



The American Organization of Nurse Executives

2011–2013 Strategic Plan

Our Mission

To shape health care through innovative and expert nursing leadership

Our Values

*Creativity
Excellence
Integrity
Leadership
Stewardship
Diversity*

Our Behaviors

*Futurist
Synthesizer
Partner
Convener
Provocateur
Designer
Broker*

Our Core Business

*Education and leadership development
Public policy advocacy
Career development
Information resources
Affiliates
Research (through the AONE Foundation for Nursing Leadership
Research and Education)
Member engagement*

ORGANIZATIONAL GOALS AND STRATEGIES

Future Patient Care Delivery Systems—*Nurse leaders are active and recognized leaders in the design, implementation and evaluation of patient care delivery systems that effectively leverage human, financial and technological resources to produce high-quality, safe, patient/family–centric health care.*

Strategies:

1. Promote the design and implementation of patient/family–centric care delivery systems and health care facilities that incorporates the role of the nurse, embraces a clinical team approach and are congruent with the diversity of health belief systems within local communities and their patient populations.
2. Serve as a resource and driver for new patient care delivery models enabled by health care reform policy enactment.
3. Utilize evidence-based management practice and sound research in the development of future patient care delivery systems and practice environments. Explore and support the interrelations of technology, facility design and patient care delivery models.
4. Proactively design innovative nursing models that address the full continuum of care while incorporating various work settings, as well as new and emerging roles.
5. Encourage and facilitate the development and dissemination of innovative care delivery pilots and models that position nursing effectively for the future.
6. Develop partnerships with innovative organizations and industry leaders—both in and outside of health care—which support advancements aimed at improving future patient care delivery systems, resulting in improved patient and staff satisfaction.
7. Foster the development of aspiring, novice and future nurse leaders to position and prepare the next generation to be leaders in the design and adoption of future care delivery models. Incorporate the impact of generational differences on the development of future models.

Healthful Practice Environments—*Nurse leaders serve as initiators and influencers in creating positive, safe, healthful practice/work environments.*

Strategies:

1. Serve as an industry leader in providing resources to create and promote positive, safe and healthful practice/work environments that support positive working relationships between administration and staff.
2. Support evidence-based leadership development that builds a culture of active nurse engagement in the advancement of positive work environments.
3. Advocate on behalf of the nursing profession and the health care industry to secure the resources needed from the federal government to ensure an

- adequate and diverse nursing workforce in the future that will promote healthful practice/work environments.
4. Promote the collaboration between and among nursing and other health professionals to create positive, safe, just and healthful practice/work environments. Serve as a catalyst for change by advocating for and nurturing stronger and more meaningful partnerships.

Quality and Safety—*Nurse leaders are actively involved and viewed as leaders in the development of cultures within health care organizations in which quality and patient safety are paramount.*

Strategies:

1. Collaborate with the key drivers of the national patient safety agenda, such as the American Hospital Association (AHA), Hospitals in Pursuit of Excellence (HPOE), National Patient Safety Foundation (NPSF), National Quality Forum (NQF) and the Institute for Healthcare Improvement (IHI) to ensure appropriate engagement by nurse leaders.
2. Provide resources and support to ensure that nurses have the tools needed to enhance quality and safety processes in their organizations, including tools that assist in the development of appropriate information technology systems and applied technology that are an essential part of patient safety, quality and care delivery.
3. Participate in coalitions that address the role of regulation in the health care industry and work to ensure that regulation adds value to the delivery of high quality, efficient health care services.
4. Become a strong proponent of evidence-based practice to support standardized care. Support research and showcase best practices that demonstrate the link between quality and cost reductions.
5. Provide tools and resources through the *Transforming Care at the Bedside* (TCAB) initiative which empowers frontline nurses to impact the quality and safety of care.

Health Care Reform and Policy—*Nurse leaders present a unified aligned voice to influence policy decisions that are patient/family–centric and focused on quality.*

Strategies:

1. Leverage the power of the AONE membership to raise the voice of nursing leadership in all health policy related issues.
2. Establish and maintain relationships with key legislators to effectively influence health care policy.
3. Utilize data and evidence-based outcomes to influence health care policy.

Workforce Supply/Competency—*Nurse leaders are supported by AONE to enhance the competency and supply of nurses by serving as a convener for organizations, health care leaders, other associations and educational partners to work collaboratively on these critical issues.*

Strategies:

1. Serve as the national voice of nursing leadership in supporting advocacy efforts to ensure that there is adequate staff to provide safe and high quality patient care.
2. Design models of care that successfully blends multiple generations within the workplace and actively engages “wisdom workers” in patient care.
3. Identify emerging competencies that nurse leaders need now and in the future.
4. Establish academic partnerships with universities and colleges to develop effective models for executive nurse leader preparation.
5. Develop and implement strategies—in partnership with academic organizations, community leaders, foundations and other relevant organizations—which will increase the number of qualified nurse faculty and increase the capacity of nursing schools for both baccalaureate and advanced nursing degrees.

Leadership—*Nurse leaders are valued members of executive and management teams in health care organizations. They serve a key role in setting strategic direction for the development, implementation and evaluation of evidence-based patient care delivery systems and healthful practice/work environments that produce high quality, cost effective, safe patient outcomes.*

Strategies:

1. Serve as the national voice of nursing leadership on critical health care issues, including patient safety and quality, workforce, information technology and diversity. Position nurse leaders to take active leadership roles in health care reform implementation, public policy and professional practice activities.
2. Provide professional development that focuses on the transformational leadership competencies required for successful health care leadership practice at all levels.
3. Promote diversity in nursing leadership and collaborate with other associations that promote diversity within their organizations and the organizations they serve.
4. Ensure the future of nursing leadership by providing resources that enables members and affiliates to identify, mentor and coach current and aspiring nurse leaders.
5. Collaborate internationally to promote mutual learning and information exchange for the professional advancement of nurse leaders worldwide. Strengthen the worldwide voice of nursing leadership, celebrate the achievements of the profession and build excitement around the role of the nurse leader.
6. Partner with other organizations, such as the American Hospital Association (AHA), Center for Governance of the AHA and the Healthcare Leadership Alliance (HLA) to create improved synergies between

- members of the C-suite and to increase awareness of the critical role nurse leaders play.
7. Collaborate with academia to create robust leadership development programming.
 8. Incorporate thought leadership into the framework/philosophy of the role/work of nursing leadership.

Strong and Engaged AONE Membership—*Nurse leaders value the benefit of AONE membership and are actively engaged in the growth and success of the organization.*

Strategies:

1. Grow AONE membership among nurse leaders in all specialties and settings where patient care is delivered, as well as academia and the international community to create an engaged and diverse membership.
2. Support a nationwide network of local nurse leader chapters through networking, information-sharing and advocacy support.
3. Encourage and support active participation of AONE members in the health care advocacy arena to raise the voice of nursing in the development of health care reform.
4. Continue to expand the value of AONE membership to sustain organizational growth.