Outcomes of the Membership Recruitment and Retention Strategy 2013-2014

July 2014

Unity and Strength through Caring

Contents

ACKNOWLEDGEMENTS

Introduction

A priority strategy for 2013-2014 under 'Strategic Direction 1: Elevate the profile of CATSINaM as the national peak body representing Aboriginal and Torres Strait Islander nursing and midwifery' of CATSINaM's current Strategic Plan, was to design and implement a National Membership Recruitment and Retention Strategy. Its purpose was two fold in order to align with two of the three objectives under Strategic Direction 1. First, it was designed to build the membership base through recruiting new members and retaining existing members. Second, it was used as an opportunity to consult and engage with members regarding professional support needs and priorities.

On this basis, a series of member forums were held in all states and territories, except for Tasmania, at the following times and locations:

- November 2013: Perth

- February 2014: Adelaide, Darwin and Nhulunbuy

- March 2014: Brisbane, Sydney, and Melbourne

- June 2014: Townsville and Cairns.

In addition, teleconference options were offered in February and March to provide access to Members who do not live or could not easily get to the forums in these locations, although only one teleconference was required. In total, 87 Aboriginal and Torres Strait Islander nurses and midwives participated in the forums and teleconference. There was a mixture of existing and potential Members, from students through to experienced professionals. Many of the potential Members have since successfully applied for membership, evident in CATSINaM's substantially increased membership figures over this period of time.

In terms of consulting the membership, the Membership Recruitment and Retention Strategy was accompanied by two other mechanisms during 2013-2014. A Member Survey was conducted during September-October 2013 as part of the Communication Strategy development process. It included sections for Member feedback on professional support options, including Member benefits, support and professional development. At the 2013 Annual Conference in October, 'Yarning Circles' were held that focused on professional support needs and priorities, as well as CATSINaM policy priorities. A formal report was written for each activity.

This report will integrate the outcomes from the Member Forums with those from the Member Survey and Yarning Circles. This provides a comprehensive picture from Members regarding their priorities for Member support, professional development and Member benefits on which CATSINaM will focus its attention during 2014-2015.

Forum and consultation process

The Member Forum agenda is in Appendix 1. As already noted, there was more than one purpose for the forums. The agenda commenced with an overview of CATSINaM, recent changes, the staff profile and what CATSINaM has learned to date about Members' interests and priorities. Opportunities were also provided for peer exchange between Members regarding their experiences of being involved with CATSINaM. This report concentrates on the outcomes of Item 2, particularly Member hopes and expectations for professional support.

Members were taken through a facilitated process for each of the three topics for professional support - Member support, professional development and Member benefits - using the following steps:

1. Members nominated the *range of options* they wanted CATSINaM to consider in relation to the topic.

2. Members shared their reasons or provided further explanation of the options they proposed.

3. Each option was then allocated into one of **three categories** that reflected different priority levels.

Figure 1 shows the three topics and priority levels - the definitions for the priority levels were:

- *Essential list*: Your minimum expectation of CATSINaM.

- *Desirable list*: Your preferred expectation if resources are secured.

- *Wish list*: Your hope for what CATSINaM could aspire to over time.

Figure 1: Priorities for professional support needs

Consultation outcomes

Member support

The outcomes for Member support provide direction for CATSINaM on how it can achieve *Objective 1.2: To increase our Member communication, support and engagement* under 'Strategic Direction 1: Elevate the profile of CATSINaM as the national peak body' in the Strategic Plan. However, they also link to other priorities under 'Strategic Direction 2: Strengthen our effectiveness in advocating on behalf of Aboriginal and Torres Strait Islander nurses and midwives' and 'Strategic Direction 3: Strengthen our effectiveness in supporting the recruitment and retention of Aboriginal and Torres Strait Islander peoples in nursing and midwifery'.

The areas of most interest to Members fell into the following six areas:

ω *Networking options*: Networking opportunities, whether in person or through online mechanisms, provide Members with forums through which they can gain and offer support on a range of matters relevant to their work contexts and career development. It was apparent that although there are shared areas of interest for students and qualified nurses and midwives, students have specific needs that would warrant them having access to dedicated student networking options. Members also wanted more 'fine-tuned' networking mechanisms – whether self-initiated or CATSINaM organised – where they can connect with other nurses and/or midwives who work in similar contexts or have shared interests. While Members priorities focused on networking amongst nurses and midwives, they also saw value in extending this out to other Aboriginal and Torres Strait Islander health professionals. Professional development is specifically discussed in the next section, but is related as it doubles as a networking opportunity.

ω *Professional information*: CATSINaM was seen as a logical source of professional information that could be provided through multiple mechanisms. This included what CATSINaM is doing at a national level on behalf of its Members and Aboriginal and Torres Strait Islander nurses and midwives generally, the work of Members and professional development opportunities, as well as contemporary developments in nursing and midwifery that are relevant to Members.

ω *Financial support*: This related to two main areas – scholarships or financial support to assist with ongoing career development, and bursaries to attend professional development opportunities (to cover travel, accommodation and/or conference fees) or to access professional materials and equipment.

ω *Mentoring and advice*: Mentoring was frequently named in terms of mentoring support for student nurses and midwives, but also for qualified early career nurses and midwives to support them in making a solid start to their career, and qualified experienced nurses and midwives as they more into new areas, e.g. research and publications. Students and graduates also wanted access to an advisory service that was less involved than

mentoring, more of a 'phone an experienced friend' concept, where they could gain ready and reliable access to short-term support as they transition into the workforce, something that could be extended into a general career advisory service for Members at any stage of career development.

ω *Advocacy*: Members described different types of advocacy – individually, professionally and culturally focused advocacy. Due to the purpose of CATSINaM as a professional association for Aboriginal and Torres Strait Islander nurses and midwives with a focus on professional and cultural advocacy, individual advocacy is the responsibility of other bodies, e.g. employee and student unions. CATSINaM currently provides an advice service to assist Members to make informed choices about where to gain support where individual advocacy is needed (Strategy 1.4 of the Strategic Plan). However, the issues for which individual advocacy is needed should be cross-referenced with the matters on which CATSINaM is undertaking professional and cultural advocacy so they can be addressed at a systemic level.

ω *Educational assistance*: These suggestions, which related to the needs of students and new graduates, focused on access to books, clinical placements, tutoring and preceptorships. Further ideas about CATSINaM providing workshops on academic and resume writing are in the professional development section.

These six forms of support are consistent with the strategies listed in the current Strategic Plan. They are also interrelated and link to other matters, such as policy and research. For example, topics discussed in networking forums will identify issues for advocacy, and forums can be used to discuss the progress of CATSINaM's advocacy efforts or policy development with Members and gain further input. Professional information will include a focus on CATSINaM's advocacy work, current policy developments, available professional development options, sources of financial support to help Members advance their careers, and relevant research.

There were a few other non-aligned items that relate to other areas of CATSINaM's strategic plan. Higher priorities were: better involvement of Members in CATSINaM committees or working groups and the CATSINaM Awards (which is currently occurring), and including Assistants in Nursing within the membership. Two wish list items that Member knew were highly funding dependent were: the availability of CATSINaM outreach workers, and re-establishing the AIDA hosted Murri Mullingar health career promotion program for Year 9-10 Aboriginal and Torres Strait Islander students.

Table 1 lays out the priorities for each of these areas based on how Members organised their proposals into essential, desirable and wish lists. In some instances, CATSINaM has already progressed work linked to Member proposals. Where this has occurred it is identified after relevant points e.g. **currently occurring, being expanded, in planning.**

Table 1: Member support needs by priority levels

Area	Essential list	Desirable list	Wish list
Networking options	1: Regular networking options that focus on specific topics that CATSINaM initiate and support, including face-to-face (conference and regional forums), teleconferences and online forums. *Priority topic: cultural issues, cultural identity and cultural safety* **(currently occurring – annual conference, several regional forums per year)** 2: Provide a list of Member names and preferred contact details for self-initiation of networking 3: Facilitate student-specific forums **(in planning - annual conference and university-based forums)** 4: Establish a blog on the CATSINaM website to facilitate Member networking **(in planning)**	1: Use CATSINaM supported networking forums as opportunities for Members to provide input into policy direction 2: More conferences and national networking opportunities in a range of metro and regional locations and settings - universities or different health sectors **(currently occurring – annual conference, several regional forums per year)** 3: Identify Member disciplines, work contexts and/or interest areas and provide Members with this more detailed information for self-initiation of networking **(in planning)** 4: Establish online options, such as Yammer or a WEBEX system to enable better access for remotely located Members	1: Hold an Aboriginal health conference in collaboration with all Aboriginal health sector and professional association peak bodies
Professional information	1: Welcome pack for Members with information that promotes direct contact with CATSINaM **(currently occurring)** 2: Improve existing and use new communication mechanisms (e-newsletter, website, email alerts) to reach all Members that cover:	1: A courtesy call to new Members 2: A DVD in member packs on the history of CATSINaM, or on the website 3: Redesign the e-newsletter and website to include: ▪ activities and outcomes of the mentoring program **(currently occurring)**	1: Develop a CATSINaM Apple and Android app 2: Develop an Aboriginal health journal for nurses, midwives and other health professions 3: Develop a database of all Aboriginal and Torres Strait

Area	Essential list	Desirable list	Wish list
Professional information (continued)	▪ directories and contacts of relevant information, topics, clearinghouse or search systems **(in planning)** ▪ CATSINaM corporate information: governance, Strategic Plan, constitutions, key stakeholders **(currently occurring)** ▪ CATSINaM policies and positions, and its work in promoting and advocating for them **(currently occurring and being expanded)** ▪ relevant national policies and initiatives in Aboriginal and Torres Strait Islander health, nursing and midwifery **(in planning)** ▪ information on how to register as a nurse or midwife on website **(currently occurring)** ▪ Member profiles and stories ▪ a fact sheet on the ACRONYMS used in health on the website ▪ how to meet annual CPD requirements 3: Create a national 'jobs and skills' bank on the website accessible for Members only but available for all employers to advertise positions 4: Develop a 'request a pack' system on the website for specific topics (requires consultation at upcoming forums on what priority topics)	▪ staff profiles **(currently occurring)** ▪ funding opportunities **(in planning)** ▪ relevant research papers and websites **(in planning)** ▪ professional development opportunities - practical, skill-based or clinical competencies **(in planning)** ▪ information on the Indigenous Tutoring Assistance Scheme **(currently occurring)** and Away from Base funding on the website ▪ a FAQ section on the website for students **(in planning)** ▪ a section on the website for MBS providers 4: A 'hot line' support service for students **(currently occurring)** 5: Hold 'how to register as a nurse or midwife and enter the workforce' seminars for final year students and cadets in partnership with universities or other relevant stakeholders 6: Provide a 'CATSINaM Welcome to the Profession' pack for new graduate nurses and midwives with a membership application form, and a student version for new nursing/midwifery students	Islander nurses and midwives across the country, promote Indigenous-identified positions to this group

Area	Essential list	Desirable list	Wish list
Financial support	1: Promote information on available scholarships, bursaries, awards and financial support on website **(currently occurring)** 2: Provide bursaries for students to attend CATSINaM conference **(currently occurring for six places)** 3: Advocate for universities to fund students to the CATSINaM conference **(currently occurring)**	1: Provide financial support to undertake post-graduate studies and research 2: Provide bursaries to attend professional and culturally relevant conferences and workshops 3: Provide bursaries for professional materials, equipment and software licenses (e.g. sponsorships via Microsoft)	1: Provide bursaries for Members to attend the CATSINaM conference
Mentoring and advice	1: Strengthen and extend the existing mentoring program to reach more Members at different levels of experience, including: ▪ clear framework for the program **(currently occurring)** ▪ formal training for mentors **(currently occurring)** 2: Provide guidance and support for Members involved with high level committees, i.e. for CATSINaM or other organisations 3: Create a 'Graduate Advisory Network' for final year students and cadets in transition to the workplace	1: Extend the 'Graduate Advisory Network' by offering career pathway/advisory services and support for all Members 2: Mentoring for Associate Members on culturally safe work with Aboriginal and Torres Strait Islander Australians	

Area	Essential list	Desirable list	Wish list
Advocacy	1: Have a strong professional and political voice for members on a national level - priority topics: ▪ cultural safety, including cultural education as a mandatory requirement for all nurses and midwives **(currently occurring)** ▪ information universities should provide to students on registering ▪ employer accountability, including meeting the 2.5% nationally endorsed employment target for Aboriginal and Torres Strait Islander employees **(currently occurring)** ▪ scope of practice and distinctions with other health professionals (i.e. ATSIHWs) ▪ access to clinical supervision 2: An increased number of scholarships (both at undergraduate and post-graduate level) for nursing and midwifery students, particularly in maternal and child health	1: Other advocacy topics to pursue: ▪ appropriate and more clinical placements **(currently occurring)** ▪ a business case for a tutorial assistance program (in addition to ITAS) ▪ the match between curriculum and cultural competency frameworks **(currently occurring)** ▪ provider numbers for nurses and midwives 2: Provide an advisory and referral service to assist with individual advocacy needs, i.e. legal advice, bullying and racism **(currently occurring)** 3: Provide direction to people and organisations who become 'Affiliates or Friends of CATSINaM' on how to support CATSINaM advocacy efforts	
Educational assistance	1: Develop a book donation and exchange service for student Members	1: Advice and assistance on clinical placements and preceptorships 2: Offer a tutoring support service for students, which would include linking Members to potential tutors, within our outside of ITAS **(in planning)**	

Professional development

The outcomes for professional development provide direction for CATSINaM on how it can achieve *Objective 3.2: To increase access to professional development and cultural safety support strategies for Aboriginal and Torres Strait Islander nurses and midwives as students and qualified professionals* under 'Strategic Direction 3: Strengthen our effectiveness in supporting the recruitment and retention of Aboriginal and Torres Strait Islander peoples in nursing and midwifery'. They are also relevant to achieving *Objective 1.2: To increase our Member communication, support and engagement* under 'Strategic Direction 1: Elevate the profile of CATSINaM as the national peak body'.

There was a high level of interest in CATSINaM being active in professional development for its Members. This interest focused on two components:

ω *Information on continuing professional development (CPD)*: This included information on:

- meeting CPD requirements for maintaining registration (noted in Table 1 under 'professional information')

- a calendar of events that would qualify for CPD, along with hyperlinks to PD opportunities available at a national or regional level that are provided by, recommended by or known to CATSINaM

- on-line professional development options that would assist Members who cannot travel easily to attend conferences and workshops

- pathways Members could follow to support their career development to more senior or specialised positions, including the courses/qualifications required (pre-requisites, requirements, length of time etc)

- what options could constitute a 'CPD program' in Aboriginal health

- preferred training providers.

This could be managed by having a dedicated section of the website on CPD and career development that covered all of these topics.

ω *Professional development workshops*: Members wanted CATSINaM to directly provide professional development workshops, as well as facilitate Member's access to relevant professional development workshops. The topics proposed are summarised in Table 2 according to priority levels. They include extension opportunities to qualified nurses and midwives that may not be readily available to them through other sources. The 'value add' of CATSINaM run workshops is that they double as networking opportunities, a high priority in the Member Support section. Any progress CATSINaM has made to date is documented in a table note.

Members also provided advice on the **organisation** of professional development. They believed that CATSINaM should utilise the expertise of its Members in offering professional development where possible. In fact, 'peer exchange' could be looked into in order to focus on

quite specific areas of practice where other CPD options may not be readily available. They advised that different mechanisms be explored for delivering workshops to enhance Member access, such as webinars. Consideration also needs to be given to state-based programs as the CPD requirements across jurisdictions differ slightly. Finally, Members wanted CATSINaM to identify options for multidisciplinary training with other national Aboriginal organisations.

Table 2: Professional development topics by priority levels

Essential list	Desirable list	Wish list
1: Leadership, including public speaking	**1:** Quality use of medicines	**1:** Governance training for Members who are not currently Board members
2: Cultural safety in the workplace for Members, including personal and community wellbeing and self-care strategies, e.g. an "invisible dillybag toolkit"	**2:** Ear and hearing health	**2:** A CATSINaM run cadetship program
	3: Eye health	
3: Cultural safety for non-Aboriginal nurses and midwives [1]	**4:** Clinical supervision (i.e. how to be a clinical supervisor)	
	5: Advocacy skills	
4: Mentoring (i.e. how to be a mentor)	**6:** Effective community engagement	
	7: Job application skills	
5: Academic writing and language [2]	**8:** Being a supervisor for research projects or Masters programs	

[1] CATSINaM has run two cultural safety workshops for non-Aboriginal nurses and midwives to date that target CEOs and/or the senior leadership of nursing and midwifery peak bodies, and universities.

[2] CATSINaM is currently planning several online webinars on academic writing over 2014-2015.

During these conversations, Members commented on other areas of CATSINaM work that focused on recruitment and retention more broadly, rather than professional development specifically. They wanted CATSINaM to be active in promoting the nursing and midwifery professions to Aboriginal and Torres Strait Islander high school students through stalls at career expos. Holding stalls at nursing and midwifery conferences to promote the work of CATSINaM was also highlighted, although Members acknowledged that costs may be prohibitive, so arrangements with the nursing and midwifery organisations holding the conference to ensure CATSINaM material was available would be important. Members also suggested that in the future, CATSINaM could be involved in supporting/negotiating University student placements in AMSs, which could be part of cultural safety training for all students. They also wanted CATSINaM to advocate for research programs for nurses and promote this as a career pathway option.

Member benefits

The Member benefit outcomes will also assist CATSINaM in achieving *Objective 1.2: To increase our Member communication, support and engagement* under 'Strategic Direction 1: Elevate the profile of CATSINaM as the national peak body' in the Strategic Plan. Members were very keen to see that membership of CATSINaM provided them with specific benefits. Their proposals fell into three main areas:

ω *Formal affiliations with other nursing and midwifery associations*: While CATSINaM may be members of other nursing and midwifery associations (of the 67 respondents in the 2013 Member Survey, 81% indicated they had membership of one or more other associations), a formal affiliation between these associations and CATSINaM could occur. If they were a non-Aboriginal and Torres Strait Islander association, this would demonstrate their commitment to increasing and supporting the Aboriginal and Torres Strait Islander nursing and midwifery workforce. If they were Indigenous or First Nations associations in other countries, this would reinforce their shared work to address cultural safety and recognise culture as a skill-base in nursing and midwifery work.

ω *Discounts on products, services and professional development options*: A range of options were identified that focused on health, wellbeing and self-education. A membership card will be needed as proof of CATSINaM affiliation.

ω *Membership acknowledgement*: Strategies were identified that CATSINaM could manage 'in house' in order to verify Member identity and acknowledge loyalty.

Additional ideas emerged during the conversations that extended beyond Member benefits but did not fit clearly under Member support or professional development. Members suggested that CATSINaM consider what benefits non-Indigenous Members could gain if they became Members. This is now possible for non-Indigenous nurses, midwives and organisations through either the new Affiliate-individual and Affiliate-organisational categories recently endorsed by the Board and available from July 2014 onwards. CATSINaM has already determined these benefits, with information provided on the website.

Members asked that CATSINaM undertake ongoing reviews with Members, rather than survey them periodically. This is an expectation under the current strategic plan, and CATSINaM are currently planning Member Netowrking Forums for 2014-2015, which will be opportunities for consultation and review, as well as networking and the provision of professional information.

Being well known by other organisations was also described as a benefit for Members, as this meant that CATSINaM had good reach in advocating for their professional needs. Therefore, they were interested in CATSINaM having a presence on other relevant websites with links to the CATSINaM website, rather than only CATSINaM having links to external sources. A further idea was being well known more broadly in the community, particularly Aboriginal and Torres Strait Islander communities across Australia, therefore it was proposed that CATSINaM develop a series on NITV that focuses on stories about its work, and the work of Aboriginal and Torres

Strait Islander nurses and midwives. Both of these ideas can be pursued as part of CATSINaM's new communication strategy.

Two 'wish list' items that would enhance both Member benefits and support, although were not viable in the short-medium term, were for CATSINaM to expand so it had an office in every capital city or developed state based peak bodies or affiliates.

Table 3: Member benefits by priority levels

Essential list	Desirable list	Wish list
Formal affiliations with other nursing and midwifery associations		
1: Discounted memberships of other associations **2:** Discounts on CPD or supported places at conferences held by other associations **3:** Joint member benefits through partnerships with other associations	**1:** Fellowship arrangements	**1:** Cultural exchange with other Indigenous associations **2:** Joint conference with other Indigenous associations (*also see 'Networking options' under Member Support*)
Discounts on products, services and professional development options		
1: Professional development courses **2:** Travel/accommodation and holidays **3:** Professional indemnity insurance (particularly for students and new graduates)	**1:** Professional journals **2:** Gym memberships **3:** Private health insurance **4:** Petrol cards	**1:** Food and entertainment **2:** Cinema tickets **3:** Internet and phone services **4:** Weight management
Membership acknowledgement		
1: A membership card **2:** Time-based membership incentives or gifts **3:** Competitions with professionally relevant prizes		

Advice on collecting Member information

A final question was put to participants in the forums and teleconferences, which was: What information should we collect from you when you apply for Membership or you renew Membership?

Member responses can be summarised under these items:

- workplace health sector (state/territory health, ACCH, Medicare Local, private)

- clinical or specialist areas

- professional interest areas

- willingness to be a volunteer in CATSINaM projects or initiatives, e.g. mentoring, tutorial assistance and professional development

- a question on 'What would you like to see from CATSINaM?' that would gather continuous consultative data.

Members discussed how this would assist CATSINaM to provide a better profile of its Members, and build up the picture of where Aboriginal and Torres Strait Islander nurses and midwives are working and the spread of skills and expertise. Clearly this will become increasingly useful as the CATSINaM membership continues to grow, as well as provide advice on where to direct recruitment efforts.

Further, it would be valuable to have a discussion with AHPRA in relation to this exercise as they do not collect this information, although they have an enormous opportunity to do so and provide a comprehensive picture of the nursing and midwifery profession. Currently there is a non-compulsory form that people can complete as part of the registration process, so there is potential for collaboration in improving data sets.

Summary

The 2013-2014 National Membership Recruitment and Retention Strategy produced a wealth of information for CATSINaM to consider. The decisions made in relation to the priorities outlined for Member support, professional development and Member benefits, in particular what Members identified as essential, will be based on what is viable in terms of resources, timeframes and what fits with the purpose of CATSINaM as a professional association.

As identified through each section, progress has already been made in a substantial number of areas that Members identified as critical to them, including both essential and desirable items. Communicating this to Members will be important so that they witness CATSINaM being genuinely committed to not only consulting with them, but acting on their advice.

Further, communicating the efforts that CATSINaM has and is continuing to make to address their priorities, despite the outcome achieved to date, is also vital. Through this Members can build their appreciation of CATSINaM's work and persistence in pursuing the shared concerns and aspirations of Aboriginal and Torres Strait Islander nurses and midwives.

Appendix 1: Forum agenda

Forums were offered at different times, with both morning and afternoon options, however the agenda was the same. This example provides the morning agenda.

9:45 – 10:00 Sign-in and tea/coffee on arrival		
Time	**Welcome and Introduction**	**Presenters**
10:00 - 10:20	Welcome and Acknowledgement of Country CATSINaM introduction Participant introductions	CATSINaM Board Member and Janine Mohamed, CEO Facilitator
Item 1	**CATSINaM - Now and into the future**	**Presenters**
10:20 – 10:40	Overview of the CATSINaM Strategic Directions Current approach to Member benefits What Members said before – what we need to know now?	CATSINaM Board Member and Janine Mohamed, CEO
Item 2	**Member consultation**	**Presenters**
10:40 – 12:00	Reflecting on CATSINaM membership Hopes and expectations: What can we do for Members? What information should we collect about the CATSINaM membership?	Membership Engagement Officer and Facilitator
Item 3	**Summary and close**	**Presenters**
12:00 – 12:15	Further questions, feedback and discussion Summary of next steps for CATSINaM	Janine Mohamed, CEO and Facilitator
Lunch: 12:15 – 1:00		