

NATIONAL STUDENT NURSES ASSOCIATION Strategic Plan 2011-2013

Introduction:

Strategic planning is a tool that guides an organization to meet its mission for a defined period of time. The outcome of planning is the creation of a Strategic Plan will serve as a road map to National Student Nurses' Association's (NSNA) preferred future. Historical facts, current issues, and the organization's vision and goals inform the strategic initiatives that will drive the plan to success.

NSNA is unique in that its membership turns over 35% annually and the majority of the members of the Board of Directors and Nominating and Elections Committee serve for a one year term. Each spring, hundreds of school and state representatives gather at the House of Delegates to consider resolutions on topics of interest to nursing students and healthcare. The dynamic nature of NSNA offers opportunities to keep the organization on a future trajectory—with fresh ideas, new perspectives and ongoing appreciative inquiry.¹

NSNA's mission is central to Strategic Planning.

The mission of the NSNA is to:

- *Bring together and mentor students preparing for initial licensure as registered nurses, as well as those enrolled in baccalaureate completion programs;*
- *Convey the standards and ethics of the nursing profession;*
- *Promote development of the skills that students will need as responsible and accountable members of the nursing profession;*
- *Advocate for high quality, evidence-based, affordable and accessible health care;*
- *Advocate for and contribute to advances in nursing education;*
- *Develop nursing students who are prepared to lead the profession in the future.*

The mission positions NSNA to:

- Focus its efforts on serving the needs of its members and develop future leaders who will influence the profession;
- Effectively address issues that impact student nurses and take actions related to these issues;

- Position the organization to accomplish its purposes more effectively and efficiently.

Taking into consideration many aspects of the current environment, especially those related to nursing and healthcare, the voice of nursing students must be heard by the nursing profession and by consumers of healthcare. Dramatic changes in the global economy as well as social influences will impact the future of healthcare. Courageous and creative initiatives that ensure uninterrupted delivery of high quality healthcare must be sought. NSNA is dedicated to preparing well-heeled, poised future leaders with the skills and competencies needed to carry the profession forward.

With the October 2010 release of the recommendations of the Institute of Medicine (IOM) Report on the *Future of Nursing: Leading Change, Advancing Health* and the expiration of the 2007-2010 NSNA Strategic Plan, the 2010-2011 NSNA Board of Directors believes that this is an excellent time to update the Plan. Future NSNA Board of Directors (2011-2013) will continue to review and evaluate the outcomes of this Plan and develop committee and Board actions to accomplish the Plan's goals.

ASSUMPTIONS:

Assumptions are “best guess” estimates of probable developments which cannot be predicted with accuracy (or may lack evidence), and over which the organization has little significant control. Key assumptions include:

Assumptions about the future of nursing and health care:

1. Consumers will

- be more educated and aware clients of healthcare
- demand patient-centered and patient-directed care
- have more complex needs, resulting in increased healthcare costs
- be older and wiser

2. The healthcare workforce will need to grow in numbers and complexity, thus

- different educational preparation will be required for different roles
- residency and/or internship programs will continue to be developed and promoted for nurses and will be in a variety of facilities
- the current oversupply of new RN graduates has the potential to exacerbate a future nursing shortage
- a nursing shortage will develop and will increase in severity
- advancement opportunities will become increasingly competitive between healthcare disciplines

3. There will be an expanded definition of nursing roles, thus

- healthcare employers will seek nurses with higher education

- differentiated practice will be encouraged for different patient care needs
- greater accountability by the nurse for outcomes of practice
- multi-state licensure will provide more flexibility for employment
- focus on public health and prevention as well as cure, care, and rehabilitation
- nursing practice and nursing education will be evidence-based
- increase in community-based nursing services and programs
- nurses will be expected to practice to the full extent of their education and training

4. There will be increased interest in enrolling in nursing school, thus

- competition among nursing students for enrollment in nursing school will lead to entrepreneurial and commercial for-profit programs that may take advantage of the need for nurses
- quality and availability of education may decline as a result of high demand for well prepared faculty
- academic progression through seamless articulation between various nursing degrees will become more available as students enter at all available pathways
- more financial assistance will be needed to support tuition
- more financial assistance will be available governmental and non-governmental organizations
- as the population of nursing students increases, NSNA membership will increase
- growing shortage of nursing faculty will lead to innovative education modalities and more educational options leading to professional nursing degrees will emerge

5. Nursing care will be provided through a variety of practice settings, thus

- more employment opportunities will be available for experienced nurses
- higher educational requirements will be required
- greater need for education about healthcare delivery methods, systems and economics of healthcare
- need to define and refine the role of the nurse in all practice settings
- greater need for nurses working in non-acute care settings
- expanding roles and settings for advanced practice nurses

6. Due to economic and demographic changes, there will be a future shortage of RNs in the workforce, thus

- school enrollments will increase
- supply will not meet demand for nurses
- job opportunities for new graduates will eventually increase
- job opportunities for seasoned nurses and new graduates in specialty areas will increase
- the Patient Protection and Affordable Care Act (PPACA) will increase the need for nursing services

- advanced practice nurses will be in high demand
7. There will be an increase in nontraditional career opportunities, thus
- nursing education programs need to provide career counseling services to senior students prior to graduation
 - education and experience will be considered more valuable
 - second degree graduates may be preferred by employers
 - there will be a growing need for nurses who are comfortable practicing independently in communities, schools, homes, industry, and nursing centers
 - additional opportunities in research, management, policy, jobs outside of acute care and out patient service areas
8. Diverse populations are increasing, thus
- curriculum will need to reflect multi-cultural sensitivity and cultural and linguistic competency
 - increased funding for financial assistance and mentorship opportunities directed toward populations underrepresented in nursing
 - increased need for culturally competent, relevant, sensitive, appropriate care
 - increased interest in learning about other cultures, immigration, nurse migration, and international nursing student, education and practice issues
 - increased need for nurses from underrepresented populations
9. Unlicensed assistive personnel will continue to be utilized in multiple healthcare settings, thus
- nursing scope of practice will need to be safeguarded
 - nursing will direct unlicensed assistive personnel through certification and control of practice
 - nurses will be involved in legislative and regulatory activities related to the utilization of unlicensed assistive personnel
 - nurses will be held accountable for the practice of the unlicensed assistive personnel they supervise
 - unlicensed assistive personnel such as certified nursing assistants may provide for entry into the nursing
10. Third party reimbursement for advanced practice nurses will increase, thus
- specific credentials (e.g. certification) will be needed by the nurse
 - third-party payers may decide on credentials needed based on demand for services
 - state nurse practice acts will control the scope of practice and educational preparation for advanced practice nurses
 - nurses will need to be highly knowledgeable about professional liability

issues

11. There will be a greater number of roles played by nurses, thus
 - a greater need for masters and doctoral degree preparation
 - need for continuing education to maintain current licensure and and up to date on issue/technology.
 - Increasing need for specialty certifications to perform specific tasks
 - a greater need to educate the public regarding the role of nurses
12. Development of electronic health records and technology in healthcare, thus
 - nurses must be computer literate and promote use of computer technology and the internet in the clinical, research, and classroom setting
 - be vigilant to the greater legal implications for practice e.g. privacy issues
13. Nursing education and practice will be based on evidence, thus
 - all nursing students must be introduced to and learn research skills so that they are capable of interpreting and implementing the evidence reported in nursing literature
 - nurses need to be educated at the doctoral level to qualify them to conduct programs in research, obtain funding for research, and report their findings
13. Highly functional interdisciplinary teams will provide high quality care for patients
 - nursing students need opportunities to interact and practice with interdisciplinary students during their educational preparation
 - nursing students need to develop skills in leading interdisciplinary team relationships
14. Economics of health care will affect education, continuing education requirements, practice sites, and health care access and delivery
15. Support from faculty and deans is of critical importance to student participation in NSNA
16. Employers will be unable to retain qualified nurses unless workplace issues are addressed
17. To succeed in their field, nurses must be internally motivated to engage in life-long learning
18. Society will continue to debate healthcare ethics in all aspects of life

STEEP ANALYSIS:

Social

General:

- rural vs urban
- declining middle class
- immigration
- increasing geriatric population
- increasing racial/ethnic/linguistic diversity
- public perception of nursing
- civility in the workplace
- moral and ethical standards
- generational challenges
- changing definition of family
- changing definition of gender

Healthcare related:

- staffing shortages lead to poor working conditions, increased errors, and affect patient care
- increasing diversity of patients and healthcare team
- health disparities
- image of nursing
- ambiguity of roles and educational preparation
- inter and intradisciplinary collaboration

Technology

General:

- Electronic Health Record (EHR)
- online education
- tech savvy public
- public self-diagnosing
- online medical and drug information
- background checks
- Health Insurance Portability and Accountability Act (HIPAA)
- Telehealth/telemedicine
- Social networking

Healthcare Related:

- Electronic Health Record (EHR)
- lack of user-friendly technology for healthcare workers
- access to technology
- generational gap

- free and increased access to information
- communication dependent on technological devices
- electronic Rx ordering and tracking
- online education
- increasing utilization of clinical simulation in nursing education

Economic

General:

- unemployment
- slow economic recovery (recession)
- critical decline in federal, state, and local resources
- redirect tax spending
- energy costs (impacts everything)
- cost of education
- natural disasters
- globalization
- increased efforts to unionize
- emerging commercial health delivery business and educational models
- instability of capital markets
- defense spending and care of US veterans
- areas of unstable political circumstances

Healthcare Related:

- continued uncertainty over PPACA
- Medicare and Medicaid budgets
- student loans and grants
- uninsured
- cost of insurance and healthcare
- quality and safety/evidence-based practice
- cost of prescriptions
- lack of education about insurance
- workplace economics
- expanding health care delivery settings (i.e. retail clinics)
- declining recruitment budgets
- increased cost of nursing education
- decreasing philanthropy
- student access to physical and mental health services
- need for workplace advocacy

Environmental

General:

- disasters

- Global warming
- Green Movement
- increasing pollution
- emergent diseases
- workplace safety and environmental hazards
- impact of global migration on communicable disease

Healthcare Related:

- food safety and availability
- antibiotic resistance
- communicable diseases and increasing epidemic and endemic disease
- disaster and emergency preparedness
- education about safety and environmental factors in workplace and school environment

Political

General:

- Global economics
- Increased polarity in political debate
- Tighter rules and regulations for non-profits
- immigration
- divided political environment
- challenges to constitutional rights and responsibilities
- global conflict, war, and terrorism
- Patient Protection and Affordable Care Act (2010)

Healthcare Related:

- Nursing student involvement in legislation education
- need for RN involvement in policy development and decision making
- advocacy for quality and safety include scope of practice, standards of education, cost of education, etc
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Impact on NSNA

Internal:

- respond to societal health needs through resolutions
- implementation of resolutions intent and spirit
- provide career development opportunities
- provide membership recruitment materials
- provide educational resources to chapters
- develop organizational policies
- respond to issues in nursing and of nursing students

- accessibility to health policy development skills and opportunities to practice these skills
- increase communication with members, school and state chapters
- educate leaders and faculty about fiduciary role and impact on chapters
- engage faculty in NSNA

External:

- respond to external crisis such as natural disasters
- network with nursing and non-nursing organizations
- create awareness about the impact of nursing's public image
- encourage joining professional organizations upon licensure
- explore and respond to domestic and global trends impacting nursing education and nursing students

NSNA GOALS

To carry out its mission, NSNA sets specific goals. The following broad goals are dynamic and seek to advance the Purpose and Function of NSNA, as stated in the NSNA Bylaws. Since the Institute of Medicine Report, *The Future of Nursing: Leading Change, Advancing Health* serves as a strategic plan for nursing and healthcare, an examination of the Report's recommendations helps to guide NSNA's goals and action plans. Action plans to implement these goals will be developed annually through the collaborative efforts of the NSNA Board of Directors and NSNA staff.

I Program and Services Goals *Support the Recommendations published in the Institute of Medicine Report on the Future of Nursing.*

To help student nurses prepare for professional careers, NSNA will:

1. Provide programs that focus on current issues and future trends; that balance business and education; and that provide networking and social interaction;
2. Offer access to information via www.nсна.org on career development;
3. Provide information about funding for nursing education and scholarship sources;
4. Strengthen collaboration and interaction with professional organizations, educators, government agencies and regulators;
5. Develop skills to promote the interests of all healthcare stakeholders;
6. Prepare members to function at a high level of involvement in a variety of practice settings through shared governance.

II Education Goals *Refer to IOM Report on the Future of Nursing.* To ensure that nursing students are prepared to deliver high quality nursing care, NSNA will:

1. Promote actions to facilitate change in curricula to support student leadership development through NSNA;
2. Increase actions to encourage academic progression across all types of nursing programs from pre-nursing, undergraduate and bridge programs, through to graduate education;

3. Recognize faculty who support NSNA involvement.

III Membership Goals

To support the recruitment, retention and involvement of nursing students in the association, NSNA will:

1. Develop programs and services to increase the value of NSNA membership for all student nurses;
2. Develop and maintain active school chapters and increase involvement in NSNA programs;
3. Have and maintain an official constituent in every state and US territory.

IV Image Goals

To promote the positive image of nursing students, NSNA will:

1. Increase use of media to promote NSNA accomplishments and positions;
2. Promote professionalism through NSNA communication with members, faculty and dean's and directors;
3. Champion the advancement of professionalism among student nurses;
4. Encourage NSNA constituents to adopt and implement the nursing student code of ethics (Code of Professional Conduct adopted by 1999 House of Delegates; Code of Academic and Clinical Conduct was adopted in 2001; Interpretive Statements for Code of Academic and Clinical Conduct adopted in 2009; and the Nursing Student Bill of Rights and Responsibilities).

V Fiscal Goals

To assure fiscal stability and accountability for NSNA, state and school chapters, NSNA will:

1. Generate sufficient funds to ensure fiscal stability and growth;
2. Ongoing examination and improvement of financial reporting and record keeping systems;
3. Exercise due diligence to maintain operating reserve at 50% of annual operating budget;
4. Monitor and maintain fiscal operations to ensure full compliance with Generally Accepted Accounting Principles, local, state and federal regulations and laws;
5. Strengthen the role of treasurers in state and school chapters;
6. Utilize resources efficiently.

VI Structure and Governance Goals

To assure effective and efficient structure and governance for NSNA in adherence with the NSNA Bylaws, policies and procedures, NSNA will:

1. Provide and assess mechanisms for mentoring new Board of Directors, NEC, Resolutions Committee, and COSP members to structure and governance roles;

2. Ongoing development of shared governance and service learning tools and resources;
3. Develop and implement policies and procedures to ensure that the honorable character and reputation of the NSNA be safeguarded;
4. Provide educational resources to educate about Parliamentary Procedure and *Robert's Rules of Order*;
5. Continue to strengthen relationships with the National League for Nursing, the American Nurses Association and other nursing organizations while maintaining NSNA's autonomy.

VII Breakthrough to Nursing Goals (refer to IOM Report on the *Future of Nursing*)

To increase recruitment and retention of minority groups within the nursing profession NSNA will:

1. Increase the number of nurses from underrepresented populations by recruiting and retaining nursing students from these populations and support their academic progression;
2. Provide opportunities for these students to develop leadership skills and professional growth;
3. Increase awareness of nursing faculty concerning the need for cultural sensitivity and responsiveness to the needs of minority students.

VIII Global Initiatives in Nursing Goals (see IOM Report on the *Future of Nursing*, Recommendation #4)

1. Promote involvement in the Quadrennial International Council of Nurses, the Student Assembly, and online ICN Student Network;
2. Engage nursing students with diverse experiences to share their special knowledge;
3. Educate on global opportunities in nursing.

IX Foundation of the National Student Nurses' Association Goals

Continue to support the mission of the Foundation of the NSNA by:

1. Promoting the nursing profession through scholarship, leadership and development;
2. Developing and fostering further relationships with other nursing organizations and non nursing organizations for all types of support;
3. Capital Campaign Initiatives.

X Research Goals

To establish and support research program NSNA will;

1. Collaborate with the FNSNA to seek funding for support of research initiatives that involve issues related to the leadership development of nursing students and that advance the Purpose and Function of the NSNA
2. Continue to develop and enhance new graduate research program to inform public policy.

Changes reflected in this document are pending Board approval in April 2011. An update on the NSNA Strategic Plan 2007-2010 was approved by the 2006-07 NSNA Board of Directors at the Pre-Convention Board of Director's Meeting, in Anaheim, California on April 9, 2007. The NSNA Strategic Plan is to be reviewed and revised by NSNA Board of Directors annually.

References

¹Appreciative Inquiry Commons: What is appreciative inquiry? Retrieved 1/25/11 from <http://appreciativeinquiry.case.edu/intro/whatisai.cfm>

Institute of Medicine, *The Future of Nursing: Leading Change, Advancing Health*, The National Academies Press, Washington, DC, 2011.

From Danielle Miller:

NSNA Goals:

Include an appendix to include the major highlights (IOM) as a reference when reading through the document for future uses?

Education Goals

Engage stakeholders (accreditation agencies, educational institutions) for the ability to discuss practice and work on issues regarding educational curricula

Rationale: network building with other organization to come up with recommendations and possibly new requirements for nursing education that come up recurrently through resolutions and the advancement of nursing practice/science

Structure and Governance Goals:

Actively look into relationships with other organizations through providing other organizations the opportunity to have consultants to the board.

Rationale: the organizations that represent the institutions that these students belong with are interested in the point of view of the student as well as the faculty. By working with these organizations and providing a united front on issues would foster a positive view from the public. Faculty and students need each other in order to achieve their goals.

Research Goals:

Addition: provide resources to students regarding opportunities to receive funding for research and to be part of a research team

Additional comments:

Becoming a supporter of the TIGER initiative

Providing the ability for student to lobby via technology & other resources that are open to members of other professional organizations

Hiring an active lobbyist in Washington, D.C.

Moving the office to New York City as the bylaws originally state.

Rebranding:

1. Update survey of students members to assess needs 2. Survey to see what the public image of this organization is 3. Logo update/Color update