

Australian Nursing And Midwifery Federation

# ANMF STRATEGIC PLAN: 2018 – 2023



Australian  
Nursing &  
Midwifery  
Federation



## ABOUT THE ANMF

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**The Australian Nursing and Midwifery Federation (ANMF) is Australia’s largest national union and professional nursing and midwifery organisation. In collaboration with the ANMF’s eight state and territory branches, we represent the professional, industrial and political interests of more than 275,000 nurses, midwives and carers across the country.**

Our members work in the public and private health, aged care and disability sectors across a wide variety of urban, rural and remote locations. We work with them to improve their ability to deliver safe and best practice care in each and every one of these settings, fulfil their professional goals and achieve a healthy work/life balance.

Our strong and growing membership and integrated role as both a trade union and professional organisation provide us with a complete understanding of all aspects of the nursing and midwifery professions and see us uniquely placed to defend and advance our professions.

Through our work with members we aim to strengthen the contribution of nursing and midwifery to improving Australia’s health and aged care systems, and the health of our national and global communities.



## OUR VALUES

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### Integrity

We are consistently honest, ethical, respectful and professional in all our interactions.

### Courage

We challenge the status quo and work to overcome difficult situations to achieve better outcomes for our members and our communities.

### Fairness

We treat all people in an equal manner, regardless of their gender, ethnicity, religion, political or sexual preference, and in a way that is free from self-interest, prejudice or favouritism. We are committed to eliminating discrimination, harassment, intimidation and violence.

### Unity

We work collectively and collaboratively to achieve the best results for our members and our communities and to strengthen internal, national and international solidarity.

### Inclusion

We recognise all individuals and provide equal access and opportunity for all to take part in our activities. We contribute to improving the ability, opportunity and dignity of those who are disadvantaged because of their identity to participate in our community.

### Responsibility

We transparently manage our resources in the best interests of our members and our communities without waste or harm to any person or the environment. We are accountable for the results of our actions both in the present and for future generations.



## **OUR VISION**

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**The Australian Nursing and Midwifery Federation is the influential and respected national voice of highly valued nurses, midwives and carers working in a world-class, equitable and fully funded health and aged care system.**

## **OUR MISSION**

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**To empower nurses, midwives and carers to improve the health and well-being of all Australians.**

## **OUR STRATEGIC PRIORITIES: 2018 – 2023**

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1. Equip the nursing and midwifery professions to deliver safe and quality care in all settings and be prepared for the future
2. Ensure the professional and personal safety and well-being of nurses, midwives and carers in all environments
3. Position nursing and midwifery as informed, expert commentators and advocates on health and social issues
4. Develop evidence to inform and influence national health and aged care policy, and promote alternative policy where needed
5. Contribute to ensuring an economically, environmentally and socially sustainable future for all communities
6. Be an effective, efficient and accountable organisation through good governance and democratic involvement of members



# STRATEGIC PRIORITY 1

## Equip the nursing and midwifery professions to deliver safe and quality care in all settings and be prepared for the future

Australia has a highly qualified and skilled nursing and midwifery workforce which is largely under-utilised. Nurses and midwives are denied opportunities to realise their full potential and maximise their contribution to the health and aged care systems. They are also frequently prevented from delivering the care they believe is necessary for their patients and communities because of poorly resourced, unsafe environments. The ANMF will work with members to ensure the environments they work in enable them to deliver safe, quality care.

### Strategies

- a. Lobby and campaign nationally for safe staffing and safe workloads for nurses, midwives and carers in all settings, prioritising our national focus on aged care.
- b. Lobby for national legislative and policy reforms to support the full use of the nursing, midwifery and carer workforce.
- c. Advocate for innovative workforce models, which support nurses, midwives and carers to work to their full scope of practice.
- d. Protect nurses' and midwives' work, the titles of registered nurse, enrolled nurse and midwife and their practice standards are protected.
- e. Identify the implications of the ageing nursing and midwifery workforce and address the associated risks, including projecting the future nursing and midwifery skills and work that will be required.
- f. Participate in the design and review of education programs that will prepare nurses, midwives and carers to meet Australia's future health and aged care needs.
- g. In collaboration with branches, provide members with access to knowledge and resources to keep their skills current and relevant.
- h. Commit to assisting the growth of the Aboriginal and Torres Strait Islander nursing and midwifery workforce
- i. Commit to assisting the growth and training of a culturally safe and diverse nursing, midwifery, and carer workforce
- j. Advocate for a culturally and linguistically diverse (CALD) nursing, midwifery, and carer workforce

### Outcomes/measure of success - 2023

1. Safe staffing levels and workloads for nurses, midwives, and carers.
2. National legislation and policy support the work of the nursing, midwifery, and carer workforce.
3. Nurses and midwives are working to their full scope of practice; carers are working within a nationally agreed defined scope of practice.
4. Nursing and midwifery titles and practice standards are maintained and improved.
5. Foresight and planning predicts emerging workforce challenges, issues, and risks, including ageing population and workforce, funding and health system changes.
6. Optimised and forward-thinking education and training for nurses, midwives and carers is in place.
7. Facilitation of nurse, midwife, and carer access to relevant evidence and resources to support skills and knowledge acquisition.
8. The Aboriginal and Torres Strait Islander nursing, midwifery, and carer workforce is proportional to overall Aboriginal and Torres Strait Islander population.
9. The culturally and linguistically diverse nursing, midwifery, and carer workforce is of suitable size and diversity to meet Australia's increasingly multi-cultural health and aged care needs.



## STRATEGIC PRIORITY 2

### Ensure the professional and personal safety and well-being of nurses, midwives and carers in all environments

Nurses, midwives and carers experience significant physical and psychological demands during their day. They are faced with multiple workplace stressors such as increasing patient acuity, ageing populations, expanding use of complex technological innovations, and organisational and budgetary pressures affecting staffing and workloads. Coupled with the effects of shift work and the potential for occupational injury and workplace violence, these stressors can produce threats to the personal and professional safety of nurses, midwives and carers. The nursing, midwifery, and carer workforce is also socially, culturally and linguistically diverse and is made up of individuals and groups with a range of needs and preferences. The ANMF will work with members to protect the safety and well-being of all nurses, midwives and carers in all environments.

#### Strategies

- a. Advocate at a national level for safe, fair and reasonable working conditions for all nurses, midwives and carers in all settings.
- b. Lobby federal governments and employers to allocate sufficient funding to health and aged care services in a consistent and transparent manner.
- c. Advocate for national policy and legislative reform to improve workplace health and safety for nurses, midwives and carers in all settings.
- d. Work to ensure employers and governments are aware of their responsibilities to fully protect the health and safety of nurses, midwives and carers, including the responsibility to address workplace bullying and harassment.
- e. Engage all relevant external stakeholders to promote health and wellbeing among nurses, midwives and carers and ensure there are appropriate supports available for nurses, midwives and carers experiencing health issues.
- f. Advocate nationally for a reasonable work-life balance for nurses, midwives and carers, including flexible work arrangements supported by appropriate national policy and legislation as required.
- g. The nursing, midwifery, and carer workforce has access to appropriate and effective cultural safety training.

#### Outcomes/measure of success - 2023

1. Safe, fair, and reasonable working conditions for the nursing, midwifery, and carer workforce across all care settings.
2. National health and aged care funding sufficiently supports services to meet the needs of the community.
3. Effective national policy and legislation supports workplace health and safety, and a reasonable work-life balance for nurses, midwives and carers.
4. A culturally safe and inclusive workforce where workplace bullying and harassment of any type is controlled by governments and employers.
5. Optimised support services for nurses, midwives, and carers affected by physical, mental and emotional health issues.



## STRATEGIC PRIORITY 3

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### Position nursing and midwifery as informed, expert commentators and advocates on health and social issues

The nursing and midwifery professions operate from a framework that values all people in a holistic way and seek to foster and advance people's health throughout their lifespans and across all levels of society. This means the professions are uniquely placed to understand how policy decisions affect people's quality of life and access to appropriate care. The ANMF will work with members to contribute to planning and decision-making, and to the development of appropriate and effective public, health and ageing policy on all levels.

#### Strategies

- a. Use the ANMF's knowledge, strength and profile to demonstrate to the public the contribution of nursing and midwifery to safeguarding and improving the health and wellbeing of all Australians.
- b. Establish the ANMF as a resource for education and analysis on relevant health issues for politicians and senior bureaucrats and develop avenues at a national level through which the ANMF can influence political processes to achieve positive outcomes for nurses, midwives and carers.
- c. Establish a media presence that builds the public reputation of the ANMF as a key national voice for Australia's health and aged care system
- d. Engage with other healthcare organisations both locally and nationally to build a coalition of strength to influence national and international health ageing policy.
- e. Provide submissions, reports and briefings on critical national issues for nurses, midwives and carers to governments, politicians and other relevant bodies and stakeholders.

#### Outcomes/measure of success - 2023

1. Broad public awareness of the contribution of nurses, midwives, and carers to the health and wellbeing of the population.
2. Demonstrated advancement of consumer, health care professional and policy maker recognition of the value of the nursing, midwifery and carer workforce in transforming health and health and aged care.
3. Key issues relevant to nurses, midwives, and carers are prominent in national policy and legislation, and in the public health debate.
4. The ANMF is recognised as a key knowledge resource and a primary source of comment and advice to governments, decision makers and the media on health and aged care systems issues.



## STRATEGIC PRIORITY 4

### Develop evidence to inform and influence national health and aged care policy, and promote alternative policy where needed

**For nurses, midwives and carers to be influential at political and policy levels sound evidence, which demonstrates their effectiveness in health and economic terms, is needed. The ANMF will work with members to develop and build a body of research and evidence that can be used to inform national health and aged care policy makers of the benefit of nurses, midwives and carers.**

#### Strategies

- a. Foster policy research networks of collaboration with major internal and external stakeholders, engaging in research co-production where appropriate, to facilitate effective health and ageing policy decisions.
- b. Identify, develop and disseminate evidence which demonstrates the requirements for the delivery of safe care across settings, as well as evidence which demonstrates failures to provide safe care.
- c. Identify, prioritise and disseminate nurse and midwife led innovations and practices that foster the development of new, expanded and improved health care delivery and set the agenda for improved policy.
- d. Encourage ANMF members to engage in a broad range of research activities by providing access to new research and evidence relevant to nursing and midwifery and avenues to support the development and dissemination of their own research.
- e. Partner with members to support the translation of research, evidence and policy into practice.

#### Outcomes/measurements of success - 2023

1. Established policy research networks with major internal and external stakeholders collaboratively produce research which underpins effective decision making and planning for health and aged care.
2. Optimised identification, development, and dissemination of evidence to support improvements to the safety and effectiveness of care across settings, including risks and challenges.
3. Nurse and midwife-led care and interventions, underpinned by appropriate policy, are prominent features of the Australian health and aged care systems.
4. ANMF members are facilitated to engage with and in research and evidence implementation and its dissemination.
5. Optimised translation of relevant research evidence by ANMF members into effective and appropriate health and aged care policy and practice.



## STRATEGIC PRIORITY 5

### Contribute to ensuring an economically, environmentally and socially sustainable future for all communities

As a trade union and the professional organisation upholding the code of conduct for nurses and midwives, the ANMF has a responsibility to campaign for a just and democratic society beyond just the workplace, but also nationally and globally. The ANMF will work with members to create greater public awareness and understanding of labour rights as a key component of a functioning democracy and an equitable and sustainable economy.

#### Strategies

- a. Support, develop and promote national policy approaches which reduce health inequalities, address social determinants of health and other issues that impact on people's ability to live well.
- b. Participate in activities which support social justice, equality and humanitarian treatment for all to promote a fair society and healthy communities.
- c. Build strategic relationships nationally and internationally with nursing and midwifery organisations, unions and other agencies to advance the interests of nursing and midwifery and the health of communities.
- d. Support and grow the nursing and midwifery professions in developing countries, and contribute to building capacity in their nursing associations and unions, within the Asia-Pacific region and other regions as needed.
- e. Provide leadership in environmental sustainability and social inclusion through our national policy development, communication material and other mechanisms as required.
- f. Contribute to closing the gap in life expectancy between Aboriginal and Torres Strait Islander peoples and other Australians.
- g. Contribute to ensuring safe, appropriate, effective, and equitable care for all people from socially, culturally, and linguistically diverse, and disadvantaged backgrounds.

#### Outcomes/measure of success - 2023

1. Reduced inequalities in national and global health and well-being.
2. Improved social justice and humanitarian treatment for national and global communities.
3. Established strategic relationships, engagement and activity with national and international nursing and midwifery organisations, unions, and other relevant agencies to improve health and well-being of all communities.
4. Established support and advocacy for nurses, midwives, and carers working in low-income contexts across the region and globally.
5. The ANMF is recognised as a leader in environmental sustainability, ethical policy and practice, and social inclusion via high quality research and appropriate policy.
6. Nursing, midwifery, and carers' work is recognised to be a key part of addressing disparities between Aboriginal and Torres Strait Islander peoples' and mainstream population health outcomes.
7. Established support and advocacy for nurses, midwives, and carers working to improve the health and social wellbeing of people from socially, culturally, and linguistically diverse, and disadvantaged backgrounds.



## STRATEGIC PRIORITY 6

### Be an effective, efficient and accountable organisation through good governance and democratic involvement of members

As a member organisation with a leadership role for the nursing and midwifery professions, the ANMF has a responsibility to its members to ensure their resources and transparently directed towards achieving their common goals.

#### Strategies

- a. Conduct the ANMF Federal Office's operations in a transparent, and financially and environmentally sustainable manner through the effective use of resources.
- b. Enhance the ANMF Federal Office's communication structures and consultation processes to ensure communications with branches and members are accurate, prompt, meet needs of branches and members and facilitate member involvement in national union activities.
- c. Contribute to the continued growth and success of ANMF branches by providing advice, assistance and support for branch activities as required, connecting the specific perspectives of the branches to work towards a shared national purpose.
- d. Celebrate and promote ANMF branches' and members' successes to demonstrate to members the benefits and value of being part of the national union in advancing the professions of nursing and midwifery.
- e. Apply best practice in the areas of HR management and organisational development to attract and retain the right people, who uphold and model the ANMF's values, and recognise, value and support staff by investing in their development.
- f. Apply best practice in the areas of cultural safety and security where all staff act to foster a supportive, inclusive, and culturally safe environment where there is shared respect, knowledge, and meaning for all staff.

#### Outcomes/measure of success - 2023

1. The activities, resources and staff of the ANMF Federal Office are focused and aligned to achievement of the ANMF's strategic priorities.
2. Demonstrated judicious, transparent, and environmentally and financially sustainable resource use and optimisation.
3. Established communication structures and processes provide ANMF branches and members with prompt, accurate information and support as needed.
4. ANMF members recognise the benefits of ANMF Federal Office activities and affiliations for the development of the nursing and midwifery professions nationally.
5. ANMF Federal Office staff demonstrate the ANMF's values and are supported and encouraged to engage in continuous development.





[www.anmf.org.au](http://www.anmf.org.au)