



PONL STRATEGIC PLAN 2020-2022

Approved by PONL Board: Nov. 27, 2019

Last edit date: May 11, 2021

Strategic Priority	Objectives	Goals	Sub Goals	Measure	Accomplishments	Owner	2020	2021	2022
1. Advocate for nursing to shape the future of health care.	1. Advance nursing leadership's advocacy agenda.	1. Continue legislative updates at annual conference and regularly throughout the year.	1. Consider development of a mentorship program to engage members to become the political voice of Nursing.	1. Amount and frequency of information, alerts, and suggested actions to members.	Cohen et al. political Framework posted on PONL website. Legislative development in 2019	Legislation Committee PONL Board M. Tuck	1. Ongoing communication/call to actions to membership	1. PONL Board consider providing AONL Advocacy Day Scholarships to ENLs if fiscally possible.	1. Consider AONL Advocacy Day Scholarships in Washington, DC.
		2. Disseminate information on legislation that impacts health care and nursing (staffing, violence, etc.); recommend member actions.	2. Utilize the political framework of Cohen, Mason, Kovner, Leavitt, Fulcini and Sochalski's Stages of Nursing's Political Involvement to analyze political development and level of participation in the political processes of nurse leaders.	2. Increased number of PA & PONL members at AONL Advocacy Day			2. Schedule first PONL Advocacy Day in Harrisburg.	2. Schedule first PONL Advocacy Day in Harrisburg.	
		3. Include legislative updates in PONL social media sites.	3. Increase participation in AONL Annual Advocacy Day	3. PONL Board approved scholarships for members to participate in AONL Advocacy Day cancelled/ revalued in 2022. Also planned for PONL Advocacy Day in Harrisburg that was cancelled.			3. Legislative update at conference.	3. Legislative update at conference.	
2. Create agents of change through grassroots advocacy and influence.	1. Support and encourage new leaders to attend advocacy sessions.	1. Support and encourage new leaders to attend advocacy sessions.	1. Provide letter templates that can be personalized and sent to legislators.	1. Number of ENLs/Board/Leg Committee members who attend AONL Advocacy Day	Supporting information and letter templates provided to members in 2019 for contacting legislators regarding staffing ratios, violence prevention, PA becoming a Nurse Compact licensee state, and support for full APN practice authority.	Legislation Committee PONL Board M. Tuck	1. Supported passage of SB 86/Act 51 (penalty for violence) and SB 84/Act 54 (last names on ID badges)	1. Encourage alternatives to the staffing ratio bills that meet the needs of PONL.	1. Consider offering scholarships to AONL Advocacy Day to ENLs
		2. Support legislation related to workplace violence prevention	2. Monitor impending legislation that affects workplace safety, staffing, Compact Licensure, full practice authority for nurse practitioners, and telemedicine.	2. Amount of information disseminated re NLC, full practice authority, staffing/ratios, and telemedicine.			2. Encourage members to denounce HB 106 and S 240 (staffing ratio bills)	2. Encourage members to denounce HB 106 and S 240 (staffing ratio bills)	
		3. Encourage membership to engage in political advocacy on a state and federal level.	3. Investigate a New Leader Fellowship that include support for advocacy participation.	3. Survey organizations that have best practices/effective programs that prevent violence and share with members and disseminate information to our membership.			3. Full APN Advocacy Day, staffing/ratios, and telemedicine.	3. Support the enactment of the NLC.	3. Support the enactment of the NLC.
3. Advocate for legislative and regulatory solutions to workforce issues.	1. Support and encourage all leaders to engage in advocacy.	1. Support and encourage all leaders to engage in advocacy.	4. Raise awareness of advocacy events and encourage/member PONL members to attend.	4. Ongoing partnership with HAP	1. How to Communicate with Legislators' a topic at 2019 PONL Conference.	Legislation Committee PONL Board and regional leaders/designees	1. Encouraging member to support SB 655 (Nurse Compact Licensure) and HB 100/8 25 (APN full practice authority).	1. Provide legislative forum for nurses to educate and motivate the attendees to become involved in political action and support PONL initiatives.	1. Consider offering webinar to members on effective ways to approach and communicate with legislators.
		2. Support legislation to permit full practice authority for PA nurse practitioners.	5. Widely distribute PONL position statements of workplace safety, staffing, Compact Licensure, and telemedicine.	5. Monitor membership interest in advocacy			2. Encouraging member to support SB 655 (Nurse Compact Licensure) and HB 100/8 25 (APN full practice authority).	2. Encouraging member to support SB 655 (Nurse Compact Licensure) and HB 100/8 25 (APN full practice authority).	
		3. Eliminate potential for nurse-patient ratio legislation.	6. Explore an emerging leader focus group to gain feedback and action items: web-based format would provide interaction.	6. Maintain experienced members to mentor leaders interested in advocacy and the legislative committee			3. Support full practice authority for NPs in PA	3. Support full practice authority for NPs in PA	
2. Lead and influence the health care workforce.	1. Partner with academic stakeholders to prepare nurses to practice in emerging models of interprofessional care.	1. Link with colleagues/partners in academia - offer education & support.	1. Provide guide to meeting with legislators.	1. Members will self report direct contact with legislators, letter writing/ e-mail campaigns.	1. Number of academic partnerships, updated PONL speaker list and provide to universities/colleges/academic and long term facilities.	Membership Committee Program & Education Committee PONL Board M. Tuck	1. Contact schools and offer to do presentations on the value of professional memberships in times of crisis.	1. Contact schools and offer to do presentations on the value of professional memberships in times of crisis.	1. Contact schools and offer to do presentations on the value of professional memberships in times of crisis.
		2. Increase RNs with advanced degrees - BSN, MSN, PhD, DNP	2. Encourage members to meet with their legislators on issues identified by the PONL Board and Leg Committee.	2. Survey membership on their legislative views and support of PONL legislative issues and PA joining NCL states.			2. Encourage members to denounce HB 106 and S 240 (staffing ratio bills)	2. Encourage members to denounce HB 106 and S 240 (staffing ratio bills)	
		3. Offer to speak at colleges and universities.	3. Survey organizations that have best practices/effective programs that prevent violence and share with members and disseminate information to our membership.	3. Regional conference/webinar/best practice newsletter (in current or focused newsletter) to discuss ways to prevent workplace violence.			3. Increase academic partners, consider highlighting academic partners in PONL update.	3. Increase academic partners, consider highlighting academic partners in PONL update.	
3. Promote and support the elements of a healthy work environment.	1. Define healthy practice environments - define or use existing AACN framework	1. Define healthy practice environments - define or use existing AACN framework	4. Offer a graduate scholarship.	4. Offer a graduate scholarship.	1. Personal wellness and work life balance podium presentation at 2019 PONL Conference.	PONL Board and regional leadership, Membership Committee, Program & Education Committee, M. Tuck	1. PONL co-sponsored with PAAC, 6 webinars on resilience throughout the summer of 2020. Focus on different roles.	1. Share/disseminate strategies for coping with/around & resilience as it relates to COVID-19.	1. Share/disseminate strategies for coping with/around & resilience as it relates to COVID-19.
		2. Education on certification, telehealth, civility, leadership	5. Increase membership in PONL of AP RNs, support special projects.	5. Increase membership in PONL of AP RNs, support special projects.			2. AACN's Healthy Work Environment focus of Oct 2019 newsletter and posted on website/webinars on self-care, caring for the career and life-work balance.	2. AACN's Healthy Work Environment focus of Oct 2019 newsletter and posted on website under Resource tab.	
		3. Research project opportunities: leadership evidence-based practice projects	6. Continue to pursue academic partnerships.	6. Continue to pursue academic partnerships.			3. Provide tips/information on website/webinars on self-care, caring for the career and life-work balance.	3. Provide tips/information on website/webinars on self-care, caring for the career and life-work balance.	
3. Advance and sustain evolving nursing leadership competencies.	1. Advance thought leadership through holistic and creative learning experiences.	1. Continue to enhance website and social media	7. Publicize educational opportunities to members.	7. Publicize educational opportunities to members.	1. Membership Committee webinar in 9/2019 focused on succession planning and identification/encouragement of talent.	PONL Board Membership Committee PONL Headquarters	1. Two webinars conducted by Dr. Peter Buerhaus offered in October. Two webinars targeting new nurse leaders being offered in October & November 2020. Plan to resume face to face conferences in 2021.	1. NNL conferences in 2021 & 2022.	1. NNL conferences in 2021 & 2022.
		2. Provide education/webinar/2021 conference topic on succession planning.	8. Continue to seek members from academia for PONL and regional boards.	8. Continue to seek members from academia for PONL and regional boards.			4. Provide ongoing information on membership benefits and reasons for belonging.	4. Provide ongoing information on membership benefits and reasons for belonging.	
		3. Utilize AONL leadership competencies as a guide.	8. Consider PONL supporting regional research/evidence based project grants.	8. Consider PONL supporting regional research/evidence based project grants.			5. Members will contribute individually or via group to promote networking and sharing of best practice	5. Members will contribute individually or via group to promote networking and sharing of best practice	
2. Create innovative leadership development programs that drive measurable outcomes.	1. Competencies for mentors	1. Competencies for mentors	9. Explore offering certification prep courses/partnering with other organizations	9. Explore offering certification prep courses/partnering with other organizations	1. Links added to website Resources in 2019 to Agency for Healthcare Research & Quality (AHRQ) initiatives, Joint Commission Initiatives, IHI/NPSF Lucian Leape Institute (ILI), Lucian Leape's Institute for Healthcare Improvement, and Health & Medicine Division (HMD) of National Academies (former IOM).	PONL Board Program & Education Committee	1. Will expand sharing of best practices to positively impact healthcare in the Commonwealth.	1. Will expand sharing of best practices to positively impact healthcare in the Commonwealth.	1. Will expand sharing of best practices to positively impact healthcare in the Commonwealth.
		2. Identify and define emerging roles	10. Disseminate/promote AONL Nurse Leader Competencies for organization based new leader orientation.	10. Disseminate/promote AONL Nurse Leader Competencies for organization based new leader orientation.			2. Potential taskforce to explore certification/NLCC	2. Potential taskforce to explore certification/NLCC	
		3. Webinars/conference topics on competencies, emerging roles, topics for various levels of leadership	1. Evaluate the Emerging Leader role to ensure access to variety of leadership experiences, involvement with advocacy, and formality of how mentors are assigned	1. Evaluate the Emerging Leader role to ensure access to variety of leadership experiences, involvement with advocacy, and formality of how mentors are assigned			3. Encourage PONL members to provide mentorship in areas identified by new and existing members as being in need.	3. Encourage PONL members to provide mentorship in areas identified by new and existing members as being in need.	
3. Forge partnerships to leverage collective expertise.	1. Link to Agency for Healthcare Research & Quality (AHRQ) initiatives, Joint Commission Initiatives, IHI/NPSF Lucian Leape Institute (ILI), Lucian Leape's Institute for Healthcare Improvement, and Health & Medicine Division (HMD) of National Academies (former IOM)	1. Link to Agency for Healthcare Research & Quality (AHRQ) initiatives, Joint Commission Initiatives, IHI/NPSF Lucian Leape Institute (ILI), Lucian Leape's Institute for Healthcare Improvement, and Health & Medicine Division (HMD) of National Academies (former IOM)	2. Mentor new leaders by developing formal, and orientation - application process for a current leader where they get exposure to mentors and PONL Board and committees.	2. Mentor new leaders by developing formal, and orientation - application process for a current leader where they get exposure to mentors and PONL Board and committees.	1. Place links on website and communicate availability	PONL Board M. Tuck PONL HQ Membership Committee	1. All PONL ENLs on a committee, in addition to PONL Board.	1. Identify partners within the Commonwealth and surrounding states for coalition building and sharing individual and organizational advancements	1. Identify partners within the Commonwealth and surrounding states for coalition building and sharing individual and organizational advancements
		2. Involve and support emerging leaders in PONL committees	3. Include diverse nursing care delivery models in presentations.	3. Include diverse nursing care delivery models in presentations.			2. Encourage members to provide mentorship in areas identified by new and existing members as being in need.	2. Encourage members to provide mentorship in areas identified by new and existing members as being in need.	
		4. Add link to IYONL	4. Engage existing leaders to "adopt a leader" for mentorship	4. Engage existing leaders to "adopt a leader" for mentorship					



PONL STRATEGIC PLAN 2020-2022

Approved by PONL Board: Nov. 27, 2019

Last edit date: May 11, 2021

Priorities	Objectives	Goals	Sub Goals	Measure	Accomplishments	Owner	2020	2021	2022
4. Advance and promote affordable, value-based health care.	1. Define and communicate the economic value of nursing's role in reducing the cost of health care.	1. Identify core competencies for nurses in promoting quality outcomes, patient/family satisfaction and cost reduction. 2. Communicate clearly and often the value of RN/UPNs presence in care delivery.	1. Define core competencies regarding nurses' role in cost reduction and quality outcomes 2. Disseminate successful EBP practices from member organizations 3. Share study results of nurse impact on patient outcomes 4. Use AONL's core competencies 5. Share EBP re. value of RN presence in care/on care team	1. Sessions or webinars hosted by PONL on the topic of nursing value to patient care. 2. Monitor successful cost effective measures used and shared by membership. 3. Promote a lessons learned comment/submission for inclusion on the website: monitor number of submissions and member interest.		Program & Education Committee PONL Board		1. Have conference session/speaker/webinar focusing on nursing impact on COVID-19 pandemic in 2021. 2. Development and sharing of core competencies and methods to use for achievement of said goals 3. Promote sharing of successes of members and their respective organizations 4. Encourage sharing of lessons learned by	
	2. Drive the application of evidence-based leadership practice in support of value-based care and accessibility.	1. Define best practices 2. Research project opportunities: leadership evidence-based practice projects 3. Facilitate a centralized evidence-based/nursing research council 4. Ongoing discussion/sharing of cost saving programs that yield high outcomes.	1. Evaluate the purpose, responsibilities and how to develop a centralized EBP committee made up of regional members and connection to other councils. 2. Literature review of best practices 3. Partner with academic leaders, share research interests to match up/pair faculty with nurse leaders to support research in leadership evidence-based best practices 4. Share study results of nurse impact on patient outcomes 5. Scholarship support, special project support, poster presentations or online presentations/videos to learn about leadership based EBP projects 6. Consider member presentations at annual meeting to share and encourage research/EBP 7. Identify and communicate (newsletter, conferences) innovative, successful initiatives 8. Promote use of a monthly "journal club" to share current literature and personal experiences related to cost-effective care.	1. Monitor use of proposed journal club/entities. 2. Gather input as to the efficiency of communication related to EBP and cost-effective care. 3. Innovative practices shared with PONL members.		PONL Board Program & Education Committee M. Tuck		1. Prioritize the development of a shared evidenced based research council. 2. Rapid fire podium presentations by members on innovations/research very well received at 2019 conference: consider continuing and/or expanding in 2021.	
	3. Catalyze the design of future care delivery models.	1. Identifying innovative delivery of care models that are different and work 2. Collaborate with members to identify care delivery methods that provide high quality care that can be utilized by all members acute care, critical access, LTC and for academic teaching facilities.	1. Identify and communicate what is working 2. Connect with PAAC to assist 3. Post PONL membership 4. Enlist membership to work collaboratively to create workable and satisfying care delivery model that could be adapted and utilized by members.	1. Survey membership regarding their organizational care delivery models and effectiveness. 2. Offer webinar/conference/PONL e-Update articles on innovative care delivery models used in member organizations.		PONL Board M. Tuck		1. Survey membership regarding their organizational care delivery models and effectiveness. 2. Offer webinar/conference/PONL e-Update articles on innovative care delivery models used in member	
5. Strengthen PONL's voice through a highly engaged, inclusive and diverse membership.	1. Enhance and support nursing leadership's community of practice.	1. Involve and support emerging leaders in our PONL committees 2. Support members across the organization 3. Diversity on our PONL Board and membership	1. Quantify types of organizations represented by current PONL members. 2. Increase membership from organizations across the care continuum and academic partners 3. Review/consider committees-are there emerging additional committees needed to meet the dynamic challenges in healthcare. 4. Expand invitations to join PONL to nontraditional areas such as medical groups, wound therapy, outpatient oncology, skilled care, long term care, etc. 5. Consider session/gathering for members interested in assuming board positions: what does it mean? What is commitment? Offering mentoring, etc. 6. Quantify meaning of "support" to various constituents. 7. Continue frequent surveys to ascertain what members want/need from PONL. 8. Conduct an internal board study to see what type of diversity is needed. Once done, seek PONL members/board members to fill this need. 9. Evaluate current Emerging Leader program.	1. Will rework membership and renewal form in 2020. 2. Membership & Educational Needs Assessment 3. ENL Program Survey sent to both cohorts 11/2019 4. Diversity needs review results.		PONL Board Membership Committee Small subgroup of PONL board leaders conduct a diversity need investigation and make recommendations to larger board	1. Membership and renewal forms reworked to obtain types of employing organizations. Also captured in Membership & Educational Needs Assessment done in October 2020.		
	2. Engage with industry partners to drive health care transformation.	1. Consider inclusion of lay/non-nurse members on PONL Board 2. Increase organizational diversity by actively recruiting members from all areas where nursing leadership occurs 3. Expand affiliation with diverse groups across the care continuum: home care, skilled nursing outpatient, ambulatory advanced practice nurses, etc.	1. Define industry partners 2. Focus membership recruitment of leaders across the continuum. 3. Engage regional membership teams by providing standardized recruitment materials. 4. Evaluate expectations and contributions expected from and value added to include non-nurses on the Board 5. Advance reaching out/partnering with other organizations across the care continuum that impact care and resources (academia, staffing, etc.) 6. Consider offering seats (voting or nonvoting) to other members of the nursing or healthcare community (MDs, pharmacists, consumer, etc.) 7. Improve PONL member and board diversity 8. Explore adding appointed board seat to rep from non-acute care. Look at existing PONL membership to	RE #7 Sub-committee to define "Diversity", and how to add to the Board		Membership Committee PONL Board Regional leaders Consider creating a diversity sub-committee.	1. Add lay non-nurse member and increase diversity. 2. Categorize membership and roles within their professional domain 3. Promote increased memberships inclusive of all nursing leadership roles		
	3. Shape the narrative of the contribution of nurse leaders to healthy communities.	1. Participate in events that promote visibility of nursing contributions in promoting healthy communities. 2. Recognize nurse leaders that participate in community work 3. Provide guidance and sharing of expertise to promote healthy communities.	1. Replication and communication of what membership is doing (highlights in emails, etc.) 2. Celebrate and disseminate nurse leader recognition for community involvement. 3. Support/nominate nurse leaders for awards (Nightingale, etc.)	1. Feature nurse leader in PONL Newsletter, at least quarterly. 2. "Membership Corner" in the PONL Newsletter 4. Submit at least one nomination of a nurse leader for the Nightingale Awards.		Membership Committee: Have at least one emerging leader represented on the Membership Committee, PONL Board, regional leaders	1. Membership & Needs Survey in fall 2020.	1. Modified membership/renewal form to capture more details regarding type of employing organization.	



PONL STRATEGIC PLAN 2020-2022

Approved by PONL Board: Nov. 27, 2019

Last edit date: May 11, 2021

Priorities	Objectives	Goals	Sub Goals	Measure	Accomplishments	Owner	2020	2021	2022
------------	------------	-------	-----------	---------	-----------------	-------	------	------	------