



Australian Nursing Federation – SA

**Strategic Plan
2007 – 2010**

“Together we can achieve great things”

Table of Contents

- 1. OUR VISION..... 3**
- 2. OUR MISSION..... 3**
- 3. OUR VALUES..... 3**
- 4. THE OUTLOOK..... 4**
- 5. CRITICAL ISSUES..... 5**
- 6. ADDRESSING THE CRITICAL ISSUES..... 5**
- 7. OUR STRATEGIC AIMS..... 7**
- 8. OUR STRATEGIC OBJECTIVES..... 8**
- 9. ENABLING STRATEGIES..... 9**
 - 1. REPRESENT.....9**
 - 2. INFLUENCE10**
 - 3. SUPPORT & PROTECT.....11**
 - 4. DEVELOP12**
 - 5. BUILD14**

1. Our Vision

To promote and advance the interests of Australian Nursing Federation members and the profession.

2. Our Mission

The ANFSA will support members through:

- Providing opportunities for democratic decision making and action around issues of importance
- Providing professional and industrial services
- Promoting excellence in practice
- Delivering union training
- Delivering Registered Training Organisation (RTO) services to members and to the industry
- Providing industry leadership
- Developing industry specific policies
- Recognising and valuing the commitment of all our staff, worksite representatives and members
- Caring for the environment & supporting the community

3. Our Values

The ANFSA is committed to:

- Member activism and democracy
- Provision of leadership
- Ensuring quality services to members
- Striving for social justice, fairness and equity
- Providing opportunities for personal and professional growth
- Achieving a better balance between work and family life and employment security

4. The Outlook

The Health and Community Services sectors continue to experience rapid change. This creates a number of challenges to ANF-SA including:

- Ensuring that the ANF-SA continues to be relevant to its members and potential members and meets their needs by harnessing and recognising their increasing diversity.
- Engaging members, potential members and the wider community through effective communication and consultation.
- Defending the rights of members and their industrial entitlements from attack.
- Meeting members' and the industry's needs for education, training and workforce development.
- Identifying the reasons and factors that influence joining the ANF-SA, such as varying roles, ages and other demographic issues.
- Taking an active role in influencing changes in Federal and State relationships and alterations to the health infrastructure which may affect the profession and the activities of the ANF-SA.
- Effectively lobbying around issues that will have an affect on the recruitment and retention of persons in the industry and the impact of workforce shortages on restructuring, redesigned or new work roles, service levels and quality of care.
- Campaigning effectively and building a capacity to meet challenges that are created by care being provided in the community, away from hospitals and aged care facilities.
- Responding to challenges created by the increasing rationalisation in the ownership and management of health services which have resulted in a growth in influence of these larger employer organisations.

5. Critical Issues

- Hostile industrial relations environment particularly the effects of the Work Choices legislation
- Inadequacies in health funding particularly in areas such as aged care and mental health
- Reform of the health workforce including enhanced nursing & midwifery recruitment and retention strategies to meet the increasing health service demand
- Changes to the regulation of health care workers including the emerging national systems and extension of regulation to other health care workers
- Attraction and retention of members for the ANF-SA

6. Strategy for Addressing the Critical Issues

Aim:

The ANF-SA strategy outlined in this strategic plan aims to implement an integrated framework of action for Government, the industry and the ANF-SA to address the issues in an innovative, inclusive and consultative approach.

Outcomes:

- Development and implementation of a comprehensive attraction and retention plan for membership of the ANF-SA
- Development and implementation of strategies that advance members' interests and protect their rights and entitlements
- Extension of membership of the ANF-SA to workers in the nursing industry who have relevant qualifications

- Increase in mental health funding and better targeting of funding to meet reform priorities in order to protect members' and the community's interests
- Protection of the interests of nurses, midwives and other workers in the nursing industry in relation to any regulatory changes
- Endorsement of regulation for workers performing nursing work who are presently not professionally regulated
- Articulation of a vision for nursing and midwifery within a modernised health workforce
- Increased participation in ANF-SA and effective utilisation of its resources, particularly at the new premises in Ridleyton
- Provision of education and training services which enable members to provide high quality services within emerging workforce models
- Enhanced job satisfaction for members through recognition and rewards strategies and effective resolution of relevant issues.

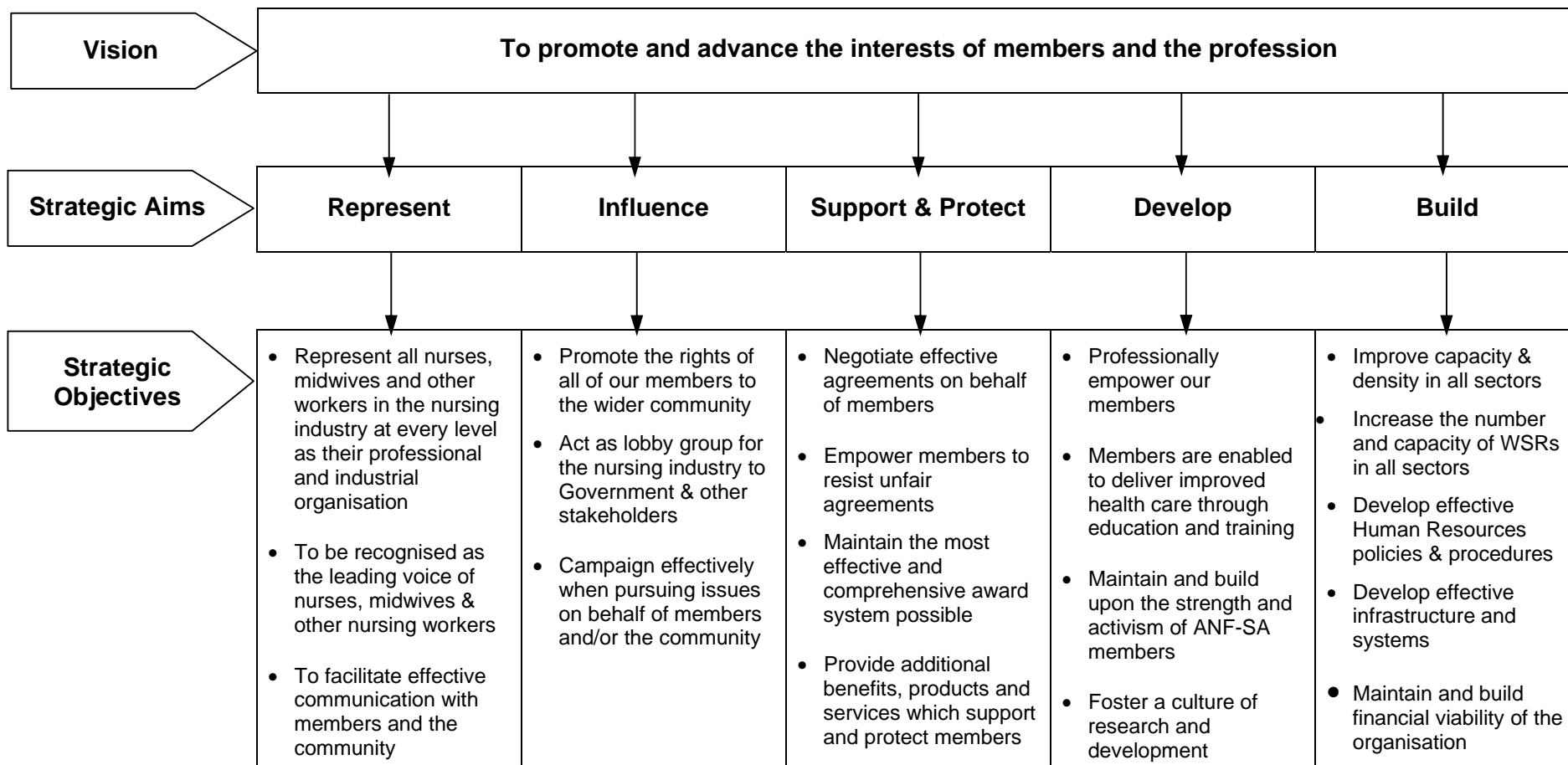
7. Strategic Plan Aims

To achieve our vision and advance the interests of members and the industry, the ANF-SA Strategic Plan 2007-2010 has identified five key strategic aims:

- **Represent** and articulate the issues of concern and of interest to our members
- **Influence** the development and implementation of health policies by working with and lobbying government and other stakeholders to ensure positive health outcomes for the patient / client and community, including recognition of the value of nursing in the delivery of quality care
- **Support and protect** the rights and entitlements of members in all sectors and members' interests professionally.
- **Develop** the professional and leadership capacity of members to meet the changing needs of clients and service structures in which they work
- **Build** a sustainable, member led organisation with the capacity to deliver our mission effectively, efficiently and in accordance with our values.

8. Our Strategic Objectives

To achieve our strategic aims, the ANFSA has developed a number of strategic objectives and enabling strategies (detailed in section 9) to deliver those objectives.



9. Enabling Strategies

1. REPRESENT

Strategic Objective 1.1

Represent all nurses, midwives and other workers in the nursing industry at every level as their professional and industrial organisation.

Enabling strategies

- Affiliation and active involvement with /SA Unions
- Liaison with the Nurses Board of SA, the Department of Health and other Government Departments
- Lobbying & communicating with the State and Federal Governments and the relevant Ministers
- Active involvement with other professional bodies, as appropriate
- Participation in national ANF forums including the Industrial Advisory Committee and the Professional Advisory Committee

Strategic Objective 1.2

To be recognised as the leading voice of nurses, midwives and other nursing workers.

Enabling strategies

- To be active in public, professional and industrial forums relevant to the industry
- Maintain an active and positive public profile through the effective engagement of the media and the public generally

Strategic Objective 1.3

To facilitate effective communication with members and the community.

Enabling strategies

- Publications & Website
- Internal and external networks
- Media
- Meetings, conferences and seminars
- Utilise available technology, as necessary

2. INFLUENCE

Strategic Objective 2.1

Promote the rights of all of our members to the wider community.

Enabling strategies

- Promote awareness of the value of nursing / midwifery in the delivery of patient care
- Member and community education of the value of nursing / midwifery

Strategic Objective 2.2

Act as lobby group for the nursing industry to the Government and other stakeholders.

Enabling strategies

- Act as an effective political lobby state and federally
- Network with other interest groups including SACOSS, aged care organisations, Public Health Association, COTA, the Department of Health and health service providers

Strategic Objective 2.3

Campaign effectively when pursuing issues on behalf of members and/or the community.

Enabling strategies

- The campaigning team will meet on a bi-monthly basis in order to plan and evaluate strategic campaigns.
- Planning will include the creation of documented campaign plans which will include (but are not limited to) the nature of the campaign (i.e. issue) and target (i.e. member or community), risk/benefit analysis, objectives and measurable outcomes.
- Evaluation will include the creation of documented campaign evaluation reports and will comprise of critical analysis including (but not limited to) comparisons of objectives versus outcomes and identify factors relevant for future campaigns.

3. SUPPORT & PROTECT

Strategic Objective 3.1

Negotiate effective Agreements on behalf of members.

Enabling strategies

- Work with members to establish goals and priorities
- Make claims on employers
- Maximise outcomes through effective negotiation and member activism

Strategic Objective 3.2

Empower members to resist unfair agreements.

Enabling strategies

- Undertake research to develop and support new claims.
- Ensure bargaining strategies are current and relevant to those involved.
- Identify and research/plan responses to counter employer strategies.
- Educate and support members to make informed decisions.

Strategic Objective 3.3

Maintain the most effective and comprehensive award system possible.

Enabling strategies

- Safety Net adjustments
- Monitoring and implementing new standards
- Lobbying for appropriate industrial legislation and systems

Strategic Objective 3.4

Provide additional benefits through the delivery of improved products and services, which support and protect members.

Enabling strategies

Maintain, enhance and add to the additional benefits available to members, including:

- Legal scheme
- Superannuation scheme
- Journey accident insurance
- Health Insurance scheme
- Union Shopper

4. DEVELOP

Strategic Objective 4.1

Professionally empower our members

Enabling strategies

- Educate
- Inspire
- Support
- Lead
- Ensure our members have access to education and continuing professional development (CPD) activities which meet their diverse needs
- Participate in and foster support for research and development within the profession

Strategic Objective 4.2

Members are enabled to deliver improved health care through education and training.

Enabling strategies

Provide:

- Vision
- Leadership
- An agenda for change
- Empowerment strategies
- Opportunities for networking and lobbying
- Training and professional development

Strategic Objective 4.3

Maintain and build upon the strength and activism of ANF-SA members.

Enabling strategies

- Worksite rep training
- RTO activities
- Continuing professional development of members
- Establishment and maintenance of member networks

Strategic Objective 4.4

Foster a culture of research and development

Enabling strategies

- Identify and source grant monies to increase the ANF-SA's policy and research capacity and ability to respond to strategic issues
- Increase in research and development capacity will also result in the development of improved products and services for our members
- Support the research and development activities of our members

5. BUILD

Strategic Objective 5.1

Improve capacity and density in all sectors

Enabling strategies

- Continue to be a member driven organisation
- Effective organising
- Mapping, targeting and campaigning
- Goal setting
- Fostering an activist culture

Strategic Objective 5.2

Increase the number and capacity of WSRs in all sectors.

Enabling strategies

- Organisers will meet on a bi-monthly basis in order to plan strategies and to evaluate the number and capacity of WSRs in all sectors.
- Planning will include the creation of documented plans which will include (but are not limited to) location, training and skills of WSR and to identify gaps in location / training / skills and actions required to address gaps.
- Actions will include (but are not limited to) regular contact and support / assistance that develop WSRs, enable them to learn and apply new skills with support and to achieve positive outcomes in the workplace.
- Evaluation will include the creation of documented evaluation reports and will comprise of critical analysis including (but not limited to) comparisons of objectives versus outcomes and identify factors relevant for future planning.
- Formal educational opportunities for WSRs will be expanded to enable a blend of face-to-face, on-line and after-hours education.
- The mentorship program will be developed to encourage new WSRs and to support existing WSRs.

Strategic Objective 5.3

Develop effective Human Resources policies & procedures.

Enabling strategies

- Human resource plans developed to be incorporated into our business and strategic plans with regular reviews and updates
- Linking our business and strategic plans to our performance management systems
- Performance management and review systems linked to staff development, training and succession planning

Strategic Objective 5.4

Develop effective infrastructure and systems to support the ANFSA membership (including premises and information technology).

Enabling strategies

- Develop information technology systems and infrastructure to continue to improve the delivery of proactive and responsive services to our members
- Acquire and build state of the art facilities to ensure efficient delivery of services to all our members
- Develop asset maintenance and replacement strategy to ensure up to date resources are utilised in servicing our members

Strategic Objective 5.5

Maintain and build financial viability of the organisation.

Enabling strategies

- Employ contemporary and prudent financial management practices
- Diversify income sources, including identification and sourcing of grant monies to support our activities in delivering improved services to our members
- Maximise membership of the union to further strengthen the voice and financial strength of the ANFSA
- Implement effective risk management practices
- Develop an action plan to monitor and manage the implementation and ongoing review of the business and strategic plans