



Association for Nursing
Professional Development

**Strategic Plan
2021-2023**

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Introduction

The ANPD Board of Directors developed this strategic plan during a strategy session in October 2020. The plan provides a roadmap through 2023 that creates focus in order to align ANPD resources for maximum impact. The planning group agreed on three strategic goals that will have a significant impact for ANPD and position the organization to meet the future needs of NPD practitioners. Members of staff subsequently identified short- and mid-term action steps to achieve those goals based on conversations during and after the strategy session.

Strategic Plan Definitions

The following are brief definitions for the terms used within this strategic plan document.

Strategic Goals: A broad outcome statement based on a critical issue which requires attention, focus and action. It must have significant and meaningful impact on our ability to realize our mission.

Action Steps: Specific tasks or projects critical to achieve the overall strategic goals.

Environmental Scanning

As a basis upon which to build the strategic plan, the ANPD Board of Directors conducted an environmental scan examining both internal and external data trends influencing healthcare and NPD practitioner. The environmental scan included the following sources:

- A member survey yielding 409 responses
- 37 member interviews conducted by current and recent board members to validate survey findings
- Weekly Friday Update emails
- Scope & Standards Delphi results
- Trends in ANPD metrics
- Analysis of healthcare and non-healthcare associations
- Pre-reading and group activities

ANPD Strengths

A strong strategic plan is grounded in the organization's mission and vision statements and builds on its inherent strengths. The planning group identified ANPD's current strengths as:

- **NPD Advocacy**
- **Evidence Based Practice**
- **Products & Services—including NPD Practice Model**
- Preeminent NPD organization, strong organization
- Strong partnership with management company

- Convention—information, networking
- Certification Prep course & materials
- Growth
- Clear Vision
- Responsive to members
- Agility/adaptability
- Member expertise
- Members feel connected
- Web site resources
- Increase technology in education (virtual)
- Engaged members
- Engaged, talented board
- Creative and innovative ideas, willingness to try new things

Future Planning Process

In order for ANPD to stay focused on its strategic goals, vision and mission, the board of directors will work with staff and the NPD team to monitor progress towards achieving these objectives, and adjust the plan based on changes to the environment or barriers to success.

ANPD 2021-2023 Strategic Goals

Strategic Goal 1: Maintain Position as a Strong Organization

ANPD will continue to thrive as a strong organization by attracting and engaging a diverse membership base.

Strategic Goal 2: Partner with Other Organizations

ANPD will build alliances with outside organizations (healthcare and other) that generate an advantageous return on investment for ANPD and its members.

Strategic Goal 3: Define and Advocate for the NPD Role

ANPD will strategically position itself to advocate for the NPD specialty and provide members with resources, evidence and research that equip them to demonstrate the value of their role.

Strategic Goals and Action Steps for Goals

Strategic Goal 1: Maintain Position as a Strong Organization

ANPD will continue to thrive as a strong organization by attracting and engaging a diverse membership base.

Action Steps	Accountability	Due Date	Status?
ANPD will gain 500 new members each year to achieve 7,500 members by December 31, 2023, by creating a marketing strategy and collaborating with other organizations, as well as creating membership campaigns for diverse populations.	ANPD staff	December 31, 2023; annually	
ANPD will gather data to define and understand gaps in our membership diversity.	ANPD staff	January 1, 2021	
ANPD will participate in No Nonsense Experiences (NNE). NNE is a four-part series of discussions around Race, Diversity, Inclusion and Bias (RDIBs), facilitated by Dr. James Pogue and Associates.	ANPD staff, NPD team, Committee members, ANPD BOD	April 30, 2021	

Action Steps	Accountability	Due Date	Status?
The board and NPD team will evaluate and recommend further action steps/products and services based on feedback from NNE session participants.	ANPD BOD/NPD team	December 31, 2021	
ANPD annual conventions will continue to include a Diversity & Inclusion track.	CPC, ANPD BOD	Annually	
ANPD will strive for 50 percent of committee and taskforce members be comprised of members who have not previously participated in a committee or taskforce.	ANPD staff, NPD team, Committee chairs	August 31, 2022	
ANPD will host two Town Halls annually (six Town Halls by December 31, 2023) dedicated to leadership training for Affiliates. Additionally, ANPD will provide two tangible resources annually dedicated to Affiliate leadership development/training to build membership opportunities and engagement.	ANPD staff, NPD team	December 31, 2023; annually	

Action Steps	Accountability	Due Date	Status?
ANPD will explore ways to increase the number of diverse SMEs for NPD products and services.	ANPD staff, NPD team	December 31, 2023	
ANPD will develop products and services to meet the needs of members related to diversity and inclusion.	NPD team	December 31, 2023	
ANPD will regularly evaluate needs and usage of products and services and determine a regular process for retiring and creating products and services.	NPD team	December 31, 2021; annually	
ANPD will create a certificate of mastery for preceptors.	NPD team	December 31, 2021	
ANPD will create a recurring <i>TrendLines</i> column related to diversity & inclusion in NPD practice.	NPD team	March 31, 2021; ongoing	
ANPD staff will assess current ANPD assets (branding), including corporate and member-facing collateral, and recommend a revised and/or reimagined scope of services to update, enhance and	ANPD staff, NPD team	December 31, 2022	

Action Steps	Accountability	Due Date	Status?
align ANPD’s visual brand.			
ANPD staff will redesign the website to align with the visual rebranding and website migration project, including interface with learning management system.	ANPD staff, NPD team	December 31, 2022	
ANPD will explore opportunities for succession planning within the organization (taskforce, committee, SME, board, leadership academy).	ANPD Board, Committees	December 31, 2023	

Strategic Goal 2: Partner with Other Organizations

ANPD will build alliances with outside organizations (healthcare and other) that generate an advantageous return on investment for ANPD and its members.

Action Steps	Accountability	Due Date	Status?
ANPD will attend and exhibit at two or more nursing/healthcare events with the intention of promoting the NPD specialty, ANPD membership, and/or product offerings annually through 2023.	ANPD BOD, ANPD staff, NPD team	December 31, 2023; annually 2021: ENA & PNEG 2022-2023: TBD	
ANPD will assign a representative to present at one nursing/healthcare event (other than the ANPD Annual Convention) annually, to be determined by the board.	ANPD BOD	December 31, 2023; annually	
ANPD will work with vendors to strengthen and enhance the ANPD brand through financial partnerships with organizations such as Elsevier, WGU, Sentinel U, and Lippincott.	ANPD staff, NPD team	December 31, 2023; annually	
ANPD will develop/maintain ongoing partnerships with organizations such as Sigma, SSH, INACSL and Montana Nurses Association to develop/share resources and/or conduct and disseminate research.	NPD team	Annually	

Action Steps	Accountability	Due Date	Status?
ANPD will seek partnerships with minority nurses' associations to identify mutually beneficial projects/publications etc. https://minoritynurse.com/nursing-associations-in-the-us/	NPD team	December 31, 2023	
ANPD will maintain status as an ANA Organizational Affiliate (OA) and participate in the National Organization Alliance (NOA).	E.D. & Director of Research and Inquiry & BOD	Annually	
ANPD will maintain membership in NCICLE.	Director of Research and Inquiry & appointed representative	Annually	
ANPD will investigate opportunities to collaborate with vendors/organizations/academic partners for implementation of innovative educational strategies.	ANPD staff, NPD team	December 31, 2023	
ANPD will provide a program manager to participate as an EBP mentor for The Ohio State Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare.	NPD Program Manager	Annually	

Strategic Goal 3: Define and Advocate for the NPD Role

ANPD will strategically position itself to advocate for the NPD specialty and provide members with resources, evidence and research that equip them to demonstrate the value of their role.

*This strategic goal was the highest priority from the strategic planning process.

Action Steps	Accountability	Due Date	Status?
ANPD will update the salary survey.	ANPD staff, NPD team	December 31, 2021	
ANPD will continue to provide a minimum of 10 webinars/year free to members.	Education committee, ANPD staff, NPD team	December 31, 2023; annually	
ANPD will continue to offer a variety of certification preparation opportunities that remain current with the test blueprint (facilitator-led and learner directed).	ANPD staff, NPD team	December 31, 2023; annually	
ANPD will incorporate virtual and in-person components into the annual conventions to increase engagement of members and new audiences as environmental conditions permit.	Convention Planning Committee, NPD team, ANPD staff	December 31, 2023; annually	

Action Steps	Accountability	Due Date	Status?
ANPD will routinely assess member satisfaction, and needs, to guide retirement and development of products and services.	ANPD staff, NPD team, Education Committee, Products and Services Committee	December 31, 2021; annually	
ANPD will conduct a feasibility study of accrediting NPD departments in alignment with other excellence initiative requirements.	ANPD staff, NPD team	December 31, 2023	
ANPD will collaborate with CCI to develop and maintain an advanced certification for NPD practitioners.	NPD team	June 30, 2021; annually	
ANPD provider unit will comply with criteria to maintain ANCC accreditation with distinction.	NPD team	Annually	
ANPD will create a comprehensive content strategy to position ANPD as an advocate for the NPD specialty and showcase ANPD as the thought leader.	ANPD staff	December 31, 2023	