



# Australian College of Neonatal Nurses

## Strategic Plan

2021 – 2025

## Our philosophy

**We believe neonatal nurses have a responsibility to carry out a high standard of individualised care for preterm, sick and recovering newborn infants within a family centred philosophy**

## Our values

**Advocacy**

**Nurture**

**Excellence**

**Collaboration**

## Our strategic intentions over the next 5 years

**Actively engage and seek opportunities to advocate for neonatal nurses and our consumers  
Increase membership and value to members  
Promote excellence and innovation in neonatal nursing**

## Our strategic directions

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### Strategic direction 1

*Advocate* for the continual professional development of neonatal nurses through engagement in policy development that enhances the care of neonates and their families.

### Strategic direction 2

Encourage and foster the neonatal nursing profession to provide *nurturing* care to neonates and their families.

### Strategic direction 3

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 4

Establish and strengthen *collaboration* with neonatal nurses and communities including consumers, healthcare organisations and professional bodies, to build capability and sustainability.

## Abbreviations in this document

ACNN	Australian College of Neonatal Nurses
SIG	Special Interest Group
TOR	Terms of Reference

## Strategic direction 1

Advocate for the continual professional development of neonatal nurses through engagement in policy development that enhances the care of neonates and their families.

Strategy	Success indicator	Initiatives
1.1 Maintain a clear profile and branding	Consistent use of organisational branding	<p>1.1.1 Consistently brand marketing and communications material as ACNN</p> <p>1.1.2 Maintaining and building cohesive communication and marketing plans</p> <p>1.1.3 Continuing to develop and improve use of information technology such as social media and website – <i>Promoting NNP SIG events and achievements through social media platforms. Celebrating NP Day 12<sup>th</sup> December</i></p> <p>1.1.4 Continuing to strengthen the profile of the National, Branch and SIG committees – <i>Updating the NNP Factsheet annually and providing resources about neonatal nurse practitioners on the ACNN website</i></p> <p>1.1.5 Ensuring Branches and SIGs use authorised communication and marketing materials – <i>Templates available in Dropbox for documentation and presentations</i></p>
1.2 Promote the College	Increase in representation by ACNN members	<p>1.2.1 Pursuing opportunities to represent neonatal nursing at local, state and national levels</p> <p>1.2.2 Developing processes to ensure timely provision of ACNN representatives when requested</p> <p>1.2.3 Identifying opportunities to promote ACNN at local, national and international forums – <i>Undertake a memorandum of understanding (MOU) with the Australian College of Nurse Practitioners (ACNP) to provide an affiliation between two professional groups.</i></p>
1.3 Promote the achievements of ACNN members, Branches and SIGs	Increase in publicised achievements	<p>1.3.1 Promoting the achievements of ACNN and its members through information technologies (email, social media and website), newsletters, annual reports, annual conferences, and Branch and SIG events – <i>NP SIG to contribute to Newsletter four times a year, complete an annual report and work with the conference committee to contribute to the annual conference / organising a plenary session. If feasible organise an annual workshop and/or virtual presentations aim for 2–3 per year.</i></p>

Strategy	Success indicator	Initiatives
1.4 Increase in new members annually	Increasing membership each year by 10 per cent	1.4.1 Undertaking recruitment drives at National and Branch level 1.4.2 Promoting ACNN at local meetings and events via Branches and SIGs to recruit new members – <i>organise an open meeting to all ACNN Members interested in joining the NNP SIG after our face-to-face meeting (February) and prior to the AGM (September).</i> 1.4.3 Offering value in membership by a price difference of at least \$20 between member and non-member rates for events 1.4.4 Supporting Education and Leadership SIGs in member initiatives directed at organisations 1.4.5 Continuing partnerships with universities that offer reduced postgraduate fees to ACNN members 1.4.6 Promoting member benefits generally – <i>Offering a collegiate network for neonatal nurse practitioners. Discuss a reduced annual membership to the ACNP if an ACNN member</i>
1.5 Retention of members	Increase retention by 4 per cent, year on year over five years	1.5.1 Scoping non-member contacts to ascertain if ever been a member/why did not renew/why not joining 1.5.2 Developing initiatives to retain members 1.5.3 Providing multiple renewal period options 1-, 2-, 3- and 5-year payments 1.5.4 Undertaking an annual membership promotion
1.6 Support for Branches and SIGs	Maintenance of established Branches and SIGs	1.6.1 Attendance of one or more members of each Branch and SIG committee at the Executive forum meetings held each even month (February, April, June, August, October, December) <i>Action Plan/To-Do List generated in Dropbox for committee members to nominate themselves for a meeting and secretary of the sig to forward a reminded with agenda when received.</i> 1.6.2 Receiving verbal report from each Branch and SIG representative at each Executive forum meeting – <i>Member from the NNP SIG to join meeting – highlighted on the To-Do List in Dropbox</i>

Strategy	Success indicator	Initiatives
		<p>1.6.3 Submission of Branch and SIG annual reports, per calendar year and including TOR and strategic activities, by 28 February – <i>Ongoing report through out the year updated by committee members</i></p> <p>1.6.4 Supporting the establishment of new Branch (G:9) and SIG committees (G:6)</p> <p>1.6.5 Updating and maintaining current guidelines for Branch and SIG formation (available on website)</p> <p>1.6.6 Providing Executive guidance and support to committees as needed, through available platforms</p> <p>1.6.7 Providing Branches and SIGs with an operating budget as per Branch or SIG guidelines</p>
1.7 Ensure viability of ACNN	Opportunities for succession planning and all committee positions filled	<p>1.7.1 Actively engaging in mentoring members and postgraduate students to mutually foster leadership skills, professional growth and trusting relationship</p> <p>1.7.2 Continual mentoring of Branch and SIG committee members – <i>hopefully to be initiated through two open forums with an EOI sent to all members prior to the AGM.</i></p> <p>1.7.3 Annual review of the Branch, SIG and Executive role descriptions for committee members</p> <p>1.7.4 Annual review of the Sustainable Committees document (P13)</p>

### Sources documents

G:9 Branch or G:6 SIG guidelines available [HERE](#)

## Strategic direction 2

Encourage and foster the neonatal nursing profession to provide nurturing care to neonates and their families

Strategy	Success indicator	Initiatives
2.1 Encourage neonatal nurses to form nurturing relationships with families	Presentations and discussions around family centred care at ACNN events	<p>2.1.1 Encouraging neonatal nurses to be aware of and implement the ACNN Standards for Practice (4th Ed.), and abide by the NMBA professional codes for conduct and ethics</p> <p>2.1.2 Encouraging neonatal nurses to engage in effective therapeutic relationships with families, based on dignity and respect</p> <p>2.1.3 Encouraging neonatal nurses to identify social, emotional, spiritual and cultural needs of families through active listening with appropriate responses</p> <p>2.1.4 Engaging with consumer groups/representatives and providing opportunities for them to have input in ACNN matters as appropriate, and to attend/participate at events</p>
2.2 Engage in therapeutic professional relationships	Neonatal nurses develop a nurturing approach to their practice	<p>2.2.1 Promoting appropriate behaviour and practice for therapeutic relationships as defined by ACNN Standards for Practice (4<sup>th</sup> Ed.) and the ACNN Social Media Policy</p> <p>2.2.2 Encouraging the development of therapeutic relationships that are individualised, collaborative and supportive, and based on mutual trust and respect</p>

### Sources documents

ACNN Standards for Practice (4th Ed.) available [HERE](#)

NMBA professional codes of ethics and conduct available [HERE](#)

ACNN Social Media Policy available [HERE](#)

### Strategic direction 3

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

Strategy	Success indicator	Initiatives
3.1 Support the progress of clinical care, education, leadership and research	Branches and SIGs to maintain and/or increase activities	<p>3.1.1 Branches and SIGs providing forums for member networking and sharing knowledge – <i>Through Zoom and face-to face meetings / annual workshop and conference, plus engaging affiliations with other professional bodies.</i></p> <p>3.1.2 SIGs engaging with members to support development around the SIG’s area of interest</p> <p>3.1.3 Branches and SIGs ensuring currency of website pages relevant to them and liaising with the Executive Support Officer (ESO) to update website pages – <i>Ordinary member of the NNP SIG to be allocated the website.</i></p> <p>3.1.4 Branches and SIGs promoting the ACNN Standards of Practice (4<sup>th</sup> Ed) and applying these to activities where relevant</p> <p>3.1.5 Facilitating the participation of Branch and/or SIG members in research</p> <p>3.1.6 Encouraging and supporting Branch and/or SIG members to explore innovative initiatives in their area of interest</p> <p>3.1.7 Branch and SIGs actively engaging in nominating and/or promoting neonatal nurse excellence awards and scholarships applicable to the SIG – <i>through social media platforms</i></p>
3.2 Provide opportunities for knowledge translation	Facilitation of presentations, publications and professional development opportunities	<p>3.2.1 Developing the annual conference program to facilitate presentations of evolving clinical care, education, leadership, research and knowledge translation – <i>encourage a NNP SIG committee member to join conference committee meetings to develop a dynamic program</i></p> <p>3.2.2 Encouraging members to publish in the ACNN national newsletter and peer-reviewed journals -<i>a committee member is nominated via Dropbox To-Do-List to submit to the newsletter</i></p> <p>3.2.3 Highlighting latest research publications via information technologies – <i>Notify ESO for publication in the latest round up or submit link to social media platforms</i></p> <p>3.2.4 Providing scholarships and grants to support member attendance at events</p>



## Sources documents

ACNN Standards for Practice (4th Ed.) available [HERE](#)

## Strategic direction 4

Establish and strengthen collaboration with neonatal nurses and other communities, including consumer groups, healthcare organisations and professional bodies, to build capability and sustainability

Strategy	Success indicator	Initiatives
4.1 Increased collaboration with national and international consumer groups, healthcare organisations and professional bodies	Established and strengthened engagements	<p>4.1.1 Providing opportunities for neonatal networking through various platforms</p> <p>4.1.2 Cross-promoting education, leadership and research activities with interprofessional groups</p> <p>4.1.3 At a National level, liaising and engaging with recognised consumer groups for targeted projects and events, as appropriate – <i>initiate MOU with ACNP</i></p> <p>4.1.4 Providing support and scholarships for healthcare workers from Low Resource Countries as set out in the Low Resource Countries Nurse Scholarship</p> <p>4.1.5 ACNN President/nominated representative engaging with international neonatal organisations</p> <p>4.1.6 Facilitating the participation of and financially supporting any nominated ACNN representatives at national and international collaborative meetings and events</p> <p>4.1.7 Encouraging participation of parent representatives in relevant ACNN activities</p>
4.2 Acknowledgment of Aboriginal and Torres Strait Islanders peoples across the country	Established practices and recommendations for culturally safe collaboration	<p><b>4.2.1</b> Providing an acknowledgment of country, or welcome to country by an appropriate individual, at all ACNN events – <i>To commence all meetings / presentations with welcome to country as stated, “The Australian College of Neonatal Nurses would like to acknowledge the Australian Aboriginal and Torres Strait Islander peoples across the nation as the traditional custodians of the lands on which we live, learn and work, and honour elders past and present.”</i></p>

		<p>4.2.2 Encouraging members to provide culturally aware and safe practices that are respectful of family values, and to understand the impact of cultures and behaviours (ACNN Standards of Practice, 4<sup>th</sup> Ed)</p> <p>4.2.3 Increasing collaboration with organisations that support Aboriginal and Torres Strait peoples and communities</p>
4.3 Partnerships with industry and other professional bodies	Enhanced funding and opportunities for members	<p>4.3.1 Seeking partnerships to provide funding for scholarships/awards</p> <p>4.3.2 Seeking partnership opportunities for grants/funding and/or support for the external work of the college, for example voluntary aid work</p> <p>4.3.3 Collaborating with partners to apply for research grants</p>