

NEW SOUTH WALES
MIDWIVES ASSOCIATION INCORPORATED

**STRATEGIC AND OPERATIONAL PLAN
WORKSHOP TEMPLATE**

July 2005 – June 2007

REVIEWED JUNE 2006

The role of the NSW Midwives Association (NSWMA)

The Association is the peak professional body for midwives in New South Wales (NSW). Our vision is to maximise the quality of midwifery and maternity care for NSW women and their families by shaping NSW maternity care through:

- Providing a unified voice for the midwifery profession;
- Representing the professional, regulation, educational and political interests of midwives and midwifery at all levels within the state;
- Contributing to national and international debate on midwifery and maternity care;
- Upholding the International Confederation of Midwives (ICM) definition of the midwife's role and sphere of practice;
- Maintaining communication and collaboration with consumers and consumer organisations;
- Encouraging compliance with the Australian College of Midwives (ACMI) codes of ethics, practice and competency standards for midwives;
- Supporting midwives to reach their full potential;
- Maintaining harmonious and collegial relationships with nursing, medical and allied health organisations in fields related to midwifery;
- Facilitating the ongoing education of midwives in NSW by provision of a wide variety of educational opportunities; and
- Managing the Association and its affairs in accordance with the constitution and the governance policies.

Relationship to ACMI

The NSWMA is an independent organisation. It is also the NSW Branch of ACMI and as such it is represented on the National Executive and all national committees. The Association works closely with the ACMI, and through it, the International Confederation of Midwives (ICM).

Values

The work of NSWMA is guided by the following values:

- Woman centred care
- Principles of primary health care (Ottawa Charter)
- Ethical practice
- Evidence based decision-making
- Collaboration
- Trusting relationships
- Innovation
- Best business practice

Key Strategic Goals

1. To be an accessible, efficient and transparent organisation providing valued services to NSW midwives.
2. To provide consistent and timely advice and representation to influence policy development and decision-making at state, local and national levels.
3. To work in partnership with women to ensure equity of access to midwifery led models of care.
4. To promote national standards for midwifery education, regulation and practice that are internationally compatible and endorsed by regulators, educators, employers and the midwifery profession.
5. To support NSW midwives to maximise their potential to provide woman centred, evidence based care.
6. To pursue the highest standards of business performance and corporate governance.

GOAL 1: TO BE AN ACCESSIBLE, EFFICIENT AND TRANSPARENT ORGANISATION PROVIDING VALUED SERVICES TO NSW MIDWIVES.

Key Strategies	Performance Indicators	Evaluation/Outcome	Achievements July 05-June 06	Action plan July 2006-June 2007
1.1 To evaluate current services to members and implement any necessary changes to maximise their value.	Quality of existing member services is evaluated. Strategies to enhance member services are identified and implemented in consultation with members. Member feedback on services shows high rates of satisfaction.	Members report satisfaction with services. Continuing membership renewals	A number of initiatives have addressed this initiative <ul style="list-style-type: none"> • New logo and signage • NSWMA regular website updates • New national database being implemented • New national website being implemented. • International Midwives Day activities 	Membership and Marketing Committee: Time frame end of 2007. Marketing strategy to support IMD, including work plan
1.2 To increase the association's membership of working midwives by 20%.	Strategies to attract and retain members are identified and implemented.	Membership reaches 1200 by June 2007.	Membership has been stable at around 1000 members. Membership categories now consistent across the country	Membership and Marketing Committee to continue to investigate strategies to attract new members Contact AHS to notify midwives that midwives who join up at the state conference can join for \$250 for one year (instead of \$286)
1.3 To increase the membership of, and support for, student midwives.	Encourage student midwives to become members and to be involved in the work of the Association.	Student representative on the executive Promote more students to submit articles to MM	Decision made to include this as an additional strategic objective	Action: To advertise for student rep on exec, send letter to current student members inviting to apply. (Rachel Smith)

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1.4 Increase member participation in NSWMA activities.	<p>Increase in midwives who become first time members of Executive committee, sub committees or 'workerbees'.or sub branches</p> <p>Members have regular input into policies and other documents.</p>	First-time members on Executive committee, sub committees or 'workerbees'.	<p>We have welcomed a number of new members to the Executive committee and sub committees</p> <p>Workerbees have seen a large increase in attendance.</p>	<p>Workerbees to create worker bee flyer to include in new member forms (Nicky Leap). This will also go on the website.</p> <p>Subcommittee Matters, 1 page to be inc. in Midwifery Matters to update members about activities.</p> <p>Website to be updated to include 'all members are welcome to attend Executive meetings as observers'.</p> <p>Office staff to develop template to assist in reporting progress on key activities,</p> <ul style="list-style-type: none"> - Membership numbers - Inventory of calls and types (eg any complaints) - Huggies questions answered - Sales/orders - Enquires
1.5 Strengthen the Executive input to the work of the NSWMA.	<p>Workload is shared amongst Executive members.</p> <p>Contributions are reported annually.</p>	<p>All Executive members contribute to the work of the NSWMA.</p> <p>Annual report provided at AGM</p>	The Executive is currently active All Executive members are also members of a Sub Committee	Need a system to track executive input to committees

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1.6 Maintain the high standard of publications in Midwifery Matters.	<p>Adequate volume of material submitted.</p> <p>Positive feedback received from members and subscribers through readership survey</p> <p>Sponsorship is maintained.</p>	<p>Midwifery Matters continues to be a valued publication.</p> <p>Number of complaints and compliments are collected and reviewed by the Editorial Committee</p>	Readership survey at conference. VWS & JG	<p>Action: Each exec member could take responsibility for source of one article per year. Invite sub committee and sub branch to write article for MM.</p> <p>Action: Invite new members to be on the Editorial Committee (currently only 4 members including the Editor)</p>

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	from nursing in relevant documents and statements		We have worked to promote midwifery as a separate discipline to nursing. Achievements in recent years include the new name of the Act - Nurses and Midwives Act (2004), the inclusion of midwifery in the names of faculties at almost all universities in NSW, the new name of the Nursing And Midwifery Office at NSW Health and a number of other groups who have recognised midwifery.	ACTION: We need to start to plan for a Midwives Act to improve regulation of midwifery
<p>2.2 To strengthen collaborative relationships with other key stakeholders with the capacity to influence maternity care policy and services.</p> <p>Maternity Coalition (NSW) Other Consumer Groups NSW Nurses Association (NSWNA) The College of Nursing (TCN)</p> <p>RANZCOG (NSW) RDA (NSW)</p>	<p>Support Memoranda of Cooperation (MOC) with ACM and a number of national organisations including Maternity Coalition (MC), The College of Nursing (TCN) and the Australian Nursing Federation.</p> <p>MOC actively followed.</p> <p>A collaborative venture has commenced.</p> <p>Good working relationships with other organisations.</p>	<p>Number of MOC's developed.</p> <p>Number of collaborative ventures commenced</p>	<p>ACM have signed MoCs with TCN, ANMC, ANF, MC</p> <p>YES- Seminar, also discussing education programs</p>	<p>We will continue to support the signing of MoCs between ACTM and other national groups.</p>

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2.3 To ensure active representation of midwifery issues and views at policy and political meetings/events.	The NSWMA is represented on relevant decision-making committees/meetings.	Number of meeting attended by NSWMA representative Number of committees and number of NSWMA representative	NSWMA is represented on a range of committees	Database required to capture the meetings attended. Action: Office staff to investigate.
2.4 To maintain a high profile for midwifery and relevant maternity issues in the media.	Contacts with the media are strengthened. Maternity and midwifery issues continue to receive regular attention across all media. The media regularly seeks comment and information from the NSWMA.	Number of articles, interview where the NSWMA is mentioned. Number of times the NSWMA is asked by the media for comment.	The media profile has been high in the past 2 years. Succession training ie 'shadowing' of key executive members, esp secretary who is responsible for media	ACTION: need system to collect and record
2.5 To profile NSW Midwifery and NSWMA activities in Australian Midwifery News (ACMI)	Provision of relevant information for each edition on time.	NSW section provides ACM members with information on NSW work.	The Australian Midwifery News always has a NSW section.	Continue to canvas items for this section.

GOAL 3: TO WORK IN PARTNERSHIP WITH WOMEN TO ENSURE EQUITY OF ACCESS TO MIDWIFERY LED MODELS OF CARE.

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<p>3.1 Strengthen partnerships with women and consumer groups.</p>	<p>The National Maternity Action Plan (NMAP) is actively promoted.</p> <p>Work with:-</p> <p>ACMI to develop strategies to increase consumer participation and membership.</p> <p>ACMI and other organisations on relevant submissions and reports to governments and other agencies.</p>	<p>NMAP endorsed.</p> <p>Link to Maternity Coalition on NSWMA website.</p> <p>Number of consumer members.</p> <p>Number of times consumer participation with NSWMA has occurred.</p> <p>Number of times NMSMA has worked with ACM and other organisations.</p>	<p>NMAP has been endorsed</p> <p>Links made to other professional and consumer organisations on the website</p> <p>We have three consumer members on the Credentialling Review Panel.</p> <p>Credentialling promoted by Andrea's diary www.birthinternational.com/diary/</p> <p>Membership categories and cost for consumers now consistent across the country</p>	<p>Membership and Marketing Committee to continue to investigate strategies to attract new members including consumers</p> <p>Contact and invite consumer members for feedback regarding involvement (Caroline Homer).</p>
<p>3.2 Access to continuity of midwifery care for women is promoted in all relevant forums and in the media.</p>	<p>Continuity of midwifery care is identified as an objective in local and State maternity services policies and frameworks.</p> <p>Credentialling program is developed as a strategy to</p>	<p>Models of maternity care document supports continuity of midwifery care.</p> <p>Number of midwives undertaken or</p>	<p>We continue to work on this strategy.</p> <p>Credentialling: 5 midwives completed and plan review 10-15 in</p>	

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	<p>assist the expansion of midwifery led models of care.</p> <p>Support the work of ACM in pursuing Medicare access and Professional Indemnity Insurance for midwives</p>	<p>undertaking credentialling program.</p>	<p>next few months</p>	
<p>3.3 Understanding of the issues surrounding midwifery as a public health strategy is increased among members.</p>	<p>NSW Health's <i>'Models of Maternity Service Provision Across NSW'</i> is actively promoted.</p> <p>Articles are provided in Midwifery Matters and other publications including websites.</p>	<p>Number of articles in Midwifery Matters on this topic.</p> <p>Number of hits on the NSWMA website each year.</p> <p>Relevant website links are recognised and displayed on the website.</p>	<p>Midwifery Matters has articles about this but possibly none directly addressing this issue.</p> <p>Links made to other professional and consumer organisations on the website</p>	<p>ACTION: Article on NSW Health <i>Models of Maternity Service Provision Across NSW'</i> for Midwifery Matters (Pat Brodie)</p> <p>ACTION: every MM should have 'developments' ie new things that have occurred in midwifery? This may be good for members who are not in Sydney as they may not always have access to these new developments?</p> <p>ACTION: Include a midwifery consultants page in Midwifery Matters so that the consultants provide updates on activities?</p>

GOAL 4: TO PROMOTE NATIONAL STANDARDS FOR MIDWIFERY EDUCATION, REGULATION AND PRACTICE THAT ARE INTERNATIONALLY COMPATIBLE AND ENDORSED BY REGULATORS, EDUCATORS, EMPLOYERS AND THE MIDWIFERY PROFESSION.

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4.1 To review and contribute to the ongoing development of national standards and position statements.	ACM Code of Ethics is widely recognised and used. Standards are readily accessible to all midwives. Promotion and dissemination of documents through a variety of channels.	National standards are reviewed. Link to ACM website for national standards is available on NSWMA website.	NSWMA involved in the current review of the Code of Ethics We have worked with ACM <ul style="list-style-type: none"> • National Competency Standards for the Midwife • Midwifery Practice Review project • CPD Project (in the near future) • Position statements 	
4.2 To support the implementation by the ACM and ANMC of internationally compatible midwifery competency standards	Promotion and dissemination of relevant documents through a variety of channels.	National midwifery competencies developed. Link to Australian Nursing and Midwifery Council (ANMC) website for national standards is available on NSWMA website	The ANMC National Competency Standards for the Midwife have been endorsed by NSWMA There is a link to the ANMC.	
4.3 To work with the NSW Nurses and Midwives Board on regulation issues.	Representatives on all on midwifery committees	Number of meeting attended by NSWMA representatives.	NSWMA is represented on the Midwives Practice Committee at the Board	
4.4 To work with the providers of midwifery education programs.	Collaborative education strategies are developed.	Number of collaborative education strategies developed.	A number of universities have NSWMA representation on their Advisory Committees - UTS, UWS,	ACTION: Plan to each university to suggest that NSWMA would be happy to

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<ul style="list-style-type: none"> Universities The College of Nursing 	NSWMA is represented on all external advisory committees.	Number of external advisory committees with NSWMA representation.	CSU Progressing to relationship with the College of Nursing.	provide representation on Advisory Committees (Joanne Gray) ACTION: Arrange a meeting to follow up with TCN contact recently (CH & PB)
4.5 To promote and facilitate the application of the ACMI Education Standards and the current BMid standards	NSW Nurses and Midwives Board adopt the standards. Aim to have endorsement of national education standards by 2013.	ACMI Education Standards adopted by all midwifery education providers in NSW.	NSWMA Midwives Practice Committee at the Board	
4.6 To contribute to the development of the ACMI Midwifery Practice Review and CPD frameworks for midwives.	CPD framework is developed, promoted and disseminated.	ACM CPD framework is developed Number of midwives using CPD framework.	NSWMA will contribute to the development of the ACM CPD Framework later in 2006/07. NSWMA is contributing to the ACM Midwifery Practice Review Project.	
4.7 To assist midwives with continuing professional development.	Relevant workshops are run that are linked to the national CPD framework requirements. Workshop evaluations indicate high levels of participant satisfaction. Survey members to determine learning and development needs	Number of workshops linked to CPD framework. Workshops are identified on the NSWMA website and updated each month. Number of workshops undertaken in response to identified need.	A number of planned workshops have been cancelled due to lack of viable numbers to run workshops Two workshops are currently being promoted – one on preparation for credentialling and one before the State Conference. Surveys to determine need have been conducted at previous conferences. NSWMA is contributing to the	

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			ACM Midwifery Practice Review Project.	
4.8 To encourage members to apply for scholarship support.	<p>Set allocated budget for NSWMA annual scholarships.</p> <p>Timeframe dates for NSWMA submissions, reviewing applications and awarding the scholarships are published.</p> <p>Active promotion of NSWMA, ACMI and other Scholarship funds on website.</p>	<p>Allocated budget set.</p> <p>Number of scholarship applications each year.</p>	<p>9 scholarship applications have been made in the past 2 years with all 9 scholarships being awarded.</p> <p>The total amount of scholarships awarded has been \$13,664 in the past 2 years.</p>	

GOAL 5: SUPPORT MIDWIVES TO MAXIMISE THEIR POTENTIAL TO PROVIDE WOMAN CENTRED, EVIDENCE BASED CARE.

Key Strategies	Performance Indicators	Evaluation/Outcome	Achievements July 05-June 06	Action plan July 2006-June 2007
5.1 To encourage a supportive culture for midwives.	NSWMA assists members to enable the development of a supportive culture. Exemplars are publicised as stories in Midwifery Matters	Member evaluation indicates that NSWMA is assisting the development of a supportive culture. Number of positive stories published.	Workerbees has been an excellent initiative to promote support to midwives. Stories about supporting one another have been published in Midwifery Natters A number of individual members have received support from the NSWMA in relation to workplace issues.	AVTION: Need to undertake a membership survey in 2007. Membership and Marketing Committee to undertake.
5.2 To facilitate the provision of information resources, guidelines and other materials to support midwives to provide woman centred, evidence based care.	Educational material developed Relevant materials identified and distributed.	Number of contacts made each year to members providing support and advice. Evaluate and report on feedback from members.	Support has been provided through: <ul style="list-style-type: none"> • Individual contact • Conferences • Credentialling workshops 	ACTION: Need to be able to measure the number of contacts each year. Office staff to develop a system.
5.3 To facilitate and support positive networks between midwives.	State conferences. On-line network services developed and maintained.	Number of delegates at each state conference.	195 delegates attended the 2005 State Conference. The 2006 State Conference is planned for September.	The new national database will provide additional means for networking
5.4 To identify the workforce issues affecting midwifery work with NSW Health to determine appropriate skill mix in maternity services	Position statement on non midwives and M.P.S Meet with the Chief Nurse to determine skill mix, priorities and ratios	Skill mix mapped Issues clear Plan to address deficiencies	These issues have been raised with the Chief Nurse NSWMA participated in the statewide forum in late 2005 on workforce issues.	

GOAL 6: TO PURSUE THE HIGHEST STANDARDS OF BUSINESS PERFORMANCE AND CORPORATE GOVERNANCE.

Key Strategies	Performance Indicators	Evaluation/Outcome	Achievements July 05-June 06	Action plan July 2006-June 2007
6.1 To identify the requirements of the Australian Business Framework and the financial and human resources needed to implement strategies to comply.	Information on ABF requirements is prepared. Written plan on steps towards ABF accreditation prepared Process implemented.	Number of ABF requirements met.	Information obtained Assessment template developed Initial assessment commenced Anticipated timeline 12 months.	ACTION: Plan to meet obligations but not apply for accreditation
6.2 To evaluate current NSWMA systems against ABF requirements.	Evaluation is undertaken.	Number of ABF requirements met.		
6.3 To maintain effective fiscal responsibilities and management of the resources and assets of the NSWMA	Annual audits show compliance NSWMA's assets show a moderate growth each year.	Compliance is met each year. Amount of profit each year	NSWMA are progressing well overall	
6.4 To enhance the transparency and accountability of the NSWMA.	Accountability to membership is maintained and enhanced consistent with good governance principles and practices.	Relevant documents and budget circulated prior to the AGM. AGM undertaken in accordance with good governance principles and practices.	This was achieved This was achieved	