



ENA Strategic Plan 2009-11 and Beyond

Draft being presented for approval to the ENA Board of Directors in December 2008

STRATEGIC FRAMEWORK

Mission

To advocate for patient safety and excellence in emergency nursing practice.

Vision

ENA is indispensable to the global emergency nursing community.

Organizational Focus

Safe Practice, Safe Care

Practice Priorities

- Crowding/Boarding
- Workplace Violence
- Psychiatric Emergency Patient Care



Operational Priorities

- Clinical Practice Resources
- Ongoing Programs

Membership/Leadership Goal

Expand and fortify ENA's membership and generate greater involvement in the emergency nursing community.

Advocacy/Collaboration Goal

Be the key thought leader representing emergency nursing in practice and healthcare policy.

Research/Practice Goal

Shape the practice of emergency nursing through research promotion, translation, and utilization.

Education Goal

Shape and advance emergency nursing and emergency care through education.

Instilling knowledge and competency through quality and accessible education.

Advancing the emergency nursing profession and practice through research.

Influencing the future of the emergency nursing profession and quality patient care through advocacy and innovation.

Fostering professional pride, confidence and a community of support for emergency nurses across the country.

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Strategies with Initiatives Supporting Goal Attainment

Membership/Leadership Goal: Expand and fortify ENA's membership and generate greater involvement in the emergency nursing community.

Strategy: Build overall awareness of ENA and promote the value of ENA membership.

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
ML-11	Launch a 40 by 40 (40,000 members by ENA's 40 th year) membership drive campaign.	X	X		<ul style="list-style-type: none"> ◆ A comprehensive marketing plan for the campaign is developed. ◆ A document on recruitment and retention best practices is developed.

Strategy: Establish ENA globally as a resource for emergency nurses.

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
ML – 12	Investigate what an international presence of ENA would look like.	X			<ul style="list-style-type: none"> ◆ One stakeholder meeting is facilitated. ◆ A needs assessment report is drafted.

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Advocacy/Collaboration Goal: Be the key thought leader representing emergency nursing practice and healthcare policy.

Strategy: Build ENA's name recognition with the media and general public.					
Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
CP3- PR3	Create and release the second state scorecard program on issues of concern to ENA. Proposed revision: Support promotion of the second state scorecard.	X			<ul style="list-style-type: none"> Printed issue fact sheets are distributed to the states.

Strategy: Support ENA's practice priorities through advocacy and media exposure.					
Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
CP2- PR9	Develop and implement a formal public education and advocacy effort designed to mitigate violence in the emergency department based upon finding of ENA's ED Violence Work Team.	X	X		<ul style="list-style-type: none"> A press release regarding the findings and implications from the study is issued. One article is published in <i>Connection</i>. An editorial is drafted and pitched to newspapers, magazines, and trades. Advocacy is undertaken to have OSHA violence in the workplace guidelines recognized as standards.
CP2-PR7	Increase advocacy initiatives relative to the care of psychiatric patients in the ED – in response to the IOM report.	X	X	X	<ul style="list-style-type: none"> A common policy agenda in conjunction with other organizations is pursued. Courses and/or activities to raise awareness about issues concerning ED care of patients with mental illnesses and/or substance use disorders are organized and delivered.

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Advocacy/Collaboration Goal: Be the key thought leader representing emergency nursing practice and healthcare policy.

Strategy: Support ENA's practice priorities through advocacy and media exposure. *continued*

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
AC-11	Identify and support policies and programs that promote collaboration between EDs and psychiatric care community agencies in order to coordinate and link services into well-planned, efficacious systems.	X	X	X	<ul style="list-style-type: none"> ◆ The literature identifying pertinent community models, case studies and relevant materials for knowledge, skills, and attitudes development is surveyed. ◆ Mini-workshop curriculum materials, learning activities, and evaluation tools are developed. ◆ Two sites to hold mini-workshops in 2009 are selected. ◆ Development of ancillary support mechanisms, such as articles in <i>Connection</i> featuring a model of a community collaboration of an emergency services plan for patients with mental illnesses, begins. ◆ Evaluation tools to assess ancillary support mechanisms are developed. ◆ Two mini-workshops are held.

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Strategies with Initiatives Supporting Goal Attainment

Education Goal: Shape and advance emergency nursing and emergency care through education.

Strategy: Identify needs, develop and promote new course offerings and educational products.					
Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
CP3- PR8	Seek funding and subsequently evaluate the impact of the SBIRT educational toolkit developed through the previous NHTSA cooperative agreement. Proposed revision: Evaluate the impact of the SBIRT educational toolkit developed through the previous NHTSA cooperative agreement.	X	X	X	<ul style="list-style-type: none"> ◆ Funding is obtained. ◆ An advisory group is formed. ◆ One advisory group meeting is held. ◆ A program evaluation design is finalized. ◆ A plan for recruiting ED sites where the SBIRT Toolkit has been implemented is developed and implemented. ◆ An evaluation questionnaire is developed and pilot-tested.
CP2-PR5	Develop and promote the <i>Handling Psychiatric Emergencies in the Emergency Department</i> guide.	X	X		<ul style="list-style-type: none"> ◆ A product content outline is finalized. ◆ A first draft of content is developed.
E- I1	Develop a one-day re-verification course for TNCC.	X	X		<ul style="list-style-type: none"> ◆ The format for the course is developed. ◆ Course content is finalized. ◆ New slides and lectures are developed and edited.
E- I2 (a)	Expand web seminar opportunities based on current and future educational offerings and resources by creating an ENCORE "Fast Track" Series.	X	X		<ul style="list-style-type: none"> ◆ Three ENCORE "Fast-track" presentations from the 2009 Annual Conference are selected. ◆ A presentation schedule is developed. ◆ Contract dates with presenters are set. ◆ Marketing tools are prepared and disseminated.
E- I2 (b)	Expand web seminar opportunities based on current and future educational offerings and resources by creating a Key Concepts Web Seminar Series.	X			<ul style="list-style-type: none"> ◆ Four topics and presenters are contracted. ◆ A presentation schedule is developed. ◆ Marketing tools are prepared and disseminated.

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Education Goal: Shape and advance emergency nursing and emergency care through education.

Strategy: Identify needs, develop and promote new course offerings and educational products (includes identifying appropriate delivery vehicles to attain the broadest dissemination possible). *continued*

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
E-13	Develop a CEN Online Review Course in partnership with MC Strategies.	X			<i>Kick off meeting scheduled for December 5. Board will receive a production schedule onsite at the December Board meeting.</i>
E-14	Develop and promote a CPEN Review Manual.	X	X	X	<ul style="list-style-type: none"> ◆ A RFP is developed and online vendor selected. ◆ A work team appointed. ◆ Contributing item writers are confirmed.
E-15	Identify the top two topics related to injury prevention in the workplace for emergency nurses.	X			<ul style="list-style-type: none"> ◆ A survey is developed. ◆ A gap analysis is completed. ◆ Two proposals for future project initiatives are submitted to the Board.

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Research/Practice Goal: Shape the practice of emergency nursing through research promotion, translation, and utilization.

Strategy: Undertake continual research of issues pertinent to the emergency nursing profession.

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
SG1-PR1	Validate nurse practitioners in emergency care settings. (General Assembly Resolution)	X			<ul style="list-style-type: none"> The ENA Scope and Standards of Practice for the Nurse Practitioner in Emergency Care is revised based on the results of the Delphi study.
CP2-PR1	Conduct a study to identify critical leadership, staff, and environmental factors in emergency departments and their institutions that support exemplary emergency nursing practice. Proposed revision: Develop and promote an award program that supports exemplary emergency nursing practice.	X			<ul style="list-style-type: none"> The application process for the Exemplary ED Award Program is finalized. The process for application review and identification of hospitals meeting criteria for the Exemplary ED Award is determined. The initiation of the Exemplary ED Award program is announced at the Leadership Conference in 2009.
CP3-PR4	Conduct a feasibility study to determine the viability of an Institute for Quality & Patient Safety. Proposed revision: Determine a mechanism for ENA to promote <i>quality</i> and <i>patient safety</i> in emergency nursing practice.				<ul style="list-style-type: none"> Findings from the ENA Quality and Patient Safety Member Survey are disseminated through an article in <i>Connection</i> and a poster at the 2009 ENA Annual Conference. A recommendation is developed and presented to the Board of Directors regarding a framework for integrating the values of quality and patient safety throughout internal and external stakeholders of ENA.
RP-I1	Validate clinical nurse specialists in emergency care settings. (General Assembly Resolution)	X	X		<ul style="list-style-type: none"> Current literature is reviewed and consultation with other national organizations is undertaken to identify an initial list of potential core competencies. A Delphi study with key stakeholders on CNS core competencies in the ED is designed and developed.

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Research/Practice Goal: Shape the practice of emergency nursing through research promotion, translation, and utilization.

Strategy: Develop and provide evidence-based practice resources for the emergency nursing profession.

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
CP2-PR2	Collaborate with AAEM, ACEP, NACHRI, and possibly others to review/ revise ENA's staffing guidelines Proposed revision: Review and revise ENA's staffing guidelines in collaboration with AAEM, ACEP, NACHRI, et al.	X	X		<ul style="list-style-type: none"> ◆ Staffing data analysis and formula testing are completed using retrospective datasets. ◆ A revised staffing formula(s) is developed for pilot testing. ◆ Testing is initiated for a new staffing formula(s) in emergency departments caring primarily for adult patients, adult and pediatric patients, and only pediatric patients.
CP2- PR11	Revise, publish, and promote a scope and standards publication pertaining to emergency nurses.	X	X		<ul style="list-style-type: none"> ◆ A Work Team is established and ratified. ◆ The current Standards are reviewed by the Work Team. ◆ A first draft of a new scope and standards document is developed.
SG1- PR3	Develop a position statement pertaining to clinical manager competency and training requirements. (GA Resolution)	X			<ul style="list-style-type: none"> ◆ A course offering on development of Clinical Nurse Manager Competencies is presented at Leadership Conference 2009. ◆ The position statement is published in <i>Connection</i>.

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Research/Practice Goal: Shape the practice of emergency nursing through research promotion, translation, and utilization.

Strategy: Develop practice resources for the emergency nursing profession. *continued*

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
RP-I2	Develop an ongoing benchmarking database on ED violence metrics and best practices.	X			<ul style="list-style-type: none"> ◆ A literature review on workplace violence is performed. ◆ The survey instrument is developed. ◆ The data collection and data storage methods are finalized. ◆ The survey instrument is piloted. ◆ Data are imported into an SPSS database and cleaned. ◆ Data analysis is performed. ◆ A report is produced for each round of the study.
RP-I3	Design and implement a process to create clinical practice resources (identify topics, prioritize).	X	X		<ul style="list-style-type: none"> ◆ An electronic template for field review of literature is developed. ◆ One clinical resource is produced by the Work Team and made available to members.
RP-I4	Develop content addressing best practices relative to alleviating crowding.	X			<ul style="list-style-type: none"> ◆ Objective criteria for evaluating crowding solutions are determined. ◆ A literature search is conducted to identify crowding solutions. ◆ Crowding solutions are reviewed and evaluated using objective criteria. ◆ Successful solutions are identified, prioritized and posted to the Web site as available.
RP-I5	Develop content addressing best practices in mitigating and responding to violence in the ED.	X	X	X	<ul style="list-style-type: none"> ◆ A Work Team is ratified. ◆ A study is developed. ◆ Administration of the study is initiated.

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Research/Practice Goal: Shape the practice of emergency nursing through research promotion, translation, and utilization.

Strategy: Develop practice resources for the emergency nursing profession. *continued*

Number/Comments	Initiatives	Timeframe			Anticipated Milestones/Outcomes Through 12/31/09
		2009	2010	2011	
RP-16	Develop universal guidelines for safer handoffs of older adults between long-term care facilities and emergency departments.	X	X		<ul style="list-style-type: none"> ◆ A findings report from the environmental scan is produced. ◆ Two virtual Advisory Group meetings are facilitated. ◆ Universal guidelines (Draft 1.0) are developed. ◆ The guidelines are finalized. ◆ The guidelines are formatted into a <i>Try This</i> tool.
RP-17	Establish and maintain an ED benchmark database	X	X	X	<ul style="list-style-type: none"> ◆ Partnerships are explored. ◆ Technology needs are defined. ◆ Data elements and definitions are developed.