



Strategic Plan 2017 – 2020

Objective One: Purposefully and continuously develop and maintain a strong autonomous midwifery profession in New Zealand

- 1.1 The understanding, recognition and status of midwifery is increased within health and public sectors
 - Media and communications strategy including the increasing use of social media
 - Submissions reflect the importance of the midwife role
 - Use term midwife – define community midwife / LMC
 - Media monitoring as necessary when issues are arising
- 1.2 Midwifery and maternity services are funded equitably in comparison to other professions and services
 - Mediation process is successful in achieving equitable funding for LMC midwives
 - New funding model 'Co-design' process informed by robust and equitable comparisons, members are consulted and involved in its development
 - Link with / utilise other organisations / pay equity campaigns to mobilise public support / raise awareness, utilise media (including social media)
- 1.3 Strengthen the position and capacity of the College in the regions
 - Ongoing development and support for College regional leaders and structures, and encouraging succession planning for regional leadership roles
 - Utilise Capacity and Capability contract to enhance and develop regional structures and leadership capability
 - Provide Chairpersons and treasurers workshops
- 1.4 Midwifery leadership provides visible and effective advocacy for midwives and maternity services throughout all areas of the maternity service
 - Promote concept of united workforce (Core and LMC midwives)
 - Promote autonomy of core midwives
 - Succession planning, leadership and networking for leadership positions
 - Advocacy for strengthened midwifery leader positions in DHB settings so they are better positioned to lead and influence change
 - Develop pool of nominees for College to nominate when national positions become available
- 1.5 Maternity service frameworks (including funding frameworks) reflect and support autonomous midwifery practice
 - Co-design process results in a funding model that supports autonomous midwifery practice
 - Maintain close relationship between MERAS and New Zealand College of Midwives to ensure professional and employment frameworks are aligned
- 1.6 There are sufficient midwives throughout the maternity service to provide equitable access to care for all women
 - Advocate for better data to understand the workforce, its distribution and sustainability issues through MSAG and with MOH and DHBs
 - Advocate for project to effectively scope correct FTE for secondary and tertiary maternity facilities
 - Advocate for workforce programmes and funding targeted to support sustainability, recruitment and retention
 - Escalate / elevate midwifery workforce issues to national, regional and / or DHB forums.
 - Ongoing provision of workforce programmes, MFYP, Rural Retention, Post grad grants and complex care – continued advocacy to ensure equitable funding for these programmes
 - Advocacy for DHB maternity services to be staffed by midwives
 - Advocacy for primary maternity services to be provided by midwives (not registered nurses)
 - Resist nursification of maternity services

Objective Two: Lead, promote and support partnership based midwifery practice that conforms to the Philosophy, Code of Ethics and the Standards for Midwifery practice.

- 2.1 The women centred model of maternity care is maintained as a central component of New Zealand's maternity service
 - Co-design of funding model process involves consumer representation.
 - Final revised funding model is reflective of and supports partnership based midwifery practice and does not undermine the model of care
 - Advocacy for consumer participation in national, regional and local maternity related governance activities (eg MQSP)
- 2.2 The College builds and maintains strong links with consumer organisations and advocates for the consumer voice to be heard, valued and recognised throughout New Zealand's maternity services
 - Consumer networks and relationships with the College strengthened at local, regional and national levels
- 2.3 All College activities are integrated and underpinned by the professions frameworks. Submissions, guidelines and consensus statements, education activities all reflect professions frameworks
 - Promotion of normal birth, primary birthing, home birthing and role of midwives in promoting physiological birth
 - Midwifery lens on all initiatives which have the potential to impact negatively on women, birthing outcomes and midwifery (eg NE taskforce workplan)
 - Consideration of impact on midwifery practice and maternity outcomes prior to endorsement of / participation in national multi-disciplinary guidelines and consensus statements

Objective Three: Leads the development and maintenance of a quality assurance framework to improve maternity outcomes for women and families

- 3.1 The College's quality assurance frameworks and workforce development programmes are robust, effective and nationally recognised as a means to continuously improve the quality of midwifery practice
 - Continually improve and adapt processes and systems for Midwifery Standards Review (MSR), Resolutions Committees, MFYP programme
 - MFYP grad survey
 - Annual MSR reviewer education, resolutions committee education workshop
 - Ongoing support for MSR reviewers and resolution committee members
 - Review Handbook for Practice
 - Ongoing development of the mentoring model, and updating and development of consensus statements
- 3.2 MMPO MIS supports, promotes and enhances LMC midwifery care
 - College advisors involved in system development to ensure it reflects midwifery work
 - Maintain strong relationship between MMPO and College to ensure alignment of strategic objectives about role of MMPO in future

Objective Four: Advocate for the development and provision of services, policies and programmes that support the improvement of maternity outcomes and health status for women and their families

- 4.1 College representatives are involved at national, regional and local levels in all work that is relevant to midwifery, maternity care policy or practice
- 4.2 The College advocates for equitable services and outcomes for all women

- The College proactively identifies emergent issues or opportunities to promote or develop policies which will improve maternity outcomes
- Utilise relationships and memberships of other organisations (eg RHAANZ, Primary Health Alliance, National Council of Women)
- Utilise opportunities to feedback on all submissions etc to promote midwifery / women centered view of issues
- Advocacy for continued printing of consumer resources by MOH
- Utilise midwifery representation on DHB MQSP programmes for advocacy opportunities
- Continued advocacy for maternity to be a universally free service, advocate for improved equity of outcomes

- 4.3 The College advocates for policies and resources which structurally support midwifery at a national, regional and local level
- Strengthened midwifery leadership in DHBs, regional College roles developed and supported
 - Promote the utilisation of primary maternity units, MQSP, national advocacy
 - Link with MQSP at regional levels
 - Develop primary maternity unit / midwifery led unit national network

Objective Five: Provide expert advice to government and other relevant agencies, to strengthen and support the midwifery profession

- 5.1 The College is acknowledged as the source of expert maternity sector advice for all relevant agencies, both nationally and internationally
- Seek feedback as to why College nominees are not successful – challenge decisions when nominees are not selected
 - Ensure suitable pool of nominees are available for positions
 - Letter of engagement for nominees to ensure feedback loop for advisory group positions
- 5.2 College representatives provide a midwifery perspective within all national midwifery or maternity related forums

Objective Six: Advocate for, promote and evaluate undergraduate and post graduate education and provide continuing education to midwives

- 6.1 The College's role in the provision and oversight of midwifery continuing education is strengthened
- Negotiate with Council about the role of the College in the ongoing oversight of midwifery continuing education
- 6.2 The College continually reviews its education programmes to make sure it meets the profession's needs and addresses current practice issues
- Evaluation of all programmes to continually refine content and delivery
 - Ongoing development and recruitment of the education team
 - Pro-active identification of emergent issues to ensure education opportunities are used to address them (eg Neonatal resus, Turanga Kaupapa education for reviewers)
- 6.3 The College maintains an overview of undergraduate, continuing education and post graduate education programmes and the MFYP and supports and provides relevant education for all members
- Representation on PEACs
 - Link and oversight between MFYP and undergraduate programmes
 - Administer post grad and complex care funding, continued advocacy for increased funding for these programmes

Objective Seven: Conduct, promote and disseminate relevant research which provides an evidence base for midwifery practice in New Zealand

- 7.1 Implementation of College Research Strategy to support increased publication and dissemination of midwifery research in response to identified priorities.
- Lay summary dissemination for consumer groups to circulate
 - Utilise social media / facebook to promote research findings –lay summary
 - Co-ordination with midwifery schools to maximise resources and support Schools to achieve research outputs
- 7.2 Develop and participate in collaborative research projects which involve or affect midwifery and maternity services
- Pulse oximetry project

Objective Eight: Commits to upholding the articles of the Treaty of Waitangi by recognising Māori as Tangata Whenua of Aotearoa

- 8.1 Co-develop a strategy with Nga Maia to determine Māori identified priorities in relation to midwifery
- 8.2 New Zealand College of Midwives structures and processes more explicitly acknowledge Māori midwives, and birthing women and their specific needs
- 8.3 Increased number of Māori midwives practising in New Zealand across a range of settings
- 8.4 Professional frameworks for midwifery acknowledge Māori as Tangata Whenua and Te Tiriti as the founding document
- 8.5 Increase cultural competence of the profession – development of Turanga Kaupapa education to support midwives to integrate and apply this framework to practice
- 8.6 Work towards Māori women having equal access to maternity care

Objective Nine: Build and maintain relationships with relevant national and international agencies to the benefit of midwifery in New Zealand and to contribute to the global midwifery community

- 9.1 Maintain and strengthen current organisational relationships
- Utilise organisational relationships to support objectives of the College
- 9.2 Pro-actively identify where relationships need to be established or existing relationships could be more effective

Objective Ten: Operate in an efficient and effective manner to the benefit of its members through the delivery of a comprehensive professional service to its members

- 10.1 Maintain financial health
- 10.2 Achieve professional indemnity self-insurance in an appropriate timeframe
- 10.3 Meet contractual obligations
- 10.4 Legal and professional services meet members needs
- 10.5 Midwives experiencing stress related to disciplinary or investigative processes are well supported
- 10.6 Midwives are well supported with the systems and processes of the College to continuously develop their practice
- 10.7 Be a good employer