Mission Statement
The mission of TSONO is to enhance whole student wellness and learning by strengthening school nursing practice.

Vision Statement
Student health and learning. All Day. Every Day.

Core Values

Whole Child Wellness
Connected and supportive school environments engage students, enhance positive learning outcomes, and improve student attendance. Education and health are interrelated. 5

When students’ basic physical, cognitive, and emotional development needs are met, they achieve improved educational success and healthier development. The elements of NASN's Framework for 21st Century School Nursing Practice™, and the ASCD and CDC’s Whole School, Whole Community, Whole Child (WSCC) Model of School Health are to be considered when coordinating health and education for students.

Lifelong Learning
The school nurse is a lifelong learner with a demonstrated commitment to professional growth through the voluntary, ongoing, and self-motivated pursuit of knowledge, competence and excellence.4

Nursing Professionalism
The professional school nurse serves a vital role in promoting positive healthy outcomes in students through utilization of evidence-based programs and curricula in schools and communities.

The professional school nurse serves as a skilled-care provider, student advocate, and case manager within the school community. The professional school nurse also serves as a collaborative member of interdisciplinary teams that assess, identify, intervene, refer and
Strategic Plan for Texas School Nurses Organization, Inc. 2018-2023

follow-up with students in need of health or educational services for the purpose of maximizing student health potential, supporting academic success, and improving student well-being. 7

**Integrity and Ethics**

*Integrity is doing what is right even when there is great pressure to do otherwise. Integrity does not sacrifice principle for expediency, nor is it hypocritical, or unscrupulous.* 3

The professional school nurse understands that respect, fairness, and caring promotes health in all sectors of the population.

The school nurse has a fundamental responsibility to promote awareness of, and adherence to the Codes of Ethics for Nurses (American Nurses Association and the International Council of Nurses).

The school nurse understands the covenant between the nursing profession and society is made explicit through:

- the Code of Ethics for Nurses with Interpretive Statements,
- foundational documents, and other published standards of nursing specialty practice;
- continued development and dissemination of nursing scholarship;
- rigorous educational requirements for entry into practice;
- advanced practice and continued practice including certification and licensure; and
- commitment to evidence informed practice. 1

Open communication, ethical decision-making, and humility consistently demonstrated at organizational levels help support the ethical practice of professional school nursing. 9

**Diversity and Inclusion**

Embracing diversity requires moving beyond simple tolerance to the respecting and accepting of differences in safe, positive, and nurturing environments. 8,6

Inclusion seeks compromise by moving away from personal desires to seek solutions that meet the needs of a diverse group majority. It is through active listening and choosing to see beyond personal limitations that people are able to learn, grow, and celebrate inclusive excellence that encompasses diversity at identity intersections that include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious and political beliefs, or other ideologies.
## Analysis of Strengths, Weaknesses, Opportunities, and Threats

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
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<tbody>
<tr>
<td>Membership Growth</td>
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<tr>
<td>Professional Conference</td>
<td>Leadership development</td>
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<tr>
<td>Financially Sound</td>
<td>Long-term Advocacy Plan</td>
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<tr>
<td>Consistent Leadership</td>
<td>Partnership development</td>
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<td>Website Improvement</td>
<td>Professional Learning Delivery Platforms</td>
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<tr>
<td>Social Media Presence</td>
<td>Leadership oversight- Executive Director</td>
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<td>Advocacy Growth</td>
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<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Threats</th>
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<tbody>
<tr>
<td>Struggle to deliver services to all members</td>
<td>Geographic size of Texas</td>
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<tr>
<td>Provide information on millennial platform</td>
<td>Lack of Education Service Center Liaisons</td>
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<tr>
<td>Recruitment of leadership</td>
<td>No school nurse mandate in Texas</td>
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<tr>
<td>No long-term advocacy plan; reactive advocacy; lack of advocacy in off legislative years</td>
<td>State funding in education</td>
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<tr>
<td>Communication outreach does not consistently reach all members</td>
<td>Decrease in Medicaid SHARS reimbursement</td>
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<td></td>
<td>Misinterpretation of roles of School Nurse versus School Based Health Center</td>
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Strategic Plan for Texas School Nurses Organization, Inc. 2018-2023

TSNO Executive Committee 2018

ELECTED OFFICERS:
PRESIDENT Lisa Sicilio - Region 6 lisicilio.tsno@gmail.com
PRESIDENT-ELECT Lisa Formby - Region 16 lisa.formbytsno@gmail.com
TREASURER Aida Salazar - Region 19 acsalazar3b@gmail.com
Secretary Adalia Del Bosque - Region 1 adelbosque.tsno@gmail.com
NASN DIRECTOR Francis Luna - Region X francisluna.tsno@gmail.com
NOMINATIONS COORDINATOR Laurie Smith - Region 8 Lsmith1@pittsburgisd.net

STANDING COMMITTEE CHAIRS:
PROFESSIONAL DEVELOPMENT Sarah Batson - Region 17 sbatson.tsno@gmail.com
ADVOCACY CHAIR Chanthini Thomas - Region IV cthomas.tsno@gmail.com
SCHOOL HEALTH ISSUES Karen Schwind - Region 13 karenschwind.tsno@gmail.com
MEMBER SERVICES Sara Koenig - Region 20 sarakoenig.tsno@gmail.com

APPOINTED COORDINATORS:
Membership Coordinator Linda Howard - Region 8 lindahoward.tsno@gmail.com
REGION PRESIDENTS Coordinator Deana Bunting - Region 5 deanabunting.tsno@gmail.com
EXHIBIT LIAISON Amy Huey - Region X ahuey.tsno@gmail.com
EXECUTIVE BOARD LIAISON/ WEBSITE & MARKETING COORDINATOR Kara Delay - Region 8 kdelay@atlisd.net

Officer and Chair reports requested by the President will address strategic priorities.

Strategic Plan will be reviewed annually with Executive Committee and Board of Directors
2018-2023 Strategic Plan for Texas School Nurses Organization
Approved June 10, 2018
### Strategic Priority 1: Membership Growth

<table>
<thead>
<tr>
<th>Goals: Increase number and engagement of school nurses with TSNO</th>
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<tbody>
<tr>
<td><strong>Strategies:</strong></td>
</tr>
<tr>
<td>1. Increase number of school nurses with TSNO.</td>
</tr>
<tr>
<td>a. By 2023, the growth rate of the TSNO will double to 1% of current membership,</td>
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<tr>
<td>an approximate number of 2253 school nurses, or about 54% of the current total</td>
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<td>school nurses in Texas.</td>
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<tr>
<td>2. Increase engagement of school nurses with TSNO.</td>
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<tr>
<td>a. By 2023, 85% of current TSNO members will engage at least monthly through</td>
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<tr>
<td>i. State conference attendance</td>
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<tr>
<td>ii. Regional Meetings</td>
</tr>
<tr>
<td>iii. Regional conference attendance</td>
</tr>
<tr>
<td>iv. Using social media hashtag</td>
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<tr>
<td>#TSNO2018/2019/2020/2021/2022/2023</td>
</tr>
<tr>
<td>1. Facebook</td>
</tr>
<tr>
<td>2. Twitter</td>
</tr>
<tr>
<td>3. Instagram</td>
</tr>
<tr>
<td>b. Actively accessing school nurse information in the monthly Newsletter</td>
</tr>
<tr>
<td>3. Need to develop an app to encourage engagement/advocacy/education/more</td>
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</tbody>
</table>
### Strategic Priority 2: Leadership Development

**Goals:** School Nurses will be seen as leaders at the local, state and national level.

**Strategies:**
1. Toolkit for Regional Presidents in SchoolNurseNet
2. Provide short-term leadership opportunities
3. Develop a Leadership Pre-Conference for future TSNO conferences
4. Develop more social media campaigns
5. Enhance school nurse' research skills to prepare one for policy roles
   a. Utilize your campus or local community librarian as a resource
   b. Contact your local university for access to their research library
   c. Research 101 fresher webinar

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<thead>
<tr>
<th>Date Implemented</th>
<th>Date Reviewed</th>
<th>Date Completed</th>
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</table>
Strategic Priority 3: Long-term Advocacy Plan

**Goals:** Empower the TSNO members to embrace their professional leadership role as an advocate and change agent.

**Strategies:**

1. Ongoing contract with lobbyist (Political Consultant) to assure presence and visibility in Austin.
2. Seek out a school nurse representative in each region as an Advocacy contact to push out information
3. Promote the professional image of school nursing through certification for school nurses in Texas
4. Collaborate with community agencies, professional organizations and board liaisons to broaden resources available to the school community to provide excellence for child well-being and student health
5. Develop "Influence to Action" toolkit.
### Strategic Priority 4: Professional Learning

**Goals:** By increased membership we will be able to promote educational opportunities for the school nurse to implement evidence-based knowledge into their everyday nursing practice, centered on the whole child.

**Strategies:**

1. Provide annual Leadership conference for membership to support local Regions
2. Provide annual or biannual state conference
3. Investigate webinar presentations for membership
4. Develop component to TSNO website to offer webinars and modules
5. Communicate and Promote the importance of BEING and OWNING a professional position. Encouragement and reinforcement of things we already have in place, like Leadership and Regional Presidents breakfast
6. Explore the idea of recording sessions at state conference and make sessions available on TSNO website with potential for increasing revenue for our organization.
7. Promoting communication to both members and non-members about the accessibility of CEU credits via TSNO/NASN website/membership.
8. Promote availability of scholarships via TSNO/NASN in order to further nursing professional education.
9. Promote participation of school nurses developing poster presentations in order to encourage peer-based learning.
Strategic Plan for Texas School Nurses Organization, Inc. 2018-2023

<table>
<thead>
<tr>
<th>Strategic Priority 5: Partnership Development</th>
<th>Date Implemented</th>
<th>Date Reviewed</th>
<th>Date Completed</th>
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</table>

Goals: Collaboration with various partners to support and enhance school nurse practice.

Strategies:

1. Continue alliance with NASN partners.
2. Continue collaboration with Political Consultant.
3. Continue affiliation with Texas Board of Nursing;
   - Parent Teacher Organization (PTA/PTO);
   - Nursing Legislative Agenda Coalition (NLAC);
   - Texas Nurse Association (TNA);
   - Texas School Nurse Administrators Association (TSNAA);
   - Texas Department of State Health Services (DSHS);
   - Local Public Health and Emergency Response departments;
   - Texas Association of School Boards (TASB);
   - Texas Education Agency (TEA).
4. Develop new partnerships with American Federation of Teachers (AFT);
   - Texas Counseling Association (TCA);
   - Association of Texas Professional Educators (ATPE);
   - Librarian Association;
   - Texas School Counselors Association (TXCA);
   - School Social Workers.
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<tr>
<th>Continued- Strategic Priority 5: Partnership Development</th>
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</table>

**Goals:** Collaboration with various partners to support and enhance school nurse practice.

**Strategies:**

5. Explore new partnerships Mental Health Affiliates i.e.:
   - Substance Abuse Mental Health Service Administration (SAMHSA)
   - and State Mental Health Authorities;
   - Texas chapter of the Society for Adolescent Health and Medicine (TXSAHM).

6. Foster partnership with Texas Pediatric Society;
   - Texas Medical Association;
   - American Dental Association, other Oral Health Partnerships;
   - American Academy of Orthopedic Practice (AAOP).
### Strategic Priority 6: Visibility

The marketing (visibility) strategy of TSNO consists of, but not limited to, the following elements:

1. **Use social Media**
   - a. Facebook
   - b. Twitter
   - c. Instagram
   - d. LinkedIn
   - e. Utilize a Crowdspeaking platform such as **Thunderclap**

2. **Use Facebooks ads with Re-targeting**

3. **Utilize Region leaders to reach more members and potential members**

4. **Explore Creating YouTube Video Tutorials**

5. **Create a Texas School Nurse Blog**

6. **TSNO as an Exhibitor the following, but not limited to:**
   - a. UTMB Galveston School Health Conference
   - b. Baylor Scott & White School Nurse Conference
   - c. Texas PTA Launch
   - d. Belle Blackwell

7. **Explore email marketing strategy such as** **Mail Chimp**

8. **Increase Search Engine Optimization effectiveness**

9. **Development and Implementation of TSNO App**