



AMERICAN ASSOCIATION OF
LEGAL NURSE CONSULTANTS

**Strategic Plan
2019-2021**

Table of Contents

Introduction and Background	Page 3
2019-2021 Strategic Goals & Objectives	Page 5
2019-2021 Action Plans by Objective	Pages 6-9

Introduction

The board of directors for AALNC developed this strategic plan during a strategy session held in September 2018. The plan provides a focused roadmap through 2021 in order to align AALNC resources for maximum impact. The planning group agreed on three strategic goals that will have a significant impact for AALNC and position the organization to meet the future needs of legal nurse consultants. Members of staff subsequently identified short- and mid-term action steps to achieve those goals and objectives based on conversations during and after the strategy session.

Strategic Plan Definitions

Following are brief definitions for the terms used within this strategic plan document.

Strategic Goal: A broad outcome statement based on a critical issue which requires attention, focus and action. It must have significant and meaningful impact on our ability to realize our mission.

Objective: A precise and measurable statement of what will be done to support the achievement of a strategic goal.

Action Steps: Specific tasks or projects critical to achieving the objectives and overall strategic goals.

Situational Analysis

As a basis upon which to build the strategic plan, the AALNC board of directors examined trends impacting the legal nurse consulting profession over the next three to five years. The group identified the following changes as those most likely to have a significant impact on AALNC as an organization:

- The need for increased technology understanding among LNCs to meet the demands of the job (e.g., EMRs), and AALNC's need to provide technology training using the latest technology delivery mechanisms with that education.
- As LNCs continue to work more from home, they may begin to feel isolated and seek a community or professional "home".
- If major tort reform is achieved, there may be less of a demand for LNCs.
- The Board believes that there is a rising awareness of LNCs (albeit slower growth than they'd like); as such, the industry may see an increased demand for LNCs.
- LNCs are becoming more specialized - in a growing number of specialty areas - and may seek more specialized professional communities based on their respective areas of expertise.

- Given the shift in nursing that will require nurses to have the BSN, this may require changes to AALNC's membership requirements or definitions of what a qualified LNC is.

AALNC Strengths

A strong strategic plan is grounded in the organization's mission and vision statements and builds on its inherent strengths. The planning group identified AALNC's current strengths as:

- A known, rigorous certification program
- Status as the non-profit, professional association representing legal nurse consulting
- Engaged members
- Supportive, active leaders
- A solid portfolio of educational products
- The Journal (JLNC) as an established entity and research base

Future Planning Process

In order for AALNC to stay focused on its strategic goals, vision and mission, the board of directors must work with staff to monitor progress towards achieving these objectives, and adjust the plan based on changes to the environment or barriers to success. A quarterly dashboard to monitor progress as well as an annual strategy session to develop new action items and ensure the plan remains relevant are our recommended best practices.

AALNC 2019-2021 Strategic Goals and Objectives

Strategic Goal 1: Community

AALNC will build upon its existing communal foundation to create a professional home for legal nurse consultants by creating new opportunities for community engagement to recruit and retain members.

Strategic Goal 2: Knowledge Transfer

AALNC will ensure its education and products continue to meet the evolving needs of the marketplace and its members.

Strategic Goal 3: Market Awareness

AALNC will raise awareness of our organization, legal nurse consultants and board certification to prospective members and employers of LNCs in order to grow membership and recognition of the value of legal nurse consultants and the LNC certification.

Objectives and Action Steps for Goals

Strategic Goal 1: Community

AALNC will build upon its existing communal foundation to create a professional home for legal nurse consultants by creating new opportunities for community engagement to recruit and retain members.

Objective 1: Enhance AALNC's national community-based professional development opportunities by December 31, 2019.

Owner: Membership & Ops team

Action Items:

- Conduct research to understand member needs
- Evaluate the viability of Special Interest Groups (SIGs) and which areas of focus are most relevant in the creation of SIGs
- Explore alternative platforms for community building and member-to-member education (i.e., social media, podcasts, etc.)

Objective 2: Research and develop a recommendation outlining whether or not AALNC should create a mentorship or apprenticeship program by March 31, 2021.

Owner: Director of Education

Action Items:

- Identify goals of the program
- Establish a task force to assess interest and create a structural outline for the program
- Assess ROI potential of a mentorship program
- Conduct research to determine viability of outlined program

Objective 3: Evaluate the existing operational model of chapters and their relevancy by December 31, 2020.

Owner: Membership & Ops team

Action Items:

- Establish a task force
- Utilize qualitative research to understand the strengths and weaknesses of current model
- Identify opportunities for enhancement, in conjunction with current leaders
- Pending findings of the above, create a business plan that outlines projected revenue and expenses as well as any necessary changes to AALNC's bylaws

Strategic Goal 2: Knowledge Transfer

AALNC will ensure its education and products continue to meet the evolving needs of the marketplace and its members.

Objective 1: Streamline governance and clarify oversight of educational programming by June 1, 2019.

Owner: Board of Directors

Action Items:

- Review existing governance structure/committees that have a stake in developing or maintaining AALNC's educational offerings and clearly articulate their roles, responsibilities and decision-making authority
- Identify and approve a more coordinated, streamlined approach to building AALNC educational programming that enables and supports a single oversight resource

Objective 2: Future-proof AALNC's educational portfolio by understanding and planning for the forces of change in our profession by December 31, 2019.

Owner: Director of Education & Membership and Ops team

Action Items:

- Categorize AALNC's product portfolio in terms of the products' relevance across the typical career life cycle (and related needs) of legal nurse consultants.

- Conduct an analysis that measures the future landscape of healthcare, specific to legal nurse consultants, and the likelihood of future impact on legal nurse consultants.
- Assess needed investments in technology to increase member engagement and keep AALNC relevant in terms of member needs and shifting technologies.
- Establish an education strategic plan centered around AALNC's approved professional standards and educate all educational programming leaders on how their role enables this plan.

Strategic Goal 3: Market Awareness

AALNC will raise awareness of our organization, legal nurse consultants and board certification to prospective members and employers of LNCs in order to grow membership and recognition of the value of legal nurse consultants and the LNC certification.

Objective 1: Evaluate and establish an awareness campaign, magnified by grassroots efforts, that allows members to market our organization and board certification to experienced clinical nurses and non-member LNCs to increase membership and board certification by December 31, 2019.

Owner: Marketing

Action Items:

- Develop a marketing plan and materials that allow members to promote the value of AALNC and board certification to non-member legal nurse consultants and experienced clinical nurses.
- Identify metrics to measure the effectiveness of the campaign, including membership numbers and community engagement.

Objective 2: Grow the profession by educating employers using an awareness campaign, magnified by grassroots efforts, that allows members to market legal nurse consultants and the importance of board certification by December 31, 2020.

Owner: Marketing

Action Items:

- Identify which areas of medicine/healthcare have the highest levels of litigation and determine variation in messaging by employer type (e.g., insurance company, law firm, regulatory agencies, etc.)
- Develop a marketing plan to educate the legal/payer community on the role and value of an LNC and the LNCC, including promotion of the LNC Locator, JLNC and job board
- Identify metrics to measure if identified employer segments have an increased awareness of the value-add of the LNC and the LNCC certification