



# ASPAN

American Society of PeriAnesthesia Nurses

## Message from the President

### Vision In Action: In Search of Excellence through Strategic Planning

*September/October 2004*

**Dina A. Krenzischek MSN, RN, CPAN**  
**ASPAN President 2004-2005**

Imagine when you first decided to become a nurse. What came to your mind? You may not have used the words “personal mission or strategic planning,” but you knew deep in your heart what a nurse meant to you, and you wished that one day you would be a successful nurse. I am sure you were inspired and had a deep sense of purpose to become a successful nurse, and values like caring brought you to finally register in the School of Nursing. Although we all had different pathways, time frames, and barriers to overcome, we had one goal and that was to acquire a nursing degree. Years later after successfully graduating, nursing became our way of life. If I ask you today why are you still a nurse, I am fairly confident that your response would not significantly deviate from your initial core purpose and values that you were passionate about years ago. This pathway, driven by your core purpose and values, combined with your envisioned future is called strategic planning.

All of the organizations in the Fortune 500 had strategic plans that led them to success. Collins and Porras inspired me with their research outcomes related to organizational vision. They studied the global and multicultural world on how companies and organizations became successful. Their research study was focused on the 17 top companies that were based in the United States. Specifically, they were interested in identifying the underlying characteristics and dynamics common to highly visionary companies and to translating these findings into a useful conceptual framework. The Chief Executive Officers were their targeted population. Overall, their findings showed:

- A sense of aspiration to create something bigger and more lasting than themselves.
- A recognition that the world continues to change in an accelerated pace.
- Simultaneously, their quest for fundamental concepts did not change.
- A recognition that the questions of “What do we stand for?” and “Why do we exist?” were far more important than “How should we change?” In other words, preserve the core and stimulate progress.
- Success does not discriminate in the size and type of the companies / organizations and whether they are well publicized or not.

The basic fundamental facts about these successful companies/ organizations were centered in their vision of strategic plans. The two main components of strategic plans are core ideology and envisioned future. The core ideology is the self-identity of the organizations, which remained consistent. It provides the glue that holds the organization together. It is core purpose and core values. Envisioned future is something concrete and real. You can see, touch, and feel it. This is where the big audacious goal and descriptions of the process are clearly defined.

In summary, I would like to share how ASPAN applied these concepts through our Strategic Plans. In March 2004 the ASPAN Strategic Work Team (SWT) developed the long and short terms Strategic Plans, which were endorsed by the ASPAN Board of Directors.

## CORE IDEOLOGY

**Core Purpose:** To advance the unique specialty of perianesthesia nursing.

**Core Values:** Honesty, truthfulness, fair, pride, respect, diversity, ethical, stewardship, mentoring, passion, and family/community.

**Value Discipline:** ASPAN's image, reputation, and identity of excellence must become that of eminent influence. The association will be branded as being the leading advocate and spokesperson for perianesthesia nursing.

## ENVISIONED FUTURE

### Big Audacious Goal (BAG):

ASPAN will be recognized by the health care community worldwide as the leading organization for perianesthesia nursing education, practice, standards, and research.

### Goal Descriptions:

- ASPAN will be its members' indispensable resource for perianesthesia education and knowledge exchange worldwide.
- ASPAN will be the influential force for perianesthesia patient safety, public policy, and practice standards.
- ASPAN will be recognized as the voice and source of perianesthesia information to the public.
- The art and science of perianesthesia nursing will be advanced through ASPAN's evidence-based practice and research activities.

How does this translate to the component? One may ask, "How can I develop something that I cannot be accountable for a certain period of time?" Or you may say, "I will be long past my nursing career before the goals are accomplished." Like all the successful companies / organizations that existed as early as the 19th century and continue to exist today, their leaders focused on why their company existed. Although their visionary leaders have come and gone, these successful companies remain years later. The best leaders continued to be inspired and build an enduring great company.

So, as components, you can use this conceptual framework as a reference and to re-evaluate your course of action. Re-evaluate your core purpose as a component and answer the question: Why do you exist? Define your own professional values, which must come from within your group and not from outside, and define your component's BAG and descriptions. Be practical and realistic. The core ideology of your component does not change every time there is a change in presidency, regardless of the leadership personalities and styles. As ASPAN leaders, we must have the commitment, responsibility, unity, and passion to build the fundamental structure that will foster growth. We must build the core ideology and envisioned future that will last for the next generations.

## BIBLIOGRAPHY

1. Collins, J.C & Porras J.I., 2002, Built to Last: Successful Habits of Visionary Companies, Harper Business Essentials
2. ASPAN Strategic Planning 2004