



PONL STRATEGIC PLAN 2020-2022

Approved by PONL Board: Nov. 27, 2019

Last edit date: May 11, 2021

Strategic Area	Priorities	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. 2. Disseminate information on legislation that impacts health care and nursing (staffing, violence, etc.); recommend member action. 3. Include legislative updates in PONL social media sites. 4. Increase participation in AONL Annual Advocacy Day. 5. Consider break out session for "Legislation 101" at PONL Annual Conference. 6. Consider offering scholarships to Leg Committee members and PONL Board members to attend AONL & PONL Annual Advocacy Days. 7. Use webinars and video format to discuss and disseminate legislative updates. 8. Create PONL Advocacy Day. 9. Actively encourage members to personally contact their elected officials and voice support/non-support of proposed legislation and associated rationale. 10. Create materials, position statements, talking points, etc. that members can utilize in addressing legislative issues.	1. Consider development of a mentorship program to engage members to become the political voice of Nursing. 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. 3. Increase participation in AONL Annual Advocacy Day. 4. Consider offering scholarships to Leg Committee members and PONL Board members to attend AONL & PONL Annual Advocacy Days. 5. Use webinars and video format to discuss and disseminate legislative updates. 6. Create PONL Advocacy Day. 7. Actively encourage members to personally contact their elected officials and voice support/non-support of proposed legislation and associated rationale. 8. Create materials, position statements, talking points, etc. that members can utilize in addressing legislative issues.	1. Amount and frequency of information, alerts, and suggested actions to members. 2. Increased number of PA & PONL members at AONL 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 Hamburg that was cancelled. 4. The legislative committee will provide legislative briefings in a condensed manner to all members. 5. Will encourage members to attend virtual or face to face advocacy days sponsored by AONL. 6. Will continue to plan for a PONL Legislative Day.	Cohen et al political framework posted on PONL website for legislative development in 2019	Legislation Committee PONL Board M. Tuck	1. Ongoing communication/call to actions to membership prevention of violence, staffing, removal of last names from name badge supporting PA to become a Nurse Compact licensure state, supporting full practice authority for APRNs, etc. 2. 2020 Passed Act 54 removed ID requirement for last name and Act 53 made assaulting a health care worker a felony (suggest moving to accomplishments) 3. Frequent Legislation page updates. 4. Defeat HB 106 / SB 450 (formerly "Safe Patient Care - Ratio bills") 5. Work with other colleagues to gain Nurse Compact Licensure in PA 6. Work with PCNP* to support full practice authority for RNs in PA 7. Promote effective use of telemedicine	1. PONL Board consider providing AONL Advocacy Day Scholarships to ENLs if fiscally possible. 2. Schedule first PONL Advocacy Day in Hamburg. 3. Legislative Update at conference. 4. Will continue to monitor and report on current legislative priorities such as staffing Compact Licensure, and ongoing support for full practice authority. 5. Will monitor legislation regarding new bills that may impact nursing leadership and PONL. 6. Defeat HB 106 / SB 450 (formerly "Safe Patient Care - Ratio bills") 7. Work with other colleagues to gain Nurse Compact Licensure in PA 8. Work with PCNP* to support full practice authority for RNs in PA 9. Promote effective use of telemedicine	1. Consider AONL Advocacy Day scholarships in Washington, DC.								
										2. Create agents of change through grassroots advocacy and influence.	1. Support and encourage new leaders to attend advocacy sessions. 2. Support legislation related to workplace violence prevention 3. Encourage membership to engage in political advocacy on a state and federal level. 4. Support and encourage all leaders to engage in advocacy. 5. Eliminate potential for nurse-patient ratio legislation. 6. Support legislation to permit full practice authority for PA nurse practitioners. 7. Continue to support legislation that addresses work place violence. 8. Support legislation which promotes safe, effective telemedicine.	1. Provide letter templates that can be personalized and sent to legislators. 2. Monitor impending legislation that affects workplace safety, staffing, Compact Licensure, full practice authority for nurse practitioners, and telemedicine. 3. Investigate a New Leader Fellowship that include support for advocacy participation. 4. Raise awareness of advocacy events and encourage/mentor PONL members to attend. 5. Widely distribute PONL position statements of workplace safety, staffing, Compact Licensure, and telemedicine. 6. Explore an emerging leader focus group to gain feedback and action items: web-based format would provide interaction. 7. Update position statements and develop one on the safe and effective use of telemedicine.	1. Number of ENLs/Board/Leg Committee members who attend AONL Advocacy Day. 2. Amount of information disseminated re NLC, Full Practice Authority, staffing/ratios, and telemedicine. 3. Ongoing partnership with HAP. 4. AONL Advocacy Day scholarships for ENLs. 5. Monitor membership interest in advocacy. 6. Maintain experienced members to mentor leaders interested in advocacy and the legislative committee.	Supporting information and letter templates provided to members in 2019 for contacting legislators regarding staffing ratios, violence prevention, PA becoming a Nurse Compact licensure state, and support for full APN practice authority.	Legislation Committee PONL Board M. Tuck	1. Supported passage of SB 36/Act 51 (penalty for violence) and SB 84/Act 54 (last names on ID badges). 2. Encouraging member to support SB 65 (Nurse Compact Licensure) and HB 100/ SB 25 (APN full practice authority).	1. Consider offering scholarships to AONL Advocacy Day to ENLs
2. Lead and influence the health care workforce.	1. Partner with academic stakeholders to prepare nurses to practice in emerging models of interprofessional care. 2. Increase RNs with advanced degrees - BSN, MSN, PhD, DNP. 3. Offer to speak at colleges and universities. 4. Research project opportunities: leadership evidence-based practice projects	1. Assess local chapters current linkages with academic partners and do a gap analysis. 2. Update PONL speaker list and provide to universities/colleges/facile and long term facilities. 3. Partner with academic leaders: share research interests to match up/pair professors with nurse leaders to support research in leadership evidence-based best practices 4. Offer a graduate scholarship. 5. Increase membership in PONL of AP RNs, support special projects. 6. Continue to pursue academic partnerships. 7. Publicize educational opportunities to members. 8. Continue to seek members from academia for PONL and regional boards. 9. Consider PONL supporting regional research-based project grants.	1. Number of academic partnerships. 2. Number of speaking engagements by PONL leaders.	Membership Committee Program & Education Committee PONL Board M. Tuck	Contact schools and offer to do presentations on the value of professional memberships in times of crisis.	Contact schools and offer to do presentations on the value of professional memberships in times of crisis.											
							2. Disseminate resources for nursing leadership career progression.	1. Clarify and formulate list of resources/articles and post on website 2. Education on certification, telehealth, civility, leadership 3. Introduce nurse leaders to leadership opportunities 4. Monthly topic for leaders. Each region rotates. Tips or article on leadership. 5. Write monthly topic for leaders and publicize in PONL Update. Each region rotates. Tips or article on leadership. Education on certification, telehealth, civility, leadership 6. Disseminate information PA nurse residency programs for potential inclusion in their programs. 7. Consider having a certification or a scholarship for certification course.	1. Number of communication re: resources for members	Membership Committee, Program & Education Committee PONL regional leaders and/or designees M. Tuck PONL Board	Regularly promote the offerings from PONL's 7 academic partners.	1. Support the enactment of the NLC. 2. Encourage PONL regions to provide leadership information on rotating basis for newsletter/website. 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 2. Education and inform on healthy practices. 3. Personal wellness, work-life balance, self-care, emotional intelligence wellness 4. Complete an analysis for what has been done by regions to support healthy practice environments. Determine if any can be spread across PONL and/or determine gaps. 5. Share links to resources for personal wellness, work-life balance, self-care, etc. specifically for nurses (due to the unique job of nurses 12 hour shifts, risk for post traumatic stress, emotional exhaustion, compassion fatigue, etc.) 6. Communicate tenets of AACN's Healthy Work Environments via newsletter, PONL and regional conferences, and webinars. 7. Include diverse nursing care delivery models in presentations.	1. Communication to members 2. Provided links to personal wellness resources. 3. Provide tips/information on website/webinars on self-care, caring for the career and life-work balance.	1. Personal wellness and work life balance podium presentation at 2019 PONL Conference. 2. AACN's Healthy Work Environment focus of Oct 2019 newsletter and posted on website under Resource tab.	PONL Board and regional leadership, Membership Committee, Program & Education Committee, M. Tuck
3. Advance and sustain evolving nursing leadership competencies.	1. Advance thought leadership through holistic and creative learning experiences. 2. Continue to enhance website and social media 3. Provide education/webinar/2021 conference topic on succession planning. 4. Utilize AONL leadership competencies as a guide.	1. Monitor social media usage 2. Keep social media current 3. Succession planning seminar or webinar 4. Encourage regions/members to feed PONL headquarters information to post on sites 5. Encourage members to bring leaders to PONL events	1. Membership Committee webinar in 9/2019 focused on succession planning and identification/encouragement of talent. 2. Held two New Nurse Leader Conferences in 2019. 3. Continue New Nurse Leader conferences in 2021 & 2022. 4. Provide ongoing information on membership benefits and reasons for belonging.	PONL Board Membership Committee PONL headquarters	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. 2. Membership Committee planning webinar on succession planning and mentoring.											
							2. Create innovative leadership development programs that drive measurable outcomes.	1. Competencies for mentors 2. Identify and define emerging roles 3. Webinars/conference topics on competencies, emerging roles, topics for various levels of leadership	1. Survey evidence-based best practices by organizations with successful innovative leadership development programs (ex. Nurse Executive Internship, NL Internship) 2. Share methods to identify nurses interested in leadership 3. Mentor nurse leader development/expose literature for EBP 4. Consider development of mentorship program - use ACHC as models. 5. Mentor new leaders, develop mentorship competencies as per AONL 6. Identify what emerging roles exist. Scout literature, post membership, etc. and share results. 7. Include as topics in PONL and regional conferences. 8. Consider starting Research Committee. 9. Explore offering certification prep courses/partnering with other organizations 10. Disseminate/promote AONL Nurse Leader Competencies for organization based new leader orientation.	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). 2. Add AONL Nurse Leader Competencies 3. Provision of EBP that is beneficial to critical care hospitals, acute care facilities and long term care facilities. 4. Monitor use of resources on the PONL website. 5. Members will contribute individually or via group to promote networking and sharing of best practice	PONL Board Program & Education Committee Potential taskforce to explore certification/NLC	1. Will expand sharing of best practices to positively impact healthcare in the Commonwealth. 2. Webinars focused on succession planning/mentoring being planned for 2021 by Membership Committee.					
													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). 2. Involve and support emerging leaders in PONL committees 3. Mentoring new leaders 4. Add link to IYO/NL 5. Expand to include outreach to large practice settings, academia and others that can add a richness to PONL.	1. Evaluate the Emerging Leader role to ensure access to variety of leadership experiences, involvement with advocacy, and formality of how mentors are assigned 2. Mentor new leaders by developing format, orientation - application process for a current leader where they get exposure to regional and PONL Board and committees. 3. Include diverse nursing care delivery models in presentations. 4. Engage existing leaders to "adopt a leader" for mentorship	1. Place links on website and communicate availability 2. Promote mentoring practices for existing and new leaders 3. Encourage PONL members to provide mentorship in areas identified by new and existing members as being in need.	PONL Board M. Tuck PONL HQ Membership Committee



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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 RNs/Phs 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 members	
	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.	



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