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Connections in Holistic Nursing Research

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In April 2014, the AHNA Research Committee announced the establishment of its AHNA Research Consultation Service, “Promoting Research and Quality Improvement in Holistic Nursing.” The goal of this service is to provide expert guidance by AHNA nurse researcher consultants that promotes and supports holistic nursing research and quality improvement projects. In the last several years the service has been expertly managed by Cindy Barrere, PhD, RN, CNS, AHN-BC from Quinnipiac University.

While the service was initially designed to assist new researchers and still is; it also provides a wonderful opportunity for collegial discourse with fellow researchers about research design, conduct, and analysis of current and future studies in areas of mutual interest.
So, how does this service work? Suppose you are thinking about designing or conducting a research study on essential oils. Maybe you are in the process of developing a proposal for your dissertation, or perhaps you have been asked by your manager to assist with a quality improvement project on your unit. You think to yourself, maybe I should seek expert assistance from AHNA. The next question might then be, "What can I expect from an AHNA nurse researcher consultant?"

To answer this question and to best understand the process of consultation, let's start with a few common definitions of it.

- One is "a conference at which advice is given or views are exchanged."  
  Source

- Another is the process of discussing something with someone in order to get their advice or opinion. Source
- And, a third is, "the process of getting advice from an expert or a professional person." Source

These definitions provide a framework for understanding the actions taken by a consultant during the consultation process.

**Input, Advice, and Recommendations:** You receive "best practice" actions to take in a particular situation and/or information to form ideas, solve problems, or make decisions.

**Handy Tips or Pointers:** You receive useful suggestions.

**Guidance, Counsel, and Reassurance:** You receive answers to your questions, explanations, insight into past experiences, and support to increase your confidence and help reduce any stress you may feel in embarking on research.

Working with an "expert" colleague provides you with an opportunity to work on that study you always wanted to pursue, the project you have been thinking about but did not know where to start, or the ability to make that change in your department/unit that will make the difference in the care being delivered. As Wayne Dyer stated:

"When you change the way you look at things, the things you look at change"
At the onset of the AHNA Consultation Service, there were 17 experienced AHNA nurse researchers who volunteered to provide consultation. There were a few who did consult with interested nurses in the first year and one-half. One consultation in particular was provided by Kristin Wicking, PhD, MSN, BSN, RN, Senior Lecturer and Subject Coordinator. She is also Course Coordinator for Masters/Graduate Diploma/Graduate Certificate of Nursing, Discipline of Nursing, Midwifery and Nutrition. College of Healthcare Sciences, James Cook University, Townsville, Queensland, Australia.

The consultant/consultee process began when Dr. Wicking received notice that there was an interested nurse who completed the Consultation Request Form. The information from the Form was "matched" for expertise and experience with the list of AHNA nurse researcher consultants to determine who would be best to provide the requested assistance. It has been found that it is most productive when the Consultation Request Form is thoughtfully completed. For example, providing the area of research interest and other descriptors enables a better match with a consultant.

Consultations are expected to last approximately one hour, which was Dr. Wicking’s experience. Dr. Wicking did share that this consultation was for a nurse thinking about future research opportunities. She only consulted with this nurse one time as that was the amount of time purchased. For AHNA members, this service is provided for $20 for one research consultation and $50 for three. Dr. Wicking stated that she enjoyed the interaction and hoped she provided the guidance desired. She conducted the session using SKYPE which she said worked well as facial expressions could be seen. Using the technology also helped Dr. Wicking assess whether concepts being discussed were understood and if there was continuing engagement.

Margo Halm, PhD, RN, NEA-BC, co-chair of the AHNA Research Committee is now overseeing the Consultation Service. She is currently building an updated cadre of AHNA nurse researcher consultants. These nurse researcher consultants include those with knowledge and skills in research methodology such as interventional research as well as quantitative, qualitative, and mixed methods. Areas of holistic nursing expertise include personal/professional use of complementary therapies, holistic nursing education, leadership, healing touch and aromatherapy, integrative modalities for symptom management and well-being, promotion of holistic/integrative programs in health care settings, wellness, and geriatrics.
Those AHNA nurse researcher consultants who volunteered in the past are being contacted to determine continued interest. With this newly forming group you may want to pursue the role of AHNA nurse researcher consultant. While Dr. Halm certainly has criteria set for inclusion, I thought you might find the "criteria" below interesting as you think about whether you are a good "fit."

You Might Be a Consultant if...

- You ask the waiter what the restaurant’s core competencies are.
- You decide to reorganize your family into a "team-based organization."
- You believe you never have any problems in your life, just "issues" and "improvement opportunities."
- You can spell "paradigm" and you actually know what a paradigm is. [Source]

For those of you who would like to seek consultation services for the research you would like to conduct or projects you are interested in pursuing, further details on how to proceed can be found in the article below. You can also go to the AHNA website.

Remember:

"Everyone no matter how big and strong could use a little help sometimes. Never be afraid to ask for help when you need it. What are we here for if not for each other" [Source]

To volunteer to become an AHNA nurse researcher consultant of if you want further information about the Consultation Service contact, [Margo.halm@salemhealth.org](mailto:Margo.halm@salemhealth.org), 503-814-2835

**Promoting Research and Quality Improvement in Holistic Nursing through Consultation Service**

**AHNA Research Consultation Service**

The AHNA Research Committee offers a program for those nurses who want to conduct research or are working on a quality improvement project, but need some guidance. If you are a new researcher who would like some assistance, the AHNA Research Consultation Program is for you.

For AHNA members, this service is provided for $20 for one research consultation and $50 for three, and can be purchased online at [www.ahna.org/shop](http://www.ahna.org/shop). Consultations are expected to be less than one hour, and will be most productive when the Consultation Request Form is thoughtfully completed. For example, providing your area of research interest and other descriptors will enable the program manager to better match you with a consultant. After purchasing your consultation service, you will receive an email receipt that guides you in the process for your consultation. This program is managed by Margo Halm who can be contacted at [Margo.halm@salemhealth.org](mailto:Margo.halm@salemhealth.org)
The AHNA Research Committee is very excited to make this service available to the members, continuing their focus to promote and support future researchers in holistic nursing.

**Explore AHNA Online Research Resources**

The Research Committee has a wealth of information on the AHNA website. When you go to the website, click on “Research” from the menu and then explore.

**AHNA Research Grant Award**

**AHNA Research Grant Opportunity**

The AHNA is offering a competitive research grant for $5000, for AHNA members who have been members of AHNA for at least one year and are conducting holistic nursing research that demonstrates advancing holistic nursing practices. Eligibility includes doctoral students who wish to apply for funds to support their research. Completed research proposals are due no later than Wednesday, February 15, 2017. Visit the [AHNA website](http://www.ahna.org) for the grant application form, guidelines about the application process, and information describing how to write a research proposal.

**Are You Interested in Research and Education?**

This is a great opportunity to become more involved in the RC! The RC is taking applications for the position of Coordinator for the research webinars and research Journal Club. The coordinator works with the RC Chair and the Vice-Chair for Development to determine learning needs of holistic nursing researchers and develops a webinar/Journal Club plan for the year. You will be mentored in the role! Please contact [research@ahna.org](mailto:research@ahna.org) if interested.

**Your Help Needed**
There is a need for new consultants for our Research Consultation Service. If you are interested, please contact Margo Halm at margo.halm@salemhealth.org. More information is also available in the lead article above.

Volunteers are needed to complete 5 annotated bibliographies from an assigned list. If interested contact Terri Roberts, Executive Director at director@ahna.org.

We are always looking for contributors to this research e-newsletter—Research Profile, Research Term, Student Corner, etc. If interested please contact Michalene King at kingm@rmu.edu or michalene1@comcast.net.

We are seeking an editorial team for this research e-newsletter. If interested please contact Michalene King at kingm@rmu.edu or michalene1@comcast.net. More information in article below.

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**Research E-Newsletter Editorial Team Needed**

In April 2017 the current editorial team for *Connections*, the Research Committee e-newsletter, will publish their final newsletter. We are now seeking volunteers for these positions so that we can mentor the new editorial team before they assume their position for the July 2017 newsletter.

*Connections* is published 4 times a year: January, April, July, and October at the end of the month. Some features include a guest editorial, a Cameo featuring a holistic nurse researcher, a research term and the student corner that features student research or quality improvement projects. Additional features can be included depending upon the current news cycle such as news from the yearly conference or information about available grants. Copies of the newsletter are available in the “Research” section of the AHNA website.

The editorial team consists of an Editor-in-Chief and 2 Co-Editors. The Editor-in-Chief oversees and approves each edition before it is published. The Editor-in-Chief can also assist the Co-Editors in securing information for the newsletter. The Editor-in-Chief is also responsible for overseeing the research section of the AHNA website and works with the AHNA staff to update the site as needed. The Editor-in-Chief attends the Research Committee meetings and gives a report. The Editor-in-Chief works with the Research Committee Chairperson to place items on the agenda for discussion at the meetings.

Each Co-Editor is responsible for 2 issues of the newsletter each year. This involves securing the authors for each of the various features, providing guidance when necessary, and working with the staff to ensure an interesting and timely publication. A Co-Editor may, at times, write a feature, if needed. They may also attend, and when
needed, represent the editorial team at a Research Committee meeting in the absence of the editor.

The current editorial team has worked well together to maintain a consistent and professional newsletter. We have enjoyed our 4 years (2-2 year terms) on this project and are looking forward to mentoring the next editorial team.

If you are interested in any of these positions, please e-mail Michalene King at michalene1@comcast.net or kingm@rmu.edu. I will be happy to discuss these positions with you or refer you to one of the Co-Editors for further information.

Michalene King, Editor-in-Chief

Research Profile: Mary Ann Friesen, PhD, RN, CPHQ

Mary Ann Friesen, PhD, RN, CPHQ is currently the Nursing Research and Evidence Based Practice (EBP) Coordinator for the Inova Health System, a multi-hospital system in the Washington DC metro area. In this role, she chairs the System Nursing Research and EBP Council. Mary Ann serves on the Institutional Review Board; mentors nursing researchers at each hospital; coordinates research efforts and the EBP Fellow program across the system; promotes nursing scholarship; and precepts graduate students.

What your current area of Research?

My current areas of research focus on seeking knowledge and promoting optimal patient outcomes with a concentration on integrative modalities such as Healing Touch. In my role, I collaborate on all nursing research studies across Inova. I have had the tremendous opportunity to network with national experts as well at Inova’s own experts. It is a true privilege to collaborate with and mentor nurses across the Inova’s continuum of care. Currently I am on a research team examining the impact of Healing Touch on post-operative patients undergoing orthopedic surgery. We also have research teams in the process of initiating a study on music therapy in critical care and are in the preliminary stages of developing a research proposal for aromatherapy.

Tell us how you got started in research and how it evolved over the years?

I have been interested in research since the beginning of my nursing career. While working in the clinical setting, I always wondered how care delivery could be improved for the patient and how to enhance outcomes. While obtaining my advanced degrees, I was able to acquire and develop research skills. During my doctoral program, I had the opportunity to collaborate in research studies and attend George Mason University’s Institute for Heideggerian Hermeneutical Methodologies, further honing skills in qualitative research. As a Certified Professional in Health Care
Quality, I spent many years in performance improvement/quality improvement which proved to be great foundation for moving into research.

My first funded research study focused on communication and patient centered care, which evolved from performance improvement initiatives to enhance patient safety. While at Inova, I transitioned from a Quality Leadership position to Nursing Research. The first request for assistance in developing a research study came from a nurse interested in studying Healing Touch. At the time, we did not have a content expert in this area at Inova. By serendipity, I met Dr. Ann Gill Taylor at the State of the Science Congress on Nursing Research. She introduced me to Dr. Joel Anderson. The day before the Congress, Joel was elected as Research Chair for Healing Beyond Borders. But more importantly, Joel agreed to collaborate on Healing Touch Research at Inova. Since that inaugural meeting, we have conducted four research studies with a fifth study in progress. We acquired funding for three studies from Inova's Foundation, the University of Virginia and the local Sigma Theta Tau Chapter which helped launch our Healing Touch research trajectory. Building on that foundation, Dr. Theresa Davis and our research team was funded by the American Nurses Foundation to conduct a study on Healing Touch in Critical Care. The Healing Touch research has been catalytic in energizing nurses. We have nurses who had never been involved in nursing research now serving as sub-investigators and site coordinators for research. The studies have been presented at various conferences including the ANCC Magnet Conference and the AHNA. Several studies have been published or are in press. Planting a seed for research and seeing it grow has been a most gratifying evolutionary journey.

What are some of your biggest challenges, surprises, and joys in conducting holistic nursing research?

There are few randomized control trials in Healing Touch. The biggest challenge is funding. There is a need for more resources to support the development of holistic nursing research. It would be wonderful to conduct a multi-site study randomized control trial of Healing Touch, but resources are not easily available. The greatest surprise to me is to see the joy that nurses discover as they contribute to nursing research. Case in point: when we were writing the proposal for the Critical Care Healing Touch study, I thought the critical care nurses would not be very receptive to Healing Touch in their Critical Care unit. (As a former critical care nurse myself, I knew they could be skeptical). In fact several nurses voiced their uncertainty, but as the study was initiated, some of the cynics became our biggest supporters. Another great surprise is the synergy this body of research has created across disciplines and across the continuum of care. We are receiving requests to conduct more research on integrative modalities. The research is contributing to building the case for the translation of holistic nursing research into practice. We have been fortunate to have had generous philanthropic support to educate a cadre of nurses in Healing Touch who in turn have become nurse researchers and others who have the potential to pursue nursing research.
What advice would you give new holistic nurse researchers?

The heart of nursing is caring for people in a holistic manner. Holistic nurse researchers can serve a pivotal role in contributing to the general knowledge and uncovering interventions that promote compassionate care and optimal outcomes regardless of the setting. I would encourage new researchers to move out of your comfort zone and seek answers to research questions that emerge in nursing practice. It is important to challenge oneself to learn all you can. If you set the intention to be the best you can be, by doing the greatest good through holistic nursing and research you will have a wonderful journey in contributing to the knowledge base of nursing. Holistic research will be questioned and critiqued (as all research should be critically critiqued). Be prepared to answer questions from skeptics; network with experts in holistic modalities and research methods. You cannot do it all by yourself. Find a mentor or mentors to develop and enhance your research skills. Assemble a team of researchers that possess expertise in various areas to develop high quality research studies that will meet the criteria for scientific rigor in answering the research question. Remember to take care of yourself so that you will be able to enjoy the journey of holistic nursing research. Take advantage of networking through professional organizations. It is critical to attend and present at conferences for continued growth as a nurse researcher. The AHNA offers a community of nurses who provide support and expertise for new nurse researchers.

What excites you about the future of Holistic Nursing Research?

The opportunities! More and more nurses are pursuing graduate degrees. There is great interest in integrative modalities given the spending on integrative modalities by the general public. The present paradigm for healthcare in this county is disease focused; this model needs to evolve to a true health model with emphasis on prevention, wellness, health and healing. Holistic Nursing Research focuses on both the art and science of care and is at a critical juncture in healthcare. Given the high healthcare costs in this nation compared with other countries that have better health outcomes, we need to seek cost effective approaches for the provision of holistic healthcare. Holistic Nursing Research holds the promise to be a contributor to the enhancement of healthcare delivery and outcomes now and in the future.

Selected Publications:


Research Term:
Ethical Principles in Holistic Nursing Research

By Nel Thomas, PhD, RN
Assistant Professor, Department of Nursing, Adventist University of Health Sciences, Orlando, Florida

Nursing scholars must be committed to maintaining the highest standards of ethics in holistic nursing research as detailed in the American Nurses Association (ANA) Code of Ethics, the Holistic Nursing: Scope and Standards of Practice, and the Belmont Report. In the United States, the Biomedical and Behavioral Research Code of Ethics, developed in 1978 by the National Commission for the Protection of Human Subjects, provides a model for research which is applied to many disciplines, including nursing (Polit & Beck, 2014). This model, developed to respond to unethical and deplorable research practices from the 1930’s to the 1970’s, established protocols and practices to protect research subjects/participants. Its objectives were to examine the overall risks of research to individuals, to determine the benefits of research to society, and to assess research activities for its overall soundness (Grove, Gary & Burns, 2015). The Belmont Report proposes three broad principles: beneficence, justice, and respect for persons. The ANA Code of Ethics (ANA, 2015) provides the guidelines for protecting human subjects in biological and behavioral research based on these principles.
**Beneficence: Protection from Harm**

Beneficence seeks first "to do no harm," and proposes to maximize benefits to research subjects/participants and society. Non-maleficence dictates the exclusion of intentional harm and the minimization of potential harm. The researcher must consider all possible consequences of the research, especially identifying the potential risks and making necessary provisions when there are risks, as well as balancing these risks with proportionate benefits. Harm to humans can be physical discomfort, social changes, emotional distress, or financial loss. In qualitative research, sharing one's experiences can be beneficial for its cathartic effects, but subjects/participants can also be at risk for increased stress with unique consequences. All aspects of potential risk should be carefully assessed, including anticipated risk, temporary risk, or permanent risk. These should be addressed individually and for society at large (Doody & Noonan, 2016).

**Justice: Fair Treatment and Privacy**

Subjects/participants are entitled to fair treatment and have a right to privacy. The burden is on the researcher to abstain from exploitation of the underprivileged, as well as persons unable to protect their own interests, such as the mentally ill or disabled. Fair treatment requires the full respect of each subject/participant and no judgments should be made for withdrawal from research studies. It also requires equal responsibility in fulfilling promises on time as mutually agreed upon. The right to privacy is mandatory and a priority. No information can be shared without consent. It is imperative to intentionally maintain anonymity, so data cannot be linked to subjects/participants. Data must be protected by using coding or a pseudonym. These confidential data should be stored in a locked cabinet, with only authorized access. Results should be reported in the aggregate using a code or pseudonym to mask identity.

**Respect for Person: Self-determination & Autonomous Agent**
"Respect for person" refers to treating individuals as autonomous agents, providing adequate information and allowing individuals to make their own intelligent choices. It also means providing extra protection for individuals who have reduced autonomy. A person's right to self-determination includes freedom from coercion; requiring that any incentive should have minimal value. Subjects/participants always have the right to refuse to participate, to decline giving requested information, to withdraw participation at any time, and to ask questions about the research study. When individuals decide, by their own free will, to become a subject/participant in a research study, the researcher must present an informed consent document with full disclosure and details of the study, and provisions for follow-up when risks are involved. Essential components of the informed consent include: description of the nature of the research study; a statement indicating that the research is voluntary and participants can withdraw at any time; identification of risks and benefits; details about how confidentiality will be protected; description of what information researchers will share with subjects/participants; and identification of the person responsible for the research study with contact information (Grove et al., 2015). Consent must be written in common clear language, using layman's terms, and must be signed by the researcher and the subject/participant.

Implications for the Holistic Nurse Researcher
An understanding of ethical principles is essential and an obligation when determining research methods, data collection, and analysis. Be aware that meeting the requirements of an Institutional Review Board (IRB) mandated when conducting research, does not ensure that ethical standards are followed as outlined in the researcher's proposed study. The responsibility of being honest, respectful, just, and thorough always remains with the researcher, whose integrity when conducting research guarantees the protection of subjects/participants and honors the principles and practices of the nursing profession.

References


*View AHNA's growing research glossary.* To contribute a definition or suggest a term, please contact research@ahna.org.

**AHNA Researchers in Action**

**Publications**

Full text available to AHNA members. Learn how.

Full text available to AHNA members. Learn how.

Full text available to AHNA members. Learn how.

Full text available to AHNA members. Learn how.

Full text available to AHNA members. Learn how.


**News**

Rothlyn "Rorry" Zahourek was recently inducted as a fellow into the American Academy of Nursing. Congratulations Rorry!

AHNA members names in **bold**. We would love to hear about your research. Have you started your dissertation, had a paper published, presented, etc. Send your "Researcher in Action" to research@ahna.org. For publications, click on the article title for link to abstract (if available).

### AHNA Conference Poster and Research Paper Proposals Needed

The 2017 Conference Workshop Proposal Deadline has passed, but AHNA is accepting Poster and Research Paper proposals. [Click here](#).

- Research Papers Deadline is **Thursday, December 1, 2016**
- Research Posters Deadline is **Thursday, December 1, 2016**
- Non-Research Posters Deadline is **Thursday, December 1, 2016**

### Opportunities for Nurses

**EP Research Symposium 2017: Call for Papers**

The Association for Comprehensive Energy Psychology will be hosting their seventh annual Research Symposium next year. They are accepting research papers in the fields of Energy Psychology and Energy Medicine to be presented at our international conference on Thursday, May 18, 2017 in San Antonio, Texas.

We are seeking original empirical research, clinical single subject case studies, experimental design studies, randomized controlled studies, and theoretical papers. New researchers, professors and graduate students are especially encouraged to present. The deadline for submissions is **November 20, 2016** to John Freedom, research_committee@energypsych.org

**AHNA Research Grant Opportunity**
The AHNA is offering a competitive research grant of for $5000 for AHNA members. Completed research proposals are due no later than Wednesday, February 15, 2017. Learn more at the AHNA website.

**Research Study Seeking RN Survey Participants**

Hello-- My name is Ivan Gan, J.D. and I am a Ph.D. student in the Department of Communication at Texas A&M University. I am inviting you to participate in my research study titled, *An Interpretive Study on how Nurse Managers, Permanent Nurses, and Temporary Nurses Communicate*. The purpose of this study is to understand how nurses of different employment status communicate in health care organizations. I invite your participation in this study because you are either: a registered nurse (who is working/or had worked) in a clinical setting or a registered nurse who manages/managed a clinical setting and directly supervises/supervised other nurses. If you are interested in participating in this study and/or if you have questions, please email me at gan@tamu.edu. Thank you for considering this research opportunity.

**Student Corner**

Masters and Doctoral students are invited and encouraged to send abstracts of their thesis/dissertations/quality improvement projects and submit to *Connections in Holistic Nursing Research* for possible publication in the Student Corner. This gives students an opportunity to publish and allow others to gain interest in their work. If you are a mentor or advisor for a graduate student, please encourage them to share with us. Please send your submissions to Dr. Michalene A. King at kingm@rmu.edu or michalene1@comcast.net. We look forward to reading about your scholarly work.

**Call for 2016 Beginnings Articles on Art and Aesthetics in Nursing**

AHNA is requesting articles for *Beginnings* magazine on

- **Art and Aesthetics in Nursing** for the February issue, due on November 15th.

Please email article submissions to Becky Lara at editor@ahna.org. Submission guidelines can be downloaded at www.ahna.org/submitarticles

**Learning With AHNA**

NEW TIME FOR NOVEMBER WEBINAR

Wednesday, November 16, 2016 at 4:00 pm EST (3:00 pm CST, 2:00 pm MST and 1:00 pm PST)
Healing Touch for Older Women: an RCT
Presenter: Kristin Wicking, RN, PhD, MSN, BSN
The purpose of this activity is to enable the learner to explain research design features that strengthen the methodological rigor of a study and thus the confidence that clinicians can place in the study's findings. Nurses will be able to interpret the study's findings in relation to one's own lived experiences as holistic nurses/providers of Complementary/Alternative Therapies (CAT), and also interpret the value of the findings in the context of providing high-level evidence to advocate for change in practice. Register for the 1.0 hour CNE for only $8 for members or sign up for the "Just Listening" webinar for free.

The American Holistic Nurses Association is accredited as a provider of continuing education by the American Nurses Credentialing Center's Commission on Accreditation. Provider approved by the California Board of Registered Nursing, Provider # 10442

2017 AHNA Conference, 21st Century Holistic Nursing: Reshaping Health & Wellness
June 5-10, 2017, Rancho Mirage, CA

Planning Ahead for Conference? Need to submit for approval for reimbursement?
Even though the cost of most everything seems to keep going UP, the rates for the 2017 AHNA Annual Conference haven't changed!! Budgeting your expenses for the 37th Annual event, you can plan on paying the same rates for registration! Get the EARLY BIRD DISCOUNT by registering before Wednesday, February 15, 2017.

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<td>AHNA Member</td>
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* Proof of full-time student status required

Learn More

News from AHNCC
AHNCC Deadline to Apply for Retired Certification Status Extended to December 31, 2016

During the phase-in period, for the new Retired Certification status, nurses who have been certified in the past in holistic nursing, but are now retired may apply for the credential of Retired Certified Holistic Nurse.

Due to the extensive interest and need to accommodate all interested and qualified certificants the AHNCC Board of Directors has decided to extend the deadline to December 31, 2016 for the Retired Status certification phase-in period. It is the Board's desire to accommodate those who have retired and would like to receive this recognition and are past the one year expired renewal date of their certification. To access the application please go to: http://www.ahncc.org/recertification. If you have any questions please email AHNCC at ahncc@flash.net

Connections in Holistic Nursing Research
Editor-in-Chief:
Michalene A. King, PhD, RN, CNE
Co-Editors:
Pamela Crary, PhD, RN, AHN-BC
Sue Roe, DPA, MS, BSN, RN
AHNA Board of Directors Coordinator for Research:
Margaret "Maggie" O'Brien King, PhD, RNBC, AHN-BC, CNL
Chair of the Research Committee of AHNA:
Marty Downey, PhD, RN, AHN-BC, CHTP, CNE

Although the AHNA supports the concepts of holism, it refrains from endorsing specific practitioners, organizations, products, services or modalities. Opinions expressed in this eNewsletter may not reflect the position of the AHNA.

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