



# PONL STRATEGIC PLAN 2020-2022

Approved by PONL Board: Nov. 27, 2019

Priorities	Objectives	Goals	Sub Goals	Measure	Owner	2020	2021	2022
Advocate for nursing to shape the future of health care.	Advance nursing leadership's advocacy agenda.	* Continue legislative updates at annual conference and regularly throughout the year. * Disseminate information on legislation that impacts health care and nursing (staffing, violence, etc.); recommend member actions.	1. Consider development of a mentorship program to engage members to become the political voice of Nursing. Utilize the political framework of Cohen, Mason, Kovner, Leavitt, Pulcini and Sochalski's Stages of Nursing's Political Involvement to analyze political development and level of participation in the political processes of nurse leaders. - <b>Posted on PONL website on Legislation page. In 2019.</b> 2. Include legislative updates in PONL social media sites. 3. Increase participation in AONL Annual Advocacy Day 4. Consider break-out session for "Legislation 101" at PONL Annual Conference. 5. Consider offering scholarships to Leg Committee members and PONL Board members to attend AONL/PONL Annual Advocacy Day. - <b>PONL Board approved 5 AONL Advocacy Day Scholarships for the ENLs.</b> 6. Use webinars and video format to discuss and disseminate legislative updates.	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 5 scholarships for ENLs to participate in AONL Advocacy Day.	Carol Amann Legislation Committee PONL Board M. Tuck	PONL Board providing 5 AONL advocacy Day Scholarships to ENLs		
	Create agents of change through grassroots advocacy and influence.	* Support and encourage new leaders to attend advocacy sessions. * Support legislation related to workplace violence prevention	1. Provide letter templates that can be personalized and sent to legislators. - <b>completed in 2019.</b> 2. Monitor impending legislation that affects Nursing safety, leadership and the Commonwealth. 3. Investigate a New Leader Fellowship that would include support for advocacy participation. 4. Raise awareness of advocacy events and encourage/mentor PONL members to attend. - <b>PONL Board approved 5 AONL Advocacy Day Scholarships for ENLs in 2020.</b> 5. Widely disseminate PONL position statement on work place safety. Involve members in statement formulation - tales from experience. 6. Explore an emerging leader focus group to gain feedback and action items: web-based format would provide interaction.	1. Number of ENL's/Board/Leg Committee members who attend AONL Advocacy Day. 2. Amount of information disseminated re. workplace violence legislation. Encourage member action. 3. Ongoing partnership with HAP. 4. 5 AONL Advocacy Day Scholarships for ENLs.	Legislation Committee PONL Board M. Tuck			
	Advocate for legislative and regulatory solutions to workforce issues.	* Meet-visit with legislators * Support violence prevention techniques and share best practices in violence prevention	1. Provide guide to meeting with legislators - <b>2019 PONL Conference topic</b> 2. Encourage members to meet with their legislators on issues identified by the PONL Board and Leg Committee. 3. Survey organizations that have best practices/effective programs that prevent violence and share with members and disseminate information to our membership. 4. Regional conference/webinar/best practice newsletter (in current or focused newsletter) to discuss ways to prevent workplace violence.	1. Number of logged in visits to legislators. 2. Number of emails/letters sent to legislators urging them to pass anti-violence/safer workplace bills and not to support nursing ratio law. 3. Topic at 2019 PONL Annual Conference	Legislation Committee PONL Board and regional leaders/designees	Program - Topic for 2020		
Lead and influence the health care workforce.	Partner with academic stakeholders to prepare nurses to practice in emerging models of interprofessional care.	* Link education colleagues and leaders, e.g. ALSN (Association for Leadership Science in Nursing). Provide education and support. * Increase RNs with advanced degrees - BSN, MSN, DNP, PhD * Guest speakers at local colleges and universities * Research project opportunities; leadership evidence-based practice projects	1. Assess local chapters current linkages with academic partners and do a gap analysis 2. Send letters from PONL to colleges and universities to let them know we are willing to support speaker needs. 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/evidence based project grants. 10. Share PONLs newsletter with ALSN president, and vice versa; include information and opportunities from ALSN relevant to PONL members. - <b>Completed 12/2019</b> 11. The ALSN webinars are accessible to members/non-members for a fee of \$35 to cover CEUs. The August 2019 webinar given by Rose Sherman is posted on the website and is available now to all visitors to the site. 12. PONL may reach out to ALSN for speakers on evidence-based leadership initiatives. 13. ALSN members conducting research can contact PONL when searching for participants.	1. Number of academic partnerships. 2. Number of speaking engagements by PONL leaders.	Membership Committee Program & Education Committee PONL Board M. Tuck			
	Disseminate resources for nursing leadership career progression.	* Formularte list of resources/tactics and post on website * Education on: certification, telehealth, civility, leadership * Introduce nurse residents to leadership opportunities * Monthly topic for leaders. Each region rotates. Tips or article on leadership.	1. Publicize tools that support leadership certification. 2. Develop links or resources for nursing leadership 3. Develop list of benefits of life long learning, education/certification, etc. for self and patients 4. Develop section on PONL newfeed specifically for leadership tips, EBP, articles, etc. 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	1. Number of communications re. resources for members	Membership Committee, Program & Education Committee PONL regional leaders and/or designees M. Tuck PONL Board			
	Promote and support the elements of a healthful work environment.	* Define healthy practice environments - define or use existing AACN framework * Education and inform on unhealthy practices * Personal wellness, work-life balance, self-care, emotional intelligence wellness	1. Assess AACN framework to determine if appropriate for PONL's use. 2. 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. 3. 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.). - <b>Podium presentation at 2019 PONL Annual Conference</b> 4. Communicate tenets of Healthy Work Environments via newsletter, PONL and regional conferences, and webinars - <b>topic on 10/2019 newsletter.</b> 5. Include diverse nursing care delivery models in presentations.	1. Communication to members 2. Provided links to personal wellness resources at the 2019 PONL Annual Conference. 3. Provided tenets of Health Work Environments via newsletter in 10/2019 and on PONL Resource webpage.	PONL Board and regional leadership. Membership Committee. Program & Education Committee. M. Tuck			
Advance and sustain evolving nursing leadership competencies.	Advance thought leadership through holistic and creative learning experiences.	* Continue to enhance website social media * Succession planning	1. Monitor social media usage 2. Keep social media current 3. Succession planning seminar or webinar - <b>Completed 9/2019</b> 4. 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.	PONL Board Membership Committee. PONL headquarters			



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	<b>Create innovative leadership development programs that drive measurable outcomes.</b>	* Competencies for mentors * Identify and define emerging roles * Webinars 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-review literature for EBP 4. Consider development of mentorship program - use ACHE and/or PSNA's Rising Star Program as models. 5. Mentor new leaders, develop mentorship competencies or use AONL's. 6. Identify what emerging roles exist. Scour literature, poll 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		PONL Board Program & Education Committee Research Committee? Potential taskforce to explore certification/NLLC			
	<b>Forge partnerships to leverage collective expertise.</b>	* Link to: Agency for Healthcare Research & Quality (AHRQ) initiatives, Joint Commission initiatives, IHI/NPSF Lucian Leape Institute (LLI), Lucan Leape's Institute for Healthcare Improvement, and Health & Medicine Division (HMD) of National Academies (former IOM). *Involve and support emerging leaders in PONL committees * Mentoring new leaders	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 formal program and orientation - application process for a current leader (vs emerging leader) - where they get exposure to regional and PONL Board and committees. 3. Create links on PONL website "Resources" section - <b>Completed 5/2019</b> 4. Include diverse nursing care delivery models in presentations.	Place links on website and communicate availability.	PONL Board M. Tuck PONL HQ Membership Committee			
<b>Advance and promote affordable, value-based health care.</b>	<b>Define and communicate the economic value of nursing's role in reducing the cost of health care.</b>	* Identify core competencies in literature * Value of RN 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		Program & Education Committee PONL Board			
	<b>Drive the application of evidence-based leadership practice in support of value-based care and accessibility.</b>	* Define best practices * Research project opportunities; leadership evidence-based practice projects *Facilitate a centralized evidence-based/nursing research council	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 ALSN/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 EB projects 6. Consider PhD/DNP presentations at annual meeting to share and encourage research/EBP 7. Identify and communicate (newsletter, conferences) innovative, successful initiatives.		PONL Board Program & Education Committee Research Committee ? M. Tuck			
	<b>Catalyze the design of future care delivery models.</b>	* Identifying innovative delivery of care models that are different and work	1. Identify and communicate what is working 2. Connect with PA AC to assist 3. Poll PONL membership		PONL Board M. Tuck			
<b>Strengthen PONL's voice through a highly engaged, inclusive and diverse membership.</b>	<b>Enhance and support nursing leadership's community of practice.</b>	* Involve and support emerging leaders in our PONL committees * Support members across the organization * Diversity on our PONL Board and membership	1. Quantify types of organizations represented by current PONL members - <b>In Progress</b> 2. Advance increased membership from organizations across the care continuum 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 - <b>In Progress</b> 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 - <b>Completed 11/2019</b>	1. Will rework membership and renewal form in 2020. 2. Membership & Educational Needs Assessment. 3. ENL Program Survey sent to both cohorts 11/2019.	PONL Board, Membership Committee  Small subgroup of PONL board leaders conduct a diversity need investigation and make recommendations to larger board	1. Will rework membership and renewal form in 2020. 2. Membership & Educational Needs Assessment.		
	<b>Engage with industry partners to drive health care transformation.</b>	* Include lay/non-nurse members on PONL Board * Consider appointed Board members across the care continuum- home care, skilled nursing outpatient, ambulatory advanced practice nurses, etc. * Expand outside input	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 identify if potential candidates already are PONL members	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 led by the Immediate Past-President in 2020			
	<b>Shape the narrative of the contribution of nurse leaders to healthy communities.</b>	* Participate in events led by nurse leaders to gain visibility * Recognize nurse leaders that participate in community work	1. Replication and communication of what membership is doing (highlights in emails, etc.) - <b>Penn Votes program in 10/2019 newsletter.</b> 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 3. Submit at least one nomination of a nurse leader for the Nightingale Awards. 3. Featured Penn Votes in 10/2019 newsletter.	Membership Committee (at least one emerging leader represented on the Membership Committee), PONL Board, regional leaders			



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