

## ANA Enterprise Strategic Plan

**Vision:** A healthy world through the power of nursing

**Mission:** Lead the profession to shape the future of nursing and health care

**Values:**

- **Trusted:** *We act with integrity, respect, transparency, and humility in all we do*
- **Inclusive:** *We embrace the uniqueness of every individual, including diversity of thought, as we work collaboratively to bring our very best*
- **Innovative:** *We are creative, nimble, open to change, and we will never stop striving for excellence*
- **Empowered:** *We choose to see it, own it, solve it, and do it, through shared decision-making, optimism, and joy*

### Goal 1: Elevate the Profession of Nursing Globally

#### **Objective 1.1. Elevate the value of nursing in health care and with consumers**

While nurses spend the most time with patients than any other care provider and are considered the most trusted professionals in America, opportunities exist to further advance the value and role of nurses across diverse practice settings and in the minds of consumers. As health care continues its transformation to a consumer-driven model, enhancing consumer awareness of and engagement with nursing and promoting the credentialing of nursing globally will advance opportunities for nurses and the profession. We will do this by achieving the following **Key Results:**

- Establish and maintain ANA Enterprise as the sought after/respected resource for the voice of nursing
- Raise brand awareness of the ANA Enterprise

## **Objective 1.2: Grow and diversify credentialing portfolio**

With health care becoming more complex and specialized, it is increasingly important for individual registered nurses, programs, and organizations to build credibility by demonstrating competence and a commitment to excellence. An opportunity exists to expand and diversify ANCC's credentialing portfolio to support emerging areas of nursing practice. We will do this by achieving the following **Key Results**:

- Increase awareness of the value of credentialing with individual registered nurses, programs, and organizations
- Maximize the benefits of ANCC's credentialing offerings for individual registered nurses, programs, and organizations

## **Objective 1.3: Build a body of evidence to demonstrate how ANA Enterprise products and programs positively impact the practice environment across diverse settings**

In an environment with limited resources and greater emphasis on measuring and reporting outcomes, organizations are increasingly required to provide evidence of results. We will support this growing trend and need, by achieving the following **Key Result**:

- Demonstrate how ANA Enterprise products and programs drive improvement in practice work environments and patient outcomes globally

## **Goal 2: Engage All Nurses to Ensure Professional Success**

### **Objective 2.1: Deliver data-driven personalized programs, products, and services to nurses throughout their careers**

In 2017, ANA identified three priority audiences – Early Career, Up & Comers, and Nursing Leaders – and initiated efforts to develop targeted programs, products, and services for these segments. As the expectation and demand for personalization grows exponentially, the ANA Enterprise will continue to leverage data-driven insights to provide the most relevant programs, products, and services to deliver the greatest value to nurses throughout their careers. We will do this by achieving the following **Key Results**:

- Deepen RN's engagement with ANA at every stage from student to retirement by developing a content and product strategy that drives engagement and revenue

- Create synergies to increase engagement and sales across the ANA Enterprise
- Develop and launch a personal career portfolio platform

## **Objective 2.2: Increase customer loyalty with the ANA Enterprise**

Today's world is filled with expanding options for obtaining professional information, career development, membership affiliations, social networking, and credentialing. Increasing customer loyalty is an essential approach for remaining relevant and increasing the value to customers over time. We will do this by achieving the following

### **Key Results:**

- Explore alternative engagement models
- Explore approaches for increasing customer loyalty

## **Objective 2.3: Identify and grow priority nurse segments**

As health care evolves and APRNs become even more central to new models of care delivery, the ANA Enterprise will ensure that its policies, programs, and other offerings add value to this important segment of nurses. We will do this by achieving the following **Key Results:**

- Enhance the ANA Enterprise's approach to addressing the unique needs of APRNs
- Determine the ANA Enterprise's approach to addressing the unique needs of other identified priority nursing segment(s)

## **Goal 3: Evolve the Practice of Nursing to Transform Health and Health Care**

### **Objective 3.1: Advance workforce priorities and improve the work environment across diverse practice settings**

Nurses face challenges in their work environment, such as inadequate staffing, workplace violence, bullying, and fatigue, which negatively impact the personal health of nurses and patient outcomes. ANA will continue to advocate for and empower nurses and organizations with resources to create healthy, productive, and effective work environments. We will do this by achieving the following **Key Results:**

- Advance solutions to address nurse staffing
- Advance solutions to address workplace violence
- Improve nurses' health by advancing Healthy Nurse Healthy Nation and other ANA Enterprise wellness programs

- Respond to and influence the current and emerging needs of nurses during the COVID-19 public health crisis
- Enhance nurses' disaster preparedness capabilities

### **Objective 3.2: Evolve nursing programs and practice priorities**

ANA's programs, positions, and Code of Ethics guide the nursing profession and educate decision-makers on nursing practices and policies. As health care delivery becomes increasingly complex, ANA will continue to help nurses assume new and expanded roles in emerging areas of practice and maintain the highest standards of quality in nursing practice and the ethical obligations of the profession. We will do this by achieving the following **Key Results**:

- Leverage ANA's foundational work to advance professional nursing practice
- Advance priority nursing practice, policy, and advocacy issues

### **Objective 3.3: Expand coverage and payment to reform health care**

Antiquated policies and reimbursement rules restrict access to nursing services and limit innovation of new nurse-focused care delivery models. ANA will continue advocating for equitable payment for nursing services, allowing nurses to practice at the top of their license, and equal reimbursement rates when nurses provide the same services under the same billing codes. We will do this by achieving the following **Key Results**:

- Advance parity in coverage and payment for nursing services in public and private health care systems
- Expand efforts with the AMA RUC and CPT to facilitate coverage of and equitable reimbursement for nursing services
- Advocate for continuation of the regulatory flexibilities implemented during the COVID-19 pandemic
- Advance models of payment reform and value based payment and care

### **Objective 3.4: Develop nurses to lead and innovate**

As health care continues to transform through new consumer-driven business models, emerging technologies, and new forms of care delivery, an opportunity exists to further the role of nurses and nursing in driving innovation and leading transformative change.

We will do this by achieving the following **Key Results**:

- Assist nurses in obtaining and communicating leadership roles that advance ANA Enterprise goals
- Define, deliver, and communicate innovation research and projects that demonstrate the future of the profession and its impact on health care transformation
- Complete future of practice, regulation, and education envisioning project

### **Objective 3.5: Address Racism in the Nursing Profession**

Systemic issues of racism have been longstanding in the U.S. as well as in the nursing profession. Racism leads to disparities in care. Nursing needs to look inward, reflect on, and acknowledge the profession's history, and make a conscious and sustained effort to end racism and all forms of discrimination within the profession and practice of nursing. We will do this by achieving the following **Key Result**:

- Advance the work to address racism within the nursing profession through a collaborative approach with partner organizations

## **Goal 4: Enable Transformational Capabilities Through Operational Excellence**

### **Objective 4.1: Deliver optimal technology capabilities for the ANA Enterprise technology services**

Delivering value to customers, creating engaging experiences, and innovating in today's world requires stable, secure and effective technology. We will do this by achieving the following **Key Result**:

- Develop an Enterprise digital strategy and roadmap to prioritize and sequence investments, new product and service launches, and related projects

### **Objective 4.2: Promote diversity, equity, and inclusion across the ANA Enterprise to encourage culturally informed workplace practices**

Diversity, equity, and inclusion continue to grow and be recognized as essential to society. An opportunity exists for the ANA Enterprise to create and role model the highest standards and potential, to influence and help others adopt high performing, equitable, diverse and inclusive work environments and cultures. We will do this by achieving the following **Key Results**:

- Be recognized as a values-driven workplace that embraces inclusivity and promotes diversity and equity internally



- Be recognized as a community-focused employer of choice with highly-engaged employees

**Objective 4.3: Apply a comprehensive project management approach to ANA Enterprise resource prioritization, planning, and optimization**

Today's fast-paced environment requires a disciplined approach to managing resources, prioritizing opportunities, and implementing projects. We will do this by achieving the following **Key Results**:

- Create a comprehensive project management capability to ensure the ANA Enterprise's resource are planned for, prioritized, and optimized
- Develop an Enterprise change management strategy

*Key Results reviewed and revised: July 14, 2021*