



**Strategic Plan
2019-2022**

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Introduction

The Board of Directors for SPN developed this strategic plan during a strategy session held in October 2018 and approved it in December 2018. The plan provides a focused roadmap through 2022 in order to align SPN resources for maximum impact. The planning group agreed on three strategic goals that will have a significant impact for SPN and position the organization to meet the future needs of pediatric nurses. Members of staff subsequently identified short- and mid-term action steps to achieve those goals and objectives based on conversations during and after the strategy session. The Board of Directors owns the strategic direction while staff or committees owns the action items to ensure the strategies come to fruition.

Strategic Plan Definitions

Following are brief definitions for the terms used within this strategic plan document.

Strategic Goal: A broad outcome statement based on a critical issue, which requires attention, focus and action. It must have significant and meaningful impact on our ability to realize our mission.

Objective: A precise and measurable statement of what will be done to support the achievement of a strategic goal.

Action Steps: Specific tasks or projects critical to achieving the objectives and overall strategic goals.

Advocacy: Public support for the role of the pediatric nurse or issues relevant to pediatric nursing. Examples: Support of initiatives that stand up for pediatric nurses; promote the scope of practice for a pediatric nurse, or impact children and families

Diverse Practice Settings: The broad array of environments in which pediatric nurses work, including but not limited to children's hospitals, community hospitals, ambulatory clinics (primary and sub-specialty), academia, social service organizations, home health, and schools.

Education: Pediatric nursing-focused content relating to nursing practice, research, or leadership designed to improve the effectiveness and/or efficiency of pediatric care. SPN education is designed to be enduring and focus on increasing knowledge or skills.

Health Policy: Refers to decisions, plans, and actions that are undertaken to achieve specific health care goals within our Society. Examples: Define SPN's initiatives that stand up for pediatric nurses, promote the scope of practice for a pediatric nurse, or impact children and families through SPN Policy Statements and articles to membership.

Practice: Delivery and contributions to the care of patients and families by a nurse that demonstrates knowledge, skills, and experience in a clinical setting. Examples: evidenced-based clinical practice guidelines, literature reviews

Research: a scientific study leading to generation of new knowledge or the validation of knowledge in a new population. Examples: member surveys, intervention studies, descriptive studies

Situational Analysis

As a basis upon which to build the strategic plan, the SPN board of directors examined trends impacting the pediatric nursing profession and issues facing SPN over the next three to five years. The group identified the following changes as those most likely to have a significant impact:

Facing Pediatric Nursing

- Lack of dedicated education and a decreased emphasis on pediatric training in nursing programs
- Unmet needs in pediatric mental health
- Staff retention, burnout and shortage
- Variation in healthcare reimbursement

Facing SPN

- Membership retention, employer support for membership
- Engagement of members
- Competition with other related organizations
- Balancing revenue and expenses
- Ensure all resources are provided in the most current technology that meets the users need
- A need to change perspective of pediatric nurses: "Pediatric Nurse first, sub-specialty nurse second"

SPN Strengths

A strong strategic plan is grounded in the organization's mission and vision statements and builds on its inherent strengths. The planning group identified SPN's current strengths as:

- Results driven committees
- Opportunities for member engagement
- Responsive to needs of members
- Educational offerings and tools

Future Planning Process

In order for SPN to stay focused on its strategic goals, vision and mission, the board of directors must work with staff to monitor progress towards achieving these objectives, and adjust the plan based on changes to the environment or barriers to success. A quarterly dashboard to monitor progress as well as an annual strategy session to develop new action items and ensure the plan remains relevant are our recommended best practices.

SPN 2019-2022 Strategic Goals and Objectives

Strategic Goal 1: Influence

SPN will increase its scope of influence in pediatric healthcare delivery through advocacy, research and partnerships.

Strategic Goal 2: Practice

SPN will develop resources aimed at nurses from diverse practice settings.

Strategic Goal 3: Membership Retention & Growth

SPN will increase number of new members and retain existing members through enhanced marketing and understanding of member needs.

Objectives and Action Steps for Goals

Strategic Goal 1: Influence

SPN will increase its scope of influence in pediatric healthcare delivery through advocacy, research and partnerships.

Objective 1: Create an infrastructure for healthcare policy and advocacy efforts and define an agenda by December 31, 2019.

Owner: Healthcare Policy and Advocacy Committee

Staff Liaison: *Executive Director*

Action Items:

- Develop a Healthcare Policy and Advocacy Committee
- Define scope of policy efforts and develop algorithm for identifying policy agenda
- Determine appropriate partnerships to advance defined policy efforts
- Investigate and implement tools for communicating policy agenda and advocacy efforts quickly to members

Objective 2: Conduct a research study on a pediatric healthcare topic and disseminate the research findings by October 1, 2022.

Owner: Clinical Practice and Research Committee/Task Force

Staff Liaison: *Operations Manager*

Action Items:

- Engage the Clinical Practice and Research Committee to determine topics of clinical need
- Launch a research project task force based on CPRC identified clinical needs
- Determine scope of project, proposed study methodology and execute study
- Disseminate the results of the research back to SPN and the pediatric healthcare community.

Pursue external sponsors and partnerships to support and further share SPN research.

Objective 3: Build and enhance key pediatric nursing organization relationships for future partnerships by October 1, 2021.

Owner: Executive Director/Board of Directors

Action Items:

- Identify key pediatric nursing organizations for partnerships
- Identify ways to build partnerships that are mutually beneficial to both organizations.
- Set face-to-face meeting opportunities (this may include attending annual conferences)

- Determine how to sustain the relationship.

Strategic Goal 2: Practice
SPN will develop resources aimed at nurses from diverse practice settings.

Objective 1: Develop and set standards on caring for pediatric patients and their families in diverse practice settings by December 31, 2021.

Owner: SPN Task Force

Staff Liaison: *Director of Programs*

Action Items:

- Create a task force to work on developing at least three resources for diverse practice settings
- Task force identifies practice areas where there is a gap in guidelines and standards of care for pediatric patients. Assess through member needs assessment, external research, on the discussion forum or other market analysis, as needed
- Develop position statements with minimum guidelines for diverse practice settings (this could include: facilities with low-volume pediatric patients, pediatric nursing in a community setting and telehealth services)

Objective 2: Create and provide access to resources or tools for pediatric nurses that align with accrediting bodies' (i.e. Joint Commission) guidelines by September 2020.

Owner: SPN Task Force

Staff Liaison: *Education Coordinator/Director of Programs*

Action Items:

- Crosswalk SPN resources to multiple accrediting bodies' guidelines
- Identify gaps in SPN resources
- Provide and/or create samples, tools and resources for organizations on how to meet accrediting organizations standards.
- Apply to become an organizational liaison to the Joint Commission.

Strategic Goal 3: Membership Retention & Growth

SPN will retain existing members through enhanced education and resources.

Objective 1: Develop and implement a focused retention plan for members in first two years of membership by December 31, 2019.

Owner: Marketing Manager/Membership Associate

Action Items:

- Conduct a dedicated member satisfaction survey at one year mark of membership to determine benefits usage and areas for improvement
- Develop a member touchpoint campaign that engages members continuously to remind them of specific SPN membership benefits and how to utilize. Tactics may include:
 - o Personalized letter from member of board as an engagement opportunity with targeted marketing metrics (TBD)
 - o Customized renewal letter sent at 1 year mark and other customized communication as determined
 - o Email campaign
- Identify metrics to measure the effectiveness of the campaign, including membership numbers and community engagement.

Objective 2: Develop and implement a focused retention plan for those who have been members for more than 2 years by July 31, 2020.

Owner: Marketing Manager/Membership Associate

Action Items:

- Developed quarterly touchpoint campaign that speaks to passion of nurses and focuses on benefits of membership. Tactics include:
 - o Customized renewal letter that congratulates member on years of service
 - o Email campaign
- Develop member spotlight campaign to showcase members at various stages of career that can be used for retention and recruitment
- Identify metrics to measure the effectiveness of the campaign, including membership numbers and community engagement

Objective 3: SPN will pilot a dual membership program with at least one pediatric nursing specialty organization by December 31, 2020.

Owner: Operations Manager

Action Items:

- Identify targeted partners
- Identify potential reduced cost models including membership for small (tbd) pediatric units within adult hospitals
- Develop a joint marketing memorandum of understanding, promotional plan and joint collateral
- Identify metrics to measure the effectiveness of the campaign, including unique tracking codes and landing pages and membership growth.