



WNA Strategic Plan for 2023-2025

Introduction

The Wisconsin Nurses Association (WNA) is the premier organization representing the interests of Wisconsin's 97,000 registered nurses. WNA advances the nursing profession by fostering high standards of nursing practice, promoting a safe and ethical work environment, bolstering the health and wellness of nurses, and advocating on health care issues that affect nurses and the public. WNA is at the forefront of improving the quality of health care for all. This is our Strategic Plan for 2023-2025.

Developed by the 2023 WNA Board of Directors

Beth Markham - President

Jennifer Lindner – Vice President

Amy Hermes - Secretary

Patrick McNally -Treasurer

Christine Bakke - APRN Representative

Brandon Geracie - Staff Nurse Representative

Rene Buenzow - Director-at-large

Tamara Swanson – Director-at-large

Dennise Lavrenz - Director-at-large

Mission, Vision, and Core Values

Mission

To influence the profession of nursing and positively impact healthcare in the state of Wisconsin.

Vision:

To be innovators in healthcare by maximizing Wisconsin's nursing work force.

Core Values:

Engagement:

Providing a collaborative platform for Wisconsin nurses through advocacy and integration in decision-making activities.

Innovative:

Achieving excellence in practice by using the highest level of evidence to facilitate change.

Inclusive:

Embracing the uniqueness of every individual, including diversity of thought, as we work collaboratively to bring our very best.

Trust:

Acting with integrity, respect, transparency, and humility in all we do.

Empowered:

Choosing to see it, own it, solve it, and do it through shared decision-making, optimism, and joy.

WNA Strategic Plan Priorities and Areas of Focus

1. Elevate the profession of nursing throughout the state of Wisconsin.

- Lead the nursing profession to improve health through advocacy, philanthropy, practice, innovation, and recognition of excellence.
- Increase the number and engagement of Wisconsin's nurses with WNA to advance nursing's impact on health throughout our communities.

2. Advance the practice of nursing in Wisconsin to improve health and health care.

- Advance diversity, equity, inclusion, belonging, and anti-racism to improve nursing practice and work environments.
- Enhance health equity strategies that can be implemented in nursing practice.
- Promote nursing's capacity to innovate and lead in all practice environments.

3. Promote and support the professional success of nurses in Wisconsin.

- Support Wisconsin nurses' development of language and skill sets necessary to address issues that will promote successful professional practice environments.
- Utilize evidence-based practice to create solutions to meet the needs and priorities of nurses.
- Collaborate with key stakeholders to enhance the well-being of nurses.

WNA Programmatic Pillars

Programmatic pillars are the essential components that form the foundation for addressing WNA goals and objectives. WNA's Programmatic Pillars:

- Assist in aligning the internal work by defining the essential components of our overall strategic objectives.
- Used to provide a consistent framework for decision-making and execution throughout a program's lifecycle.
- Consistency is needed for maintaining clarity and stability, to execute the many activities within the WNA structure.
- WNA's programmatic pillars serve as our communication tool both internally and externally.
- The pillars assist in conveying the program's purpose, values, and priorities to the board of directors, councils and other stakeholders, staff members, and other relevant parties.

WNA's Programmatic Pillars

Government Affairs	Workforce Advocacy	Practice and Quality	Education	Leadership
<ul style="list-style-type: none"> • Public Policy Council • Lobbying • Call to Action • Webinars • Lobby Days • Legislators • Board of Nursing 	<ul style="list-style-type: none"> • Nurse Well-being • Nurse Shortage • Educator Shortage • Workplace Violence Survey • Mentoring • Nurse Diversity 	<ul style="list-style-type: none"> • Nurse practice redesign • Public Health Infrastructure • Human Trafficking • Standards of Practice • Improve maternal mental health (postpartum depression) 	<ul style="list-style-type: none"> • Provider of educational offerings (conferences, webinars, self-study videos) • Approve nursing educational offerings for CE. • Preceptorship 	<ul style="list-style-type: none"> • Organizational Affiliate on Nursing Shortage • APRN Roundtable • Address Racism in Nursing • Governmental Committees • Position Statements

Goal 1	Objective 1.1	Activity	Programmatic Pillar - GOVA Advocacy	Metrics	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Lead the nursing profession to improve health through advocacy, philanthropy, practice, innovation, and recognition of excellence	Utilize WNA Public Policy Agenda to guide decision-making on proposed legislation and regulation	Advocacy through legislation & regulation	Report of position taken on legislation & regulation related to the 3 priorities	Public Policy Council
		Engage members in political activity	Advocacy through legislation & regulation	Track number of members responding to "call to action" requests via Voter Voice	
			Advocacy through legislation & regulation	Develop, implement and evaluate results of annual Nurses Day at the Capitol	
			Advocacy through legislation & regulation	Report number of WNA and non-WNA members attending virtual "Legislative Updates"	
			Advocacy through legislation & regulation	Report contributions to WNA Advocacy Fund and/or WINPAC	
Goal 1	Objective 1.1	Activity	Programmatic Pillar - Workforce Advocacy	Metrics	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Lead the nursing profession to improve health through advocacy, philanthropy, practice, innovation, and recognition of excellence	Develop, implement, evaluate and report results of WNA Workplace Violence Survey including recommendations for addressing.	Support the nursing workforce through adoption of national standards that address workplace violence prevention, nurse preparedness, and reporting policies	Dessminate the report and recommendations of WPV survey to nurses and key stakeholders. Report dissemination results and efforts.	Workplace Violence Survey Committee
		Strengthen WNA's "Nurses Caring for Nurses" - well-being efforts.	Develop implementation committee	Report progress using established timeline for completion.	WNA Board
Goal 1	Objective 1.1	Activity	Programmatic Pillar - Education	Metrics	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Lead the nursing profession to improve health through advocacy, philanthropy, practice, innovation, and recognition of excellence	Support the availability of quality educational offerings that meet the needs of the nursing workforce.	Maintain WNA's ANCC Accreditation status as an approver of educational offerings submitted for approval. Maintain WNA's accreditation status as a provider of educational offerings.	Report number of approved and not-approved applications submitted.	CEAP
		Support efforts that increase the supply of the nurse educator workforce.	Continue to work ANEW and other key stakeholders on identification of strategies that support an increase in supply of nurse educators.	Report number of educational offerings, attendees, and CNE awarded. Report activities.	CNEP Primary Nurse Planner WNA Public Policy Council, TriCouncil and ANEW
		Support the work of the Nurses Foundation of Wisconsin	Participate in NFW fund raiser campaigns that support funding of nursing educational scholarships.	Report on WNA members receiving educational scholarships	WNA Board
Goal 1	Objective 1.1	Activity	Programmatic Pillar - Practice, Research, Quality	Metrics	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Lead the nursing profession to improve health through advocacy, philanthropy, practice, innovation, and recognition of excellence	Engage in projects/programs that include the important role and value of nursing.	Promote evidence-based quality nursing practice through educational offerings, poster sessions at educational conferences, and utilization of media.	Report number of posters accepted for WNA-related conferences, articles included in WNA quarterly newsletter. Request recipient of funding to provide a report of research and findings.	TriCouncil
		Support the work of the Nurses Foundation of Wisconsin	Participate in NFW fund raiser campaigns that support funding of nursing research grant awards.		NFW Board
Goal 1	Objective 1.1	Activity	Programmatic Pillar - Leadership	Metrics	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Lead the nursing profession to improve health through advocacy, philanthropy, practice, innovation, and recognition of excellence	Identify the areas where WNA is providing leadership in improving health through advocacy, philanthropy, practice, innovation, and recognition of excellence	Continue to support WNA's Organizational Affiliate work, APRN Roundtable, obtaining grants, support the personal growth of leadership skills of nurses and recognition of nurses.	Provide reports on WNA leadership activities and outcomes.	WNA Board and Councils
Goal 1	Objective 1.2	Activity	Operations Pillar	Metrics	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Increase engagement of Wisconsin's nurses in WNA to advance nursing's impact on health throughout our communities	Wisconsin's registered nurses will belong to WNA because they see the value and benefits provided.	WNA membership will consist of five percent (4,850) of the 97,000 Wisconsin's registered nurse.	Collect and report the following data bimonthly: 1. Comparison of member percentage by nursing workforce 2. Percent of member retention 3. Email engagement 4. Percentage of member use of ANA/WNA benefits. 5. Percent of members responding to legislative "Call to Action" via VoterVoice/Nurses Voice 6. Rate of clicks and opens of WNA quarterly newsletter "The Wisconsin Nurse" 7. Report number of Email Blasts' opens. 8. Report responses to social media posts	WNA Board
Goal 1	Objective 1.2	Activity	Operations Pillar	Metric	Responsible

Elevate the profession of nursing throughout the state of Wisconsin.	Increase engagement of Wisconsin's nurses in WNA to advance nursing's impact on health throughout our communities	Wisconsin's student nurses will join ANA/WNA membership offering.	WNA will develop a prelicense student nurse membership option.	<ol style="list-style-type: none"> 1. WNA Leadership Team will develop the membership concept and content no later than ____. 2. WNA will launch the student membership option at the Feb. 27, 2024 Nurses Day at the Capitol. 3. Collect and report status monthly. 	WNA Board
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Goal 1	Objective 1.2	Activity	Operations Pillar	Metric	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Increase engagement of Wisconsin's nurses in WNA to advance nursing's impact on health throughout our communities	Interested members will volunteer their time and expertise to support WNA's programmatic work.	Provide information or recruit for members for volunteer opportunities. Opportunities include: WNA Board of Directors Three Councils (Policy, TriCouncil, Workforce) Committees Task Forces Mutual Interest Groups Educational offerings planning committee APRN Roundtable Represent WNA on external committees, task forces	Report number and percentage or member engagement in WNA organizational entities every 6 months.	WNA Board

Goal 1	Objective 1.2	Activity	Operations Pillar	Metric	Responsible
Elevate the profession of nursing throughout the state of Wisconsin.	Increase engagement of Wisconsin's nurses in WNA to advance nursing's impact on health throughout our communities	Wisconsin's registered nurses will participate in WNA educational offerings and receive nursing contact hours.	Provide a variety of educational offerings that meet the educational and professional development for RNs and APRNs and provide revenue to WNA.	<ol style="list-style-type: none"> 1. Report registration numbers for members and nonmembers. 2. Report evaluation results. 3. Report net income from each offering. 	WNA Board

Goal 2	Objective 2.1	Activity	Programmatic Pillar - GOVA Advocacy	Metrics	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Advance diversity, equity, inclusion, belonging, and anti-racism to improve nursing practice and work environments.	Promote the 2023 WNA Dialogue Forum recommendations regarding racial reckoning: 1. Acknowledge that racism in nursing exists. 2. Infuse in all WNA strategies, actions that reflect the dismantling of racism in nursing. 3. Collaborate with Wisconsin's Nursing Associations that represent nurses of color to create an advocacy group to support nurses of color in the political, educational and practice environment.	Evaluate and respond to legislative bills that support discriminatory practices that perpetuate institutional racism.	1. Report on legislative proposals that are passed out of the legislature. 2. Formalize WNA's position on institutional racism.	1. Public Policy Council 2. WNA Board

Goal 2	Objective 2.1	Activity	Programmatic Pillar - Workforce Advocacy	Metrics	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Advance diversity, equity, inclusion, belonging, and anti-racism to improve nursing practice and work environments.	Promote the 2023 WNA Dialogue Forum recommendations regarding racial reckoning: 1. Acknowledge that racism in nursing exists. 2. Infuse in all WNA strategies, actions that reflect the dismantling of racism in nursing. 3. Collaborate with Wisconsin's Nursing Associations that represent nurses of color to create an advocacy group to support nurses of color in the political, educational and practice environment.	1. Continue to work with the Nursing Shortage Organizational Affiliate to develop strategies to address racism in nursing education and the workplace. 2. Continue to support collaboration efforts with nursing associations representing nurses of color to identify strategies for addressing racism in nursing.	Report on strategies developed by the Nursing Shortage Organizational Affiliates that address the dismantling of racism within the nursing profession.	

Goal 2	Objective 2.1	Activity	Programmatic Pillar - Education	Metrics	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Advance diversity, equity, inclusion, belonging, and anti-racism to improve nursing practice and work environments.	Promote the 2023 WNA Dialogue Forum recommendations regarding racial reckoning: 1. Acknowledge that racism in nursing exists. 2. Infuse in all WNA strategies, actions that reflect the dismantling of racism in nursing. 3. Collaborate with Wisconsin's Nursing Associations that represent nurses of color to create an advocacy group to support nurses of color in the political, educational and practice environment.	1. Partner with Wisconsin Medical Society and Pharmacy Society of Wisconsin on a grant award to develop educational offerings on increasing health care provider awareness and best-practices for addressing mental health issues of black mothers. 2. Increase the diversity of conference speakers. 3. Provide educational offerings that increase awareness and assessment of health equity. 4. Provide preceptor services to nursing students of color.	1. Report progress. 2. Provide direction to educational planning committees and report on diversity of speakers. 3. Report on number of educational offerings and evaluation results. 4. Report number of students being precepted and percent representing minority populations.	WNA Grant Director and Consultant

Goal 2	Objective 2.1	Activity	Programmatic Pillar - Practice, Research and Quality	Metrics	Responsible

Advance the practice of nursing in Wisconsin to improve health and health care	Advance diversity, equity, inclusion, belonging, and anti-racism to improve nursing practice and work environments.	Promote the 2023 WNA Dialogue Forum recommendations regarding racial reckoning: 1. Acknowledge that racism in nursing exists. 2. Infuse in all WNA strategies, actions that reflect the dismantling of racism in nursing. 3. Collaborate with Wisconsin's Nursing Associations that represent nurses of color to create an advocacy group to support nurses of color in the political, educational and practice environment.	Request minority WNA members to share an article summarizing race-specific or health equity research findings or quality improvement projects that improved nursing practice and quality.	WNA Quarterly Newsletter will contain an article related to improving nursing practice for minority populations and report.	
Goal 2 Advance the practice of nursing in Wisconsin to improve health and health care	Objective 2.1 Advance diversity, equity, inclusion, belonging, and anti-racism to improve nursing practice and work environments.	Activity Promote the 2023 WNA Dialogue Forum recommendations regarding racial reckoning: 1. Acknowledge that racism in nursing exists. 2. Infuse in all WNA strategies, actions that reflect the dismantling of racism in nursing. 3. Collaborate with Wisconsin's Nursing Associations that represent nurses of color to create an advocacy group to support nurses of color in the political, educational and practice environment.	Programmatic Pillar - Leadership 1. WNA's membership on the board of directors, councils, committees, task forces will include minority nurse populations. 2. Support nominations for WNA Future Nurse Leader Award. 3. Provide WNA's goals related to advancing diversity, equity, inclusion, belonging, and anti-racism as part of orientation for all WNA structural unit members.	Metrics 1. Report inclusion of minority nurse populations on WNA structural units and task forces. 2. Report FNLA winners including minority nurse populations. 3. Review content included in WNA's toolkit for all structural units.	Responsible 1. WNA Board
Goal 2 Advance the practice of nursing in Wisconsin to improve health and health care	Objective 2.2 Enhance health equity strategies that can be implemented in nursing practice.	Activity Promote federal and state policies or regulations that require greater assessment and care planning for patients presenting with deficits in the Social Determinants of Health.	Programmatic Pillar - Policy Monitor and report on policy or regulatory initiatives that promote collection of information that supports addressing health equity.	Metrics Report on initiatives or rules that address health disparities.	Responsible Public Policy Council.
Goal 2 Advance the practice of nursing in Wisconsin to improve health and health care	Objective 2.2 Enhance health equity strategies that can be implemented in nursing practice.	Activity Promote federal and state policies or regulations that require greater assessment and care planning for patients presenting with deficits in the Social Determinants of Health.	Programmatic Pillar - Policy Support funding that will promote the development of a volunteer Nurse Corp that will respond to public health emergencies and will have the capacity and knowledge of populations experiencing health equity issues and able to respond to their needs.	Metrics Create a legislative strategy and find support.	Responsible Public Policy Council and Wisconsin Center for Nursing
Goal 2 Advance the practice of nursing in Wisconsin to improve health and health care	Objective 2.2 Enhance health equity strategies that can be implemented in nursing practice.	Activity Promote a health care workforce that receives support in addressing their SoDH deficits.	Programmatic Pillar - Workforce Advocacy Develop an initiative that encourages employers to identify if their employees are experiencing SoDH deficits and if support can be provided.	Metrics Timeline for initiative developed and implemented.	Responsible WNA Board
Goal 2 Advance the practice of nursing in Wisconsin to improve health and health care	Objective 2.2 Enhance health equity strategies that can be implemented in nursing practice.	Activity 1. The topic of health equity is taught in every nursing program from prelicensure to graduate education. 2. Employers of nurses will provide information on the impact of health disparities on successful patient outcomes.	Programmatic Pillar - Education 1. Assess schools of nursing to determine if there is a need for the development of a toolkit on teaching impact of health equity on health care. 2. Assess if there is a need for an educational tool that can serve as a resource.	Metric Determine if there is a need and support inclusion.	Responsible WNA Board and ANEW
Goal 2	Objective 2.2	Activity	Programmatic Pillar - Education	Metric	Responsible

Advance the practice of nursing in Wisconsin to improve health and health care	Enhance health equity strategies that can be implemented in nursing practice.	Encourage WNA educational planning committees to consider providing at least on session on health equity.	Include on the planning committee meeting agenda that committee members consider adding the topic of health equity to the educational offering.	Report the frequency that health equity was included in the educational offering.	WNA Education Planning Committees
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Goal 2	Objective 2.2	Activity	Programmatic Pillar - Practice, Research and Quality	Metric	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Enhance health equity strategies that can be implemented in nursing practice.	Identify and promote best-practices on nurses role in addressing health equity.	Notify members of research findings or quality improvement projects that support increasing nurses knowledge of health equity issues.	Report number of resources identified and communicated to members.	WNA Board and OA

Goal 2	Objective 2.2	Activity	Programmatic Pillar - Leadership	Metric	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Enhance health equity strategies that can be implemented in nursing practice.	Collaborate with key stakeholders requesting WNA involvement in health equity projects or program development that support nursing awareness and intervention.	Repond to requests for engagment.	Report activities.	WNA Board

Goal 2	Objective 2.3	Activity	Programmatic Pillar - Policy	Metric	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Promote nursing's capacity to innovate and lead in all practice environments.	Support legislative or regulatory proposals that include registered or advanced practice registered nurses in the listing of other health care providers. Collaborate with key stakeholders in restoring the role of the Public Health Nurse in Wisconsin public and county health regions	Review state statutes and administrative rules where nurses need to be added. Identify collaborators and develop a plan.	Report on any need for legislative or regulatory changes. Report on activity.	Public Policy Council Public Policy Council and WPHA Nursing Division

Goal 2	Objective 2.3	Activity	Programmatic Pillar - Workforce Advocacy	Metric	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Promote nursing's capacity to innovate and lead in all practice environments.	Recognize and publicize nurses who have contributed to improving the practice environment and their leadership role. Recognize and publicize nurses who have contirbuted to improving the practice environment and their leadership role.	Identify nurses who developed and led an innovative new graduate nurse on-boarding program. Identify nurses who developed and led an innovative workplace violence education, prevention and reporting process.	Identify and report success. Identify and report success	WNA Board and OA WNA Board and Workforce Advocacy Council

Goal 2	Objective 2.3	Activity	Programmatic Pillar - Education	Metric	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Promote nursing's capacity to innovate and lead in all practice environments.	Promote and support nurses pursuing an advanced degree as a nurse leader.	Provide an article in <i>The Wisconsin Nurses</i> about the need for nurse leaders and benefits to pursuing an advanced nursing degree as nurse leader.	Report completion	WNA Board and OA

Goal 2	Objective 2.3	Activity	Programmatic Pillar - Practice, Research and Quality	Metric	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Promote nursing's capacity to innovate and lead in all practice environments.	Support members of the WNA Nursing Shortage Organizational Affiliate who developed innovative nursing redesign practice settings.	Provide information to nurses who are interested in innovative nursing practice redesign projects.	Report on successful strategy and audience receiving the information.	WNA TriCouncil

Goal 2	Objective 2.3	Activity	Programmatic Pillar - Leadership	Metric	Responsible
Advance the practice of nursing in Wisconsin to improve health and health care	Promote nursing's capacity to innovate and lead in all practice environments.	Collaborate with members of the WNA Nurse Shortage Organizational Affiliate to provide resources related to successful innovative projects led by nurses.	Encourage the members of the WNA Nursing Shortage Organizational Affiliate to develop resouces that can be reviewed by other affiliate members.	Report on progress or barriers.	WNA Board

Goal 3 Promote and support the professional success of nurses in Wisconsin.	Objective 3.2 Utilize evidence-based practice to create solutions to meet the needs and priorities of nurses.	Activity Promote educational offerings that provide the most recent evidence-based practice that can be utilized by nurses in addressing their professional goals.	Programmatic Pillar - Education WNA's educational offerings will provide content that evidence-based.	Metrics Speakers are vetted based on their documented knowledge of the latest information.	Responsible Education Planning Committees
Goal 3 Promote and support the professional success of nurses in Wisconsin.	Objective 3.2 Utilize evidence-based practice to create solutions to meet the needs and priorities of nurses.	Activity WNA promotes evidence-based research and quality measures that learning and practice needs of nurses.	Programmatic Pillar - Practice, research, quality Promote poster sessions for all clinically related conferences. NFW provide financial grant awards for members conducting research or quality improvement projects. WNA CEAP program approves educational offerings applications that must include evidence of practice topic and quality.	Metrics NFW to report on number of awards	Responsible Education Planning Committees NFW Board Representative CEAP
Goal 3 Promote and support the professional success of nurses in Wisconsin.	Objective 3.2 Utilize evidence-based practice to create solutions to meet the needs and priorities of nurses.	Activity WNA promotes the significance of utilizing evidence-based practice to achieving meaningful practice improvement.	Programmatic Pillar - Leadership Publicize successful transformational nursing care models that support nursing practice and quality patient care.	Metrics Refer to outcomes	Responsible WNA Board and Education Planning Committees
Goal 3 Promote and support the professional success of nurses in Wisconsin.	Objective 3.3 Collaborate with key stakeholders to enhance the well-being of nurses.	Activity WNA collaborates with key stakeholders to ensure that the voice, value and capabilities of nurses is identified and included in subsequent policy, education, research or grant projects and leadership initiatives.	Programmatic Pillar - All	Metrics Report WNA engagement with key stakeholders	Responsible Board and Councils