



BACCN Strategy

Moving from Good to Great

**British Association
of Critical Care Nurses**

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Our Mission

The British Association of Critical Care Nurses is an organisation dedicated to the promotion of excellence in the provision and delivery of critical care nursing through mutual support, education and research.

Our mission is to provide opportunities and services for members, which support personal and professional development, and promote the art and science of critical care nursing.

Introduction

The British Association of Critical Care Nurses (BACCN) is one of the largest and most influential professional organisations within critical care in the United Kingdom. It has a well-developed regional and national structure, which ensures that it maintains a focus for communication and collaboration for all activities related to critical care nursing. The association has developed a reputation for delivering innovative and creative conferences, with a large and supportive commercial presence.

In order to provide robust services to its members the association has developed an interactive website as well as its own journal Nursing in Critical Care. These activities set the BACCN apart as one of the most progressive critical care organisations of its time. The association is a member of the European Federation of Critical Care Nursing Association and the World Federation of Critical Care Nurses. The BACCN continues to work on building links with other critical care colleagues across Europe and the rest of the world.

This strategy has been written to provide a clear vision and direction for BACCN for the next three to five years. It encapsulates the fundamental principles and values that BACCN has been built upon over the past 25 years to provide a strong focus for both the association and critical care nursing as a whole.

Strategic Goals

Our Goals

- To continue to work with our regional colleagues in the progression and development of the association at both a regional and national level
- To further develop our office structures in order to ensure effective service delivery to both our members and our partner associations
- To further strengthen our journal Nursing in Critical Care to ensure it continues to be contemporary and reflect the diverse needs of our membership
- To further develop our commercial expertise in order to co-operate more effectively within the business and changing health care markets
- To build strategic alliances to identify opportunities to work collaboratively with other associations in the field of critical care
- To provide an efficient and effective service to our members, offering best value for money
- To be internationally recognised as an effective and influential critical care nursing association
- To adopt new technologies to support our communication and engagement strategies
- To continue to support our membership through research and development scholarships
- To begin the processes of engaging in the development of research and innovation
- To further develop our innovative and high quality conference schedules
- To explore strategies to engage with the wider workforce in critical care
- To continue to build upon our successful Continuing Professional Development process, to incorporate wider associations and short courses

Strengthening Our Relationships at Regional and National Level

Supporting Existing Regions

Enabling effective two way communication is vital and important. Our communication strategy is underpinned by the support and advice from our Membership Administrator and the Regional Advisors. Recent changes to the Regional Report have a designated section to enable direct questions to be asked and responded to by the Board. Our aim is to develop this further (e.g. responses to be publicised in the e-newsletter and journal).

The National Board members and the Membership Administrator are keen to support their local regions and therefore will be attending regional events/meetings in their locality.

Having a Link member in every Intensive Care Unit is an aim to which we aspire to in order to promote BACCN; increase membership and gain a more extensive membership representation.

Promotion of The Regional Handbook (currently being updated) will be available on the website. This is a vital guide for regions to enable and ensure the efficient and effective running of the region. It also clearly states Charities Code of Conduct to which they must adhere to.

Nurturing and Enabling Future Board Members

In order to nurture and enable representation and participation at the national board meetings, we will:

- Invite regional representation at every National Board Meeting
- Enable involvement at conference through opportunities such as participating in chairing sessions, and conference organisation
- Enable representation of BACCN at national level requiring specialist input for example. NCEPOD; NICE, and other specialist working parties
- Enable participation in the production of BACCN Position Statements

Reviewing the National Structure

In order to ensure the present structure of 15 regions is meeting the needs of the membership and fulfilling the BACCN mission statement a review is proposed.

- The views of the membership will be sought requesting feedback on the current structure and suggestions for future structure
- Scoping and mapping work will look at the history of the development of regions and measure the efficiency of each region
- Examine 'Best Practice' strategies used in successful regions and consider feasibility to replicate in other regions

Developing our Services to Members

Membership and Publicity

We will continue to build on our commitment to maintain a value for money and beneficial membership.

Membership

We will aim to provide a wide range of membership benefits including:

- BACCN Journal 'Nursing in Critical Care' - 6 times per year
- Reduced rates at all BACCN study days and conferences
- Access members-only awards and grants
- Support for your views and concerns at a national level
- Part of a nationally recognised professional organisation
- Benefit from networking with other critical care nurses in your region
- BACCN website – share in the members-only section, including members message board
- Keep up to date with current practice and new developments through a bi-monthly e-newsletter
- Membership benefits will be regularly reviewed to ensure members receive value for money

We will continue to work with our administration secretariat to enable us to provide a responsive, greener and efficient service to members, focussing on the following key areas:

- Membership queries to be responded to effectively and timely within an agreed timescale such as 48 hours
- Monthly membership renewals to be processed effectively and timely each month
- New memberships will be processed effectively and timely
- To replace the online payment options from PayPal to an online direct debit system
- Maintain an accurate and secure membership database
- Maintain an updated email contact address for members
- Send out bi-monthly e-newsletter to members
- Work with the regions to promote BACCN membership at regional/hospital events
- Provide administration support to the regions



Understanding and responding to members' views and opinions is an important part of the membership strategy. We plan to continue to seek out members views by:

- An annual satisfaction questionnaire promoted through the e-newsletter and the website
- Analysing the returned leaver surveys 6 monthly and feedback report to the Board for action

We will continue to increase membership by recruiting new members and retaining existing members. Actively recruiting new members will continue utilising the following strategies:

- Continue to maintain and grow our database of link nurses in order to reach a goal of one link nurse in every critical care unit across the UK
- Establish and maintain a university link database and send top up literature out every 6 months
- Promote a range of opportunities which will encourage individuals and regions to secure new applications for BACCN membership
- Analyse the impact of purchasing data to target new members
- Analyse the potential for running recruitment road-shows to recruit new members
- Undertake a full analysis of the impact of partnering with a related organisation and offering reciprocal membership offers

Publicity and Website

We will work to ensure we maintain a strong professional identity with the correct use of the BACCN logo, stationary and promotional items. New opportunities to promote BACCN will continue to be explored.

We will utilise the following strategies as ways to actively promote BACCN:

- Maintain a strong image for the association through the website, and ensure up-to date information is provided through a range of communication media
- Review the functionality of the website, explore income generation through the development of a job vacancies section for the website
- Develop and maintain a selection of BACCN branded items
- Develop and maintain a selection of BACCN branded items for purchase by the regional committees
- Develop and analyse website 'quick polls' based on topical critical care nursing issues for debate and members views
- Promote BACCN membership at appropriate national and local events, through personal attendance or utilising the opportunity to circulate promotional items in delegate bags.

Ensuring an Effective Administration Structure

Effective administration support and management is key to the delivery of an effective service to members and to the association as a whole. In order to achieve this we will continue to build upon our effective administration structures.

Office Administration

- Further develop and refine the key performance indicators for effective office and administration functions, and ensure regular evaluation of this metrics
- Undertake a formal yearly review of the secretariat performance and contract to ensure best value for money
- Develop a framework that supports engagement between key individuals within the association and the administration services to look at streamlining functions, and eliminating waste
- Develop an effective operating framework to ensure effective communication and problem resolution
- Develop a key stakeholder survey to evaluate services as experienced by members and other key stakeholders of the association

Providing Best Value for Money

The BACCN is a charitable organisation, committed to promoting excellence in critical care nursing through mutual support, education and research. The finance strategy is focused on ensuring that the association maintains a sustainable resource to support the work and independence of the association.

Principles

We are committed to continuing our work, and we premise our financing strategy on the following principles:

- We will not undertake any work which compromises our independence, the quality of our work or our integrity
- We believe we are accountable to our members for the responsible use of all resources which are put at our disposal
- We will continue to work with the regional treasurers to train and support them in the management of regional finances
- We believe that it is necessary to take on work commissioned for a special purpose (educational endorsements), both to sustain ourselves financially, and because it can be directly useful in terms of our mission statement



We also believe, however, that there are areas of policy and research which will not attract commissions but with which it is essential to engage in pursuit of the goal of BACCN. We, therefore, commit ourselves to raising money to enable us to work in these areas.

Financing strategy

Our financial strategy is based on reviewing the following four areas: donations; capital reserves; income generation; and cost control.

Donations

We are aware that we are operating in an environment of tightened options for donations. However, we should strive to raise something a proportion of our funding through donations. In order to achieve this it is proposed that the association:

- Consolidates its relationships with existing sponsors
- Sets up a subcommittee to co-ordinate the identification and investigation of other options
- Develops publicity materials to support our efforts in this area
- Sets up a regular reporting mechanism to track our success in this area to ensure that targets are met

The Chair, Membership and Corporate Partner Directors will play a key role in supporting these efforts.

Interest on a capital reserve fund

While we continue to believe that we can, in the short-term, seek sponsorship and donations, we acknowledge that the climate for this is likely to become increasingly difficult in the medium to long term. We are, therefore, committed to

building up a capital reserve fund (an account reserved for long-term investment projects). The money will be raised in the following ways: All interest from money in the capital reserve fund will be reinvested in the fund. Sponsorship and endorsements will be “costed” in such a way as to enable a levy to be paid into the capital reserve fund.

The building up of the capital reserve fund will be the specific responsibility of the Finance Director who will provide a quarterly status report at the Board meeting.

Income generated from services

Currently the BACCN has a range of services that maintain the work of the association. However, membership is diminishing and in light of the current financial recession, it is getting more difficult to attract sponsorship, endorsements and conference delegates. The following initiatives are anticipated to maintain income generation for the association:

- A marketing and supportive membership plan, as identified in the strategic strategy, is being developed
- Income generation targets will be set for sponsorship and endorsements
- An income target should be set for conference to ensure a sustainable income for the association

Cost control

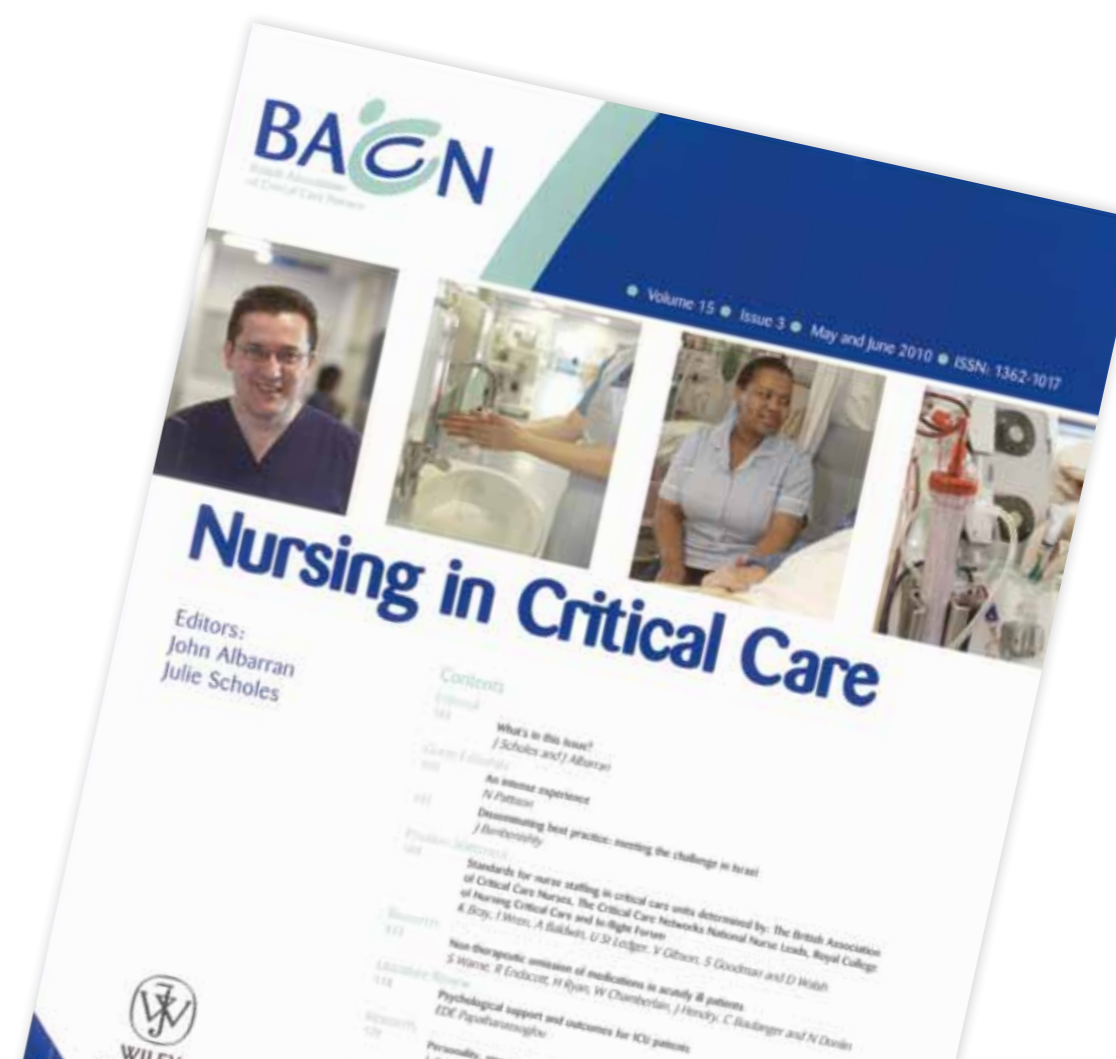
Whilst income generation is an important area for the association, equally important is the careful costing, cost control and monitoring of finances:

- The employment of a dedicated bookkeeping service to ensure that financial information is available in a timely manner
- The establishment of a finance subcommittee at which quarterly financial reports are presented and discussed, problems are identified, and steps are taken to address problems

The Finance Director and the Financial Administrator will be responsible for this area. It is anticipated that through these measures this will provide an association financial strategy which is both reasonable and achievable. Bi-annually, the subcommittee will review its implementation and make adjustments where necessary. Overall responsibility will be with the Finance Director who has full authority to take all reasonable steps to ensure the success of the strategy.

Developing Our Journal

The journal has reached its 15th birthday and since its inception it has remained at the leading edge of critical care nursing as evidenced by a growing national and international profile. The journal attracts readers from around the globe as indicated by expanding library subscriptions and by the number of papers submitted from outside the United Kingdom. The journal has also achieved a reputation for publishing papers which are thought-provoking, clinically relevant, intellectually stimulating and which advance the art and science of the discipline. Providing a voice and deliberating on issues affecting the discipline have remained at the core of our business and mission and we continue to expand the journal's vision through ensuring that Nursing in Critical Care into a vibrant, relevant, informative and high quality resource for all those involved with the discipline.



Our aim is to to develop existing standards and the journal's profile amongst the national and international constituency by:

- Maintaining regular submissions of manuscripts by encouraging international advisory board, peer reviewers and members of the editorial board to target colleagues, research students and clinicians to submit
- Using Wiley-database and actively target and recruit authors to ensure that the journal has sufficient manuscripts to address the various specialist groups who subscribe to Nursing in Critical Care
- Inviting members of the editorial board or international advisory board to annually lead a themed edition and act as guest editor
- Target keynote speakers and free-paper presenters at BACCN events and invite them to submit their papers
- Deliver workshops at key organisations on 'writing for Nursing in Critical Care'
- With support of the BACCN, commission on an annual basis, a series of four clinically focused papers as 'up-dates/revision notes'
- Develop a targeted strategy in order to gain an impact factor, to be achieved by 2012

Promoting Professional Development

The philosophy of the BACCN is to promote excellence in the provision and delivery of critical care nursing. In order to achieve this, our goals are to:

- Ensure critical care nurses are represented at a regional, national and international level. Our aim is to ensure that our members are represented at key forum so that the voices of critical care nurses are heard

- We will continually strive to ensure that our guidance and statements are evidence based which are based on the best available evidence from nursing and other professional groups. Our strategy is to provide advice and guidance to nurses through the development and publication of Position Statements on important nursing issues but to take into account of the implications for the wider critical care workforce and to utilise all appropriate evidence. Involvement of our members is paramount in producing Positions Statements which are fit for purpose.
- We will continue to work collaboratively and in partnership with other groups focused on critical care. This will build a culture of collaboration with the wider workforce to ensure safe and effective critical care services for all critically ill and acutely ill patients.
- Members can access our expert advice either directly to one of our professional advisors or through the website. We will endeavour to respond within 48 hours of queries being sent to us
- We will continue to develop relationships with critical care researchers and where appropriate and suitable will involve membership with this research. This includes collaboration with other professionals to produce multi-disciplinary research.
- To provide nurses with evidence of their continuing professional development. In 2007 the BACCN was delighted to launch its procedure for awarding Continuing Professional Development (CPD) points to BACCN study events. This provided nurses with tangible evidence of their CPD activities when re-registering with the NMC and undergoing individual performance reviews. Our strategy is to expand this initiative to award (on application) CPD points to non-BACCN organised events and short courses, thus providing more opportunities for nurses and the wider workforce to gain evidence of their CPD activities.

Developing our Commercial Partners

In developing our commercial partners our aim is to maintain and foster stronger relationships with commercial partners allied to the field of acute and critical care. This is in recognition of their contribution to the field of critical care and foster flexible and productive relationships.

Within this field our goals are to:

Enhance – To collaboratively enhance patient & care services.

Embrace – To collectively embrace opportunities for joint working.

Engage – To engage with existing and potential commercial partners.

To achieve these aims our key priorities are:

- Develop effective two way communication channels with our colleagues in industry
- Recruit commercial partners to build a robust corporate membership
- Establish methods of sharing best practice, evidence and expertise
- To be flexible and responsive to our corporate partners and membership needs
- Prepare staff for changes to healthcare products through development & utilisation of partnership working

Adopting New Technologies

We will continue to utilise and develop technologies, which we currently use, whilst also adopting new technologies to benefit the Association. An emphasis will be placed on communicating electronically to benefit from efficiency and cost effectiveness and using technologies in ways that will add value to BACCN.

We will utilise the following strategies:

- Use of a formal online storage vault for key documents. This would enable Board members to access documents with ease and at their own convenience. Offers real-time collaboration meaning all Board members could work on a document at the same time and all edits will be saved.
- Develop the BACCN's facebook page along with adopting other social networking tools to raise the profile of BACCN, promote our 'brand', promote Conference and increase interaction, dialogue and communication with membership.
- Use of video media sites, such as YouTube and integrating this within the BACCN websites and facebook page. Footage and Podcasts to include interviews with Board members, recordings from key sessions at Conference, interviews with corporate partners.



- Increased use of audio and video conferencing to promote effective dialogue and communication within the National Board. The regional committees could also use this.
- Introduce news feeds and announcements to keep both the Association and Annual Conference websites fresh, informative and appealing.
- Build an interactive abstract programme system within the Conference website. This would allow delegates to view all programme sessions taking place and filter this by date, time, author, organisation or keyword.
- To extend on the introduction in recent years of online delegate booking and online abstract submission for the Annual Conference, we will introduce online booking for the exhibition.
- Introduce the use of devices such as Interactive voting and electronic networking tools at Conference.
- Introduce online payments and online bookings for regional events.

Research and Development

The BACCN are committed to the development of the art and science of critical care nursing. A key objective of the BACCN is to provide opportunities for nurses to further their education, skills, and personal and professional development in caring for the critically ill.

In order to support this strategy the BACCN annually invites its members to apply for grants and scholarships for attendance at conferences, practice development and research, the award value will be determined yearly by the BACCN board. The aim of the awards is to enhance skills, knowledge and competence in critical care nursing to improve patient care and outcomes. The BACCN Grants and Scholarships are for funding for anything from attending a local study day to keep your knowledge updated, to a long term research project. Grants are awarded three

times per year. Successful applicants of grants are expected to submit an article to the BACCN journal 'Nursing in Critical Care' News section and scholarship applicants a full article to Nursing in Critical Care for peer review, or an abstract for oral presentation at the National BACCN conference. The journal Nursing in Critical Care has a strong track record in publishing a wide range of topical issues that reflect the broad spectrum of critical care nursing concerns in practice, research, education and management. This peer-reviewed international Journal is concerned with the whole spectrum of skills, knowledge and attitudes utilised by practitioners in any setting where adults or children, and their families are experiencing critical illness. Nursing in Critical Care, enables many new authors to publish for the first time, and the BACCN provides opportunities for nurses to develop their academic assignments and get these into print. To support this strategy BACCN invites post-registration student members to submit an assignment annually in an essay competition. The BACCN aims to promote research and best practice dissemination through both national and local study events through plenary, oral and poster presentations.

The BACCN are supporting the development of a book titled 'Manual of Critical Care'. The Editors have identified authors within their field of expertise to contribute to key chapters. Once published the book will be endorsed by the BACCN.

Continuing to Develop Our Conferences

The BACCN is committed to developing a reputation for delivering a world class conference to ensure complete delegate and exhibitor satisfaction, as well as to foster a creative energy by reviewing product rivals and ensuring that the BACCN can be the acute and critical care conference for the future.

Our goals are to be:

- **Member centred** - members receive the best conference in optimal surroundings with full integration with industry and virtual delegates
- **Research Driven** - providing a conference that is innovative, and is able to translate research via a series of delivery methods to enable delegates to turn research into practical solutions for their practices and services
- **Clinically led** - We foster a culture that requires our members to lead in the programme content, through suggestions for content, abstract submission, and have a committed sense of ownership of the conference

Key priorities:

- The overall plan is to reduce risk to our conference finances, and unlock potential for efficiencies in the way we provide our conferences.

We will continue to build on our strategy of minimising our conference venues, with a maximum of three venues. This facilitates familiarisation to enable effective mutual relationships, build expertise within the venue of BACCN needs and allows for the development of a contract that will build financial savings into this venture.

Continue a culture of collaboration with our administration secretariat to enable us to provide a range of conference packages for our members and exhibitors that meets, and exceeds the BACCN strategy and continues to allow us to become leaner, greener and stronger as a conference provider for critical and acute care.

Delivered by our conference secretariat, in partnership with the BACCN board and Conference Director, the conferences will provide delegates with an opportunity to **network, showcase good practice, debate and share practical advice.**



In addition we will improve efficiency and effectiveness:

- We seek to utilise electronic resources including Pod casts, web conferencing and other technologies to enable remote and virtual opportunities. Our aim is to expand on our audiences who cannot physically attend across the UK, Europe and the world.
- The key note speakers and call for abstracts will be guided towards ensuring they compliment and contribute the overall BACCN strategy. We wish to benefit our members by showcasing new research findings and changes to service provision that can lead to increased quality of care, service provision and financial efficiencies and sustainability back in their own workplace.
- Operational management systems will be forward planning and seek to reduce waste in all areas.
- Seek to incorporate a programme that will be suitable for our widening audience including Allied Health Professionals and practitioner colleagues.

Demonstrate best practice:

- The continuing evolution of critical care profession and practices both nationally and globally will be reflected in our programme focusing on new developments and future plans in relation to professional development and learning.
- We will seek to source contemporary and motivating speakers who can inspire and empower delegates to return to practice with new and valid ideas to enable them to face the day to day and future challenges within their teams and services.

Facilitate networking:

- By continuing to have a physical conference each year we will provide an opportunity for delegates to share best practice and develop networking opportunities, amongst peers and industry experts to allow colleagues to share expertise and focus on how to address challenges.

Compliment BACCN activities:

- By close communication and through our administration secretariat we ensure every activity undertaken for conference is congruent with all other priorities including our Journal, web and marketing, membership, professional advisory activity and corporate opportunities the conference is ultimately the show case opportunity for.

Operational activities:

We need to undertake diagnosis exercises with stakeholders to identify:

- remote and virtual opportunities - expand on our audiences
- what is driving us and what our members want
- infrastructure - secure contract for ongoing administration support
- how we fund and sustain contemporary working
- new ways to seek to expand delegate attendances
- seek to utilise technologies: Pod casts, web conferencing and other technologies to enable remote and virtual opportunities that will expand on our audiences who cannot physically attend

Ensuring we are an Internationally Recognised Association

The association is committed to fostering and maintaining links within the wider world of the critical care nursing community. Our goals are to collaborate and innovate:

Collaborate – develop collaborative professional relationships & working practices with our international critical care colleagues.

Innovate – To promote the sharing of new innovations and developments amongst the global critical care community.

Our key priorities are to:

- Ensure the BACCN and United Kingdom maintains an active presence within the European and Worldwide critical care nursing organisations, EfCCNa and WFCCNA.
- Engage with nurses and critical care nursing associations from outside the UK, i.e. through EfCCNa nurse exchange programme and a continued international perspective at the annual BACCN conference.

Conclusion

The BACCN is a mature critical care nursing association which has flourished over the past 25 years. This strategy has been developed to cement these strong foundations and it is anticipated that through the delivery of this strategy it will continue to both grow and develop as an association. The main focus of the strategy is the articulation of a clear vision and direction for the association, which will enable the association to deliver a high quality service to its members, as well as ensure that the BACCN is recognised as a national and internationally renowned professional association.

