes Bolton**. The committee will make recommendations on a range of system changes, including innovative ways to improve health care quality and address the nursing shortage in the US. These recommendations will be formulated from research workgroups and input from town hall meetings held in 2009 and 2010. Academy Fellows **Linda Aiken**, PhD, RN, FAAN, **Peter Buerhaus**, PhD, RN, FAAN, and **Christine Kovner**, PhD, RN, FAAN, serve as research managers of these workgroups. Additionally, the Academy will be providing information and feedback to the committee through testimonies at the town hall meetings and is ready to help in any other way requested. The committee's work ends in 2010 with publication of a transformational report to be followed by an implementation plan.

The **Geropsychiatric Nursing Collaborative's (GPNC)** aims are to infuse geropsychiatric nursing core competencies at all levels of nursing education and develop and disseminate geropsychiatric nursing curriculum content for implementation in basic, graduate and continuing education programs. The GPNC works closely with a range of nursing organizations. The GPNC developed a set of competency enhancements/statements and distributed them for review to seven nursing organizations and the **AAN Expert Panels on Aging and Mental Health**. The GPNC also embedded these competency enhancements/statements in work led by the **American Association of Colleges of Nursing (AACN)** and the **Hartford Institute for Geriatric Nursing** to develop competencies for Adult/Gero APNs; two members of the GPNC's Core Competencies Workgroup are serving on the two Expert Panels for this work. GPNC also will contribute to the upcoming redevelopment of competencies for BSN graduates in line with the new AACN Essentials document. To impact national policy efforts, **Pat Ford-Roegner** promotes the project in her policy efforts, such as at the Policy Briefing *Live: Aging & Health Care* organized by *Roll Call* in July, and GPNC staff members participate in briefings, such as the July **Alliance for Health Reform** briefing on *Healing Mind and Body: Behavioral Health and Reform*.



Five-Year Strategic Plan **continued**

GOAL 5: Establish the Academy as the credible source for translating nursing's beneficial impact on healthcare.

With generous support over the past two years from the **Robert Wood Johnson Foundation**, the Academy's **Raise the Voice®** campaign has moved aggressively to promote nursing innovation to the health care media and policy makers.

Over the past year, **Raise the Voice®** produced and distributed a video that highlights nurse-led innovations of two of our **Edge Runners**, and also includes commentary about the importance of nurses in health care reform from former U.S. Secretary of Health and Human Services **Donna Shalala**, and **Robert Wood Johnson Foundation** President **Risa Lavizzo-Mourey, MD, MBA**.

In April 2009, the prominent health care leaders comprising the **Raise the Voice® Advisory Council** submitted an open letter to members of Congress—via an ad in *The Hill* newspaper—reminding policy makers of the critical role that nurses can and must play in designing a new system of care.

Our **Edge Runner** profiles are an important part of the Academy's work to underscore nurses' contributions to building a better health care system. The **Edge Runners'** care models and interventions demonstrate significant clinical and financial outcomes and exemplify the courage and fighting spirit of nurse leaders who persevere despite institutional inertia or resistance.

Through **Raise the Voice®**, external groups and media increasingly have come to turn to AAN as a resource, asking AAN to participate in roundtables and on panels, citing **Edge Runners**, and calling on AAN for examples of these innovative models.

An April 2009 ad in Washington's *The Hill* newspaper, where prominent health care leaders comprising our **Raise the Voice® Advisory Council** submitted an open letter to remind members of Congress of nursing's critical role in designing a new system of care.



Annual Fund Supports the Academy's Mission

The Academy's Annual Fund assures that nurses' voices will be heard at the highest levels in the drive for health care reform. The Fund supports the **Institute of Medicine Nurse Scholar-in-Residence** program (in partnership with the **American Nurses Association** and the **American Nurses Foundation**). The 2009–2010 Scholar **Julie Fairman, PhD, RN, FAAN**, will be working directly with **Sue Hassmiller**, Senior Program Officer at the **Robert Wood Johnson Foundation**. The Fund also supports AAN **Expert Panel on Quality Care Chairperson Gerri Lamb's, PhD, RN, FAAN**, leadership of AAN's efforts with the **National Quality Forum (NQF)**, through which nurse leaders have the opportunity to influence policy at the national level. Since beginning its participation in 2006, AAN and partnering nursing organizations have supported more than 30 successful appointments of nursing leaders to various NQF committees and task forces.

In 2009, following release of the seminal report, **National Priorities Partnership (NPP)** convened by NQF, the Academy has led activities to implement the NPP's goals. Several **Edge Runner** case studies, such

as the **Eleventh Street Family Health Services of Drexel University**, were cited in the original document, which can be found at www.nationalprioritiespartnership.org.

You can easily make an Annual Fund contribution via this link on the AAN Web site:

<http://www.aanet.org/i4a/pages/index.cfm?pageid=3364>

*“Through **Raise the Voice®** and other initiatives, the Academy assures that the knowledge and innovations developed by America's nurses are put to work in the never-ending fight to make health care better, more efficient and more accessible.”*

Donna E. Shalala, PhD

*President of the University of Miami, former U.S. Secretary of Health and Human Services, and Chair of the **Raise the Voice®** Advisory Council*





News Coverage

Throughout the past year, the Academy has worked, via a variety of mass-circulation and specialty media outlets, to highlight the initiatives nurses are taking to both care for patients today and to build a better environment for care tomorrow. Here are some examples:

- ▶ We contributed to a *Dallas Morning News* story highlighting innovations in nurse-led, team-based care.
- ▶ AAN President, **Dr. Mitchell**, was quoted extensively in a major **National Institutes of Health** news release about a nurse-led behavioral intervention—**Living Well with Stroke (LWWS)**—that can reduce the incidence of depression in stroke survivors. Dr. Mitchell served as principal investigator for a study of the intervention; study results were published in the journal *Stroke*. The intervention provided individualized counseling sessions, and aimed to increase pleasant social interactions and physical activity as a way to help elevate mood.
- ▶ The Academy was instrumental in the opinion-editorial, “Health reform can count on nurses” by Pennsylvania **Governor Edward G. Rendell** and *Edge Runner* **Tine Hansen-Turton** published in

USA Today on August 31. The op-ed was a result of the phone-based news conference the Academy held on May 29.

- ▶ Several Academy representatives post regularly on the blog **Disruptive Women in Health Care** (www.disruptivewomen.net), a platform for provocative ideas, thoughts, and solutions in the health sphere. Since the blog was launched in late 2008, AAN’s contributors have included CEO **Pat Ford-Roegner**, former President **Linda Burnes Bolton** and AAN Secretary **Diana Mason**.

“The Academy has established itself as a go-to resource for Washington’s policy community – assuring that the debate over new laws and regulations includes the critical insights that only nurses can provide from their positions on the front lines of American health care.”

*John Rother
Executive Vice President of Policy and Strategy, AARP*

Building Academic Geriatric Nursing Capacity (BAGNC)

The Academy—through its **Expert Panel on Aging** and the **Building Academic Geriatric Nursing Capacity (BAGNC)** program and the **Hartford Centers of Geriatric Nursing Excellence**—has taken on the multi-layered challenge of preparing to meet the needs of an aging population through the lens of nursing. This includes our Fellows efforts within the **Nursing Home Collaborative (NHC)**, where the five Hartford Centers work with nursing home providers and regulatory, advocacy and payer groups to demonstrate that enhancing the expertise, authority and accountability of RNs in nursing homes will support resident-centered care and lead to improved clinical care and quality of life for nursing home residents. The start-up work began at AAN and the business plan development is now housed at **Sigma Theta Tau**, another AAN partnership.

In March 2009, BAGNC selected its ninth cohort—12 Scholars and nine Claire M. Fagin Fellows—bringing the program total to 199 awards. This summer’s external evaluation of the first eight cohorts documents exceptional achievement in both scholarship and leadership. Collectively, they have published 755 articles, received more than \$46.5 million in grant funding for their research and taught geriatric health care topics to more than 15,000 undergraduate and graduate nursing students.

BAGNC Director **Pat Archbold**, DNSc, RN, FAAN, met and continues to explore potential partnerships and collaboration with Directors and senior staff at NINR, HRSA, **AARP’s Center for Advancement of Nursing** and the **Parkinson’s Disease Foundation**.

The **BAGNC Coordinating Center**, with assistance from 10 Centers of Geriatric Nursing Excellence (nine Hartford-funded centers and one Reynolds-funded center), developed and piloted a survey instrument to collect data on graduate gerontology nursing programs. Results were published in the April issue of *Research in Gerontological Nursing (RGN)*. The Coordinating Center continues to manage the survey process, including refinement of the survey, distribution to schools of nursing with graduate programs, and annual publication in *RGN*.

The Coordinating Center will launch the celebration of its first decade at the 2009 Leadership Conference and, using results of the recent evaluation, promote these achievements and their implications for the future over the following 12 months. At press time for this Annual Report, Leadership Conference sponsors included **The Johnson & Johnson Family of Companies**, the **Emory University’s Nell Hodgson Woodruff School of Nursing**, **Georgia State University’s Byrdine F. Lewis School of Nursing** and the **Medical College of Georgia School of Nursing**.

As a result of the IOM report “Retooling for an Aging America,” the Academy has engaged with the **Eldercare Workforce Alliance (EWA)**. As a member of the EWA’s Public Policy Committee this year, AAN has helped in analyzing and comparing proposed legislation and highlighting the provisions the Alliance believes will significantly impact the country’s older adults and their caregivers. The Academy has also contributed to ongoing discussions about the further development of EWA and its future.

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