



Army Nurse Corps Campaign Plan



1. SITUATION. The nation's nursing shortage continues to have the potential to negatively impact the quality and safety of patient care both in civilian and military medical treatment facilities (MTF). Insufficient Army nursing capacity and in some cases low density specialties can threaten the viability of current and future AMEDD missions. The use of different nursing care delivery models in MTFs increases practice variance, limits the capability to codify evidence-based nursing practice and causes imbalanced nursing workload to workforce ratios across the AMEDD. An inability to offer innovative, flexible career programs that promote nurse retention further decrements the steady-state workforce that is needed for workforce optimization. An irrelevant long-range leader succession plan and appropriate force structure precludes optimization of key leader knowledge and skills required for organizational traction and momentum. No corporate, cohesive nurse training blueprint exists that leverages human capital asymmetric advantages such as junior nurses' capabilities to innovate in complex, uncertain environments that can mitigate gaps in technology and nursing capacity. The sustained increased demand for Army nurses is beginning to exceed the sustainable supply. As a result, Army nursing's ability to respond proactively to new and different contingencies is decreasing. Twenty-first century persistent conflicts demand full-spectrum Army nurses who are versatile in their ability to accomplish a broad range of tasks and agile thinkers who can exploit opportunities in complex environments. Hospital-based Army Nurse Corps' medical occupational specialties and additional skill identifiers were developed for a hospital-based environment in an era where the Army was downsizing. New MOS/ASI's are required to provide the right expeditionary and interoperable capability in support of the strength of our Nation: America's Army. Emerging global trends impacting the Army demand an analysis and optimization of the Army Nurse Corps force horizon.



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2. Key Assumptions.

- The nursing shortage is a looming public health crisis that has the potential to erode access to and quality of military health care.
- Nurses are critical to meeting the increasing healthcare needs of vulnerable populations.
- Competitive-edge strategies will attract and retain qualified nurses and nurse candidates from an increasingly diverse population.
- Nurses have a responsibility to impact needed changes in healthcare delivery systems and models of care.
- Nurses function as partners in an interdisciplinary healthcare delivery system.
- Current and future military healthcare delivery systems demand predictive models that delineate required nursing capacities and capabilities.
- Current and future changes in nursing workload texture demand measurement systems that capture workload quality and quantity; promote nurse staffing models and improve nursing care performance improvement.

3. Purpose. This Army Nurse Corps Campaign Plan establishes priorities for the Corps and codifies campaign planning as the systematic process for blueprinting the future. Major improvements in agility often require new work systems, simplification of work processes, or an ability to rapidly change direction towards improvement. Subsequently, a major long-term investment associated with nursing care excellence is the investment in creating and sustaining an assessment system focused on outcomes.

The priorities drive strategic planning and are conducted to nest with the AMEDD's and Army's mission and vision. These priorities include measures of effectiveness ("are we doing the right things") and measures of performance ("are we doing things right") that indicate when the priority has been accomplished and becomes sustainable. On receipt of this Plan, all Action Officers will form a process action team to develop their strategy and way ahead. The strategy must include resources required, designated benchmarks (date or condition), priority or enabling tasks identified, and a timeline for execution. The plan is evaluated yearly by the ANC Executive Board and approved by the Chief, AN. The Deputy Chief, AN evaluates progress on the plan monthly and reports accordingly to the Chief, AN. Transparency is optimum and the Chief AN will provide updates to DSG, TSG and Congress as often as requested.



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An effective Army Nurse Corps depends on the continuous measurement and analysis of performance. Subsequently, campaign planning occurs yearly to evaluate performance, codify and internalize best practices and transform key work processes and systems to achieve performance excellence.

4. Army Nurse Corps Campaign Plan Mission and End State

A. Mission

Task: Re-posture the Army Nurse Corps to deliver patient driven, family-centric evidence-based nursing care; provide full-spectrum leadership for professional nursing and in support of the Army Medical Department.

Purpose: Optimize Army Nursing as a key enabler for the Military Health System.

Corps Chief Intent:

I intend to provide continuous, responsive and essential nurse advocacy for the AMEDD's strategic imperatives. All actions and tasks must lead and work toward promoting the wellness of Warriors, their families, and all entrusted to our care; supporting the delivery of patient and family healthcare and ultimately, positioning the Army Nurse Corps as a key enabler for the future of military medicine.

B. End State.

In the *near term*, the Army Nurse Corps executed effective strategies that provided evidence-based nursing care and developed full spectrum leaders: optimized their footprint through aggressive validation of priorities; re-postured the force structure to create current and future capacity and capability and maximized performance excellence. Leveraged Strategic Communication that engaged key audiences and created, strengthened, and preserved conditions favorable for the advancement of Army Nurse Corps' interests and objectives. Codified a robust clinical delivery system nested with competencies, capabilities, and evidence-based ideology. Transformed Army Nurses into Full Spectrum Leaders, agile and responsive to all conditions-based missions.

In the *far term*, the Army Nurse Corps codified and internalized best organizational strategies that provided a relentless focus on organizational improvement, agility and responsiveness.



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In the *long term*, the Army Nurse Corps consistently achieved performance excellence, fostered innovation, built knowledge and capabilities, and insured organizational credibility and sustainability.

5. Campaign Plan Objectives.

- **Leader Development** *"Build our bench"*: a persistent, sustainable nurse leader succession plan created full-spectrum leaders who were adaptive to any conditions-based mission; provided a persuasive voice at key echelons of influence in the AMEDD, and innovated doctrine to blueprint the future of the Army Nurse Corps.
- **Warrior Care** *"Back to basics"*: optimized nursing care delivery systems that wrapped nursing capability around AMEDD strategic goals and mission; Warrior/patient driven/family-centric care models embraced evidence-based practice to achieve best patient outcomes.
- **Evidence-based management** *"Optimize performance"*: evidence-based methodology optimized business practices and cost-capabilities by blending analysis, measuring, and re-designing into daily performance.
- **Human Capital** *"Portfolio of Expertise"*: the Army Nurse Corps footprint is optimized through validation of priorities and the force structure is re-postured for conditions-based capability and capacity.

Chief, Army Nurse Corps Top 10 Priorities

“All actions and tasks must lead and work toward promoting the wellness of Warriors and their families, supporting the delivery of Warrior and family healthcare and ultimately , positioning the Army Nurse Corp as a force multiplier for the future of military medicine”.

Create full-spectrum leaders; who are creative thinkers, intrepid explorers, who can see beyond what is today to shape the future, who are adaptive to any conditions-based mission, provide a persuasive voice at key echelons of influence in the AMEDD, and innovate doctrine to blueprint the future of the ANC

Validate and re-posture ANC footprint to meet future conditions-based capability and capacity

Optimize nursing care delivery “excellent” systems that are linked with competencies and capabilities, and nested with AMEDD strategic goals and missions

Embrace the Warrior Family Care Model; patients and their families can effectively master their health with the support and coaching of user friendly, responsive health systems that achieve the best patient outcomes

Foster human capital synergy which allows for optimal level of innovation, productivity and healthcare effectiveness and efficiencies

Recruit and retain highly qualified, skilled and diverse Army Nurses; improve the image of Army Nursing and promote nursing as a career choice through increased collaboration with external partners

Employ evidence-based methodology founded on the collection, interpretation, and integration of valid, important, and applicable patient-reported, nurse-observed, and research-derived evidence

Create and distribute “Public Diplomacy”; getting the right message, through the right media, to the right audience at the right time and with the right effect

Increase the practice of nurse researchers; priorities include developing and increasing evidence-based leadership capacity; education focusing on the design, implementation and evaluation of future patient care delivery models; and education and research initiatives concerning positive work environments

Position the Army Nurse Corp as a force multiplier for the future of military medicine through doctrinal change, technology, and operational art

“An organization that consistently achieved performance excellence, fostered innovation, built knowledge and capabilities, and insured organizational credibility and sustainability” MG Horoho

ANC Strategy Map

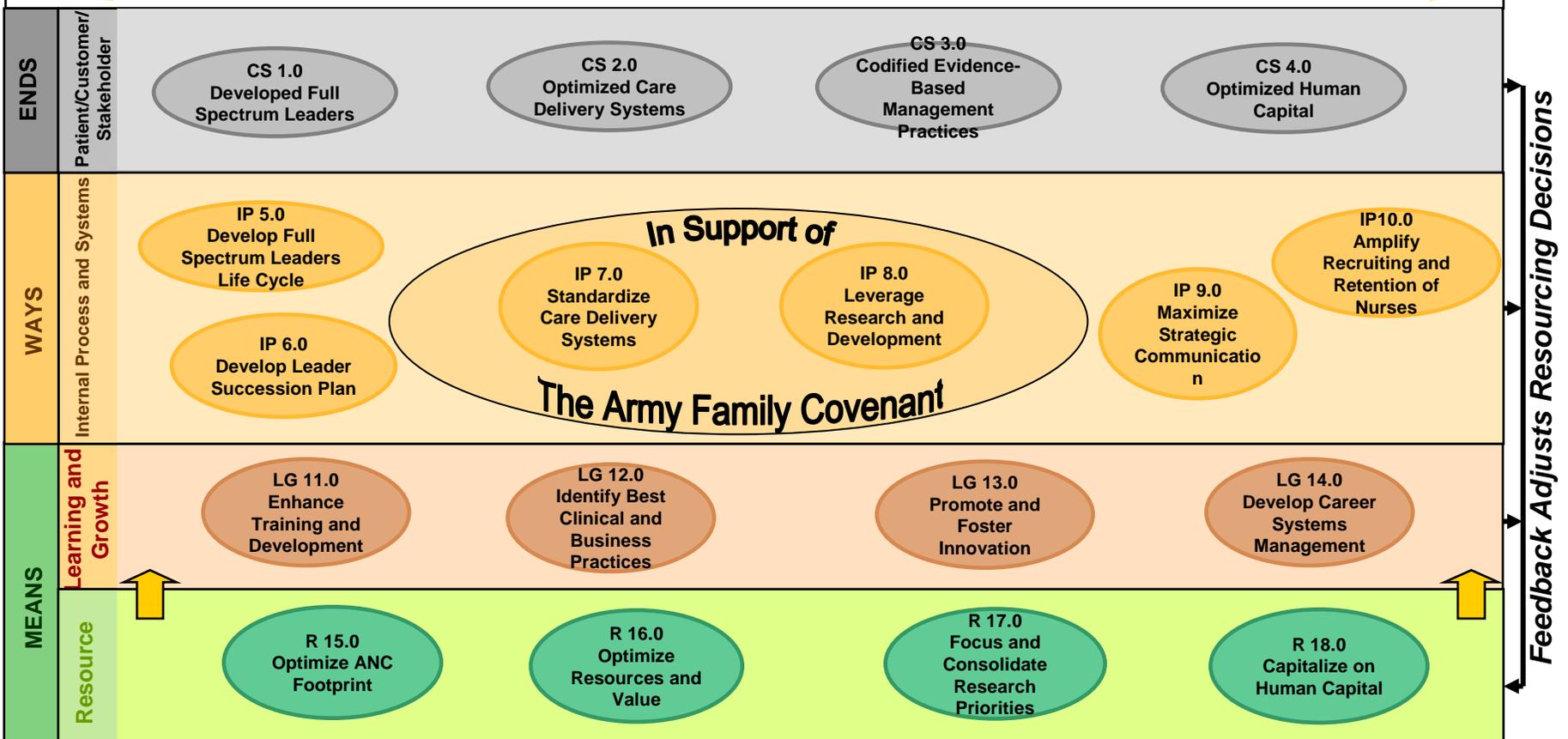
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Mission All actions and tasks must lead and work toward promoting the wellness of Warriors and their families, supporting the delivery of Warrior and family healthcare, and all those entrusted to our care and ultimately, positioning the Army Nurse Corps as a force multiplier for the future of military medicine.

Vision A professional corps that consistently achieves performance excellence, fosters innovation, builds knowledge and capabilities, and ensures organizational credibility and sustainability.

Strategic Themes	"Building Our Bench"	"Back to Basics"	"Optimize Performance"	"Portfolio Of Expertise"
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SUSTAIN PREPARE RESET TRANSFORM



Feedback Adjusts Resourcing Decisions

This is a dynamic, living document