Purpose: This policy addresses the strategic decision-making process and ongoing operational work of the governing board of the organization, the American Pediatric Surgical Nurses Association, Inc. (APSNA) Board of Directors (BOD). The APSNA BOD will establish an ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals, strategies, initiatives, and programs. The plan will provide direction for both long and short-term decision-making by the BOD to fulfill the mission of the organization as it invests in growth and continuous improvement.

Defined: A strategic plan is a working document, informed by an environmental organizational scan that undergoes revision and renewal every three years to ensure its relevance.

PROCEDURE:

I. Procedure: Strategic Planning
   A. The President, President-Elect and/or Immediate Past President, and Director of Practice and Quality will perform an environmental scan of the organization. This environmental scan will include at a minimum:
      1. Identification of member needs,
      2. Interviews, discussion or member surveys – formal or informal,
      3. Evaluation of historical activity and impact on the organization,
      4. Mandates of non-profit organization,
      5. Critical assumptions of the future,
      6. Identification of potential partners,
      7. Comparison of current operations with similar organizations, and
      8. Assessment of funding potential.
   B. From these interviews and analyses, specific issues will be identified that guide the planning process.
   C. From the above findings, goals for achieving the mission and vision of the organization are developed. Goals should be specific, measurable, attainable, relevant and time-bound.
   D. Draft, revise and adopt a plan

II. Implementation: Strategic Plan
   A. Review progress on implementation of the strategic plan regularly.
      1. Adopt an annual plan for board and committee work that focuses on strategic priorities of the organization.
      2. Allot time on every board meeting agenda for discussion of strategic-level issues.
B. Monitor progress toward achieving strategic goals and make adjustments as necessary to changing conditions.

C. Members and other stakeholders will be informed of progress toward achieving strategic goals via the Annual Business Meeting, organizational website, announcements, and the Journal of Pediatric Surgical Nursing