

Toolkit for Start-up Specialist Nursing Organisations

The authors of this toolkit have assisted a number of specialist nursing organisations to get started and have found the entire process to be a privilege and an honour.

It is hoped that these notes will assist new organisations to use this experience to assist them.

The International Federation of Perioperative Nurses is delighted to have supported this process and to have been the conduit for the developments.

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Table of Contents

	Page No
Where to Start	3
Workshop to develop Ideas	4
Issues for Consideration	4
Planning the Workshop/Initial Visit	5
Sponsorship	6
Structure and Goals of the Proposed Organisation	7
Meetings of the Organisation	8
Membership Categories	9
Name of Organisation	10
Potential membership of the organisation	10
Means of communication with members	10
Means of collecting dues	11
How will it start?	11
Promotion and Fundraising	12
Documents for Application for Membership	12
Development of Constitution/Terms of Reference	13
Launch of the organisation	13
External support and encouragement	14
Educational Value and Study Days/Seminars	14
Newsletters	14
Conclusion	15
Appendix	16 - 32

Specialist nursing organisations occur in many different settings around the world, from small island nations to large land masses. They all have one thing in common; they unite nurses for the purposes of education and fellowship. Specialist nursing organisations provide individual professional support, opportunities for gaining additional skills and knowledge and are often the focus for a deeper understanding of the standards required to provide safe, quality care to patients within that country's healthcare system.

The toolkit aims to provide generic advice for a motivated group of individuals to start their own organisation. It makes suggestions for models which may be of value, and provides a framework and checklists to assist the facilitator to plan and run the event. The time taken to develop the organisation will depend entirely on the human and financial resources available and the enthusiasm of the individuals involved. Some follow up suggestions are made, although it is recognised that these may vary from one development to the next.

What the toolkit cannot hope to provide is consideration of every factor and these will vary tremendously according to the geographical location, healthcare culture, ease of transport and communication and the urban or rural nature of the particular country.

Where to start

As stated above, generally the idea for a 'beginning organisation' will come from a group of enthusiasts from within their own country. They may be driven either by external encouragement or by internal needs. The motivation may be due to difficult local conditions which the group seeks to resolve; by a recognition that other specialist organisations have 'got ahead' by using the power and authority of the group or purely the need to provide national standards and education for a specialised area of care. Equally, the need may be driven by the identification from within the group

of specialised nurses, to share education and research. The common theme is a desire to provide safe patient care.

Locally, the group may wish to form within a hospital, within or attached to an existing national organisation (ie the National Nursing Organisation) or they may seek international assistance. Finding the help and guidance source initially, may be the most difficult aspect for start-up organisations. It is hoped that this toolkit, widely distributed, may be of assistance in enabling individuals to gather and encourage the enthusiasts to meet their specific goals. Decisions on the size and influence of the group may evolve as confidence and membership grows, but initially the enthusiasts need to arrange some time and space where the ideas can develop and be mutually agreed. A workshop to identify the goals, framework and membership details is a good place to begin. [Appendix 1 Page 16 Suggested framework for a two day facilitated workshop.](#)

Workshop to develop ideas

It is a good idea to identify a core of motivated nurses to meet for a workshop preferably from different hospitals for a minimum of two days. A suggested group size is ten to twelve individuals. Local nurses will need to identify the individuals and representatives from different hospitals, in advance, so it is essential to clarify the most effective way of communicating with them. (Post/fax or email). One of the local nurses will be the main contact during the set up period – this nurse is identified as the local lead nurse.

A minimum and maximum number should be clearly identified with the local lead nurse in advance. It is essential to the sponsoring organisation and the facilitator, that an on-going count of participants is known, so that they are aware of how many people the workshop will need to cater for and what the budget will support.

Issues for consideration

In order to raise funding for the workshop, a plan will need to exist, with the venue costs available, possible numbers to attend, decision whether to re-imburse travel / accommodation and /or per

diem allowance. (Note: Some countries have a system of giving participants a small daily sum of money known as a 'per diem' allowance when they attend educational workshops, which can significantly affect the budget)

Potential venues may be a hotel, hospital, university. Consideration needs to be given to ensure that resources are available for photocopying, food, drink, safety and comfort for the facilitator and transport to venue.

Note: It is very helpful for the facilitator to have access to a hotel business centre with access to a photocopier (if possible)

Photocopying can be expensive, but is necessary to ensure all individuals return home with the same information.

It is essential the facilitator does their "homework" prior to the visit – what is the health service like – it is possible to find most strategic health plans on the Ministry website. The health system may be very different to the one with which the facilitator is most familiar. An idea of demographics and political issues is very helpful – visit the country's website for this information. The facilitator should also be aware of travel advice to the country – it is essential to be safe in unfamiliar surroundings.

Local facilitators may not have this need, but they may wish to visit the local Lead nurse for discussions and to understand the specialised area of care.

[Appendix 2 Page 17 Facilitator check list](#)

Planning the Workshop/ Initial Visit

Identify the key players particularly in the Ministry of Health or equivalent government department. Write to the Chief Nursing Officer (CNO) or relevant identified person fully explaining the purpose of the visit ([Appendix 3 Page 18](#)) with specific objectives for the workshop. It is helpful to set up a time for you and one or two members of the Steering Committee to visit the CNO – a good time is towards the end of the workshop when there will be some type of structure around the proposed organisation. It is best to request this appointment as soon as your visit has been finalised. The date and time of your meeting can be confirmed on arrival in the country.

It may be difficult to find the appropriate protocol for communicating with the government departments. It is possible that you should be prepared to telephone the Department of Health (or equivalent) to finalise details if there has been no postal or email response.

Write to as many people as possible, names and addresses may be suggested by CNO;

- Director/s of Nursing of the major Hospitals,
- Dean of the School of Nursing and/or Medicine (if they have one),
- National Nursing Association

Letters of Permission may take many months before a response is received but are essential to enabling understanding and permission for the nurses to leave their place of work for the workshop. In some countries, this may be organised via the Ministry.

Copy the letter to the local Lead Nurse who is the main contact in the country you are visiting. A draft framework document is useful to send to the local Lead Nurse, plus objectives for the Workshop, prior to arrival. [Appendix 4 Page 20](#).

The programme plan for the workshop should be flexible enough to change it once the local needs have been fully assessed. During the workshop it will become very evident who are the natural leaders in the group. It is suggested that at some point during Day One the group should elect a steering committee. ([Appendix 5 Page 22](#)) this enables appropriate decisions related to banking, receipts and short to medium term goals.

[Appendix 6 Page 22 – Suggested role descriptions for Steering/ Executive Committee](#)

Sponsorship

It is essential to explore all avenues of support/sponsorship for the planned workshop. You may have to submit a business plan and clear objectives to the potential sponsors for the workshop. It is helpful to answer the “What’s in it for them” question if seeking sponsorship from commercial organisations. In every case, the

facilitator should be prepared to supply photographs and follow-up reports to the sponsor/s.

Potential sponsors may include;

- Medical Device companies
- Facilitator's local speciality organisation
- Rotary Club
- Philanthropic organisations

Sometimes support can be "in-kind" – for example an offer to ship educational material can save an enormous amount of money.

Structure and Goals of Proposed Organisation

A key decision for the local nurses will be for them to identify whether they wish to form a stand alone organisation or develop a specialist group within the umbrella of the National Nurses Association (NNA). Collaboration with the NNA will be essential for the support and longevity of the group – be it stand alone or as part of the NNA. An invitation to a representative of the NNA to attend some or part of the workshop may be advantageous.

It is essential the local nurses clearly identify the proposed goals of this organisation. This is usually a lively topic for discussion during the workshop and it is suggested the group be split into smaller numbers for the discussions.

➤ Advantages and Disadvantages of Stand Alone organisations

Stand Alone organisations will need to have the internal controls necessary to be self-sufficient in managing the demands of an organisation, raising funds, communicating with members and running education sessions. In other words, fulfilling their goals and objectives without any assistance from outside.

There is no doubt that having control of the organisation in many ways makes it easier to manage, but the officers, executive committee and advisors will need to be prepared to use a great deal of time and energy to fulfil the objectives and raise sufficient funds to allow the organisation to grow and flourish.

On the other hand, having an umbrella organisation such as an NNA can provide considerable benefits. Often the specialist group will form a sub-section of the NNA. It may receive funds, can use the terms of reference/ constitution of the mother organisation and use the existing networks for communications. The downside of this arrangement is the potential of being 'one of a number' of sub-sections, with the specialist focus lost amongst the many other competing specialities and for funds to run education or communicate with members.

The choice, whichever way it goes, in the workshop, will make a great deal of difference to subsequent activities. The advantages and disadvantages should be carefully evaluated before the final decision is taken.

It is for this reason that a senior and knowledgeable member of the NNA may provide helpful advice at the workshop – but remember that their agenda may not be that of the specialists!

➤ Discussion on Stand Alone Status

A skilled facilitator can be very helpful for these discussions – the goals of the facilitator are not the goals of the group, the role is to support and encourage the discussion not to lead it.

Ask questions of the group which will explore levels of potential influence, for example;

- What value/ role could the organisation have by helping the Ministry to develop standards of care in the particular speciality?

This may lead the group to a different level of thinking which is very exciting for all. The national and local structure of the proposed organisation should lend itself to devising both strategic and operational goals.

Meetings of the Organisation

Once the workshop participants have agreed on the organisation structure they will be keen to think about meeting dates. Issues to consider may include;

- What is the size of the country?
- Is the country divided into states/regions/areas?
- What is the local structure going to look like?

This is again very country specific. Hopefully there will be a wide representation from across the country at the workshop and each state/region/area participant will be asked to set up the local structure.

[Appendix 7 Page 24 Draft Local Structure](#) (may be the same as the structure for the National Steering committee)

If the initial discussions agree that the organisation should have a local and a national structure, if the country is very large or transport difficult it is useful to find a method whereby the national and local structures agree that they will communicate with each other on a regular (two way) basis.

Realistically there may only be one meeting in each of the local structure/s prior to the constitution being finalised and the first Annual General Meeting or Business Meeting of the organisation. It is useful to have a simple pre-printed report for the Elected Officers to use.

[Appendix 8 Page 25](#)

Membership categories

This depends on the type of organisation agreed by the local nurses – in some instances there will be nurses other than the speciality nurses accepted as full members. The local nurses should make this decision.

This issue can take a great deal of time during the workshop – it is essential the local nurses clearly state who they believe should be members – sometimes non nurses may be admitted. Overseas membership can allow the facilitator to provide some welcome seed funding (If applicable) [Appendix 9 Page 26 Generic Membership form](#)

➤ Patron

It might be suggested that a local individual of recognised standing be invited to support this new specialist nursing organisation. The objectives for the patron are to open doors for ongoing promotion and development within the local community, and provide continuing support and mentorship.

Name of Organisation

This is usually another very lively topic of discussion. All of the individuals present will have ideas to contribute. The politics of the type of organisation – Association/Society/ or Special Interest Group, will depend on whether the proposed organisation is stand alone or part of the NNA.

Potential membership of the organisation

A motivating factor for the local nurses can be the potential numbers who may wish to join (or be eligible to join), once the membership categories have been decided. Numbers of nurses in the speciality may need to be obtained from the Ministry, or may not be available; however this can be an 'excitement' for the enthusiasts.

Means of communication with members

This is very country specific. Some nurses may have very limited access to the internet/e-mail so post or fax may be the most appropriate way of communicating with them. This may also be the same for the communication within the group – it will be helpful for the steering committee to have a list of hospitals (and fax numbers or an email address) that may have potential members and utilise the hospital fax number or email address to circulate notices of meetings and updates on progress. It is helpful if there is a designated contact nurse in each of these hospitals to receive and reply to the fax/s or emails.

Means of collecting dues

This can be very problematic in the developing world, but may be far simpler elsewhere. The option of sending a cheque or using a credit card is not necessarily available in a cash economy. It is best to explore the option of having the nurses' deposit the dues directly into the organisations' bank account. Again the steering committee/local nurses can best advise on what option is practical. Once this is agreed it is advisable to suggest two of the steering committee go to the bank to make enquiries about setting up accounts etc. The amount of membership dues must be realistic.

- How much do the local nurses earn?
- Are they the major breadwinner in their home?
- What can they realistically afford?
- How often are they paid?

Note: Banks may require a postal address for the organisation, and this may be best if it is a named individual using a hospital address. Changing details will not then be too difficult, when terms of office finish.

It is essential all members of the steering committee are kept informed of the financial status of the emerging organisation – money is always the most difficult issue. In some countries, ongoing cash deposits for membership dues may need to be paid to the “contact nurse” in the local area or hospital in order that the organisation does not run out of funds after one year. The “contact nurse” should be provided with a record book – (exercise book) and a receipt book. A simple spread sheet may be useful see [Appendix 10 Page 27](#).

How will it start

Once the Steering Committee have agreed on many of the above issues it is helpful for the nurses to start to consider the short term goals. Some of the questions the group should consider are;

- Do we want to officially launch the association?
- When do we officially launch the organisation?

- What work needs to be completed prior to the launch?

The constitution or terms of reference of the organisation is the biggest piece of work so anything less than six months ahead may not be achievable.

Promotion and Fundraising

Once the timelines for the above have been agreed and tasks allocated the promotional and fundraising activities of the organisation can move forward. Once the date for the launch or the first seminar/study day has been agreed, posters for all hospitals that may have members in the organisation should be sent.

It is helpful if the facilitators have a laptop so that they can help the local nurses develop the first poster for circulation (again this is where the Business Centre comes in very useful). It is a good idea to ask the participants at the workshop to come up with fundraising ideas as this will be very country specific. This is again a very lively topic of discussion. Ideas may range from a raffle to video night or selling cakes in the staff lounge room.

Documents for Application for Membership

It is advisable to have a template on your laptop. [See Appendix 9 page 26](#) This can then be easily adapted to the membership categories agreed on by the initial workshop participants. It is helpful to have a printer or access to a business centre and a photocopier so membership forms can be available to all during the workshop. Once the layout of the membership form and contents of therein are agreed by all, the steering committee could start to sign up members (this is where it is helpful to have the receipt book).

Membership cards may be problematic due to the cost of ongoing production – the receipt should indicate a member number and expiry date for renewal of membership dues. It is important that the facilitator carefully mentor the steering committee as to the

importance of receipts and financial management. The facilitator may be asked to provide a mentorship role to the Treasurer during the first twelve months.

Development of a Constitution/Terms of Reference

This will be very country specific and will depend on the decision as to whether the organisation is a member of the NNA or a stand-alone organisation. The constitution should be simple and achievable – a constitution from another organisation may not be appropriate, however as the organisation grows and develops the constitution will change accordingly.

[Appendix 11 Page 28 Suggested headings for a draft Constitution/Terms of Reference](#)

➤ Steering Committee Meetings

Once the Steering Committee have been elected by the workshop participants they will be very eager to commence planning the activities necessary to progress the organisation. The facilitator may find the Steering Committee have started to discuss and set dates for their meetings. A suggested time frame is one per month until the launch or the first study day. The Steering Committee Meetings will possibly be action meetings with each member reporting on their job and progress towards the first event.

Launch of the organisation

This is again very country specific. The facilitator may be asked to provide support via phone/fax/e-mail. The facilitator may also be invited to be a guest at the Official Launch. If this is the case it is an ideal opportunity to suggest to the steering committee that the launch be part of a study day or seminar. This will be the first opportunity for the local nurses to showcase the development and the progress of the organisation.

This will also be an ideal opportunity for the first Annual General Meeting (AGM) or Business Meeting (BM) of the organisation. It is

at this time the first Executive and Board will be elected by the members present at the launch. The facilitator may be invited to make a speech during the launch and will be treated as an honoured guest during the proceedings.

[Appendix 12 Page 31 Draft Press Release for launch](#)

[Appendix 13 Page 32 Draft Agenda AGM/BM](#)

External support and encouragement

Once the organisation is up and running the facilitator may be asked to provide on- going support – either external via phone/fax/e-mail or by returning to assist with study days/seminars. The type of support will depend on the request from the members of the organisation and the ability of the organisation and facilitator to attract ongoing sponsorship for this project.

Educational Value and Study Days/Seminars

Once the organisation is officially launched and the first Elected Officers are in place the Board/Committee of the organisation will start planning the future. The facilitator may find he/she is providing support for 12 – 18 months. One of the workshop activities that help form part of the organisations strategic plan is the future planning of an event. It is helpful to have this discussion during the initial workshop as the facilitator may have some helpful hints for the group to consider. As with any organisation the calendar of education events will help the Executive and Members with forward planning. Once the dates are agreed letters can be written to CNO, DON's of all the hospitals, School/s of Nursing and all members advertising the event.

Newsletters

One of the most useful and simplest ways for members to keep in touch with developments is to set up a newsletter, which will come from the executive committee initially but may be devolved or delegated to knowledgeable individuals after a little time. It is a cheap way to keep in touch, but requires access to an email address. Otherwise, it will need to be posted to hospital addresses which may cost the organisation some postage, but will increase membership if written for members to keep them up to date with developments.

The post/ mail method can also be used as an opportunity to send other documents such as membership forms and posters for notice boards highlighting forthcoming events.

Locally, it should be noted that members will need to supply text of local events, so that there is 'news' for the newsletter. This is a two way process!

Conclusion

Membership of a specialist organisation is very rewarding as it offers opportunities to learn, to form local networks and to be educated away from the work environment.

Professional development opportunities exist for members of local and national committees. It is critical to the initial development of the organisation be chosen with care for their ability to think strategically and be able to communicate with their peers as well as officials in the ministry. All members of the steering group need to be good communicators and make the most of every opportunity to expand the membership.

The role of the facilitator may evolve into that of mentor to the Steering Group and first Executive Committee. It is essential that at the outset, the facilitator is prepared to have an on-going relationship for as long as it takes for the organisation to have a firm financial basis and are clear about their roles and responsibilities.

Appendix 1

Day One
0900 Introductions and planning Review of work done to date Values and beliefs Brainstorm or SWOT for speciality organisation
11.30. Focus on the work necessary. Two groups with different tasks. 1 - Constitution group 2 - Funding and structure group
12.30 lunch
13.00 Feedback from pre-lunch group work
13.30 2 groups re-form and continue discussion
1600 Elect Steering Committee 1630 Feedback from groups
17.00 finish
Day two
08.30 Review of Day 1 Functions of a Board and Officers Role descriptions (any models?) Name of Organisation
11.00 Membership and Communications – how, how often, local education, national education? Proof of membership, logo Group discussion – Teamwork issues
12.30 lunch
1300 Plans for immediate future and work allocation. Steering committee to set dates for meeting
1400 Plans for medium future – set date of first event – what will it be?
1500 Strategic plan – 1 year Steering committee meeting, discussion re how facilitator can help/mentor the steering committee
1700 Tidy up and thankyou

Appendix 2

Checklist for Facilitator

- Room for the workshop – flexible size, spare chairs as sometimes more nurses will attend than initially indicated
- Whiteboard and flipchart
- Order food for the workshop – check the local “likes and dislikes” for example, hot chocolate instead of coffee.
- Large Paper Sheets and thick non permanent markers
- Sticky tape and a means of attaching paper to the wall without removing paint (large bulldog clips/pins and Bluetack can be useful)
- Laptop and lots of USB Drives (do not let anyone put a USB drive into your computer!)
- LED projector or Overhead Projector (note: Some countries have interrupted power supplies or the heat may cause your projector to auto-switch off) Paper based copies or acetates, are essential insurance for the facilitators.
- Small printer – if possible
- Lots of notepaper and pens (to leave)
- Large stickers – for name badges
- A receipt book – to leave

Take all the resources you imagine you may need, to the workshop; you will not know what is available, pre-arrival.

Hints for the facilitator

- The role of the facilitator is to encourage the discussion but not to impose their values on the participants – it is easy not to be aware of doing this!
- Accommodation – safe, clean and close to venue (if possible)
- Car and driver if the venue is not with **close** walking distance – the hotel can usually help with this

Appendix 3

Use Headed notepaper if you represent an organisation

Date 200*

Address to whom the
letter is to be sent

Address of sender and as many contact details as possible

Dear Sir/Madam

I write to formally advise you of a forthcoming visit to *** to work with a group of nurses at *** (Venue). I was given your name by ***, who has helped me to co-ordinate communications with *** nurses. I am the representative title *** of the *** (organisation) which is an organisation *** establish credibility of the organisation which you represent.

Sister *** wrote to us asking for our assistance in forming a specialist*** (type) organisation for *** (country). It has taken a long time to get funds, but at last we have achieved this and a colleague and I are planning to visit *** (Date of proposed workshop).

Our aims during this short visit, together with *** Nurse local contact and her colleagues would be to:-

- Formulate a development plan for a *** Specialist section of the national nursing organisation or form a separate organisation.
- Assist with key strategies for development of a constitution, organisational structure and marketing plan.
- To formulate a communications and meetings plan and to devise a launch timetable.

It would be most helpful for *** Name of local contact and her chosen colleagues to be available *** Dates – probably at a local hotel venue to make our plans and work together to achieve these not insubstantial goals! We have tentatively booked a meeting room at the *** Venue.

It is proposed that whilst *** Country are in the preliminary stages of setting up their organisation that *** (Your organisation) offers ongoing support and potentially a further visit. *** Your organisation will offer *** (Country) nurses pre-membership status

for a very reduced sum. Monies to fund the visit and developments have been generously provided by *** Reference to source funding so that there will be no costs to local nurses for the duration of the visit.

It would be of great benefit to my colleague and I to meet *** Name and her colleagues on the days above, and it is fervently hoped that you will be supportive of the goals for the future of *** Specialist nursing within *** Country. We hope that there will also be time for a visit to the **** Specialist area at *** Local Hospital.

We should be most grateful for the opportunity to meet with you during our visit, if it is possible within your busy schedule to discuss how the NNA and any potential organisation might work collaboratively for mutual benefit.

It might also be most helpful to receive an invitation from your department to ease our visa application, I would be most grateful for your advice on this matter.

I look forward to hearing from you

Yours sincerely

Appendix 4

Framework Document for new Speciality Organisations

Planning

Working with local nurses who understand the speciality environment and also their country's;

- Political system
- NNA
- Communications issues
- Nurses economic situation
- Previous history of speciality meetings/ organisation

The facilitator will start to understand the potential structure of an organisation which meets the above.

Issues to specifically explore

- How will the organisation be funded?
- How will the organisation communicate with members
- How will monies be paid to the centre?

Is there local support from NNA? Is the potential structure to be an independent organisation or a specialist subgroup of the NNA? If the latter, what may be borrowed from the NNA for structure and communication?

Dependent on the answers – does the organisation needs its own constitution?

Is there a local one that can be used as a template?

Can another organisation supply a template for discussion?

Questions that relate to Terms of Reference/ Constitution.

What are the criteria for membership?

Categories of membership?

Costs of various categories of membership?

Proof of membership?

Termination of membership and return of fees.

What/ who will be the Executive of the organisation?

Terms of reference?

Position descriptions for each position/ template for position descriptions

Terms of office and staging? Need for a steering group?

Refund for activities that cost?

Sponsorship opportunities

Functions of the Board

Nomination process and voting

Quorum

Sub committees

Number of meetings per year?

Where will they be held?

What are the 3 key aims and objectives of the organisation?

- Strategic
- Operational for 3 months

Operational for 6 months

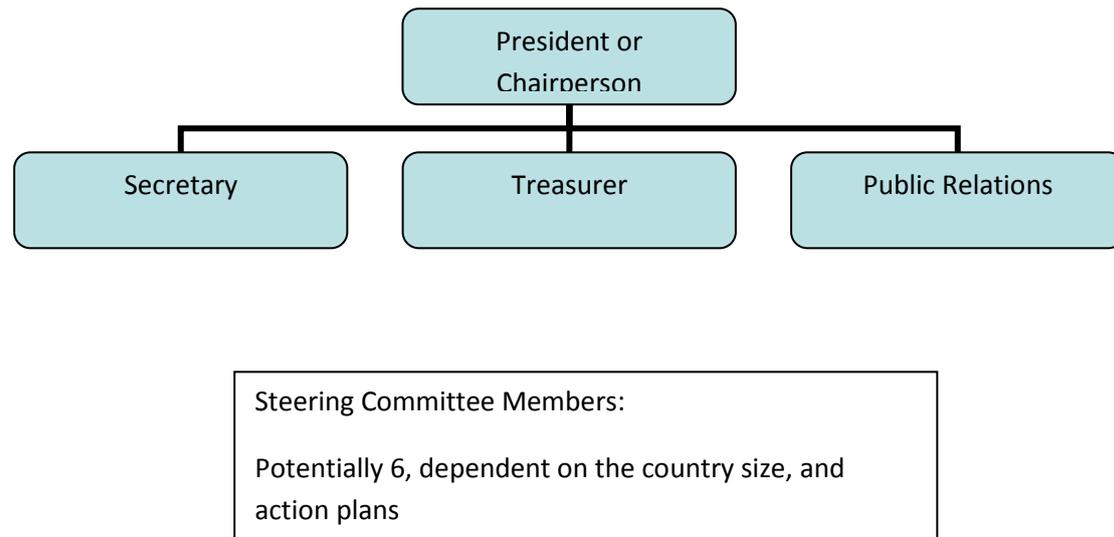
Operational for 1 year

- Educational plans?
- Financial plans?
- Values and beliefs

Central structure +/- Local structure?

Appendix 5

Executive Committee Structure (*May also be the Steering Group structure*)



Appendix 6

Roles and Responsibilities - Executive Roles of the Committee

Chairperson/ President

- Provides leadership of the organisation and the committee, and chairs all meetings
- Liaises with national elected officers, other organisations and government departments. Acts as spokesperson as required
- Leads the continuing development of the organisation, using action plans and goal setting.

Treasurer

- To collect membership fees and receipts.
- Ensures safe keeping and use of funds, advising the committee of financial situation/balance.
- Provides written reports at all meetings of current state of finances

Secretary

- Keeps a written record of all meetings
- In consultation with Chairperson and Committee, communicate with all relevant parties
- In consultation with Committee, develop and produce a Newsletter.
- Notify members of planned meetings, in a timely fashion.

Vice Secretary and Vice Chairperson

- Assist the Committee to identify potential venues for meetings, and liaise with relevant parties to ensure booking.
- Look for potential sponsorship opportunities
- Ensure timely and wide communication on progress of organisation, developments and future meetings
- Provide reports to meetings of activities.

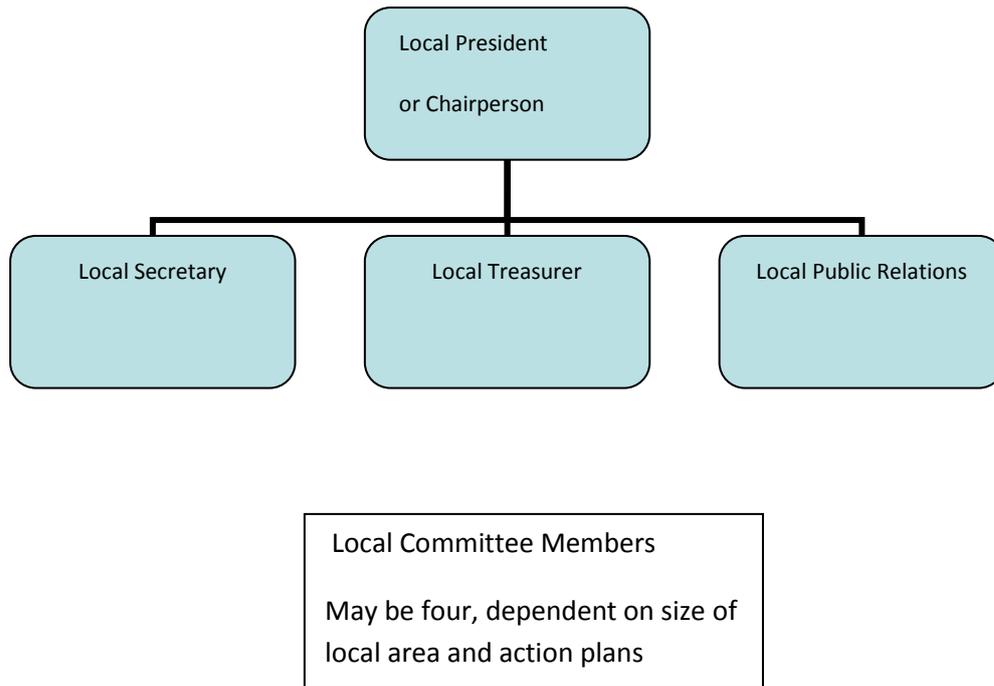
All members of the Committee have a responsibility to increase membership of the organisation, and to communicate activities to the Committee at meetings.

Committee Members

- Continue communication with all members of the Executive Committee.
- Provide continued activity to advance the national organisation in the local area.

Appendix 7

Local Organisational Structure



Appendix 8

Activity Report for Steering Group Member or
Local Secretary

Name of person submitting the
report.....

Name of area
covered.....

Last meeting.		Date
Attendance	Members:	Non-Members

Type of meeting (Business/local committee/national executive group/ education)

Topic and Speaker:

Or

Discussion Topic and Outcome

(The author should report in a way that someone not present at the meeting will understand the outcomes. Personal opinions should not be included).

The length of the report will relate to the importance of the topic to the audience.

Date Submitted.....Name of person sent to.....

Appendix 9

Title of Organisation [& logo, if applicable]

MEMBERSHIP FORM:

- SURNAME: _____ FIRST NAME/S: _____
- BIRTHDATE: _____
- SEX: FEMALE: MALE: (Tick appropriate box)

FULL MEMBER: _____ ASSOCIATE MEMBER: _____ (Circle) [Add Amount payable for each category]

OVERSEAS MEMBER: _____

- COURSE COMPLETED: REGISTERED NURSE
(Tick appropriate box) POST BASIC in Relevant Health Field
ADVANCED DIPLOMA IN Relevant Health Field
BACHELOR IN NURSING (Related Health Field)
MASTERS IN NURSING (Related Health Field)
DOCTRATE (Related Health Field)

- NURSING SPECIALTY AREA: Insert relevant information

- PLEASE SPECIFY: OTHERS

- YEAR COMPLETED THE ABOVE NAMED COURSE: 19 / 20

- PRESENT WORK PLACE:
- HOSPITAL BED CAPACITY:

- PROVINCE/STATE/REGION:

- SUBSTANTIVE POSITION/LEVEL:

- PERMANENT PUBLIC SERVANT: YES NO

- YEAR of PERMANENCY: 19 DATE: /

- NURSES ASSOCIATION MEMBER: YES NO

- POSTAL ADDRESS FOR CORRESPONDENCE:

- TELEPHONE No: _____ FAX: _____
- E-MAIL: _____

FORM of PAYMENT CASH ACCOUNT No:

Appendix 10

Accounts of *** Organisation 200*/200*	Year												
<i>Receipts</i>	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Study Day													
Fund raising													
Fees													
Donations													
Sponsorship													
Interest received													
Other													
Total													
<i>Expenditure</i>													
Study Day													
Fund Raising													
Travel													
Printing													
Stationery													
Postage													
Telephone													
Refreshments													
Interest payable													
Other													
Total													
Balance brought forward													
Total for month													
Balance carried forward													

Appendix 11

Terms of Reference/ Constitution

The constitution of a perioperative organisation should be absolutely generic, serving many years of different committee members, chairs, voting processes, and essentially sets out the rules for the members, officers and committees. Use plain language which is easily understood by all. Traditionally, the Terms of Reference/ Constitution can only be amended at a full business meeting of the organization and subjected to a formal vote. It is therefore suggested that nothing such as membership fees are written as these may change over time, and you do not want to have a whole business meeting absorbed with changing this governing document, each time.

When the Terms of Reference is first written, the document will need to be accepted formally and the vote recorded.

Use the headings below to assist with the development of this document. Notes under each heading help to identify what needs to be written.

Name of the Association

The name of the Association/ Society/ Nursing organisation, shall be.....

Purpose/Vision

The words for this section must be agreed by all Steering Group Members. It can be very general, and will affect the way that the organization functions. It should address strategic and operation direction - and the committee may wish to review and revise this after 1 year of activity.

Categories of Membership

Full member

Associate member

Overseas Member

Ex-officio Members

Do not name individuals, only roles. If overseas members are not entitled to vote, this is the place to say so. Suggest that the start of the payment year is highlighted here.

Withdrawal from membership

This is usually written in formal terms saying that a member who wishes to withdraw from membership should put this in writing within two or three months of the start of the payment year, and the letter should be sent to.....? the national secretary.

Structure of the Executive Committee

Name positions

Functions of the Executive Committee

See appendix 6 – a short summary of each role.

Terms of office

Many organizations have an annual acceptance of willingness to serve by each officer. The terms of office are usually 2 or 3 years long.

If each position is to have a Deputy, suggest it is written here whether that person automatically moves into the substantive post. If they are to, then this will affect the possible terms of office set. (Many people will not volunteer for 6 years!)

Willingness to serve and Nomination process

You may wish to develop a form which enables an individual to say that they are willing to serve the organization, in a voluntary position, and give some background about themselves.

The nomination process for an officer and voting process needs to be clearly written. The process is often scrutinized by an ‘outsider’ to the Steering/ Executive Committee – maybe by a past officer, or local advisor. This is to ensure probity and transparency of the voting process.

The time for nomination papers to be received by ? National secretary prior to the vote being taken, should be described.

Voting process

This will depend of the ability of the organization to communicate with most of its’ members electronically or by post or at a Business meeting. This section of the constitution should outline the specific process ie a secret ballot or a show of hands, counted by an external scrutineer appointed for the purpose, during the meeting. Is the vote to be carried by a majority or by two thirds of the members voting or another %?

Quorum

This relates to the numbers of eligible people who need to be at an Executive meeting for a valid vote to be taken.

It also outlines the number of members who need to be at a Business meeting in order for a valid vote to be taken. Ensure that this is not a high percentage – otherwise it may not be possible for votes to be taken and decisions made.

Meetings of the Association

Outline how many meetings the Association hopes to be able to run per year. Suggest one official business meeting to start with.

May wish to state the number of Executive meetings per year. Not more than four initially. It does not mean that you cannot have more, but you should not have less than the number written into this document.

Attendance at Meetings of the Executive Committee

Each officer/ committee member should try to attend 75% of the executive group meetings. Ie three of four, as set above. Much of this will depend on ease of travel to meetings, how large the country is etc

Annual Business Meeting (which may be attended by all members, and is usually where new officers are voted for).

Determination of Annual Fees for membership

This is merely a statement that says that determination of fees / subscription which will be set by ? the Executive Committee ? Treasurer and may be subject to regular review (How often?)

Payment of fees

Payment of annual subscription for membership of the Association shall be to the Treasurer. The rate shall be set at the Annual Business meeting and may be reviewed from time to time.

The fees may be paid directly to the Association by bankers order on an annual basis or by monthly installments

Dissolution of the Association.

This section outlines how an organization may be dissolved. The time scheduled, before the organization is suggested by a majority of the members and a vote taken, to the time when the organization ceases to be.

It may require more than 75% of the members to vote for dissolution.

It also may need to highlight what shall happen to the assets of the organization and any residual monies within the bank accounts.

Appendix 12

PRESS RELEASE

(Model)

Press Release:

Audience: Distribution to health professional media & local media

Purpose: To announce the launch of a Specialist Nursing Organisation in *** country

Issued on behalf of: *** Name of new Nursing Association.

Issued to: *** country Media

Issue Date:

*** Name of new Nurses Association, launch of Nurses Organisation.

Nurses in *** country are committed to education in the field of ***? Specialist care and have been working with *** Facilitators organisation to provide support for the development of best practice for nurses in country.

*** gained financial support to enable a workshop to be run in *place* in *month* 200*. A steering group of *** Name of new Nurses Association was formed and today the launch of the new organisation for nurses is proudly announced.

Honoured guests names and titles will tomorrow attend the official launch of the *** New name Nurses Association at *** Venue.

Nurses from all around *** country attended the Education session /workshop which ran from x*** to y*** at venue. Quote (if you can get it) from attending nurse, re impact of education.

*** Name, Project Co-ordinator for facilitating organisation said, “ we are delighted to have been able to assist our country*** colleagues to provide an education focus and network for nurses in the country. Sponsoring Organisation have assisted *** in this endeavour and we are very grateful for their continuing support.”

Ends

Appendix 13

Draft Agenda for Annual General Meeting / Business Meeting

Opening Remarks/ welcome

Apologies

Minutes of the Last Meeting

To receive the Annual Report containing reports of the Elected Officers

To receive the accounts of the year....and Report of the Treasurer/

Auditor

To appoint Auditors for next year.

To Elect the officers for next year (dependent on vacancies)

To discuss matter raised by members

Date and time of the next meeting

