



Wound  
Ostomy and  
Continence  
Nurses  
Society™

# 2008 STRATEGIC PLAN

THE WOUND, OSTOMY AND CONTINENCE  
NURSES SOCIETY

## ***Reaching Out, Reaching Forward – Year II***

### **A Note from WOCN Leadership**

2007 was a successful year for the WOCN Society marked by changes to the official WOCN website and newsletter, record attendance during the annual conference and the introduction of online educational sessions offered through The Global Learning Center. All of this was part of Year one in WOCN's 3-Year Strategic Plan and there's more to come in 2008!

New initiatives planned for 2008 include:

- Membership Salary Survey
- Educational Webcasts
- Portable Instructional Education (PIE) targeted to different practice settings
- Communicating the value of the WOC nurse to the decision makers
- Explore research opportunities showing the value of WOC nursing
- And more online education, printed publications and value for your membership

The vision for the future of the Society:

- *Marketing and Communication:* Communicate the value of WOC Nurses to all providers and beneficiaries of WOC care, delivery & interests through a recognized/respected brand image.
- *Collaboration:* To be recognized as the premier nursing organization providing expertise in the field of WOC to all regulatory, legislative bodies and related health care societies.
- *Education:* WOCN Society will be the premier provider of WOC education to members, practitioners and stakeholders.
- *Outcomes:* The WOCN Society and WOCN Center for Clinical Investigation will be the leader in the generation and dissemination of research to support WOC nursing care and the value of the WOC nurse specialist.
- *Membership:* In three years, WOCN will be a 5000-member organization reflecting the diversity of nursing.
- *Development:* To secure consistent funding from all WOCN industry partners supporting the mission of the society.

The WOCN Society leadership is excited about this continuous movement in the right direction for 2008. We think everyone will find these new initiatives beneficial as we continue to strive to support our members by promoting educational, clinical and research opportunities to advance the practice and guide the delivery of expert health care to individuals with wounds, ostomies and continence issues.

Strategic Goals and Tactics: Marketing & Communication	Responsibility	Time Frame
<p><b>MARKETING AND COMMUNICATION</b>  <b>Vision:</b> Communicate the value of WOCN to all providers and beneficiaries of WOC care, delivery &amp; interests through a recognized/respected brand image</p>		
<p><b>Objective #1: Market WOCN Society &amp; its membership to key decision makers and regulatory bodies</b></p>	Marketing & Staff	
<p><b>A.</b> Dialogue &amp; outreach to key decision makers about the value of a WOC nurse: American Organization of Nurse Executives, National Association for Home Care, American Medical Directors Association, American Academy of Nurse Practitioners, National Organization Alliance</p>		
<p>1. Develop advertisements and email blasts that would reach the above audience</p>		2nd Qtr 2008
<p>2. Develop a member's Connection Campaign to determine who members know and what their connection may be to the above referenced groups</p>	Membership	2nd Qtr 2008
<p>3. Send letters of request to speak at related conferences</p>	Staff	3rd Qtr 2008
<p>4. Members of WOCN work to assume positions on respective Boards</p>		3rd Qtr 2008
<p><b>B.</b> Develop a packet of information that demonstrates the value of a WOC nurse (Theme to be determined)</p>	Marketing, Professional Public Policy & Staff	1st Qtr 2008
<p>1. Package wound initiative with ostomy or continence in each setting to emphasize the importance of a tri specialty</p>		1st Qtr 2008

<p><b>C.</b> Develop customized webinars directed to educate health care administrators to support the role of WOC Nurses in a stratified health care system. The WOC nurse to be viewed as the leader and clinical expert in the delivery of WOC care as a manager and director of health care vs a care giver.</p>	<p>Marketing &amp; Professional Practice</p>	<p>3rd Qtr 2008</p>
<p><b>D.</b> WOC Nurse Week</p>		<p>1st Qtr 2008</p>
<p><b>1.</b> Develop a marketing plan to promote WOC Nurse Day (need to add tactics)</p>		
<p><b>E.</b> Develop special features in the Journal to provide regulatory "how to" guidelines (i.e. magnet status &amp; pressure ulcer staging)</p>	<p>Journal Editorial Board</p>	<p>1st, 2nd, 3rd &amp; 4th Qtrs of 2008</p>
<p><b>F.</b> Communicate action plan to members via conference and newsletter</p>	<p>Staff</p>	<p>Ongoing</p>
<p><b>Objective #2: Developing a marketing plan to promote the necessity of WOC education for NPs</b></p>	<p>Marketing &amp; Staff</p>	<p><b>2009</b></p>
<p><b>A.</b> Develop marketing plan to target advanced practice nurses based on WOC as essential &amp; value added skills (A/GNP, ACNP, FNP, PNP)</p>		
<p><b>1.</b> Develop marketing plan to target advanced practice nurses based on WOC as essential &amp; value added skills (A/GNP, ACNP, FNP, PNP)</p>		
<p><b>2.</b> Develop promotional printed materials to educate WOC education</p>		
<p><b>3.</b> Exhibit at related conferences</p>		
<p><b>B.</b> Dialogue and outreach with National Association of Nurse Practitioners Faculty communication</p>	<p>Program Directors</p>	
<p><b>Objective #3: Continue to market WOCN &amp; our educational products</b></p>		

<b>A.</b> Develop a marketing plan for existing and future educational products	Committee responsible for product & Staff	Ongoing
<b>B.</b> Disseminate press release for new WOCN educational products	Newsletter Editor & Staff	
<b>C.</b> Develop Product showcase as a standing feature in each issue of the Newsletter to include a product for each track. Obtain testimonials from members who purchased product	Marketing, Journal & Staff	
<b>D.</b> Develop a standing ad article in the journal that coordinates the product with the special focus of the journal	Staff	
<b>On-Line Education Marketing:</b>	Marketing & Staff	Ongoing
<b>A.</b> Disseminate burst email to members/Forums		
<b>B.</b> Include in <i>WOCNow &amp; WOCNews</i>		
<b>C.</b> Develop flyer with educational opportunities		
<b>Annual Conference Marketing:</b>	Marketing, Staff & Board	Ongoing 1st & 2nd Qtrs 2008
<b>A.</b> Multiphase communication consisting of member email blasts, pre-conference articles in newsletter journal and website, brochure distribution and registration reminder messages. Annual Conference spokesperson to promote and disseminate registration brochures in geographic area which surrounds conference.	Staff	
<b>B.</b> Work with CVB to market the conference	Staff	
<b>C.</b> Press relations to include press room and coordination of press conference at conference	Staff	
<b>D.</b> Invite nursing students and non WOC nurses from Orlando area "get to know us" or "be our guest" letter	Staff	1st Qtr 2008

<b>Media Related Communication Proactive Plan:</b>	Marketing & Staff	2nd & 3rd Qtrs 2008
<b>A.</b> Develop a list of hot topics (current events & clinical) that WOCN would like to address		
<b>B.</b> Media training for WOCN Leadership		
<b>C.</b> Develop a directory of content experts of WOCN members that could speak on these topics if asked by the media		
<b>D.</b> PR tie in with existing awareness campaigns and current events consisting of press release writing, story pitching, interview coordination		
<b>E.</b> Monitoring of public relations media wire opportunities for WOCN		
<b>Objective #4: Continue to review WOCN website content</b>	Website, Staff & Committees	1st Qtr 2008
<b>A.</b> Assign each committee with the task to review the content on their respective section of the website for content relevancy and report back to staff the appropriate action	Staff	
<b>Objective #5: Continue to explore opportunities to generate website revenue</b>	Staff	Ongoing
<b>A.</b> Continue to seek website sponsorship		
<b>B.</b> Continue to post job advertisements		
<b>C.</b> Continue to post revenue generating CE documents		

Strategic Goals and Tactics: Collaboration	Responsibility	Time Frame
<p><b>COLLABORATION</b>  <b>Vision:</b> To be recognized as the premier nursing organization providing expertise in the field of WOC to all regulatory, legislative bodies and related health care societies</p>		
<p><b>Objective #1: Continue to develop new and enhance/ influence current relationships with various regulatory bodies</b></p>	Public Policy & Staff	
<p><b>A.</b> Continue to provide consultation to CMS: OASIS Refinement, ICD-9 CM code expansion, MDS 3.0, DMEPOS</p>		Ongoing
<p><b>B.</b> Look for opportunities to provide input/feedback to CMS through public comment on issues directly and indirectly affecting WOC practice</p>		Ongoing
<p><b>C.</b> Foster relationships with the network of quality improvement organizations (QIO) who provide quality improvement and education to all long term care facilities, state surveyors and home health agencies</p>	Public Policy, Professional Practice & Staff	3rd Qtr 2008
<p><b>1.</b> Develop a toolkit for members on F-Tag 314 &amp; 315 for LTC and OASIS for Home health care with suggestions for how to contact and establish working relationships with the QIOs and state surveyors</p>		2nd Qtr 2008
<p><b>2.</b> Challenge and empower regional/affiliate organizations to establish working relationships with QIOs and state surveyors</p>		Ongoing
<p><b>Objective #2: Develop new and enhance current relationships with legislators</b></p>		
<p><b>A.</b> Monitor all draft and introduced legislation that may impact the field. When appropriate, draft "talking points" outlining what the potential impact may be from the implementation of such legislation and disseminate to targeted congressional staff in a timely manner</p>		Ongoing

<p><b>B.</b> Continue to develop position statements and white papers on issues important and timely to WOC practice that congressional offices may use as a resource in the development of legislation. Disseminate such position statements widely to all members of Congress and targeted committees.</p>		Ongoing
<p><b>C.</b> Continue to support member attendance at NIWI</p>		1st Qtr 2008
<p>1. Provide scholarships to support member attendance</p>		1st Qtr 2008
<p>2. Communicate expectations of NIWI graduates to include writing an article for the newsletter and volunteering to participate in governmental relations/public policy committee work at the regional/affiliate or national level</p>		2nd Qtr 2008
<p><b>D.</b> Develop a plan for grassroots activities</p>		1st Qtr 2008
<p>1. Work with legislative consultants to capitalize on our presence in the Washington, DC area by conducting targeted visits on the Hill (i.e. NIWI, CMS hearings, etc.)</p>		When Appropriate
<p>2. Develop a web based CE program for members on grassroots involvement</p>		1st Qtr 2008
<p>3. Encourage members to educate legislators within their district about WOC issues (attend town hall meetings, fundraisers, coffee meetings)</p>		Ongoing
<p>4. Maintain a public policy session at the annual conference to discuss current public policy issues, raise the visibility of WOCN's involvement and motivate members to get involved</p>		2nd Qtr 2008
<p>5. When appropriate, seek to bring Washington to the WOCN in the form of a high level guest speaker to address the Society on public policy issues impacting practice</p>		2nd Qtr 2008
<p>6. Make position statements and white papers widely available for member use</p>	Staff	Ongoing

7. Develop a WOCN Key Contact Network and involve the general membership in grassroots letter writing campaigns on pending legislation (i.e. capwiz.com)		4th Qtr 2008
<b>Objective #3: To strategically collaborate with new related organizations to share resources, intellectual property and increase visibility of WOCN</b>		
<b>A.</b> Partner with patient care groups to educate patients about WOCN		Ongoing
1. Continue to provide funding for President & to attend a UOAA	President	
2. Conduct a "ask the expert" at the UOAA conference	President	
3. Encourage WOCN Leadership to join UOAA as a show of support	President	
4. Provide UOAA comped exhibit space at Annual Conference	Staff	
5. Provide our patient education documents (PDF) to UOAA for them to post on their website	Staff	
6. "Ask the Expert" section in the UOAA newsletter	President	
7. Begin to build a relationship with NIDDK, Crohns and Colitis Foundation and others to be determined by Board	President/Board	2nd Qtr 2008
<b>B.</b> Continue to be an organizational affiliate of ANA		
1. Complete application to be recognized as a subspecialty within the ANA	ANA Task Force	4th Qtr 2008 or 1st Qtr 2009
<b>Education:</b>		
<b>A.</b> Conduct an educational session at the colorectal surgeons conference based on Stoma Siting document	President conducting session	2009

<p><b>B.</b> Explore conducting a joint consensus conference with other related organizations (outside of annual conference) on a topic addressing a current need. Develop and submit a white paper on the topic and publish in JWOCN.</p>	<p>TBD</p>	<p>2009</p>
<p><b>C.</b> Conduct a session on wound care at the med-surg nurses conference</p>	<p>Member of Wound Committee</p>	<p>2008</p>
<p><b>D.</b> Identify a common issue that would unite WOCN with other associations and use it as a catalyst to launch a joint position statement that would provide high visibility PR for all involved associations. (IBD/Pressure Ulcer prevention)</p>	<p>TBD based on issue</p>	<p>Ongoing</p>

Strategic Goals and Tactics: Education	Responsibility	Time Frame
<b>EDUCATION</b> <b>Vision:</b> WOCN Society will be the premier provider of WOC education to members, practitioners & stakeholders		
<b>Objective #1: Improve and increase professional &amp; clinical educational opportunities of WOCN members (Internal)</b>		
<b>Annual Conference:</b>	NCPC & Staff	
<b>A.</b> Continue to conduct annual conference based on the cutting edge information related to the field		Ongoing
<b>1.</b> Developing sessions based on levels of experience		1st Qtr 2008
<b>B.</b> Develop sessions at conference for the leadership development workshop based on needs identified by R&A Presidents. Develop the session for online education and post on the website.	NCPC & Regional & Affiliate Presidents	Ongoing
<b>C.</b> Develop sessions based on current WOCN publications produced from content validation		Ongoing
<b>D.</b> Continue to offer more interactive workshops		Ongoing
<b>E.</b> Explore incorporating international speakers at conference		1st Qtr 2008
<b>1.</b> Via electronic communications (webcam)		
<b>F.</b> Have online conference attendee evaluation survey		Ongoing
<b>Development of online education:</b>	Education Committee to facilitate Initiatives	

<p><b>A.</b> Schedule moderated sessions (blog) where expert speakers are present to answer questions (case studies) in our membership forums related to a specific topic (WOCP)</p>	<p>Education Committee &amp; Program Directors</p>	<p>3rd Qtr 2008</p>
<p><b>B.</b> Professional development courses where one can earn PGP points (work with WOCNCB)</p>	<p>Professional Practice</p>	<p>2009</p>
<p><b>C.</b> Continue to convert publications and conference sessions to online CE</p>	<p>Education &amp; practice committees</p>	<p>Ongoing</p>
<p><b>D.</b> Produce educational webcast sessions and market them to the different practice settings. Target audience all registered nurses (non contact hour)</p>	<p>Clinical, Professional, public policy education &amp; Staff</p>	<p>Begin planning in 2nd Qtr 2008 for execution in 4th Qtr 2008</p>
<p><b>Alternative Educational Products:</b></p>	<p>Education Committee to facilitate Initiatives</p>	
<p><b>A.</b> Develop an "Image Library" on the WOCN website in the member center</p>	<p>Clinical &amp; Professional Practice committees</p>	<p>1st Qtr 2008</p>
<p><b>B.</b> Create portable instructional education (PIE) programs</p>	<p>Education, Clinical Practice &amp; Staff</p>	<p>3rd Qtr 2008</p>
<p><b>1.</b> Develop a packet of practical application of educational materials related to WOC patient care directed to home health care nurses, acute care and long term care settings</p>		
<p><b>C.</b> Explore producing education tools in other modalities</p>	<p>Education Committee</p>	<p>Ongoing</p>

D. Review of educational products for content and learning format relative to learning objectives	Contracted vendor/Executive Director	Ongoing
<b>Content Validation:</b>	Clinical Practice & Staff	Ongoing
A. Continue to explore methods to improve the content validation process for best practice documents		
B. Continue to build a database of reviewers for content validation		
<b>Objective #2: Investigate the feasibility of alternative educational models for RN and LPN who practice WOC care with the Program Directors and Accreditation Committee</b>	<b>ON HOLD</b>	
A. Confirm the support of the society for the creation of alternative educational models		
B. Define levels of roles and practitioners		
C. Understand how accreditation works and what it would take to get this accomplished		
D. Develop curriculum blueprint		
E. Investigate sources of education delivery including WOCN as the source		

Strategic Goals and Tactics: Outcomes	Responsibility	Time Frame
<b>OUTCOMES</b> <b>Vision:</b> The WOCN Society and WOCN Center for Clinical Investigation will be the leader in the generation and dissemination of research to support WOC nursing care and the value of the WOC nurse specialist		
<b>Objective #1: Generate market data to demonstrate the impact of WOC nurses on clinical and fiscal outcomes</b>		
<b>A.</b> Society to allocate funds to conduct research	Board	1st Qtr 2008
<b>B.</b> Formulate a Task Force	CCI Director & Board	1st Qtr 2008
<b>1.</b> Develop RFP	Task force & Staff	1st Qtr 2008
<b>2.</b> Recommend Professional Research Firm		2nd Qtr 2008
<b>3.</b> Assist in the development of research mechanism		2nd & 3rd Qtr 2008
<b>C.</b> Task force to report findings to the Board		4th Qtr 2008
<b>D.</b> Develop action plan based on findings	Board, Staff, Marketing	1st Qtr 2009
<b>E.</b> CCI will continue to explore and develop opportunities to investigate the impact of the WOC nurse	CCI Board	Ongoing
<b>Objective #2: Evaluate the role of WOCN/CCI in research</b>		
<b>A.</b> Report results of survey conducted to Board and membership	CCI Task Force	1st Qtr 2008
<b>B.</b> Based on survey, current task force will identify target group interested in research and develop plan to support their efforts		2nd Qtr 2008
<b>C.</b> Gather information on need & interest of small grants program		3rd Qtr 2008
<b>Objective #3: Develop a strategic plan for foundation to become self sustaining</b>	Board & Staff	2009

<b>A.</b> Define mission in terms of generating contributions		
<b>B.</b> Continue to offer advanced and accredited scholarships		
<b>C.</b> Plan for promoting Foundation (CCI & Scholarships) with a focus to consumers and members		
<b>D.</b> Plan for promoting the WOCN Foundation (CCI, Scholarships) focused to consumers and members		
<b>E.</b> Include Foundation in Development Committee efforts		

Strategic Goals and Tactics: Membership	Responsibility	Time Frame
<b>MEMBERSHIP</b> <b>Vision:</b> In three years, WOCN will be a 5000 member organization reflecting the diversity of nursing		
<b>Objective #1: Increase the retention of existing membership annually by 10% each year (2007=70%, 2008=80%, 2009=90%)</b>		
<b>A.</b> Create and conduct membership satisfaction surveys on a quarterly basis regarding WOCN products/services. Conduct the surveys on the website and through the <i>WOCNow</i> . Communicate the membership satisfaction survey results to the members.	Membership & Staff	Ongoing
<b>B.</b> Contract with a research company to conduct a salary survey	Membership, Staff & Board	1st Qtr 2008
<b>C.</b> Launch "a member - get a member" campaign	Membership & Staff	1st Qtr 2008
<b>Objective #2: Formalize Membership Committee</b>	Board & Staff	1st Qtr 2008
<b>A.</b> Make membership a standing committee and include in bylaw revisions		1st Qtr 2008
<b>B.</b> Develop membership committee description for inclusion in the policy and procedure manual		1st Qtr 2008
<b>C.</b> Appoint Board liaison to membership committee (same liaison to the marketing committee)		1st Qtr 2008
<b>Objective #3: Identify ways to access potential members (RN, LPN, APN, Students, WOCNEP students)</b>		
<b>A.</b> Purchase prospective member lists; Ad & Public Relations placement in related journals in the market places of nursing home magazine, home health care and rehab facilities, emphasizing eligibility to WOCN and benefits	Membership & Staff	Depends upon publishing dates

<b>B.</b> Exhibit at related meetings or conferences that would put WOCN face to face with prospective members (need to determine meetings maximum 2)		Depends upon selected conferences
<b>C.</b> Provide WOCN leadership with promotional membership materials (power point, handouts, etc.) to promote membership at regional meetings		3rd Qtr 2008
<b>D.</b> Develop a promotional program for leadership to present to new WOC students in the accredited programs. Build into program as part of professional practice "role of the WOC nurse"		2009
1. Identify individuals to visit each of the accredited schools	TBD	2009
<b>E.</b> Provide a membership group rate to large institutions	Membership & Staff	<b>2009</b>
1. VA medical centers, home health care, medical universities & institutions, long term care		
<b>Objective #4: Develop a membership diversity plan</b>		
<b>A.</b> Assign a task force to develop a plan targeted within the US to represent diversity (i.e. male, Asian, Latino, African American)	President	2nd Qtr 2008
<b>B.</b> Assign a task force to develop a plan targeted international to include current international members (i.e. western Europe, eastern Europe, South America & Asia)	President	2nd Qtr 2008
<b>Objective #5: Increase the non WOC nurse membership from the current 6% to 15%</b>	Membership & Staff	
<b>A.</b> Provide all members with educational information (power point, handouts, etc) to conduct lectures on WOC care to area student nurse groups		3rd Qtr 2008
<b>Objective #6: Increase by 10% the number of members who are advanced practice nurses</b>		

<p><b>A.</b> Alliance with Advanced practice specific nursing organization- possibly offer dual memberships, discounted rates, etc.</p>	<p>Membership &amp; Staff</p>	<p><b>2009</b></p>
<p><b>B.</b> Provide information &amp; support for career advancement to APN status</p>	<p>Membership, Clinical, professional &amp; Staff</p>	<p><b>2009</b></p>
<p><b>Objective #7: Increase our corporate membership category by 50% in three years</b></p>	<p>Membership &amp; Staff</p>	
<p><b>A.</b> Create and conduct a corporate member satisfaction/needs survey</p>		<p>1st Qtr 2008</p>
<p><b>B.</b> Define corporate membership</p>		<p>2nd Qtr 2008</p>
<p><b>C.</b> Create a separate corporate membership application</p>		<p>2nd Qtr 2008</p>

Strategic Goals and Tactics: Development	Responsibility	Time Frame
<b>DEVELOPMENT</b> <b>Vision:</b> To secure consistent funding from all WOCN industry partners that support the mission of the society		
<b>Objective #1: Formalize Development Committee</b>	Development, Board & Staff	1st Qtr 2008
<b>Objective #2: Bylaw revision to include the Development Committee as a standing committee of the organization</b>		
<b>A.</b> Increase size of committee for face to face visits		2nd Qtr 2008
<b>B.</b> Conduct face-to-face solicitation with our industry partners to provide the linkage between industry and WOCN		3rd Qtr 2008 (Sept & Oct)
<b>C.</b> Conduct an environmental scan to determine potential prospects for funding to create a database of potential advertisers, exhibitors, supporters		2nd Qtr 2008
<b>D.</b> Create an annual report		3rd Qtr 2008 (Sept & Oct)

Strategic Goals and Tactics: Operations	Responsibility	Time Frame
<b>OPERATIONS</b> <b>Vision:</b> To continue to examine operations of the organizations to operate as efficiently and effectively as possible		
<b>A.</b> Develop proposal to the Board to change the dues billing structure from anniversary to calendar	Staff	3rd & 4th Qtrs 2008
<b>B.</b> Revise & Update WOCN Policy & Procedure Manual	Staff	3rd & 4th Qtrs 2008
<b>1.</b> Assign individual to work with staff on this process	President	3rd Qtr 2008
<b>C.</b> Bylaw Revision; assign task force to work with staff	President	1st Qtr 2008
<b>1.</b> Membership Description/clarify requirements		
<b>2.</b> Development Committee		
<b>3.</b> Membership Committee		
<b>4.</b> Process of Electing Officers		
<b>D.</b> Negotiate Journal Contract	President, Editor & Staff	1st & 2nd Qtrs 2008