



# **MEMBERSHIP ASSEMBLY POLICY DEVELOPMENT GUIDE 2025**

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## Introduction

While there are several formal mechanisms by which policies and positions for the American Nurses Association (ANA) are identified and developed, the focus of the *Membership Assembly Policy Development Guide* is on the process by which policies and positions are considered by ANA's governing body, the ANA Membership Assembly.

One of the Membership Assembly's most important responsibilities is to set policies and positions for ANA. The policies and positions approved by the Membership Assembly provide guidance to the profession of nursing and establish ANA's point of view on relevant nursing practice issues, health policy, and/or related social concerns.

The policy and position topics considered by the Membership Assembly are generated by Constituent/State Nurses Associations (C/SNAs), the Individual Member Division (IMD), Organizational Affiliates (OAs), individual ANA-C/SNA or IMD members, and the ANA Board of Directors.

This *Guide* includes the following information:

- Section 1: Questions to Consider Before Submitting a Proposal
- Section 2: Membership Assembly Policy Development Process
- Section 3: Review of Proposals
- Section 4: Consideration of Emergent Proposals
- Section 5: Onsite Dialogue Forums
- Section 6: Report of the ANA Professional Policy Committee
- Section 7: After the Membership Assembly Meeting

The Appendices includes the following information:

- Appendix A: Related ANA Enterprise's 2023 – 2025 Strategic Goals
- Appendix B: Engaging Members in the Call for Proposals
- Appendix C: Proposal Form - Sample
- Appendix D: 2024-2025 Timelines

## Section 1: Questions to Consider Before Submitting a Proposal

To develop policies that effectively address nationally relevant challenges impacting nurses and the practice of nursing and advance ANA’s strategic priorities, consider the following questions before submitting a policy proposal:

1. ***What is the problem?*** Ensuring that the problem has been defined accurately is the most important factor in finding a suitable solution.
2. ***What is the cause of the problem?*** Getting to the “root cause” of the problem facilitates the identification of a long-term solution; when just the symptoms of the problem are addressed, the result is often only a short-term fix.
3. ***What is the desired outcome?*** Understanding the varied perspectives of members, stakeholders, and other beneficiaries helps to determine the tangible benefits (i.e., desired outcomes) of solving the problem.
4. ***Why should ANA attempt to solve this problem?*** Making sure that the proposal addresses a nationally relevant issue; aligns with ANA’s strategic priorities; and/or addresses a critical gap where ANA doesn’t have relevant policy, or the existing policy is outdated ensures that the Membership Assembly remains focused on essential, high-value policy work.
5. ***What other approaches have been tried?*** Finding solutions that might already exist within ANA or identifying prior solutions that were not successfully implemented *and why they did not work* prevents “reinventing the wheel”.

## Section 2: Membership Assembly Policy Development Process

The Professional Policy Committee facilitates the development of policies and positions by the Membership Assembly.

The Professional Policy Committee:

1. Disseminates a Call for Proposals. Submitters can request that ANA:
  - a. Develop a new policy or position; or
  - b. Revise an existing policy or position.
2. Assesses each proposal.
3. Determines the action that will be taken on each proposal. (See Section 3)

Proposals must meet the following criteria:

1. Align with ANA's strategic goals.
2. Address a nationally relevant issue facing nurses and the practice of nursing.
3. Include citations for facts and figures.
4. Be submitted by the established deadline.

Proposals may be submitted by:

- Presidents and Chief Staff Executives of ANA's Constituent/State Nurses Associations (C/SNAs), *or their designees*.
- Chair and Chief Staff Executive of the Individual Member Division (IMD), *or their designees*.
- Presidents and Chief Staff Executives of ANA's Organizational Affiliates (OAs), *or their designees*.
- Individual ANA-C/SNA or IMD members.
- Members of the ANA Board of Directors.<sup>1</sup>

**Individual ANA-C/SNA or IMD members are strongly encouraged to collaborate with their C/SNA or the IMD on the development and submission of proposals. This collaboration will help reduce topic duplication and allow for additional resource sharing from the C/SNA or IMD.**

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<sup>1</sup> Proposals submitted by sitting ANA board members should expressly indicate that the proposal is not from the ANA Board and is being submitted by the individual board member in his/her capacity as an ANA member.

## Section 3: Review of Proposals

The Professional Policy Committee:

1. Reviews all proposals to ensure compliance with required criteria. (See Section 2)
2. Takes one of the following actions for *proposals requesting that ANA develop a new or revise an existing policy or position*:
  - a. Accepts the proposal or rejects the proposal based on identified criteria.
  - b. For those proposals not meeting the criteria, the Professional Policy Committee will:
    - i. Recommend revisions and request re-submission
    - ii. Forward the topic for potential discussion via another venue (e.g., networking activity or lunch time discussion at Membership Assembly, ANA Board of Directors meeting)
  - c. For those proposals selected for a Dialogue Forum, the Professional Policy Committee shall prioritize proposals based on the following:
    - i. Current relevance
    - ii. Scope of impact
    - iii. Feasibility of implementation
  - d. Selects the top ranked proposals for a Dialogue Forum based on the number that can be accommodated within the allocated time for the Dialogue Forums.
3. Informs the ANA Board of Directors, the C/SNAs and IMD, and the Organizational Affiliates about the proposals that the Committee has approved and moved forward for consideration by the Membership Assembly.
4. Communicates the decision to the submitter of the proposal.
5. Communicates the required next steps to be completed by the submitter of an accepted proposal.
6. If selected, submitters will be required to develop a background document and support any other pre-Membership Assembly briefing opportunities.
7. Disseminates to the Membership Assembly participates the proposal as part of a background document developed by the submitter.

**Accepted proposals become the property of the Professional Policy Committee, which has the authority to combine proposals and/or make modifications that it deems appropriate.**

## Section 4: Consideration of Emergent Proposals

The submission of an emergent proposal should be avoided *as much as possible*. Emergent proposals do not afford Membership Assembly Representatives sufficient time to review the background materials or consult with colleagues to arrive at an informed decision regarding the proposal. However, the Professional Policy Committee recognizes that a mechanism is needed for the submission of an emergent proposal.

### ***Criteria for an Emergent Policy Proposal***

An emergent proposal must demonstrate that the issue:

1. is of great strategic importance to the nursing profession and to ANA;
2. is nationally relevant;
3. was not and could not have been known *prior to* the submission deadline; and
4. must be considered prior to the next meeting of the Membership Assembly.

### ***Submission Procedure***

1. Emergent proposals must be submitted by **5:00 pm ET, on Monday, June 23, 2025**.
2. The submission must include:
  - a. Completed Proposal Form.
  - b. Justification of:
    - i. strategic importance of the issue to the nursing profession and to ANA;
    - ii. national relevance of the issue;
    - iii. why the issue could not have been known *prior to* the submission deadline; and
    - iv. why the issue cannot be held until the next meeting of the Membership Assembly.
  - c. Background document on the issue, including citations for facts and figures.
3. If the criteria for an emergent proposal is met, the Professional Policy Committee will:
  - a. determine how the proposal will be considered given the business that needs to be conducted by the Membership Assembly
  - b. collaborate with the submitter to ensure timely dissemination of materials to the Membership Assembly.

## Section 5: On-site Dialogue Forums

The Professional Policy Committee establishes the procedures for the on-site Dialogue Forums. At each Dialogue Forum, time will be allocated for:

1. Short overview;
2. Briefing on activities related to the issue in which ANA, C/SNAs, IMD, and/or OAs are currently engaged;
3. Facilitated discussion; and
4. Development of suggested recommendations to address the issue.



## Section 6: Report of the ANA Professional Policy Committee

The Professional Policy Committee prepares a report for consideration by the Membership Assembly.

For each Dialogue Forum, the report will include a summary of the Membership Assembly's discussion along with broad recommendations for each. The Professional Policy Committee recommend one of the three following actions:

- Recommend adoption of the proposal as submitted; or
- Recommend adoption of a revised proposal; or
- Propose a motion without recommendation.

**For recommendations approved by the Membership Assembly, the ANA Board of Directors determines the specific actions that will be taken to implement the recommendations in keeping with its corporate and fiduciary authority and responsibility.**

## Section 7: After the Membership Assembly Meeting

One of the responsibilities of Membership Assembly Representatives is to promote the implementation of ANA policies and positions. ANA supports these efforts by preparing a summary of the actions taken by the Membership Assembly on proposals to develop a new or revise an existing policy or position, *as well as* the actions taken on the recommendations resulting from the Dialogue Forums.

In addition, notification of the Membership Assembly's actions will be disseminated to C/SNAs, the IMD, Organizational Affiliates, and individual ANA members through various ANA communication channels.

In the early fall, ANA staff develop work plans to implement the recommendations resulting from the Dialogue Forums and present them to the ANA Board of Directors for consideration. An initial progress report on work to advance the approved recommendations will be provided in March of the following year; a second progress report will be provided at the next meeting of the Membership Assembly.

## Appendix A: Related ANA Enterprise 2023 - 2025 Strategic Goals

### ANA Enterprise Strategic Plan

#### 2024 Goals and Objectives *(updated December 2023)*

**Vision:** A healthy world through the power of nursing

**Mission:** Lead the profession to shape the future of nursing and healthcare.

Goal 1   Elevate the <u>Profession</u> of Nursing Globally	Goal 2   Evolve the <u>Practice</u> of Nursing to Improve Health, Health Care, and Health Equity	Goal 3   Ensure the Professional Success of <u>Nurses</u>
1. Lead the Nursing Profession to improve health through practice, advocacy, equity, innovation, and philanthropy.	1. Advance diversity, equity, inclusion, belonging and anti-racism to improve nursing practice and work environments	1. Magnify nurses' voices and advocate to overcome barriers to personal and professional success.
2. Lead, evolve, and promote standards of excellence, recognizing exemplary nurses and settings where they practice.	2. Engage and support social justice in nursing and by nurses to address inequities in health and care delivery.	2. Design, advance, and implement innovative solutions to meet the needs and priorities of nurses.
3. Lead and promote the value of nursing's impact on health and society.	3. Enhance nurses' ability to innovate and lead in dynamic, disruptive, and complex practice environments.	3. Co-create holistic approaches for nurse well-being with nurses and strategic partners.
<b>Enablers:</b> People, Core Values, Financial and Operational Excellence		

## Appendix B: Engaging Members in the Call for Proposals

### Successful Approaches Used by State Nurses Associations

Below are the approaches of two state nurses associations that have proven successful at engaging their members in the development and submission of proposals.

#### ***Florida Nurses Association (FNA)***

1. Sends multiple emails to all FNA members as well as FNA Board members soliciting their input on issues/topics about which they are passionate AND that they feel should be addressed at the national level.
2. Reviews the proposed issues/topics, along with “current events”, to determine their relationship to nursing and health care and then further reviews them to determine those issues or topics that might be most impactful at the national level.
3. Reads all ANA communications, forwards them to the FNA Board as appropriate for information or includes them on a board meeting agenda.
4. Attempts to identify key FNA members who are interested in the issue or topic. As an example, FNA advanced a reference proposal related to health care in the prison system that originated through the state bargaining unit after prisons were privatized and quality of care, or the lack thereof, was a frequent topic in media.
5. Ask our Special Interest Groups and Ad HOC committees for any issues that should be considered.

#### ***Minnesota Organization of Registered Nurses (MNORN)***

1. During the MNORN elections, a question is placed on the e-ballot which describes ANA’s Dialogue Forum process. MNORN members are asked what they would like ANA Membership Assembly Representatives to discuss during the next Membership Assembly. Members can free-form their suggestions for the next year’s Dialogue Forum topics.
2. After sorting responses into functional (like) categories, a survey is sent to all MNORN members asking them to rank in order of importance the responses from the e-ballot. They may also add topics or refine existing responses. Any topics ANA staff may have recommended are also included.
3. The survey results are provided to the MNORN Board to inform their consideration of topics to submit in response to ANA’s Call for Proposals.
4. The MNORN Board discusses the topics and selects two for submission as Proposals. For 2016, the MNORN Board only considered topics that MNORN members suggested; they did not add any other topics that might be of interest to them as individuals.
5. MNORN members then receive the survey results that were provided to the MNORN Board, the two topics the MNORN Board selected for submission as Proposals, and all supporting documentation.

6. MNORN holds a meeting of MNORN members to discuss the Dialogue Forum Topics approved by the ANA Board of Directors. A report of the discussion is sent to all MNORN members and informs MNORN's representatives to the Membership Assembly participation at Membership Assembly.
7. After Membership Assembly, a report of the ANA Dialogue Forums and their outcomes is sent to all MNORN members.

## Appendix C: ANA Professional Policy Committee – Policy Proposal Form



**American  
Nurses  
Association**

### ANA Professional Policy Committee - Policy Proposal Form

#### Save & Return

Use an account to return to saved work.

Log in

#### Topic \*

#### Primary Contact Person

This individual needs to be available to respond to questions or requests from the Professional Policy Committee or Membership Assembly Representatives if the proposal is accepted.

Title \*

First Name \*

Last Name \*

Credentials \* [?](#)

Phone Number \*

Email Address \*

#### Second Contact Person

Title \*

First Name \*

Last Name \*

Credentials \* [?](#)

Phone Number \*

Email Address \*

[Connection to ANA](#)

**Introduced By:** \* ?

**Strategic Goal** \* ?

- Elevate the profession of nursing globally.
- Evolve the practice of nursing to improve health and healthcare.
- Ensure the professional success of nurses.

**Describe how this proposal relates to the above strategic goal?** \*

**Refer to Section 1 of the [Membership Assembly Policy Development Guide: Questions to Consider Before Submitting a Proposal](#).**

**1. Describe the topic/issue to be considered for discussion at Membership Assembly including critical gaps, new policy needed, or changes to existing policy.** \*

**2. Explain how the topic/issue is of national relevance.** \*

**3. Describe the impact of the topic/issue on nursing practice, the profession, and/or the national association.** \*

**4. Recommended Actions - Include suggested recommendations to address the topic/issue. \***

**NOTE: A proposal submitted after 5:00pm ET on Wednesday, February 12, 2025 will be considered an "emergent issue", which requires the following additional documentation: justification for why the proposal should be considered at this time AND a background document. When submitting an emergent proposal for consideration, see section 4 of the [Membership Assembly Policy Development Guide](#) for additional elements that are required. To be considered, completed proposals for emergent issues must be submitted by 5:00 pm ET on Monday, June 23, 2025.**

**For an Emergent Proposal, include the following: a) justification for why the proposal should be considered at this time and b) a brief background document identifying the critical policy gap OR underlying issue(s) that needs to be addressed.**

**Emergent Proposal - Background Document**

 No file chosen

**Emergent Proposal - Is the background document included for this emergent proposal?**

Yes  No

 

## 2025 ANA Professional Policy Committee – Policy Proposal Form

Please click on the link to access the [2025 ANA Professional Policy Committee - Policy Proposal Form](#). Completed proposals must be submitted via electronic form by **5:00pm ET, Wednesday, February 12, 2025**. Proposals not submitted via the electronic form will not be considered.

When submitting an emergent proposal for consideration, see Section 4 for the additional elements that are required. Completed proposals for emergent issues must be submitted by **5:00pm ET, Monday, June 23, 2025**.



## Appendix D: 2024 - 2025 Timeline

DATE	ACTIVITY
December 16, 2024	OPEN Call for Proposals
February 12, 2025	CLOSE Call for Proposals at 5:00pm ET
By March 13, 2025	Communicate the decision of the Professional Policy Committee to Submitters, C/SNA leadership, and the ANA Board of Directors
March 13 – May 2, 2025	Prepare for Membership Assembly <ul style="list-style-type: none"> <li>• Dialogue Forums               <ul style="list-style-type: none"> <li>○ Prepare background document</li> <li>○ Prepare presentation, if necessary</li> <li>○ Identify speakers for ANA’s consideration</li> </ul> </li> <li>• Policy Proposals               <ul style="list-style-type: none"> <li>○ Prepare new policy or prepare revisions to existing policy</li> <li>○ Prepare presentation, if necessary</li> <li>○ Identify speakers for ANA’s consideration</li> </ul> </li> </ul>
May 16, 2025	Disseminate policy documents and Dialogue Forum materials to submitters and Membership Assembly participants
June 23, 2025	Submit Emergent Issue Proposals <b>by 5:00pm ET</b>
June 27-28, 2025	Annual Meeting of the ANA Membership Assembly
June 27, 2025	Hold On-site Dialogue Forums
June 28, 2025	Present Professional Policy Committee’s recommendations to the ANA Membership Assembly for consideration