



ANMF STRATEGIC PLAN 2014 – 2017

Making a positive difference to Tasmania's health



ANMF
TASMANIAN BRANCH

Australian Nursing and Midwifery Federation (Tas Branch) April 2014

182 Macquarie St Hobart Tas 7000 | Ph: 6223 6777 | 1800 001 241 (outside Hobart area) | enquires@anmf.tas.org.au | Authorised by Neroli Ellis

Introduction

We are pleased to provide our refreshed ANMF (Tas Branch) Strategic Plan *Making a positive difference to Tasmania's health*. This revised Plan sets out our program of work to deliver on our vision of making a positive difference to Tasmania's health. The 2014-2017 revision of the Strategic Plan sees a shift in focus toward a broader social agenda of improving health and wellbeing in Tasmania through strengthening our industrial, professional and educational activities.

The Plan has four Key Result Areas, being:

- Governance and Compliance
- Service Excellence
- Strategic Growth
- Leadership, Advocacy and Influence

Each area defines a core strategic objective and ways we will work toward achieving these objectives are outlined in various strategic indicators. We are committed to making an active contribution to enhancing the health outcomes of our community in partnership with our members, key stakeholder relationships and community engagement.

Our Role

The Australian Nursing and Midwifery Federation, Tasmanian Branch (ANMF) is both the largest nursing and midwifery union and the largest professional body for the nursing and midwifery teams in Tasmania. We operate as the State Branch of the federally registered Australian Nursing and Midwifery Federation. The Tasmanian Branch represents over 7,200 members and in total the ANMF across Australia represents over 240,000 nurses, midwives and care staff. ANMF members are employed in a wide range of workplaces (private and public, urban and remote) such as acute hospitals, health and community services, aged care facilities, universities, the armed forces, statutory authorities, local government and more.

The core business of the ANMF is the industrial and professional representation of nurses, midwives and the broader nursing team, through the activities of a national office and branches in every state and territory. The role of the ANMF is to provide a high standard of leadership, industrial, educational and professional representation and service to members. This includes concentrating on topics such as education, policy and practice, industrial issues such as wages and professional matters and broader issues which affect health such as policy, funding and care delivery. ANMF also actively advocates for the community where decisions and policy is perceived to be detrimental to quality, safe patient care.

Our Services

ANMF (Tas Branch) offers services across three main areas:

Industrial

- Negotiation of Enterprise Bargaining Agreements across private and public sectors.
- Lobby state and federal governments in the 'nursing team' interests.
- Coordinate the delivery and access to a range of member services including: legal services, professional indemnity insurance and other insurances, financial services, health services, and counselling services.
- Coordinate industrial campaigns and represent groups of members at a range of jurisdictions including the Fair Work Commission and Tasmanian Industrial Commission.

- Individual member 'case management', which is representation and advocacy for individual matters across a range of industrial, legal, and professional jurisdictions, and developing and implementing strategies for managing the complex issues related to specific cases.
- Individual member information, options, recommendations, coaching and advice regarding industrial, WHS & professional entitlements and benefits, Nursing & Midwifery Board of Australia requirements and processes, interpretation and execution of policy, conflict and grievance management.
- A trained, supported and accessible network of ANMF Workplace Representatives¹ across all sectors and regions of Tasmania.
- A trained, resourced and informed network of ANMF Organisers² to support all members across all sectors and regions of Tasmania.
- Manage ANMF response to complex worksite issues including negotiation, advocacy and representation.

Educational

- The Health Education and Research Centre (HERC)³ provides consistent, high quality professional development opportunities to assist members of the 'nursing team' to continually build upon their existing knowledge and skills and maintain compliance with the AHPRA regulatory requirements.
- HERC offers vocational education and training (VET) courses that provide people with qualifications for all types of employment in a range of health industry areas.
- HERC offers health workplaces opportunities to develop, implement and evaluate onsite training programs that can be customised to meet a health facilities specific professional development requirements.
- HERC is innovative in developing, implementing and evaluating health care systems and workforce issues by conducting research to generate new knowledge about existing services and to influence policy and practice.

Professional

- ANMF (Tas Branch) works with community and consumer groups to input members ideas on service delivery.
- ANMF (Tas Branch) makes submissions to any inquiries, projects and proposals on any issue in our members and our professions interests.
- ANMF (Tas Branch) contribute to state and nationally-agreed and endorsed position statements on a range of issues impacting on health and social welfare in Tasmania.

¹ ANMF (Tas Branch) ensures a network of trained and supported Representatives are in place to monitor workplaces, facilitate member recruitment, promote the vision and mission of ANMF (Tas Branch) and liaise between our membership and our Organisers.

² ANMF (Tas Branch) ensures a network of Organisers are in place to develop and implement strategies to support, advocate and empower members and health workplaces to optimize the working conditions, health and wellbeing of health professionals and workers and standards of care for health care consumers.

³ HERC is the education arm of the ANMF (Tas Branch) business.

Our challenges and opportunities

The key challenges for ANMF (Tas Branch) are:

- Health Workforce Challenges
- Political Challenges
- Community and Membership Expectations
- Health System Changes

The key opportunities for ANMF (Tas Branch) include:

- Strong membership driven organisation
- Workforce Capacity and Productivity
- Plans for Clinical Redesign
- Education and Research Agenda

Our Strategy

Vision: Making a positive difference to Tasmania's health.

Mission: Our current purpose is driven by members to promote and contribute to improved health outcomes for people of Tasmania by representing the interests of the nursing team⁴ through:

- Industrial, professional and social advocacy
- Empowerment of members, stakeholders and community
- Promotion and provision of quality nursing education and research
- Advocating for conditions leading to improved health outcomes in Tasmania

Values: We clearly define the standards which govern our behaviour as an organisation and as individuals within this organisation.

Our values rest on a century of tradition founded on a formal means of supporting nursing roles and improving nursing standards and education. We are a union: a diverse community dedicated to the stewardship of achieving security and fairness in health workplaces, and fairness, equality and opportunity in the Tasmanian community.

We subscribe to the fundamental values of honesty, integrity, respect, trust, fairness and justice. To guide the way we work together to achieve our Vision and Mission, we enact these values through our commitment to the principles of:

- continually defining and working toward a shared purpose
- ensuring transparency, efficiency and effectiveness, and
- including, advocating and empowering diverse groups and communities
- collaborating and seizing opportunities through community and stakeholder engagement

⁴ ANMF (Tas Branch) assumes of holistic view of the nursing team therefore uses this term to include Registered Nurses, Registered Midwives, Enrolled Nurses, Assistants in Nursing, and Care Workers (however described).

Key Result Area 1: Governance and Compliance

Strategic Objective: Through good governance and transparent participatory processes, ANMF (Tas Branch) will inspire committed and innovative Business Unit teams to develop and deliver their professional services with high impact, backed by consistent and efficient management systems.	
Strategic Indicators	Performance Measures
1.1 To monitor and deliver a transparent governance and compliance structure	<p>1.1.1 Risks are managed through formal compliance with regulatory frameworks and internal risk identification and management policy and processes.</p> <p>1.1.2 Transparent decision making within the internal and external policy frameworks under the auspices of the elected Branch Council.</p> <p>1.1.3 Creating effective business systems for the efficient implementation, monitoring and reporting of ANMF (Tas Branch) strategic objectives.</p> <p>1.1.4 Sustaining systems for assuring quality and the continuous improvement of all operational aspects of ANMF business and services.</p>

Key Result Area 2: Service Excellence

Strategic Objective: To effectively represent and promote the industrial, professional and educational interests of our members through a culture of performance and a focus on service excellence.	
Strategic Indicators	Performance Measures
2.1 Support, protect and improve the industrial and professional conditions in all sectors for members	<p>2.1.1 Negotiation of Private and Public Sector Agreements acceptable to members.</p> <p>2.1.2 Provision of accurate and consistent information and support through the ANMF Information Centre.</p> <p>2.1.3 Proactive campaigning and organising with the ability to be nimble and respond to relevant issues.</p> <p>2.1.4 Provision of high level 'case management'⁵ for members.</p> <p>2.1.5 Protection and if required, advocacy of member's conditions and standards.</p>
2.2 Provide quality education, training and research to the health workforce	<p>2.2.1 Courses and units accredited by ASQA and ANMAC delivered to meet workforce needs.</p> <p>2.2.2 Programs and conferences to support continuing professional development.</p> <p>2.2.3 Foster culture of research, development and innovation in nursing, midwifery and health.</p>
2.3 Leading voice for professional issues impacting on nursing practice, standards and teams	<p>2.3.1 Promote and support the nursing and midwifery disciplines as valued professions to health care workforce.</p> <p>2.3.2 Contribute to state and national workforce planning and development for creating optimum health teams with clinically appropriate skill mix for optimising health outcomes.</p> <p>2.3.3 Supporting care workers to optimise their contributions to health care teams.</p>
2.4 Facilitate a positive workplace culture focussed on providing service excellence through positive accountability utilising a collaborative team culture of high performance	<p>2.4.1 Clearly defined organisational structure with clear role delineation and the ability to be responsive to change.</p> <p>2.4.2 Facilitate role clarity and positive accountability through a planning development and review system aligned with the ANMF Strategic Plan.</p>

⁵ See 'Our Services' for a description of case management.

Key Result Area 3: Strategic Growth

Strategic Objective: ANMF (Tas Branch) will grow to an optimal size to strategically support its industrial, professional and educational services and our business growth will be supported by efficient business services.	
Strategic Indicators	Performance Measures
3.1 Continue to build and develop ANMF to use the power and influence of a strong member led organisation to effective positive outcomes.	3.1.1 Recruit new members and improve density across all sectors. 3.1.2 Retain existing members through service excellence.
3.2 Continue to build power and strengthen ANMF through an active, educated and empowered ANMF Representative network and Branch Council.	3.2.1 Continue strengthening our structured Rep training and support program to ensure they have the skills and resources for undertaking the role and responsibilities. 3.2.2 Continue to ensure diverse ⁶ membership and a sustainable Branch Council who actively contribute to informing and leading ANMF policy and direction.
3.3 Continue to seek opportunities for expansion and growth of education, training and assessment to contribute to the development of skilled and responsive Tasmanian health workforce.	3.3.1 Continue to foster strategic partnerships with industry and employers to inform, design, implement and evaluation training and assessment relevant to industry needs. 3.3.2 Continue to source external funding and resources to support our education, training and research agenda. 3.3.3 Continue to resource, design and implement quality professional development programs the Tasmanian health workforce.
3.4 Advance research, grants and scholarship to contribute to the evidence base for Tasmania's health, nursing profession and nursing teams.	3.4.1 Source grants, funding and strategic partners to identify and research priority areas for action. 3.4.2 Disseminate information and research findings through journal publications, conferences and stakeholders.
3.5 Identify new opportunities for ANMF to lead and support innovation in service growth to further enhance the health and wellbeing of our members and community stakeholders.	3.5.1 Develop new strategic partnerships with external organisations, stakeholders and professional bodies. 3.5.2 Scope potential health and wellbeing projects.

Key Result Area 4: Leadership, Advocacy and Influence

Strategic Objective: be recognised as a leading voice of nursing and health issues and influence policy that improves the quality of health outcomes for all Tasmanians.	
Strategic Indicators	Performance Measures
4.1 Provide strategic direction and leadership for the 'nursing team' within Tasmania	4.1.1 Develop the professional and leadership capacity of members in influencing innovative nursing and midwifery practice. 4.1.2 Leading, advising on, and contributing to health, environmental and social policy.
4.2 Provide industrial, professional and social advocacy for our members and the Tasmanian community	4.2.1 Raising community awareness of key social, economic, environmental and political issues impacting on Tasmania's health, welfare and wellbeing. 4.2.2 Strengthening stakeholder relationships for enabling collaboration, advocacy and partnership approaches to improve key health and social policy impacting on members and the community. 4.2.3 Foster community and membership participation in influencing health, environmental and social policy through advocacy and support. 4.2.4 Provide members with legal services, professional advice and support on relevant matters.

⁶ Diversity is used here to denote:

- a) Sectorial Diversity – for example but not limited to aged, acute, mental health, forensic, paediatric, and community health sectors.
- b) Regional Diversity – for example but not limited to Southern, Northern and North West areas of Tasmania,
- c) Discipline Diversity – for example Registered Nurses, Enrolled Nurses, Registered Midwives, Assistants in Nursing and Care Workers (however described).

	<p>4.2.5 Provide professional advice on external working groups, committees and projects of local, state and national significance.</p>
<p>4.3 Influence and lobby Governments and other key stakeholders to develop and lead the implementation of sound policy for positively improving Tasmania's health</p>	<p>4.3.1 Enhance the ANMF's public and professional profile with the media and within the wider community to strengthen its collective power and influence.</p> <p>4.3.2 Organise and campaign to influence positive change across the spectrum of political representatives, professional bodies and community reference groups.</p> <p>4.3.3 Lobby relevant stakeholders and politicians to influence representing ANMF position and policy.</p>