



The National Black Nurses Association, Inc.

NBNA & you.....making a difference

OUR MISSION

To represent and provide a forum for black nurses to advocate for and implement strategies to ensure access to the highest quality of healthcare for persons of color.

OUR VISION

NBNA is recognized as an international voice on healthcare issues for persons of color.

OUR VALUES

Advocacy
Excellence
Leadership
Integrity
Accountability
Respect
Compassion

OUR BEHAVIORS

Collaborators
Futurists
Investigators
Researchers
Educators
Mentors
Clinicians

OUR CORE BUSINESS

Educating and Mentoring
Public Policy Advocacy
Leadership Development
Career Advancement
Research
Member Engagement



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CRITICAL SUCCESS FACTORS

The success of the 2011-2016 Strategic plans will be determined by three critical success factors:

A. Administrative Practices and Systems Management

- The allocation and expenditures of resources are supportive of organizational goals.

B. Professional and societal needs are addressed and reflected in our annual business reports.

- Members share information and demonstrate consistency between words and actions within the organization and with health consumers and health care providers.

C. The value of the organization and its service are evidenced by:

- Local, national, and international membership growth and development and achievement of established goals. Effective community program development, implementation, evaluation and achievement of established goals.
- Development, support and/or adoption of health policy recommendations and position statements at local, national and international levels.

MEMBERSHIP

Goal I

- Enhance and maintain a viable membership that can fulfill and sustain the mission and goals of NBNA.

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
1. Membership Recruitment	<p>1. Develop a comprehensive recruitment campaign.</p> <p>2. Identify and Eliminate barriers to recruitment.</p>	<p>1. Implement “Reach one Touch one Campaign”</p> <p>1a. Add Reach one“ tag line to members section on website”</p> <p>1b. Evaluate current recruitment campaign and maintain the most effective aspects of the effort...</p> <p>2. Conduct membership survey to determine if the name of the organization is a barrier to recruitment.</p> <p>3. Exhibit at key nursing organizations annual or regional meetings.</p>	<p>1. 10,000 members by 2016.</p> <p>1a. Chapters will be motivated to meet goal of at least 50 new members. All members will be continuously aware of the campaign.</p> <p>1b. Effective aspects of current campaign to be enhanced.</p> <p>2. All barriers will be eliminated to the extent possible.</p>	<p>1. Membership Committee, Board Liaisons, All members</p> <p>1a. Executive Director</p> <p>1b. Membership Committee</p> <p>1c. BOD</p> <p>2. Membership Committee</p>	<p>1. 2010 Evaluate annually</p> <p>2010 review annually</p> <p>2010 review annually</p> <p>2011</p> <p>2010</p>

	3. Increase visibility at HBCUs and key nursing organizations	3a. Get hot linked to more sites.	3. NBNA will gain increased recognition and increase its membership.	3. Executive Director, Membership Committee	Ongoing
2. Membership Retention	<ol style="list-style-type: none"> 1. Develop and implement effective retention strategies 2. Increase and enhance member services 3. Implement effective retention plan 	<ol style="list-style-type: none"> 1. Include "Retention Strategies " as a topic during the annual meeting (President's Leadership Institute") <ol style="list-style-type: none"> 1a. Identify methods to provide more frequent communication to members. 1b. Consider hiring Membership Coordinator 1c. Offer discount for members renewing for two year period. 1d. Consider capping lifetime memberships. 1e. Maintain the <i>Members Only</i>" section on website 1f. Make the website more interactive 2. Support pre- and post-chapter charter development <ol style="list-style-type: none"> 2a. Identify Schools of Nursing and 	<ul style="list-style-type: none"> • 85% Membership retention per chapter. <p>Increased focus on meeting strategic initiative</p> <p>Facilitate retention and decrease paperwork.</p> <p>Charter five/six chapters annually</p>	<ul style="list-style-type: none"> • Executive Director • Membership Committee <p>Membership committee, BOD, Executive Director</p> <p>President, BOD</p> <p>Executive Director</p> <p>Membership committee, BOD</p>	<ul style="list-style-type: none"> • Evaluate and revise annually • Ongoing • Ongoing, evaluate annually <p>2010-2011</p> <p>2010-2016, evaluate annually</p>
Increase the Number of chapters.	<ol style="list-style-type: none"> 4. Review and revise the chapter benefit information <ol style="list-style-type: none"> 4a. Promote benefits through marketing strategies 				

		<p>geographic areas where current chapters do not exist</p> <p>2b. Identify and target areas for chapter development</p> <p>2c. Consider assigning a part-time chapter development officer (pay the expenses of a volunteer)</p> <p>2d. Waive chapter charter fee for two years.</p>	Provide incentive for chapters chartering		
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LEADERSHIP

Goal II

- Promote NBNA as a global health care leader.

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
<p>1. Develop a Leadership Track for Members.</p> <p>2. Establish NBNA Board, chapter, membership Leadership Development Program.</p>	<p>1. Enhance and ensure continuing viability of the Leadership Institute.</p> <p>2. Evaluate and update curriculum As needed to maintain relevancy.</p> <p>3. Ensure viability of the Founders Institute. 3a. Modify leadership modules for BOD, chapters, and members 3b. Modify support professional mentoring programs</p>	<p>1. Identify key individuals for Advisory Council. 1a. Conduct needs assessment of the membership. 1b. Identify funding mechanism & supporters. Submit proposal for funding</p> <p>2. Identify Experts 2a. Develop monitoring instrument to measure outcomes & impact 2b. Evaluate effectiveness of current leadership development program</p> <p>3. The President with the support of the Board of Directors should commission an evaluation process</p>	<ul style="list-style-type: none"> • Established vehicle for leadership development • Increased number of NBNA members who assume leadership positions within NBNA, locally, nationally and internationally. <p>2. Revised, updated module implemented at annual meeting.</p> <p>3. Develop future leaders and policy makers.</p> <ul style="list-style-type: none"> • Will increase the number of advanced practice nurses and researchers prepared at the doctoral level. 	<ul style="list-style-type: none"> • President • BOD • Conference Committee • Chapters 	<ul style="list-style-type: none"> • Ongoing

Strategic Direction	Objectives 2011 – 2016	Action Steps	Outcome	Accountability	Completion Date
3. Collaborate with organizations for leadership development.	3. Identify opportunities for collaboration and networking.	3. Identify List 3a. Formulate Communications Vehicle	<ul style="list-style-type: none"> • Leadership Institute recognized leader. 	<ul style="list-style-type: none"> • President • Executive Director 	<ul style="list-style-type: none"> • Ongoing
4. Develop and implement a continuous evaluation process.	4. Review and evaluate existing leadership structure	4. Develop evaluation instrument	<ul style="list-style-type: none"> • Demonstrated effective leadership 	<ul style="list-style-type: none"> • President • Executive Director • BOD 	<ul style="list-style-type: none"> • Ongoing
5. Ensure a succession Leadership Plan for NBNA.	5. Review and evaluate existing leadership structure	5. Research other existing structures and explore options	<ul style="list-style-type: none"> • A transition process that ensures continuous and efficient operations 	<ul style="list-style-type: none"> • President • BOD 	<ul style="list-style-type: none"> • Ongoing

HEALTH POLICY

Goal III

- Maintain and strengthen the organization's capacity to influence health policy.

Strategic Direction	Objectives 2011 – 2016	Action Steps	Outcome	Accountability	Completion Date
<p>1. Promote NBNA's position on health policy issues.</p> <p>1a. Develop an annual national health policy agenda.</p> <p>1b. Increase the number of skilled health policy nurse leaders.</p> <p>2. Seek and support membership appointments to policy, regulatory and governmental committees.</p>	<p>1. Collaborate with other organizations on developing and supporting health policy issues relevant to NBNA that serve to develop effective health policies and programs,</p> <p>1a. Determine and set the agenda for a system for members to visit legislators at Washington NBNA Day on Capitol Hill. Hold with NBNF a networking activity for legislature</p> <p>2. Develop a cadre of NBNA health policy experts</p> <p>2a. Develop and maintain on-going educational</p>	<p>1. Identify critical areas of health concern</p> <p>1a. Formulate protocol for dissemination</p> <p>1b. Secure appropriate vehicle & platform for public policy, dialogue</p> <p>1c. Scrutinize all collaborative practices to ensure activities and messages work to establish and promote health protection and disease prevention.</p> <p>2. Identify key nurse policy experts</p> <p>2a. Develop strategy for discussion, dialogue and formulation of policy issues on</p>	<ul style="list-style-type: none"> • NBNA is recognized as a change agent for health policies that affect Black people. • Policies are influenced by NBNA its partner network. • Number of NBNA chapters and Board members involved at State and federal levels 	<ul style="list-style-type: none"> • President • Executive Director • Chairperson, Health Policy • Chapters • Board Members 	<ul style="list-style-type: none"> • Ongoing
			<ul style="list-style-type: none"> • Increased number of nurses to articulate NBNA's health policy • NBNA is recognized and valued by its members, profession, and its public policy work. 	<ul style="list-style-type: none"> • Health Policy Committee • BOD 	<ul style="list-style-type: none"> • Ongoing

	opportunities	Health policy.			
<p>3. Strengthen the ability of chapter members to shape national health policy that is based on local issues.</p> <p>4. To provide support to international health policy students.</p>	<p>3. Determine the agenda and set the direction for public policy agenda setting system</p> <p>3a. Identify the number of Black nurses on policy, regulatory and governmental boards and advisory committees</p> <p>3b. Increase the number by 10% (2010)</p>	<p>3. Hold public policy education sessions</p> <p>3a. Provide health policy training for chapters</p> <p>3b. Collaborate with nursing, social and health organizations</p> <p>3c. Conduct survey to identify numbers of Black nurses who hold positions</p>	<ul style="list-style-type: none"> • Increase dialogue and collaboration with health and community organizations, i.e. speaking engagements • Increase representation of Black nurses on Boards. • Enhanced ability to participate in health policy decision making process. • Increase the participation of NBNA members on policy, regulatory and governmental agencies. 	<ul style="list-style-type: none"> • President • Executive Director • BOD • Health Policy Committee • Conference Committee • Chairperson, Health Policy 	<ul style="list-style-type: none"> • On-going

PROGRAM DEVELOPMENT

Goal IV

- Establish and maintain a comprehensive NBNA Program agenda.

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
1. Develop health promotion, health protection and disease prevention agenda.	1. Establish a core of community partners 1a. Develop a program agenda for implementation 1b. Continue to expand the Obesity Initiative. 1c. Identify annual health goals 1d. Identify funding sources for three critical health care issues	1. Publicize outcome data from the Conference and Institute 1a. Disseminate NBNA's community education model 1b. Board chapter liaisons to encourage 100% participation by chapters. 1c. Utilize NBNA's Community Collaboration Model 1d. Focus chapter activities on Hypertension, Diabetes, Kidney disease	<ul style="list-style-type: none"> • Health status indices demonstrate a model program to promote the health and well being of communities is developed, implemented. • Increased community based collaborative health initiatives in the targeted areas. • Three critical health areas will be funded resulting in measurable outcomes 	<ul style="list-style-type: none"> • Members • President • Executive Director • Program Committee 	<ul style="list-style-type: none"> • Ongoing
2. Highlight Minority based researchers who have developed and implemented Culturally Appropriate programs	1e. Establish NBNA Signature PROGRAMS				2011, Ongoing

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
<p>3. Identify effective community-based, nurse managed health centers.</p> <p>4. Analyze the impact of NBNA's Community Programs.</p>	<p>3. Profile successful models of community based, nurse managed models</p> <p>4. Utilize the developed community health model 4a. Share NBNA agenda for improving the quality of life for individuals and communities</p>	<p>3. Inventory and research models</p> <p>4. When possible collect data on the impact of demographic transitions, epidemiological changes, environmental degradations, urbanization, and migratory patterns upon health systems</p> <p>5. Annual press releases on NBNA programmatic thrust 5a. Annual analysis of NBNA programs</p>	<ul style="list-style-type: none"> • Increasing collaborative partnerships • Enhance capacity of communities to improve their health status. • Annual profile of a community based nurse managed clinic. • Data on effectiveness of NBNA's programs is produced and disseminated. • Data from analysis is used to identify the Community Service Award recipient. 	<ul style="list-style-type: none"> • Program Committee • Conference Committee • Publicity and Public Relations Committee • Program Committee 	<ul style="list-style-type: none"> • Annually Program and P&PR Chairs

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
5. Develop and maintain a cadre of knowledgeable nursing professionals.	5. Establish recruitment plan to increase the number of nurses 5a. Increase the number of individuals active in the nursing profession	6. Maintain annual Scholarship Program 6a. Offer education programs that promote the development of nursing programs 6b. Collaborate with other agencies to promote the development and compile a directory of nurses and skills and areas	<ul style="list-style-type: none"> • Increase in number of African American students matriculating from nursing programs. 	<ul style="list-style-type: none"> • NBNA Chapters • Executive Director • Membership Coordinator • Scholarship Committee 	<ul style="list-style-type: none"> • On-going
6. Foster international collaboration in addressing universal health issues.	6. Participate in international health conferences.	7. Identify nurses interested or working on international health issues. 7.a. Identify NBNA members to attend and/or present at international health conferences.	7. Presenting information about health issues in international arenas.	<ul style="list-style-type: none"> • NBNA Members 	<ul style="list-style-type: none"> • On-going

RESEARCH

Goal V

- Establish and maintain in collaboration with the National Black Nurses Foundation, a NBNA research agenda that promotes the community's ability to promote health.

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
1. Establish a National research agenda.	1. Prioritize research activities 1a. Delineate specific research activities for funding 1b. Provide a forum and vehicle for relevant information dissemination	1. Designate Research Committee 1a. Designate Ad Hoc Research Task Force 1b. Explore opportunity to partner with Dr. Sweet Jemmott's "Sister to Sister" HIV/ AIDS education program.	1. Research is conducted, analyzed and published. Data is utilized to improve health status of population and improve the health care delivery system. • Increased the body of knowledge about health care needs of African Americans, effective health delivery systems for African American people and the education development and utilization of nursing professionals.	<ul style="list-style-type: none"> • President • Research Committee • Ad Hoc Research Task Force 	
2. Maintain effective research, contract and fund management practices Training Institute.	2. Research categories are operated under the established policy.	2. Identify research awards categories 2a. Identify research agenda items 2b. Conduct a member survey to assess interest and willingness to conduct community based research.	<ul style="list-style-type: none"> • Data on the effectiveness and cost 	<ul style="list-style-type: none"> • Chairperson, Research Committee • Chairperson, Scholarships and Awards Committee • NBNA Trustees • President • NBNA Advisory Board 	

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
3. Conduct research on cost, quality and access to health services, health promotion, disease prevention and utilization of services as related to adopted research agenda.	3. Develop a comprehensive research agenda for utilization in impacting minority health issues 3a. Develop specific plan for funding research priorities	3. Develop a method to collect and statistically analyze data from research and program activities.	<ul style="list-style-type: none"> • Credible data will be available to justify funding, and to determine effectiveness of programs. 	<ul style="list-style-type: none"> • Ad Hoc Research Task Force • President 	<ul style="list-style-type: none"> •
4. Publish culturally competent health models.	4. Promote a research agenda which will assist in the enhancement of the health status of minorities, specifically African Americans	4. Develop and implement plan for the evaluation of existing models 4a. Solicit partners for the development of evaluation model	<ul style="list-style-type: none"> • List of sustaining actions for health promotion, health restorative activities • Relevant models are recognized and used to impact minority health 	<ul style="list-style-type: none"> • President • Others as assigned 	
5. Design and develop a research agenda to assist in impacting the needs of African Americans.	5. Develop a core of African American nurses who design and implement nursing and health services research relevant to cultural and ethnically diverse populations	5. Identify funding sources 5a. conduct and inventory of existing nurse scientists 5b. Maintain support for the funding of advancing nursing scholarship	<ul style="list-style-type: none"> • Identified group of nurse scientists 	<ul style="list-style-type: none"> • Chairperson, Research Task Force • Chairperson, Research Committee • Board of Directors 	On-going

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
<p>6. Increase the number of research based articles published in the Journal of NBNA and other refereed journals.</p>		<p>6. Continue writing workshop 6a. Advertise for manuscripts 6b. Develop a plan to enhance the writing skills for members for publications 6c. Fund at least one scholarly nursing activity</p>	<ul style="list-style-type: none"> • Increased number of manuscripts for the NBNA Journal. • Provide data for evidence based practice. 	<ul style="list-style-type: none"> • Editor, NBNA Journal • Executive Director 	<ul style="list-style-type: none"> • On-going

SUSTAINABILITY

Goal VI

- Improve and sustain the organization's financial stability.

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
<p>1. Develop sound financial base for operating expenses.</p> <p>2. Develop a budget for marketing campaign</p> <p>3. Develop a budget for marketing campaign.</p>	<p>1. Develop and manage an operational budget that is prudent and functional.</p> <p>2. Develop and maintain NBNA's sustainability by increasing awareness of NBNA's programmatic thrusts.</p> <p>2.</p>	<p>1. Monitor the budget continuously, update systems as needed.</p> <p>2. Provide resources to support increasing the membership (since is a primary revenue source)</p> <p>3. Monitor efficacy of campaign</p> <p>4. Fund an aggressive marketing campaign</p> <ul style="list-style-type: none"> • Develop sound bites to be used by local chapters for PR purposes. • Develop Pass <p>3. Develop internal speakers bureau</p>	<ul style="list-style-type: none"> • The organization is financially sound. • A minimum of 12 months capital in reserve • Budget is developed and approved annually. • Financial credibility is maintained. Accurate and user friendly reports are produced and utilized as management tools to support efficient operations. • Increased visibility for NBNA 	<ul style="list-style-type: none"> • Executive Director • Chairperson, Finance Committee • Finance Committee • Executive Director • Membership Services Coordinator • Chairperson, Finance Committee • 	<ul style="list-style-type: none"> • On-going

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
3. Strengthen Nona's investment practices.	3a. Utilize appropriate resources to ensure that investment practices are sound.	3a. Provide quarterly report on progress of investments.	<ul style="list-style-type: none"> Risks will be minimized. The organization will expand its program thrusts and give technical assistance to chapters Diversification of portfolio. Capital to support programs Increased investment return when possible 	<ul style="list-style-type: none"> President Executive Director NBNA Trust Members 	<ul style="list-style-type: none"> On-going
4. Increase organization's overall revenue. <ul style="list-style-type: none"> Expand revenue base by attraction of non-dues revenue. 	4. Identify specific funding sources for organizational priorities.	4. Develop a minimum of one non-dues revenue source annually. 4a. Develop one fundraiser to assure \$50,000 in non-dues revenue 4b. Board members to secure a minimum of \$1500 annually and contribute \$100 to NBNA scholarship Fund.	<ul style="list-style-type: none"> NBNA in own Building. Demonstrates presence as an identifiable professional group 	<ul style="list-style-type: none"> President Executive Director BOD 	<ul style="list-style-type: none"> On-going
5. Obtain National Headquarters' Building.	5. To have a centralized headquarters for members.	4c. Identify funding options.		<ul style="list-style-type: none"> President Executive Director NBNA Building Committee 	Until completion

INTERNATIONAL HEALTH

Goal VII

- To establish NBNA as a partner in global health care

Strategic Direction	Objectives 2011 - 2016	Action Steps	Outcome	Accountability	Completion Date
1. Promote Nursing Education with International Organizations through education and collaboration.	<p>1. Convene a delegation of international nurses to identify critical nursing education issues.</p> <p>2. Develop a vehicle for information exchange on international health issues related to nursing.</p> <p>(Interface between globalization and health)</p>	<p>1. Host forum with associations and nurses around nursing education issues.</p> <p>2. Design a web page on international health issues.</p> <p>3. Identify NBNA members from Caribbean to seek opportunities for collaboration.</p>	<ul style="list-style-type: none"> • Promote dialogue around nursing education practice. • To delineate global health issues and how those issues affect local care and policy. • Framework and strategies for sustainable and integrated health promotion activities <p>(look at determinants of health on local level)</p>	<ul style="list-style-type: none"> • Program Chair • BOD <p>Program, Health Policy and P&PR Committees</p>	<ul style="list-style-type: none"> • On-going