

FLORENCE NIGHTINGALE FOUNDATION



2022-2027 Strategy

**Improving Care & Saving Lives:
A Million Nurse and Midwife Leaders**

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Introduction

Our strategy for the next five years sets out ambitious national and global plans for growth in leadership development, policy influence, promotion of evidence-based practice, and Florence Nightingale Foundation Academy and alumni membership, whilst ensuring a robust financial, social, cultural, and environmentally sustainable future.

Whilst developing our strong relationships with the nursing and midwifery professions in the UK across all health and care sectors in the four nations, we will also build on our expertise by expanding internationally in a mutually beneficial way.

In the initial years, we will seek to work with partners to co-produce resources that benefit low and middle-income countries, and we will progress our commitments to the United Nations (UN) Sustainable Development Goals.

In all our work we will seek to promote inclusivity and excellence.

The Next 5 Years

We are dedicated to give back to nurses and midwives by supporting and developing their leadership potential to follow in Florence Nightingale's footsteps. We will continue to grow as a world class charity, supporting nurse and midwife leaders to influence the quality of care, save lives and promote well-being across the world.

We want to extend our benefit reach from 155,000 nurses and midwives in 2020/21 to 1,000,000 by 2027.

Our scholars become role models for the nurses and midwives of today.

They are leaders in digital health, evidence-based practice and influencers of change engaging in policy challenges.

We promote equal, diverse, and inclusive opportunities for all, but we can do more.

We want to escalate our digital transformation plans to create greater access and opportunities for more nurses and midwives globally, FNF will be digital throughout.

Mission

Dedicated to supporting and developing nurses and midwives to improve care and save lives across the world, maintaining Florence Nightingale's legacy.

Vision

Over the next 5 years, with our partners, we will continue to grow as a world class charity, supporting nurses and midwives to develop the personal and leadership skills they need to improve care, save lives, and promote well-being across the world.

To realise our bold ambitions, we will focus on specific strategic priorities to achieve the greatest transformations.

Strategic Priorities 2022-2027

We will focus on specific priorities to achieve the greatest transformations. These include:

Supporting, Developing and Transforming Compassionate Leaders

To provide contemporary and relevant FNF leadership development opportunities for 1,000,000 nurse and midwives in the UK and across the world.

Influencing Policy

To be recognised as a provider of independent analysis on issues which impact on the ability of nurses and midwives to deliver high-quality care nationally and globally.

Promoting Evidence Based Practice

To support a learning culture of evidence based practice across health and care systems.

Growing FNF Academy Membership

To develop the membership offer to meet the needs of our UK and global members to increase reach to 1,000,000 nurses and midwives.

Creating a Financial, Social, Cultural & Environmentally Sustainable Future

To ensure a sustainable future is at the heart of all that we do.

1. Supporting, Developing and Transforming Compassionate Leaders

Aim:

To provide contemporary and relevant FNF leadership development opportunities for 1,000,000 nurses and midwives across the career pathway in the UK and across the world.

We will:

- Innovate and develop online learning to maximise reach across the UK and the world
- Support nurses and midwives to have the skills and confidence to make a real impact on the health of populations through leadership development
- Develop programmes and scholarships focused on global health, sustainable health, entrepreneurship, and innovation
- Expand the reach of digital nurse and midwife leadership across all programmes
- Undertake robust evaluation and publish the outcomes and impact of FNF Academy activity
- Measure and publish the impact of our programmes set against the United Nations (UN) Sustainable Development Goal 3: to ensure healthy lives and promote well-being for all at all ages

Success is:

- By 2027 1,000,000 nurses and midwives have accessed FNF leadership development opportunities programmes across the world
- Global health impact is measured and published
- Quantifiable impact of nurses and midwives on improving and saving lives
- Satisfaction levels maintained at 95%
- Promotion into more senior roles is measured and published

2. Influencing Policy

Aim:

To be recognised as a provider of independent analysis of issues which impact on the ability of nurses and midwives to deliver high-quality care nationally and globally.

We will:

- Use our strong brand and reputation to develop diverse partnerships to influence UK and global nursing and midwifery policy
- Draw on the expertise and experience of members and alumni to identify key policy priorities
- Bring together subject experts to inform and influence policy on workforce issues impacting nurses and midwives

Success is:

- Enduring and diverse partnerships are formed
- Policy influenced by alumni and members is published
- Alumni and members are satisfied with involvement in FNF work

3. Promoting Evidence Based Practice

Aim:

To promote a learning culture of evidence-based nursing and midwifery practice across health and care systems.

We will:

- Publish scholars' work and impact nationally and globally
- Facilitate the dissemination, adoption and spread of all FNF improvement/innovation projects
- Quantifiable impact of FNF Scholars and FNF Nurses and Midwives on improving and saving lives
- Support the leadership development of chief nurses and midwives, to lead and embed a learning culture of evidence-based practice

Success is:

- Chief Nurses, Executive Directors of Nursing and Chief Nursing Officers are able to measure the impact of their leadership on quality of care, operational performance, and financial sustainability



4. Growing FNF Academy Membership

Aim:

To develop our membership to meet the needs of our UK and global members to increase reach to 1,000,000 nurses and midwives.

We will:

- Develop and implement strategies for increasing membership reach, engagement, and retention nationally and globally
- Market research, pilot and implement our international membership offer
- Ensure our membership offering is fit for purpose for both UK and international members
- Enhance the membership and alumni offer through an online platform to engage, network, and stimulate debate
- Broaden the scope of our contemporary expert global leadership events/ webinars
- Enhance the membership networking opportunities through exclusive and strategic events

Success is:

- Membership reaches 1,000,000 nurses and midwives by 2027
- Membership satisfaction levels remain at 95%
- Membership retention remains at 85%
- Alumni and member networks are engaged through measurable portal use
- More members and alumni assess events and online seminar year on year

5. Creating a Financial, Social, Cultural & Environmentally Sustainable Future

Aim:

To create financial, social, cultural, and environmental sustainability throughout the delivery of the strategic plan.

We will:

Financial

- Use our brand to capitalise on external funding to support the substantiality of core FNF products and activities and develop future opportunities
- Develop additional and diverse income generation streams including corporate, technology and pharma partners to support national and global work
- Increase fundraising opportunities including major donors, legacies, and events
- Increase our very senior nurse and midwife alumni network 10% year on year

Social

- Enable alumni champion leaders to focus on locally socially responsible projects and volunteer initiatives and publish their work

Cultural

- Use our precious resources to develop our people
- Ensure a diverse, inclusive, and equal Foundation for all

Environmental

- Reduce our expenditure and environmental impact through the delivery of digital programmes and innovations
- Digitalise operations whilst enhancing engagement opportunities with scholars, alumni, members, and stakeholders

Financial, cultural, social, environment

- Promote programmes, projects, and scholarships that have either a social, cultural, or an environmentally sustainable focus
- Embed practices, assess progress, and publish how FNF is responding to the Environmental, Social and Governance (ESG) criteria

Success is:

- Financial sustainability from increased and diverse revenue streams
- Our loyal and long-standing commissioners and sponsors remain
- Responsible social leadership is the thread through all our scholarships and programmes
- Staff, scholars, and alumni represent diverse backgrounds
- The most senior nurses and midwives in the UK and across the world are FNF alumni
- FNF is measured as a great place to work, performance is monitored, staff developed, and staff satisfaction scores increase year on year
- Board effectiveness scores increase year on year
- Efficient processes and services through technology
- ESG response published

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