



ADVOCACY and HEALTH POLICY Handbook

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ANNA
American Nephrology
Nurses Association



Table of Contents

Foreword	2
Key Terms	3
Chapter 1: ANNA Structure and Organization	4
Chapter 2: ANNA Positions and Priorities	7
Chapter 3: ANNA Federal Health Policy	9
Chapter 4: State Health Policy	12
Chapter 5: Take Action!	14
Chapter 6: Site Visit Planning Guide	23
Chapter 7: Proclamation	29
Resource List	31



ANNA

American Nephrology
Nurses Association

Foreword

Nurses are the largest group of healthcare professionals and must take a major role in shaping the future of healthcare delivery in the United States through active participation in the development of healthcare policy. Increasingly, health policy is being made by elected and appointed officials who are not particularly knowledgeable about health care, and it is crucial for nurses to educate and influence policy makers. Who better to educate than a nurse?

So much of nurses' professional lives are and will continue to be affected by legislation. As nephrology nurses, professional practice and policy interests are inseparable. We must not underestimate our strength and influence on the health policy process. Nurses need to be vigilant in protecting both patients and nursing practice by engaging in health policy development. It is our responsibility as patient advocates to be active advocates! We hope this handbook expands your health policy knowledge and creates a positive impact for you and your chapter.

The American Nephrology Nurses Association (ANNA) has a history as a leader in the development of End Stage Kidney Disease (ESKD) healthcare policy. The purpose of this handbook is to provide ANNA Chapter Officers, Health Policy Representatives, and all ANNA members with materials to promote advocacy at the local and state levels. ANNA members who are knowledgeable in healthcare policy, as well as effective in networking, are essential to demonstrating a strong voice that will be heard both locally and nationally.

The information and resources presented in this handbook are provided to help ANNA members understand how a nurse can advocate for their patients and fellow nurses. The topics include:

- Learn about the many resources available on ANNA's Website and ANNA Connected.
- How to monitor federal and state legislative and regulatory activities:
 - Impacting nephrology nursing.
 - Affecting individuals with chronic kidney disease (CKD).
 - Issues regarding the End Stage Renal Disease (ESRD) Medicare program.

Happy Advocating!

The 2025-2026 ANNA Health Policy Committee

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Key Terms

There are key terms and concepts used in government when discussing health policy on any level.

Although **advocacy** and **policy** are closely intertwined, those terms have distinctly different meanings.

Advocacy is the process of actively supporting a cause by speaking or writing in favor of or defending or interceding on behalf of a person or group. Advocacy may include actions such as imparting information, providing and using tools for self-empowerment, or connecting with elected officials.

Policy is a plan or course of action, as of a government, political entity, or business, which is intended to influence or determine decisions or actions.

Understanding the difference between **legislation** and **regulation** is also crucial:

Legislation is a law passed by a legislative body.

Regulation is a set of rules or guidelines issued by an executive body such as government agencies or regulatory boards in compliance with the law and used to implement or clarify the law.

Other terms to understand:

Appropriations refer to money that is set aside for a specific and particular purpose or purposes. A company or government appropriates funds for the necessities of its business operations. **Appropriations** for the US federal government are decided by Congress through various committees.

A **caucus** is an informal group composed of legislators who have shared concerns or interests, e.g. "a member of the Congressional Black Caucus." There are numerous caucuses including a Congressional Kidney Caucus.

A **constituent** is a citizen who is represented in a **government** by officials for whom they vote.

See other [Commonly Used Terms in Government](#)

1

ANNA Structure and Organization

A. Federal Health Policy Consultants

- (1) [Venable LLP](#) assists ANNA in health policy (HP) initiatives and moving federal initiatives forward. They are non-partisan in their words and actions regarding their relationship with ANNA. Venable offers a broad array of government relations experience with a particular expertise and focus on nonprofit health professional and advocacy organizations.

The Venable team is composed of government relations professionals who have extensive experience and can advance ANNA's interests before the legislative and executive branches of government at the federal level. Venable uses this experience to assist ANNA in advancing their health policy and advocacy agendas.

ANNA's federal HP consultants – principally Jim Twaddell, provide ANNA with guidance on the Association's immediate and long-term federal legislative and regulatory objectives. Venable representation of ANNA includes the following activities:

- Providing strategic counsel and support on ANNA priority matters, including helping to identify opportunities for advancement of their HP agenda.
- Monitoring and making recommendations regarding the submission of comments to Congress and federal agencies and drafting and submitting comments.
- Monitoring Federal Register Notices, Federal nomination opportunities, and information regarding Congressional hearings, briefings, and other events on topics of interest to ANNA.
- Reviewing legislation and proposed regulations, providing analysis, and making recommendations on ANNA's positions and actions.
- Reviewing and commenting on draft documents, sign-on letters, and other materials.
- Representing ANNA on Capitol Hill and before agencies in meetings.
- Drafting and updating legislative fact sheets and action alerts, as well as the legislative tracking chart.
- Working with ANNA's consultant to Kidney Care Partners, The Alliance for Home Dialysis, and representing ANNA before the Nursing Community Coalition.
- Attending and reporting back on Medicare Payment Advisory Commission meetings.
- Drafting and circulating weekly Capitol Hill Updates.
- Providing an article on a HP issue for the bimonthly *ANNA Update* publication.

Venable LLP

www.Venable.com

Jim Twaddell
Senior Policy Advisor

Venable LLP
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(2) ANNA Co-Chief Nurse Advisors for Advocacy and Health Policy

These two part-time nurse consultant positions were created in 2024 to ensure clinical nursing expertise on ANNA health policy initiatives. The purpose and objectives include:

- Understands, upholds, and supports the mission, purpose, objectives, policies, procedures, and strategic plan of ANNA.
- Promotes activities and issues that implement and advance ANNA's Strategic Plan.
- Represents and advises on the positions of ANNA and nephrology nursing as defined in ANNA's health policy agenda and position statements in discussions of legislation, federal government programs, and HP that affect access to, and care of, individuals with CKD.

They partner with ANNA's Federal Government Representatives and ANNA's Executive Director on strategies to advance ANNA's advocacy and health policy goals. The role will focus on developing advocacy at a grassroots level, management of ANNA position statements, and continue representation on:

- The Advocacy and Health Policy Committee
- The Alliance for Home Dialysis
- Kidney Disease State Advocacy Coalition
- Kidney Care Partners
- Battelle

(3) Consultant to [Kidney Care Partners](#)

ANNA supports a consultant to Kidney Care Partners to represent ANNA on Kidney Care Partners (KCP). KCP is a coalition of more than 25 organizations comprised of patient advocates, dialysis professionals, physicians, nurses, advanced practice nurse practitioners, researchers, therapeutic innovators, transplant coordinators, and manufacturers dedicated to working together to improve quality of care for individuals living with kidney disease. This consultant represents the positions of ANNA and nephrology nursing as defined in ANNA's HP agenda and position statements in discussions with KCP on matters of legislation, federal government programs, and HP that affect access to, and care of, individuals with CKD. The consultant assists and advises ANNA in allocating its advocacy resources to respond to threats and opportunities in the federal legislative and regulatory environment and reports to the designated Board of Directors (BOD) Liaison and the ANNA National President.

(4) Consultant to the [Alliance For Home Dialysis](#)

ANNA also supports a consultant to the Alliance for Home Dialysis (AHD). The Alliance is a coalition of dialysis stakeholders representing patients, clinicians, providers and industry who have come together to promote activities and policies that facilitate treatment choice in dialysis care while addressing systemic barriers limiting access for individuals and their families to the many benefits of home dialysis. Like the consultant to KCP, the consultant to AHD represents the positions of ANNA and nephrology nursing as defined in ANNA's HP agenda and position statements.

B. Advocacy and Health Policy Committee

ANNA supports a national committee to monitor, identify, and address federal legislative and regulatory activities that could impact general nursing practice, nephrology nursing practice, and individuals affected by kidney disease. The Advocacy and Health Policy Committee (AHPC) understands, upholds, and supports the mission, purpose, objectives, policies, procedures, and strategic plan of ANNA and serves as a resource for activities at the state and local level. It also coordinates educational activities and oversees development of materials to educate individuals involved in HP decision-making about ANNA and CKD. The AHPC promotes the membership's knowledge of HP issues and encourages member involvement. In addition, it coaches the HP efforts of the Chapter HP Representatives and provides representation on the ANNA Chapter Support Team (ACST).

C. Chapter Health Policy Representatives

Chapter HP Representatives serve as officers in ANNA's chapters across the US. They monitor state legislative and regulatory activity that would impact general nursing practice, nephrology nursing practice, and individuals affected by kidney disease. They promote the members' understanding of issues affecting their practice and encourage member involvement at all levels. The ACST is a national committee that provides support and resources to ANNA chapter officers, including Chapter HP Representatives.

2

ANNA Positions and Priorities

Resources available on the ANNA Website under the Get Involved tab:

1. [Health Policy Agenda](#)

Updated annually, ANNA works independently and as a member of coalitions at the federal level to identify and respond to HP issues that affect the practice of nephrology nurses and the individuals for whom they provide care.

2. [Health Policy Statement](#)

As a professional organization, ANNA has the obligation to set and update standards of patient care, educate practitioners, stimulate research and disseminate findings, promote interdisciplinary communication and cooperation, and address issues that may impact nephrology nursing practice.

This HP Statement represents the ANNA viewpoint on major HP issues relevant to the treatment of people with kidney disease and the practice of professional nephrology nursing. This document serves to give ANNA direction as legislative and regulatory issues are addressed at the local, state, and national levels. This document has been developed based on a comprehensive review of current issues and with input from ANNA members and leaders.

3. [State Health Policy Priorities](#)

ANNA supports action impacting the care of CKD population and nephrology nursing practice on the state level. The document identifies priorities at the state level.

4. [Position Statements](#)

ANNA position statements identify where ANNA stands on various positions important to nephrology nursing. All position statements are reviewed by the Board of Directors biennially. Issues may include, but are not limited to, topics pertaining to overall nursing practice, nursing practice specific to nephrology, and the care of people with kidney disease. If a member or group of members believes that ANNA should take a position on a matter they believe is important, [view the policy](#) that identifies the steps to position statement development.

- **Position Statements – Nursing**

1. [Patient and Family Engagement](#)
2. [Delegation of Nursing Care Activities](#)
3. [Nurse Staffing Model](#)
4. [Cultural Diversity and Nondiscrimination](#)
5. [Nurse Licensure Compact](#)
6. [Nonpartisanship](#)

- **Position Statements - Nephrology Nursing**

1. [The Role of the Registered Nurse in Nephrology](#)
2. [Advanced Practice in Nephrology Nursing](#)
3. [Autonomy of the Nephrology Nursing Certification Commission \(NNCC\)](#)
4. [Certification in Nephrology Nursing](#)
5. [Chronic Kidney Disease](#)
6. [Preparing for Kidney Replacement Therapies](#)
7. [Nephrology Nurse's Role in Palliative and End-of-Life Care](#)

- **Health Policy Priorities**

1. [ANNA Health Policy Agenda](#)
2. [ANNA Health Policy Statement](#)
3. [ANNA State Health Policy Priorities](#)

Federal Government Organization

In dealing with federal HP, it is helpful to understand the government organization. In a system of checks and balances, the Constitution of the United States divides the federal government into three branches to ensure no individual or group has too much power.

1. The Executive Branch includes:

- **President**
- **Vice President**
- **Cabinet**

The **Executive Branch** carries out the laws and includes more of the regulatory agencies. Their role is to implement and enforce certain laws. The regulatory agencies important to the care of those with kidney disease include:

- **[United States Department of Health & Human Services \(HHS\)](#)**, also known as the Health Department, is a cabinet-level department of the US federal government with the goal of protecting the health of all Americans and providing essential human services.
- **[Centers for Medicare & Medicaid Services \(CMS\)](#)**, is part of the Department of Health and Human Services (HHS). CMS is responsible for many aspects of ESKD that affect both nurses and patients. It is important to note that many, but not all documents have replaced the word ‘renal’ with the word ‘kidney’. CMS continues to use ESRD for the ESRD Medicare program and for billing purposes.
- **[Food and Drug Administration \(FDA\)](#)**, is an agency within the US Department of Health and Human Services. FDA is responsible for protecting public health by assuring the safety, effectiveness, and security of human and veterinary drugs, vaccines and other biological products, and medical devices.
- **[Drug Enforcement Administration \(DEA\)](#)**, is a federal law enforcement agency responsible for enforcing controlled substance regulations in the United States.
- **[Center for Disease Control and Prevention \(CDC\)](#)**, is responsible for controlling the introduction and spread of infectious diseases and provides consultation and assistance to other nations and international agencies to assist in improving their disease prevention and control, environmental health, and health promotion activities.
- **[The Government Accountability Office \(GAO\)](#)**, often called the “congressional watchdog,” is an independent, non-partisan agency that works for Congress. They examine how taxpayer dollars are spent and provide Congress and federal agencies with objective, reliable information to help the government save money and work more efficiently.
- **[The Office of Management and Budget \(OMB\)](#)** assists the President in managing the preparation of the federal budget and supervises the administration of Executive Branch agencies.

2. The Legislative Branch (Congress) makes the laws and is composed of two parts:

- **Senate**

There are two elected Senators per state, totaling 100 Senators. A Senate term is six years and there is no limit to the number of terms an individual can serve.

- **House of Representatives**

There are currently 435 elected Representatives (the actual number may change with each census count), divided among the 50 states in proportion to their total population. Additional non-voting delegates represent the District of Columbia and the territories. A Representative serves a two-year term, and there is no limit to the number of terms an individual can serve.

3. The Judicial Branch interprets the meaning of laws, applies laws to individual cases, and decides if laws violate the Constitution. It consists of the following:

- **Supreme Court**
- **Other Federal Courts**

How a Bill Becomes Law

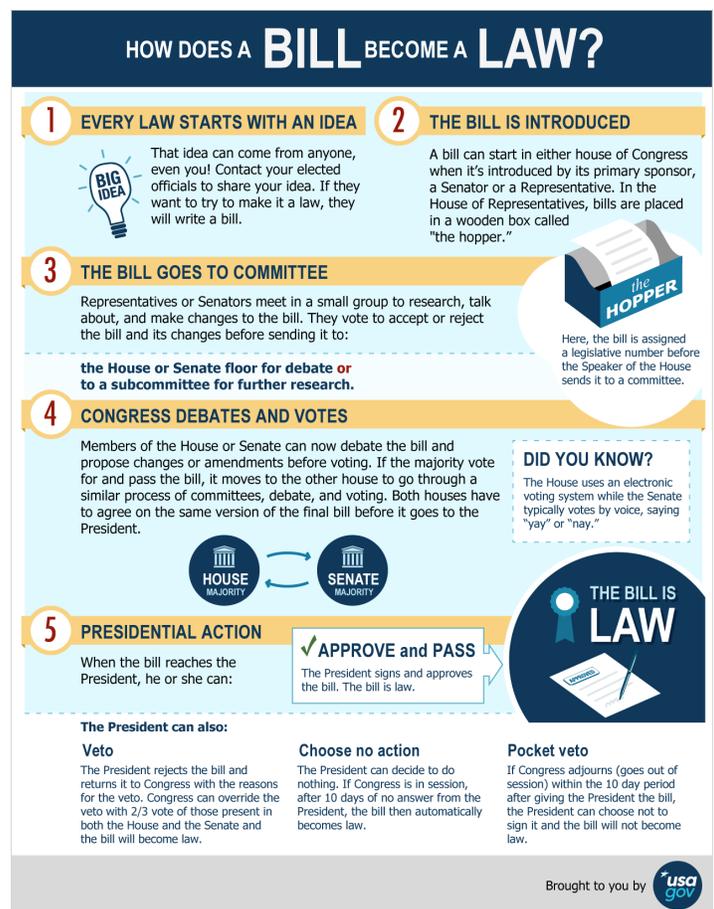
This simplistic picture is only a small part of the process. Thousands of bills are introduced each congressional session. The 118th Congress (January 3, 2023-January 3, 2025) had 19,315 bills and resolutions introduced. From that, 274 (<1%) were enacted into law (govtrack.us/congress/bills/statistics). There are many opportunities to impact the process of lawmaking. The first is the bill development. Anyone can draft a bill, but it needs a sponsor to introduce the legislation. Other avenues to make a difference:

Before a bill is introduced, it is beneficial to obtain co-sponsors. Co-sponsors are listed along with the original sponsor on the bill's text. The greater the number of co-sponsors increases the potential for the bill to move through the process. The bill is assigned to a Committee and then assigned to a Subcommittee. If not, the bill will not move forward. It is beneficial to have some original co-sponsors serving on the committee considering the bill. Targeting elected officials who serve on the Committee / Sub-committee considering the bill as a co-sponsor, increase the chances of the bill moving forward. Work to identify Committee members willing to ask the Committee Chairman to hold a hearing and/or mark up the bill. Hearings and mark ups need to be monitored closely for potential amendments that may change the intent of the bill.

Once assigned to the Committee/Subcommittee it is beneficial for nurses to educate Committee members about the issues of the bill.

- If a bill passes out of Committee(s), it is not guaranteed to advance to the House or Senate floor for a vote. Sometimes House and/or Senate leaders do not support the bill and opt not

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4

State Health Policy

State Government

Each state has variations in the operation of its government. It would be impossible to review each state individually and therefore this information is presented as a model of a state. Many states also produce their reference manual describing the state government and legislation. For information specific to your state, visit (*your two-letter state abbreviation*).gov (e.g. PA.gov or FL.gov). Other sources of information may include your state's government website.

Each state has a governor, lieutenant governor and other appointed or elected officials. Most state legislatures are composed of a Senate and General Assembly or House of Representative. Senators are typically elected for four-year terms and Representatives of the House of Delegates to the Assembly for two-year terms.

Each chamber elects its own presiding officers: A President of the Senate and Speaker of the House (Assembly). Their duties include referring bills and resolutions to committees, preparing the HP calendar, certifying the vote on bills and resolutions, and appointing chairpersons and committee members.

It is essential that you understand the organizational structure of your state since medical/nursing practice is governed by state agencies and varies throughout the country.

In addition, there is also partisan (Democrat and Republican, the major parties in the USA) leadership, except in Nebraska, which is nonpartisan, or no official political parties. The party with the majority of members in each chamber holds all the leadership positions. Some are appointed by senior leaders, and some are elected by their representative party delegations. These political leaders are recognized as the spokespersons for the policy direction in their respective houses. They “drive the agenda” of their party.

Legislative sessions vary in length from state to state, with larger states typically “in session” for longer periods of time. Short sessions (3-4 months on average) are still in existence, while other states meet in lengthy sessions ranging from 6-12 months.

The number of bills introduced each session continues to increase. It is important to familiarize yourself with your specific state model and general process for passing laws/legislation. In many instances, the state process mirrors the federal process.

Legislation approved by both chambers is sent to the governor for signature. The governor can then sign the bill into law, allow the bill to become law without his signature (according to specified procedural rules), or veto the bill. The state legislature can override the veto by 2/3 votes of both chambers. However, if the legislature adjourns prior to the signing of a bill, the bill “dies” if the governor chooses not to approve it.

Understand your State Legislature

Begin by understanding the government's process and when sessions are to be held so you know when activity happens. Identify committees that may impact nursing practice and the care of individuals with CKD. Identify who your representatives are and what committee they are on. Who chairs the relevant health committees? Who are the committee members? What is their position on the 'hot' healthcare issues now facing your state? If possible, review your state's legislative research center online to identify names, faces, and issues. Is your local state senator/representative on the committee reviewing your interested bill? Get to know them! Don't let the first time you contact your legislator be when you are asking them to help with a bill or for their vote. Check the state website frequently, when it is in session to stay aware of activity and pending legislation.

5

Take Action!

How do we Advocate?

Stay Informed

1. Environmental Scanning

Once you develop an understanding of the government process, then begin environmental scanning. Start by bringing information to you! Sign up for newsletters and follow on social media:

1. Your elected officials
2. Professional organizations
 - a. American Nurses Association (ANA)
<https://rnaction.org/SitePages/Homepage.aspx/sitepages/toolkit.aspx> for the latest updates and to get involved with advocacy campaigns.
 - b. State Nurses Association
 - c. National Kidney Foundation (NKF) [Sign up](#) for advocacy alerts
 - d. Patient organizations
 - [American Association of Kidney Patients](#) (AAKP) for news articles
 - [Dialysis Patient Citizens](#) Patient ambassadors
 - e. [State Board of Nursing](#) to find your state
 - f. [Nephrology News and Issues](#) Free newsletters

2. Join [Advocacy News & Alerts](#) via ANNA Connected

Consider joining other communities to enhance your personal experience in ANNA. Advocacy News & Alerts is a community designed for discussions related to HP, and it is utilized by the HPC to update members on current events and activities. When you join, take the time to indicate the frequency of communication to ensure it is timely. To do this, go to your profile in ANNA Connected, and click on the 'My Account' tab. Select 'Community Notifications' from the drop-down menu. From here, adjust your subscription option: Real Time, Daily Digest, or No Email.

3. Contact your State Board of Nursing

Many have newsletters that you can sign up for to stay current. Request a copy of the Nurse Practice Act or find it online, by visiting [National Council of State Boards of Nursing](#). Specifically review the rules related to your organization e.g. personnel, staffing, delegation, etc. Send a letter of introduction to let them know you are available, as an expert in the field of nephrology, and available to assist them. Refer to sample letter that can be copied and pasted into an email.

Sample Introduction Letter to State Board of Nursing

(Identify state) State Board of Nursing

(To find your State Board of Nursing go to the National Council of State Boards of Nursing at www.ncsbn.org)

Dear *(Name)*:

It is my pleasure to introduce myself, *(Name)*. I am a Registered Nurse who is employed at *(name of employer)* caring for individuals with kidney disease in a *(type)* facility.

I am an expert in the field of nephrology and wish to offer my assistance to the members of the Board of Nursing. Please contact me if any questions arise that involve the care of patients with chronic kidney disease (CKD); especially those who are undergoing hemodialysis, peritoneal dialysis, home dialysis, or kidney transplantation. I can be contacted at the numbers below.

Thank you for your consideration, I look forward to working with the *(state)* Board of Nursing.

Sincerely,

Name

Address

Contact numbers

Email

4. State Nurse Practice Act (NPA)

The most important legal document for nursing is your state NPA. This law defines what the functions of nursing should be and sets standards for education and licensure. It also addresses, in most cases very specifically, what nurses can delegate, to whom, and under what circumstances.

In most states, the authority for unlicensed dialysis technicians to function lies in the delegation authority of registered nurses (RNs). But find out where this lies in your state. Each state has a Board of Nursing that is authorized to formulate and enforce the rules and regulations governing the nursing profession. Nurses share a responsibility to be knowledgeable about their NPA and to influence change as needed or retain current language and practices. The National Council of State Boards of Nursing at ncsbn.org provides links to each of the state's boards of nursing. A copy of your NPA can be obtained from your State Board of Nursing or viewed online at the individual state's Board of Nursing website. Read it! Learn how you can advise the Board if changes are needed for nephrology nursing. Consider getting a position on your state board.

The scope of registered nursing practice is similar from state to state, but a nurse's delegation authority can vary quite a bit. For example, action has been taken against a nephrology nurse in one state who delegated nursing tasks to an unlicensed technician. The nurse stated that non-nurses in her state routinely performed these tasks and that no injury resulted from the delegation of these tasks. In reviewing her state NPA, it was evident that these tasks should not have been delegated. The nurse was facing the possibility of disciplinary action including fines, probation, and/or loss of license to practice. Common practice does not ensure that the practice is legal in your state. Because many practice questions are unanswered, nurses should be concerned with reducing their risk of practicing outside their NPA. ANNA developed a State Nurse Practice Act Summary tool to use as a guide in review and understanding your NPA.

Use the NPA Summary Tool to gather the information you need. After you collect the information you need, [submit your state information here](#).

Nurse Practice Act Summary Tool – gather the information you need to answer these questions. When you are ready, [submit your answers](#) to the ANNA Advocacy and Health Policy Committee.

1. Complete the following information:

Your Name	<input type="text"/>
Your Email	<input type="text"/>
Your State	<input type="text"/>
Date of most recent revisions/updates to your nurse practice act	<input type="text"/>
Frequency of updates	<input type="text"/>

2. What is the composition of your State Board of Nursing?

Total # of members	<input type="text"/>
Total # of RNs	<input type="text"/>
Total # of LPNs/LVNs	<input type="text"/>
Others: please identify and list total #	<input type="text"/>

3. What authority does your State Board of Nursing have in disciplinary action taken against a registered nurse? i.e. fine, loss of license, etc.

4. Advanced Practice RN: Indicate what level of practice is allowed in your state:

Full Practice Authority - generally defined as an APRN's ability to utilize knowledge, skills, and judgment to practice to the full extent of his or her education and training.

Reduced Practice - state practice and licensure law reduces the ability of nurse practitioners to engage in at least one element of NP practice. State law requires a regulated collaborative agreement with an outside health discipline in order for the NP to provide patient care or limits the setting or scope of one or more elements of NP practice.

Restricted Practice - state practice and licensure law restricts the ability of a nurse practitioner to engage in at least one element of NP practice. State requires supervision, delegation, or team-management by an outside health discipline in order for the NP to provide patient care.

- Full Practice Authority
- Restricted Practice
- Reduced Practice

5. Identify those tasks only a registered nurse may perform as outlined in state rules and/or regulations, i.e. assessment/evaluation, drug administration, venipunctures, education, prescriptive authority, etc.

6. Are LPNs/LVNs permitted to:

	Yes	Yes, with limitations (please detail in comments)	No
Administer medications/fluids?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervise unlicensed personnel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delegate to unlicensed personnel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Give IV push medications?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access central venous catheters?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perform venipunctures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perform peritoneal dialysis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

7. Does your State Board of Nursing by statute or regulation address RN delegation authority:

	Yes	No
To unlicensed personnel?	<input type="checkbox"/>	<input type="checkbox"/>
To dialysis technicians in particular?	<input type="checkbox"/>	<input type="checkbox"/>
Is delegation allowed by another profession, for example, physician? If yes, please specify in comments	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

8. Are Technicians permitted to:

	Yes	No
initiate hemodialysis?	<input type="checkbox"/>	<input type="checkbox"/>
Administer fluids?	<input type="checkbox"/>	<input type="checkbox"/>
Administer oxygen?	<input type="checkbox"/>	<input type="checkbox"/>
Access central venous catheters?	<input type="checkbox"/>	<input type="checkbox"/>
Administer heparin or other medications? If yes, please specify in Comments	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

9. Are Technicians permitted to:

	Yes	No
Perform peritoneal dialysis procedures? If yes, please specify in Comments	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

10. Does your state regulate dialysis technicians?

- Yes
- No

Comments - If yes, who or what is the regulating body?

11. Does your state have staffing requirements in dialysis facilities, the acute care setting, or transplant centers?

- Yes
- No

Comments - If yes, please specify:

12. Has your State Board of Nursing developed any position statements regarding delegation of tasks, unlicensed personnel, dialysis, dialysis technicians, LPNs/LVNs etc.?

Note: if your answer is YES, please email the position statements to ANNA. Send to: janet.betts@annanurse.org

- Yes
- No
- Comments:

Please [submit your answers](#) to the ANNA Advocacy and Health Policy Committee.

B. Contact your State Nurses' Association

Introduce yourself to the HP staff or individual(s) designated for that role and let them know that ANNA monitors legislation pertinent to ESKD/nursing issues. Ask for their website address and ask that you be put on their HP Committee's listserv and/or alert list. We encourage you to become a member of your state association. Ask how you can be of assistance to them.

C. Contact the State Department responsible for health oversight (e.g. Department of Public Health, Department of Health Services, Department of Community Health)

Inquire as to the existence of an ESKD or Chronic Kidney Disease Advisory Committee and ask for contacts in the department who are responsible for ESKD. Recognize that ESKD issues may be handled by several interdepartmental personnel, including those involved with Certificate of Need, state licensing, Federal/State Survey and Certification, etc. The goal is to establish contact within the department for future reference. Again, ask how you can be of assistance to them.

D. Utilize a State Fact Sheet

One way to educate others and elected officials, or to make ESKD issues relevant to them, is to show them information about kidney disease and treatment of kidney failure in their jurisdictions (districts or states). A state fact sheet is a tool, which should contain concise information that most legislators do not have available. A state fact sheet should include general statistics about CKD as well as the specific facts for your state for the number of individuals with ESKD and the number of dialysis centers.

Statistical data can be obtained from the Network's Annual Report. This information can be obtained from the [ESRD Network Forum](#). Network offices will generally send a copy of the Annual Report(s) if requested. Some states have Renal Disease Programs that you can obtain information on the services offered by that program.

E. [Take Action!](#)

ANNA maintains Take Action! on its website so that members can communicate quickly and easily with elected representatives. ANNA works closely with partners in the kidney and nursing communities to raise awareness about kidney disease and to educate federal policymakers about the vital role nurses play in patient care. ANNA works closely with Congress, government agencies, and nephrology care advocacy organizations to help ensure patient access to quality nephrology care. Use Take Action to contact your elected representatives about issues important to nephrology nurses by clicking on a button. Be sure to check the site regularly for new action items!

F. Communication with elected officials

1. Build a Relationship with your Elected Officials

It is important for nurses to build strong relationships and allies in state and federal government. To do this, you will need to get to know your legislators and where they stand on issues important to nephrology nurses and our patient population. Many do not understand the issues impacting kidney disease and the care we provide. Offering your services and expertise to them will allow them to make knowledgeable decisions. Educating your representatives will become a benefit when you are asking them to pass a bill that is

meaningful to nursing, nephrology nursing, or to individuals with ESKD. Be sure to maintain the relationships with your legislators.

- Attend their forums or town hall meetings.
- Speak about ESKD issues and legislation you would like to see them support.
- Hold them accountable to promises that they have made regarding certain legislation.

Begin with an introduction letter. Remember you are an expert and can offer your expertise as they look at HP issues. Refer to sample letter - copy and paste into email.

Sample Introduction Letter to Elected Officials

Date:

The Honorable **[First Name Last Name of Member of Congress]**
United States **[House of Representatives or Senate]**
Washington, DC **[20515 or 20510]**

Dear **[Representative or Senator] [Last name of Member]**

As a constituent and nephrology nurse, I am writing to introduce myself. I am a Registered Nurse employed at **[name of employer]** caring for patients with kidney disease in a **[type]** facility.

I am an expert in the field of nephrology and wish to offer my assistance to you and your staff in any areas that involve the care of individuals with chronic kidney disease (CKD); especially those who are undergoing hemodialysis, peritoneal dialysis, home dialysis, or kidney transplantation.

For your reference, I have included a state fact sheet that provides data about the CKD population in **[state]**.

I encourage you to contact me about any of the information on this sheet that you might have questions about.

I look forward to working with you and members of your staff.

Sincerely,

Name, Degree
Home Address (Street, city, state, zip)
Phone number and email address

2. Continuing Ongoing Relationships with Representatives

Keep Representatives informed of the progress of HP initiatives as there are many opportunities to intervene and support them. Representatives are more likely to respond to your request with regular contact. Ensure regular communication with your representatives:

- Write letters on issues important to nephrology nursing, including the use of [Take Action](#).
- Follow up on any of your asks – it allows you to know where your representative stands on issues.
- Use opportunities to keep them up to date on progress, or lack of progress, of HP initiatives.
- Invite them to your area of practice including dialysis, CKD clinic, transplant centers or acute care areas.
- Work with your ANNA chapter and make appointments to meet your representatives as a group. There is more power in groups.

G. VIP Site Visits (on-site/virtual)

VIP Site Visits are defined as: *any activity dedicated to educating policymakers and their staff about the needs of patients suffering from or at risk for ESKD.*

ANNA encourages nephrology nurses to educate policymakers, their staff members, or other VIP's about the needs of individuals suffering from or at risk for ESKD. The objective of these visits is to educate policymakers about kidney disease, treatment options, and the legislative issues facing the kidney community. Meeting with government officials or their staff is an effective way to share a message about a specific policy, legislation, or funding issue. Show them - firsthand - how policies affect patients! ANNA members are encouraged to invite Congressional delegates, state legislators, local officials, and State Board of Nursing staffers to visit local dialysis facilities, CKD clinics, transplant centers and acute care areas. Refer to Chapter 6 Site Visit Planning Guide for step-by-step instructions.

H. Visit Legislators

If a virtual/on-site visit is not possible, plan to visit the legislator. Schedule a virtual or in-person meeting at the local office to meet with the legislator. Include other ANNA members, as appropriate. The objective is to educate policymakers about kidney disease, treatment options, and the legislative issues facing the ESKD community.

I. Go to the Hill!

ANNA Advocacy Forum and Health Policy Workshop

ANNA hosts an Advocacy Forum for ANNA members to develop nephrology nurses in HP. The Advocacy Forum is held for grassroots members. The Forum includes appointments with elected officials from the attendees' home districts, as well as speakers from various government and healthcare agencies.

J. Practice and Prepare for Succinct Conversations

Communicate with your representatives through email, USPS, or phone calls to their office. Keep your messages simple, concise, and brief when discussing an issue. Tips for communicating your support or non-support with your representatives about current legislation and policy issues:

- Identify constituency – being a constituent gives you priority, and when they know you are keeping track of what they are doing, they are more likely to support your asks
- Share personal stories – personal/family stories are remembered and can be a powerful tool
- Keep stories brief and to the point – 2 minutes or less or they may lose interest
- Provide facts, data, and figures that help support your case
- Clearly communicate what you are asking, e.g., co-sponsor/support/not support a bill
- Offer your expertise as a nephrology nurse

K. Nephrology Nurses Week

Nephrology Nurses Week was developed to honor the dedicated nephrology nurses who care for individuals with kidney disease, and ANNA has designated the second full week in September each year as Nephrology Nurses Week. As an advocate, proclamations to recognize this honor can be requested. Refer to Tips for Getting an Official Proclamation from your Community or State and Sample Template in Chapter 7 of this Handbook.

L. National Kidney Month / World Kidney Day

a. National Kidney Month: March is National Kidney Month, a time when communities across the country raise awareness about kidney disease.

b. World Kidney Day: World Kidney Day is a global campaign aimed at raising awareness of the importance of your kidneys.

Advocacy also involves educating and raising awareness about kidney disease. There are many opportunities to raise awareness. Refer to the International Society of Nephrology, World Kidney Day (WKD) website for more ideas: worldkidneyday.org. The website also contains a wealth of campaign material, including the WKD logo, posters, and CKD infographics. There are many ideas that can be considered:

- Educate staff
- Educate patients
- Celebrations
- Recognize an important person
- Social media promotional campaign
- Use the available posters
- Light up a building
- Ring the bell of your town hall or church

Other suggestions include:

- [Utilize Healthy People 2030 Chronic Kidney Disease objectives and interventions](#)
- Incorporate the [CDC Chronic Kidney Disease Initiative](#)
- Use the National Kidney Foundation [6-Step guide to Protecting Kidney Health](#)

6

Site Visit Planning Guide

Step-by-step instructions are provided to guide and help you with the activities associated with scheduling a visit with your policy-makers, the “how-to” for conducting the visit, and the follow-up after the visit to help you to build a long-term relationship.

Step 1: The Invitation

Invite elected officials to visit your nephrology program. Begin by identifying whom you will invite, consider:

- **Federal Lawmakers** (i.e., Senators and Representatives) Implement laws and policies for programs such as Medicare, which reimburse for dialysis treatments, medications, and services.
- **State Lawmakers** (Senators, Representatives, and Governors) Impact funding for state programs, including Medicaid funding for dialysis treatments, medications, and services.
- **Local officials** (Mayors, Council Members, and Aldermen)
It may influence transportation or other local policies.
- **Candidates running for office**
May value the opportunity to visit and be photographed in a healthcare setting.

Contacting your Members of Congress is easier than ever, thanks to ANNA’s Legislative Action Center. To find it, go to the ANNA website, select the Menu, then click Advocacy, click on the Take Action in the preamble then scroll to the bottom of the page. With a few simple clicks you can send your representatives letters of importance to nephrology nurses.

One way to get started is to call the lawmaker’s district office:

- When the receptionist answers the phone, clearly state your first and last name, your city and state, and **ask for the “Scheduler.”**
- If you are asked why you are calling, let the receptionist know that you are calling to invite **[Policymaker’s Title (e.g., Senator), last name]** to visit a nephrology program in **(city, state)**.
- The receptionist should forward you to the Scheduler directly, or you may be put into voicemail. **If you are forwarded to voicemail** - leave your name, your city and state, your contact phone number, and the reason you are calling.
- When you speak to the Scheduler, introduce yourself again. Tell the Scheduler why you are calling. For example: *“I am calling to invite [Policymaker’s Title, last name] to visit the [insert name of facility/program] in [city and state] to take the time to educate (Policymaker’s Title) about quality kidney care and the patient population for which ANNA members care.”*
- Generally, the Scheduler will take your information to have the lawmaker’s Healthcare Legislative Assistant or the lawmaker’s “Staffer” call you back.
- When the Legislative Assistant returns your call, introduce yourself again.
- Request to schedule a visit to your nephrology program, providing details about the visit. material on a specific topic and then provide a summary of the information to the lawmaker.

- **Speak with the confidence** that your lawmaker will jump at the opportunity. For example: *“Which day would be convenient for [Policymaker’s Title, last name] and you [Legislative Assistant, name] to visit the [insert name of facility/program]”?*
- Generally, the Assistant will indicate that they will need to check the lawmaker’s calendar and get back in touch with you. **Make sure the Assistant has your contact information (phone number and email address).**

Ask the office’s preferred method of communication.

- Some lawmakers’ offices will ask you **to fax a letter of request** for a visit to their office. If so, ask to whose attention the fax should be sent and confirm the fax number.
- If you are faxing the request, make a follow-up phone call to ensure the letter of request was received by fax.
- For example: *“Hello, this is [your name] from [state]. I wanted to call to confirm that you received the scheduling request to visit our nephrology program. I faxed this invitation to you on [date invitation was sent to the office].”*
- The lawmaker’s office may ask you to **send the request by email**. Ask for the name and email address of the staffer to whom the email should be sent.
- Some lawmaker’s offices prefer **contact by phone**. If this is the case, you may ask whom you should call to follow up on your request and if that person has a direct line.

A sample invitation letter is provided here. You may copy and paste into an email or fax document.

Sample Invitation Letter

Date

The Honorable **[First Name Last Name of Member of Congress]**
 United States **[House of Representatives or Senate]**
 Washington, DC **[20515 or 20510]**

Dear **[Representative or Senator] [Last Name of Member]:**

As a constituent and a nephrology nurse, I am writing to cordially invite you and members of your staff to tour the **[insert name of facility/program]** in **[city and state]**. I am an expert in the field of nephrology and wish to offer my assistance to you and your staff in any areas that involve the care of individuals with chronic kidney disease (CKD); especially those who are undergoing hemodialysis, peritoneal dialysis, home dialysis, or kidney transplantation.

Visiting **[insert name of facility]** will give you and your staff an opportunity to learn about kidney disease as well as the daily operations of a Nephrology program. This tour provides an excellent opportunity to learn first-hand about quality kidney disease care from your constituents. Past Congressional participants remarked that they felt better informed on the issues surrounding quality kidney disease care.

I hope that you and your staff are able to tour the **[insert name of facility/program]** in **[city and state]** on any date that is convenient for the Senator/Representative’s schedule. I would be pleased to help coordinate a tour for you and your staff and will follow up with your office to schedule the tour.

Thank you in advance for your consideration of this request.

Sincerely,

Name, Credentials, Home address (Street, City, State, Zip), Phone Number, Email address

Step 2: Finalize the Visit

Continue communication with the lawmaker’s Legislative Assistant **until you have a commitment.**

Be persistent. If the Scheduler or Assistant does not return your call(s) within a day or two at the most, call or email again. It is acceptable to be a polite squeaky wheel.

Clarify:

- Date and time of scheduled visit.
- Names of those attending from the lawmaker’s office.

Use this information to plan:

- Areas to be toured.
- Light refreshments for ending the visit in a conference room or break room.

Prepare:

- Prepare the clinic staff and patients for the visit event.

Prior to the visit:

- Learn more about what issues are important to ANNA and if the policymaker sits on any relevant committees. For additional resources, be sure to visit the ANNA website at: <https://www.annanurse.org/get-involved/advocate/take-action>
- **A week or two before the visit, confirm the appointment** with your contact. The Congressional schedule changes frequently and is sometimes beyond the lawmaker’s control. The lawmaker’s office may not remember to notify you in a timely manner, so checking in is a good idea.
- **The day before the visit, it is a good idea to confirm the appointment** with your contact. The day may remain the same, but the timeframe may change on short notice.

Step 3: Conducting the Visit

Meeting with Members of Congress and/or their staff, local lawmakers, and local government officials is a terrific way for nephrology nurses to communicate with policymakers on issues of interest and priority.

Inviting lawmakers and their staff to visit your nephrology program enables you to educate them about your concerns, offer yourself as a resource, and establish a relationship that can result in support for the ANNA HP priorities.

Prepare and be on time. Have two to three “greeters” at the door to greet the visitors.

- **Select a primary spokesperson** and determine who in the group will be raising which points and requests.
- **Open by thanking the lawmaker and/or staffer for their time.** Be sure that everyone in your greeting group identifies themselves —first and last name and connection to nephrology nursing and kidney disease.
- Remember to mention that you are a constituent.

- If the Member of Congress or staffer has been helpful in the past or has taken action that you appreciate, be sure to say thank you and **acknowledge their support.**
- **Prepare the visitors for what they will see.** (We find it hard to believe, but sometimes the sight of blood, even if neatly contained, bothers some people!)
- **Brief the visitors about HIPPA and Infection Control requirements** in a conference room or break room before beginning the tour.
- **Be brief and concise.** Typically, a visit will last an hour or less.
- **Plan to cover only a few (one to three) issues.**
Prepare your talking points beforehand to ensure that you and your colleagues stay on message.
- **Teaching opportunities might include:**
 - The prevalence of kidney disease in the population; the types of diagnoses.
 - The goals of a CKD program.

Unit Tour:

Introduce the lawmaker and staff to select patients who have agreed in advance to meet with the visitors. Review your area of kidney care:

- Talking with patients during the tour has been evaluated as educational
- Review how dialysis works
- Discuss types of therapy offered - nocturnal, self-care
- Describe requirements for water treatment by touring the water treatment area with the Biomedical or Technical Manager
- Discuss types of therapy offered – CAPD, CCPD, and/or HHD
- Discuss processes for transplant and post-transplantation care

If asked a question to which you do not know the answer, acknowledge that you will need to follow up later with the answer, and remember to do so. **Do not assume that the lawmaker or staffer is very knowledgeable about any of the issues you are discussing.** Do not be afraid to take extra time to find the right answer and “get back to” the person asking the question. Providing your answer is just another chance to be in touch and remind your policymaker and/or their staff of your requests.

Return to the conference room or break room to discuss healthcare policy issues.

In your visit preparation, plan to spend these last few minutes with your visitors in a comfortable environment. Availability of light refreshments may assist in creating this environment.

- Provide a personal story or real-life illustration of how patients (constituents) are impacted by kidney disease. Personal stories are remembered more easily than statistics.
- Discuss how policy change (e.g., increased funding for the Nurse Reinvestment Act, Medicare/Medicaid reimbursement changes for End Stage Renal Disease prevention and treatment) will have an impact on your community.
- For resources for this type of information look on the ANNA website, <https://www.annanurse.org/get-involved/advocate/take-action>
- Use evidence and statistics to support your position, particularly any local, regional, or state data.
- Be concise and honest about the issue(s) and the solution(s).
- Provide a resource packet to give the visitors.

- Clarify if follow-up is needed for additional information.
- Summarize your requests of the Member or office and any responses the Member or staffer has given you over the course of the visit to ensure that you are clear on where they stand on the issues.
- Express thanks and appreciation for their time, interest, and courtesy.

Step 4: Follow Up

Send a thank-you note to the lawmaker or staffer referencing the date of the visit and the issues you discussed. Again, email is preferred.

- Include answers or information that the Member or staffer requested.
- Develop a plan to keep in touch with the Member or staffer on a periodic basis to maintain and strengthen the relationship and be available as a local resource on nursing and kidney disease issues.

A sample thank you letter is provided here. You may copy and paste into an email or fax document.

Sample Thank You Letter

Date

The Honorable **[First Name Last Name of Member of Congress]**
 United States **[House of Representatives or Senate]**
 Washington, DC **[20515 or 20510]**

Dear **[Representative or Senator] [Last Name of Member]:**

As a constituent and a nephrology nurse, I am writing to thank you and **[list the members of their staff in attendance]** for taking time out of your busy schedules to visit the **[insert name of facility/program]** in **[city and state]**.

As we discussed on **[date]**, **[include a couple of sentences reiterating the issues you discussed with the Congressional Member on the tour]**.

I hope that you and your staff found the tour of **[insert name of facility]** an excellent opportunity to learn more about kidney disease from your constituents. I look forward to hearing from you about the actions you have taken on the issues we discussed. Should you or your staff have any questions or need more information on kidney disease or nursing issues, please feel free to contact me.

Sincerely,

Name, Degrees
 Home address (Street, City, State, Zip)
 Phone Number, Email address

Quick Steps Checklist

Activity	Who	Completed	Notes
Step 1 - Invite			
Who (Invited Officials' Names)			
When (Date of Visit)			
Where (Location of Visit)			
Step 2 - Finalize			
Confirm: Date, Time, Place of Visit			
Confirm: Facility Staff Members in Attendance			
Print: - District Information Learn ANNA Issues			To learn about ANNA's legislative priorities, click here .
Reconfirm Visit Week Prior			
Arrange for light refreshments			Optional
Prepare forms: HIPPA, consents)			
Step 3 – Conduct Visit			
Visit Complete			
Step 4 – Follow Up			
Send “thank you” email to visitors.			
Follow up on other issues.			

7 Proclamations

Proclamations are an official document issued by the Governor, or local government, to designate a specific time period (day, week, or month) to honor, celebrate, or raise awareness of a noteworthy event or significant issue. These public service documents are strictly honorary and are not legally binding and reviewed on a case-by-case basis. Be prepared, it may take a few months.

Tips for Getting an Official Proclamation from Your Community or State

Getting a proclamation is one of the most significant things your facility or chapter can do to draw local and national attention for Nephrology Nurses Week, and it can be easy if you know how to do it. In many areas, a mayor or governor can issue a proclamation without action from the city council or state legislature.

Getting a Proclamation issued without legislative action:

1. *Search for a proclamation request for your state or city:* Determine how proclamations are issued. Many states have an application directly on their proclamation website. If you are unable to locate the information, call your local mayor or governor's office.
2. *Determine the approval process.* If needed, offer letters of support. Ask your co-workers or fellow ANNA members to contact their mayors, city council members, or local and state officials by writing letters encouraging support of the proclamation.
3. *Follow up to ensure your proclamation moves through the final stages.* Follow up throughout the process to make sure things are on track.
4. *Express your thanks after the proclamation is issued.* Invite the governor or mayor to participate in any special events your facility or chapter has planned for Nephrology Nurses Week. Remember to inform the media about Nephrology Nurses Week and the recognition you have received. After the week is over, send thank you letters to all who helped you through the process.

Getting a Proclamation issued when legislative action is required:

1. *Start the process early* if you need to work through the city council or state legislature to obtain a resolution.
2. *Identify a sponsor for the resolution.* The sponsor must be a state representative or state senator. Find someone who is supportive of nursing or who has voiced an interest in healthcare issues. This could also be an opportunity to educate a government official not familiar with nephrology nursing or healthcare issues. Of course, it is always easier to work with someone with whom you have a relationship.
3. *Determine the approval process.* Work with a sponsor to determine a schedule for approving your proclamation.
4. *Determine how the legislation will move forward.* Keep in touch with your sponsor to ensure passage of the resolution. You may also be asked to send someone to speak on behalf of the resolution at a hearing. Have materials prepared and be ready to share insight into the contributions nephrology nurses make to their patients and the community.

5. *Elicit support for your resolution from other leaders in your city or state.* Ask your co-workers or fellow ANNA members to contact their mayors, city council members, or local and state officials by writing letters or scheduling visits. The legislature will appreciate hearing from constituents and knowing they have their constituents' support on particular issues.
6. *Follow up with your sponsor.* Legislators are busy with many issues each. Follow up with your sponsor throughout the process to make sure things are on track.
7. *Express your thanks after the proclamation is issued.* Ask your sponsor to participate in any special events your facility or chapter has planned for Nephrology Nurses Week. Remember to inform the media about Nephrology Nurses Week and the recognition you have received. After the week is over, send thank you letters to your sponsor, city council members, or staff who helped you through the process.

Sample Proclamation

WHEREAS, nearly 37 million Americans suffer from kidney disease and every year many *[insert your city, state]* citizens, including children, adults, and elderly individuals, are diagnosed with kidney disease; and

WHEREAS, the depth and breadth of the nephrology nursing profession meets the different and emerging kidney disease and other healthcare needs of the population of *[insert your city, state]*; and

WHEREAS, the American Nephrology Nurses Association is working to advance quality care to Americans with kidney disease before they suffer complete organ failure, increase awareness in local communities, positively influence patient outcomes, and keep nephrology nurses abreast of the latest treatments and kidney-related research; and

WHEREAS, nephrology registered nurses function as educators, direct caregivers, and coordinators to help individuals manage their lives while effectively dealing with their health issues; and

WHEREAS, the number of individuals newly diagnosed with kidney disease has doubled in each of the last two decades, the demand for nephrology nurses will persist to expand as this trend is expected to continue; and

WHEREAS, more qualified nephrology nurses will be needed in the future to meet the increasingly complex needs of patients who are experiencing, or are at risk for, kidney disease; and

WHEREAS, along with the American Nephrology Nurses Association, the *[insert the name of your facility or local ANNA chapter]* has declared the week of *(dates)*, as Nephrology Nurses Week to celebrate and honor the unselfish work nephrology nurses perform each day to maintain the health of thousands of individuals with kidney disease, therefore be it

RESOLVED, that I, *[insert your Governor's/Mayor's name and title]* designate the week of *(dates)*, as Nephrology Nurses Week and ask that all residents of *[insert your city, state]* join me in honoring the nephrology nurses who care for patients with kidney disease, and be it further

RESOLVED, that the residents of *[insert your city, state]* celebrate nephrology nursing's efforts to advance care and reduce the incidence of kidney disease and show our appreciation for *[insert your city]* nephrology nurses not just during this week, but at every opportunity throughout the year.

Resource List

Alliance of Home Dialysis	homedialysisalliance.org
American Association of Kidney Patients (AAKP)	aakp.org
ANNA Take Action!	annanurse.org
Center for Disease Control and Prevention (CDC)	cdc.gov
Centers for Medicare & Medicaid Services (CMS)	cms.gov
Dialysis Patient Citizens	dialysispatients.org
Drug Enforcement Administration (DEA)	dea.gov
ESRD Network Forum	esrdnetworks.org
Food and Drug Administration (FDA)	fda.gov
The Government Accountability Office (GAO)	gao.gov
House of Representatives	house.gov
Kidney Care Partners (KCP)	kidneycarepartners.com
National Kidney Foundation (NKF)	kidney.org
Nephrology News and Issues	healio.com
The Office of Management and Budget (OMB)	omb.gov
Senate	senate.gov
National Council of State Boards of Nursing (NCSBN)	ncsbn.org
State Government	<i>(your two-letter state abbreviation).gov</i>
United States Department of Health & Human Services (HHS)	hhs.gov
Venable LLP	venable.com
World Kidney Day (WKD)	worldkidneyday.org