

Many Hands Make Light Work: ACNM Strategic Priorities

January 1, 2005 to December 31, 2007



by **Katherine Camacho Carr, CNM, PhD, FACNM**
President

As I reported in my January/February 2005 President's Pen, the ACNM Board of Directors revised this year's strategic plan in a joint session with the Division chairs, the Government Affairs Committee chair, and ACNM staff in Towson, Maryland in December 2004. During two days of joint and individual sessions, we again confirmed that our strategic priorities must be achievable, measurable, and limited to a three-year timeframe. We also agreed to revise the strategic priorities to reflect the two aspects of our mission, as well as take some "baby" steps toward our vision of the future.

As we reviewed our accomplishments, we were able to remove some of the action items contained in our last version of the strategic priorities. The following priorities were completed:

- Distribute to every Federally Qualified Community Health Center a packet designed to promote the provision of midwifery services to their clients.
- Conduct a survey of CNMs/CMs designed to identify anti-competitive behaviors and evaluate the need for intervention by the Department of Justice or other remedies.
- Provide consultation at the chapter/state level designed to maximize reimbursement for CNM/CM services.
- Launch *myMidwife.org* to expand consumer support for CNMs/CMs.

The following priorities were determined to be unachievable or were replaced with an alternative priority:

- Employ a full-time data analyst.
- Speak out on the need to assure that women are offered full informed consent on the known risks and benefits of cesarean section on demand.
- Develop content and market the traveling exhibit - *Wondrous Journey*.
- Double the numbers of members who utilize the ACNM tabletop exhibit in public relations activities.

We added some new areas, as several issues have emerged and we wanted to

include advocacy for women's health and public health and policy issues within the established parameters of achievable, measurable and time-limited strategic priorities. I have listed the strategic priorities for January 1, 2005 to December 31, 2007 below (not in order of importance). As you can see, we have plenty to work on and we invite you to get involved with the work of the College. It is a big job, but remember the African proverb "*Mikono mingi kazi haba*" (Swahili) or "many hands make light work."

Strategic Priorities

January 1, 2005 to December 31, 2007

1. Policy: Pursue legislative, political and legal strategies to promote the hallmarks of midwifery as the standard for women's health care.
 - A. Develop and disseminate information packets on credentialing CNMs/CMs for third party payers.
 - B. Develop and disseminate packets that describe models of successful midwifery practice.
 - C. Publish articles in two FQHC related publications on the role of midwives in FQHCs.
 - D. Develop and implement a plan to assist rural hospitals to recruit and credential CNMs/CMs.
 - E. Develop a toolkit to assist members at the chapter/state level to maximize reimbursement for CNM/CM services.
 - F. Provide a state-by-state analysis of the laws/regulations that need to be changed to improve the practice environment for CNMs/CMs and assist in the development of strategies to make these changes.
 - G. Pursue legislative remedies and avoid further erosion at the policy level of midwives' ability to receive adequate reimbursement and discharge pregnant women who are evaluated to rule out labor.
 - H. Pursue local, state, and national remedies that will reduce professional liability premiums.
- I. Create an ACNM toolkit to assist midwives as they evaluate and respond to statewide tort reform legislation.
- J. Expand the ACNM policy agenda to include women's health issues.
- K. Develop a plan to utilize and disseminate the knowledge and experience of the ACNM Primary Care Policy Fellows.
- L. Develop and internalize a mechanism that assures ACNM has a current position statement on each of the women's health priorities and initiatives as identified by the Secretary of HHS.
- M. Publish an ACNM position statement on health care disparities.
- N. Design and implement "Breaking Issues" content for the ACNM website which will provide members with information and action steps on topics relevant to the practice of midwifery.
2. Research/Evidence-Based Practice: Promote excellence in clinical midwifery practice that is founded on the best available research evidence.
 - A. Support the ongoing development of a strategy for collection of national data on CNMs/CMs.
 - B. Promote and fund the benchmarking project within two years.
 - C. Develop and implement a plan designed to increase ACNM's capacity to collect and report data.
 - D. Launch a national campaign calling on Congress to hold hearings on the rising cesarean section rate.
 - E. Identify and implement a series of activities designed to support research that provides qualitative and quantitative evidence on midwifery practice.
 - F. Promote the peer review process for ACNM members.
 - G. Identify and develop a series of activities designed to promote evidence based practice that include methods for liability risk reduction.
 - H. Create and disseminate an educa-

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- tion campaign directed at Medicaid officials that summarizes the cost savings associated with midwifery care, especially as related to cesarean section rates.
3. Education: Provide a strong foundation for midwifery practice and women's health through basic midwifery education programs, continuing education and the education of consumers.
 - A. Develop materials to assist in the recruitment of future midwives with emphasis on recruiting more racial/ethnic minority students.
 - B. Develop a national databank of preceptors and their DOA required credentials.
 - C. Assure that the ACNM position statement on the value of degrees other than MSN is widely disseminated.
 - D. Publish an ACNM position statement on the doctorate in nursing practice.
 - E. Support collaborative legislative efforts to increase financing for midwifery education.
 - F. Facilitate and/or develop activities that promote business, leadership and advocacy skill development for midwives.
 - G. Organize a national summit on midwifery education that explores new models of education.
 - H. Identify gaps in women's health information needs and develop one or more educational products based on those needs.
 4. Collaboration: Strengthen coalitions with individuals, organizations and agencies that focus on or impact women's health (physicians, other midwives, nurses, other health professions, government agencies, non government agencies etc).
 - A. Create a process to facilitate interaction with CNMs/CMs, nationally and globally, who hold leadership positions within maternal-child health.
 - B. Launch a national campaign calling on physicians to work collaboratively with midwives and nurse practitioners.
 - C. Partner with state, local, national and international groups on initiatives to improve the health of women, families and communities (such as increasing national breastfeeding rates, eliminating racial disparities in health status and reducing HIV transmission).
 - D. Expand the number of CNMs/CMs who provide professional consultation designed to decrease the incidence of maternal and infant mortality in countries with limited resources with particular focus on prevention of postpartum hemorrhage, elimination of perinatal transmission of HIV/AIDS and utilization of Home Based Life Saving Skills.
 - E. Design a Train the Trainers curriculum and internship programs focusing on the ACNM LSS and HBLSS programs.
 - F. Translate HBLSS into Spanish.
 - G. Publish a midwifery association strengthening toolkit.
 - H. Review and revise the guidelines for evaluating requests for networking relationships with other organizations.
 5. Visibility/Message: Increase visibility and demand for midwifery services and a midwifery model of health care.
 - A. Redesign the ACNM web site to increase ease of use, quality of content and accessibility.
 - B. Publish *Every Baby* magazine or an equivalent every year and expand the number of copies distributed.
 - C. Develop three Power Point presentations to market midwifery to consumers, third party payers, and professional colleagues.
 - D. Develop age-appropriate educational material about midwifery.
 - E. Issue at least 20 press releases per year that feature CNMs/CMs.
 - F. Publish an ACNM marketing/communication toolkit for use by chapters and individual midwifery practices.
 - G. Develop and promote a women's health bill of rights.
 6. Organizational/Leadership Development: Enhance communication and optimal functioning among and between ACNM's members, volunteer leaders and staff.
 - A. Conduct a membership needs survey that focuses on members and lapsed members.
 - B. Utilize consultant to explore options for enhancing governance structure.
 - C. Identify and implement strategies to increase member participation.
 - D. Double the number of members enrolled on regional e-midwife discussion lists.

- E. Develop and implement new strategies for increasing the number of student and new graduate members.
- F. Develop a series of activities designed to enhance leadership skills among members who currently hold leadership positions, potential leaders, and national office staff. **Q**

The Strategic Priorities are available on the Web at www.midwife.org/prof/display.cfm?id=367.

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Bill for Medicare Equity

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childbearing age. These women give birth to approximately 50,000 infants annually.

On March 23, the New York City, Long Island and Hudson chapters presented Representative Towns with an award for his commitment and dedication to midwifery during a joint chapter meeting at New York Methodist Hospital. Towns stressed the importance of gaining broad congressional support for the legislation. He said it is crucial for midwives, their colleagues, friends and consumers to contact their Representatives and ask for their support of the bill. To send a letter of support, visit www.midwife.org/speakout.

For more information on how to support H.R. 872 and help get the bill introduced into the Senate, contact Patrick Cooney, ACNM Federal Lobbyist, at 703-769-0020. **Q**

Fax-on-Demand Service to Cease

ACNM will discontinue its Fax-on-Demand service as of June 30, 2005. When the service was started in the pre-Web days, it was a quick and easy way to retrieve documents at any time of the day or night.

However, these days the system is rarely used and there is no reason to maintain two systems.

If members don't have access to the Internet, they can always call our main number at 240-485-1800 and they will be directed to the appropriate staff member who can fax or mail the document to them. **Q**