

NCONL 2026-2028 Strategic Plan

January 2026

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
Healthcare Financial Management Association (HFMA), NC Chapter – Mary Ellen Bonczek, Donna Wimberly
NC Area Health Education Centers – Ruth Marescalco, Jill Forcina
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, Ruth Marescalco, Jill Forcina
NC Nursing Workforce Coordinating Council - Dawn Tetterton
Nurses Association (NCNA) – Kimberly Gordon, Donna Wimberly
NC General Assembly (NCGA) – Kimberly Gordon, Leg Co-Chair
NC Institute of Medicine (NCIOM) – Stephanie McDonald
NC Dementia Coalition – Jenny Parnell

STRATEGIC PRIORITIES

Priority #1: Improve health through advocacy

Priority #2: Lead, inspire & support the healthcare workforce

Priority #3: Advance & promote innovative practice solutions to support healthy work environments & enhance health outcomes

Priority #4: Strengthen NCONL’s voice through a highly engaged, community of nurse leaders.

ACCOUNTABILITY MEASURE

Annual Dashboard

S.P.	Strategic Objective	Tactics	Key Performance Indicators	Responsible Party	Status Update
#1	NCONL collaborates with key relationship organizations (KRO) to advocate for NC nurses & those they serve.	1a. Actively participate and promote dialogue with KROs on any issue that may impact NCONL members. 1b. Evaluate annually the effectiveness, value & appropriateness of liaisons with recommendations to board 2. Market NCONL's value and membership opportunities at KRO and other appropriate meetings and conferences 3. Create a repository of NC Dementia-Friendly healthcare organizations	1a. KRO liaisons report at least 1X per year, utilizing the standard work reporting tool. 1b. Review annually 2. Collaborate with 2 new "outside" organizations. 3. Communicate with NC Dementia Coalition NCONL's willingness to assist.	1a. KRO Liaisons 1b. Executive Director (ED) & Executive Committee (EC) 2. ED &/or designee & Membership Committee 3. Jenny Parnell	1a. Ongoing 1b. Completed 11/25. HFMA & NCAHEC added. 2. Pending 3. NCONL offers its membership to NCDC for survey distribution
#1	NCONL advocates that nurse leaders' perspectives and needs are heard in legislative and regulatory discussions on workforce issues.	1. Continue sponsor partnership with NCNA for the annual Nurses Night at the legislature and biennial Nurses Day at the Legislature. 2. Provide regular legislative updates to the membership via Board, District, and Annual meetings.	1a. Experience a year over year increase in NCONL members attending Nurses Night at the NC Legislature 1b. Explore NCONL presence at Advocacy Day in Washington. 2a. Regular updates are provided to the board 2b. Updates provided to membership at educational programs, via email, and at the board's request.	1a. Legislative Chair 1b. Legislative Chair, EC & ED 2a. Legislative Chair & ED 2b. Legislative Chair	1a. 2024 = 17 2025 = 31 2026 goal = 40 1b. Recruitment of representatives began in February. Attendance # pending. 2a. Jan 23, 2026 2b. Presentation scheduled for Spring Conference

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		3. Provide information and resources to help members be educated voters via email and the organization's website during primary and general elections.	2c. Develop &/or share advocacy resources with the membership, including online educational modules and virtual presentations 3. Resources updated & educational offerings are provided	2c. Legislative Chair 3. Legislative Chair	2c. Ongoing 3. "Election Day 2026" presentation delivered 2/13/26 by Districts 1 & 2.
#2 #3	Provide education & resources for nurse leaders to improve nurses' work environments and support nurse well-being & improve retention	1. Equip nurse leaders to build safe and healthy practice environments. 2. Engage nurse leaders in innovation and sharing of knowledge across the state 3. Leverage evidence-based strategies to demonstrate the value of nursing leadership	1a. Educational Program content to include understanding of productivity & benchmarks & data-driven business cases. 1b. AONL competency tools are completed as part of EL & Nurse Executive Leader Mentorship Programs to identify opportunities for individual & group growth. 2a. Provide educational offerings for poster presenters on how to move their work toward podium presentations or publication. 3. Explore HCFA engagement as a KRO.	1a. Program & EL Co-Chairs 1b. EL & Nurse Executive Leader Mentorship Program lead 2a. Research Co-Chairs 3. HCFA KRO, EC	1a. Budget workshop delivered at April annual conference breakout session 1b. EL ongoing NEL TBD 2a. Pending 3. Pending

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#2 #3 #4	Championing the optimal use of the nursing workforce, prepare and engage nursing leadership for emerging, innovating models of care. Share the value of NCONL membership through dissemination of successful innovations & evidence-based practice	1. In alignment with AONL's workplace compendium, maintain and enhance NCONL's Companion Toolkit to optimize environments of care and respond to the needs of nurse leaders. 2. Provide DNP students with opportunities for EBP & research projects that support specific NCONL project initiatives 3. Advocate for shared faculty models & joint appointments between health systems & schools of nursing.	1a. Develop sustainability structure & marketing plan for the continued utilization of the Companion Toolkit. 1b. Track number of member access to toolkit 2.Partner with 2 DNP students annually for specific NCONL project completion 3a. Explore & educate members on the Clinical Instructor Program through NCAHEC. 3b. Identify number of organizations with shared faculty models.	1a. Practice & Research Co-Chairs 1b. ED 2.ED & appropriate project lead 3a. Practice Committee Co-Chairs 3b. Practice Committee Co-Chairs	1a. DNP student remains engaged to develop sustainability plan. 1b. TBD 2. Keisha Griffith – NEL Mentorship Grace Patel – EL Mentorship 3a. Began at June Board meeting 3b. TBD
#2 #4	Increase awareness & breakdown barriers for all nurses seeking leadership advancement	1. Continue to develop strong membership database to evaluate member demographics. 2. Identify and bridge membership gaps in order to ensure NCONL membership represents the NC community of nursing.	1. Reports generated, at minimum, twice annually to identify gaps in membership. 2a. Partner with DR's to connect with schools of nursing for a recruitment effort 2b. Attend Student Nurse Association Conference/Meeting	1. Membership Committee Chairs, ED & District Representatives (DRs) 2a. Membership Committee Chairs 2b. Membership Committee Chairs	1.ED ran mid-year report for Membership Co-Chairs. Analysis pending. 2a. Plan presented & endorsed at June Board meeting 2b. Pending

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#2 #4	Advance nursing leadership & innovation, promoting the growth and development of NC nurse leaders	1.Prepare our leaders to effectively lead in these challenging times. 2.Schedule shared District educational offerings to ensure consistency in messaging & education. 3.Deliver contemporary, high-quality Spring & Fall conferences to meet the needs of nurse leaders. 4. Engage CNO/CNE group in interactive dialogue 5.Implement a platform that acknowledges, celebrates & inspires nurse leaders across the state	1.District meetings held quarterly to include educational offering & business meeting. 2.100% of programs offered have CE credit. 3a. Program Evals reflect top quartile response in participants' increase in knowledge or competence 3b. Topics to include care models, benchmarking & productivity, and academia-clinical practice gap solutions. 4.Hold CNO/CNE roundtable discussions minimally bi-annually with one being an in-person break-out session at annual conference 5a. Implement Awards Program 5b. Consider partnering with The Daisy Foundation.	1.DRs & ED 2.ED & Program Chairs 3a. ED & Program Chairs 3b. Program Chairs 4.ED & President 5a. Awards Special Project Lead & ED 5b. Awards Special Project Lead & ED	1.On target 2.On target 3a. 2026 Spring attendees 318. Each speaker had a mean score >4 3b. Top feedback for future topics included Workplace Violence ('26 Summer Virtual), Transformational Leadership ('26 Fall Virtual), Legislative Updates (Spring '27) 4. Held Spring '26. Scheduled July '26 5a. Inaugural Awards presented at Spring Conference '26 5b. Approved at June board meeting. Contact signature pending
#3	Embrace technology in all settings	1.Promote best practices in the use of technology in clinical settings, team building	1a. Create video interviews of leaders on pertinent topics for on-line posting quarterly.	1a. Information Services Committee Chairs	1a. YouTube videos live. 2 additional interviews TBD

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		opportunities and social media settings.	1b. Review & revise current position statements as needed 1c. Create additional white papers &/or position statements as needed	1b. Information Services Committee Chairs 1c. Information Services Committee Chairs	1b. None at this time 1c. As needed
#4	Strengthen nurse leaders' career progression and succession planning by promoting statewide networking & creating peer communities	1. Develop an intentional growth plan for members of Emerging Leader (EL) Program through gap analysis of member demographic data 2. Grow and sustain Mentorship Program for Emerging Leaders 3. Develop Nurse Executive Leader Mentorship Program	Emerging Leader Program 1a. Assess the need for 3rd EL cohort kick off 1b. Complete analysis of member demographics to identify opportunities for EL growth and develop an intentional outreach plan for EL recruitment. 1c. Grow overall number of ELs by 10%. Mentorship Programs 2. Complete year 2 of EL Mentorship Program with 80% success rate. 3a. Appoint Special Project Lead 3b. Recruit DNP Student 3c. Define scope for Nurse Executive Leader Mentorship Program	Emerging Leader Program 1a. ED & EL Chairs 1b. Membership Committee Chairs & EL Chairs 1c. ED & EL Chairs Mentorship Programs 2. ED & EL Chairs 3a. ED, President & Special Project Lead 3b. ED, President & Special Project Lead 3c. ED, President & Special Project Lead	1a. Need remains. In process of recruiting 1b. TBD 1c. TBD 2. Will complete in October '26 3a. Special Project appointment of Deanna Edney will be formalized at Nov board meeting. 3b. Keisha Griffith appointed as DNP student. 3c. Mentor & Mentee scope defined & approved at June Board meeting.