

**AMERICAN PEDIATRIC SURGICAL NURSES ASSOCIATION, INC.  
STRATEGIC PLAN**

**2025-2028**

**VISION:** The American Pediatric Surgical Nurses Association, Inc. (APSNA) will be the leading authority for the nursing care of pediatric surgical patients.

**MISSION:** We are the voice that shapes pediatric surgical nursing through advocacy, collaboration, mentorship and leadership. Based on a foundation of research, education and innovation, we will transform care delivery for pediatric surgical patients.

**Core Values:**

**Diversity and Inclusion** - Act according to a strong code of ethics demonstrating acceptance, cooperation, flexibility, compromise and mutual respect.

**Excellence** - Establish and sustain professional competencies that promote pediatric surgical nursing to key stakeholders.

**Integrity** - Model and uphold transparency, accountability and honesty through actions, communication, and caring behaviors.

**Innovation** - Encourage inquiry and creativity to promote proactive, interactive, professional deliberations.

**Scientific Inquiry** - Commit to lifelong learning by actively contributing to an evolving body of scientific surgical nursing knowledge through research, publication, and dissemination.

**Volunteerism** - Provide members the ability to freely interact, discuss trends, and share knowledge.

**Pediatric Surgery Nursing Defined**

The pediatric surgical nurse uses the patient and family centered care approach to provide for patients requiring surgical intervention in a variety of settings. Utilizing evidence-based practice guidelines pediatric surgical nurses focus on the protection, promotion, and optimization of health and abilities for children from newborn through young adulthood with an array of surgical issues. They serve as clinicians, researchers, educators, mentors, advocates, and administrators. Pediatric surgical nursing strives for the prevention of illness and injury, the restoration of health and the maximization of comfort in health conditions and at the end of life, through diagnosis, treatment and management of the child's condition that requires surgical intervention.

**Diversity, Equity and Inclusion Statement**

APSNA respects, values, and celebrates the unique attributes, characteristics, and perspectives that make each person who they are. We believe that our strength lies in our diversity among the broad range of people and areas we represent. We consider

diversity, equity and inclusion a driver of organizational excellence and seek out diversity of participation, thought, and action. It is our aim, therefore, that our members, partners, and key stakeholders reflect and embrace these core values.

The **APSNA Strategic Plan** guides the Board of Directors (BOD) in governance of the association. It focuses on 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 2023, the APSNA membership was polled regarding organizational activities and projected programs. Based on these tabulated results, the 2024-2025 BOD reviewed and updated this strategic plan to 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.**

Goals	Objectives	Budget Implications/Resources	Measures of Success	Progress/Outcomes	Deadline for Completion
Promote the application and integration of the Pediatric Surgery NP & RN Competencies into education, preceptorship, membership, and orientation to the organization and within Pediatric Surgical practices nationally.	1. Increase access to the NP Competency Framework for Members, Nonmembers, and Organizations	1.Expenses for marketing and survey	1.a.Increase access and revenue b. highlight elements of the NP competency in the journal	1. Member Survey every three years	1. June 2026
	2. Develop RN Pediatric Surgery Inpatient and Ambulatory Medical-Surgical Nursing Competencies	2.ECAG to lead develop/implement marketing plan of competencies	2. Certificate Program	2. a. RN Task Force to be formed to establish a certificate program b. Member Survey 2026	2. December 2026
	3. Develop a Position Statement regarding an NP Ratio	3. NP Ratio Project Task Force	3. Position statement	3. Task Force for NP Ratio Project formed December 2023. a. Publication b. Position statement c. member survey 2026	3. NP Ratio Project Task force. a. Publication May 2024 b. Position statement due by June 2025
	4. Develop DEIB task force	4.The DEIB taskforce led by DPQ	4. Position statement	4. a. Position statement b. Member survey 2026	4.December 2026

**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.**

Goals	Objectives	Budget Implications/Resources	Measures of Success	Progress/Outcomes	Deadlines for Completion
1. Maintain robust and diverse educational offerings for Pediatric Surgery Clinicians.	<p>1. a. Produce continuing education content.</p> <p>b. Maintain a library of current and relevant Patient Information Sheets (PFIS)</p> <p>c. Expand live offerings of trending topics.</p>	<p>1.a.</p> <p>i. Digital application</p> <p>ii. ECAG oversight of education content.</p> <p>b. Special Interest Groups and membership involvement</p> <p>c. Diverse Content Experts Recruitment</p>	<p>1.a.</p> <p>i. Increased utilization and revenue</p> <p>i Increase journal member engagement by 5%</p> <p>b. All PFIS are current</p> <p>c. 4 webinars annually</p> <p>d. Member survey results 2026</p>	<p>1.a</p> <p>i. Review of event analytics</p> <p>ii. One webinar a year featuring related journal articles offering continuing education.</p> <p>b. Update all PFIS within 5 years per policy</p> <p>c. Complete 1 webinar per quarter</p> <p>d. Educational needs assessment</p>	<p>1a.</p> <p>i.. Annual Fall Board Meeting</p> <p>ii. Annual Publisher Report</p> <p>b. Annually by December 31<sup>st</sup></p> <p>c. Annually by December 31<sup>st</sup>.</p> <p>d. Annually by May 31<sup>st</sup>.</p>

	d. Development and delivery APSNA's Annual Scientific Conference	d. ECAG oversight of online educational offerings and related marketing  e. Social Media Company			
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**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 in decision making about how to improve the delivery of care within the pediatric surgical arena.**

Goals	Objectives	Budget Implications/Resources	Measures of success	Progress/Outcomes	Deadline for Completion
Identify ways of advanced problem solving among different pediatric surgical multidisciplinary groups, and industry that foster professional relationships, and discern innovative methods to deliver exceptional ethical patient care.	1.a. Increase in engagement and collaboration with partner organizations  b. Increase conference attendance, abstract submission and presentations that are journal eligible	a. Leadership funds and board representation  b. Director of Program/Committee lead marketing plan	a. Increase affiliate relationships and collaborative projects  b. Increase annual abstract submissions and conference attendance by 10%.  c. Increase annual sponsors by 10%	1. a. 2 collaborative projects with affiliate organizations (example; journal article)  b. To review conference abstract submissions and registration following dates of closure	a. Annually by December 31 <sup>st</sup>  b. Based on annual deadlines

	<p>c. Maintain and support professional, transparent, and ethical relationships with industry representatives that aligns with positive Pediatric Surgical patient outcomes.</p> <p>d. Develop collaborative online Pediatric Surgical nursing core curriculum</p> <p>e. Increase readership, distribution, and submissions to the Journal of Pediatric Surgical Nursing</p>	<p>c. Marketing, DOD/BOD workload</p> <p>d. 1 DDPQ/DOE Lead efforts in collaboration with ECAG and SIGs 2. Learning platform and associated resources</p> <p>e. 1 Editor-In-Chief Annual Report 2. Social Media</p>	<p>Policy on industry relations Proposal of a position statement d. Proposal of core curriculum/textbook (e-text) outline by ECAG led by DOE</p> <p>e. Growth in readership, distribution, and submissions to the Journal of Pediatric Surgical Nursing by 10%</p>	<p>c. 1. To review annual number of sponsors 2. To engage sponsors throughout the year</p> <p>d. 1. Identification of learning platform application 2. ECAG/SIG scheduled agenda items with progress report 3. Utilization of artificial general intelligence (AGI)</p> <p>e. Annual review of data analytics</p>	<p>c. Annual post-conference board meeting</p> <p>d. December 2025</p> <p>e. Annual Editor-In-Chief report</p>
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**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.**

Goals	Objectives	Budget Implications/Resources	Measures of Success	Progress/Outcomes	Deadlines for Completion
1. Increase membership diversity and engagement within APSNA	1. a. Increase membership utilization of virtual platforms.	1.a.Virtual analytic services	1a. Increase of utilization of virtual platforms by 5%	1.a. Capture data analytics monthly	1.a. Annually at Fall Board Meeting
	b. Increase member participation in committees and projects.	b. Provide project funding	b.Increase engagement of committee membership by 5%	b. i. Tracking committee attendance ii. Complete one committee deliverable a year.	b. Annually at Business Meeting
	c.Broaden membership representation to reflect the diverse population of professional colleagues and pediatric surgical patients and their families.	c.Marketing campaign	c.Increase diversity of membership by 5%.	c. Membership Survey/Database	c.Membership Survey 2026
2.Increase opportunities for professional development	2. a.Promote organizational mentorship program	2.a. i. Marketing campaign	2a. Increase participation in mentorship programs by 2 mentor/mentees each year	2a. Quarterly social media announcement and website visibility	2a. Report at Annual Fall Board Meeting
	b.Promote leadership opportunities.	b.i. Marketing campaign  ii. Leadership representation cost	b. i. A minimum of 2 nominees for each board role.  ii. Full utilization of budgeted leadership funds annually.	b.i. (1)Social media announcements post during nominations. (2.)Initiate a Board Fellowship Program ii Provide opportunities to attend leadership-based seminar and	b. i. Annual Nominations  (2.) December 31, 2025  ii. Annual Fall Board Meeting

				conferences to Board of Director or membership	
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