



Colorado State Council

Colorado Emergency Nurses Association Strategic Plan 2026-2028

ENA Mission: To lead the advancement of excellence and innovation in emergency nursing through research, education, resources, advocacy, and collaboration.

The Colorado ENA State Council Strategic Plan aligns with the Emergency Nurses Association's (ENA) overarching mission by focusing on key areas that enhance the quality, safety, and efficiency of emergency nursing care across the state. This plan prioritizes **education, advocacy, growth, and community** ensuring nurses are equipped with the knowledge, resources, and support to lead in advancing emergency care. Through collaboration, professional development, and member engagement, the Strategic Plan will drive innovation, strengthen our collective voice, and foster a connected community of emergency nurses dedicated to improving patient outcomes and meeting the evolving healthcare needs of Colorado.

1. **Vision Statement:** Outlines the desired future state or long-term goals of the organization.
2. **Goals and Objectives:** Clear, measurable outcomes that the organization aims to achieve within a certain timeframe.
3. **SWOT Analysis:** Identifies the organization's internal strengths and weaknesses, as well as external opportunities and threats.
4. **Action Plans:** Specific steps or initiatives to achieve the defined goals, often with assigned responsibilities and timelines.
5. **Resources and Budgeting:** Outlines the financial, human, and physical resources needed to execute the plan.
6. **Performance Metrics:** Criteria used to assess progress and success toward achieving the goals.

Vision Statement:

To be a driving force for emergency nursing excellence in Colorado.

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Goals & Objectives:

Education

Advance professional development and lifelong learning opportunities that strengthen emergency nursing practice across Colorado.

1. Expand Access to High-Quality Continuing Education

- a. Host quarterly CE presentations (minimum of four per year) offering evidence-based, practice-relevant content for emergency nurses statewide.
- b. Promote free and discounted CE opportunities via Colorado ENA social media channels at least monthly to support equitable access to ongoing education.
- c. Provide academic scholarships to Colorado emergency nurses pursuing degree advancement, supporting recipients annually through the Colorado ENA Academic Scholarship Program.

2. Elevate Emergency Nursing Expertise Through Certification and Course Access

- a. Support and host TNCC and ENPC provider and instructor courses across multiple regions each year to increase instructor capacity and course availability.
- b. Conduct an annual state-wide TNCC/ENPC Instructor Round-Up to align best practices, share updates, and foster collaboration among instructors.
- c. Offer financial reimbursement for ENA University and emergency nursing-related courses/conferences to reduce barriers to professional growth.

3. Enhance Statewide Collaboration and Innovation in Education

- a. Deliver the annual Colorado ENA Education Conference to provide nurses with evidence-based learning and networking opportunities.
- b. Launch and sustain the Trauma Nurse Advanced Course (TNAC) as an advanced trauma education pathway, expanding beyond foundational TNCC/ENPC content.
- c. Foster partnerships with healthcare systems and academic institutions to disseminate upcoming educational opportunities to our members.

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Advocacy

Serve as the leading voice for emergency nursing in Colorado by advancing policies and initiatives that support nurses, patients, and the profession.

1. Strengthen Policy Engagement and Statewide Representation

- a. Conduct an annual State Leader Orientation and Retreat to review and update Colorado ENA policies, bylaws, and advocacy priorities for the upcoming year.
- b. Maintain active participation in state Department of Health (DOH) and regulatory meetings, ensuring the voice of emergency nurses is represented in policy discussions.
- c. Foster relationships with local and state government officials to advocate for policies that improve emergency care delivery, workplace safety, and nurse well-being.

2. Promote Legislative Awareness and Member Involvement

- a. Sustain a strong Government Affairs Committee that monitors healthcare legislation, shares timely updates with members, and mobilizes engagement through ENA's EN411 Action Network.
- b. Provide regular advocacy education and updates through member meetings, committee engagement, and social media to enhance members' understanding of state and national issues impacting emergency nursing.

3. Champion Collaborative Safety and Public Health Initiatives

- a. Support and co-sponsor safety initiatives in partnership with the Colorado Department of Wildlife (CDOW), State Patrol, American College of Emergency Physicians (ACEP), and the Federal Injury Prevention Initiative (FIFI) that align with ENA's mission and public health goals.
- b. Promote public-facing media and communication campaigns highlighting ENA's advocacy efforts, safety messaging, and community partnerships to increase statewide visibility and impact.



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Growth

Promote sustainable organizational growth through membership development, leadership succession, and operational excellence.

1. Foster Leadership Development and Succession Planning

- a. Implement a structured Leader Orientation and Mid-Year Check-In meeting to support onboarding, mentorship, and sustained engagement of current and emerging leaders.
- b. Encourage committee chairs and future leaders to attend state and national conferences to strengthen leadership capacity and statewide collaboration.
- c. Conduct annual policy and bylaws reviews to ensure organizational alignment, compliance, and adaptability to evolving member and operational needs.

2. Expand Membership Engagement and Representation

- a. Strengthen the ED Liaison Program to ensure consistent communication and engagement across all Colorado regions.
- b. Enhance student engagement by partnering with nursing schools and offering opportunities for mentorship, volunteerism, and professional development within Colorado ENA.
- c. Support active participation by state committees in conferences and outreach events to raise visibility and attract new members.

3. Ensure Financial Sustainability and Strategic Resource Allocation

- a. Maintain an intentional budgeting process that prioritizes member engagement, leadership development, and representation at key events across the state and nation.
- b. Leverage partnerships, sponsorships, and fundraising opportunities to support travel, education, and scholarship initiatives.
- c. Collaborate across committees to align spending with measurable outcomes and maximize the return on investment for members.

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Community

Foster a strong, inclusive, and supportive community of emergency nurses dedicated to collaboration, wellness, and shared purpose.

1. Promote Belonging, Recognition, and Professional Pride

- a. Expand annual awards and recognition for frontline nurses, emerging leaders, and specialty contributors at state events.
- b. Integrate member recognition moments into quarterly meetings, conferences, and statewide activities.

2. Support Nurse Wellness and Mental Health Advocacy

- a. Continue development and distribution of wellness-focused resources, including the QSIP wellness pamphlet and suicide prevention messaging.
- b. Ensure wellness speakers, emotional support resources, and resilience-focused sessions are included at large education events and conferences.

3. Strengthen Local Outreach and Inclusive Access to ENA Resources

- a. Prioritize outreach to rural and frontier facilities through targeted liaison engagement, onsite training, and representation at their local events.
- b. Expand Stop the Bleed and public education initiatives statewide, including partnerships with schools, EMS agencies, and community programs.

4. Advance Collaboration and Shared Purpose Across Committees

- a. Facilitate cross-committee planning sessions and combined initiatives to align efforts and strengthen statewide cohesion.
- b. Provide shared progress updates at quarterly leadership meetings to reinforce accountability and collaborative outcomes.

5. Increase Public Awareness and Engagement Through Digital and Fundraising Platforms

- a. Grow social media presence and engagement by promoting educational content, behind-the-scenes leadership initiatives, and member spotlights monthly.
- b. Launch fundraising campaigns that directly support community-based nursing initiatives, including suicide awareness, Stop the Bleed supply support, and wellness programming.

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SWOT Analysis:

| | |
|---|---|
| Strengths <ul style="list-style-type: none">• Strong, committed leadership with clear succession planning and active engagement across committees.• Passionate and mission-driven members who contribute to education, advocacy, and community initiatives.• Robust statewide educational offerings (TNCC/ENPC, conferences, CE), demonstrating credibility and professional value.• Expanding partnerships with state agencies and healthcare organizations that enhance reach and impact. | Weaknesses <ul style="list-style-type: none">• Declining membership, particularly in certain regions and younger demographics, limiting engagement and revenue.• Variability in committee participation and liaison activity, creating inconsistent outreach across the state.• Limited marketing capacity and resources, reducing visibility of programs and benefits.• Competing demands on volunteer leaders' time, affecting project bandwidth and sustainable operations. |
| Opportunities <ul style="list-style-type: none">• Strengthening member engagement through enhanced communications, social media presence, rural outreach, and student pipeline development.• Expanding wellness, advocacy, and community initiatives that resonate strongly with current workforce needs.• Leveraging collaborative events (Instructor Round-Up, multi-committee initiatives) to unify the state and increase participation.• Offering scholarships, leadership development programs, and innovative education as key differentiators that attract and retain members. | Threats <ul style="list-style-type: none">• Competing professional organizations targeting the same pool of nurses for membership, time, and educational dollars.• Rising costs of travel, conference attendance, and event hosting, which may limit participation and strain budget resources.• Workforce shortages and burnout across emergency nursing, reducing available volunteer capacity.• Regulatory or policy changes that may impact emergency nursing practice or create competing demands on organizational focus. |

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Action Plans:

[Committee Expectations](#)

[Purpose, Mission, Key Areas of Focus, Activities and Initiatives, Impact](#)

Resources and Budgeting:

Colorado ENA will prioritize responsible stewardship and strategic allocation of financial and operational resources to sustain organizational growth and statewide impact.

1. Strategic Financial Planning

- Align the annual budget with organizational priorities and conduct routine financial reviews to ensure transparency and sustainability.

2. Sponsorships, Grants, and Fundraising

- Expand industry partnerships and fundraising initiatives to support education, wellness, Stop the Bleed outreach, and scholarship programs.

3. Support for Leadership and Committees

- Provide budgeted resources for Leader Orientation, mid-year check-ins, and strategic attendance at national ENA events.
- Ensure committees have operational support for education delivery, advocacy efforts, and community outreach.

5. Strengthened Operational Infrastructure

- Maintain efficient tools and systems for communication, event management, financial tracking, and compliance with state and national policies.
- Conduct annual ROI assessments to guide future resource allocation and strategic planning.

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Performance Metrics:

| Goal Area | Performance Metric | Target / Indicator |
|------------------------------------|--|--|
| Education | CE sessions delivered | ≥ 4 per year |
| | Education Conference attendance | Maintain or increase year-over-year |
| | Scholarships awarded | ≥ 5 annually |
| | TNCC/ENPC/TNAC instructor courses | ≥ 1 per year |
| | Instructor capacity | Maintain or increase year-over-year |
| Advocacy | Government affairs updates shared | Quarterly or more frequently |
| | Participation in DOH / state meetings | Yearly |
| | Legislative engagement (EN411 participation) | Year-over-year increase |
| | Meetings with government officials | ≥ 2 per year |
| Growth | Membership total | Positive growth year-over-year |
| | Leader orientation completion rate | 100% of new leaders |
| | Mid-year leader check-ins | ≥ 90% completion |
| | Policy & bylaws review | Completed annually |
| Community | Rural facility outreach | ≥ 4 facilities/events reached per year |
| | Stop the Bleed trainings | ≥ 2 events annually |
| | Social media engagement | Year-over-year increase in reach/followers |
| | Member recognition (awards, features) | ≥ 6 recognitions annually |
| | Funds raised for organizational initiatives | Meet or exceed annual fundraising goal |
| Operational & Financial | Sponsorship revenue | Meet annual conference budget needs |
| | ROI for major events | Positive or neutral ROI annually |
| | Budget alignment | ≥ 90% of expenses tied to strategic priorities |
| | Compliance tasks (financial reports, policies) | 100% completed on schedule |

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