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ENA Strategic Plan 2009-11 and Beyond

Approved December 13, 2008
Revisions approved March 2009, May 2009, July 2009

ENA 2009-11 Strategic Plan

Approved December 13, 2008 / Revisions accepted in March 2009, May 2009, July 2009

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 Through 12/31/10
		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 second comprehensive marketing plan for the campaign is developed. ◆ Best practices are documented. ◆ Success metrics are determined and evaluated.

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

Number/Comments	Initiatives	Timeframe			Anticipated Milestones Through 12/31/10
		2009	2010	2011	
ML - I2	Investigate what an international presence of ENA would look like.	X	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: Support ENA's practice priorities through advocacy and media exposure.

Number/Comments	Initiatives	Timeframe			Anticipated Milestones Through 12/31/10
		2009	2010	2011	
CP2-PR9	Develop and implement a formal public education and advocacy effort designed to mitigate violence in the emergency department.	X	X		<i>Milestones to be determined following confirmation of and contact with the Administrator of OSHA.</i>
CP2-PR7	Increase advocacy initiatives relative to the care of psychiatric patients in the ED.	X	X	X	<ul style="list-style-type: none"> ◆ At least 6 MHLG meetings are participated in. ◆ Emergency care language for insertion in MHLG 2011 appropriations is drafted. ◆ Emergency care topics and speakers for MHLG meetings are proposed. ◆ A course abstract for AC 2010 is submitted by ED Psych Care Committee. ◆ One article is submitted to <i>Connection</i> for publication. ◆ One article is submitted to JEN for publication in the Emergency Nursing Advocacy section. ◆ A resolution regarding ED care of patients with mental illnesses and/or substance use disorders is drafted and submitted by ED Psych Care Committee for consideration at 2010 General Assembly.
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	<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 2011 are selected.

Practice Priorities: ■ Crowding/Boarding ■ Workplace Violence ■ Psychiatric Emergency Patient Care

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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.					
Number/Comments	Initiatives	Timeframe			Anticipated Milestones Through 12/31/10
		2009	2010	2011	
CP2-PR5	Develop and promote the <i>Handling Psychiatric Emergencies in the Emergency Department</i> guide.	X	X		<ul style="list-style-type: none"> ◆ The final manuscripts are submitted. ◆ Storyboards are created. ◆ Alpha, beta, and gold testing is conducted. ◆ The product is launched.
SG2- PR7	Investigate the future of CATN, including the possibility of an online course.	X	✕		<i>Completion of this initiative is anticipated in 2009. A business plan outlining the revision of CATN will come before the Board and, if approve, will generate a new initiative for the strategic plan.</i>
E- I1	Develop a one-day re-verification course for TNCC.	X	✕		<i>Completion of this initiative is anticipated in 2009.</i>
E- I2 (a)	Expand web seminar opportunities based on current and future educational offerings and resources by creating an ENCORE "Fast Track" Series.	X	✕		<i>Beginning in 2010 this activity will be recognized under process line E-P2: Provide ongoing marketing, fulfillment, and administrative support as pertains to topic specific education.</i>
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			<i>Beginning in 2010 this activity will be recognized under process line E-P2: Provide ongoing marketing, fulfillment, and administrative support as pertains to topic specific education.</i>

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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 Through 12/31/10
		2009	2010	2011	
E-13	Develop a CEN Online Review Course in partnership with MC Strategies.	X			Project completed.
E-14	Develop and promote a CPEN Review Manual.	X	X	X	<ul style="list-style-type: none"> ◆ The final drafts of questions are submitted. ◆ The exams are compiled. ◆ The final pages are reviewed.
E-15	Identify the top two topics related to injury prevention in the workplace for emergency nurses.	X	X		<ul style="list-style-type: none"> ◆ A Web page for workplace safety is developed. ◆ An injury prevention intervention (toolkit) and recommendations to address the most prevalent workplace-related injury issue among emergency nurses are developed. ◆ A manuscript reporting the findings from the 2009 survey is submitted for publication. ◆ A course proposal is submitted for presentation at the 2010 ENA Annual Conference. ◆ A second proposal to develop injury prevention intervention/ recommendations to address the second most prevalent workplace-related injury issue among emergency nurses is 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 Through 12/31/10
		2009	2010	2011	
SG1-PR1	Validate nurse practitioners in emergency care settings. (General Assembly Resolution)	X			Project completed.
CP2-PR1	Develop and promote an award program that supports exemplary emergency nursing practice.	X			<ul style="list-style-type: none"> ◆ The initiation of the Exemplary ED Award program is announced at the Leadership Conference. ◆ Application Guidelines are available following LC 2010.
CP3-PR4	Determine a mechanism for ENA to promote <i>quality</i> and <i>patient safety</i> in emergency nursing practice.	X			<i>Completion of this initiative is anticipated in 2009. A proposal is coming before the Board in July and based on the outcome of that discussion a new initiative for the strategic plan may be generated.</i>
RP-11	Validate clinical nurse specialists in emergency care settings. (General Assembly Resolution)	X	X		<ul style="list-style-type: none"> ◆ A study to determine competencies is conducted. ◆ The results of the study are analyzed. ◆ A Consensus Panel meeting is conducted. ◆ A document addressing the scope of practice for CNSs in emergency care is 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 Through 12/31/10
		2009	2010	2011	
CP2-PR2	Review and revise ENA's staffing guidelines in collaboration with AAEM, ACEP, NACHRI, et al.	X	X		<ul style="list-style-type: none"> ◆ Testing for a new staffing formula(s) in emergency departments caring primarily for adult patients, adult and pediatric patients, and only pediatric patients is initiated. ◆ Analysis of the testing is completed and the staffing guidelines formula is revised as needed. ◆ The new Staffing Guidelines are released.
SG1- PR3	Develop a position statement pertaining to clinical manager competency and training requirements. (GA Resolution)	X			Project completed.
RP-12	Develop and maintain an ongoing ED violence surveillance project.	X	X		<ul style="list-style-type: none"> ◆ 2009 data collection and analysis are completed. ◆ The study results are presented to the ENA membership and other related entities. ◆ The study results are disseminated. ◆ 2010 data collection is initiated.
RP-14	Develop content addressing best practices relative to alleviating crowding.	X	X		<ul style="list-style-type: none"> ◆ Crowding solutions are reviewed and evaluated using objective criteria. ◆ Successful solutions are identified, prioritized and posted to the Web site as available.
RP-15	Develop content addressing best practices in mitigating and responding to violence in the ED.	X	X	X	<ul style="list-style-type: none"> ◆ Data collection and analysis are completed. ◆ Best practices are identified. ◆ The development of a tool kit for mitigating violence 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 Through 12/31/10
		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"> ◆ The guidelines are formatted into a <i>Try This</i> tool in collaboration with the Hartford Institute for Geriatric Nursing. ◆ A <i>Safer Handoff of Older Adults Recommended Guidelines</i> Web page is developed. ◆ Continuing Education procedures are completed and implemented. ◆ A Press Release is developed and disseminated by ENA. A template of the same press release is sent to each stakeholder association/ group to disseminate among their memberships.
RP-17	Establish and maintain an ED benchmark database.	X	X	X	<i>Milestones will be developed for the October Board meeting pending further investigation of potential collaboration opportunities with various organizations to develop the database.</i>

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