



**Strategic Plan
2017 - 2019**

Table of Contents	
Introduction, Definitions and Future Process	Pg. 3
Executive Summary	Pg. 4
2016-2019 Strategic Goals	Pg. 5
2016-2019 Objectives and Action Plans	Pgs. 6-11

Introduction

The NAON Executive Board, SmithBucklin and selected NAON members developed this strategic plan on September 23, 2016. The plan outlines a three-year roadmap that aligns itself with NAON's resources and the critical issues currently facing orthopaedic nursing.

Group Participants:

Colleen Walsh – NAON President	Lynn Burkett – NAON Director
Angie Pearce – NAON President Elect	Melissa Yager – NAON Director
Robert Lonadier – NAON Immediate Past President	Tandy Gabbert – NAON Director of Education
Kathryn Curcione – NAON Treasurer	Keri Olson – NAON ACORN Committee Chair
Gary Salcedo – NAON Secretary	Amber Kujath – ONJ Board Representative
Doreen Johnson – NAON Director	Kathy Bolme – ONCB President
Jack Davis – NAON Director	Kaye Englebrecht – NAON Executive Director
Mickey Haryanto – NAON Director	Kristin Dee – NAON Incoming Executive Director

Definitions

Strategic Goals: A broad outcome statement based on a critical issue which has a significant and meaningful impact on NAON's mission. NAON is committed to realizing these goals.

Objectives: A precise statement of what will be done to support the achievement of a strategic goal.

Action Steps: Specific tasks or projects critical to achieving the strategic goals and objectives that are measurable and time specific. Action steps are added throughout the life of the strategic plan based on available resources, changes in the environment and key learnings gained throughout this process.

Owner/Contributor: In order to effectively achieve the desired outcomes, objective owners and action step contributors are assigned.

Owners are accountable to the Board of Directors for achieving the desired outcome for each objective.

Contributors are responsible for executing a specific action step.

Future Process

In order for NAON to achieve its strategic goals and mission, the Executive Board must actively monitor the progress towards the achievement of each objective, and adjust the plan based on environmental changes or other barriers impeding the expected outcomes. A quarterly dashboard is recommended to monitor progress and an annual strategy session will be necessary to ensure the plan stays relevant.

Executive Summary

The National Association of Orthopaedic Nurses (NAON) is a nonprofit, volunteer-run organization that exists to enhance the lives and careers of orthopaedic nurses. Formed in 1980, NAON was designed to promote the highest standards of nursing practice by educating its practitioners, promoting research and encouraging effective communication between orthopaedic nurses and other groups with similar interests. NAON's 6,000-person membership consists of RNs, LPNs, LVNs, student nurses and associate members from across the country and around the world who share an interest in musculoskeletal healthcare.

NAON Mission

The mission of the National Association of Orthopaedic Nurses (NAON) is to advance the specialty of Orthopaedic Nursing through excellence in research, education and nursing practice.

Value Statement

NAON promotes a culture of professional collaboration developed through trust, respect, integrity and passion for the specialty of Orthopaedics.

Philosophy

NAON believes the specialty of Orthopaedic Nursing should set forth the highest standards of nursing practice for optimum patient care. We believe in the concept of man as a total being having physical, psychological, social, emotional and spiritual needs. The orthopaedic nurse, in cooperation with the patient and other members of the health team, utilizes this concept of man to assess, plan, implement and evaluate a plan of patient care. This nursing process is essential to assure that each patient achieves the highest possible level of health. We are committed to the advancement of the profession of nursing. We believe that educational programs that foster personal and professional growth will develop competence and excellence in nursing practice for the orthopaedic nurse. We support and encourage research and advanced clinical practice as the foundation for expertise in nursing practice.

Core Values

- Integrity
- Trust
- Vision
- Innovation
- Stewardship

NAON Strategic Goals

Goal 1: Research

NAON will support orthopaedic nursing research that improves or impacts musculoskeletal care across the healthcare continuum.

Goal 2: NAON as Connector/ Convener

NAON will connect orthopaedic nurses with other key stakeholders to solve relevant practice issues.

Goal 3: Education

NAON will provide education that addresses evidence-based care for the orthopaedic patient with various levels of acuity, across all settings.

Goal 4: Clinical Practice and Role

NAON will define specialty roles and competencies within orthopaedic nursing across all settings, in order to impact positive patient outcomes.

Goal 1: Research

NAON will support orthopaedic nursing research that improves or impacts musculoskeletal care across the healthcare continuum.

Objective 1

NAON will fund one orthopaedic nursing research project that results in dissemination of research results by December 31, 2019.

(Owner – Research Committee)

Action Steps

- Develop an application and selection process by January 1, 2017.
- Develop a comprehensive list of research topics that would contribute to the body of research in orthopaedic nursing by March 31, 2017.
- Select a research project for funding by August 30, 2017.
- Identify and secure additional funding to support the research by December 31, 2017.
(Contributors – NAON Director of Development, Research Coordinator)
- Disseminate research results by December 31, 2019.
(Contributors - TBD)

Goal 2: NAON as Connector/ Convener

NAON will connect orthopaedic nurses with other key stakeholders to solve relevant practice issues and questions.

Objective 1

Develop processes and systems to identify priority practice area questions and subject matter experts (SME) to solve relevant practice issues and questions by June 30, 2017.

(Owner – Executive Board)

Action Steps

- Survey membership to determine the top three practice issues by January 31, 2017.
- Appoint a task force to develop questions and establish a working process towards a resolution with subject matter experts by March 31, 2017.
- The task force will evaluate the results and identify the top three priority practice area questions to present for Board approval by June 1, 2017.
- The task force to identify subject matter experts (SMEs) by June 30, 2017.

(Contributors: Task Force, Headquarters staff)

Objective 2

Convene SMEs and stakeholders to address top three practice issues by December 31, 2017.

(Owner – Task Force)

Action Steps

- Task Force to contact SMEs by August 31, 2017.
- Hold face-to-face meeting at the Fall Meeting or conference call to convene SMEs and stakeholders to address top three practice area questions by October 31, 2017.
- Task Force and SMEs to develop timeline and action plan on how to best address each practice issue by December 31, 2017.

(Contributors: Task Force, Director of Education, Headquarters staff)

Objective 3

Develop resources based on subject matter experts /stakeholder outcomes by May 2019.

(Owner – NAON Education Committee, Director of Education)

Action Steps

- Specific actions steps TBD. Work with NEC to identify appropriate resources in tandem with Goal 3, Objective 2.

(Contributors: Task force, NAON Education Committee, Director of Education, Headquarters staff)

Goal 3: Education

NAON will provide education that addresses evidence-based care for the orthopaedic patient with various levels of acuity, across all settings.

Objective 1

NAON will develop evidence-based educational products for nurses who deliver care in a variety of outpatient settings by December 31, 2018.

(Owner – NAON Education Committee, Director of Education)

Action Steps

- Determine most effective methods of disseminating education, e.g., e-book resource, traditional textbook, e-learning modules, webinar, live education sessions, Best Practice Guidelines, by June 15, 2017.
(Contributors: NAON Education Committee, Director of Education)
- Identify and contract with Content Editor, Authors, and Reviewers by September 30, 2017.
(Contributors: Director of Education, NAON Education Staff)
- Content Editor, Authors, and Reviewers create and review content and submit finalized product(s) to NAON by October 1, 2018.
(Contributors: Editor, Authors, Reviewers, Director of Education, NAON Education Staff)
- Completion and publication of Orthopaedic Outpatient Education products by December 15, 2018. (Contributors: Director of Education, NAON Education Staff)

Objective 2

NAON will develop educational products for nurses caring for the medically complex orthopaedic patient by December 31, 2019.

(Owner – NAON Education Committee, Director of Education)

Action Steps

- Identify co-morbidities to be included using data collected from NAON database, stakeholders, and 2016-2017 NAON Education learner feedback by October 31, 2017.
(Contributors: NAON Education Committee, Director of Education, NAON Education Staff)
- Determine most effective methods of disseminating education, e.g., e-book resource, traditional textbook, e-learning modules, webinar, live education sessions, Best Practice Guidelines by March 31, 2018.
(Contributors: NAON Education Committee, Director of Education)

- Identify and contract with Content Editor, Authors, and Reviewers by July 31, 2018.
(Contributors: Director of Education, NAON Education Staff)
- Content Editor, Authors, and Reviewers create and review content and submit finalized product(s) on rolling deadlines to NAON through October 1, 2019.
(Contributors: Editor, Authors, Reviewers, Director of Education, NAON Education Staff)
- Completion and publication of Co-morbidities in Orthopaedics products by December 15, 2019. (Contributors: Director of Education, NAON Education Staff)

Goal 4: Clinical Practice and Role

NAON will define specialty roles and competencies within orthopaedic nursing across all settings to impact positive patient outcomes.

Objective 1

NAON will assess current issues and develop position statements that are relevant to current practice in settings, across the orthopaedic care continuum.

(Owner – NAON Executive Board)

Action Steps

- Determine author(s), reviewer(s) and other participants by February 28, 2017.
- Develop first draft by April 30, 2017.
- Authors review and provide feedback by June 30, 2017.
- Develop final draft by September 30, 2017.
- Board approves final draft by October 31, 2017.
- Format final draft by December 31, 2017.
- Promote to members in Q1 of 2018.

(Contributors: Position Paper Task Force, Executive Board, Headquarters Staff)

Objective 2

NAON will develop role delineation statements for the orthopaedic nurse, orthopaedic nurse navigator and advanced practice nurse (APN) in an orthopaedic setting by December 31, 2018.

(Owner – NAON Executive Board)

Action Steps

- (Determine author(s), reviewer(s) and other participants by February 28, 2018.
- Develop first draft by April 30, 2018.
- Authors review and provide feedback by June 30, 2018.
- Develop final draft by September 30, 2018.
- Board approves final draft by October 31, 2018.
- Format final draft by December 31, 2018.
- Promote to members in Q1 of 2019.
- Incorporate into products (Core revision, Competency manual).

(Contributors: Position Paper Task Force, Executive Board, Headquarters Staff, ONCB resource)

Objective 3

NAON will develop practice competencies for the orthopaedic nurse, orthopaedic nurse navigator, and APN in any orthopaedic setting by December 31, 2019.

(Owner - NAON Executive Board)

Action Steps

- (Determine author(s), reviewer(s) and other participants by February 28, 2019.
- Develop first draft by April 30, 2019.
- Authors review and provide feedback by June 30, 2019.
- Develop final draft by September 30, 2019.
- Board approves final draft by October 31, 2019.
- Format final draft by December 31, 2019.
- Promote to members in Q1 of 2020.

(Contributors: Position Paper Task Force, Executive Board, Headquarters Staff)