

2018-2020 Strategic Plan – HPNA – HPCC – HPNF

The Boards of the Hospice and Palliative Nurses Association (HPNA, Hospice and Palliative Credentialing Center (HPCC), and Hospice and Palliative Nurses Foundation (HPNF), worked jointly to identify five enterprise-wide global strategies for the 2018-2020 Strategic Plan. Each of the three organizations developed its own strategies within the enterprise-wide framework.

HPNA, HPCC, and HPNF support a common Mission: To Advance Expert Care in Serious Illness.

Enterprise-Wide Global Strategies					
	Develop and implement an enterprise-wide marketing and communications program.	Develop and make available best-in-class palliative care resources.	Solidify and strengthen relationships with organizations that can extend the reach of the organization.	Implement technology improvements and advances to position the organization for long-term growth and success.	Implement technology improvements and advances to position the organization for long-term growth and success.
HPNA Strategies					
Revenue Growth	Develop and launch a brand marketing and communication campaign to position HPNA as the national standard for hospice and palliative nursing and the value of membership.	Develop and offer specialty and primary palliative care educational materials.		Enhance HPNA's learning platforms to achieve industry-leading status and to make educational content easily accessible and leading edge.	Expand and improve upon the benefits included in the employer bundle.
Engagement		Expand, develop and offer additional educational content targeted at specialty		Enhance member and customer access to communities, products, and services.	Enhance tools and processes available to employer clients to increase efficiency and effectiveness of

		and primary palliative care nurses.			the business development effort.
Partnership	Leverage HPNA's growing voice in Washington to increase the organization's influence.		Enhance current and develop new partnerships with other organizations and agencies.		
HPCC Strategies					
Revenue Growth		Expand program offerings to address the changing needs in credentialing.			Expand and improve upon the benefits included in the employer bundle.
Engagement	Develop and implement a marketing and communication plan designed to engage current and potential certificants, develop and maintain an ongoing dialogue about hospice and palliative care, and be a force for change.			Identify and implement technology enhancements to the recertification platform to make it easier to use.	Enhance tools and processes available to employer clients to increase efficiency and effectiveness of the business development effort.
Partnership	Develop and implement a communication program aimed at key stakeholder groups.		Develop and enhance strategic partnerships that support certification.		
HPNF Strategies					
Revenue Growth	Develop and launch a philanthropic program that leverages HPNA	Develop and market philanthropic opportunities that	Identify and develop philanthropic programs that link	Enhance HPNF's donor platforms to increase the efficiency	

	members and HPCC certificant.	align with educational, certification, and other strategic initiatives.	organizational priorities to the specific giving interests of major foundations.	and effectiveness of our development efforts.	
Engagement	Develop a communication strategy social media campaign to strengthen and broaden HPNF's donor base.				
Partnership			Build upon current national foundation relationships and develop new relationships in order to ask for support of special projects and initiatives.		Build upon existing employer relationships to expand corporate donor base.