



2020 – 2023 Strategic Plan

Mission: Promote and advance professional rehabilitation nursing practice through professional development, advocacy, collaboration, and research to enhance the quality of life for those affected by disability and chronic illness.

Vision: Improve healthcare delivery through the integration of rehabilitation nursing concepts across the care continuum.

Goal Area: Strategic Partnerships

Goal Statement: Establish and expand strategic partnerships that promote nursing principles to improve patient care.

Objective (1): Cultivate, expand, and sustain alliances with interprofessional and influential organizations.

- Enhance partnerships with mission-similar associations
- Expand industry partnerships

Goal Area: Engagement

Goal Statement: Engage members and other stakeholders to advance ARN's mission.

Objective (1): Expand leadership development initiatives to advance committed, high-quality, diverse, future leaders of the association.

- Build ARN's leader pipeline and increase transparency
- Implement a pathway to identify volunteers with leadership potential

Objective (2): Expand the services and value add offerings to the membership, professional partners, stakeholders, and customers.

- Identify perceived value of ARN by members and customers
- Increase existing two-way industry partner communication

Objective (3): Understand and define the areas of practice in the rehabilitation profession and develop value propositions that align with their needs across career stages/functions.

- Define the ARN Universe and identify target membership and customer markets
- Establish an Academic Council to assist in expanding ARN's reach to nursing schools
- Include student nurse membership to increase volunteer leadership potential

Objective (4): Expand opportunities for expanding the conversation regarding diversity, equity and inclusion within ARN and amongst its board, committees and member communities.

- Recruit and engage a membership and leadership that reflects the changing demographics of patients and their families in our global society. Develop a process to annually review demographics of the ARN membership to track changes.
- Increase the visibility of leadership work of members, their employers, collaborators and tangible benefits as it related to diversity and inclusion.
- Develop processes for preparing and disseminating D&I position statements.
- Collaborate on D&I initiatives with external organizations.

Goal Area: Visibility

Goal Statement: Define and position ARN as the leader of evidence-based (a) rehabilitation nursing, (b) education, and (c) practice.

Objective (1): Champion excellence in the rehabilitation nurse workforce.

- Develop best-practice learning experience
- Increase ARN's visibility as the premiere rehabilitation organization
- Communicate consistent messaging to elevate the visibility of ARN

Goal Area: Knowledge and Practice

Goal Statement: Advance the science and art of rehabilitation nursing through the development of content that is based on research, the integration of evidence into practice, and advocacy.

Objective (1): Promote rehabilitation nursing research through financial and educational initiatives.

- Increase research funding
- Provide education on research, quality improvement, evidence-based practice development, utilization, and implementation
- Collaborate with organizations on research grants

Objective (2): Facilitate evidence-based rehabilitation nursing practice through innovative educational offerings that are tailored to the varied learning needs, levels of expertise, and interests of the rehabilitation nursing community.

- Continue development and deployment of educational offerings through the Learning Management System
- Increase educational opportunities for the rehabilitation nursing community

Objective (3): Serve as the primary rehabilitation nursing source for legislation, policy formation, regulatory initiatives, and guideline development relevant to the rehabilitation nursing community.

- Continue to serve as the rehabilitation nursing representative on various policy forums

Objective (4): Advance sustainable growth through integration of a mission-aligned business model to serve the rehabilitation nursing profession.

- Develop a framework for a mission-aligned model
- Develop ARN's growth strategies for key revenue areas