NCONL 2025-2027 Strategic Plan
January 2025

MISSION
To serve as a voice for North Carolina Nurse Leaders and be a catalyst
for transforming patient care through high performing Nurse Leaders.

CORE BUSINESS
Advocacy
Professional Development
Healthy Practice Environment

KEY RELATIONSHIP ORGANIZATION (KRO) LIAISONS
American Organization of Nurse Leaders (AONL) –Chantal Howard, Donna Wimberly
NC Future of Nursing Action Coalition (NCFON) –Mary Ellen Bonczek
NC Healthcare Association (NCHA) – Donica O'Leary, Priscilla Ramseur
*NC Board of Nursing (NCBON) – Donna Wimberly, Sarah Heath, Ruth Marescalco
*NC Nurses Association (NCNA) – Kimberly Gordon, Donna Wimberly
*NC League for Nursing (NCLN) – TBD
*American Association of Colleges of Nursing (AACN) - TBD
NC General Assembly (NCGA) – Kimberly Gordon
NC Institute of Medicine (NCIOM) – Phyllis Justus
NC Dementia Coalition – Jenny Parnell

*Coalition TBD Members

STRATEGIC PRIORITIES
Priority #1: Improve health through advocacy
Priority #2: Lead, influence and support the healthcare workforce
Priority #3: Advance and promote affordable, value-informed healthcare
Priority #4: Strengthen NCONL's voice through a highly engaged, inclusive, and diverse membership

ACCOUNTABILITY MEASURE
Annual Dashboard

Strategic Priority	Strategic Objective	Tactics	Measures of Success/ Dashboard Metrics	Data Source/Responsible Party
#1	NCONL collaborates with key relationship organizations (KRO) to advocate for NC nurses & their patients	Actively participate and promote dialogue with KROs on any issue that may impact NCONL members. Evaluate annually the effectiveness, value & appropriateness of liaisons with recommendations to board Market NCONL's value and membership opportunities at KRO and other appropriate meetings and conferences Modeling after AONL's TriCouncil, research the feasibility of developing a similar NC coalition by the end of 1st quarter.	1. KRO liaisons report at least 1X per year. 2. Attend 2 new conferences/meetings annually. 3. Modeling after AONL's TriCouncil, research the feasibility of developing a similar NC coalition by the end of 1st quarter.	1. KRO Liaisons 2. Executive Director (ED) &/or designee 3. Immediate Past-President
#1	NCONL advocates that nurse leaders' perspectives and needs are heard in legislative and regulatory discussions on workforce issues.	Prepare for potential discussions on staffing regulations Develop legislative, regulatory, and political priorities that support NCONL's Strategic plan. Work with stakeholders and key relationship organizations to form partnerships to accomplish them. Priorities include, but are not limited to: Regulatory reform through the removal of scope-of-practice barriers to allow all nurses to practice to the full	1. Identify constituents to educate on mandatory staffing ratios vs supporting appropriate staffing by end of 1st quarter. 2. Develop & implement education plan by end of 3rd quarter. 3. Provide information and resources to help members be educated voters via email and the organization's website during primary and general elections.	1. Legislative Committee Chairs 2. Legislative Committee Chairs 3. Legislative Committee Chairs 4. Legislative Committee Chairs & ED The Legislative Committee will provide the board with a list of NCONL's legislative, regulatory, and political priorities to approve before the beginning of the long legislative session

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		extent of their education and licensure. • Safe Staffing. • Maintain sponsor partnership with NCNA for the annual Nurses Night at the legislature and biennial Nurses Day at the Legislature. Provide regular legislative updates to the membership via Board, District, and Annual meetings. Develop and market online advocacy resources.	4. Experience a year over year increase in NCONL members attending Nurses Night at the Legislature	(January of odd-numbered years). The board will review and update the platform as needed, at least before the beginning of every two-year legislative cycle. The Legislative Committee will: • Provide regular updates to the board during the legislative session. • Provide updates to the membership at educational programs, by email, and at the board's request. • Develop &/or share advocacy resources with the membership, including online educational modules and virtual presentations • Partner with AONL to monitor legislation and regulation at the state and federal levels.
#2	Provide education & resources for nurse leaders to advocate at the health system level to improve nurses' work	Provide opportunity for members to access on-going support and proven tools to develop skills for addressing: • disruptive behaviors • holding team members accountable for professional conduct.	1. Monitor number of clicks to Healthy Workforce Institute (HWI) to evaluate utilization 2. Monitor enrollment to HWI programs 3. Complete pre & post evaluations at the end of 2025	1. ED 2. ED 3. HWI, Programming Chairs & ED

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	environments and support nurse well-being	Provide access to essential skills needed to identify and eradicate Incivility and bullying. Partner with Healthy Workforce Institute (HWI) to provide on-line skill-development, access to proven tools and on-going support.		
#2 #3	Championing the optimal use of the nursing workforce, prepare and engage nursing leadership for emerging, innovating models of care.	In alignment with AONL's workplace compendium, maintain and enhance NCONL's Workplace Best Practices Toolkit to optimize environments of care and respond to the needs of nurse leaders. Share and promote AONL on-line resources	1. NCONL's on-line resource increases the number of best practices shared by 20%. 2. 100% of poster presenters are contacted by Practice Committee member for consideration of sharing in toolkit 3. Track clicks on website to measure use of Workplace Best Practice Toolkit	1. Practice Committee Chairs 2. Practice Committee Chairs 3. ED
#2 #3 #4	Share the value of NCONL membership through dissemination of successful innovations & practices	Seek recognition as AONL Affiliate Designee for 2025 Catalog NCONL member poster/podium presentations for national & international conferences Capture NCONL engagement with Nurses on Boards Explore international relationship opportunities Provide DNP students with opportunities for EBP & research	Application for consideration submitted October 2024. 1. Create repository for members to document dissemination of EBP & research activity by end of 1st quarter. 2. Members notified and population initiated by end of 2nd quarter 3. Achieve 100% board response to data collection for professional & community boards.	Pending result January 2025 1. Immediate Past-President 2. Immediate Past-President & ED 3. Immediate Past-President 4. ED & board member associated with selected project

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		projects that support specific NCONL project initiatives.	4. Partner with 2 DNP students annually for specific NCONL project completion	
#2 #4	Increase awareness & breakdown barriers for all nurses seeking leadership positions Promote the value of diversity, equity, inclusion & belonging in NCONL	Prioritize conference programming on diversity, equity, and inclusion. Continue to develop strong membership database to evaluate member demographics. Identify and bridge membership gaps to foster diversity across the care continuum through collaboration with outside nursing associations.	1. Minimum of 2 DE&I offerings annually 2. Have 80% of current members update profile by the end of 1st quarter 2025 3. Attend Home Care & Hospice Conference in April 2025. 4. Initiate an outreach campaign to develop collaborative relationships with school of nursing faculty and senior nurse leaders in health care organizations with a focus on Districts 1 & 5 during 1st quarter. 5. Hold a panel presentation at March 2025 conference reflecting under-represented regions & groups	1. Program Committee 2. Membership & Diversity Committee and District Representatives (DRs) 3. ED & board member 4. Membership & Diversity Chairs & DRs 5. Membership & Diversity Chairs
#2 #4	Advance nursing leadership & innovation, promoting the growth and development of NC nurse leaders	Prepare our leaders to effectively lead in these challenging times. Schedule shared District educational offerings to ensure consistency in messaging & education. Deliver contemporary, high-quality Spring & Fall conferences to meet the needs of nurse leaders. Consider	1. District meetings held quarterly to include educational offering & business meeting. 2. Sustainable plan is developed for providing CE for all programs by 3rd quarter 2025. 3. 100% of programs offered have CE credit.	1. DRs & ED 2. ED & Programming Chairs 3. ED & Programming Chairs 4. ED & Programming Chairs 5. ED & President

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		additional virtual conference in Summer 2025 Establish a platform that acknowledges, celebrates & inspires nurse leaders across the state	4. Explore Summer virtual conference by end of 1st quarter 5. Hold CNO/CNE roundtable discussions quarterly & an in-person break-out session at annual conference	
#3	Embrace technology in all settings	Promote best practices in the use of technology in clinical settings, team building opportunities and social media settings. Engage Board in active participation on social media platforms Increase social media presence Create short social media video interviews with nurse leaders that are appropriate for Tic-Tok, LinkedIn & Facebook. Create Nursing Innovation Showcase	1. Evaluate options and expand media presence by end of 2nd quarter 2. Develop plan to create video interviews of leaders on pertinent topics for on-line posting by end of 1st quarter. 3. Implement trial in 2nd quarter & evaluate. 4. Develop position statement &/or guiding principles for nurse leaders related to topics such as AI in clinical & administrative practice and virtual nursing initiatives.	1. Information Services Committee Chairs 2. Information Services Committee Chairs 3. Information Services Committee Chairs 4. Information Services Committee Chairs
#4	Strengthen nurse leaders' career progression and succession planning by promoting statewide networking & creating peer communities	Develop an intentional growth plan for members of Emerging Leader (EL) Program through gap analysis of member demographic data Grow and sustain Mentorship Program	**Emerging Leader Program** 1. Recruit 25 participants for 2nd EL cohort kick off by end of 1st quarter 2. Statistically significant improvement on the POST course AONL Core Competency Assessment 2025 3. Complete analysis of member demographics to identify opportunities for EL growth and	**Emerging Leader Program** 1. ED & EL Chairs 2. ED & EL Chairs 3. Membership & Diversity Committee and EL Chairs 4. ED & EL Chairs

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			develop an intentional outreach plan for EL recruitment by end of 1st quarter. 4. Grow overall number of ELs by 10%, using gap analysis, to ensure equity & diversity in growth opportunities by year end. **Mentorship Program** - Complete year 1 of Mentorship Program Nov 2024 – Oct 2025 with 80% success rate. CNO/CNE Networking	**Mentorship Program -** ED & EL Chairs NCONL President & ED
		Revise by-laws to reflect committee structures have co-chair model & term limits. Determine appropriate term limit for EL positions.	By-laws changes approved at 11/2024 board meeting are approved by membership in spring annual meeting 3/2025	Bylaws Co-Chairs & ED