For nursing to make an even greater contribution to the health care enterprise, nurse leaders must take their organisations on a journey from the periphery to the centre, from a supporting role to an equal partner driving strategy and operational excellence.

Nursing organisations worldwide face the same four imperatives:

1. **Building a Best-in-Class Nursing Workforce**
   - Identifying best-in-class quality metrics
   - Encouraging reporting of adverse events
   - Identifying drivers of a positive patient experience

2. **Elevating Nursing Leadership**
   - Moving from operational to strategic nurse executive focus
   - Improving nursing business planning
   - Isolating frontline nurse manager competencies

3. **Creating a Highly Productive Nursing Organisation**
   - Building effective and efficient care teams
   - Assessing nursing’s role in patient flow improvement
   - Reducing reliance on agency labour

4. **Transforming Patient Care**
   - Strengthening the role of the Chief Nursing Officer
   - Developing rigorous nursing department dashboards
   - Cultivating nurse manager leadership ambition

Our members are at very different stages in this journey. Some are working to lay the foundation—strengthening internal nursing effectiveness by building the right complement of nursing staff, identifying priorities, and shifting from an operational to strategic perspective within the organisation. Others have done this, but may still be fighting for a “seat at the executive table,” working to create the position of Chief Nursing Officer. Even with leadership at the most executive level, most are still working on creating world-class frontline managers.

With a leadership role in the institution and sound nursing infrastructure, many nurse leaders then face the daunting task of using that base to drive and refine performance on key organisational priorities, primarily: creating true cash-releasing efficiencies, safeguarding quality and safety, and ensuring a good patient experience.

No organisation has the luxury of building one step at a time; all of these imperatives must be worked on in parallel. The Global Centre’s network of progressive nursing leaders worldwide and extensive (and growing) library of research on management and operations provides indispensable guidance for any and every stage of this important journey. However, the journey is never complete: as health care demand increases and the pace of change accelerates there will always be new targets, goals, challenges, and opportunities. The Global Centre for Nursing Executives is proud to be a partner now and into the future.