VISION: All pediatric surgical patients will receive the highest quality nursing care that is patient and family centered.

MISSION: To promote excellence in pediatric surgical nursing practice through educational offerings, nursing research, professional collaboration, and peer support.

Value Statements:
- All pediatric surgical patients have a right to the highest quality surgical nursing care delivered with compassion.
- Family centered care is crucial to providing optimal care to the pediatric surgical patient.
- Respect for diversity of patients and colleagues are inherent to pediatric surgical nursing practice.
- The discipline of pediatric surgical nursing includes an evolving body of knowledge and research.
- Continuing education, consultation and research are fundamental to the practice of pediatric surgical nursing.
- Pediatric surgical nursing is a subspecialty that is both independent and collaborative.

Goals:
- To promote the subspecialty of pediatric surgical nursing.
- To serve as a resource for and provider of pediatric surgical nursing education and research.
- To provide a networking structure for the Members to identify and address professional pediatric surgical nursing issues.
- To maintain communication systems so that all Members will have access to information relevant to the organization and its initiatives.
- To serve as a pediatric surgical patient advocate through public education.
- To work collaboratively with the American Pediatric Surgical Association (APSA) and other health related organizations to improve the health care of pediatric surgical patients.

The APSNA Strategic Plan guides the Board of Directors (BOD) in governance of the association. It focuses their strategic decision-making and ongoing operational work. It is a working document, informed by feedback from committees, special interest groups, and the membership, that undergoes revision and renewal every three years to ensure its relevance.

Overview of the Strategic Planning Process: Our preliminary data collection and review helped us in proposing the Institute of Medicine’s (IOM) Future of Nursing – Key Messages to assist us in strategic planning. The Four Key IOM Messages are:

1. Nurses should practice to the full extent of their education and training.
2. Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progress.
3. Nurses should be full partners with physicians and other health professionals in redesigning health care in the United States.
4. Effective work force planning and policy making require better data collection and an improved information infrastructure.

In the summer of 2017, the APSNA membership was polled regarding organizational activities and projected programs. Based on these tabulated results, the 2017-2018 BOD reviewed and updated this strategic plan to continue proactively set direction and priorities for APSNA. This plan refines and expands APSNA's previous strategic plan and defines APSNA’s future direction. It is the group’s consensus on what will constitute APSNA’s future success.
**THEME 1: Nurses should practice to the full extent of their education and training.**

**What does this mean for APSNA?**

Nurses working in pediatric surgical settings must be able to practice to the full extent of their education regardless of whether they are working as a registered nurse (RN) or an advanced practice nurse (APN) and regardless of the setting.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objectives</th>
<th>Budget Implications/Resources</th>
<th>Measures of Success</th>
<th>Progress/Outcomes</th>
<th>Deadline for Completion</th>
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| 1. Identify the Pediatric Nursing Scope and Standards as the overarching framework for our practice. | 1a. Build from these scope and standards competencies specific to RN and APN to practice in pediatric surgery settings – providing insight to the membership and consumer regarding the practice of pediatric surgical nursing.  
1b. Prepare an APSNA position statement on competency-based transition-to-practice programs for pediatric surgical nursing and disseminate to key stakeholders. | Task Force                    | Members and the public have access to an APSNA endorsed Practice Framework and Competency Standards for the pediatric surgical nurse via the APSNA website as measured through Google analytics. | 1a. Completed NP Competencies – March 2017. Continue to work on CNS and RN competencies.  
1b. Completed – March 2017.                                                                 | 1.June 2018                        |
**THEME 2:** Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progress.

*What does this mean for APSNA?*

*Nurses should achieve a higher level of specialized education and training through an innovative education process that promotes pediatric surgical nursing.*

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| To provide a web-based education series for RNs and APNs. | 1. Design short 1-2 hour continuing education contact hours via web-based series:  
   a. Gastrostomy  
   b. Bowel Management  
   c. Common pediatric surgical diagnoses  
   d. Neonatal surgical emergencies  
   e. Trauma  
   f. Ostomy Management  
   g. Wound Care  
   h. Other surgical specialties  
   2. Identify the top five 2018 conference presentations and make available online (PPT with audio) to members and non-members for a fee. | Website Management Cost  
   Special Interest Groups – Content Experts  
   Task Force  
   Director of Education  
   Expense/Revenue Conference | Google Analytics and budget analysis | Planning Phase: Task force has met, and authors, draft, outline and website management resources identified. Ready for Implementation Phase. | 1. January 2020  
   2. September 2018 |
THEME 3: Nurses should be full partners with physicians and other health professionals in redesigning health care in the United States.

What does this mean for APSNA?

APSNA should be the resource for all pediatric surgical nursing subspecialties providing comprehensive education to all RNs and APNs.

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| To identify ways that APSNA can support and foster relationships with other pediatric surgical nursing subspecialties. | 1. Identify pediatric surgical nursing subspecialties with which APSNA can collaborate. Determine ways APSNA can support and foster relationships with pediatric surgical nursing subspecialties through evidence-based education.  
2. Facilitate education to RNs and APNs regarding subspecialty operative procedures and care.  
3. Establish and support subspecialty pediatric surgical nursing. | Time  
Possible budget implications for conference (increased cost for breakout rooms, increased revenue from increased members and conference attendees)  
Task Force  
President and DPQ will collaborate regarding communication with subspecialty pediatric surgical organizations and/or individuals. | 2019 Annual Conference will have 3 Pediatric Surgical Specialty Roundtables.  
2019 – Breakout Breakfast Sessions – Surgical Subspecialties  
Subspecialty posters at conference  
Based on above measures of success (evaluation and budgetary analysis), review and reevaluate organizational mission, vision, value statements and goals. | 1&2. December 2018  
3&4. May 2020                                                              |
THEME 4: Effective work force planning and policy making require better data collection and an improved information infrastructure.

What does this mean for APSNA?
Members will be provided with opportunities to advance professionally as well as advance the care of pediatric surgical patients.

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<td>Provide APSNA Members with opportunities to be involved in both short- and long-term commitments to encourage participation and engagement.</td>
<td>1. Increase opportunities through task forces, research, special projects, committee involvement, ad hoc groups, SIGs, mentorship program, potential regional APSNA offerings to advance pediatric surgical nursing care.</td>
<td>Contingent on available funds. President will be overseer of all APSNA projects and will delegate to APSNA members for action. Extend opportunities for NALA attendance by BOD and general membership interested in leadership opportunities.</td>
<td>Increase in clinical mentorship program participants. Increase membership by 5%. Membership Survey due 2020 Google Analytics. Conference Evaluations. Spotlighting member recognition.</td>
<td>Patient and Family Information Sheets revised and disseminated – September 2017. Choosing Wisely Collaboration Submitted March 2017. 2017 Membership Survey completed. Survey Policy developed. Planning Stage: Collaborating with NAPNAP for Fall 2018 Regional Symposium</td>
<td>1. December 2018</td>
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<td>2. Develop nursing leadership education and mentorship for APSNA members.</td>
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Reviewed and updated October 2019 by the 2019-2020 APSNA Board of Directors