

AONL Collaborations

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The American Organization for Nursing Leadership (AONL) collaborates and partners with other organizations that share its vision of advancing health. These relationships take many forms from ongoing relationships addressing current and future issues to collaboration around a single issue. This article details a number of AONL's strategic partnerships.

Grounded by our core mission to shape health care through innovative and expert nursing leadership, the American Organization for Nursing Leadership (AONL) has begun a new chapter to support all nurses in their leadership journey. Through advocacy, innovation, and strategic partnerships, AONL advances the nursing profession to shape the future of health care.

AONL partners with other entities and organizations that share its vision of advancing health. AONL's board of directors and leadership team carefully evaluate these relationships to ensure value for its membership and alignment to the strategic priorities and goals of the organization. Partnerships take many forms. They may be ongoing relationships addressing current and future key health care and nursing issues, or they may be a collaboration around a single issue. The following details a number of AONL's strategic partnerships.

THE TRI-COUNCIL FOR NURSING

Notwithstanding the American Hospital Association (AHA), AONL's longest collaborative partnership is the Tri-Council for Nursing. The Tri-Council is an alliance of 5 leading nursing organizations—AONL, the American Association of Colleges of Nursing, the American Nurses Association, the National League for Nursing, and the National Council of State Boards of Nursing. Although the name may seem like a

misnomer, the Tri-Council represents nurses in practice, leadership, education, and regulation. The 5 organizations are united by common values and convene regularly to dialogue and create a strong presence for advocacy and leadership for nursing practice, education, and research.¹

NURSING COMMUNITY COALITION

The Nursing Community Coalition (NCC), comprising more than 60 organizations representing the cross section of education, practice, research, and regulation within the nursing profession.² The coalition promotes wellness, advances research through scientific discovery, and, provides timely access to care across the continuum. The coalition collectively represents more than 3 million licensed registered nurses, advanced practice registered nurses (APRNs), and nursing students. The coalition was established in 2008 in response to efforts to provide a nursing voice in the health care reform debate. The coalition directs its efforts toward supporting a robust and diverse nursing workforce while maintaining a strong presence in Washington on legislation affecting Title VIII Nursing Workforce Development Programs and the National Institute of Nursing Research.

THE APRN WORKGROUP

AONL is active within the broad voluntary workgroup of APRNs, which are defined in federal law as certified nurse-midwives, certified registered nurse anesthetists, clinical nurse specialists, and nurse practitioners.³ The workgroup collaboratively directs its effort to promote legislative and regulatory reforms promoting quality and patient access to care by eliminating unnecessary barriers to care. The workgroup adheres to the recommendations of the National Academy of Medicine, formerly the Institute of Medicine, to allow all APRNs to practice to the full extent of their scope of practice, skills, and training. The workgroup also promotes efforts to remove costly supervision requirements and modernize policy surrounding credentialing and privileging of qualified APRNs.

KEY POINTS

- **AONL belongs to a number of coalitions to strengthen advocacy efforts supporting nursing and health care funding.**
- **As a subsidiary of the American Hospital Association, AONL serves on a number of AHA cross-association health care initiatives.**

HEALTH PROFESSIONS AND NURSING EDUCATION COALITION

The Health Professions and Nursing Education Coalition (HPNEC), of which AONL is a member, is an alliance of more than 60 national organizations representing schools, programs, health professionals, and students dedicated to ensuring the health care workforce is trained to meet the needs of a diverse population. HPNEC's primary focus is advocating for funding Title VII health professions and Title VIII nursing workforce development programs authorized under the Public Health Service Act⁴ and administered by the Health Resources and Services Administration. Through loans, loans guarantees, and scholarships to students, as well as grants and contracts to academic and nonprofit organizations, Titles VII and VIII ensure that the nation is equipped with a workforce reflecting the population it serves, while providing well-coordinated quality care and improving access to care for all populations.

COALITION FOR HEALTH FUNDING

The Coalition for Health Funding (CHF) is an alliance of 95 national health organization representing more than 100 million patients, consumers, health providers, professionals, and researchers. The CHF speaks with one voice before Congress and the administration in support of federally funded health programs with a shared goal of improving the health and well-being of all. Although each member organization advocates for its own funding priorities within the Department of Health & Human Services, CHF works to maintain strong, sustained, and predictable funding for all federal agencies and programs across the public health continuum. Among its varied activities, CHF champions investment in medical research, approval of new cures, and support of a qualified health workforce. CHF has doggedly worked to protect health and research programs from the devastating cuts under the Bipartisan Budget Act of 2018⁵ and continues to elevate the critical importance of nondefense discretionary spending levels to protect the health of the population.

AMERICAN HOSPITAL ASSOCIATION

As a subsidiary of the AHA, AONL enjoys a unique relationship within the AHA family and its Professional Member Groups (PMGs). The AONL chief executive officer also serves as AHA senior vice president and chief nursing officer. Additionally, members of the AONL board of directors participate in the AHA's 9 regional policy boards. An AONL representative serves on the AHA board of directors. AONL is AHA's voice on nursing issues. As such, AONL shares an advocacy agenda with the AHA and serves on major cross-association initiatives such as Hospitals Against Violence, Better Health for Mothers and Babies, and the Workforce Strategy.

Hospitals Against Violence

After the 2016 mass shooting in Orlando, the AHA created the Hospitals Against Violence (HAV) initiative to approach community and workplace violence from an association-wide perspective. HAV's work focuses on 3 key areas: human trafficking, workforce violence, and youth violence prevention. Through HAV, AHA developed numerous webinars, podcasts, case studies from AHA-member hospitals and other resources covering a range of topics from human trafficking response programs to managing aggressive patients to hospitals working within their community to address social determinants of health. AONL member and AHA board member Claire Zangerle, DNP, RN, serves as the AHA board sponsor of the HAV initiative, while Robyn Begley, DNP, RN, chief executive officer of AONL and senior vice president and chief nursing officer of AHA, serves as the executive sponsor of the workforce violence strategy.

Better Health for Mothers and Babies

In response to the growing crisis in maternal mortality, the AHA joined a national effort through its Better Health for Mothers and Babies initiative. Chaired by Begley, the effort focuses on in-hospital mortality but will expand to all geographic regions. AONL supported the Mothers and Offspring and Morbidity Awareness (MOMMA) Act,⁶ sponsored by Illinois Senators Dick Durbin (D) and Tammy Duckworth (D) and Representative Robin Kelly (D-Ill.), which seeks to address the issue through a comprehensive set of policies to improve data collection, disseminate information on life-saving interventions, and expand access to health care and social services for postpartum women. The MOMMA Act would also expand coverage under Medicaid and improve access to culturally competent care and workforce practices for mothers and babies.

Workforce Strategy

The AHA created a Workforce Strategy team in response to the growing issue of health care workforce shortages. Under the executive sponsorship of AHA chief medical officer Jay Bhatt, DO, and Begley, the workforce strategy team will look to develop long-term solutions for the association. Team objectives include inventorying existing resources; listening and learning from all member groups; communicating and engaging the field in all aspects of the issue; and understanding the current and future needs related to workforce to identify trends and workable and achievable solutions.

STRATEGIC ISSUE PARTNERSHIPS

In addition to the AHA/AONL clinical collaborations, AONL continues to collaborate with a number of nursing organizations to address specific high priority issues. AONL and the Emergency Nurses Association (ENA) in

2015 created the *Guiding Principles on Mitigating Violence in the Workplace* to assist nurse leaders in systematically addressing and implementing measures to reduce violence against nurses and all members of the health care team. As the work progressed, AONL and ENA added the International Association for Healthcare Security and Safety (IAHSS) to the conversation to discuss how nursing and security professionals can work together to improve safety in the workplace. This important work continues under the HAV umbrella, bringing in resources and perspectives from the Physician Leadership Alliance, American Society for Healthcare Engineering, American Society for Healthcare Human Resources Administration, American Society for Healthcare Risk Management, state hospital associations, and other state and national organizations working to prevent violence against health care professionals.

AONL has partnered with the American Association of Colleges of Nursing (AACN) since 2013 to develop guiding principles to strengthen academic-practice partnerships. Recognizing the need to prepare the nursing workforce to meet present and future health care needs, the AONL/AACN advisory committee focuses on co-creating models of care, promoting workforce readiness and lifelong learning. The ultimate goal is to work together to optimize the impact of nursing on health and wellness.

AONL recognizes the challenges in our complex health care delivery system are best addressed through partnerships and collaborations, bringing diverse voices, thinking, and expertise to spur creativity and innovation. Nursing staffing is a great example of a multifactorial issue that impacts patient outcomes, patient and family engagement, and the nurse. AONL has joined with a coalition of organizations, convened by the American Association of Critical-Care Nurses, which also includes the American Nurses Association, the Healthcare Financial Management Association, and the Institute for Healthcare Improvement to drive

implementation of appropriate nursing resources needed for positive patient outcomes, including highlighting innovative approaches and transformative approaches.

AONL's online resource library contains many guiding principles developed through the organization's collaborations with industry, finance, physician, and technology organizations. Aligning the work with AONL's strategic plan facilitates the organization's ability to achieve its mission by amplifying the perspective of nurse leaders.

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