



San Antonio Emergency Nurses Association 2016 - 2020 Strategic Plan

Strategic Plan Initiatives

In order for the San Antonio Emergency Nurses Association (SAENA) to fulfill its mission and to pursue its vision for the future, it must, like the members it represents, be flexible, dynamic, and adaptable to its complementary environments of professional practice and association business. SAENA is committed to thoughtful environmental scanning and forecasting in order to best take advantage of opportunities and to respond to critical challenges that might impact the delivery of emergency health care. Through collaborative efforts with strategic partners, transparency of process to our members, and stewardship of our resources, our organization is positioned at the beginning of a professional and organizational revolution that our founders dared envision.

The 2016 – 2020 SAENA Strategic Plan begins a five (5) year cycle that leads with education, development, alignment and investment, follows with implementation, and concludes with evaluation, revision and sustainability. This journey includes development and enhancement of strategic partnerships; exploration, development and revision of innovative and essential educational opportunities; increasing member engagement through social media; promoting a culture of philanthropy; and the generation, translation, integration and dissemination of research and successful practices.

The Strategic Plan includes four priority areas: 1) advancing emergency care and professional development in our region; 2) advocating for a culture of safe practice and safe care; 3) champion for a culture of inquiry, learning, and collaboration within our profession; and 4) expand and fortify SAENA's membership. The success of these four strategic priorities require the courage of the SAENA Board of Directors and association members to invest time, talent, and treasure in order to provide for continued growth and success as the “go-to” organization that leads the emergency care industry.

SAENA is investing resources to support three of our most important areas of need: 1) the enhancement of both our human capital, 2) the investment of our information technology, and 3) the community in which we serve. These foundational elements are essential to the success of our strategic plan, especially as they are integral to the enhancement of education for our members, the emergency nursing community at large, as well as advocacy for the profession of emergency nursing.

The SAENA 2016 – 2020 Strategic Plan is designed to align with the science and art of culture change, which also typically follows a three-year cycle – planning, implementing, and evaluating. Using this Strategic Plan as a blueprint, we are the right professionals, poised at the right time, with the right talents for innovation and partnership to move our organization from “great to greatest.”

Strategic Initiative #1	Advancing emergency care and professional development in our region
Overall Initiative Accountability	Board, Committee Chairpersons and members as applicable
Anticipated Challenges	Communications, available physical space, funding, support and participation by nursing managements and nurses.

Desired Outcome:	Measurement:
I. Professional Development Goal: Enhance the professional competency and skill of emergency nurses through the development of educational programs, networking opportunities, and skills advancement	
1. Maintain and enhance program specific educational offerings. 2. Plan and develop educational programs and activities that serve the needs of the membership and nursing community. 3. Assess the educational needs of the membership annually.	a. Conduct a yearly educational conference b. Provide educational offerings during SAENA meetings c. Review comments provided by attendees and request input from membership via email/website to develop future educational events.
4. Increase TNCC monthly enrollment to maximum allowable per space provided a. Identify, recruit, maintain quality TNCC instructors	a. Provide at least 4 courses per year b. Provide at least 1 instructor course per year c. Statistical analysis of previous trends and attendance at future courses. d. Positive course evaluations with no irreparable discrepancies.
5. Increase ENPC monthly enrollment to maximum allowable per space provided a. Identify, recruit, maintain quality ENPC instructors	a. Provide at least 2 courses per year b. Provide at least 1 instructor course per year c. Statistical analysis of previous trends and attendance at future courses. d. Positive course evaluations with no irreparable discrepancies.
6. Provide a Certification Review Course to promote preparation for the certification examination and improve the chances of success for those candidates. Certification Review Courses include but are not limited to CEN, CPEN, and CTRN.	a. Provide at least two (2) Certification Review Courses within the 5 year cycle b. Sponsor one (1) person per course to take the course <i>(Draw the name of the person from those who attend the certification course and reimburse them the cost of the course – what they paid.)</i> c. Reimburse the cost of taking the certification examination to one (1) person per course who passed the certification examination. <i>(Draw the name of the person from those who attend the certification course. Nominee must provide proof of successfully passing examination within one (1) year of the course to obtain reimbursement.)</i> d. Fund the attendance of at least one (1) member of the SAENA at each of the review courses. <i>(Member will be selected using a random drawing from all SA ENA members attending the course).</i>

II. Organizations Goal: Form alliances and build collaborative relationships	
1. Promote SAENA events across the region and state	a. Promotion to include but is not limited to advertising the SAENA event in: <ul style="list-style-type: none"> i. SAENA Newsletters ii. Emails to members iii. Flyers / Notification to: <ul style="list-style-type: none"> a) Emergency Managers b) Educators c) Standalone facilities. iv. Social Media v. Information flyers/brochures provided by SA ENA at conventions, meetings, forums
2. Participate in local area healthcare associations and organizations that impact the role and duties of emergency nurses	a. Provide representation at meetings for the following organizations including but not limited to: <ul style="list-style-type: none"> i. TENA ii. TNA iii. General Assembly of the ENA iv. NLAC v. STRAC vi. Texas Nursing Student Association
3. Offer leadership and expert participation to outside non-healthcare organizations and associations.	a. Be available to provide appropriate lectures or information on emergency nursing to outside organizations and associations.
III. Mentoring Goal: Be recognized as an organization that promotes its members	
1. Provide opportunity, recognition, and encouragement to members	
a. Provide forum for networking	a. Hold at least one (1) forum for networking per year, ex. Manager's Forum
b. Encourage the dissemination of knowledge and experiences for all nurses	b. Organize and develop at least two (2) of educational events per year in addition to educational events held at chapter meetings.
c. Identify and support nurses who are currently involved in nursing research, education, philanthropy	a. Publish information on current nursing research in the Newsletter at least one (1) time per year in the Newsletter b. Publish information on nursing philanthropy at least one (1) time per year in the Newsletter, ex. scholarships, donations to the ENA Foundation and support of other nursing organizations. c. Publish information on current or upcoming nursing education events in the: <ul style="list-style-type: none"> i. Newsletter ii. Email to members iii. Flyers / Notification to: <ul style="list-style-type: none"> a) Emergency Managers b) Educators c) Standalone facilities d) Nurses

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<p>2. Utilize technology to improve the SAENA communication and promote membership.</p>	
<p>a. Utilize information technology to reach members</p>	<p>4. As new social media technology evolves investigate the possibility of utilizing this venue to provide information on SA ENA and events to members, ex. Facebook, LinkIn, etc. b. Use social media for members to reach the SA ENA, if applicable.</p>
<p>b. Utilize computer technology to promote outreach to members</p>	<p>a. Investigate the use of computer conferencing to allow members to attend Chapter meeting, ex. WebEx i. Provide appropriate resources to utilize this method, ex. computer, microphone, monitor ii. Ensure virtual attendees are captured on attendance record iii. Determine if members utilizing this method of attending a meeting can vote on issues at chapter meetings.</p>
<p>c. Use technology to improve participation in the SA ENA registration process and obtaining CE's for participants at SA ENA educational events</p>	<p>a. Promote the use of electronic / on-line registration, payment, evaluations and delivery of CEs. i. Investigate the companies which provide such services: 1) Ensure appropriate statistics and record keeping ability 2) Ensure registration payments are correctly recorded, received and transferred into the appropriate SAENA bank account 3) Ensure appropriate tech support is available. 4) Have back up plan available 5) Trial service prior to making decision ii. Provide sufficient support to allow ease of access to CE evaluation program 1) Web access 2) Computers 3) Onsite support / tech personnel iii. Provide information to applicable event participants regarding need to complete electronic evaluations to obtain CEs: 1) All advertising 2) Registration process 3) Notices and announcements at applicable events</p>

Strategic Initiative #2	Advocating for a culture of safe practice and safe care
Overall Initiative Accountability	Board, Committee Chairpersons, Professional Development, Membership, Trauma, Pediatrics, EMS, Government Affairs, Injury Prevention
Anticipated Challenges	Communication; available physical space

Desired Outcome:	Measurement:
I. Legislation and Governmental Affairs Goal: To maintain the integrity of emergency care and professional nursing through participation in the legislative process	
1. Identify and track key legislation.	<ul style="list-style-type: none"> a. Appoint SA ENA member(s) to serve as Governmental Affairs Chairperson and committee members. b. Participate in discussions regarding the impact of nursing / healthcare legislation with members of local, state and national organizations (Ex. Texas ENA, ENA, Nurses Legislative Coalition [NLAC], Texas Nurses Association [TNA] and other effected nursing or healthcare entities) c. Have member(s) attend Texas Day on the Hill to discuss with legislators all bills which impacts nurses and healthcare in Texas. d. Have member(s) attend Washington D.C 'Day on the Hill' to discuss with legislators all bills which impacts nurses and healthcare nationally. e. Attend and participate in legislative process (hearings and requests for opinions, etc.) related to those bills which impact nursing and healthcare where appropriate.
2. Increase the membership's awareness and understanding of the legislative process and legislative issues impacting nurses and healthcare	<ul style="list-style-type: none"> a. Provide a update / summary of key legislation and its status at each meeting and whenever feasible b. Notify members regarding critical issues related to legislation using EN 411 program. c. Provide information on key legislation in: <ul style="list-style-type: none"> i. Chapter Newsletter ii. Chapter Notices
II. Injury Prevention and Health Awareness Goal: To promote injury prevention, health awareness, and safety practices within the community	
1. Promote injury prevention / safety programs	<ul style="list-style-type: none"> a. Participate in community health/safety events at least once every two (2) years b. Provide funding for injury prevention / safety programs with in the area where applicable and approved
2. Communicate information regarding injury prevention and safety practices	<ul style="list-style-type: none"> a. Information on events: <ul style="list-style-type: none"> i. Reported at chapter meetings ii. Published in the Newsletter and notices sent out to the membership iii. Provided in event flyers taken to other meetings were applicable, ex. TxENA meetings.

Strategic Initiative #3	Expand and fortify SAENA's membership
Overall Initiative Accountability	Board, Committee Chairpersons, Professional Development, Membership, Trauma, Pediatrics, EMS, Government Affairs, Injury Prevention
Anticipated Challenges	Communication; available physical space

Desired Outcome:	Measurement:
<p>I. Organizational Competency & Strength</p> <p>Goal: Maintain an effective and reputable organization which addresses the needs of the members and ensures the continued financial strength of the association.</p>	
1. Recruit and retain members.	
a. Conduct annual recruitment campaign	<p>a. Hold a Membership Campaign at least once a year to increase both new members and renewing members:</p> <p>i. Advertised campaign via:</p> <p> a) Website</p> <p> b) Flyer at events</p> <p> c) Emails to members</p> <p> d) Newsletter</p> <p>ii. Reduce rate of membership fees as incentive during campaign.</p> <p> a) Approved by the ENA</p> <p> b) Funding by SA ENA</p> <p>iii. Reward member who recruits and submits:</p> <p> a) 10 memberships (renewal and new)</p> <p> b) 25 memberships (renewal and new)</p>
b. Conduct a continuous retention of members campaign.	<p>a. Membership Chair or designate will:</p> <p>i. Review the SA ENA members' listing from ENA on a monthly basis</p> <p>ii. Determine which members have not renewed their membership</p> <p>iii. Contact the delinquent members via email and/or phone and:</p> <p> a) Urge member to renew their membership.</p> <p> b) Attempt to determine why the member has not renewed</p> <p>b. Evaluate trends for non-renewals based on information collected from members.</p> <p>c. Membership Chair with assistance from Board and members will devise renewal strategies based on the reasons for delinquency</p>
c. Promote SAENA and educate emergency nurses to the benefits and rewards of membership.	<p>a. Provide information from the ENA and SA ENA on benefits and rewards of being a member. Includes but is not limited to:</p> <p>i. Discounts at all ENA events for members</p> <p>ii. Networking</p>

	<ul style="list-style-type: none"> iii. Position statements iv. Free CEs for education events given at chapter meetings.
2. Develop sources of revenue to maintain organizational strengths	
<ul style="list-style-type: none"> a. Use a standardized procedure defining sponsor and advertising fees 	<ul style="list-style-type: none"> a. Develop and maintain vendor / sponsor prospectus for events <ul style="list-style-type: none"> i. Provide all vendors / sponsors with prospectus upon initial contact of by vendor or SA ENA b. Develop and maintain vendor / SAENA event contract outlining vendor and SAENA responsibilities: <ul style="list-style-type: none"> i. Have vendor / sponsor representative sign an event contract for each appropriate activity: <ul style="list-style-type: none"> a) Multiday conventions / conferences b) Certification Review courses c) Small events with multiple vendors / sponsors d) Other events as specified by the activity committee or Board
<ul style="list-style-type: none"> b. Actively pursue advertising revenue 	<ul style="list-style-type: none"> b. Ensure event vendor / sponsors are identified and promoted, when time permits: <ul style="list-style-type: none"> i. On event brochures ii. On event flyers and registration forms iii. Poster boards iv. Exhibit tables, if applicable v. Thank you to all vendors at the end of the event vi. Advertisement of vendor / sponsor in SAENA advertisement of event on Website – can we do this if we put a non-endorsement statement? vii. Introduction of vendors / sponsors to those event participants individually or in a group.
<ul style="list-style-type: none"> c. Pursue financial support for SAENA educational events and other endeavors 	<ul style="list-style-type: none"> a. Maintain a list of vendors / sponsor: <ul style="list-style-type: none"> i. Who previously sponsored SAENA events ii. Who have not sponsored SAENA events iii. Seek our additional vendors / sponsors at other events attended and add them to the list b. Contact vendors / sponsors to participate in SAENA events c. Provide a variety of ways a vendor / sponsor can help sponsor an event, including but not limited to: <ul style="list-style-type: none"> i. Food – restrictive ii. Items for drawing iii. Exhibit tables iv. Sponsoring events – non-restrictive v. Others
<ul style="list-style-type: none"> d. Encourage committee fundraising efforts. 	<ul style="list-style-type: none"> a. Hold educational events that make a profit b. Encourage member donations to the Scholarship fund c. Explore other options that will make the organization a profit.

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<p>3. Responsibly manage SAENA resources</p>	
<p>a. Develop a balanced, annual, budget</p>	<p>a. Treasurer will devise the draft of the annual, balanced budget with the assistance of the Board and Committee Chairs</p> <p>i. Draft budget will be presented to the members at a chapter meeting for discussion and / or further work as needed.</p> <p>ii. Draft budget will be passed by the membership at a chapter meeting.</p>
<p>b. Maintain ongoing budgetary compliance by identifying budgetary variance and providing a timely corrective action plan.</p>	<p>a. Treasurer will monitor income and expenses and will provide a monthly report to the Board and membership at a chapter meeting.</p> <p>b. In the event of a budgetary variance, the Treasurer will notify the Board and:</p> <p>i. The variance will be investigated</p> <p>ii. An action plan will be devised, if needed</p>
<p>c. Conduct an annual external audit of SAENA accounts</p>	<p>a. An independent CPA will be contracted to provide an annual, external audit of all of SAENA's accounts and provide a report to the Treasurer and other members of the Board.</p>
<p>d. Maintain-SAENA investments and explore opportunities for improved resources of revenue annually</p>	<p>a. Develop, implement and maintain Strategic Plan</p> <p>b. Create, implement and maintain Investment Policy</p> <p>c. Treasurer will review the investments and savings and will report to the members at the monthly chapter meeting</p> <p>d. Treasurer will provide strategies on investments and / or savings as needed.</p> <p>e. External financial advice will be sought if deemed appropriate by the Board</p>
<p>4. Maintain, monitor, and update SAENA SOP's, Bylaws, Strategic Plan, Investment Policy as required by operational standards</p>	
<p>a. Revise the SAENA Bylaws and Standard Operation Procedures (SOPs) to comply with Texas ENA and National ENA and corporate law.</p>	<p>a. Bylaws will be revised every two (2) after the TENA has revised their bylaws or sooner if deemed necessary by the Board.</p> <p>b. Standard Operation Procedures (SOPs) will be reviewed on an annual basis.</p> <p>c. A SOP can be added at any time to the official SOP list if the purpose and content are approved by the Board and presented and approved by the members at a chapter meeting.</p>
<p>b. Ensure appropriate record retention, maintenance, and retrieval in order to meet corporation expectations.</p>	<p>a. Records will be retained based on the guidelines identified in the Record Retention Policy</p>

Strategic Initiative #4	Champion for a culture of inquiry, learning, and collaboration within our profession
Overall Initiative Accountability	Board, Scholarship Chairperson and Committee
Anticipated Challenges	Communication; available physical space, funding

Desired Outcome:	Measurement
I. Nursing Collaboration Goal: Increase the 'voice' of nurses in organization leadership	
1. Promote nurses participation in the leadership of other organizations	a. Identify nurses who are on the boards or leadership of community, state or national organizations or committees b. Encourage nurses to become involved with the leadership of organizations which interest them. <ul style="list-style-type: none"> i. Nominate qualified nurses for membership on board or leadership positions ii. Support nurse leaders within and outside the nursing profession
II. Further Nursing Education Goal: Promote the ability of student nurses and nurses to continuing their education and enhance safe practice and safe care.	
1. Develop and fund scholarships for nursing students	a. SAENA funds 3 scholarships at least once a year for: <ul style="list-style-type: none"> i. an initial RN degree (LVN / LPN or non-nurse seeking initial RN degree) ii. advancing a nursing degree (RN seeking a higher degree in nursing) iii. seeking a post -graduate degree (RN seeking a postgraduate degree in nursing) b. Post information and a registration form regarding the scholarship on the SAENA website. c. Publicizing the SAENA scholarships by sending notices out to the membership, nursing schools and healthcare facilities
2. Support the 'Rising Star' scholarship for nursing students	a. 'Rising Star' scholarship is privately funded at least once a year for an exceptional nursing student earning their primary degree as a registered nurse (RN) b. Post information and a registration form regarding the scholarship on the SAENA website. c. Publicizing the 'Rising Star' scholarship by sending notices out to the membership, nursing schools and healthcare facilities
3. Provide a forum for development of the novice	
a. Liaison with the Student Nurses Association in our region	a. Provide at least one (1) lecture on emergency nursing to students per year b. Provide links to information on emergency nursing in other organizations on the SAENA website and in the Newsletter

	c. Provide a discount to nursing students at all SAENA educational events, if applicable.
b. Encourage the development of preceptorships	a. Encourage healthcare facilities to develop or maintain preceptorships / internships: <ul style="list-style-type: none"> i. Provide information on advantages and benefits of organized preceptorships to nurse managers and nurse educators. ii. Provide links to various resources related to the establishment and maintaining preceptorships
c. Provide a forum for networking	a. Invite students to chapter meetings. b. Provide students with information on SAENA sponsored educational events c. Provide students with information on decreased cost of attending SA ENA events
d. Promote the establishment of working relationships with regional nursing programs	a. Develop contact list of nursing schools and programs b. Send faculty information regarding educational events or events of interest

Strategic Initiative #5	Invest in information technology
Overall Initiative Accountability	Board, Committee Chairs,
Anticipated Challenges	Communication; funding, changing technology

Desired Outcome:	Measurement
I. Organizational Competency & Strength Goal: Maintain an effective and reputable organization which addresses the needs of the members and ensures the continued financial strength of the association.	
1. Identify needed technology equipment	<ul style="list-style-type: none"> a. Investigate what technology is needed by chapter based on current needs, future needs and changes in technology, ex.: <ul style="list-style-type: none"> i. Computer for Officers: especially Secretary ii. Camera and microphone for WebEx iii. Printer for educational and meeting copying iv. Scanner for conversion of hardcopy document to electronic format b. Determine cost of equipment c. Determine cost of maintenance agreements d. Determine cost of computer support <ul style="list-style-type: none"> i. Via equipment company ii. Outside vendor, ex. 'Geek Squad' e. Include cost of needed equipment / programs in annual budget f. Formulate purchase schedule g. Formulate replacement / upgrade schedule
2. Use virtual format to expand access to Chapter events	<ul style="list-style-type: none"> a. Identify types of events to be seen on virtual format, ex.: <ul style="list-style-type: none"> i. Chapter meetings ii. Educational events held at chapter meetings

	<ul style="list-style-type: none"> b. Identify and contract with company providing 'virtual' services, ex. WebEx: <ul style="list-style-type: none"> i. Scheduling meetings
<p>3. Use 'Cloud' to store historic documents</p>	<ul style="list-style-type: none"> a. Identify / maintain contract with 'cloud' document storage company, ex. 'Jungle Disk' <ul style="list-style-type: none"> i. Contract must ensure: <ul style="list-style-type: none"> a) storage and backup of documents b) technical support c) appropriate security for chapter site and documents ii. Include contractual fees for 'Cloud' document storage in annual budget iii. Identify 'Administrator' of site iv. Identify who can upload documents v. Determine and maintain 'access permissions' b. Identify documents that need to be stored using current Record Retention Policy: <ul style="list-style-type: none"> i. Obtain documents from chapter members who have documents which need to be saved ii. Convert hardcopy documents to electronic format, i.e. Scanning iii. Upload documents onto 'cloud' on identified timeframe c. Identify documents that need to be deleted based on Record Retention Policy <ul style="list-style-type: none"> i. Use Record Retention log to record documents destroyed ii. Ensures deleted documents are removed from backup data