|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **CHAIR** | **GOAL** | **SMART?**  **Specific**  **Measurable**  **Attainable**  **Realistic**  **Timed?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **1.** | Continue outreach to develop collaborative interprofessional organization relationships and strengthen those forged during transitional board service | Yes | * Board review | Transitional Board | Ongoing | November 2017 | AANA  Lifebox  WFSA SAFE-T Campaign  Cameroon Project |
| **2.** | Engage in NursingNow Campaign to support organizational goals and advance ICPAN’s global profile and participation | Yes | * Board review | March 2018 |  |  | [www.nursingnow.org](http://www.nursingnow.org/) |
| **3.** | Provide leadership, mentorship to Board members to: deliver successful 2019 conference, promote organizational goal attainment, role performance fulfillment, support succession planning | Yes | Board and GAC by extension | Transitional Board | Ongoing | November 2017 | Develop strategic organization goals;  Hold 1:1 meetings;  Monitor/ensure Bylaws, policies, protocols adherence |
| **VICE-CHAIR /**  **GAC CHAIR** | **GOAL** | **SMART?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **4.**  *Tied to Goal 21,22* | Build/grow GAC involvement. | Yes | * Membership Secretary * President |  |  |  | Identify potential collaboration opportunities with established perianaesthesia nursing organizations by compiling existing registry by continent |
| **5.**  *Tied to Goal 21,22* | Approach potential GAC members worldwide through press releases to other organizations. | Yes | * Membership Secretary * President * Marketing/Media (M/M) Coordinator |  |  |  |  |
| **6.**  *Tied to Goal 22* | Provide guidance to nurses desiring to create a new organization in his/her country. | Yes | * Membership Secretary * President |  |  |  |  |
| **7.**  *Tied to Goal 25,26* | Develop generalizable perianaesthesia nursing protocols and guidelines to promote surgical safety | Yes | * GAC Reps * Education Chair * M/M Coordinator * Board review |  |  |  |  |
| **8.**  *Tied to Goal 23,27* | Develop multi-center research study. | Yes | * GAC Reps * Education Chair * M/M Coordinator * Board review |  |  |  |  |
| **SECRETARY** | **GOAL** | **SMART?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **9.** | Develop, implement Board communication policy | Yes | * Board |  |  | Short term |  |
| **10.** | Create a timeline and standard process for minutes to be drafted, reviewed and communicated to board members | Yes | * Board |  |  | Short term |  |
| **11.** | Review and revise organization of documents on the secure website | Yes | * Board input * M/M Coordinator, Webmaster |  |  | Long term |  |
| **12.** | Increase knowledge of application of  “Roberts Rules of Order” | Yes | Position related goal |  |  | Short term |  |
| **TREASURER** | **GOAL** | **SMART?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **13.** | Establish a sponsorship package to promote funding opportunities for corporate partnering with ICPAN – triple bottom line messaging | Yes | * President * M/M Coordinator * Board review | March 2018 |  |  |  |
| **14.** | Refine Monthly reporting package to ensure ease of succession planning and non-loss of Treasurer function | Yes | * Secretary * Vice Chair * Board review | Late September 2018 |  |  |  |
| **15.** | Refine Annual Reporting package to ensure future treasurer orientation includes all governance and legal reporting requirements are easily met. | Yes | * Secretary * Vice Chair * Board review |  |  |  |  |
| **16.** | Develop a budget reporting package/ guideline for ICPAN Conference Host use. | Yes | * Conference Chair * GAC Chair * Secretary * Board review | March 2018 |  |  |  |
| **17.** | Develop a conference budget reporting guide for host countries to use to report to ICPAN Board. | Yes | * Conference Chair * GAC Chair * Secretary * Board review | June 2018 |  |  |  |
| **18.** | Develop guidelines for application and awarding of scholarships/ grant funds. | Yes | * President * Education Chair * Vice Chair * Secretary * Board review |  |  |  |  |
| **19.** | Develop guidelines for funding Board and GAC activities. | Yes | * President * Chair * Secretary * Board review | May/June 2018 | Oct 2019 |  |  |
| **MEMBERSHIP SECRETARY** | **GOAL** | **SMART?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **20.** | Develop standard operating procedures, supporting documents required for membership renewals. | Yes | * GAC Chair * Secretary * Treasurer * Board review |  |  |  | Refine communication procedures between Board members regarding membership |
| **21.** | Increase organizational membership.  *1. Trawling the internet for e-mails of potential member countries in the peri-anaesthesia field and using cold e-mailing techniques to increase awareness of ICPAN membership.*  *2. Making a concerted effort to increase the number of contacts in national associations around the globe by requesting contact suggestions from Board and GAC members and their wider communities.* | Yes | * President * GAC Chair |  |  |  | Attend conferences such as IFNA, EORNA and RCN to meet delegates from countries where we have no contacts (when finances allow).  Befriend other peri-anaesthesia and peri-operative organisations on Facebook and tag them in our posts so that it will come up on their pages.  Conduct membership surveys, develop and prioritise policies/educational material.  Ensure national organizational members have letter or e-zine from ICPAN every few months to add to their website, ensuring national members recognise they are ICPAN members |
| **22.** | Increase affiliate membership.  *by increasing awareness of this type of membership if the country has no national association/ outreach through other affiliate members/ cold e-mailing/ reward programme for obtaining new members.* | Yes | * President * GAC Chair |  |  |  | Some of the above can be manipulated to suit affiliate membership also |
| **23.**  *Tied to Goal 7,25,26* | Devise marketing strategies and pertinent educational material to retain the interest of both membership groups.  *As retention of both organizational and affiliate membership is largely dependent on both the marketing and education chairs’ roles within the organisation, it is imperative that we* | Yes | * Education Chair * Vice Chair / GAC * M/M Coordinator * Board review |  |  |  |  |
| **24.** | Design a package of membership benefits that will encourage membership | Yes | * Vice Chair / GAC * Secretary * Board review |  |  |  | (e.g. discount for conference delegates if they are already members) |
| **EDUCATION CHAIR** | **GOAL** | **SMART?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **25.** | Identify Membership educational needs and aspirations using objective data. | Yes | * Vice Chair * Membership Secretary * M/M Coordinator |  | 1 May 2018 |  | Develop membership survey, circulate via current contact lists and to national organisations. |
| **26.** | Review identified educational needs, prioritize according to feasibility; cost; short term and long term projects. | Yes | * Vice Chair / GAC * M/M Coordinator * Board review |  | Present at September 2018 Board meeting |  |  |
| **27.** | Recruit volunteers to assist in developing projects from Board/GAC and wider membership. | Yes | * Vice Chair / GAC | Working group to be established by January 2019. | November 2019  *Aim to have 2 projects completed* | Present projects at ICPAN 2019 | Working group to use evidence based resources to develop educational tools and checklists |
| **28.** | Develop a handover tool for incoming Education Chair. To ensure smooth handover following ICPAN 2019. | Yes | * Secretary * Board review |  |  | November 2019 |  |
| **CONFERENCE CHAIR** |  | yes | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **29.** | Secure PCO agreement that meets ICPAN’s key criteria for conference delivery. | Yes | Conference Host |  | Prior to biennial conference? |  | Finalize PCO decision with Board. Establish contact with PCO to begin collaboration on ICPANs critical path planning process. |
| **30.** | Establish a Conference Critical Path Plan highlighting key deliverables and timeframes to optimize collaborative approach to conference success. | Yes | * Conference Host * Board * PCO |  | March 2018 |  |  |
| **31.** | Review/streamline existing processes/procedures; create ‘Conference Chair Project Handbook.’ | Yes | * Secretary * GAC Chair * Board review |  | October 2019 | *Prior to next Conference Chair handover* | Simplify, improve focus on strategic conference goals; include rules, procedures and templates supports conference management |
| **32.** | Review, monitor conference budget to ensure financial success. | Yes | * Treasurer * Board Chair |  | Ongoing |  |  |
| **33.** | Refine post conference evaluation report template, include thematic analysis to inform future conference planning. | Yes | * Education Chair * Board review |  | August 2019 | November 2019 |  |
| **34.** | Develop ‘conference handover’ checklist to streamline handoff process with Conference Chair changeover. | Yes | * Education Chair * Secretary * Board review |  | October 2019 |  | standardize an ICPAN induction process for incoming conference chair roles. |
| **35.** | Refine existing ICPAN Conference bidding processes, identify key marketing strategies to ensure sustainability of future conference hosting. | Yes | Board |  | Jan 2019 |  |  |
| **MARKETING & MEDIA COORD** |  | **SMART?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
| **36.** |  |  |  |  |  |  |  |
| **37.** |  |  |  |  |  |  |  |
| **38.** |  |  |  |  |  |  |  |
| **PRESIDENT** | **GOAL** | **SMART?** | **TEAM MEMBERS** | **PLANNING PHASE BEGIN DATE** | **COMPLETION DATE** | **IMPLEMENT**  **DATE** | **COMMENTS** |
|  | Review role of President as defined in Bylaws. | Yes | Board Review | March 2018 | 90 days |  | Review Bylaws description;  Evaluate role for scope, refinement |
|  | Review / Evaluate 2017 Nomination and Election process. | Yes | * Board * GAC Review | March 2018 | July 2018 |  | Discuss past process as defined in policy.  What was effective; changes, additions needed for 2019 election.  Review / revise policy as determined. |
|  | Smooth transition of role at end of term | Yes | Secretary |  | Prior to 2019 conference |  | Assist with transition of role to next elected President  Assist Chair with succession planning |
|  |  |  |  |  |  |  |  |

**Vision Statements**

**Chair Joni Brady :** Desired legacy to broaden strategic connections that support expansion of global perianaesthesia nursing knowledge and inquiry, and actively provide nurse expertise and voice for interprofessional surgical patient safety organisation initiatives aimed to support resource poor nations.

**Vice-Chair Maria Kapritsou :** Desired legacy to …

**Secretary Trica Garrioch :** Desired legacy to …

**Treasurer Meg Bumpstead** : Desired legacy to leave ICPAN financially viable, with ample funds to fund appropriate board costs (travel to meetings, full costs covered for participation in Global Organisation events relating to or for promotion of ICPAN), Fund scholarships and grants particularly to aid development of PeriAnaesthesia organisations in developing countries; support education in developing countries through funding global education packages and resources and providing funding support for educators to provide in country sustainable teaching programs.

**President Sue Fossum :** Desired legacy to …

**Membership Secretary Ann Hogan :** Desired legacy to …

**Education Chair, ICPAN Conference Chair Angie Winter :** Desired Legacy:

* To develop educational tools and checklist to promote best practice. The vision would be that these tools would be of particular value for developing countries, leading to an enhanced level of patient care.
* To consistently deliver perianaesthesia conferences that promote and inspire a global emphasis on innovative, contemporaneous and visionary perianaesthesia nursing practice; To standardize and strengthen conference processes that align with ICPANs global mission, inspire host country involvement and continue to strive for sustainable conference excellence.

**Marketing/Media Coordinator Fiona Newman :** Desired legacy to …