

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 Fornica
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 Center on the Workforce for Health – Dawn Tetterton
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.	<p>1a. Actively participate and promote dialogue with KROs on any issue that may impact NCONL members.</p> <p>1b. Evaluate annually the effectiveness, value & appropriateness of liaisons with recommendations to board</p> <p>2. Market NCONL's value and membership opportunities at KRO and other appropriate meetings and conferences</p> <p>3. Create a repository of Dementia-Friendly healthcare organizations in NC</p>	<p>1a. KRO liaisons report at least 1X per year, utilizing the standard work reporting tool.</p> <p>1b. Review annually</p> <p>2. Collaborate with 2 new "outside" organizations.</p> <p>3. Communicate with NC Dementia Coalition NCONL's willingness to assist.</p>	<p>1a. KRO Liaisons</p> <p>1b. Executive Director (ED) & Executive Committee (EC)</p> <p>2. ED &/or designee & Membership Committee</p> <p>3. Jenny Parnell</p>	<p>1a. Ongoing</p> <p>1b. Completed 11/25. HFMA & NCAHEC added.</p> <p>2. In discussion with Association of Men in Nursing & Native American Indian Nurses in NC</p> <p>3.</p>
#1	NCONL advocates that nurse leaders' perspectives and needs are heard in legislative and regulatory discussions on workforce issues.	<p>1. Continue sponsor partnership with NCNA for the annual Nurses Night at the legislature and biennial Nurses Day at the Legislature.</p> <p>2. Provide regular legislative updates to the membership via</p>	<p>1a. Experience a year over year increase in NCONL members attending Nurses Night at the NC Legislature</p> <p>1b. Explore NCONL presence at Advocacy Day in Washington.</p> <p>2a. Regular updates are provided to the board</p>	<p>1a. Legislative Co-Chairs</p> <p>1b. Legislative Co-Chairs, EC & ED</p> <p>2a. Legislative Co-Chairs & ED</p> <p>2b. Legislative Co-Chairs</p>	<p>1a. 2024 = 17. 2025 = 31. 2026 TBD</p> <p>1b. Recruitment of representatives to begin by February 28</p> <p>2a. Jan 23, 2026</p>

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		<p>Board, District, and Annual meetings.</p> <p>3. Provide information and resources to help members be educated voters via email and the organization's website during primary and general elections.</p> <p>4. Study impact of HR1 on SNAP benefits</p>	<p>2b. Updates provided to membership at educational programs, via email, and at the board's request.</p> <p>2c. Develop &/or share advocacy resources with the membership, including online educational modules and virtual presentations</p> <p>3. Resources updated & educational offerings are provided</p> <p>4. TBD</p>	<p>2c. Legislative Co-Chairs</p> <p>3. Legislative Co-Chairs</p> <p>4. TBD</p>	<p>2b. Presentation scheduled for Spring Conference by Kimberly Gordon</p> <p>2c.</p> <p>3. "Election Day 2026" presentation scheduled 2/13/26 by Districts 1 & 2.</p> <p>4.TBD</p>
#2 #3	Provide education & resources for nurse leaders to improve nurses' work environments and support nurse well-being & improve retention	<p>1. Equip nurse leaders to build safe and healthy practice environments.</p> <p>2. Engage nurse leaders in innovation and sharing of knowledge across the state</p> <p>3. Leverage evidence-based strategies to demonstrate the value of nursing leadership</p>	<p>1a. Educational Program content to include understanding of productivity & benchmarks & data-driven business cases.</p> <p>1b. AONL competency tools are completed as part of EL & CNO Mentorship Programs to identify opportunities.</p> <p>2a. Provide educational offerings for poster presenters on how to move their work toward podium presentations or publication.</p> <p>3. Explore HCFA engagement as a KRO.</p>	<p>1a. Program & EL Co-Chairs</p> <p>1b. EL & CNO Mentorship Program lead</p> <p>2a. Research Co-Chairs</p> <p>3. HCFA KRO, EC</p>	<p>1a.</p> <p>1b.</p> <p>2a.</p> <p>3.</p>

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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 for the continued utilization of the Companion Toolkit. 1b. Track number of member access to toolkit 1c. Develop marketing plan to encourage use 2.Partner with 2 DNP students annually for specific NCONL project completion 3. Identify number of organizations with shared faculty models.	1a. Practice & Research Co-Chairs 1b. ED 1c. DNP student & Practice Committee Co-Chairs 2.ED & appropriate project lead 3.TBD	1a. 1b. 1c. 2. 3.
#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. Explore UNCW strategy of introducing students to NCONL 2c. Attend Student Nurse Association Conference/Meeting	1. Membership Committee Chairs & District Representatives (DRs) 2a. Membership Committee Chairs 2b. Membership Committee Chairs 2c. Membership Committee Chairs	1. 2a. 2b.
#2 #4	Advance nursing leadership & innovation, promoting the	1.Prepare our leaders to effectively lead in these challenging times.	1.District meetings held quarterly to include educational offering & business meeting.	1.DRs & ED	1.

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	growth and development of NC nurse leaders	<p>2.Schedule shared District educational offerings to ensure consistency in messaging & education.</p> <p>3.Deliver contemporary, high-quality Spring & Fall conferences to meet the needs of nurse leaders.</p> <p>4. Engage CNO/CNE group in interactive dialogue</p> <p>5.Implement a platform that acknowledges, celebrates & inspires nurse leaders across the state</p>	<p>2.100% of programs offered have CE credit.</p> <p>3a. Program Evals reflect top quartile response in participants' increase in knowledge or competence</p> <p>3b. Topics to include care models, benchmarking & productivity, and academia-clinical practice gap solutions.</p> <p>4.Hold CNO/CNE roundtable discussions minimally bi-annually with one being in-person break-out session at annual conference</p> <p>5.Implement Awards Program</p>	<p>2.ED & Program Chairs</p> <p>3a. ED & Program Chairs</p> <p>3b. Program Chairs</p> <p>4.ED & President</p> <p>5.Awards Special Project Board member & ED</p>	<p>2.</p> <p>3a.</p> <p>3b.</p> <p>4.</p> <p>5.</p>
#3	Embrace technology in all settings	1.Promote best practices in the use of technology in clinical settings, team building opportunities and social media settings.	<p>1a. Create video interviews of leaders on pertinent topics for on-line posting quarterly.</p> <p>1b. Review & revise current position statements as needed</p> <p>1c. Create additional white papers &/or position statements as needed</p>	<p>1a. Information Services Committee Chairs</p> <p>1b. Information Services Committee Chairs</p> <p>1c. Information Services Committee Chairs</p>	<p>1a. YouTube videos live. 2 additional interviews scheduled</p> <p>1b.</p> <p>1c.</p>

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#4	Strengthen nurse leaders' career progression and succession planning by promoting statewide networking & creating peer communities	<p>1. Develop an intentional growth plan for members of Emerging Leader (EL) Program through gap analysis of member demographic data</p> <p>2. Grow and sustain Mentorship Program for Emerging Leaders</p> <p>3. Develop Mentorship Program for new CNO/CNEs</p>	<p>Emerging Leader Program</p> <p>1a. Assess the need for 3rd EL cohort kick off</p> <p>1b. Complete analysis of member demographics to identify opportunities for EL growth and develop an intentional outreach plan for EL recruitment.</p> <p>1c. Grow overall number of ELs by 10%.</p> <p>Mentorship Programs</p> <p>2. Complete year 2 of EL Mentorship Program with 80% success rate.</p> <p>3. Develop Mentorship Program for new CNO/CNEs</p>	<p>Emerging Leader Program</p> <p>1a. ED & EL Chairs</p> <p>1b. Membership Committee Chairs & EL Chairs</p> <p>1c. ED & EL Chairs</p> <p>Mentorship Programs</p> <p>2. ED & EL Chairs</p> <p>3. ED & President will appoint a Special Project Lead & an exploration committee</p>	<p>1a.</p> <p>1b.</p> <p>1c.</p> <p>2.</p> <p>3.</p>