



Transcultural Nursing Society

Strategic Plan 2019-2024

Annual Statement 2019

Who We Are

Transcultural Nursing is a theory-based, humanistic discipline designed to serve individuals, organizations, communities, and societies. Human care/caring is defined within the context of culture. Culturally competent care can only occur when culture care values are known and serve as the foundation for meaningful care. Scholarship is the foundation of the discipline of Transcultural Nursing. Advanced educational preparation in Transcultural Nursing enhances the practice of culturally competent care. Certification documents evidence of the ability to provide culturally competent care.

The Transcultural Nursing Society (TCNS) is a nonprofit, international membership organization made up of approximately 550-600 individuals located in the United States and throughout the world. These individuals come together across interest areas to work on issues of common concern to all. TCNS members represent geographic diversity and a wide range of health care areas. Nonprofit organizations accomplish their missions for a healthy, cooperative, and just society. To achieve our Vision, the TCNS requires a stable financial base.

Our Vision

The Transcultural Nursing Society seeks to provide nurses and other health care professionals with the knowledge base necessary to ensure cultural competence in practice, education, research, and administration.

Our Mission

The mission of the Transcultural Nursing Society is to enhance the quality of culturally congruent, competent, and equitable care that results in improved health and well-being for people worldwide.

Our Programs and Services

To achieve our mission, Transcultural Nursing Society programs and services focus on:

- Education, certification, and professional development for nurses and healthcare professionals.
- Dissemination of research and evidence-based practice through the Journal of Transcultural Nursing.
- Advocacy through education in practice, education, research, and administration.
- Public policy education and civic engagement.
- Partnerships to disseminate research, education, practice, and administration to further culturally competent, congruent healthcare for all people.
- Advocacy at local, state and federal levels.
- Creating and maintaining relationships among organizations to increase knowledge, effectiveness, and capacity for collective action.
- Building bridges between nonprofit organizations and key institutions (business, local government, philanthropy, etc.) to increase partnerships and cooperation.
- Increasing opportunities for cost-saving programs, shared services, and shared spaces.
- Strengthening nonprofit healthcare engagement.
- Increasing applications for Transcultural Nursing Society Research Scholarship and Awards.

Our Goals

To accomplish our mission, the Transcultural Nursing Society goals are to:

- Advance cultural competence for nurses/healthcare providers worldwide.
- Advance the scholarship (substantive knowledge) of the discipline.
- Develop strategies for advocating social change for culturally competent care.
- Promote a sound financial, nonprofit corporation.

Background and Context

Nonprofit organizations have many challenges and opportunities. The Transcultural Nursing Society (TCNS) embarked on a new strategic planning process starting in 2008. This process was done to address the increased challenges and regulation of nonprofit organizations. TCNS seeks to address the challenges and create a stable nonprofit organization. Eighty percent (80%) of nonprofit organizations fail, and this continues to increase as new regulations, put in place in 2008 with required implementation by 2010, have been challenging nonprofit organizations both large and small. The Board of Trustees developed a strategic plan to address the new requirements and incorporate the TCNS Operations in a central role to help move the TCNS into this new operating environment. While several elements of this strategic plan address immediate economic conditions, the overall plan is designed to ensure that the Transcultural Nursing Society is well prepared for what comes next. Transcultural Nursing Society understands that in today's environment nonprofit organization boards and managers are under great pressure to make timely, strategic decisions about their operations – and require up-to-date information as they make plans to be as successful as possible under the circumstances. Throughout this plan, you will see reference to how TCNS provides the information, resources, and support that it needs to manage and lead effectively.

Transcultural Nursing Society organizational competencies are to:

- Provide timely, relevant, and accessible education and training and educational offerings in the field of culturally competent, equitable healthcare for all people.
- Manage resources and support that nonprofit organizations need to lead their organization effectively.
- Build the capacity of the Transcultural Nursing Society to be their own best voice.
- Build the capacity of leaders to be confident and competent voices on issues that impact their members and communities by providing them with conferences, research, and other resources.
- Increases the ability of the organization to be involved in nonpartisan civic engagement activities with information and resources targeted to 501(c)(3) nonprofit organizations.
- Draw upon the expertise and knowledge of its network of members and organizations to facilitate resources development.
- Develop an infrastructure to support adequate staffing and organizational needs moving into the future to create an organization that is self-supporting and meets the benchmarks for a stable nonprofit organization into the future.

Our Goals: 2019 – 2024

Goal 1: Advance cultural competence for nurses worldwide.

- **Objective:** Collaborate with interprofessional organizations to promote culturally competent health care delivery.
 - o **Strategic Partnerships**
 - Lippincott Solutions - Lippincott Advisor – Cultural Perspectives at the Point of Care – Bedside reference tool available in over 550+ hospitals (**67 Entries developed and reviewed every two years; new entries developed each year**)
 - Canopy Medical – Spanish Language Translator Application (**Ongoing**)
 - American Nurses Association (ANA) – Guidelines for Implementing Culturally Congruent Care – (**Reaffirmed 2015**)
 - Supporting the National Nurse Act – (**Reaffirmed in 2017 and 2019**)
 - National Perinatal Association supported and endorsed the interdisciplinary guidelines for psychosocial support services for parents whose infants are hospitalized in neonatal intensive care units (NICUs). (**Endorsed 2015**)
 - SAGE Publication dissemination of information (**Ongoing**)
 - Core Curriculum for Transcultural Nursing and Healthcare (Published 2010). (**Ongoing**)
 - Promote enhanced cultural competence of nurses worldwide through membership in TCNS. (**Ongoing**)

- **Strategies**
 - Increase TCNS membership by 25% with a 5% increase in international memberships. New memberships up to 2018 have increased by 2% per year, international memberships 1%. **(Ongoing)**
 - Increase the number of TCNS chapters nationally and internationally. Currently nine chapters with two in development. **(Ongoing)**
 - Foster connections between members, both geographic, within interest areas and between interest areas. TCNS members have a great deal to gain by sharing information and working together on issues of common interest. **(Ongoing)**
 - Create and implement a mentoring program for TCNS members in 2019. **(Ongoing-Development by the Transcultural Nursing Scholars Group)**
 - Offer Annual and Regional Conferences **(Ongoing)**

Goal 2: Advance the scholarship (substantive knowledge) of the discipline.

- **Objective:** Provide resources to enhance cultural knowledge and skill.
 - **Strategies**
 - Identify needs for additional online TCNS resources to support the TCNS mission and vision. **(Ongoing)**
 - Establish and leverage existing collaborative online channels for members to contribute information and evaluate ideas and resources. **(Ongoing)**
 - Develop an online transcultural nursing TCN course. **(Board appointed a committee to begin development in 2019)**
 - Collaborate with the TCN Certification commission to develop strategies aimed at increasing the number of CTN certified nurses by 25%. (Certification at the advanced and basic level had increased by 5% per year since 2007. **(Ongoing)**)
 - Disseminate the latest research and evidence relevant to practice, education, research, and administration. **(Ongoing)**
 - Increase the visibility of the Transcultural Nursing Society and the Journal of Transcultural Nursing. **(Transcultural Nursing Society and the Journal of Transcultural Nursing visibility was increased by 22%)**
 - Increase funding and applications for Transcultural Nursing Society Research Scholarships and Awards. **(Develop and test new fundraising campaigns annual)**

Goal 3: Develop strategies for advocating social change for culturally competent care.

- **Objective:** Advocate for social justice, health equity, and the elimination of health disparities.
 - **Strategies**
 - Develop a call to members and chapters to develop the role of *Transcultural Outreach Ambassador* to develop grassroots initiatives that are aligned with the TCNS mission and vision. **(In Development)**
 - Reaffirmed and disseminated the Transcultural Nursing Society Position Statement on Human Rights to the nursing and healthcare communities and the general public. **(Reaffirmed and disseminated 2017 and 2019)**
 - Deepen relationships among partner organizations to increase knowledge, effectiveness, and capacity for collective action. **(Ongoing-refer to Goal 1)**
 - Address the gaps for meeting the criteria for United Nations Department of Public Information (DPI) membership and eventually participatory membership of the United Nations Economic and Social Council (ECOSOC). **(Ongoing)**
 - Dissemination of research and information relevant to practice, education, research, and administration through the Journal of Transcultural Nursing. **(Ongoing)**
 - Increase quality submissions. Projections for 2019 and forward, 305+ submissions with an acceptance rate of 22%
 - Increase impact factor - Impact factor has increased from 0.659 in 2014 to 1.278 in 2019
 - Strengthen connections and, where appropriate, promote policy changes with groups. **(UN Taskforce to begin to address in 2019)**
 - Create venues so that Transcultural Nursing Society has a place at the table on state and federal policy decisions regarding future changes in health care. **(In Development)**

Goal 4: Promote a sound financial, nonprofit corporation.

- **Objective:** Information on current conditions facing the nonprofit sector, how to demonstrate and communicate their impact on organizational changes. Ongoing redesign of the operations of the Transcultural Nursing Society to address and implement the current policy, good governance, and regulation.
 - o **Strategies**
 - Create practical tools and applications to increase the operational capacity to deliver effective services. **(Ongoing)**
 - Enhance the dialogue on nonprofit organization sustainability by producing practical analyses on the realities of the nonprofit economy and appropriate management strategies.
 - Create a dynamic online presence and services to increase engagement and cost management. **(Ongoing)**
 - Implement strategies from legal and financial advisors to ensure sustainability into the future. **(Ongoing)**
 - Increase infrastructure to address and manage systems as advised by financial and legal counsel.
 - Society has increased financial stability in the last decade to include small reserve funding as required. Continue to implement expert recommendations. **(Ongoing)**
 - Increase donor engagement for Scholarships and Awards. Seek sponsorships to increase the revenue stream to support goals. **(Ongoing)**
 - Increase the reserve funding by 50% to ensure economic stability during times when the economy is in turmoil. **(Ongoing)**
 - Address infrastructure investment to ensure stability for the future. Stand-alone infrastructure is identified as an area for development. **(Ongoing)**
 - Apply the standards and practices of good governance as outlined by the IRS. **(Ongoing)**

Our Commitment

The Transcultural Nursing Society will continue to build upon its knowledge, skills, and experiences that will enable us to effectively engage with and adapt to the changing needs of our constituents, communities, and the nonprofit environment. The Transcultural Nursing Society will play a critical role in providing a framework, resources, research, and education to support these organizational goals so we can fully realize our power to affect change so that the culture care needs of people around the world are met by nurses prepared in transcultural nursing.

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Approved by the Board of Trustees 8/2019

