

THE AUSTRALIAN NURSING AND MIDWIFERY
FEDERATION TASMANIAN BRANCH

Strategic Plan

2018-2021



Australian
Nursing &
Midwifery
Federation
Tasmania



We are pleased to provide our ANMF (Tas Branch) Strategic Plan 2018-2021, 'ANMF (Tas); Developing, Influencing, Growing'.

Our Vision

The largest and most influential advocate for nurses, midwives and care workers in Tasmania.

Our Mission

Representing, advancing and empowering nurses, midwives and care workers through leadership, advocacy and active participation in industrial, professional and political issues that influence the lives of our members and the important services they provide to the community.

Our Values

We subscribe to the fundamental values of honesty, equity, respect, inclusiveness, integrity, and empowerment.

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.

Our Role

The Australian Nursing and Midwifery Federation Tasmanian Branch (ANMF Tas) is the largest union and professional body for the nursing workforce in Tasmania.

We operate as the State branch of the federally registered Australian Nursing and Midwifery Federation. The Tasmanian Branch represents

over 8,000 financial and non financial members. In total the ANMF across Australia represents over 268,000 members of the nursing workforce.

The ANMF (Tas) has a democratic structure. Elected delegates attend an Annual Delegates Conference, which is the primary policy making body of the union. It is the membership that drives the agenda of the union. In addition to the annual conference, the Branch has an elected Council and Executive group, which in turn have decision-making responsibilities between conferences. The Branch Council is the governing body of the union.

The core business of the ANMF is the industrial, educational and professional representation of the nursing workforce and the provision of a high standard of leadership and service to its 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 (Tas) also actively advocates for the community where decisions and policies are perceived to be detrimental to quality health outcomes. ANMF (Tas) is influential in the provision of health education and research via its Health Education and Research Centre (HERC).

ANMF (Tas) is not affiliated with any political party but is keen to influence and seek policy responses of political parties and candidates regarding issues relevant to the nursing and midwifery professions.

Our Services

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

Industrial

- Negotiate Enterprise Bargaining Agreements across private and public sectors.
- Lobby state and federal governments in the interests of the nursing and midwifery workforce.
- Coordinate the delivery of, 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', including representation and advocacy for individual matters across a range of industrial, legal, and professional jurisdictions, as well as developing and implementing strategies for managing the complex issues related to specific cases.
- Individual member information, options, recommendations, coaching and advice regarding industrial, Work Health and Safety (WHS) and professional entitlements and benefits, Nursing and Midwifery Board of Australia (NMBA) requirements and processes, interpretation and execution of policy, conflict and grievance management.
- A trained, supported and accessible network of ANMF Workplace Representatives (Reps) across all sectors and regions of Tasmania.
- A trained, resourced and informed network of ANMF Organisers to support all members across all sectors and regions of Tasmania.
- Responding to complex worksite issues including negotiation, advocacy and representation.

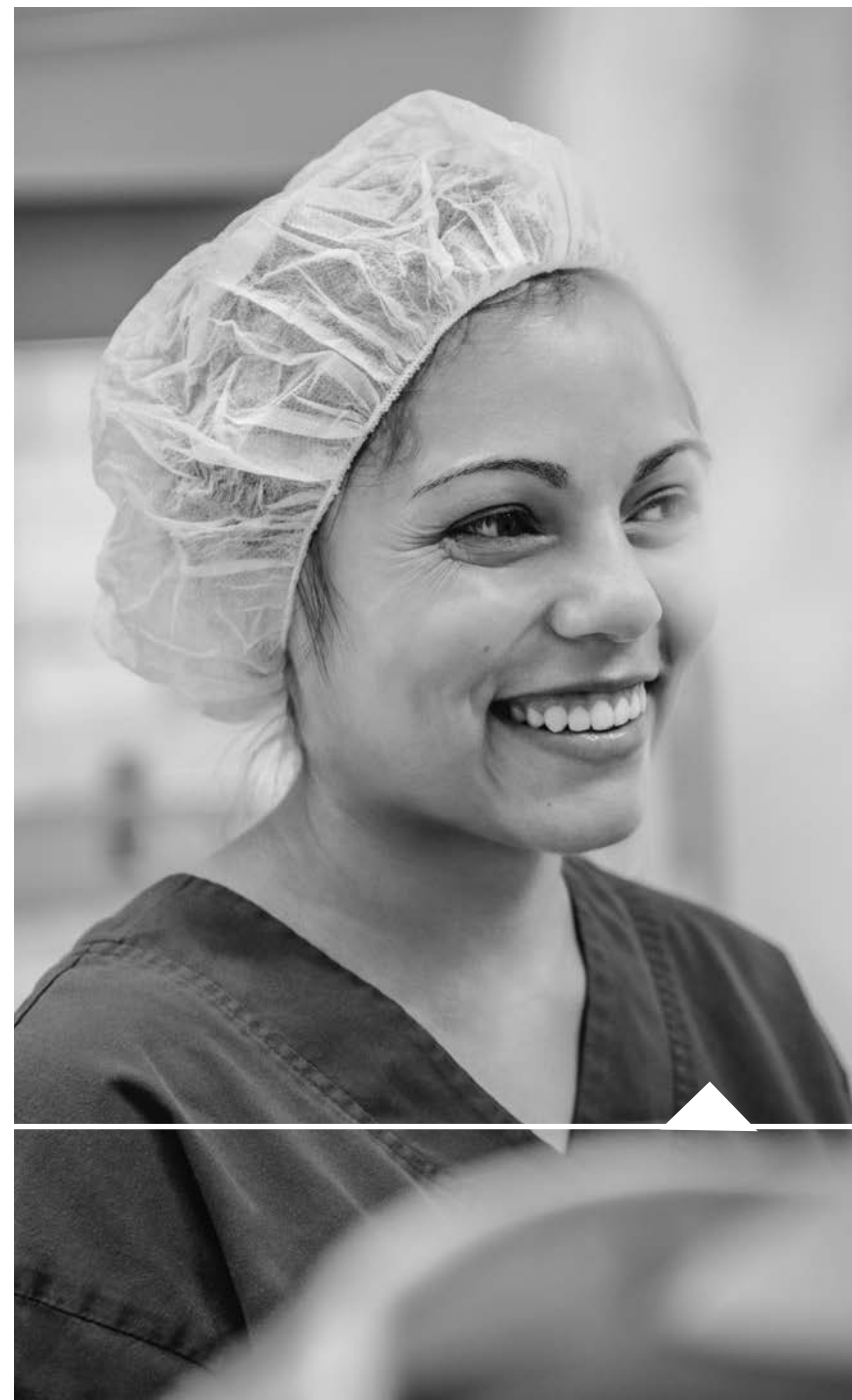


Education (via HERC)

- Provide consistent, high quality professional development opportunities to assist members of the nursing workforce to continually build upon their existing knowledge and skills and maintain compliance with the AHPRA regulatory requirements.
- Offer Vocational Education and Training (VET) courses that provide people with qualifications for all types of employment in a range of health industry areas.
- Offer workplaces opportunities to develop, implement and evaluate onsite training programs that can be customised to meet the specific professional development requirements of health related facilities.
- Be 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

- Work with community and consumer groups to input member's ideas on service delivery.
- Make submissions to any inquiries, projects and proposals on any issue in the interests of our members and the broader profession.
- Contribute to state and nationally-agreed and endorsed position statements on a range of issues impacting on health and social welfare in Tasmania.



Our Team

Our 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. They are registered nurses, enrolled nurses, midwives and care workers. Each category of membership is outlined below.

Registered Nurses (RN):

RNs must be registered with the NMBA, the independent statutory body that regulates nursing in Australia. RNs must complete an NMBA approved Bachelor degree at University. RN's plan, implement and evaluate nursing care and supervise the work of enrolled nurses and assistants in nursing. The RN is the constant presence in patient care 24 hours a day, seven days a week, managing the relationships between patient/clients, doctors, specialists, administrators, and families.

Enrolled Nurses (EN)

An EN must also be registered with the NMBA and must complete an NMBA approved Diploma at an approved Vocational Institution. An EN provides direct nursing care and observes and reports changes in an individual's health status. ENs with authority to administer medication can administer prescribed drugs, under the supervision of an RN.

Midwives:

Like RNs, midwives must be registered with the NMBA. The midwife practises in a variety of settings such as birth centres, hospital maternity units and the broader community. Midwives provide care to women during pregnancy and childbirth, and for the newborn up to six weeks of age. A majority of currently practising midwives are RNs with an additional postgraduate qualification in midwifery. Currently, midwives work within a scope of practice as defined by the Australian Nursing and Midwifery Council (ANMC) National Competency Standards for the Midwife (2006).

Care Workers:

Care workers are engaged in providing nursing care under the direct or indirect supervision, or at the direction of, a registered nurse, registered midwife, enrolled nurse or medical practitioner and who are engaged (howsoever titled) as an assistant in nursing, personal care assistant or extended care assistant.

The officers of ANMF (Tas) are the Branch Secretary and Branch Council. Our Secretary and Branch Council are elected by our membership. Branch Council is the ultimate policy and decision-making body of ANMF (Tas). Branch Council is comprised of the Branch Secretary, President, Vice President, 4 Executive Members and 14 Council Members. The objectives of Branch Council are to:

- 1 Provide leadership and set the strategic objectives of the Branch
- 2 Oversee management's implementation of the Branch's strategic objectives and its performance generally
- 3 Approve operating budgets and major capital expenditure
- 4 Oversee the integrity of the Branch's accounting and corporate reporting systems including the external audit
- 5 Oversee the Branch's processes for making timely, reasonable and balanced disclosure of information to its members
- 6 Ensure the Branch has an appropriate risk management framework and monitors the assessed risks
- 7 Monitor the effectiveness of the Branch's governance practices
- 8 Promote and protect the interest of members
- 9 Provide professional and industrial leadership for the nursing and midwifery industry and the health sector
- 10 Lead and support our network of Workplace Representatives and have an active role in recruitment and retention of members

The Team - Our Employees & Workplace Reps

Our Employees

Our employees work in a variety of roles spread across three business areas; business services (Administrative and Specialist Staff), industrial services (Organisers, Industrial Officers, Member Support Officers) and educational services (Educators and Support Staff) via our registered training organisation, HERC. The activities and strategies of ANMF (Tas) are led by a leadership team that reports to and is led by the democratically elected Branch Secretary.

Our Workplace Representatives (Reps)

Our Workplace Representatives are elected by their peers to represent members in the workplace and promote policies and activities of ANMF (Tas). They provide a vital communication link between ANMF and their respective workplaces on critical and specific workplace issues. They refer members to ANMF for advice, assistance and information to empower them to get involved.



Strategic Aims

Strategic Aim 1: Develop

▶ Build our capacity to meet the new and ongoing needs and interests of our members, students and stakeholders.

Strategic Indicators	Performance Measures
1. Improved member engagement	<ol style="list-style-type: none"> 1. Increased and improved social and electronic media engagement with our members and the community. 2. Ongoing relevance and importance in the lives of our members, potential members and the wider community. 3. A personal approach to member communications and engagement e.g. planned workplace visits across the state, personalised service by Branch staff.
2. Systems that support service excellence and swift outcomes	<ol style="list-style-type: none"> 1. Regularly evaluated member feedback from all key service areas informs improvement strategies e.g. annual member surveys, active requests for feedback on service and mechanisms for member suggestions. 2. A long term planned approach to all major campaigns and events that allows maximised lead time and optimised planning of activities 3. Use of defined bargaining strategies that aim for best outcomes for members. 4. Streamlined communication methods via systematic reviews of phone and in-person services, social media, website and written communication – including internal communications. 5. IT systems are efficient and secure. 6. A clear communications strategy. 7. Fast and intuitive automated systems for member and student processes and records. 8. Equality of services state-wide.
3. An expert ANMF Team	<ol style="list-style-type: none"> 1. Clearly defined roles and responsibilities of employees and officers of the Branch. 2. An ever-improving team that is highly skilled, informed and able to achieve positive outcomes (guided by use of skills analysis and training plans).
4. Exceptional governance and compliance driven by a culture of transparency and integrity	<ol style="list-style-type: none"> 1. An informed, active and engaged Branch Council. 2. Strong policies and procedures that govern the functioning of the Branch and promote best practice. 3. Full and ongoing compliance with the expectations of our governing bodies and relevant legislation.

Strategic Aim 2: Influence

Guide positive industrial, professional, political and educational outcomes through the presence and empowerment of a cohesive ANMF Team.

Strategic Indicators	Performance Measures
<p>1. A meaningful presence</p>	<ol style="list-style-type: none"> 1. Contribution to key legislation, change proposals, inquiries and identified issues across the health sector, for example providing submissions and being involved in formal Inquiries, change proposals, and proposed legislative changes. 2. A visible force for positive change on behalf of our members and the community via active involvement in campaigns (such as Aged Care Ratios and Change the Rules campaigns) and consultative forums. 3. Best use of our physical location to establish our presence and influence – a productive work environment that is also an inviting and useful space for our members, students and stakeholders.
<p>2. An engaged and active membership</p>	<ol style="list-style-type: none"> 1. A prominent and recognised organisation within our member’s various workplace settings with a degree of physical and influential presence in all key worksites. 2. Our members’ collective knowledge and activism is harnessed to influence positive change and we actively involve and communicate with our members around issues in the most effective ways.
<p>3. An established and effective network of workplace representatives that is representative of ANMF’s professional leadership</p>	<ol style="list-style-type: none"> 1. An informed, active and engaged network of Workplace Representatives is an extension of the ANMF organising team, backed by systems that enable our Reps to be easily and quickly informed and enabled to deal with issues at workplaces and refer matters appropriately to the ANMF Branch.
<p>4. Engagement with industry, potential and existing health care workers to deliver relevant training and education that provides positive employment outcomes</p>	<ol style="list-style-type: none"> 1. Active and regular consultation with industry that informs the direction of the education provided by HERC e.g. involvement in course advisory committees and innovations networks.

Strategic Aim 3: Grow

▶ Be powerful and innovative leaders of the Tasmanian union movement and health care industry.

Strategic Indicators	Performance Measures
1. Maximised relationships with industry and stakeholders	<ol style="list-style-type: none"> 1. Our key stakeholders are known, understood, consulted with and utilised for the benefit of our strategic aims (and mutual aims) and our member's interests (and collective influence when necessary).
2. Continued growth within the membership	<ol style="list-style-type: none"> 1. The collective power and longevity of the organisation is secured via planned focus on activities that build and retain our membership and ensure our relevance across all categories and demographics. 2. A particular focus on increasing our presence and membership in the aged care and private sectors across all categories of members.
3. Increased political, professional and industrial influence	<ol style="list-style-type: none"> 1. Involvement in important broad social issues that our members determine are important to them. 2. A vital and necessary contributor to major consultation activities affecting our members and the Tasmanian health system. 3. An authoritative and influential media presence.
4. A leader of innovation in the health care industry	<ol style="list-style-type: none"> 1. Campaigning for enforceable safe staffing across all health care settings. 2. An advocate for positive change relating to innovative technology, infrastructure and workforce models that will benefit our members profession, working standards and the provision of health care in Tasmania.



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