

**COLLEGE OF
EMERGENCY NURSING
AUSTRALASIA**

ABN 38 102 951 799

THE STRATEGIC PLAN

2018 - 2020

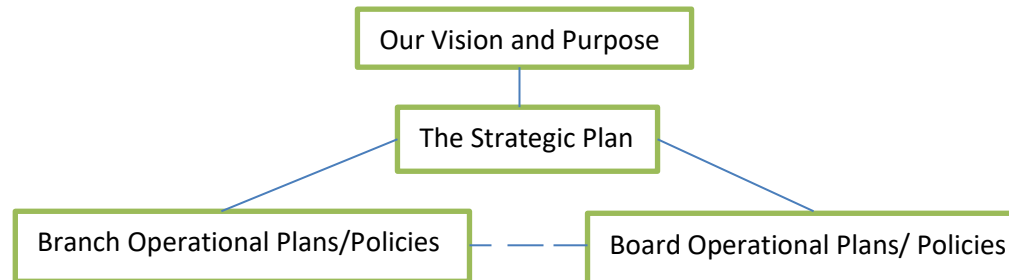
Our Vision

The leader for emergency nursing: A leader of emergency care

Our College

The College of Emergency Nursing Australasia is the peak professional association representing emergency nurses. There are large numbers of nurses working in hospital emergency departments and many more nurses in circumstances which see them providing emergency care to patients. This includes nurses working in small regional and rural hospitals, health care centres and flight nurses.

Our Plans



Explanatory Notes

The Strategy is owned by the College Board. The Desirable Outcomes are owned by the Board and the Board sub-committees. The actions are owned by the Board Subcommittees, Branches, and Fellows or Members co-opted to provide operational activities to meet the aim. Some of the Desirable Outcomes are overlapping in achieving many of the Strategies. Similarly, some of the actions align with multiple Desired Outcomes. The information in this document is presented in no particular order of priority. The Strategic Plan was originally developed in 2014, in consultation with an independent consultant, College Fellows and Members, and considered discussion of the Board. This Plan was developed in 2018, based on a review of the previous Strategic Plan activities completed since then and considered discussion of the Board. The Strategic Plan will be reviewed by the Board prior to its expiry.

OUR STRATEGY

Purpose	Desirable Outcomes	Actions
Practice standards		
Define and promote the practice standards of emergency nursing outlining optimal care, safety and advocacy for our patient population.	Provide evidence based practice standards relating to professional Australasian emergency nursing practice	<ul style="list-style-type: none"> • Identify and prioritise key issues and areas of practice effecting emergency nursing professional practice and patient safety • Develop, consult and publish CENA position statements, policies and guidelines • Ensure that position statements, policies and guidelines are maintained and contemporaneous through a strategic review process • Advocate for the use of CENA practice standards in all areas of emergency care with our College partners
	Provide a strategy for emergency nurses to identify themselves as specialists in the field	<ul style="list-style-type: none"> • Identify, develop and maintain an emergency nursing credentialing framework through stakeholder engagement and through engagement with similar Colleges
Research & Evidence-Based Practice		
To lead emergency care research and evidence based practice that will improve service delivery, quality and safety of care, and patient experience.	Enable CENA Members and Fellows to undertake high quality research that is of strategic importance to emergency care, and specifically emergency nursing	<ul style="list-style-type: none"> • Monitor and review research applications requesting access to CENA members • Facilitate CENA Members' and Fellows' participation in research studies relevant to emergency care, and specifically emergency nursing • Foster research relationships between CENA and other professional organisations and colleges; National and State research, safety and quality centres and institutes • Offer mentorship to emerging researchers
	Build research capacity among CENA Members and Fellows	<ul style="list-style-type: none"> • Provide clear statements that research and evidence based practice should be core components of postgraduate emergency nursing courses

		<ul style="list-style-type: none"> • Promote and sustain CENA scholarships and grants • Promote funding/grant opportunities • Offer research workshops as part of CENA’s professional development program • Promote research degrees and research career pathways for emergency nurses • Profile CENA Members and Fellows who are: i) emerging research leaders and ii) leading researchers in their fields.
	Ensure the interests of emergency nursing are represented in national and international research strategies related to emergency care	<ul style="list-style-type: none"> • Understand which CENA Members and Fellows are situated on national and international research teams • Use CENA Members and Fellows with well-developed research programs as experts in their field who can provide strategic advice to CENA and other emergency care organisations
	Support knowledge translation and use of research evidence in clinical practice	<ul style="list-style-type: none"> • Ensure that proposals for practice change or changes to service delivery are supported by best available evidence • Ensure the interests of emergency nurses are represented in practice change or service delivery initiatives • Offer knowledge translation / implementation science workshops as part of CENA’s professional development program • Ensure that research projects funded by CENA have a knowledge translation strategy
	Introduction of a sustainable funding model to support scholarship and grant opportunities for CENA Members and Fellows	<ul style="list-style-type: none"> • Promote and sustain CENA scholarships and grants • Promote funding and grant opportunities • Consider a model for attracting funding from bequests or philanthropic ventures
	Support the Editorial team and Board to maintain the clinical relevancy and academic standard of the AUEC.	<ul style="list-style-type: none"> • Promote various categories of manuscripts for submission to AUEC • Support the Editor-In-Chief in the application for an AUEC impact factor • Undertake a review of the editorial board

	Promotion of AUEC	<ul style="list-style-type: none"> • Promote the AUEC through distribution at forums such as CENA TNP, education workshops, universities and conferences • Interview AUEC authors and publish video • Linkage with international emergency nursing professional organisations to promote dissemination of the journal within Australasia • Introduction of an environmentally sustainable model of journal distribution
	Disseminate research outcomes to CENA Members and Fellows; the Australasian emergency care community; and organisations of strategic importance to CENA	<ul style="list-style-type: none"> • Utilise social media platforms to promote research outcomes of relevance to emergency care • Publish targeted and strategic media releases detailing the outcomes of studies led by CENA Members and Fellows • Ensure that research projects funded by CENA have a dissemination plan
Education & Specialised Skills		
Define and promote the education and specialised skills of emergency nurses.	Delivery of educational opportunities to emergency nurses in Australasia that are based on best practice and evidence	<ul style="list-style-type: none"> • Identify contemporary issues in emergency care where further education of members will improve patient outcomes • Deliver targeted education sessions at a local, Branch & National level using a range of strategies including but not limited to: <ul style="list-style-type: none"> ○ Webinars ○ Face-to-face ○ Research papers ○ Coursework ○ ICEN ○ Social media • Explore a business model in with CENA as an ALS centre • Evaluate participant experience
	Consult with tertiary partners	<ul style="list-style-type: none"> • Develop and maintain relationships with tertiary institutions • Development of and Essentials/ Foundation online course that articulates with the tertiary sector • Promote the use of the CENA Practice Standards within postgraduate emergency nursing programs

<p>Define and promote the education and specialised skills of emergency and trauma nurses through CENA TNP.</p>	<p>Expand and enhance CENA TNP throughout Australasia and South Pacific</p>	<ul style="list-style-type: none"> • Increase the number of CENA TNP courses across Australia • Provide a cost effective and efficient program • Continue to develop and support the CENA TNP lead, faculty and CENA TNP steering committee in achieving the strategic direction of CENA TNP • Maintain the delivery of evidence based, high quality CENA TNP courses • Continually evaluate and develop CENA TNP resources • Foster the further integration of evidence-based resources into the online environment • Apply continuous improvement principles to ensure the quality delivery of CENA TNP
---	---	--

Leadership, Support & Representation

<p>To provide an emergency nursing perspective in the discourse on healthcare issues through leadership, support and representation for emergency nurses.</p>	<p>Continue to develop relationships and activities with the College membership</p>	<ul style="list-style-type: none"> • Define relationship between Fellows and the College • Promote applications for Fellowship of the College • Promote and articulate benefits for members • Continue to support and grow ICEN
	<p>Strengthen engagement with membership to inform strategic direction of CENA</p>	<ul style="list-style-type: none"> • Target forums such as the AGM, CENA website, social media, education and social engagements • Active consultation with Fellows
	<p>Represent emergency nurses on healthcare forums and strategic legislative bodies</p>	<ul style="list-style-type: none"> • Pursue and represent CENA on state and national emergency working parties • Identify key stakeholders and communicate with them regularly
	<p>Continue to build relationships with international emergency nursing organisations and emergency healthcare organisations</p>	<ul style="list-style-type: none"> • Expand relationships and collaborate with relevant professional bodies • Foster conjoint opportunities for conferences with relevant professional bodies • Promote representation on committees and forums related to emergency care at a state and national level
	<p>Provide recognition and support for emergency nurses</p>	<ul style="list-style-type: none"> • Promote and sustain CENA scholarship and awards • Promote funding and grant opportunities

Image

To promote the professional image of Emergency nurses and the College.	Grow College membership	<ul style="list-style-type: none"> • Develop and implement a framework for marketing incentives by engaging with marketing professionals • Develop, review and promote membership structure
	Consistency in the use of CENA branding	<ul style="list-style-type: none"> • Apply for the legal registration of CENA logo through trademarking • Monitor use of the College brand and logo through: <ul style="list-style-type: none"> ○ Development of a Logo Use Policy ○ Reviewing applications from companies/ entities wishing to use the CENA logo ○ Maintaining a record of use that consists of a periodic review
	Promote the College	<ul style="list-style-type: none"> • Explore opportunities for merchandising • Market and promote College activities through using a strategic and planned approach • Ensure preparedness of the College to respond to enquiries regarding emergency care

Resource & Administration

CENA achieves its purposes through excellence in board governance, branch management and administration of personnel and resources.	Meet government and regulatory requirements/ compliance	<ul style="list-style-type: none"> • Maintain compliance with legislative requirements • Establish and maintain compliance register and schedule
	Achieve best practice in board governance	<ul style="list-style-type: none"> • Build a framework to develop and review policies • Conduct board structure review • Maintain clarity and transparency • Review the constitution of the College • Promote professional development for board members • Develop a communication strategy

	Achieve best practice in College administration	<ul style="list-style-type: none"> • Maintain a central document management system • Monitor performance against agreed performance measures with administrative service provider • Establish a governance structure for CENA business units, including but not limited to ICEN, CENA TNP, AUEC, ANZCP shop
	Maintain fiscal sustainability to continue College growth	<ul style="list-style-type: none"> • Set and monitor budget • Stringent monitoring of financial performance and action as required
	Identify, mitigate and monitor risk	<ul style="list-style-type: none"> • Maintain a risk register

AGM: Annual General Meeting, **ANZCP:** Australian and New Zealand College of Paramedicine, **AUEC:** Australasian Emergency Care, **CENA:** College of Emergency Nursing Australasia, **CENA TNP:** CENA Trauma Nursing Program, **ICEN:** International Conference for Emergency Nurses.