



Australian College of Neonatal Nurses Incorporated

Strategic Plan

2021 – 2025

Our philosophy

We believe neonatal nurses have a responsibility to carry out a high standard of evidence-based, individualised care for preterm, sick and recovering neonates within a family centred philosophy

Our values

Advocacy

Nurture

Excellence

Collaboration

Our Goal

The long-term sustainability of ACNN and the advancement of neonatal nursing

Our strategic directions

- Strategic direction 1** Increase visibility, grow membership, and *sustain* ACNN.
- Strategic direction 2** *Advocate* for the neonatal nursing profession.
- Strategic direction 3** Support and foster the provision of *nurturing* care to neonates and their families.
- Strategic direction 4** Promote *excellence* and innovation in neonatal care by setting and endorsing standards of practice, and providing opportunities for education, leadership, knowledge translation and research.
- Strategic direction 5** Establish and strengthen ACNNs profile and *collaboration* with neonatal nurses, consumer groups, healthcare organisations and professional bodies.

Abbreviations in this document

ACNN	Australian College of Neonatal Nurses Inc
SIGs	Special Interest Groups

Strategic direction 1

Increase our visibility, grow our membership, and *sustain* the College

Strategy	Success indicator/s	Initiatives
1.1 Maintain a clear profile and branding	Consistent use of organisational branding	<p>1.1.1 Maintain and build cohesive communication and marketing materials</p> <p>1.1.2 Continue to develop and improve use of information technology such as social media and website</p> <p>1.1.3 Continue to strengthen the profile of the National, Branch and SIG committees</p> <p>1.1.4 Branches and SIGs ensure currency of website pages (including information sheets and any links) relevant to them and liaising with the Executive Support Officer (ESO) to update website pages</p>
1.2 Promote the achievements of ACNN, Branches, SIGs and members	Increase in publicised achievements	<p>1.2.1 Promote the achievements of ACNN and its members (with permission) through external and internal communication modes: information technologies (email, social media and website), newsletters, annual reports, annual conferences, and Branch and SIG events</p>
1.3 Grow the membership	Increase member numbers by 10% each year	<p>1.3.1 Undertake recruitment drives at National and Branch level</p> <p>1.3.2 Offer membership benefits such as there must be a price difference of at least \$20 between member and non-member rates for events</p> <p>1.3.3 Engage the Education and Leadership SIGs in member initiatives directed at neonatal educators and leaders in hospitals/units/organisations</p> <p>1.3.4 Promote member benefits</p>
1.4 Retain financial members & re-engagement of lapsed members	Increase retention by 4 per cent, year on year over five years	<p>1.4.1 Survey member and lapsed members to ascertain why stay as a member/why did not keep membership</p> <p>1.4.2 Develop initiatives to retain members</p> <p>1.4.3 Provide multiple renewal period options 1-, 2-, 3- and 5-year payments</p>
1.5 Sustain ACNN at all levels	<p>Use of matrix to measure outcomes</p> <p>Succession planning</p>	<p>1.5.1 Bimonthly review of membership numbers and actions to sustain and grow membership</p> <p>1.5.2 Annual review of the Branch, SIG and Executive role descriptions for committee members</p> <p>1.5.3 Review annually the current guidelines for Branch and SIG formation and ongoing operation (G:9 Branch or G:6 SIG guidelines available HERE); full update every 5 years</p> <p>1.5.4 Provide Executive guidance and support to committees as needed</p>

	All committee positions filled	<p>1.5.5 Promote opportunities for members to attend meetings of the executive, branch and SIGS as observers. Advertise in newsletter each edition and via social media from time to time.</p> <p>1.5.6 Identify members/Branch/SIG committee members to mentor to take on an Executive role</p> <p>1.5.7 Branch and SIG committee to have one or more members at the Executive forum meetings held each even month (February, April, June, August, October, December)</p> <p>1.5.8 Branch and SIG representative to provide verbal report at each Executive forum meeting</p> <p>1.5.9 Submission of Branch and SIG annual reports, per calendar year and including Terms of Reference and strategic activities, by 28 February</p> <p>1.5.10 Provide Branches and SIGs with an operating budget as per Branch (G:9)/ SIG (G:6) guidelines</p> <p>1.5.11 Offer financial support to committee members as per the Sustainable Committees document (P13)</p>
1.6 Obtain funding to sustain activities of ACNN	Received funding	<p>1.6.1 Actively engage with corporates and companies to seek appropriate funding for scholarships/awards</p> <p>1.6.2 Actively engage in opportunities for grants/funding and/or support for the external work of the college, for example voluntary aid work</p> <p>1.6.3 Collaborate to apply for research grants</p> <p>1.6.4 Work with the Professional Conference Organiser to identify and apply for conference related grants</p>

Strategic direction 2

Advocate for the neonatal nursing profession.

Strategy	Success indicator	Initiatives
2.1 Provide expert advice to, and professional communication with government bodies, educational institutions and other professional associations on matters pertaining to neonatal nursing	Have represented and received requests for expert advice	2.2.1 Identify and pursue opportunities to represent Australian neonatal nurses/nursing at local, state, national, international levels 2.2.2 Provide ACNN representative/s when requested by external organisations

Strategic direction 3

Support and foster the provision of nurturing care to neonates and their families

Strategy	Success indicator	Initiatives
3.1 Provide neonatal nurses with resources to support their engagement in professional nurturing relationships with families	Disseminated and promoted the standards and other relevant documents consistently each year	<p>3.1.1 National executive, Branches and SIGs to promote the ACNN Standards for Practice (4th Ed.) at all events - available HERE</p> <p>3.1.2 Branches and SIGs to apply the ACNN Standards for Practice (4th Ed.) to apply these to activities where relevant - available HERE</p> <p>3.1.3 Advocate for appropriate behaviour and practice for therapeutic relationships as defined by ACNN Standards for Practice (4th Ed.) and the ACNN Social Media Policy - available HERE</p> <p>3.1.4 Promote the development of therapeutic relationships that are individualised, collaborative and supportive, and based on mutual trust and respect</p> <p>3.1.5 Engage with consumer groups/representatives and provide opportunities to have input in ACNN matters as appropriate, and to attend/participate at events</p>

Strategic direction 4

Promote excellence and innovation in neonatal care by setting and endorsing standards of practice, and providing opportunities for education, leadership, knowledge translation and research

Strategy	Success indicator/s	Initiatives
Support clinical care, education, leadership knowledge translation and research	<p>Members to have access to have regular, high quality educational activities</p> <p>The number of free abstracts within the conference program are maintained or increase each year</p> <p>Support the development of neonatal nursing education in low resource settings</p>	<p>4.1.1 Branches and SIGs to provide forums educational forums in person or via Zoom</p> <p>4.1.2 Branches to support member engagement in educational activities</p> <p>4.1.3 SIGs to engage with members to explore innovative initiatives around their area of interest (relevant to their purpose/aims)</p> <p>4.1.4 Scholarships, awards, and grants to be available for members</p> <p>4.1.5 Branches and SIGs are actively involved in promoting the ACNN Neonatal Nurse Excellence Award</p> <p>4.1.6 SIGs are actively involved in promoting their associated scholarship</p> <p>4.1.7 Hold an annual national conference that facilitates presentations of evolving clinical care, education, leadership, knowledge translation and research</p> <p>4.1.8 Encourage members to publish in the ACNN national newsletter and peer-reviewed journals</p> <p>4.1.9 Provide support and scholarships for healthcare workers from Low Resource Countries as set out in the Low Resource Countries Nurse Scholarship</p>

Strategic direction 5

Establish and strengthen collaboration with neonatal nurses, consumer groups, healthcare organisations and professional bodies

Strategy	Success indicator	Initiatives
5.1 Increased collaboration with national and international consumer groups, healthcare organisations and professional bodies	Established and strengthened engagements	5.1.1 Seek opportunities for affiliations relevant to ACNN 5.1.2 Seek opportunities for collaboration with relevant stakeholders 5.1.3 Financially support nominated ACNN representatives at national and international collaborative meetings and events 5.1.4 Engage consumer groups and/or parent representatives in ACNN business 5.1.5 Participate in external education opportunities when requested and relevant to ACNN 5.1.6 Foster relationships with colleges and universities that offer reduced postgraduate fees to ACNN members
5.2 Commitment to cultural competency (equity, diversity and inclusivity) of groups and individuals	Established practices and recommendations for culturally safe collaboration Culturally diverse presentations	5.2.1 Promote cultural awareness and safe practices that are respectful of family values (ACNN Standards of Practice, 4 th Ed) 5.2.2 Provide an acknowledgment of country, or welcome to country by an appropriate individual, at all ACNN events 5.2.3 Respect inclusivity and diversity of cultures and individuals 5.2.4 Include culturally diverse themes within the National Conference program and virtual presentations