



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 neonates 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 | <i>Advocate</i> 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 <i>nurturing</i> care to neonates and their families. |
| Strategic direction 3 | Promote <i>excellence</i> 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 <i>collaboration</i> 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

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	1.1.1 Maintain and build cohesive communication and marketing materials 1.1.2 Continue to develop and improve use of information technology such as social media and website 1.1.3 Continue to strengthen the profile of the National, Branch and SIG committees
1.2 Promote the College	Increase in representation by ACNN members	1.2.1 Identify and pursue opportunities to represent Australian neonatal nurses/nursing at local, state, national, international levels 1.2.2 Provide ACNN representative/s when requested by external organisations
1.3 Promote the achievements of ACNN, Branches, SIGs and members	Increase in publicised achievements	1.3.1 Promote 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
1.4 Increase in new members annually	Increasing membership each year by 10 per cent	1.4.1 Undertake recruitment drives at National and Branch level 1.4.2 Offer membership benefits such as there must be a price difference of at least \$20 between member and non-member rates for events 1.4.3 Engage the Education and Leadership SIGs in member initiatives directed at neonatal educators and leaders in hospitals/units/organisations 1.4.4 Continue and further develop partnerships with colleges and universities to offer reduced postgraduate fees to ACNN members 1.4.5 Promote member benefits
1.5 Retention of financial members & re-engagement of lapsed members	Increase retention by 4 per cent, year on year over five years	1.5.1 Survey member and lapsed members to ascertain why stay as a member/why did not keep membership 1.5.2 Develop initiatives to retain members 1.5.3 Provide multiple renewal period options 1-, 2-, 3- and 5-year payments

1.6 Support for Branches and SIGs	Maintenance of established Branches and SIGs	<p>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)</p> <p>1.6.2 Receive verbal report from each Branch and SIG representative at each Executive forum meeting</p> <p>1.6.3 Submission of Branch and SIG annual reports, per calendar year and including Terms of Reference and strategic activities, by 28 February</p> <p>1.6.4 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>1.6.5 Provide Executive guidance and support to committees as needed</p> <p>1.6.6 Provide Branches and SIGs with an operating budget as per Branch (G:9)/ SIG (G:6) guidelines</p>
1.7 Ensure viability of ACNN	Opportunities for succession planning and all committee positions filled	<p>1.7.1 Annual review of the Branch, SIG and Executive role descriptions for committee members</p> <p>1.7.2 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>1.7.3 Identify members/Branch/SIG committee members to mentor to take on an Executive role</p> <p>1.7.4 Offer financial support to committee members as per the Sustainable Committees document (P13)</p> <p>1.7.5 Regular review of membership numbers and actions to sustain and grow membership</p>

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 engage in professional nurturing relationships with families	Neonatal nurses engage in discussions/present how they/their unit engaged in family centred care and therapeutic professional relationships	<p>2.2.1 Promote the ACNN Standards for Practice (4th Ed.) - available HERE</p> <p>2.2.2 Promote 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>2.2.3 Encourage the development of therapeutic relationships that are individualised, collaborative and supportive, and based on mutual trust and respect</p> <p>2.2.4 Encourage neonatal nurses to identify social, emotional, spiritual and cultural needs of families through active listening with appropriate responses</p> <p>2.2.5 Encourage neonatal nurses to engage in effective therapeutic professional relationships with families, based on dignity and respect</p> <p>2.2.6 Engage with consumer groups/representatives and provide opportunities for them to have input in ACNN matters as appropriate, and to attend/participate at events</p>

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	<ul style="list-style-type: none">3.1.1 Branches and SIGs to provide forums for member networking and sharing knowledge3.1.2 SIGs engage with members to support development around the SIG's area of interest3.1.3 Branches and SIGs ensure currency of website pages relevant to them and liaising with the Executive Support Officer (ESO) to update website pages3.1.4 Branches and SIGs to promote the ACNN Standards of Practice (4th Ed) and apply these to activities where relevant - available HERE3.1.5 Facilitate the participation of Branch and/or SIG members in research3.1.6 Encourage and support Branch/SIG members to explore innovative initiatives in their area of interest3.1.7 Branch and SIGs actively engage in nominating/promoting the ACNN Neonatal Nurse Excellence Award and scholarships
3.2 Provide opportunities for knowledge translation	Facilitation of presentations, publications and professional development opportunities	<ul style="list-style-type: none">3.2.1 Develop the annual conference program to facilitate presentations of evolving clinical care, education, leadership, research, and knowledge translation3.2.2 Branches and SIGs to support ongoing opportunities for professional development of members via virtual events by Zoom3.2.3 Encourage members to publish in the ACNN national newsletter and peer-reviewed journals3.2.4 Highlight latest research publications via information technologies3.2.5 Provide scholarships and grants to support member attendance at events

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	<ul style="list-style-type: none">4.1.1 Provide opportunities for neonatal networking4.1.2 Cross-promoting education, leadership, and research activities with interprofessional groups4.1.3 Engage in targeted projects and events, as appropriate4.1.4 Provide support and scholarships for healthcare workers from Low Resource Countries as set out in the Low Resource Countries Nurse Scholarship4.1.5 Facilitate the participation of and financially supporting any nominated ACNN representatives at national and international collaborative meetings and events4.1.6 Encourage participation of parent representatives in relevant ACNN activities4.1.7 Engage consumer groups in promoting the ACNN Neonatal Nurse Family Appreciation Award
4.2 Acknowledgment of Aboriginal and Torres Strait Islanders peoples across the country	Established practices and recommendations for culturally safe collaboration	<ul style="list-style-type: none">4.2.1 Provide an acknowledgment of country, or welcome to country by an appropriate individual, at all ACNN events4.2.2 Encourage 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, 4th Ed)4.2.3 Increase collaboration with organisations that support First Nations people
4.3 Partnerships with industry and other professional bodies	Enhanced funding and opportunities for members	<ul style="list-style-type: none">4.3.1 Accept appropriate funding for scholarships/awards4.3.2 Engage in partnership opportunities for grants/funding and/or support for the external work of the college, for example voluntary aid work4.3.3 Collaborate to apply for research grants