

Commissioned Corps Nurse Officers of the U.S. Public Health Service  
and  
Health and Human Services (HHS) Civil Service Nurses  
for the  
Advancement of Nursing Practice

HHS Nursing Professional Advisory Council (N-PAC)  
Strategic Plan  
(2014-2019)

Approved by the N-PAC  
October 5, 2015

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## **Introduction by the N-PAC Chair**

On behalf of the current Nursing Professional Advisory Committee (hereinafter N-PAC) Leadership, it is our pleasure to present the N-PAC Strategic Plan for 2014-2019. This N-PAC Strategic Plan (hereinafter Strategic Plan) represents a culmination of the many efforts by the N-PAC members and leadership to provide guidance for the N-PAC's future. The Strategic Plan is a document that builds on the efforts of past N-PAC leadership and includes strategic initiatives and subcommittee goals.

The Strategic Plan is a 5-year plan that provides the necessary structure to guide the organization in the mid and long term while remaining flexible to meet the short term operational needs. The success of this strategic plan is judged on the active implementation, continuous evaluation and regular revisions. Accordingly, it is intended to serve current and future N-PAC leadership and members in accomplishing the N-PAC's mission while aligning with the N-PAC's vision and values.

The N-PAC's mission is to "provide counsel and advice on professional nursing issues to the Chief Nurse Officer, the Surgeon General, and federal agencies while serving as a representative of the federal nursing voice." The N-PAC vision is to be a "national coalition of nursing leaders committed to promoting and protecting the public health." Our hope is that the Strategic Plan described in the pages forthcoming will provide N-PAC leadership and membership the necessary guiding tools to meet our mission and vision today and in the years to come.

Revised in FY 2016

CDR Mary Brooks

N-PAC Chair FY 2016

## **Preface**

In December 2007, four priority areas, Communication, Recruitment, Retention, Public Health Advocacy, were identified as the basis for the N-PAC SPlan that would support the N-PAC mission and vision. Based on these priority areas, additional organizational opportunities and challenges were discussed which culminated in the recognition of four strategic initiatives to support the priority areas. These priority areas and initiatives ultimately provided the infrastructure on which the committee chairs would later develop their respective subcommittee goals and objectives with the input of their committee membership.

As a result of the collaborative efforts of many dedicated N-PAC members, this strategic plan has been developed and later approved by the current leadership on October 9, 2015. It is the intention of the current leadership and this workgroup that future N-PAC leaders and members review the document annually and institute any relevant changes or revisions as deemed necessary. This strategic plan will be updated every 5 years to ensure the goals and objectives of the subcommittees align with the mission and vision of the N-PAC and in response to any notable changes in the Commissioned Corps.

## **N-PAC Mission, Vision and Values Statement**

The Commissioned Corps of the Public Health Service (hereinafter Corps) has eleven categories of healthcare professionals. Each category has a Professional Advisory Committee (PAC). The Nursing PAC (N-PAC) is one of the eleven professional advisory committees within the PACs of the Corps.

### **N-PAC Mission**

To provide counsel and advice on professional nursing issues to the Chief Nurse Officer, the Surgeon General, and federal agencies while serving as a representative of the federal nursing voice.

## N-PAC Vision

To be a national coalition of nursing leaders committed to promoting and protecting the public health.

## N-PAC Values

The core values of an organization are the fundamental beliefs that drive the organizational behavior and decision making. Figure 1 identifies the eight core values recognized by the N-PAC.



**Figure 1. N-PAC Core Values**

## Organization History and Profile

The N-PAC is comprised of nursing representatives from all Department of Health and Human Services (hereinafter DHHS) agencies which provide advice and consultation to the Surgeon General of the United States (hereinafter SG); the Public Health Service (hereinafter PHS) Chief Nurse Officer (hereinafter CNO); and to DHHS, federal health, and other leadership. The N-PAC carries out its functions on behalf of all DHHS nurses, including civil service nurses, contract nurses, tribal nurses, Corps nurses assigned to other federal agencies, and Commissioned Corps nursing student trainees.

The N-PAC assists in the development, coordination, and evaluation of issues of concern as they relate to professional nursing and DHHS/PHS personnel matters. These activities include assessing nursing and public health needs; assisting in supplying identified needs; identifying and resolution of nursing issues of concern; providing dialogue and comment on subjects related to nursing and public health; and promoting the development and utilization of nurses by DHHS/PHS and other government agencies and programs.

The N-PAC, through the PHS CNO, maintains close communication and coordination with other professional nursing organizations and with the Federal Nursing Service Council (FNSC) which comprises the national nursing leaders of the Air Force, American Red Cross, Army, Department of Veteran Affairs, Navy, and PHS. The FNSC collectively represents over 125,000 nurses with a beneficiary population exceeding 8.5 million people. Coordinating with professional nursing organizations and the FNSC on federal nursing issues provides the opportunity to enrich and strengthen the environment for federal nurses and those entrusted to their care.

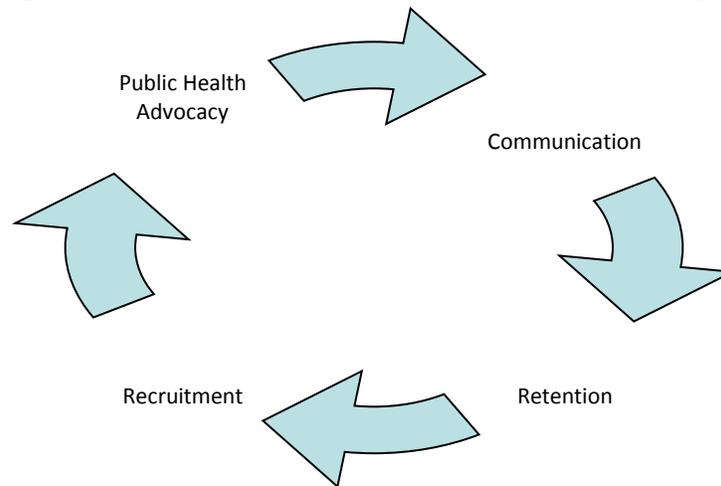
N-PAC projects are identified by the Chief Nurse Officer, N-PAC chair, and various sub-committees. Projects are identified within four strategic focus areas (Figure 2) and are aimed at accomplishing the overall N-PAC mission.

The N-PAC partners with sister federal services on shared areas of concern, e.g. Uniformed Services University, Tri-Service Research Group, HRSA Division of Nursing and Agency for Health Research and Quality, to address issues related to nursing education, research and practice. The various N-PAC subcommittees collaborate to address the overall goals of the N-PAC, e.g., the N-PAC Events and Awards subcommittee collectively plan the Nurse Recognition Day on an annual basis. Finally, the N-PAC leverages partnerships with the other ten categorical professional advisory committees wherever possible to promote the N-PAC and PHS mission.

**Strategic ~~TRATEGIC~~ Planning ~~LANNING~~ Priority ~~RIORITY~~ AREASreas  
and ~~AND~~ Strategic ~~TRATEGIC~~ Initiatives~~NITIATIVES~~**

The N-PAC has identified several initiatives that are to be supported over the next five years. Each subcommittee goals and objectives are intended to support these strategic initiatives. A review of progress will be conducted annually at N-PAC meetings to ensure initiative activity is achieved with each subcommittee. These initiatives can be categorized under the following

priority headings (Figure 2): communication, retention, recruitment and public health advocacy



**Figure 2. PRIORITY AREAS**

### **Strategic Initiatives ~~STRATEGIC INITIATIVES~~ (2014-2019)**

- A. Promote collaboration and communication with key stakeholders, both internal and external to the organization.
- B. Advocate for the health promotion and disease prevention of underserved populations through public health research and evidence-based practice.
- C. Increase the retention of nurses through career development, leadership training and mentoring.
- D. Expand the recruitment activities of nurses, both civil service and PHS officers to meet the needs of the agencies served.

### **Sub-Committee Supported Initiatives as Revised in FY 2015**

#### **Key Performance and Progress Reporting**

N-PAC is structured for optimum efficiency and effectiveness to meet the overall N-PAC missions. A majority of N-PAC work is committee driven and is a synchronization of N-PAC member work. N-PAC members are a cross-representation of the DHHS and key partner non-HHS agencies. Annually, the N-PAC identifies what their success will look like from the perspectives of committee achievement and an overall performance evaluation. Each committee will identify specific goals and objectives which directly support the four identified strategic initiatives.

The various subcommittee chairs will evaluate their respective committee goals and objectives on a yearly basis and strive to support all four strategic initiatives in the future. Moreover, the

various sub-committee chairs may identify additional goals and objectives that represent a future direction of the N-PAC; however, such goals and objectives must support the N-PAC mission.

### Two Tiers of Operational Planning Within the N-PAC

The N-PAC has a generic approach that tracks the improvement initiatives outlined in this strategic plan. Each sub-committee has its own scheduled progress updates presented in a written report and verbally during N-PAC business meetings and is managed by the sub-committee chair or co-chairs.

During the process of strategic planning, the N-PAC measures progress and processes efficiency of its work. Accurate measure of the progress and processes are important to the long term success of the N-PAC. This is constant but the target achievement may differ from year to year.

The N-PAC will monitor progress against N-PAC sub-committee goals and objectives on an ongoing basis. Each N-PAC sub-committee will publish results of its effectiveness against its indicators annually in the End of Year Report. The N-PAC should review the overall progress of its plan and its supportive subcommittees on an annual basis. This approach fosters constant improvement and an opportunity to evaluate goals and objectives in achieving their initiatives.

### ~~N-PAC Sub-Committee Goals and Objectives~~

### ~~Awards Sub-Committee~~

*“The Awards sub-committee reviews and selects the best nominee(s) among public health service (PHS) nurses (commissioned corps, tribal and civil service) to receive any of the following nurse*

*awards: the Nurse Responder of the Year Award; the Minnegerode Awards for Nursing Excellence (MANE) Awards; the Commissioned Officers Association (COA) Awards or the Publication awards and others.”*

**Supported Strategic Initiative:**     *Demonstrate leadership in public health practice and policy development.*

**Goal A.1**     **Facilitate and support efforts that ensure nurses are recognized through the awards process for their outstanding contributions and noteworthy accomplishments.**

**Objectives:**

A.1.1     Revise web page to simplify an awards reference for nurses.

A.1.2     Establish guidance documents to maintain continuity of the awards reviewing process within the subcommittee teams from year to year.

**Goal B.1**     **Encourage award nominations in order to recognize the accomplishments of HHS nurses.**

**Objectives:**

B.1.1     Post listserv award announcements through the year beginning 6 weeks prior to each award deadline.

B.1.2     Develop other modes of communication (e.g., flyers, other agency publications, conferences, meetings) to promote increased nominations and awardees’ recognition.

B.1.3.     Post award recipients names on N-PAC webpage and announce via the listserv.

B.1.4     Deliver at least one lunch and learn education seminar annually on the awards processes and current known available awards.

**Goal C.1**     **Recognize the value of public acknowledgement of award presentations.**

**Objectives:**

**C.1.1**     Coordinate with the N-PAC Events subcommittee regarding the awards presented at the Nursing Recognition Day and COA Symposium (presenter and award recipients).

**Career Development Sub-Committee ~~AREER DEVELOPMENT SUB-~~  
~~COMMITTEE~~**

*“The Career Development provides leadership in meeting civil service and Commissioned Corps Nurses’ professional growth and advancement through researching and anticipating the needs of nurses and identifying and supporting career development resources to meet these needs.”*

**Supported Strategic Initiative: *Support the delivery of high quality health care to the nation’s underserved populations.***

**Goal A.1 Strengthen public health nursing practice in assessment, direct care, research and policy development through a variety of career development outreach activities.**

**Objectives:**

- A.1.1 Assess the learning and training needs of the NPAC membership and civil service and Commissioned Corps nurses through yearly surveys and other methods.
- A.1.2 Identify training resources such as conferences, webinars and lectures in a variety of subjects, pertinent to nurses.
- A.1.3 Disseminate a comprehensive list of continuing education resources quarterly to Commissioned Corps and civil service nurses through the PHS nursing listserv and social media outlets.
- A.1.4 Develop audio/video conferencing capabilities for nurse officers to share, network and recruit for specific deployment roles and billets that focus on underserved populations.
- A.1.5 Ensure that information regarding the latest health promotion and disease prevention resources and strategies are widely available to nurses.

**Supported Strategic Initiative: *Demonstrate leadership in public health practice and policy development***

**Goal B.1 Support and grow a wide network of nurses who serve as mentors**

**to other nurses.**

**Objectives:**

- B.1.1 Recruit nurses from all Agencies who wish to serve as mentors and career counselors to other Commissioned Corps and civil service nurses.
- B.1.2 Offer training to mentors on a quarterly basis.
- B.1.3 Maintain methods for Commissioned Corps and civil service nurses to request mentors such as the current e-Mentoring AOL Account to ensure that requests for mentors are met in an expeditious manner.
- B.1.4 Facilitate an electronic shared database of mentors and mentees to enhance communication between both parties.

**Goal B.2 Publish and widely disseminate monthly a concise “Tip of the Month” that contains the most pertinent career development information for Commissioned Corps and civil service nurses.**

**Objectives:**

- B. 2.1 Support a committee that identifies current and timely career development needs of Commissioned Corps nurses and disseminates tips to meet these needs on a monthly basis (E.g. tips for securing a promotion, writing awards, assimilating public health information regarding current outbreaks of communicable diseases).



**Goal B.3 Ensure basic career development information is kept up to date on the N-PAC website.**

**Objectives:**

B.3.1 Post current year nursing benchmarks, CV format and instructions, TIP of the Month, “Nursing Spotlight” featured nurse and continuing education resources on current N-PAC website.

**Goal B.4 Support new Commissioned Corps nurses and introduce them to the variety of career development resources.**

**Objectives:**

B.4.1 Maintain a presence at Officer Basic Course and touch base with every new Commissioned Corps nurse.

**Supported Strategic Initiative: *Advance the science of nursing through continuous development of nursing research.***

**Goal C.1 Collaborate and support N-PAC subcommittees that focus on developing and advancing nursing science through research.**

**Objectives:**

C.1.1 Ensure that any N-PAC subcommittee or member that completes, fosters and promotes nursing research has support in sharing research with UPSHS nurses.

C.1.2 Post continuing education and training resources quarterly that include best practice research in a variety of nursing topics.

**Supported Strategic Initiative: *Enhance the presence of PHS nursing as an integral part of the uniformed services***

**Goal D.1 Highlight successful Commissioned Corps and civil service nurses on the N-PAC website through the “Nursing Spotlight” program**

**Objectives:**

D.1.1 Support a work group of 2 or 3 members to select 2 nurses per quarter from two separate Agencies to be the featured nurses of “Nursing Spotlight.”

D.1.2 Work with featured nurses to write and post bios that outline their paths in career development.

**Communications Sub-Committee COMMUNICATION SUB-COMMITTEE**

“The communication committee plans, implements and evaluates communication needs among PHS Nurses including: website for nurses, nursing resources manual and the listserv.”

**Supported Strategic Initiative:** *Promote collaboration and communication with key stakeholders, both internal and external to the organization.*

**Goal A.1**      **Create mechanisms to foster enhanced dialogue with stakeholders in public health.**

**Objectives:**

**A.1.1**      Develop, communicate and use N-PAC webpage standard operating procedures, process and template.

**A.1.1a**      Update operating and maintenance processes and website group roles and reporting templates each fiscal year.

**A.1.2**      Develop and communicate Nursing Listserv standard operating procedures, processes and templates.

**A.1.2a**      Post listserv instructions to post and proper use of listserv biannually.

**A.1.2b**      Monitor use and corrective action if necessary monthly.

**Goal B.1**      **Provide mechanism to increase dialog among PHS Nurses.**

**Objectives:**

**B.1.2.**      Promote PHS nurse (civil service, commissioned corps and tribal nurses) participation on the nursing listserv through a marketing campaign; and increase subscription to the nursing listserv by 10% per year with regular reports to the N-PAC.

**B.1.2a**      Report plan and status quarterly through Communication Committee report.

**B.1.2b**      Update marketing plan to attract participation to listserv each fiscal year.

**Supported Strategic Initiative:**      *Increase the retention of nurses through career development, leadership training and mentoring.*

**Goal C.1      Develop the next generation of PHS nurses to address evolving public health issues.**

**Objectives:**

**C.1.1**            Update and maintain the Nurse Resource Manual

**C.1.1a**            Resource Manual will be edited and presented by August of each fiscal year.

**C.1.1b**            Procedures developed for ongoing maintenance by August of each fiscal year.

**EventsVENTS Sub-CommitteeUB-COMMITTEE**

“The events committee provides public health nurses with information regarding educational events and supports a variety of educational and training opportunities”

**Supported Strategic Initiative:**      *Promote collaboration and communication with key stakeholders, both internal and external to the organization.*

**Goal A.1      To provide easy access via web links to current events occurring in our nation.**

**Objectives:**

**A.1.1**            Provide a current list of conferences annually by Dec 31 of each year.

**A.1.2**            Update conference list quarterly as conferences are added.

**A.1.3**            Provide place for nurses to provide feedback to add conferences to the website.

**Goal B.1 Organize the Annual U.S. Public Health Service Nursing Recognition Day.**

**Objectives:**

- B.1.1** Invite speakers who will provide opportunity for attendees to learn.
- B.1.2** Provide opportunity for nurses to showcase their posters that have been presented over the last year.
- B.1.3** Encourage attendance by offering incentives such as CEU, or other creative innovative strategies.
- B.1.4** Invite groups to set up tables to showcase job opportunities and other unique opportunities for civil service and PHS officers.

**Goal C.1 Support the COF Scientific and Training Symposium**

**Objectives:**

- C.1.1** Set up booth to recruit for PHS as well as offer information for the nursing category.
- C.1.2** Support nurse category planning committee for COF Symposium category day.

**RRRecruitment and Retention ECRUITMENT AND RETENTIONSub-CommitteeUB-COMMITTEE**

*“The Recruitment and Retention Sub-Committee is charged by the N-PAC to review and recommend policy relative to the recruitment, accession, and retention of nurses in the U.S. Public Health Service and advise the N-PAC Chair and Chief Nurse Officer. Additionally, the Recruitment and Retention Sub-Committee will be responsible for managing the USPHS Nursing Facebook Page by providing up to date information, job postings, and providing officers to answer questions/concerns in accordance with PHS FB page.”*

**Supported Strategic Initiative:** *Expand the recruitment activities of nurses, both civil service and PHS officers to meet the needs of the agencies served.*

**Goal A.1      Develop collaborative local and national recruitment activities to support centralized recruitment initiatives and programs established by Division of Commissioned Corp Recruitment (DCCR).**

**Objectives:**

**A.1.1**      Nurse Applicant Workgroup (NAW) will offer assistance to Public Health Service nurse applicants by providing initial communication to facilitate awareness of agency opportunities toward placement.

**A.1.2**      Communicate appropriate recruitment activities to the nurse category, NPAC leadership.

**Goal B.2      Establish the “Every Nurse is an Ambassador Recruiter” (ENIAAC) campaign targeting graduate and undergraduate programs.**

**Objectives:**

**B.2.1**      Develop list of graduate programs and send recruitment letter to be utilized in support of the ENIAAC campaign.

**Goal C.3      Continue to monitor, serve as resource, and maintain Nursing FB page in accordance with PHS FB page, CNO, and NPAC Leadership.**

**Objectives:**

**C.3.1**      Continue to grow page by building content and increasing activity by our USPHS Officers and Civilian Nurse counterparts.

**C.3.2**      Continue to collaborate with members of the Recruitment Subcommittee as well as other NPAC Subcommittees to implement new content such as “where in the world Wednesdays” and “Throwback Thursdays”, etc.

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**Readiness and Response ~~EADINESS AND RESPONSE~~ Sub-Committee UB-COMMITTEE**

*“The Readiness and Response Committee is a subcommittee of the Nursing Professional Advisory Committee (N-PAC). This subcommittee was created to advise the N-PAC on readiness and deployment issues that affect USPHS nurses and to assist USPHS nurses in meeting basic readiness standards.”*

**Supported Strategic Initiative:**     *Increase the retention of nurses through career development, leadership training, and mentoring.*

**GOAL A.1**     **Develop and maintain innovative methods that increase the number and the percentage of nurses in the nursing category who meet and exceed basic readiness standards thereby promoting retention, mentoring and career development.**

**Objectives:**

- A.1.1**     Increase the basic readiness of nurses by providing quarterly messages through the listserv with links that provide information on the Readiness and response Policy Standards and related information.
- A.1.2**     Monitor, analyze and report Basic Readiness numbers in the Nursing category to the N-PAC, in aggregate as well as a breakdown by agency, no later than one month after the quarterly numbers are run by RedDOG.
- A.1.3**     Provide and update a recommended Readiness Training Course Matrix that will enhance an officer’s knowledge of learning opportunities regarding readiness, response, and deployments by the end of the 3<sup>rd</sup> quarter of each fiscal year.

**Goal B.1**     **Explore, analyze, and communicate issues that affect USPHS nurses during deployments**

**Objectives:**

- B.1.1**     Review and analyze the N-PAC survey results regarding readiness and response issues for nurses on deployments by end of the 3<sup>rd</sup> quarter of each fiscal year.
- B.1.2**     Report on N-PAC survey results regarding readiness and response issues for nurses on deployments to the N-PAC by end of the 4<sup>th</sup> quarter of each fiscal year.
- B.1.3**     Establish a collaborative partnership with RedDOG to better understand the nurses’ level of preparedness for deployment and other nursing issues.
- B.1.4**     Explore new nursing roles needed for deployment and make recommendations to the N-PAC to initiate changes by end of the 3<sup>rd</sup> quarter of each fiscal year.

## **Resource REACH Sub-Committee**

### **Research Team**

*“To develop and implement a plan that stimulates interest in nursing research and educates Federal nurses to utilize nursing research in practice.*

#### **Goal A.1 To encourage Federal nurses to apply nursing research in practice**

##### **Objectives:**

- A.1.1** Develop a current working knowledge of the available evidenced-based resources for federal nurses in clinical practice and disseminate resources as they become available.
- A.1.2** Inform nurses about research training opportunities (conferences, web courses and other venues), research resources, data sources, ~~statistical~~ and ~~statistical~~ software that are available to advance research practice among federal nurses.
- A.1.3** Develop a repository of nursing authored publications and explore appropriate mechanisms to disseminate collated information as they become available.

#### **Goal B.1 Identify resources that guide Federal nurses to the professional opportunities and expectations associated with research related activities.**

##### **Objectives:**

- B.1.1** Establish a research network to explore and clarify research support opportunities that foster research efforts across settings in which Federal nurses are employed.
- B.1.2** Develop product(s) to be used to guide federal nurses interested in disseminating research, evidence based practice projects or best practice ideas.
- B.1.3** Develop product(s) that would provide a beginners roadmap for federal nurses with an interest in nursing research.

### **Nurse Practice and Advocacy Team**

*'To promote the education to nurses through increased writing activity, publications, and public speaking by providing mentor/mentee relationships and opportunities for presentation and collaboration.'*

**Goal A.1      Develop a communication strategy for evaluating and communicating recommendations regarding nurse practice issues.**

**Objectives:**

- A.1.1**      Recruit nurses to present quarterly web-based educational presentations on topics of health promotion, disease prevention, ~~evidenee~~evidenceand ~~evidence~~-based practice.
- A.1.2**      Create an advanced practice nurse listserv to facilitate communications specific to Advance Practice Nurse.
- A.1.3**      Create a quarterly electronic newsletter for specifically related to nurses and nursing practice guidelines.

**Goal B.1      Identify and elevare issues related to advanced educational pursuits by federal nurses.**

**Objectives:**

- B.1.1**      Survey federal nurses regarding perceived barriers to advanced educational pursuits.
- B.1.2**      Promote the involvement of federal nurses in national conferences.