

2017  
September

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FUSION

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**Plus**

How to become a  
Workplace Rep

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**Focus**

Annual Delegates  
Conference 2017

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<b>James Lloyd</b>	Acting President/Vice President RHH Central Coordination Unit
<b>Andrew Ostler</b>	Executive – RHH Neurosurgical
<b>Monica Werner</b>	Executive – RHH – Oncology 2A
<b>Deanna Butler</b>	RHH – DEM
<b>Scott Butler</b>	RHH – Surgical Main Theatre
<b>Helen Evans</b>	NWPH – Perioperative Theatre
<b>Anne Sands</b>	Midlands – MPC
<b>Sarah Hill</b>	Mersey – ED
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<b>Kylie Atwell</b>	RHH – Medical (ICU)
<b>Peter Fraser</b>	MHS (THS-S) – Older Persons Unit
<b>Erin Kemp</b>	RHH – Neurosurgical
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# Branch Secretary Message



## Motivated by like minds!

Our annual Delegates Conference is always a highlight of the year. This year was no exception with like-minded individuals coming together for an inspiring two day event. This months edition has focused on the key outcomes from the conference and a celebration of our nominated ANMF Representatives and 2017 winner of the Faye Hoppitt ANMF Rep of the Year; James Lloyd. The Tasmanian Branch also have the honour of hosting the Biennial National ANMF Conference in Hobart in October this year.

You certainly need inspiration to continue to advocate with our members for a quality health system, with adequate resourcing to enable the delivery of safe patient, client and resident care. A common conference theme was inadequate staffing in all sectors, but the lack of bed capacity in the public sector leads to overcrowding, frustration and the real risk of missed care. ANMF has been invited to join a new strategic committee led by Department of Premier and Cabinet; the New Beds Implementation Team Reference Group (NBIT), which will look into some possible solutions.

This committee is reviewing the implementation status of Patients First strategies and the Report on the RHH Emergency Department. ANMF recently met with the THS CEO and raised a list of concerns with the lack of action or timeliness of implementation of these agreed strategies. Monitoring the implementation of the newly announced and funded public sector beds is an important governance process. The ANMF, as your nursing voice, is able to add considerable input to this process.

While the focus is often on Emergency Departments, they are just the tip of the iceberg and it was warming to see overwhelming support for our Aged Care nursing teams at the Conference. With protected industrial action commencing at Southern Cross Care sites across Tasmania and One Care cutting direct care hours, Aged Care needs all our support! Skill mix, staffing numbers and resources are all at skeleton levels, which not only leads to missed care as researched, but also impacts on the ability to treat people in their homes (including the Residential Aged Care Facility) and requiring residents to be taken often by ambulance to ED. The loss of hospice@HOME packages has also resulted in increased presentations at ED.

Additional beds are part of the solution, but preventative and primary care keeping people out of hospitals are equally important! So come on board with the ANMF Aged Care campaign and support the elderly and our Aged Care teams to deliver a higher level of care with more appropriate resourcing!

## Neroli Ellis

Branch Secretary



# — 2017 Annual Delegates Conference

On the 27th and 28th of July, ANMF Workplace Reps from around the state joined together at Rydges in North Hobart to celebrate this year's Annual Delegates Conference. The conference is a great place for Workplace Reps from all across the state to network with like minded colleagues, share experiences, and learn from a program of speakers and sessions designed to provide professional development and inspiration to all attendees.

Day one of the conference had a political focus. Delegates heard from State and Federal ANMF Secretaries who updated them on federation achievements and future goals. They heard from Health Minister Michael Ferguson who gave his annual health address, before politicians Rebecca White (Leader of the Opposition), Andrew Wilkie (Independent Member for Denison) and Rosalie Woodruff (Greens Member for Franklin) addressed the crowd. Delegates were engaged with the politicians, taking the opportunity to ask questions and suggest areas they felt were lacking.

Day two of the conference had the theme of social responsibility in health care. As part of this delegates heard from speakers including; Ben Moloney who presented a case study on how the Royal Hobart Hospital redevelopment considered environmental responsibility; Dr. Emily Ware who discussed the unique healthcare needs of refugees in Tasmania and how to treat and identify unique medical conditions; Rodney Croome who discussed the mental health implications that LGBTI people in the Tasmanian community face; and Tanya Panitzki who highlighted the damaging effects of anti-vaccination

campaigns and how midwives and nursing staff can improve immunisation rates.

This year's conference also had a significant focus on aged care. Resolutions requested a national federal ANMF campaign to improve staffing, skill mix and working conditions for those in the aged care sector; the ANMF Tasmanian Branch launched the aged care campaign plan; State and Federal Members of Parliament were questioned on making aged care a national priority; and the Federal Shadow Minister for Ageing and Mental Health, Julie Collins was asked to commit to supporting the current industrial campaign addressing the poor offer to nurse and care staff during EA negotiations.

ANMF would like to thank all the delegates who attended this year's conference and made it the success it was. It was great to hear the experiences of all those who attended. Without your involvement ANMF would not be able to strongly advocate.

A special thank you to those small Tasmanian businesses that kindly donated gifts to this year's delegates. These included The Art of Tea, Exquisite Flavours, and Beauty and the Bees. It is fantastic to have these businesses recognise and appreciate the hard work that nurses, midwives and carers do for the community. ANMF would also like to thank all those sponsors involved including HESTA, Nurses and Midwives Health, Tasplan, Me Bank, Frequent Values and Rydges. Their support is what allows conferences like these to continue.

Finally we would like to send a big thank you to all the guest speakers and ANMF staff that continue to work hard to make this conference the best it can be year after year. This year, in lieu of speaker gifts ANMF made a generous donation to the Migrant Resource Centre. You can learn more about this amazing organisation at [www.mrchobart.org.au](http://www.mrchobart.org.au)

"The ANMF Annual Delegates Conference was a resounding success, with fantastic engagement from Workplace Reps from across all sectors within Tasmania" said Mrs Ellis.





Left: Neroli Ellis giving her opening address.  
Above: Emily Shepherd addressing the conference on the Southern Cross Care campaign.



From left: Rosalie Woodruff Greens Member for Franklin, Andrew Wilkie (MP) Independent Member for Denison, Lee Thomas ANMF Federal Secretary, Neroli Ellis ANMF Branch Secretary, and Rebecca White (MP), Leader of the Opposition.



Rodney Croome from the Tasmanian Gay and Lesbian Rights Group discussing marriage equality and public health in Tasmania.



Dr Emily Ware, GP discussing refugee health.



Catherine Miedecke, State Manager AHPRA.



Julie Collins, Labor Federal Shadow Minister for Health and Ageing discusses aged care in Tasmania.



ANMF staff and delegates at this years ADC in Hobart.

# Workplace Representatives

Each year at the Annual Delegates Conference, Workplace Reps propose resolutions that set out the agenda and direction Branch Council will take in the future. This process is governed by the Australian Nursing and Midwifery Federation (ANMF) Rules, Section 76 – Annual Delegates Conference, which are certified under section 161 of the Fair Work (Registered Organisations) Act 2009.

Resolutions are submitted to ANMF (Tasmanian Branch) prior to the annual conference commencing. Workplace Representatives develop or receive resolutions through consultation with members in their wards, areas or workplaces. The aim is to ensure that the agenda of the Branch is inline with what members want. Typically the ANMF make a formal request for written resolutions, with the procedure or 'Guidelines' sent to Workplace Reps in April each year prior to the scheduling of the Annual Delegates Conference.

Resolutions are to be moved and seconded by ANMF (Tasmanian Branch) Workplace Reps who are attending the Annual Delegates Conference. Resolutions give ANMF the authority to act on behalf of members and are a great way to put change in motion. The guidelines consist of the following;

## **A Resolution:**

1. Must commence with "That", i.e. That the ANMF (Tasmanian Branch) includes... or That the 2017 ANMF (Tasmanian Branch) Delegates Conference condemns...
2. Must be quite specific.
3. Must not be ambiguous.



Delegate sarah Hill proposing a resolution.

4. Can not be worded in the first person.
5. Must have background preamble that further explains the reason for the resolution and any context.
6. May be in parts.
7. May be in the negative.
8. It could be related to an issue outside of working conditions, like a social justice issue directing ANMF to support a particular campaign or movement.
9. The wording of a Resolution might be debated at the conference and subsequently changed. This will be done with the permission of the Primary mover and seconder.
10. Should/must include a timeframe or actionable timeline.





### Example:

“That the 2017 Annual Delegates’ Conference resolves to direct the ANMF (Tasmanian Branch) to include in the 2018 Public Sector Enterprise Agreement Log of Claims, a claim regarding the requirement for a 10 hour break between Call Back, and all overtime and commencement of the next rostered shift.”

“That the 2017 Annual Delegates’ Conference resolves to direct the ANMF (Tasmanian Branch) Secretary to write to Federal Government outlining Tasmanian members concerns at the lack of progress on Constitutional recognition of our Indigenous people. This is to be actioned by 1st of December 2017.”

### 2017 Resolutions

The 2017 Delegates Conference saw a total of 12 resolutions put up for debate with 11 being carried and 1 defeated. These resolutions varied in themes and focus, which included:

- Establishing protections around being recalled to work from annual leave when there is an internal or external disaster
- Lobbying for an increase in pool staff for the Tasmanian Health Service (THS)
- Lobbying the Federal Office to ensure a campaign for minimum staffing levels, skill mix and equity of pay and working condition in the aged care sector
- Establishing penalty rates for those on long term sick leave (sick leave is currently paid on base rate only)
- Lobby both State and Federal Governments to ensure that the health workforce is environmentally responsible, i.e better at recycling, focused on renewable energy, and working to reducing the carbon footprint of health services
- Lobby the Tasmanian Government and WorkSafe to establish a hotline for staff to call and report events of physical violence, verbal abuse and horizontal violence. Data collected would be shared with key stakeholders, which would include the ANMF

Passionate debate was had around several resolutions, which either resulted in the resolution/s being amended prior to being put to the vote and ultimately carried or defeated. This process ensures that the best possible focus is given to the resolution/s so it is absolutely clear in providing guidance to the Branch in achieving the intended outcome.

These resolutions will now be presented to Branch Council for final endorsement. From here paid ANMF Officials, Branch Councillors and ANMF Workplace Reps will seek to set about achieving outcomes inline with these resolutions over a 12 month period.

An example of this process in action was the resolution put at the 2016 Annual Delegates Conference: “That the 2016 Annual Delegates Conference resolve that the ANMF (Tas Branch) lobby the Tasmanian Government to implement change to dictate that in order to be considered working a ‘call back’ shift you do not have to leave the workplace.”

ANMF was successful in the 2016 EA negotiations in lobbying the THS to include in the new Public Sector agreement that, if you work more than 1 hour of overtime (and you were rostered on-call) you will be given a call back payment after that hour despite not having left the area.

If you want to be involved in setting the agenda and direction of the ANMF Tasmanian Branch for 2018, we strongly encourage you to speak with your current Workplace Rep or ANMF Organiser and become a Workplace Rep yourself. Who knows, you may just think of the next big thing in protecting and/or improving workplace rights and conditions for nurses midwives and carers in Tasmania!

# ADC Roundup

## South - Public

### **Tristan Streefland - Southern Organiser for the Royal Hobart Hospital (RHH)**

This year's Annual Delegates Conference was a fantastic forum for Organisers to touch base with Workplace Reps. The focus of the conference was on social justice issues, and how this relates to nursing in Tasmania. Workplace Reps from the RHH found the session on environmental responsibility particularly interesting. Presented by Ben Molony, Project Manager of the RHH Redevelopment, Ben gave an overview of the redevelopment and the power of up cycling and how this has been applied at the site.

Workplace Reps also had the chance to ask questions of the Minister for Health, the Hon. Michael Ferguson. Questions touched on the increase in double shifts as a result of needing to complete elective surgery risks, and the current lack of privacy that patients experience in the outpatient maternity services in the North West.

This year's conference also involved a Rep Workshop. Here ANMF Organisers and their Workplace Reps were able to meet, discuss and present new ideas on how ANMF can engage members and support Workplace Reps. Delegates from the RHH were grouped together and identified some great ideas. Southern Organiser, Tristan Streefland is looking forward to putting these ideas into action at the RHH in the coming months.

Workplace Reps from the RHH were also excited to see fellow workmates Deanna Butler and

James Lloyd nominated for ANMF Rep of the Year. Congratulations to both on their well deserved nominations which recognises their hard work at the RHH in advocating for their fellow members and providing industrial support to their workplaces.

## South - Private

### **Sue Darcy - Southern Organiser for the private sector**

Feedback from delegates at this years ADC showed that Workplace Reps really enjoyed the Rep Workshop. Delegates from community nursing, rural and remote district hospitals, correctional health services and adult and older persons community mental health services in the South were partnered together for this session.

This group immediately identified some common challenges, the most obvious being their diverse geographical locations and time demands. Meeting the daily demands and workload pressures of a clinical nurse will always be their priority. The strong desire to assist their colleagues in times of difficulty or uncertainty whether it be for an individual member or issue that impacts on the entire nursing group was evident. They discussed the importance of justice and equity which is often poorly managed and a cause of low morale in the workplace and at times very challenging for the Rep to address with management.

To help with empowering ANMF Workplace Reps it was identified that more time for Rep training be provided.



Tristan Streefland workshoping with delegates from the Royal Hobart Hospital.



# ADC Roundup



ANMF Assistant Secretary, Emily Shephard and Industrial Organising Manager, Shane Rickerby workshop ideas with the delegates from the North West.

The recruitment of additional Reps in the workplace was discussed and agreed that it would add additional support when raising workplace concerns with management.

## North

### Phoebe Mansell - Northern Organiser

This year's ADC inspired Northern ANMF Workplace Reps. Delegates particularly enjoyed the ANMF Federal update presented by ANMF Federal Secretary, Lee Thomas and ANMF Assistant Federal Secretary, Annie Butler. Both speakers gave a great overview of what goals and achievements the Federation have made over the past 12 months.

In addition to this, the Rep Workshop was a highly talked about session amongst delegates. This was a great opportunity for Reps in the North to network and discuss the different ways ANMF can engage younger members. Delegates shared some fantastic ideas around better engagement with Workplace Reps. There were some fantastic suggestions around the use of social media platforms for increased communication. A strong theme from all Reps was the need for further education and training. The ANMF team have taken this advice on board and will endeavour to implement these suggestions.

The theme for day two of the conference was 'social justice'. Delegates enjoyed listening to key note speakers discuss issues including; the healthcare

needs of refugees in Tasmania, marriage equality, and immunisation. These were topics that interested and engaged the entire room, with Reps also asking relevant questions to further understand the issues.

It was great to see two Workplace Reps from the North nominated for Rep of the Year, with Stephanie Lee (finalist) being nominated from the LGH 5A and Cassandra Sheehan (runner up) being nominated from May Shaw in Scottsdale.

## North West

### Emily Shepherd - Assistant Secretary

It was great to see so many Workplace Reps from the North West represented at ADC. These Reps were able to highlight numerous challenges being experienced by members in this area.

The North West Integrated Maternity Services featured prominently as a key issue for North West members during the session allocated to the Minister for Health, Michael Ferguson. During question time the Minister was asked why there had been no formal evaluation of the Integrated Maternity Services in the North West following its implementation and why the significant issues with the service were not being addressed. Notably the Minister committed to an evaluation of this service at the conference.

In addition to this, the dedicated work of two

# ADC Roundup

tireless ANMF delegates, Sue Anne Midgley and Kerrie Burt was highlighted during the Rep Stories session. Their story about their wards workplace grievance and their instrumental role in continually advocating for safer staffing was incredibly inspiring for delegates in attendance and reaffirmed the positive impact a motivated Workplace Rep can have.

## Aged Care

### **Norm Blackburn - Southern Organiser for Aged Care**

It was great to see so many Workplace Reps from Aged Care in attendance at this years ADC. This years conference had a strong message of support and change for the Aged Care sector in Tasmania. Many delegates commented that the conference had left them feeling inspired and driven to make changes in their workplaces.

One highlight of the conference, was watching Federal Secretary, Lee Thomas and Assistant Secretary, Annie Butler present an update on aged care in Australia. This included the need for better staffing levels and skill mix, and the need for ratios in aged care. They called on ANMF

Tasmania members from all sectors to band together to support and fight for the working conditions of some of our worst paid health care professionals - carers.

In addition, delegates heard a passionate presentation by Tasmania's Assistant Secretary, Emily Shepherd. She spoke about the need for change, for better working conditions, safe staffing and adequate pay for all care workers in Tasmania. This message had a profound impact on guests to the political panel, as a result Andrew Wilkie (Independent member for Dennison), Rosalie Woodruff (Greens member for Franklin) and Rebecca White (Leader of the Opposition), all committed to assisting ANMF in the implementation of an aged care reform.

Like any successful member organisation, the ANMF will continue to be successful due to the support of our Workplace Reps and the unity of our growing membership. All members are encouraged to consider becoming a Workplace Rep. Do not hesitate to contact your Organiser or the ANMF Information Centre to find out more.



Norm Blackburn, Southern Organiser for Aged Care and Mandy Clark, Member Engagement Officer workshopping ideas with delegates.



# ANMF Rep of the Year

On behalf of the ANMF Tasmanian Branch we wish to convey our congratulations to the 2017 ANMF Rep of the year James Lloyd!

At the 2017 Annual Delegates Conference James was named as the ANMF Rep of the Year. Joint runners up Cassandra Sheehan and Anne Sands were also announced on the night. James was nominated by a fellow ANMF member and won the prestigious title of ANMF Rep of the Year from a strong group of finalists. The 2017 finalists also included Christine McCracken, Stephanie Lee and Deanna Butler.

However, for 2017, the Rep of the Year title belonged to James. James has had a long and dedicated history with the ANMF Tasmanian Branch joining as a member in 1995 and being elected as a Workplace Rep at the Royal Hobart Hospital (RHH) in 2011. Soon after he joined the ANMF Branch Council.

Throughout his time as a Workplace Rep and as a Branch Councillor, James has been a tireless and dedicated supporter of ANMF members at all levels. James has been passionate in supporting nursing students and new graduate nurses and has presented at the ANMF Transition to Practice Workshop to share his knowledge and nursing experience with those soon to enter the profession. Within the workplace, James has provided ongoing support to members at the coalface and assisted and guided other Workplace Reps in addressing and raising their individual issues to be appropriately addressed. Most recently, James has had a big impact on the strategic direction of the ANMF, helping to address issues that are affecting nurses and midwives across the State. During this time, he has also been Acting Branch President of the ANMF Tasmanian Branch, a position he has held since October 2016.

While James' contributions cannot be underestimated in

any of his roles, one of most notable aspects of his nomination is his constant dedication and dependability. In James, the ANMF Tasmanian Branch has an unwavering staunch advocate of its Branch, the union movement, for the nursing and midwifery professions and also for every member - midwives, nurses and care workers alike.

Some of the most notable contributions by James in recent times have included his participation in the difficult negotiation process for the 2016 Public Sector Nurses and Midwives Enterprise Agreement. During this time, he was able to articulate clinical issues from members to support the log of claims, he participated in joint round table discussions with advocates from wider health professions to discuss issues affecting the Tasmanian health system, and specifically the RHH, he participated in rally's and attended community health forums, and he spoke out on behalf of members in the media.

The ANMF Tasmanian Branch are incredibly grateful to James for his ongoing dedication and support. We know that his contributions will inspire other ANMF Workplace Reps and members. We would like to once again thank James for his amazing efforts and congratulate him on his award.



Neroli Ellis with the ANMF Rep of the Year James Lloyd and HESTA representative Carmen Ransley.

# Rep of the Year Gallery



Left: James Lloyd with the Faye Hoppitt ANMF Rep of the Year Award.  
Above: The nominees with Neroli Ellis during the presentation.



Above from left: Carmen Ransley from HESTA presenting the Rep of the Year awards to Christine McCracken, Stephanie Lee and Deanna Butler.



Left: Kim Ford and Angela Manion receiving flowers at the dinner.  
Above: delegates enjoying refreshments during the dinner.





# How to become a workplace advocate

On a daily basis our many Workplace Reps ably assist nurses, midwives and carers around Tasmania. These representatives provide a vital communication link between the ANMF Information Centre and ANMF Organisers, allowing for specific focus on workplace and individual issues.

The ANMF Tasmanian Branch Information Centre receives many calls and emails each week from Workplace Reps seeking to clarify advice as to how they can assist ANMF members in their workplace. Similarly, Workplace Reps are wonderful at identifying when an ANMF member should contact the Information Centre for assistance.

The level of involvement required of an ANMF Workplace Rep varies depending on how confident you feel in your skill-set, or your availability of time. The ANMF provides Representative Training to assist Workplace Reps to feel supported at every step. This includes not only an understanding of the industrial structures within Tasmania, but also leadership, empowerment and resilience, and how to invigorate your workplace.

Workplace Reps can promote policies and activities of the ANMF, participate in EA negotiations, empower other ANMF members to get involved, and recruit new members to increase the collective power of our members. The collective power of our members, beyond those of a particular workplace, means our members can work together – supported by the expertise of ANMF staff.

If being a Workplace Rep interests you, the ANMF can provide a nomination form. On receipt of a completed nomination form, we will send out a nomination flyer, which must be posted to workplace noticeboards. If no objections are received in two weeks, you are declared elected. If an objection is received, a ballot will be held.

Once elected, you can work closely with your ANMF Organiser to improve working conditions, and you and your colleague's ability to provide quality care. ANMF provide free Workplace Representative Training that will enhance your skills in negotiation, communication and advocacy, and count towards your CPD.

Additionally, Workplace Reps are able to attend the Annual Delegate's Conference (ADC), which incorporates an energising mix of ANMF and professional content. Various industrial instruments may be covered at Workplace Representative Training and ADC. In the public sector, Workplace Reps are entitled to 5 days paid training leave in any one calendar year, which covers both the training and ADC attendance.

Workplace Reps in the private sector may have some paid time, such as Calvary Health Care Tasmania, who provide 3 days per calendar year, however other private sector employers may not provide any paid leave. These are areas the ANMF hopes to change, and as more Workplace Reps are elected in these sites, the stronger an influence there will be.

If you are interested in becoming a Workplace Rep have a chat with your local ANMF Organiser or contact the ANMF Information Centre for more information.

Strength in numbers is an important consideration for any Workplace Rep. Having multiple representatives at a workplace can enable you to support each other and aid in building resilience and collective power during active campaigns.

**If you have any queries, or would like to become a Workplace Rep, please don't hesitate to call the ANMF Information Centre on (03) 6223 6777 or 1800 001 241 (outside Hobart area), or email us at [info@anmftas.org.au](mailto:info@anmftas.org.au) for advice.**



### Emily Shepherd

*ANMF Tasmanian Branch  
Assistant Secretary*

As nurses and midwives, evaluating the efficacy of any clinical intervention is an ingrained clinical process. The importance of evaluating clinical practice, patient

outcomes and reflecting on how any of the elements of care could be improved within the clinical setting contributes to an innovative healthcare environment and increased knowledge among health care professionals. Indeed the emphasis on critical thinking and evaluation through clinical education of nurses and midwives has been increasing for well over a decade <sup>(1)</sup>. In fact, continuous evaluation is required by all nurses and midwives and is well recognised as a tool to establish efficacy, improve treatment, consider alternatives in therapy, as well as aiding in the prevention of adverse outcomes by critically analysing vital signs <sup>(2)</sup>.

Whilst all nurses and midwives are aware of the critical need to evaluate, the importance of evaluation is as equally important in the healthcare system when service changes and projects are implemented. In fact the evidence to support evaluation in project management has a strong historical evidence base.

***'Evaluation is concerned with the periodic and objective formal assessment of the continued relevance and effectiveness of existing programs. Major project evaluations issues would typically involve a concern for the degree to which the project goal(s) were achieved and the reasons for any shortcomings.'*** <sup>(3)</sup>

Whilst I have never underestimated just how vital evaluation is as a cornerstone of any project management process, I have been astounded during this last month to learn that the Tasmanian Health Service (THS) has not undertaken a formal evaluation of a significant restructure in the North West of the State, following a health service reconfiguration. In 2015, the Tasmanian Government's



White Paper announced that birthing services would be relocated to the North West Private Hospital and become unavailable to women at the Mersey Community Hospital. This proposal took effect in December 2016 and the North West Integrated Maternity Services was established. While a project team oversaw the implementation of this service change, there has been no formal evaluation and despite repeated requests from staff and management for a review and evaluation, there has been none to date.

As a result key concerns, which would have been identified through a strategic evaluation, have been left to compound to the point where the service and safe care delivery is only being maintained through the good will of the midwives and their allied health colleagues. ANMF on behalf of members have now formally requested the THS CEO establish a strategic evaluation process as a matter of urgency.

The evaluation and review process will identify both strategic and operational issues and the required solutions that are so desperately needed for the North West Integrated Maternity Services. Hopefully the actual review process will also highlight what nurses and midwives have always known, that the implementation of any action in healthcare isn't the end point, its' just the beginning of continuous cycle of evaluation, reflection and improvement <sup>(4)</sup>.

1. Gul, R.B and Boman, A. (2006). Concept mapping: A strategy for teaching and evaluation in nursing education. *Nurse Education in Practice*, 6(4), pp. 199-206.
2. Elliott, M and Coventry, A. (2012). Critical Care: The eight vital signs of patient monitoring, *Critical Care*, 21(10), pp. 621-625.
3. Loo, R. (1985). Evaluation in the project management environment. *Project Management Journal*, 16(3), pp. 36-41.
4. University of Newcastle. (2009). *Clinical Reasoning*. Newcastle: School of Nursing and Midwifery -Faculty of Health, University of Newcastle, Pg. 2-17.



# My Benefits

## Member offers

Have you been enjoying your new Member Benefits? Here are some of the great offers available for ANMF Tasmania members...

To access, redeem and explore all of the offers available visit [my.anmftas.org.au](http://my.anmftas.org.au)

\*Offers correct at time of print. For latest listing and terms and conditions please refer to the ANMF website.



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