



**Strategic Plan
2018-2021**

Table of Contents

Introduction and Background	Page 3
2019-2021 Strategic Goals & Objectives	Page 5
2019-2021 Action Plans by Objective	Pages 6-10

Introduction

The board of directors for AAOHN developed this strategic plan during a strategy session April 13, 2018. The plan provides a roadmap through 2021 that creates focus in order to align AAOHN resources for maximum impact. The planning group agreed on three strategic goals that will have a significant impact for AAOHN and position the organization to meet the future needs of occupational health nursing. The planning group also created outcome statements to focus the organization's work toward these goals. Members of staff subsequently identified short- and mid-term action steps to achieve those goals and objectives 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.

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

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

Situational Analysis

As a basis upon which to build the strategic plan, the AAOHN board of directors examined trends impacting the occupational health industry and the occupational health nursing profession over the next three to five years. The group identified the following changes as those most likely to have a significant impact on AAOHN as an organization:

- Retirement of occupational health nurses is dramatically shifting the membership demographic and potentially the number of nurses joining the association. This trend could also have a disproportionately large negative impact on leaders within the organization.
- An increase in millennials in the profession could require a shift in mindset with regard to the way we recruit, engage and lead the organization and it could also generate additional competition for membership as millennials look at other mechanisms for networking and education.
- The definition and role of the occupational health and safety nurse is shifting, which could impact the educational topics that AAOHN will need to deliver.
- There will be an increasing need for occupational health nurses (OHNs) due to regulations and policies requiring the types of services AAOHN offers. This could have a positive impact on the need for the types of professional development and education AAOHN offers.

AAOHN 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 AAOHN's current strengths as:

- Offering targeted education
- Generating and promoting standards of practice
- Networking locally, virtually and through conferences
- A passionate, supportive, positive culture

Future Planning Process

In order for AAOHN to stay focused on its strategic goals, vision and mission, the board of trustees must work with staff to monitor progress towards achieving these objectives, and adjust the plan based on changes to the environment or barriers to success. A quarterly dashboard to monitor progress, and an annual strategy session to develop new action items and ensure the plan remains relevant, are recommended best practices.

AAOHN 2018-2021 Strategic Goals and Objectives

Strategic Goal 1: Education

AAOHN will attract and retain new members by leveraging our exceptional educational offerings in innovative ways, including exploring new technologies, experimenting with program length and improving mobile accessibility.

Strategic Goal 2: Next Generation

AAOHN will become an organization that is attractive to the next generation of occupational health and safety nurses and related professionals by recognizing their needs and reimagining our organizational programs for the future.

Strategic Goal 3: Structure

AAOHN will develop a governance structure and culture that creates a platform to ensure future growth and success.

Objectives and Action Steps for Goals

Strategic Goal 1: Education

AAOHN will attract and retain new members by leveraging our exceptional educational offerings in innovative ways, including exploring new technologies, experimenting with program length and improving mobile accessibility.

Objective 1:

Create and promote on-demand education offerings (i.e. 30 minute, 0.5 CNE programs).

Action Steps

- Utilize Webinar Committee to create and promote one new on-demand program by December 31, 2019.
- Utilize Webinar Committee to create and promote one new on-demand program by December 31, 2020.
- Utilize Webinar Committee to create and promote one new on-demand program by December 31, 2021.

Objective 2:

Identify the offerings and topics potential members would be most interested in and offer them as teasers to attract interest in the rest of our offerings.

Action Steps

- Produce and distribute educational needs assessment to members and non-member product purchases by June 30, 2019.
- Director of Education to evaluate the results and provide recommendation(s) in presentation for Board approval by August 31, 2019.
- Based on Director of Education recommendations and board approval, tie offerings and topics into "OHN as a Second Career" lifestyle marketing campaign for promotion to outside organizations by December 31, 2019.
- Utilizing COHN Boot Camp course, develop 'Introduction to OHN' online course to be launched by July 31, 2019.

Objective 3:

Develop online certification review modules (COHN, CM, etc.) and promote them to potential members and new members.

Action Steps

- Authors, editor and other participants for Case Manager (CM) Review Course

determined. Develop final CM Review Course modules to be launched by July 31, 2019.

- AAOHN staff to develop and implement promotional campaign by October 31, 2019.
- Determine authors, editor and other participants for COHN Review Course by March 31, 2019.
- Develop final COHN Review Course modules to be launched by July 31, 2020.
- AAOHN staff to develop and implement promotional campaign by October 31, 2020.
- Create and distribute a survey to gather employer feedback about basic OHN education and skills levels needed to aide in creation of potential certificate program by June 30, 2021.
- Evaluate results and draft project plan for educational programming (webinar, conference session, online education, etc.) that meets the identified employer needs by December 31, 2021.

Objective 4:

Attend various conferences as presenters and/or vendors to promote the AAOHN value proposition.

Action Steps

- Attend and exhibit at the American Association of Nurse Practitioners (AANP) in 2019 with intention to promote “OHN as a Second Career” lifestyle marketing campaign.
- Attend and exhibit at the American Association of Critical Care Nurses (AACN) in 2020 with intention to promote “OHN as a Second Career” lifestyle marketing campaign.
- Attend and exhibit at the Emergency Nurses Association (ENA) annual meeting in 2021 with intention to promote “OHN as a Second Career” lifestyle marketing campaign.

Strategic Goal 2: Next Generation

AAOHN will become an organization that is attractive to the next generation of occupational health and safety nurses and related professionals by recognizing their needs and reimagining our organizational programs for the future.

Objective 1:

Create and implement a mechanism for gathering feedback from the next generation of potential members.

Action Steps

- Offer a drawing incentive for survey completion at competitive conferences attended 2019-2021 (ENA, AACN, AANP).
- Survey current student member population by June 30, 2019 to gauge interest in mentorship program and interest in OHN as a future career.

Objective 2:

Define and create pilot programs that meet the identified needs and engage the next generation in evaluating and refining/redefining these programs.

Action Steps

- Based on student member survey results, utilize Membership Taskforce to provide guidance and mentorship to next generation of AAOHN members by June 30, 2020.
- Additional actions steps pending evaluation of survey results from objective 1.

Objective 3:

Identify volunteer opportunities to engage the next generation in ways that they are comfortable and willing to engage, including through micro-commitments.

Action Steps

- Create incentive program for current members to recruit the next generation of OHNs by June 30, 2020.
- Board of Directors to brainstorm ways for next generation members to become active in Board of Director roles by December 31, 2020.

Objective 4:

Create a mechanism to quickly evaluate and make decisions on the viability of these programs (sunset, refine, redesign) based on the next generation's level of interest and engagement.

Action Steps

- Create and distribute survey to gather feedback from next generation volunteers by September 30, 2021.
- Membership taskforce will define metrics for success and evaluate survey results. Taskforce to make recommendations based on results to sunset, refine, or redesign to Board of Directors for ultimate approval by December 31, 2021.

Strategic Goal 3: Structure

AAOHN will develop a governance structure and culture that creates a platform to ensure future growth and success.

Objective 1:

Create a task force to evaluate chapter challenges, dues, etc. and recommend changes.

Action Steps

- In progress 2018

Objective 2:

Evaluate current board structure and make recommendations for potential restructuring.

Action Steps

- Create and distribute survey to membership to evaluate value (i.e. active communication, regional purpose, size) of current board structure by August 31, 2019.
- Board to evaluate results by October 31, 2019 and make recommendation to membership by January 2020 for potential bylaws vote in Spring 2020.

Objective 3:

Collaboratively define the culture of AAOHN, by engaging chapter, state and regional leaders; the staff management team; the board of directors; and, other national leaders.

Action Steps

- Utilize Membership Taskforce and volunteer chapter leaders to collaboratively draft a culture statement to be presented to the Board of Directors for approval by December 31, 2019.

Objective 4:

Define the metrics by which to measure future success and growth.

Action Steps

- Board of Directors to discuss and evaluate membership growth, next generation participation, chapter restructuring, educational relevancy, board effectiveness, more metrics to be determined, during ongoing board meetings.