

Professional Engagement

Source of Evidence 2

Describe and demonstrate the structure(s) and process(es) that enable nurses at all levels to participate in professional nursing organizations at the local, state, and national levels, include international participation, if any.

Appraiser Feedback:

Requirement to demonstrate for nurses at all levels. Not evident from narrative and evidence provided that structures and processes are in place for nurses at all levels.

All nurses (direct care, managers, assistant managers/leaders/supervisors, directors, research, advanced practice, CNO level, administrative and assistance administrative directors, educators) at VUMC contribute to the profession of nursing by being involved in organizations in varying capacities at the local, state, national and international level.

Vanderbilt supports direct care nurses, managers, assistant managers/leaders/supervisors, directors, research, advanced practice, CNO level, administrative and assistance administrative directors, and educators to participate in professional organizations through the following:

- Granting professional leave time to attend board or committee meetings and/or national meetings and conferences
- Working with their schedules to provide flexibility and patient care coverage
- Paying for attendance at national meetings and/or conferences for their particular organization, where they can get discount memberships
- Provide space/support for local meetings on campus at VUMC
- Providing institutional support to assist with the development of poster presentations through the Departments of Nursing Research and/or Nursing Education and Professional Development
- Recognizing their work in VUMC organizational presentations and publications

Direct Care Staff

The table in Organizational Overview question 7 provides a list of the direct care nurses from all entities at VUMC who are participating in one or more professional nursing organizations at the local, state, national and international levels. This table also includes offices they have/are holding and specific committee or specialty work within the organizations. A number of organizations are represented, many based on specialty. Vanderbilt nurses are either serving or have served in various roles such as president, vice-

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president, secretary, committee chair and a number of other roles. In these roles Vanderbilt nurses have been leading work that has impacted nursing practice and the care of a wide variety of patient demographics and have been supported for their time and/or ease of scheduling to accomplish this work. In addition, they are recognized for the work they do in a number of the ways previously described.

All Management Levels, including CNO

The table in Organizational Overview question 6 provides a list of nurse executives, nurse managers, and supervisors and their professional organization memberships, activities, and offices held. Vanderbilt nursing leaders are involved in a variety of professional organizations in various roles. Nurse leaders are also compensated for time away and supported to continue to do so as evidenced by the role modeling demonstrated by the Executive CNO. Marilyn Dubree is currently serving on the Tennessee Board of Nursing and supports/encourages off of her leadership team to give their time and money to participate in their professional organizations.

APNs

All advanced practice nurses at Vanderbilt are supported in the same policies and procedures described below. With over 300 APNs on campus, Vanderbilt has a considerable showing in almost all professional organizations. Professional organization membership is part of the APN job description: (complete job descriptions in 00 17)

7d. Maintains CEUs, and membership in a professional organization.

Structures

- **Policies:** We have several organizational policies that support participation of nurses at all levels in professional nursing organizations at the local, state, and national levels.

Table SE 2 – 1: VUMC Policies Related to Professional Organizational Participation by Nurses at all Levels

Policy Number and Location	Description	Specifics
Human Resources Policy HR 030 – Hours of Work Policy <i>(Located in Organizational Overview Question 8)</i>	This policy establishes the official workweek for both hourly paid staff and exempt staff. Addresses the issues of paid time for travel and training/conference time, which includes lectures,	J. Travel Time “...The following guidelines should be used when determining when travel time is considered “work time” and therefore must be paid. Travel time considered work time includes: 1. ...business related activities at a

	meetings, seminars or similar activities for both groups	conference or seminar. 2. Traveling out of town for Vanderbilt related reasons, regardless of day/time. K. Training/Conference Time: Attendance at lectures, meetings, training programs, seminars or similar activities must be counted as hours worked when the training is related to the staff member's job.
Operational Policy 40-10.03 – Travel Reimbursement <i>(Located in Organizational Overview Question 8)</i>	This policy addresses travel guidelines	VUMC faculty/staff are reimbursed for reasonable expenses incurred while traveling on approved trips.
Clinical Policy 20-06.15 – Travel/Workshop Funds <i>(Located in Organizational Overview Question 8)</i>	This policy provides direction for the use of funds to support travel, educational workshops, and national certification through entities such as the ANCC (American Nursing Credentialing Center) or related specialty-based certification entities.	“VUMC is strongly committed to its threefold mission of education, research, and clinical care. Funds available for travel, workshop attendance, and national certification are viewed as mechanism that can be utilized to enrich the growth and development of staff within the institution. Funds are made available to promote, support, recognize, and reward staff as they self-actualize and grow within their established role. Inherent to this philosophy is a recognition that staff will typically develop across a continuum of practice performance ranging from novice (beginner) to expert (mastery).”

- Professional Certification as a way to Professional Association Membership/Participation:** Through the support of professional certification as demonstrated in SE 4 EO and the policies above, nurses are supported/encouraged at all levels to join professional organizations through the professional association certification process as well.
- Vanderbilt Nursing Website www.vanderbiltnursing.com:** We took the information provided by our direct care nurses and nurses in leadership roles and created an easy access point for professional organizations (URL web connection links) from our nursing website. Under the Employee Resources Tab – Quick Links – Professional Links – Nursing Professional Organizations Link; we can access an extensive list of professional

organization websites. This request from the staff provides quick access to the information. Image SE 2 – 1 below provides a snapshot from the nursing website.

Image SE 2 – 1: VUMC Nursing Website Links to Professional Organizations Page



- **Nursing Awards & Recognition:** Our nursing recognition awards that we give during Nurses Week in May have “participation in professional organizations” as part of the nomination criteria. Examples include: Rosamond Gabrielson Staff Nurse of the year – one nurse is selected for each of our 4 entities, Rebecca Clark Culpepper Education & Mentorship Award, advanced practice nurse (APN), educator, nursing research and evidence-based practice, and transformational leadership.[SE 2 Exhibit A-1-01-14-11 Gabrielson Award-FINAL, SE 2 Exhibit A-2-01-14-11 Culpepper Award-FINAL]
- **Vanderbilt Professional Nursing Practice Program (RN 3 and 4):** For advancement to RN 3 & 4 (information provided in Organizational Overview Question 17) one of the evaluated criteria falls under continuous learning – participation in

scholarly/professional activities. Examples of activities that support this criterion include: formal presentations, publications, work on public policy issues, and professional organization activities.

Processes

- Self-scheduling through VandyWorks (covered in Exemplary Professional Practice Question 9) which provides flexibility for staff to schedule time off to participate in professional organization activities.
- Professional leave time and financial support to attend professional organization activities and conferences based on policy support.
- Support for local meetings and other professional activities to be held on campus.
- Recognition of outside professional activities through nursing and medical center communications vehicles.
- Support in preparation of materials (presentations/posters) for professional organization presentations.

Examples:

- VUMC provides space for professional organization meetings such as the local affiliate of the National Nurses in Staff Development Organization (SEEDS - Southeast Educators for the Development of Staff), local District 3 (Middle Tennessee) meetings of the Tennessee Nurses' Association (TNA), and the local Oncology Nursing Society (ONS). Please refer to Structural Empowerment 2 EO for two examples:
 - After attending a national meeting of the Emergency Nurses Association, Katie Koss BSN, RN, CPEN, ECPN, Assistant Nurse Manager in the Pediatric Emergency Department led the pediatric ED in the efforts that strengthened the security of the ED and provided a safer environment for the staff.
 - Based on their involvement in the Oncology Nursing Society, a group of nurses from the Cancer Clinic unit board made changes to ensure that chemotherapy orders for every patient were complete and accurate.
- During the year, when nurses receive appointments to professional organizations or receive some other type of professional recognition, that is published in one of our organizational and/or nursing publications. Examples include:
 - Avni Cirpili, MSN, RN, NEA-BC – appointed to the Nashville Association of Mental Health for Davidson County [SE 2 Exhibit B-1-Cirpili-Nurse News 5.10 FINAL]
 - Julie Morath, MS, RN – appointed to the Board of Commissioners of the Joint Commission [SE 2 Exhibit B-2-Morath-Nurse News 1 11 Final]
 - Mike Daly, MSN, MBA, RN, ACNP, NE-BC, - Selected to the Nurse Executive Content Panel for American Nurses Credentialing Center [SE 2 Exhibit B-3-Daly-Nurse News 11 10 Final]
 - Margaret Head, MSN, MBA, RN, NE-BC – appointed to the American Medical Group Association's Board of Directors [SE 2 Exhibit B-4-Head-Reporter Article]

- Arthur Thompson, LPN – appointed to the Tennessee Board of Nursing [SE 2 Exhibit B-5-Thompson-Reporter Article]
- Clare Thomson-Smith, JD, MSN, RN, FAANP – Selected as a 2010 Fellow of the American Academy of Nurse Practitioners [SE 2 Exhibit B-6-Thomson-Smith-Reporter Article]
- Jennifer Woods, MBHA, BSN, RN – Elected President of the Middle TN Chapter of the Oncology Nursing Society [SE 2 Exhibit B-7-Woods-Reporter Article]
- In the annual State of Nursing address, the executive CNO – Marilyn Dubree, MSN, RN, NE-BC highlights the professional organizational accomplishments and appointments of the staff. Examples include all of those listed above and also below [SE 2 Exhibit C-1-SON Selected Slides 2009 & 2011]:
 - Debiante Peterman, PhD, MSN, RNC-NIC, NE-BC – Appointed to the Board of Directors of the National Nursing Staff Development Organization
 - Ellen O’Kelley, MSN, RN, PNP-BC, AE-C – selected for the State of Tennessee Asthma Task Force & Board of Directors of the Association of Asthma Educators
 - Chris Wilson, MSN, RN – Elected president of local affiliate of National Nursing Staff Development Organization
 - Debbie Arnow, DNP, RN, NE-BC – Named president-elect for 2009 and president 2010-2011 of The Society of Pediatric Nurses

Regional Retreat for Women with Bleeding Disorders

Julie B. Thomas, MSN, RN, research nurse in the Homeostasis-Hemophilia Clinic/Children’s Outpatient Clinic was supported to take the lead when the nurses of Region IV North Hemophilia Committee determined that a regional retreat for women with bleeding disorders was needed. With support from Vanderbilt, a total of three registered nurses from Vanderbilt Homeostasis/Hemophilia Clinic played an integral role in the development and completion of this work. Including Julie, the other two participants were Mary, G. Hudson, RN, Assistance Manager and Chasity L. Mullins, MSN, RN, clinical hemophilia nurse. Mary and Chasity were active on the planning and implementation committees. Chasity was also a speaker. Julie was the coordinator of the regional project and was the integral link to the success of the retreat.

In their own words:

<p>Advanced Practice Nurse</p> <p>Supported to serve as the president of Middle TN ADA Leadership Board in attending</p>	<p>“I was president of the Middle TN ADA Leadership Board for 2 ½ years until 12/2010. The board met quarterly – reviewed the budget, made plans for fundraisers, helped with fundraising activities, and suggested new board members. We had 3 major fundraisers – walk, Tour de Cure, and Father of the Year. The ADA also supported the weeklong camp for children with diabetes each August. The Diabetes Center supported me to attend these ADA</p>

<p>meetings through professional leave time for meetings and conferences.</p>	<p>meetings. Now I am on the Leadership Board for the ADA - have quarterly meetings which require me to miss work. I am able to take professional leave time to attend ADA local and national meetings. Also, I have been the captain of the Vanderbilt Diabetes Center ADA Tour de Cure bike team for the past 3 years. Supported by Vanderbilt, every year our team has been the top fundraiser. This year I was the top fundraiser for the Middle TN ADA Tour de Cure – raising \$11,000. I am also a Pinnacle member of the ADA (have personally donated \$10,000 in the past 5 years).”</p> <p><i>Janie Lipps, MSN, RN, NP, CDE Diabetes Nurse Specialist, Eskind Diabetes Center</i></p>
<p>Educator</p> <p>Supported to attend meetings as part of work commitment.</p>	<p>“I am supported to attend outside meeting as part of my work commitment and participate in regular conference calls. I was on the team that revised the Scope and Standards for the National Nursing Staff Development Organization and was supported by Vanderbilt. The team that did the work was from across the country and we did our work in a series of regular (long) conference calls. There was a debut and book-signing at the 2010 NNSDO Conference that I attended.</p> <p>I am currently the president of the SEEDS (Southeast Educators for the Development of staff – local NNSDO affiliate). It’s a great networking opportunity for me with educators from other organizations in the area. We have monthly meetings where we share educational content and also network with each other. We are currently working on a 2nd annual workshop (for February 2012) called Enhancing the Practice of the Nursing Professional Development Specialist. There are other VUMC educators who are also supported to participate as I do in these activities.”</p> <p><i>Chris Wilson, MSN, RN Director Clinical Education and Development, VUH</i></p>
<p>Stroke Coordinator</p> <p>To attend off-site meetings and have other hospitals visit VUMC.</p>	<p>“I am an active member of the TN Stroke Systems of Care Taskforce, I am a founding member of the TN Stroke Coordinators Consortium and as of this past fall, I am a member of the AHA/ASA Greater Southeast Affiliate Strategic Health Initiatives Committee which is comprised of representatives from 6 states and Puerto Rico to identify and address issues related to heart disease and stroke. Support in these roles comes by supporting me to be a part of these</p>

	<p>committees and to be off site to attend meetings as needed.</p> <p>I am also supported to have visiting facilities to come here to Vanderbilt to learn more about our stroke program and how we work in an effort to help them determine if and how to become a JC primary stroke center also.”</p> <p><i>Jackie Moreland, M Ed, BSN, RN Stroke Coordinator</i></p>
<p>Direct Care Nurse</p> <p>Paid professional leave and conference fees to attend conferences.</p>	<p>“Vanderbilt has paid for my hours to attend seminars and conferences; as well as attendance fees. My manager has also provided refreshments for the participants when the state annual conference for The Middle TN Society of Post Anesthesia Nurses was held at Vanderbilt in Light Hall.”</p> <p><i>Cathy Lee, RN 4 Critical Care Main Holding Room/PACU – VUH</i></p>
<p>Administrative Director</p> <p>Active in COG for over 15 years – travel funded.</p>	<p>“Vanderbilt has supported my involvement in Children’s Oncology Group (COG) for over 15 years – staff nurse to leadership. I have been funded to travel to the COG meetings once and sometimes twice a year. The COG meetings have interdisciplinary attendance from 267 institutions across the United States, Australia, Canada and New Zealand. The COG nursing discipline is very active in education, research, and clinical protocols. The support from Vanderbilt to participate allowed me to develop a network of colleagues across the nation as well as establish myself as a leader in Pediatric Hematology Oncology. Prior to being elected chair of the COG Nurse Nominating Committee, I also served as the principle responsible nurse for all COG studies at Vanderbilt. I also had the opportunity to serve as the nurse representative on specific disease studies.</p> <p>I am grateful for the years of support from Vanderbilt to participate on a national level and develop myself as a leader within COG.”</p> <p><i>Connie Ford, MHA, BSN, RN, CPON Administrative Director Inpatient Nursing Services, Monroe Carell Jr. Children’s Hospital at Vanderbilt</i></p>
<p>Case Manager</p> <p>Supported to attend</p>	<p>“I have been in Plastic Surgery at Vanderbilt since 1975 and found my love, devotion and commitment to this specialty. The Office of Case Management has supported me in attending the annual</p>

<p>annual meetings and serve as Treasurer on the Board of Directors</p>	<p>American Society of Plastic Surgical Nurses national convention that meets concurrently with the American Society of Plastic Surgeons. Vanderbilt has provided me with professional leave and registration fee coverage making it possible to attend. I grew to love this meeting as I expanded my knowledge base and remained on the cutting edge of plastic surgical procedures and nursing care required for this group of patients. As I attended the meetings, the networking and friendships grew and it has enriched my career.</p> <p>I was so impassioned, I wanted to give back and I am currently serving my second term as Treasurer on the Board of Directors. Vanderbilt continues to support me with professional leave to attend this exciting educational opportunity. It makes me proud to be able to share all of this knowledge with my patients, patient families and colleagues in providing the best care possible to them – establishing myself as a resource to others and much satisfaction to me.”</p> <p><i>Debby L. Booth, BSN, RN, CPSN Case Manager, Plastic Surgery/Surgical Oncology</i></p>
<p>Director</p> <p>Expectation set and supported to be an professional advocate for the advanced practice nurses – paid conference and meeting attendance</p>	<p>“As Director of the Center for advanced practice nursing and allied health, participation in national associations at the state and national level was an expectation set by the Executive CNO in order to safe guard and advocate for the advanced practice role. To that end, I have been supported in my role as member of the Tennessee Nurses Association and chair of the government affairs and health policy subcommittee for over four years. Active participation at the state level has included support for monthly meetings of the subcommittee, annual TNA conference attendance and active engagement in the APRN working group. When legislation affecting advanced practice nursing is being debated I have been encouraged to attend and develop relationships with the legislators and their staff.</p> <p>At the national level, I am supported in my membership and activities within the American Academy of Nurse Practitioners (AANP) and more recently in the American College of Nurse Practitioners. I was encouraged to work towards AANP fellowship status which was granted in 2010. The ECNO has been instrumental in supporting my participation in the University Health Consortium (UHC) steering committee, benchmarking advanced practice utilization within academic medical centers. Through that forum I have been able to represent Vanderbilt advanced practice nursing “best practices” on a national level. Because of these professional</p>

	<p>memberships and executive support, I have been able to develop a network of professional colleagues across the country and have been able to co author a number of works accepted for publication.</p> <p>Because health care delivery is changing so quickly and the role of the advanced practice nurse continues to evolve, it is imperative that I stay well informed, continue to be the subject matter expert, able to speak to best practices, and able to guide and make recommendations to the nursing executive. CENO support of my individual participation at the state and national level has been vital to me both personally and professionally and the integrity and expertise of the center for advanced practice nursing and allied health has only been enhanced by such support.”</p> <p><i>Clare Thomson-Smith, JD, MSN, RN, FAANP</i> <i>Director Center for Advance Practice Nursing and Allied Health</i> <i>Assistant Dean Faculty Practice</i></p>
<p>Direct Care Nurse</p> <p>Professional Leave to serve as president of organization and attend conferences. Also given assistance to organize and present conferences at VUMC.</p>	<p>“I am presently serving as the President of the Tennessee Society of Peri-Anesthesia Nurses (TSPAN). Both my colleagues and my immediate supervisors have always been very supportive in assisting me with my desires to learn and grow professionally through participation in TSPAN and ASPAN. I have had professional leave to attend three National Conferences sponsored by ASPAN. I have been given assistance to organize and present two conferences here at Vanderbilt for peri-anesthesia nurses to acquire needed continuing education credits. I appreciate the support and opportunities which I have received here at Vanderbilt to help me grow both personally and professionally through these experiences.</p> <p><i>Phyllis Frost, BSN, RN 2</i> <i>Critical Care, 4 South, GYN Holding & PACU</i></p>
<p>Director</p> <p>Work on state quality initiatives supported</p>	<p>“Susan has been very supportive in my work with the Tennessee Initiative for Perinatal Quality Care (TIPQC). I am encouraged and supported to attend their quarterly meetings--and given every opportunity to work with families for this project. My involvement with TIPQC is to work with families as an advisory council member for TIPQC. Soon we plan to be networking more with the other regional NICUs across the state.”</p> <p><i>Marlee Crankshaw, DNP, RN, CNML</i> <i>Director Neonatal Services</i></p>

<i>Monroe Carell Jr. Children's Hospital at Vanderbilt</i>	
<p>Case Manager</p> <p>Certification Exam paid for and flexible staffing to be active in ONS.</p>	<p>“Vanderbilt has always been a strong supporter of our professional organization. The administration openly encourages the staff to join/be active with the local chapter. The administration is also very flexible with the staff scheduling to allow the nurses who want to attend to do so. As nominations chair person, I found that the networking within all the areas of the cancer center (inpatient, outpatient, solid tumor, infusion, Breast Center, Cool Springs) to be a gold mine of volunteerism and striving for personal best practice in providing care for our patients. Vanderbilt also reimburses the cost of registration fee for nurses to take the oncology certification exam which encourages many of our nurses to become certified in their chosen field.”</p> <p><i>Susan Moore, MSN, RN, CON Case Manager II, Oncology</i></p>
<p>CNO</p> <p>Nominated by CEO for board of directors of professional organization and expenses to attend meetings paid.</p>	<p>“In 2008, David Posch, CEO of the Vanderbilt Medical Group and Executive Director of The Vanderbilt Clinic, nominated me for a director position on the American Medical Group Association (AMGA) Board of Directors. I was not selected in 2009; however, my nomination was considered for the 2010 slate of directors. I was accepted for a three year term, beginning in January 2010. David’s support was a key factor in my selection as David served a previous term as a director and continues to be active in AMGA’s collaborative and committees. Both, Marilyn Dubree, MSN, RN, NE-BC, Executive CNO, and David Posch have been supportive of my participation on this Board. While the AMGA covers the travel expenses for the Board meetings, I am granted paid, administrative time to attend these meetings. The organization also supports my non-Board related activities associated with AMGA. For example, I attend the annual conference and the annual quality conference at VUMC’s expense. In 2010 and 2011, I also participated in AMGA’s Capitol Hill Day at VUMC’s expense. During Capitol Hill Day, I meet with the Tennessee delegation in the House and Senate to discuss issues related to health care and multi-specialty group practice. David Posch also participates regularly in the annual meetings, collaborative and Capitol Hill Day.”</p> <p><i>Margaret Head, MSN, MBA, RN, NE-BC Chief Operating Officer & Chief Nursing Officer, Vanderbilt Medical</i></p>

	<i>Group</i>
<p>Executive CNO</p> <p>Paid for time on TN Board of Nursing and Medical Center and University resources to support legislative participation.</p>	<p>“As the Executive Chief Nursing Officer, I was honored to be appointed by the Governor of Tennessee to the Tennessee Board of Nursing in late 2008 for a 4 year term. My appointment was supported by the Medical Center in a variety of ways. The Board meets on an at least quarterly basis for both general board business and panel reviews of disciplinary cases. The time away (minimum 2 days each quarter) is supported by my colleagues and the Medical Center leadership.</p> <p>Also, when legislative issues arise that require my testimony to the Tennessee Legislature, I am supported by the Medical Center and university community (governmental affairs) staff in preparing testimony and debriefing the experiences. The Board of Nursing colleagues serve as content experts, however, the coaching support of the Medical Center Governmental Affairs staff affords me both political context and process support.”</p> <p><i>Marilyn Dubree, MSN, RN, NE-BC</i> <i>Executive Chief Nursing Officer</i></p>
<p>Direct Care Nurse</p> <p>Certification exam covered and attendance fees at conference</p>	<p>“Vanderbilt encourages us to be ONS certified. They reimburse us for the cost of our certification exam – at a cost of \$265.00. We only have one nurse left to take the test and our Med/Onc nurses will be 100% certified.</p> <p>Our fee for attendance at the Middle TN ONS Fall Conference is paid for – where we earn CEUs to maintain our certifications. Many of the presenters are our own internal experts, who are supported, and also allows us to educate the community hospitals as well. It is a great educational value and a fabulous net-working opportunity for all who attend.</p> <p>I am also supported in my role as the treasurer of our local ONS Chapter. “</p> <p><i>Barbara Stewart, RN 3, OCN</i> <i>Vanderbilt Ingram Cancer Center</i></p>
<p>Director, Nursing Education and Professional Development</p>	<p>“Vanderbilt University Medical Center has supported my work with the National Nursing Staff Development Organization (NNSDO) by providing me with the funding and the professional leave time to attend the national conference each summer. I became involved by participating on the national Affiliate Advisory Committee and was</p>

<p>Letters of support and nomination from executive leaders</p>	<p>then elected to chair the committee for 3 years. Vanderbilt has been very supportive to give me the flexibility to participate in meetings by conference call. I have now been elected to the National Board of Directors for this organization and I have received letters of support from our Chancellor and our Vice Chancellor for Health Affairs congratulating me on my appointment and thanking me for my service to Vanderbilt as well as my professional organization.</p> <p>I have also been supported in my work with Georgia State University in Atlanta, GA where I have served as the Chair of the Advisory Board of Directors for the College of Health and Human Sciences (CHHS). This role has required my travel to Atlanta on a quarterly basis as well as participation in between meetings via conference call. Vanderbilt has been very supportive and encouraging by providing me the flexibility to attend these meetings. The University has now separated the School of Nursing from the CHHS so that it can be a stand-alone College as the Byrdine F. Lewis College of Nursing and Health Sciences and they have asked me to Chair the Advisory Board for this new College and serve on the search committee for the new dean. When I asked permission to participate in these activities I was given one hundred percent support to represent Vanderbilt and support this new College in these endeavors.</p> <p>My Executive CNO nominated me to serve as a national surveyor for CCNE to participate in accreditation surveys for nurse residency programs. Vanderbilt supported my travels to Philadelphia for training and has supported me by allowing me the professional leave time to participate in surveys each year.”</p> <p><i>Debianne Peterman, Ph.D., MSN, RNC-NIC, NE-BC Director Nursing Education and Professional Development - VUMC Assistant Clinical Professor</i></p>