

FNA Strategic Plan 2012-2015

Mission: To serve and support all registered nurses through professional development, advocacy and the promotion of excellence at every level of professional nursing practice.

Vision: The professional nursing organization of first choice for all registered nurses in Florida.

Values: Collaboration, Compassion, Diversity, Excellence, Integrity, Transparency, Unification

A. Member Service

Maintain a strong nursing organization in Florida to provide relevant services and value.

1. Engage new nurses

1.1. Develop packaged recruiting presentations for target groups by June 2012.

1.1.1. **Patricia Posey Goodwin** will work with New Grad SIG to revise or create presentation to nursing students and new nurses.

1.1.2. **Anna Small** and Membership committee will review and revise as needed presentation to experienced nurses, graduate students, advanced practice nurses.

1.2. New Grad SIG will repeat interactive session at 2012 Membership Assembly and include emphasis on reasons to join.

1.3. Motivate FNSA consultants to be members of FNA.

1.3.1. Continue \$50 per year dues discount

1.3.2. Offer free or low cost continuing education on relevant topics, such as leadership development, time management, time management, succession planning, legislative process.

1.3.3. Invite FNSA state consultants to attend scheduled FNA BOD meetings.

1.4. Each Region will develop outreach activities to work with nursing schools in the respective areas.

1.5. BOD liaison (**Judy Brustad**) will suggest that Faculty SIG collaborate with FNSA consultants as a means of strengthening relationship with FNA.

2. Identify interest groups/ target markets, e.g. faculty, staff, graduate students, retired

2.1. Region directors/delegate to contact nursing schools to offer guest lecture on professional advocacy and leadership for generic and graduate students.

2.2. Develop a DVD or downloadable video on professional advocacy and leadership.

2.3. Region directors/delegate to contact nursing leaders at Magnet designated facilities, Nurse Residency programs, and local chapters of FL Organization of Nurse Executives to offer information and speakers.

2.4. Identify volunteer opportunities for retired nurses.

3. Implement SIGs

3.1. Identify a chairperson for every SIG when it is established.

3.2. Articulate purpose statement for every SIG at the time SIG is set up. ❖

3.3. Each SIG will identify key goals and objectives within the first year.

3.4. Identify a **BOD liaison** to maintain communication with each SIG.

3.4.1. Volunteers identified at BOD meeting on March 10, 2012.

4. Strengthen Region purpose, relevance, leadership, outreach

4.1. Identify materials appropriate for limited access to members only.

4.2. Develop media packet to support member recruiting activities in Regions.

4.3. Provide mandatory CE free to members, such as through online service, FNA hosted webinar, self-directed module published in *The Florida Nurse*.

5. Integrate regional structure to show value to nurses

5.1. Each Region will host a minimum of one region-sponsored activity per year.

5.2. Each Region will establish an annual budget that includes support for members to attend one or more statewide events, such as Membership Assembly.

6. Develop and strengthen networking opportunities, new nurse mentoring

6.1. BOD volunteers (**George Smith, Judy Brustad, Patricia Posey Goodwin**) will work with Faculty SIG to mobilize FL Nurse Leader Academy.

7. Grow sufficiently to impact and influence the nursing profession and healthcare in the state

7.1. **Membership committee** will identify strategies to increase FNA market penetration above 4%.

8. IDENTIFY FNA Golden Handcuff

8.1. Clearly articulate the value of FNA advocacy for nurses at every level of professional practice.

8.2. Widely disseminate the work that FNA has done in the past 100+ years to protect nurses and nursing practice in the interest of preserving public safety and welfare.

B. ❖ Public and Professional Awareness ❖ ❖ ❖

Enhance public understanding of the roles and contributions of registered nurses in the state and communities to improve health.

1. Update media kit

1.1. Executive Director will work with Snow Strategies and FNA staff to update FNA media kit that incorporates ANA resources and materials.

2. Increase visibility among internal (members) and external (media, organizations) markets

2.1. Health Policy SIG will identify areas critical to health and welfare and propose a legislative agenda to FNA BOD.

2.2. Health Policy SIG in liaison with Snow Strategies and **President Elect** will develop targeted media campaigns on key issues of interest to nursing by June 2012. ❖ ❖

2.2.1. Position statements

2.2.2. Sample letters to the editors

2.2.3. Posters and informational materials w/FNA logo

2.2.4. Video podcasts

2.3. **President Elect** in collaboration with Health Policy SIG will lead development of multi-faceted alert/action system by June 2012

2.3.1. Letter writers

2.3.2. Speakers

2.3.3. Media Contact List

2.3.4. Legislator Contact List

2.3.5. Volunteer education and evaluation meetings annually

2.4. FNA Board liaison and HP SIG will work with FNF to advance FNA's legislative agenda via proactive media efforts.

2.5. Stories about FNA lobbying and advocacy activities will be submitted by a key participant for publication in each edition of *The Florida Nurse*.

2.6. HP SIG facilitated by **President Elect** will develop a newsletter summarizing issues and important research findings relevant to Issues in Nursing.

2.6.1. Distribute to legislators, media, members in a timely manner

3. Proactive positioning with media

3.1. Executive Director will maintain and distribute media contact list to each Region Director bi-annually.

3.2. Executive Director will forward position statements to media contacts with list of available speakers in the area.

4. Health education

4.1. Health Literacy SIG will identify topics important to improving the health and welfare of Florida's residents that will be updated continuously in accordance with published evidence.

4.2. Health Literacy SIG will tap members to write short articles for every edition of *The Florida Nurse*.

4.3. Health Literacy SIG will work with region directors and regional FNSA groups to develop regional events for health education and improved health literacy. Ensure all events HOSTED BY FNA

4.3.1. Dog and Pony Show, each event is copy of previous event

- 4.3.2. Work with local media and schools to develop, promote and implement the event
- 4.3.3. Leverage resources and collaborate with local health agencies (AHA, Red Cross, American Cancer Society)
- 4.3.4. Provide health screenings at the event (B/P checks, accucheck, etc.)
- 4.4. Complete development of BEATNIXED website by Feb 2012 (**Ed Briggs**)
- 5. Engage the public in nursing campaigns
 - 5.1. Health Literacy SIG will implement health education campaigns that target nurses and non-nurses.
 - 5.2. Health Policy SIG will implement health policy campaigns that target nurses, non-nurses, legislators. ❖
 - 5.3. Targeted media campaigns (Letters to the editor, opinion pieces, articles).
 - 5.4. BOD will build coalitions with non-nursing entities interested in similar issues, such as League of Women Voters, organized labor, retail federation.
- 6. Executive Director will work with a task force to improve the website
 - 6.1. Attractive marketing tool
 - 6.1.1. Discussion board
 - 6.1.2. Low cost continuing education
 - 6.1.3. Centralized calendar of all nursing events and activities
 - 6.2. Resource tool for members
 - 6.2.1. Readily accessible calendar of state and region activities
 - 6.2.2. Access to references, such as pharmacology database, published standards and current evidence
 - 6.2.3. Networking tools for connecting and easy online contributions
- 7. Outreach to allied health professions
 - 7.1. Executive Director will work with Snow Strategies and QUIN Council to identify contacts with like-minded organizations and agencies, nursing and non-nursing.
 - 7.2. Collaborate with QUIN partners and like-minded agencies for scheduled activities related to common issues. ❖
 - 7.2.1. Develop and implement programs together (Lobby Days, Region events, Membership Assembly, etc)
 - 7.2.2. Disseminate each other's position statements to members
 - 7.2.3. Ask to participate in letter writing campaigns

7.2.4. Include in targeted media campaigns

8. Improve lawmaker's awareness

8.1. Health Policy SIG facilitated by **President Elect** will develop a newsletter summarizing issues and important research findings relevant to Issues in Nursing.

8.1.1. Distribute to legislators, media, members in a timely manner.

8.2. Region Directors will facilitate regional or local Legislative Forums each fall

8.3. Health Policy SIG will work with LDCs to schedule visit local legislators while at home throughout the year to relationship build.

8.3.1. LDC education packet

8.3.2. Provide talking points to share with legislators on current topics/issues.

8.3.3. Provide regional delegate with LDC list and they should maintain regular contact with LDCs (meeting, phone contact, etc.)

8.3.4. Develop rapid alert system for LDCs to respond to hot button current issues.

9. Invest in and use contemporary technology

9.1. Continue Twitter Feed

9.2. Continue FaceBook Page

9.3. Develop additional Podcasts

9.4. Dynamic web page

C. Career Development

Serve as the essential resource for career development.

1. Annual Membership Assembly/conference

1.1. Executive Director will identify relevant content that appeals to broad audience i.e. something for everyone with concurrent tracks for ARNP, Educators, clinicians

1.2. Themes and draft agenda proposed by February

1.2.1. Suggested theme 2012 is *Communication, One Voice*

1.2.2. Potential topics related to communication that are relevant include, horizontal violence, care transitions, simulation scenario on communication, ACOs, use of IT, effective measurement and communication to improve core measures i.e. dashboards how will this break down into concurrent tracks? How can we tie in IOM recommendations?

1.2.3. Limit cost by starting Friday afternoon, ending Sat. by 3pm and maximizing sponsorships

1.2.4. Include opportunities for empowerment: Presentation on creating a career path and building a portfolio, Showcase Florida Nurses Leadership Academy, Capitalize on opportunity for regions, students, SIGs to meet

1.2.5. Invite all SIGs to participate at MA

2. Increase visibility through grassroots member outreach ♦

2.1. Build interest and activity across relevant SIGs. ♦

2.1.1. **Faculty SIG** to establish relationship with FNSA consultants.

2.1.2. **New Graduate SIG** to maintain connections with new nurses and nursing students, including those continuing their educational journey.

2.1.3. **Health Policy SIG** to draft talking points on current issues and assist Regions to develop legislative forums in local areas.

2.1.4. **Health Literacy SIG** to educate nurses and general public on topics related to health promotion/ disease prevention, access to care, health reform legislation.

2.1.5. **Nursing Research SIG** to work with Foundation to promote grants and scholarships, assist in call for abstracts for Membership Assembly, and collaborate with Region directors/delegate to cultivate local educational events.

2.2. Highlight select FNA benefits on the web and FNA publications, such as ♦spotlight on♦ educational loans and scholarships, career information.

2.3. Disseminate weekly or monthly ♦hot tips♦ related to FNA benefits and value via email blast.

2.4. Personalized contact from Region Director/ designee to all new members.

2.5. Video record member interviews on ♦why I belong♦

2.5.1. **Ed Briggs** to record interviews at 2012 Membership Assembly and create montage to post on FNA website.



3. Advance the legislative platform

3.1. BOD, in collaboration with legislative lobbyists, will draft strategy to advance platform each year.

3.2. Disseminate weekly Legislative Update to all FNA members and QUIN participants.

3.3. See section B.

4. Conduct formal membership assessment

4.1. Subcommittee will develop a member survey by September 2012.

4.1.1. Committee make up: **Judy Brustad, Ed Briggs, Sue Hartranft**, FNSA rep (Tatiana), and a lost member.

4.1.2. Committee will determine primary purpose of the survey and nature of questions: decision to join, member satisfaction, member expectations.

4.1.3. Data collection will begin with 2012 Membership Assembly and September issue of *TFN*.

4.2. At November 2012 meeting, BOD will review survey results and progress on strategic plan implementation and determine need to conduct a more extensive decision to join assessment. ❖

5. Maintain effective lobbying core

5.1. Executive Director to continue contract with current lobbyists with annual review by BOD ❖

5.2. Health Policy SIG to disseminate LDC Newsletter monthly or quarterly

5.3. Health Policy SIG to develop a strong LDC base and keep members involved all year long

6. Maintain a strong PAC that influences lawmakers

6.1. Invite FNPAC Chair to attend BOD meetings

6.2. BOD support FNPAC in fundraising efforts

7. Lead and participate in organizations that advance and protect nursing

7.1. Maintain partnership in QUIN Council

7.2. Identify members who have dual memberships with other nursing organizations and invite them to report on those organizational activities ❖

8. Continue and grow FNA Lobby Days event

8.1. Analyze evaluations from recent years ❖

8.2. Create Lobby Days committee to work with lobbyist on agenda that implements suggestions from past participants

8.3. Invite local media to participate in FNA Lobby Days

8.4. Establish government relations committee

9. Enhance political clout as climate and resources allow

9.1. Finance committee to consider budgetary needs bi-annually

9.2. Health Policy SIG and Reference Committee identify key issues to help set FNA legislative agenda

10. Leverage ANA resources

10.1. Prominently display ANA weblink

10.2. Use available ANA resources when developing programs

E. Professional Unity ❖❖❖❖❖❖❖❖❖

Build organizational relationships to advance nursing and healthcare outcomes.

1. Target specialty groups

- 1.1. Invite leaders from nursing specialty organizations to meet with FNA leadership to identify common goals.
- 1.2. Continue activity in QUIN Council.
- 1.3. Invite nurses belonging to other organizations to participate in FNA activities.
- 1.4. Ask nursing specialty groups to include FNA information table at their meetings (as FNA budget allows).

2. Facilitate relationships around issues of mutual interest to create a united front

- 2.1. Propose dues structure for organizational affiliate members per bylaws.
- 2.2. Offer nursing specialty groups assistance with advocacy and lobbying efforts for a small fee.

3. Identify key messages of unification

- 3.1. Public safety and well-being
- 3.2. Safe/ satisfactory workplace environment
- 3.3. Practice to full extent of education

F. Organizational Excellence

Maintain a strong organizational structure that advances nursing.

1. Succession planning for FNA staff and board leadership

- 1.1. Faculty SIG will work with Florida Nurses Leadership Academy committee to engage FNSA leaders.
- 1.2. **Board members** will recruit at least one new rising star member each year to serve on the Board of Directors or a Board appointed committee.
- 1.3. BOD will partner with the Nominating committee to cultivate a focus on leadership development.
 - 1.3.1. **Sue Hartranft**, Bylaws Committee chair, will draft appropriate changes by 2012 notice deadline.

2. Maintain financial strength and stewardship

- 2.1. Continuously maintain in reserve a minimum 6 months budget.
- 2.2. Finance committee will perform a quarterly review of revenue and expenses.
- 2.3. Finance committee will propose fundraising goals and a fundraising strategy for 2012 to 2015.

3. Provide support for regional structure

- 3.1. Region Directors will collaborate in 2012 with Executive Director to facilitate development of regional web pages that advance the functions of the region.
- 3.2. Region Directors will collaborate with the Membership Committee to convene at least one meeting annually in each region.
- 3.3. Executive Director will assess the feasibility of periodically convening Board of Director meetings in regional locations.

4. Maintain expert professional staff and consultants

- 4.1. Executive Director will compare professional staff salary to market levels every three years and adjust as feasible.◆
- 4.2. Periodically support professional staff attendance of professional development programs relevant to association mission and goals (Executive Director and President).
5. **Develop effective committees and SIGs**◆
 - 5.1. See section D.
6. Maintain adequate plan for headquarters facility◆
 - 6.1. Executive Director will assess real estate value annually.
 - 6.2. Maintain minimum \$300,000 in reserve designated for facility upgrade.
7. Ongoing review of bylaws
 - 7.1. Annual bylaws review for consistency with American Nurses Association bylaws (Bylaws Committee).
 - 7.2. Annual bylaws review for protections from union takeover (Bylaws Committee).◆
8. Maintain a level of technology that ensures FNA is responsive to member needs and in line with industry standards
 - 8.1. Executive Director will work with the Finance Committee to ensure sufficient budget to maintain a state of the art website that is responsive to member needs.
 - 8.1.1. BOD approved \$10,000 for web redesign (March 10, 2012).
 - 8.1.2. ED will hire a firm to complete web redesign to premier at 2012 Membership Assembly in Sept.
 - 8.2. Executive Director will update membership database in 2012 to better meet the needs of members and staff.
 - 8.3. Executive Director will work with the Finance Committee to budget for updates to computers, phone systems and other equipment that make member services and member services, recruitment and retention a priority.