ANA 🔥 ENTERPRISE

2024 ANA Enterprise Strategic Plan

GOAL 1: ELEVATE THE PROFESSION OF NURSING GLOBALLY

OBJECTIVE 1.1

Lead the Nursing Profession to improve health through practice, advocacy, equity, innovation, and philanthropy.

1.1.1 Deliver an actionable plan for 2025 Artificial Intelligence (AI) policy development and educational programming on AI basics to enhance accountability and drive progress in Nurse AI initiatives.

1.1.2 Establish ANA position on Virtual Nursing (VN) and identify two (2) innovative strategies and/or strategic partnerships to advance the VN care delivery model in practice.

1.1.3 Develop state-level model nurse staffing legislative language (with provisions related to staffing standards, enforcement, innovative model development, etc.) and support the states engaged in nurse staffing legislative activity.

OBJECTIVE 1.2

Lead, evolve, and promote standards of excellence, recognizing exemplary nurses and settings where they practice.

1.2.1 Increase the number of exemplary nurses [e.g., certified nurses] new applications by 5% and exemplary practice settings [e.g., designated programs/organizations] new applications by 5%, domestically.

1.2.2 **(NEW)** Implement action plans to improve certification candidate/stakeholder engagement and satisfaction by the end of Q2 2024 and support APRN certification growth by more than 5% YOY.

1.2.3 Increase international growth in credentialing organizations by 15-20%.

OBJECTIVE 1.3

Lead and promote the value of nursing's impact on health and society.

1.3.1 Lead at least three (3) initiatives to elevate awareness and support for the top five (5) research priorities identified under "*Advancing a Nursing Research Agenda*".

1.3.2 Fund at least two (2) research projects aimed at advancing the value and impact of nursing.

1.3.3 Raise awareness with key stakeholders at the federal level about the need for payment transparency and advance a comprehensive Policy Agenda based on emerging research and policy development.

V1 KEY RESULTS (KRS) Written with outcomes expected by year-end 2024 and compared to 2023 year-end (YOY), unless otherwise noted.

GOAL 2: EVOLVE THE PRACTICE OF NURSING TO IMPROVE HEALTH, HEALTH CARE, HEALTH EQUITY

OBJECTIVE 2.1

Advance diversity, equity, inclusion, belonging (DEIB), and anti-racism to improve nursing practice and work environments.

2.1.1 Commit $1 million to support DEIB, accessibility, and anti-racism.

2.1.2 Motivate action among 50,000 nurses and health care leaders around the issue of racism in nursing and advancing DEIB+.

OBJECTIVE 2.2

Engage and support social justice in nursing and by nurses to address inequities in health and care delivery.

2.2.1 Ensure 5,000 nurses can identify health disparities and social determinants of health and intend to change their behavior to improve health equity among diverse populations.

OBJECTIVE 2.3

Enhance nurses' ability to innovate and lead in dynamic, disruptive and complex practice environments.

2.3.1 Invest $8 million to promote nurse-led leadership and innovation to improve health and health care.

2.3.2 Provide leadership, innovation, and/or ethics educational opportunities to at least 100,000 nurses.

GOAL 3: ENSURE THE PROFESSIONAL SUCCESS OF NURSES

OBJECTIVE 3.1

Magnify nurses' voices and advocate to overcome barriers to personal and professional success.

3.1.1 Capture 2,500,000 interactions, engagements, responses, and connections among the 5 million US-based nurses concerning barriers to professional and personal success.

3.1.2 Deliver 10 programs that address the 5 top barriers to nurses' success.

3.1.3 Partner with at least five (5) new and 15 existing collaborators, with measurable reach and impact, to expand awareness of and advocate to address staffing, work environment, and reimbursement.

OBJECTIVE 3.2

Design, advance, and implement innovative solutions to meet the needs and priorities of nurses.

3.2.1 Implement three (3) new innovative pilots/solutions that address nursing work force challenges and measure impact of 2023 implemented solutions.

3.2.2 Expand engagement in professional development by 20% to increase knowledge and skill in professional practice.

3.2.3 **(NEW)** Start development of a new product line that will assess and demonstrate the knowledge and competence of individual nurses in specialty nursing fields or topics.

OBJECTIVE 3.3

Co-create holistic approaches for nurse well-being with nurses and strategic partners.

3.3.1 Establish a single consistent measurement tool to assess and quantify nurse well-being, pilot the tool with 5 organizations, and report use and results from the tool.

3.3.2 Engage nurses 300,000 times to close critical gaps around career, physical, and mental well-being.

3.3.3 Deliver at least five (5) new well-being solutions for nurses that are supported by several organizations through collective impact.

GOAL 4: ENABLE OPERATIONAL EXCELLENCE

OBJECTIVE 4.1

Prepare and engage a diverse workforce for optimal hybrid work experience and effectiveness.

4.1.1 Statistically significant improvement (20% or better) in grand mean score on Employee Engagement Survey.

4.1.2 Improve Shared Decision-Making Enterprise survey outcomes in Knowledge or Perception and/or Commitment by +5 percentage points in 2 of the 4 questions that scored < 80% in 2023.

4.1.3 Continue and expand the Enterprise DEIBJA journey through education, training, structural support, removal of barriers, increased accessibility, and updated DEI commitment statement.

OBJECTIVE 4.2

Deliver data-driven and customer focused excellence through enhanced and agile technology and innovation.

4.2.1 Develop a roadmap or roadmaps for "universal" data privacy compliance including updating ANAE's data privacy policy to address emerging privacy regulations.

4.2.2 Identify data and create reports that will help show impact and aid Enterprise teams in achieving progress against the three core goals and their objectives.

4.2.3 Identify and launch systems to enhance capture and management of grant/donor data for Foundation and PAC.

4.2.4 Develop and deploy a Data Lakehouse that integrates seamlessly with at least two primary systems of record (e.g., Personify) as well as create a data catalog of key data assets.

OBJECTIVE 4.3

Increase financial performance while maintaining highest ethical levels of compliance accountability.

4.3.1 Develop ideas for three (3) new solutions, to be funded out of the Strategic Reserve Fund, to potentially grow Enterprise reach, relevance, and/or revenue.

4.3.2 Design, socialize and implement a simplified brand approach for American Nurses Association, American Nurses Credentialing Center and American Nurses Foundation, including states and OAs, launching brand and website MVP in Q4 2024.

4.3.3 Improve the accuracy and timeliness of financial forecasts to drive future business decisions.