



**Drug and Alcohol Nurses of Australasia
Incorporated
(DANA)**

**Draft Strategic Directions and Business
Plan
2012-2015**

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Table of Contents

1. Mission statement /goals / objective.....	3
2. Background	3
3. The Current Situation	4
3.1 Membership.....	4
3.2 DANA Annual Conference	4
3.3 Sponsorship	5
3.4 Marketing / Promotion.....	5
3.5 Affiliations	6
3.6 Human Resources	6
4. Strengths, Weaknesses, Opportunities and Threats.....	7
4.1 Strengths.....	7
4.2 Weaknesses	7
4.3 Opportunities	8
4.4 Threats.....	8
5. The Future.....	9
5.1 Key Assumptions.....	9
6. Key Objectives and Priorities	9
7. Key Strategies	10
Marketing.....	10
Communication	10
Financial.....	11
8. Key Performance Indicators	11

1. Mission statement /goals / objective

Drug and Alcohol Nurses of Australasia Incorporated (DANA) is the peak alcohol and other drug nursing organisation in Australasia. It provides leadership to nurses and midwives with a professional interest in Alcohol, Tobacco and Other Drug (ATOD) issues. DANA aims for excellence and the ongoing improvement of quality care in nursing in all practice contexts.

To do this effectively DANA aims to:

1. actively promote a legitimate role for nurses and midwives to respond to Alcohol, Tobacco and Other Drug-related issues;
2. provide opportunities for relevant professional development, education, mentoring and support for all members, and others where opportunities arise;
3. provide consultancy, advice and advocacy to members, nursing organisations and key stakeholders in relation to Alcohol, Tobacco and Other Drug matters;
4. promote the inclusion of Alcohol, Tobacco and Other Drug issues in core undergraduate curricula, staff development programmes and continuing education, and within postgraduate clinical and research degrees;
5. promote evidence-based practice and research in Alcohol, Tobacco and Other Drug-related interventions, and other key issues.

From the DANA Constitution and based on (2004) DANA Strategic Directions 2004-2007 (Final Draft).

2. Background

DANA evolved from an informal meeting of nurses working in the Alcohol, Tobacco and Other Drug field in NSW, in 1982. It began as a network providing support and education around professional practice issues, and for many members, also provided the opportunity to develop long-standing friendships. The group became an incorporated body, the Drug and Alcohol Nurses Association, in 1983 and held its first Annual General Meeting (AGM) in 1985.

New Zealand members joined in 1993 and from 1996 had committee representation for both the North and South Islands from 1996.

The strength of professional collegiality of the network, a clear vision to enhance and develop the unique skill sets of nurses in the Alcohol, Tobacco and Other Drug field, and increasing demands from the field to advocate for Alcohol, Tobacco and Other Drug nursing issues resulted in the expansion of the scope of the network across Australasia, and a name change to Drug and Alcohol Nurses of Australasia (Incorporated) in 2004.

3. The Current Situation

3.1 Membership

There are DANA members in every State and Territory of Australia as well as New Zealand, and a few from various Pacific Islands and one from the UAE. Membership is predominantly derived from nurses who work in the Alcohol, Tobacco and Other Drug field. Affiliate membership is available to non-nurses with interests in the field.

A full annual membership is \$165 / year; Australian and New Zealand dollars, following agreement at the AGM held in June 2011.

Table 1 outlines DANA membership presented to the AGM of 2011 and reviewed in December 2011 after the close of the membership renewal period. A significant decline is evident.

Figure 1 DANA Membership by Chapter

	June 2011	December 2011
Members		
New South Wales	59	35
Tasmania	4	2
Victoria	46	20
South Australia	43	26
Queensland	62	59
Western Australia		6
Northern Territory	8	3
Australian Capital Territory	5	4
New Zealand (North Island)	13	12
New Zealand (South Island)	8	8
Life Members	9	9
	257	184

DANA's main sources of revenue for the period 2010 to 2011 were new membership subscriptions / membership renewals and income from the Annual National Conference held in Melbourne in June 2011.

3.2 DANA Annual Conference

Each year DANA hosts a conference. An event management group is retained to organize the event. The Annual Conference provides an opportunity for DANA members and others working in the Alcohol, Tobacco and Other Drug field to showcase their work and / or research through oral and poster presentations. The Annual Conference is a significant source of income for DANA and also generates several new full DANA memberships.

At this time the conference has only been convened in Australia although there is considerable interest in holding a joint conference with Te Ao Maramatanga, the New Zealand College of Mental Health Nurses (NZCMHN) in New Zealand in 2013. Preliminary discussions are underway at the time of writing.

3.3 Sponsorship

The pharmaceutical company Reckit Benkiser sponsors many DANA activities in Australia including financial support for chapter meetings, platinum sponsorship of the DANA Annual Conference and a significant injection of funds towards the work of DANA's "Standards Expert Reference Group" (SERG).

Other companies also provide limited sponsorship towards the Annual Conference and events in selected chapters.

Pharmaceutical sponsorship is not as accessible in New Zealand. Consequently other sources of sponsorship need to be sought out.

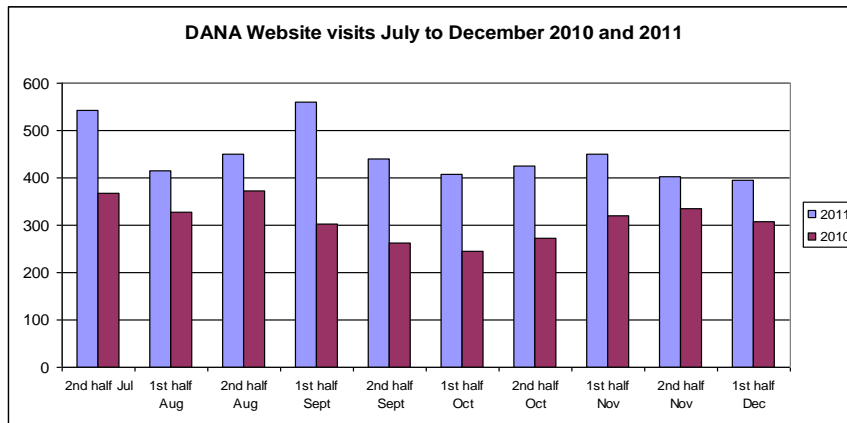
3.4 Marketing / Promotion

DANA provides a range of promotional items (branded pens, posit-it notes, key-ring torches, key holders) for chapter representatives to use as "give-aways" at DANA meetings, conferences or at other opportune times. These all feature the DANA name and logo and help keep the DANA "brand" prominent in workplaces across Australasia.

DANA has representation at relevant conferences and promotes DANA from a trade stand at these events. Two complimentary memberships are generally given as prizes at these conferences with the intention of stimulating membership growth.

Electronic media, such as the DANA website, Facebook and more recently Twitter, is the primary vehicle used for promoting DANA. These are regularly updated with information about DANA and / or professionally relevant information. Visitation statistics are maintained and indicate an increasing number of visits to these sites from Australia, New Zealand and other parts of the world. For the period July to December 2011 visits to the website had increased by 44% over the same period in 2010 (see Fig. 1). Peaks in website visits are associated with specific email promotions such as the announcement of the Annual Conference, Membership renewals and some required specific promotional programmes that have been used throughout 2011.

Figure 2: Visits to the DANA website – comparison between the same periods in 2010 and 2011.



3.5 Affiliations

DANA has a corporate partnership with the Royal College of Nursing Australia (RCNA), a Memorandum of Understanding (MOU) with Te Ao Maramatanga NZCMHN and a partnership agreement with the Australasian Professional Society on Alcohol and other Drugs (APSAD). In terms of benefits to DANA members these agreements generally provide discounted rates to attend conference and provide DANA with the opportunity to have a display at the various conferences and provide access to professional support and networking.

3.6 Human Resources

The work of DANA is organised on a voluntary basis and performed by the elected, individual chapter representatives and the elected DANA executive. Together they form management committee. The DANA Executive is comprised of the president, vice president (Australia), vice president (New Zealand), the treasurer, the membership secretary and the secretary.

Book-keeping services are paid for on an hourly basis and accountancy services have been provided on a pro bono basis. Pro bono legal services have been recently organised.

4. Strengths, Weaknesses, Opportunities and Threats

4.1 Strengths

- DANA membership represents a major source of revenue income.
- Corporate membership is available.
- New Zealand DANA members, together with Matua Raki, have completed the final draft of the Addiction Nursing Competency Framework and this is being trialled in the work place.
- DANA's "Standards Expert Reference Group", the SERG Committee, has developed a standards and competency framework for nurses working in the Alcohol, Tobacco and Other Drug field. Stage two of the project is underway; developing and validating the "Competencies" required to meet the Standards. Ultimately these standards and competencies will find applicability across all service delivery settings throughout New Zealand and Australia.
- DANA has agreements / partnerships with several key organisations and participates in NSW Nursing Advisory Council, APSAD, Coalition of National Nursing Organisations (CoNNO) and the NZCMHN.
- DANA contributes to the development of various national strategies and guidelines e.g. National Pharmaceutical Drug Misuse Strategy (NPDMS).
- Several DANA chapters are actively involved in organising conferences and meetings within their own regions.
- DANA organises and hosts an Annual Conference which is also a significant source of revenue.
- DANA has been in existence for 30 years.

4.2 Weaknesses

- DANA's ability to respond to issues, to grow and develop is limited by the time that volunteers, the DANA "workforce", have available to devote to DANA;
- DANA activities tend to be focused around major metropolitan areas in Australia consequently members from regional areas of Australia and New Zealand might not enjoy the same benefits of membership as their metropolitan counterparts;
- DANA's voice is silent on significant Alcohol, Tobacco and Other Drug issues;
- With the exception of a small price differential for DANA members and non members to attend the National Conference, and some chapter-based activities, there is no clear benefit of DANA membership over non-membership. This is even more pronounced in New Zealand.
- Issues around membership and membership renewals are not well understood;
- The process of welcoming new DANA members into the organisation has been slow.
- DANA requires a source(s) of ongoing income to continue its work.
- DANA requires an additional income to offer greater benefits to members.

- In recent times DANA chapter representatives have not had clear guidelines and policies to follow.

4.3 Opportunities

- To better understand the perceived benefits of DANA membership.
- To improve DANA “members only” benefits and use targeted “membership incentives” to increase and / or secure the membership base.
- Electronic communication offers opportunities for better engagement with members.
- Additional revenue streams may be available such as tax deductions for donors, fundraising, sale of goods via the internet, meeting organisation.
- Standardise core DANA activities in each Chapter.
- Participation in selected events throughout the year such as the National Drug Action Week; October etc might provide an opportunity for greater exposure and visibility of DANA.
- Standards and competencies can be used to influence the development of Alcohol, Tobacco and other Drug Nursing.
- Consultation opportunities within other sectors of nursing and midwifery and the educational systems.
- To have a professional voice at government level on matters relating to Alcohol, Tobacco and Other Drug issues.
- To provide a clear frame work including professional standards, competencies and post graduate pathways to ensure Alcohol, Tobacco and Other Drug nursing is a progressive and valued area of nursing.
- The have input into the developing role of the Nurse Practitioner.

4.4 Threats

- Dana membership has decline by 29% (2011 compared to 2010)
- There is significant financial threat to DANA if the conference fails to generate the anticipated revenue and / or membership declines.
- The potential collapse of DANA as an organization if the volunteer workforce declines.

5. The Future

DANA aims to be the preferred professional association for nurses working in the Alcohol, Tobacco and Other Drug field. It will provide support and tangible benefits to members for the purpose of advancing the practice of Alcohol, Tobacco and Other Drug nursing. DANA will also have a leadership role in responding to key Alcohol, Tobacco and Other Drug issues.

5.1 Key Assumptions

- For the most part the work of DANA will continue on a voluntary basis.
- A major conference will be organised annually, either in New Zealand or Australia, and contribute significantly to DANA revenue.
- Membership will continue to be a significant component of DANA revenue;
- Pharmaceutical sponsorship is likely to continue into the period 2011-2012;
- Additional sources of revenue will be developed and will be used to fund increased member benefits.

6. Key Objectives and Priorities

- Excel as the peak group for nurses and midwives with a professional interest in Alcohol, Tobacco and other Drug issues:
 - Build on progress made in the past;
 - Develop an understanding about the drivers of membership;
 - Maintain existing, and develop additional, partnerships with like-minded organisations;
 - Participate in developing, implementing and where appropriate reforming Alcohol, Tobacco and other Drug nursing practice.
 - Drive the development of the Nurse practitioner role.
- Ensure the sustainability of DANA
 - Ensure robust data collection;
 - Monitor membership trends to strengthen, support and maintain DANA membership;
 - Achieve and maintain a strong governance and management capability with financial responsibility and accountability;
 - Assess the feasibility of a paid executive position;
 - Secure ongoing funding;
 - Record and maintain archives to preserve DANA history.
- Build capacity to develop further
 - Pursue opportunities to provide professional development opportunities for members.
 - Explore the viability of a paid position to manage the role of treasurer / membership secretary.

7. Key Strategies

- Determine member satisfaction through an annual survey.
- Streamline the welcoming of new members both nationally and locally.
- Identify and appoint a patron who is able to represent DANA and who can work to assist DANA fulfill its objectives.
- Continue the developmental work around standards and competencies for Alcohol, Tobacco and other Drug nurses and use this work to influence the training and education of the entire spectrum of nurses.
- Work towards establishing a faculty of Alcohol, Tobacco and other Drug Nursing.
- Establish special interest groups such as a ‘nicotine interest group’
- Continue hosting an annual conference and work towards staging this event in New Zealand 2013.
- Provide a procedure/ policy / guidelines / operational manual for Chapter representatives.
- Increase the availability of scholarships to DANA members by developing a specific DANA scholarship fund which provides tax deductibility status for donors.
- Record and maintain archives to preserve DANA history.

Marketing

- Identify the number of nurses working throughout Australasia in the Alcohol, Tobacco and other Drug field.
- Continue to make availability promotional items that feature DANA (e.g. pens, post-it notes etc) and continue to provide complimentary DANA memberships at specific events.
- Increase DANA’s “visibility” through participation in Alcohol, Tobacco and other Drug related “health weeks” and days (e.g. FebFast, Drug Action Awareness Week, World No Tobacco Day May 2012).
- Introduce “members only” incentives and benefits.
- Develop a national and chapter based members’ communication strategy which employs the best features available from electronic media and social networking but also addresses the needs of those members who do not use these technologies.
- Develop a “Partnership Programme “with an established Foundation for the purpose of accepting tax deductible donations and develop "packages" to encourage interest from potential donors.

Communication

- Use the DANA website for formal communication of Australasian interest.
- Encourage members to use RSS feed to receive automatic notification by email about DANA website updates.
- Publish a Newsletter periodically for non-urgent matters without deadlines;

- Use national and / or regional emails for rapid dissemination of information about specific issues or events.
- Encourage increased member participation through Facebook as an on-line interactive communication tool (e.g. introduce on-line journal club).
- Use Twitter @DANANews1 for rapid interactive communication with members and the relevant Drug and Alcohol and Other Drug agencies and individuals.

Financial

- Seek financial advice to ensure that DANA funds are working effectively for the betterment of the organisation.
- Introduce quarterly financial reporting as well as membership renewals and trends for the Management Committee.
- Maintain a budgeted financial reserve to ensure the ongoing sustainability of DANA.

8. Key Performance Indicators

- Develop Key Performance Indicators (KPIs) around processes such as:
 - Increase /decrease in actual memberships;
 - Member satisfaction;
 - Induction of new members (e.g. time taken from the receipt of an application for membership to the notification of the relevant chapter representative);
 - Website utilization (e.g. quarterly utilization statistics as well as ad hoc monitoring associated with the dissemination emails that prompt a visit to the website)
 - Facebook utilization (e.g. quarterly monitoring)
 - Quarterly financial results.