Dear Region 3,

These standards can’t be emphasized enough when guiding the development of healthy chapter environments. Chapter leaders take on many roles when carrying out chapter operations: recruiter, webmaster, mentor, president-elect, board member, community liaison, event planner, co-chair, treasurer, secretary, educational coordinator, CE applicant, committee chairperson, membership coordinator, media person, and president, just to name the most common. In healthy chapter environments, each leader has the chapter's best interest at heart. They have been mentored by their predecessors, are supported by fellow chapter leaders, and feel empowered to carry out chapter duties. Despite these preparations and the best of intentions, as not unheard of in any working environment, conflicts can and do arise. Running a chapter can present its share of challenges. Although chapter positions are volunteer, they come with a great deal of accountability. Chapter leaders may experience career changes, personal and family emergencies, and/or relocate during their terms. Networking with fellow regional chapter leaders reveals that all chapters, big and small, share similar struggles. You are not and should not feel alone.

Skilled Communication
True Collaboration
Effective Decision Making
Appropriate Staffing
Meaningful Recognition
Authentic Leadership

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Healthy Chapter Environments Continued...

So, what can we do in times of uncertainty or conflict?

The advisory team is the answer at these times. We will lend an ear, provide resources, and serve as moderators. Consider that “feedforward” may have a bigger impact than feedback. So, please reach out to us sooner rather than later. Within the next few issues of our Region 3 News, I’ll share one of our team’s best resources with you... a tool to assess the health of your chapter.

We will begin with the first HWE Standard - Skilled Communication

*Chapter leaders must be proficient in communication skills: verbal and nonverbal*

A chapter with a Healthy Work Environment demonstrates Skilled Communication by:

- Establishing communication norms *(from AACN Website)*
- Holding each BOD & chapter member accountable for following the HWE standards
- Respecting each member
- Actively listening
- Dealing with conflict in a positive and timely manner

**Important Questions to Ask**

How does the Board communicate with each other?

Has your Board developed communication norms?

Does the environment for your Board meeting allow for open discussion to identify and address problems in a non-confrontational manner?

Do your board members feel that they can speak openly about concerns?

Have you developed methods for communicating chapter activities with members?

Have you reached out to other hospitals, schools of nursing, etc., to attract new members?

<table>
<thead>
<tr>
<th>Problem</th>
<th>Solution</th>
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<tbody>
<tr>
<td>Lack of communication norms.</td>
<td>Develop communication norms that everyone agrees upon</td>
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<td>- Determine best method for communicating/contacting each other, i.e., phone (cell, work, home), email.</td>
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<td>- Determine timeframe for responding to email/voice mail.</td>
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<td>- Hold each other accountable to adhering to norms.</td>
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<tr>
<td>Problem</td>
<td>Solution</td>
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<td>----------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
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<tr>
<td>Minimal communication with chapter members.</td>
<td>Ask chapter members the best way to communicate chapter activities/projects/strategic plan:</td>
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<tr>
<td></td>
<td>• Needs assessment</td>
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<td></td>
<td>• Informal survey</td>
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<td>Develop consistent method of communication with chapter members:</td>
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<td></td>
<td>• Newsletter</td>
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<tr>
<td></td>
<td>• Email</td>
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<tr>
<td></td>
<td>• Website</td>
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<td>• Facebook</td>
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<td></td>
<td>Determine person(s) responsible for keeping chapter members up-to-date on chapter activities.</td>
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<tr>
<td>Minimal engagement of Board members at BOD meeting.</td>
<td>• Use round table format to encourage participation of all BOD members during discussions on chapter planning or problem solving.</td>
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<td></td>
<td>• Encourage all to participate—everyone’s voice should be heard.</td>
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<td></td>
<td>• Review AACN meeting norms <a href="#">HERE</a>.</td>
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<tr>
<td>Difficulty recruiting new members.</td>
<td>• Plan AACN information session and membership drive for area hospitals:</td>
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<td>• Consider holding at different locations to increase exposure.</td>
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<td></td>
<td>• Remember to obtain “freebies” from AACN to give to participants (submit a <a href="#">Chapter Free Resource Order Form</a>).</td>
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<td></td>
<td>• Utilize results of member needs assessment when developing chapter strategic plan and programs.</td>
</tr>
<tr>
<td>Lack of knowledge regarding chapter goals and function.</td>
<td>Have written chapter policies, strategic plan, and budget easily accessible for reference.</td>
</tr>
<tr>
<td>Conflict among board members.</td>
<td>Encourage direct communication with one another. Do not allow “Third Party” involvement unless conflict cannot be resolved.</td>
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<td></td>
<td>Have that “crucial conversation.”</td>
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</tbody>
</table>
Chapter Merit Ladder Proposal

Those attending this past fall’s collaborative were briefly introduced to the concept of a ladder that I proposed as a simplified method of awarding merit to chapter members for their volunteerism and participation in chapter operations and events. The premise behind the development of this ladder was to develop a merit system that would help to conquer some of the barriers expressed to me by regional chapter leaders.

Common barriers chapters face:

- Individual national and chapter memberships may wax and wane between the year in which the member newly certifies and then renew their specialty certification.

- Chapter events serve to recruit new members, particularly if chapter membership awards them reduced registration fees. These new members rarely become engaged in attending meetings nor renew chapter membership the following year.

- With decreased local vendor support, chapters find themselves dependent upon a higher number of event registrants in order to break even or anticipate revenue for chapter related events.

- Employers have greatly decreased financial support for attendees to educational events, leaving chapters with low registrant numbers and/or necessitating reduced registration pricing to entice those paying out of pocket to attend.

- Scholarship programs require bookkeeping to ensure that monies awarded are applied toward education. Supporting local and national AACN membership, and chapter, regional or national AACN event attendance guarantees members access to hundreds of hours of live, online, webinar, and journal based nursing education, and reduces the amount of pass-through monies that need accounted for by the members awarded.

Chapter Merit Ladder Goals:

- Support chapter and national membership.

- Promote chapter meeting and seminar attendance.

- Foster chapter representation to regional and national meetings.

- An alternative to programs assigning points later converted to monetary awards.

- Reduce record keeping and potential tax implications by decreasing monetary awards provided directly to participants.

Disclaimer:

- You may be the first chapter to trial this ladder.
Chapter Merit Ladder Proposal continued...

Chapter Merit Ladder Template

**Merit Eligibility:**

- Fulfill Chapter Position responsibilities as outlined in the Chapter Bylaws and determined by the merit committee AND attend > 50% of chapter related activities on Chapter Board approved Chapter Calendar.

- Eligibility criteria for NTI and Regional Meeting Scholarships to be established by the Chapter Board.

**Suggested disclaimers:**

- Membership vouchers are 1 year in duration.

- Submit Chapter membership vouchers to the Chapter Membership Coordinator.

- National membership vouchers are redeemed per voucher instructions.

- Chapter and National Membership, and Chapter Seminar Vouchers may be gifted by the recipient.

- Vouchers may not be exchanged for financial value.

<table>
<thead>
<tr>
<th>Chapter Position</th>
<th>Merit Award</th>
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</thead>
<tbody>
<tr>
<td>Officer</td>
<td>Chapter Membership ($10 value)</td>
</tr>
<tr>
<td>Committee Chairperson</td>
<td>Chapter Membership ($10 value)</td>
</tr>
<tr>
<td>Director</td>
<td>Chapter Membership ($10 value)</td>
</tr>
<tr>
<td>Committee Member</td>
<td>Chapter Membership ($10 value)</td>
</tr>
<tr>
<td>Chapter Member</td>
<td>Chapter Membership ($10 value)</td>
</tr>
</tbody>
</table>

* Ladder template needs individualized by the Chapter Board prior to adoption.

** Monetary values are assigned for illustrative purposes only.  
C. Trimeloni 2015
**American Association of Critical-Care Nurses**

**Election 2016**

Profiles of candidates in AACN’s Election 2016 are now available.

Voting will be **March 18 to April 18**.

Positions to be filled include a new president-elect, three new directors of the FY2017-19 AACN Board of Directors and three new members of the 2017 Nominating Committee.

The candidate profiles provide biographical information and an issues statement to help you assess candidates before voting opens.

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**Quiz**

Which statement about insulin sensitivity and correctional insulin administration is correct?

a. one unit of insulin typically lowers a person’s blood glucose (BG) by 2 to 15 mg/dl.
b. one unit of insulin typically lowers a person’s blood glucose (BG) by 5 to 25 mg/dl.
c. the correctional insulin dose is directly proportional to the sensitivity factor.
d. the correctional insulin dose is inversely proportional to the sensitivity factor.

* Visit the Northern New Jersey Chapter’s new website to read their **January newsletter** for the answer (used with permission from American Nurse Today) and to access other cutting edge clinical and professional news.

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**Celebrate Certified Nurses Day**

Certified Nurses Day is a national day to honor and recognize the important achievement of nursing specialty and subspecialty certification. Certification is a milestone of personal excellence along the professional journey.

The American Nurses Credentialing Center (ANCC) proposed **March 19** as Certified Nurses Day to honor the birthday of the late Margretta “Gretta” Madden Styles.

An international pioneer of nursing certification and longtime friend of AACN and AACN Certification Corporation, Styles designed the first comprehensive study of nurse credentialing.

Visit AACN’s Certified Nurses Day page to:

- Get involved
- Share strategies, testimonials and success stories
- Read tips for celebrating
- Obtain a sample news release for hospital use
- Purchase certification-related items
- Get your buttons ASAP

American Association of Critical-Care Nurses, 101 Columbia, Aliso Viejo, CA 92656-4109
March
14 ** Three Rivers Chapter * 2nd Annual Certification Celebration * Paint Monkey * Lawrenceville, PA
19 National Certified Nurses Day * Order Buttons for your Celebrations HERE today!
21 ** Greater Johnstown Chapter * Courageous Care Starts With You * A Certified Nurses Day Celebration * Featuring a Presentation by Mary Bylone

April
7-8 ** Northern New Jersey Chapter * 28th Annual Options in Critical Care Nursing * Fairfield, NJ * Featuring AACN President, Karen McQuillan
14 Southeastern PA Chapter (SePA) * 2016 Annual Research Dinner Program * Register HERE
14-15** Greater Johnstown Chapter * 2 Day Combined CCRN/PCCN Review * Presented by Kristen Luttenberger * Johnstown, PA
18 ** Three Rivers Chapter * Acute Care Review with a Twist * Dave & Busters * Homestead Waterfront
21-22 ** Jersey Shoreline Chapter * CCRN - PCCN Review Course * Presented by Nicole Kupchik * Jackson, NJ

May
15 AACN * National Teaching Institute & Critical Care Exposition * “NTI” * Pre-conferences including the Leadership Development Workshop * New Orleans, LA
16 - 19 AACN * National Teaching Institute & Critical Care Exposition * New Orleans, LA

August
26 Susquehanna Valley Chapter * Challenges in Critical Care * Hershey Hotel * Hershey, PA

September
27 - 30 ** Southeastern PA Chapter (SePA) * TRENDS in Critical Care Nursing 2016 * Valley Forge Casino Resort * King of Prussia, PA * CALL for Abstracts

October
20 - 21 Diamond State Chapter * Hosting the 2016 Region 3 Meeting (note NEW DATES)

November
4 Susquehanna Valley Chapter * Cornucopia of Knowledge in Acute and Critical Care * Harrisburg, PA

** see attachments
Come to NTI on Sunday, May 15th and attend the Chapter Leadership Development Workshop (LDW).

The workshop focuses on critical components for both novice and seasoned chapter leaders to successfully manage and lead their chapters while carrying out the mission work of AACN. Developed on the Healthy Work Environment framework, participants will learn about one of the HWE standards to develop and enhance their personal leadership development. This is a great place to network with other chapters and leaders, exchange ideas, and be inspired and encouraged by what others are successfully doing.

- Positively impact your chapter leadership role.
- Be re-energized by Glenn Tecker, national chapter expert, consultant, and keynote speaker, who will be focusing on shaping the future and AACN chapters’ role in that mission work.
- Benefit from the sharing of best practices from the chapter community.
- Hear how recipients achieved excellence during the Chapter Circle of Excellence Awards presentations.
- Participate in networking time with your CAT, leadership peers, and the AACN board of directors.
- Earn CEs and CERPs for the full day workshop.

A $435 stipend will be issued to each chapter that sends at least one person to LDW. Officers, if unable to attend, consider selecting a delegate or 2 from your membership who will share this experience with those back home. Register for LDW (class code PC125) when you register for NTI. Already registered for NTI? Just call Customer Service at 800-899-2226 to add LDW.

Chapter Member Rebate: Active chapter members, get a $75 rebate off your NTI registration.

Check out NTI’s 300+Sessions.