Editors’ Note

Compliments of the season to you and welcome to the last edition of Snapshot for 2012! This edition features highlights from the recent AQNL Annual Conference. Speaker presentations are available on the website for those who were not fortunate enough to attend the event.

Also in this issue you can read the reports from the Annual General Meeting, including the changes to Model Rules that were approved by the membership, the AQNL Strategic Plan for 2013-2016 and get to know your Executive.

AQNL Member Shelley Nowlan provides an overview of a research project being undertaken using puppets in paediatric wards at Rockhampton. Melinda Parcell’s award winning paper, Nursing Leaders: supporting change in others, reluctant to change self? is also included.

Happy reading!

Wendy Fennah & Amanda Scanlon
Snapshot Editors

From the President’s Desk

Who can believe, we’re at the pointy end of the year and Christmas is fast approaching?

We have had a very successful year again within AQNL. Congratulations to all those who attended the Annual Conference in Brisbane. We had a great variety of inspirational speakers with interactive deliveries which will last for some time to come, especially the Handwriting Guy and Mao’s Last Dancer himself.

A number of key changes were endorsed at the Annual General Meeting which will be detailed later in this edition of Snapshot. It is pleasing that we have such a receptive and innovative membership that has realised the value of change to our Model Rules. I also warmly welcome all of the new Executive and the returning members following the AGM. We have a collective of both long standing members and new faces which means we have a vibrant and colourful membership on the team.
I welcome the ongoing contributions and leadership from Sue McKee who has moved from the President’s role to the Secretary/Treasurer. Nicola Young continues in the Vice President role. Shelley Nowlan, Sandy Munro and Kate Field also remain on the Executive. Judy March and Wendy Fennah have re-joined the team, along with Carolyn Bourke, Susan Freiberg, Amanda Scanlon and Louisa Dufty. We will showcase some of the Executive in this edition so they become known to you. We encourage you to get involved with local functions and to work with your local representatives to present educational networking events, opportunities to enhance membership value and exposure to potential members. The AQNL Secretariat is available to support promotion and has flyers that can be used to promote local events. As we move into 2013 the Executive will host a Face to Face meeting looking at our next Conference and initiatives to increase membership during the year.

Until the next Snapshot and on behalf of the AQNL Executive, I wish you all a very Merry and Safe Christmas and look forward to supporting you in 2013.

Jeff Potter
President AQNL
2012 Conference Report / Overview

The 2012 AQNL event of the year was held 17-19 October in Brisbane at the Brisbane Convention & Exhibition Centre, themed: Nursing Extremes – Riding the Waves of Change.

Total numbers attending this year's Conference were 162, including 122 delegates (full & day delegates and guest speakers) and 40 exhibitors. Feedback from delegates and exhibitors was very favourable. You provided us with some great feedback and ideas which we will incorporate into next years' Conference planning.

Guest speakers included: The Hon. Lawrence Springborg, Li Cunxin, Malcolm McLeod and Kathy McKenzie (as pictured below)
In usual style, members and delegates celebrated and caught up with friends at the Conference AQNL Awards Dinner with a Surf’s Up Beach Party theme.

Guests at the Surf’s Up Beach Party

Welcome Networking Reception Guests: Wendy Fennah, Judy March, Jeff Potter, Jaqueline Blackburn, Sue McKee
AQNL Award Recipient

The 2012 AQNL Emerging Nurse Leader Award was supported by QSuper.

Congratulations Andrea O'Shea, selected as the recipient of the 2012 AQNL Emerging Nurse Leader Award announced at the AQNL Conference Awards Dinner.

The AQNL Emerging Nurse Leader Award identifies the commitment of an individual to Nursing Leadership through a research project, innovative program, introduction of change management or a significant contribution to new or existing nursing leadership knowledge. Nomination is by peer recognition. This Award is judged on merit by the AQNL Executive Committee prior to the Conference. As winner of this award, Amanda is recognised and honoured as an Emerging Nurse Leader from within the profession and won a $1000.00 Scholarship and one year membership to AQNL. Full overview and criteria for the AQNL Awards can be found on the AQNL Website – you might want to start thinking about worthy nominees for the 2013 Awards!

Congratulations - Andrea O'Shea, selected as the recipient of the Emerging Nurse Leader award for 2012.

Until very recently, Andrea was the Nursing Director, Patient Flow and Clinical Support Cluster, Toowoomba Health Service and was nominated for this Award by Judy March and Bernadette Loughnane. Andrea has recently been appointed as Director of Nursing & Midwifery at Cairns Hospital.

Unfortunately, Andrea was unable to attend the Awards Dinner and accept her Award in front of her peers. Judy March accepted the Award on Andrea's behalf.

This is an excerpt from her nominations from Judy and Bernadette:

“Andrea is a firm and focussed operational nursing leader who understands how hospital systems work and continues to be mindful of the needs of the patient. Andrea's communication style enables her to lead teams and make changes in a very industrial and difficult culture at Toowoomba Hospital. She works well within a multidisciplinary leadership team and uses this as a platform to drive improved patient care, patient safety and patient flow.

Andrea is able to have the difficult discussions with staff in a diplomatic way which has resulted in positive outcomes for staff and teams in her Division. Andrea is a very good team player. She is conscientious and sets high standards for herself and others. Andrea is committed to working with her nursing team in providing opportunities for them to grow and develop their professional careers.

Andrea is a committed nurse who demonstrates high standards of work ethic and professionalism in her Nursing Director role”.

L-R: Judy March accepting the 2012 AQNL Emerging Nurse Leader Award on behalf of Winner Andrea O'Shea presented by Daniel Robb (QSuper) with MC Nicola Young.
2012 Conference Report / Overview continued

2012 Best Paper Award

The AQNL Best Paper Award honours the commitment of an individual or group of people to Nursing Leadership through a research project, innovative program, introduction of change management, or a significant contribution to new or existing nursing leadership knowledge. The Award was presented at the conclusion of the 2012 Conference. Full overview of the Best Paper Award can be found on the AQNL Website – you might want to start penning an abstract for the 2013 Conference!

Congratulations to Melinda Parcell, winning the peer evaluated AQNL Best Paper Award for her Abstract presented at the 2012 Conference (as included below) – Nursing Leaders: supporting change in others, reluctant to change self? As winner of the Best Paper Award, Melinda will receive $1000.00 to be used for professional/personal development or Industry Membership.

NURSING LEADERS: SUPPORTING CHANGE IN OTHERS, RELUCTANT TO CHANGE SELF?

Authors:
Ms Melinda Parcell Director of Health Maintenance and Nursing, Community Health, West Moreton Hospital and Health Service.

Mrs Jackie Clark A/Director of Health Maintenance and Nursing, Community Health, West Moreton Hospital and Health Service.

Presenter: Ms Melinda Parcell

It has been more than fifty years since leading feminist Germaine Greer wrote her famous works, “The Female Eunuch” which set the stage for massive changes for the role of women and particularly women in the workforce. This paper explores the ideals of nursing leadership since the release of this works and its response to balancing work and life. Nursing leadership has certainly embraced some of the fundamentals of women’s rights such as, not being compulsory to resign once a woman is married and it even supports the ideals of maternity leave, return to work programs and the like. But does nursing leadership embrace these ideals for its self as leaders. This paper explores the experience of a senior nurse leader traversing the return from maternity landscape and lays bare the response both positive and negative of fellow nurse leaders in her pursuit of finding work life balance via job sharing arrangements.

This paper shares practical strategies utilised to build a case for job sharing by a senior Nursing Director including an exploration of underpinning principles, the identification of key performance indicators and processes to ensure strategic intent remains a constant. It also openly discloses the extremes in responses from other senior nurses to the proposition of job sharing a leadership role and seeks to challenge the myths that often surround changes in work practices. This paper will encourage existing nursing leadership to reflect on their own attitudes as traditional methods of leading are less effective in the new world of instant access and communication and with a new generation.

Melinda’s presentation is available to be viewed at the AQNL website (www.aqnl.org.au)

Speaker Presentations

Presentations that have been authorised for release are now available on the AQNL website www.aqnl.org.au
2012 Conference Report / Overview  continued

Sponsors

The AQNL Conference was proudly sponsored by:

**Platinum Sponsor:**
(AQNL Emerging Nurse Leader Award Supporter)

**Gold Sponsor:**
(Conference Satchels)

**Conference Supporter Partner:**

The AQNL acknowledges and thanks the following companies for their participation in the Trade Exhibition:

- AAXIS PACIFIC
- AUSTRALIAN COLLEGE OF NURSING
- AUSTRALIAN RECRUITING GROUP
- BOSCO MEDICAL SYSTEMS
- CHANDLER MACLEOD HEALTH & MEDICAL
- CQ NURSE
- CRANA PLUS
- DRAKE MEDOX
- FIRST CHOICE CARE
- HEALTHCARE AUSTRALIA
- HOYLAND MEDICAL
- ICN CONGRESS 2013
- INVACARE
- MIDMED PTY LTD
- NORTHERN NURSING
- PHYSIO CONTROL
- POLYMEDIC PTY LTD
- QSUPER
- TRENDCARE
- WELCH ALLYN

**Best Booth**

Congratulations to CQ Nurse – voted by Conference Delegates as winner of the Best Booth Competition!
2012 Annual General Meeting Update

President's Report

It is my privilege to present my first President's report of the Association of Queensland Nurse Leaders (AQNL).

Firstly, I would like to thank the members of the Executive Committee for their assistance, work and support of the past year. They are: Vice President Nicola Young, Secretary/Treasurer Jeff Potter and Committee members – Karen Croker, Sue Farrell, Kate Field, Mark Kearin, Sandy Munro, Shelley Nowlan, Glen Quinn and Mark White. I would also like to extend special thanks to Sue Little for her time on the AQNL Committee. Sue resigned mid-term due to personal commitments.

The continued engagement of our Secretariat has assisted the administration of the Association and the Committee meetings, management of events and publication of the Association communiqué Snapshot and website. I would like to take this opportunity to recognise Martin along with his staff for the professional services conducted on our behalf by Cre8it Events.

Our Membership has continued to increase diversity in the range of nursing professionals from the public, private and education sector continuing to join us. AQNL in Action events have demonstrated our reinforced relationships.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Full Members</th>
<th>Associate Members</th>
<th>Interstate Associate Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>End of 2011/2012 Financial Year</td>
<td>205</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>As at 11/10/2012</td>
<td>183</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

This year, the Executive Committee have conducted two Planning Days - one was to formally plan for this year’s Conference; and the second was to commence the development of a three (3) year Strategic Directions Document. To assist with the development of this document we conducted a survey to ascertain where the members thought the organisation should be focused and strategies and actions that would support members. The outcomes of the survey were incorporated into the first draft of this document which is being circulated today for comment and feedback. The survey also reinforced members commitment to the organisation and the need for ongoing enhancement of nursing leadership in Queensland.

At the second AQNL Annual Executive Planning Day, the Committee reviewed the financial position of the Association. While our financial position remains strong we are facing increasing financial pressure. Strategies to enhance our financial positions have been identified in the draft strategic directions document. The financial position of the Association is detailed in the Auditor’s report and Annual Financial Statement and within the Treasurer's report.

We were also invited as an Association to comment on key Health Agendas and Policy Statements. Members were invited to comment on such documents and the Association collated these as our joint response. Key representation for Nurse Leaders has been provided through the President and Vice President, Secretary/Treasurer and members of the Executive Committee in discussions with the Nursing and Midwifery Office Queensland, the Minister for Health and key professional peer groups such as RCNA; and attendance to the Premier’s Christmas Party at South Bank and participation in the College of Nursing Emerging Nurse Leader selection panel. An article was submitted by the President on your behalf to the Australian College of Nursing about the history of the Association. Our Mentoring Framework continues to be sought after the St George and Sydney Hospital asking permission to adapt our Framework for their use.

The AQNL/Australian College of Nursing (formerly RCNA Corporate Partnership) benefit is continuing and members are encouraged to contact the RCNA prior to their RCNA membership renewal to ensure they receive their member discount. AQNL members have access to reduced RCNA membership fees as well as RCNA member benefits. We are looking to develop further partnerships in the future.

Our Key publications Snapshot and the AQNL website have continued for our members throughout the year to ensure communication of key nursing leadership issues, celebrations and events with members and potential members.

Last year’s Conference was a resounding success as I am sure this year’s will be. Members and Associate Members have continued to enjoy a number of events sponsored by AQNL throughout the year. AQNL has provided financial support, Committee representation; event coverage in our Snapshot and website has all been paramount in hosting the following events throughout the state.
AQNLSponsored/Supported Events 2012:  

MAY 2012  

AQNLI n Action – Rockhampton (in conjunction with Rockhampton Hospital)  

International Midwives’ Day Afternoon Tea  
Date: Saturday 5 May 2012 - 3.00pm  
Venue: Rockhampton Hospital, Maternity Unit Reception Area  

AQNLI n Action – Rockhampton  

International Midwives’ Day Afternoon Tea  
Date: 11 May 2012 – in conjunction with International Nurses Day  
Venue: Rockhampton Hospital, Learning & Development Centre and Video Conference  
Speaker: Belinda Maier, State Midwifery Adviser  
Topic: Midwifery Drug Therapy Protocols. Setting up a Continuity of Care Program  

AQNLI n Action – Toowoomba (in conjunction with Toowoomba Health Services)  

Closing the Gap – From Evidence to Action  
Date: 11 May 2012 – in conjunction with International Nurses Day  
Venue: Eagle Function Room, Toowoomba City Golf Club  
Speakers & Topics:  
Mr Sean Birgan - Director of Nursing & Co-Chair Director of Surgery, Princess Alexandra Hospital: Future of Nursing & Robotics  
Major Matthew Fitzgerald & Captain Louise Robb - Australian Army: Operation Slipper  

AQNLI n Action – Mackay  

Date: 14 May 2012 – in conjunction with International Nurses Day  
Venue: Mackay Base Hospital, Admin Meeting Room and Video Conference  
Speaker: Raelene Burke, Executive Director, People and Culture, Mackay Health Service District, Queensland Health  
Topic: Meeting our compliance and reporting obligations as Nursing Leaders in LHHN.  
A networking Afternoon Tea followed the presentation with Dr Frances Hughes, Chief Nurse Queensland present.  

SEPTEMBER 2012  

AQNLI Seminar – Rockhampton  
Date: 26 September 2012  
Venue: Rockhampton Hospital, Learning & Development Centre  
Speaker: Leone Hinton, Board Member, CQHHS.  
Topic: The Pace of Change – Leadership, Strategy and influencing new thoughts as Nursing Leaders.  
It has been a privilege to serve as the AQNL President. To those outgoing Committee members, I thank you for your support, leadership and time in administering the Committee. I encourage all members to remain committed to the purpose and objectives of AQNL and I believe the future Committee and members are very well positioned to advance AQNL and the voice of nursing leadership.  
Thank you,  
Sue McKee  
2011/2012 President, AQNL  

**Sue McKee also shared the AQNL Strategic Plan for 2013-2016 that was developed from Members feedback. This document has been added to the members section of the AQNL website and is included here Snapshot (see page 20). AQNL member feedback is welcomed. Please email to Secretariat by 8 February 2013 with “AQNL Strategic Plan Feedback” in subject line (info@aqnl.org.au)
Treasurer’s Report

It is with great pleasure that I present the Treasurer’s Report for the Association. For 2011/2012 the Association has seen a slight decrease in membership numbers. As at 30 June 2012, total number of financial members equalled 212 (membership for financial year 2010/2011 was 223). Membership included: 165 full members renewals, 40 new full members; 3 associate member renewals, 3 new associate members and 1 interstate associate. This resulted $28,118.82 fees paid.

AQNL events were held throughout the year. These events have provided an opportunity for professional development and to market AQNL to a wider audience. I would sincerely like to thank all AQNL Members for their support at these events.

You have a copy of the Financial Statement. These are our current assets as at 30 June 2012:

- Cash at bank Operating Account: $27,559.03.
- NAB Investment Account: $35,513.78
- Conference Account: $13,943.98
- Total Cash assets: $77,016.79

Less total current liabilities, the net assets are: $76,872.10

Compared to 2011 our net assets were $79,783.98

This year there is a loss on paper for AQNL of $2,911.88

This can be attributed to the following:

EXPENSES

The report is heavily influenced by when Conference income and expenses are invoiced and received. You will note that there is some variance between 2011 and 2012 expenses which is primarily increased in Conference catering, travel, accommodation and meeting expenses.

Over the course of the past three financial years, it is important to acknowledge that Retained Profits have grown from $59,413.07 in 2009/2010, $73,812.27 in 2010/2011 and this year suffered a small loss to $70,900.39. The Committee needs to maintain their awareness of the Operating Funds.

The Conference has over the past couple of years delivered a profit. 2010 Conference delivered $6,634.77 profit and 2011 Conference delivered $12,054.34 profit. This year, sponsorship has dramatically reduced.

Income has improved in registrations (memberships) and Conference delegates. However, sponsorship is down with the Trade also reflecting change. Cash assets improved from last Financial Year with the Operating Account and Investment Account however the Conference Account reduced by $13,799.00 with the overall assets decreasing by $7,311.00.

At the 2010 AGM a motion was passed to increase membership fees to help close the gap between expenses and income. The membership fees had not been increased for more than 15 years. I am pleased to advise members that we have not seen any significant negative impact as a result of this increase.

Auditors, Simpson & Winslow’s report verifies the AQNL financial records are in good standing and have provided the reports for our AGM.

I am happy to report that with our Secretariat, our administrative and financial processes continue to be refined and are fully compliant with all Accounting Standards and are in a very sound position for the Association to consider the utilisation of funds towards future development in priority areas as determined by our next Executive.

Thank you.

Jeff Potter
2011/2012 Treasurer, AQNL
Model Rule Changes:
The following Special Resolutions that the Model Rules of the Association be amended (as outlined below) were presented at the Annual General Meeting. All Special Resolutions were accepted.

Amend Model Rule 5.1(a) as detailed:
(5) The membership of the Association consists of the following classes of members -
(a) Full Members – Nurses and Midwives within Queensland registered with AHPRA holding leadership roles within the following domains – Clinical, Management, Education, Research, or equivalent or as approved by the Executive. Full members have voting rights and are eligible for all positions on the Executive Committee.

Amend Model Rule 5.1(b) as detailed:
(5) The membership of the Association consists of the following classes of members -
(b) Associate Members – Nurses and Midwives within Queensland registered with AHPRA with an interest in Nurse Leadership who are able to contribute to the aims of the Association within the following domains – Clinical, Management, Education or Research. Associate Members do not have voting rights and are not entitled to hold office.

Amend Model Rule 5.1(c) as detailed:
(5) The membership of the Association consists of the following classes of members -
(c) Interstate Associate Members – Nurses and Midwives in Australia (outside Queensland) registered with AHPRA with an interest in Nurse Leadership who are able to contribute to the aims of the Association within the following domains – Clinical, Management, Education or Research. Interstate Associate Members do not have voting rights and are not entitled to hold office.

Include Model Rule 5.1(d) as detailed:
(5) The membership of the Association consists of the following classes of members -
(a) Honorary Members – Annual Invitations extended to critical Nursing Leadership roles in Australia as determined by the Executive Committee.

Amend Model Rule 18.1(c) removing reference to Metropolitan/Provincial and Rural/Remote ranks as detailed:
(c) 10 representatives to be elected from the ranks of Full Members.

The Model Rules have been submitted to the Office of Fair Trading (OFT) for acceptance and will be available in the Members’ Section of the AQNL website once confirmed by the OFT.
2012/2013 AQNL Executive Committee

At the AGM, Sue McKee (President) extended a warm vote of thanks and appreciation to all outgoing members of the Executive (as listed below):

Members retiring from the Executive Committee due to 2 year term completion:

Karen Croker  Metropolitan/Provincial
Sue Farrell  Metropolitan/Provincial
Mark Kearin  Metropolitan/Provincial
Sandy Munro  Rural/Remote
Glen Quinn  Metropolitan/Provincial
Mark White  Rural/Remote
Sue Little  Rural/Remote – Resigned from this position mid-term.
Sue McKee  Metropolitan/Provincial (President) – Resigned from this position at the AGM but remains on the Committee.

Your 2012/2013 AQNL Committee has been elected:

PRESIDENT
Jeff Potter – St Vincent's Hospital Toowoomba

VICE PRESIDENT
Nicola Young – Whitsunday Health Service

SECRETARY/TREASURER
Sue McKee – Office of the Chief Executive Officer, Children’s Health Services

EXECUTIVE
Carolyn Bourke – Queensland Health – Gatton
Louisa Dufty – Central Highlands Health Service
Wendy Fennah – Sunshine Coast HSD
Kate Field – Southwest HSD
Susan Freiberg – Roma Hospital
Judy March – Darling Downs HHS
Sandy Munro – Rockhampton Hospital
Shelley Nowlan – Children’s Health Queensland HHS
Amanda Scanlon – Mackay Base Hospital

Front Row L-R: Jeff Potter (President), Nicola Young (Vice President), Amanda Scanlon & Sandy Munro
Back Row L-R: Judy March, Louisa Dufty, Wendy Fennah, Carolyn Bourke, Shelley Nowlan, Sue McKee, Kate Field, Sue Freiberg

Carolyn Bourke, Wendy Fennah, Sue Freiberg and Judy March’s profiles are included with this edition of Snapshot. More profiles in the next edition!
### Executive Committee Profiles

<table>
<thead>
<tr>
<th>Name</th>
<th>Carolyn (Carrie) Bourke</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Qualifications</strong></td>
<td>General Nursing Certificate; Midwifery Certificate; Grad Cert in Child &amp; Family Health; Rural &amp; Isolated Practice Cert; Immunisation Cert; Cert iv Training &amp; Assessment; Diploma of Life Coaching (in progress).</td>
</tr>
<tr>
<td><strong>Current Position</strong></td>
<td>Nurse Unit Manager - Gatton Hospital (Currently seconded to NUM Maternity Toowoomba Hospital)</td>
</tr>
<tr>
<td><strong>Geographic Location</strong></td>
<td>Rural</td>
</tr>
<tr>
<td><strong>Sector</strong></td>
<td>Public Hospital</td>
</tr>
<tr>
<td><strong>Employment History</strong></td>
<td>34 years in Nursing, private and public; 15 years in Rural Hospitals; 11 Years at Gatton - NUM since 2004; DON &amp; ND reliever past 8 years</td>
</tr>
<tr>
<td><strong>Member Status</strong></td>
<td>Member since 2010</td>
</tr>
<tr>
<td><strong>Why did you join the AQNL?</strong></td>
<td>Networking and professional development opportunities</td>
</tr>
<tr>
<td><strong>What do you have to offer the AQNL?</strong></td>
<td>Practical leadership skills using a coaching framework</td>
</tr>
<tr>
<td><strong>Nursing Interests</strong></td>
<td>Nursing Leadership - Coaching &amp; Mentoring CN's to NUM's; Workplace Culture</td>
</tr>
<tr>
<td><strong>Personal Interests</strong></td>
<td>A country lifestyle, yoga &amp; meditation, reading and enjoying fine food and wine</td>
</tr>
<tr>
<td><strong>Current or Past AQNL Executive Positions</strong></td>
<td>New committee member - 2012</td>
</tr>
<tr>
<td><strong>Professional Memberships</strong></td>
<td>AQNL; Australian College of Nurses; Australian College of Midwives; Australian Institute of Life Coaches</td>
</tr>
<tr>
<td>Name</td>
<td>Wendy Fennah</td>
</tr>
<tr>
<td>--------------------</td>
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</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>RN, Grad Cert Health Service Management, Cert IV Workplace training and assessment, Masters in Advanced Nursing practice</td>
</tr>
<tr>
<td><strong>Current Position</strong></td>
<td>Nurse Manager, Community Subacute Program</td>
</tr>
<tr>
<td><strong>Geographic Location</strong></td>
<td>Sunshine Coast - Provincial</td>
</tr>
<tr>
<td><strong>Sector</strong></td>
<td>Public Hospital</td>
</tr>
<tr>
<td><strong>Employment History</strong></td>
<td>(Hospital) Trained in the UK, clinical background in Emergency Nursing in UK and Australia. Have worked for Division of General practice in areas of Quality Use of Medicine, General Practice support, specifically general practice nursing, Worked for QH in areas of nursing education and various projects (QUM, Capital works, Workforce planning)</td>
</tr>
<tr>
<td><strong>Member Status</strong></td>
<td>Member since 2006</td>
</tr>
<tr>
<td><strong>Why did you join the AQNL?</strong></td>
<td>Be part of a senior nursing leadership group, that includes public / private / hospital and community representation</td>
</tr>
<tr>
<td><strong>What do you have to offer the AQNL?</strong></td>
<td>Enthusiasm, commitment to progress nursing as a profession, broad community and hospital background</td>
</tr>
<tr>
<td><strong>Nursing Interests</strong></td>
<td>Workforce planning / future of nursing / development of next generation of nurses</td>
</tr>
<tr>
<td><strong>Personal Interests</strong></td>
<td>Travel, outdoor activities</td>
</tr>
<tr>
<td><strong>Current or Past AQNL Executive Positions</strong></td>
<td>AQNL Treasurer - 2009, 2010; current Snapshot Editor</td>
</tr>
<tr>
<td><strong>Professional Memberships</strong></td>
<td>–</td>
</tr>
</tbody>
</table>
# Executive Committee Profiles continued

<table>
<thead>
<tr>
<th>Name</th>
<th>Susan Freiberg</th>
</tr>
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<tbody>
<tr>
<td><strong>Qualifications</strong></td>
<td>RN RM CAFHM BN Mmid Grad Cert Health Management</td>
</tr>
<tr>
<td><strong>Current Position</strong></td>
<td>Director of Nursing Facility Management</td>
</tr>
<tr>
<td><strong>Geographic Location</strong></td>
<td>Roma</td>
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<tr>
<td><strong>Sector</strong></td>
<td>Hospital</td>
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<tr>
<td><strong>Employment History</strong></td>
<td>Queensland Health for a millennium</td>
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<td><strong>Member Status</strong></td>
<td>Two years</td>
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<td><strong>Why did you join the AQNL?</strong></td>
<td>Colleague suggested</td>
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<tr>
<td><strong>What do you have to offer the AQNL?</strong></td>
<td>Myself</td>
</tr>
<tr>
<td><strong>Nursing Interests</strong></td>
<td>Midwifery</td>
</tr>
<tr>
<td><strong>Personal Interests</strong></td>
<td>My children</td>
</tr>
<tr>
<td><strong>Current or Past AQNL Executive Positions</strong></td>
<td>Nil</td>
</tr>
<tr>
<td><strong>Professional Memberships</strong></td>
<td>–</td>
</tr>
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# Executive Committee Profiles

## Judy March

<table>
<thead>
<tr>
<th>Name</th>
<th>Judy March</th>
</tr>
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<tbody>
<tr>
<td><strong>Qualifications</strong></td>
<td>RN, BHsNursing, MHA</td>
</tr>
<tr>
<td><strong>Current Position</strong></td>
<td>Executive Director of Nursing and Midwifery Services, DDHHS</td>
</tr>
<tr>
<td><strong>Geographic Location</strong></td>
<td>Provincial/ Rural</td>
</tr>
<tr>
<td><strong>Sector</strong></td>
<td>Public Health</td>
</tr>
<tr>
<td><strong>Employment History</strong></td>
<td>Many Years!!! Past 13 years Toowoomba and Darling Downs as District / Executive DONMS</td>
</tr>
<tr>
<td><strong>Member Status</strong></td>
<td>Member since late 1990’s</td>
</tr>
<tr>
<td><strong>Why did you join the AQNL?</strong></td>
<td>Professional Development when I was a Nursing Director at the Gold Coast Hospital</td>
</tr>
<tr>
<td><strong>What do you have to offer the AQNL?</strong></td>
<td>My many years at senior nursing level in Health has given me many opportunities in the area of management and leadership within the profession and it is this experience I can offer to members</td>
</tr>
<tr>
<td><strong>Nursing Interests</strong></td>
<td>Rural Nursing, Nursing Leadership</td>
</tr>
<tr>
<td><strong>Personal Interests</strong></td>
<td>Family - I enjoy my ‘Nanna role” with my grandchildren</td>
</tr>
<tr>
<td><strong>Current or Past AQNL Executive Positions</strong></td>
<td>Have held different executive positions over the past 13 years</td>
</tr>
<tr>
<td><strong>Professional Memberships</strong></td>
<td>Australian College Of Nursing. Qualified Auditor - ISO 9000</td>
</tr>
</tbody>
</table>
A Different Perspective

Submitted by: AQNL Member Shelley Nowlan

Rockhampton Hospital’s Paediatric Unit and CQ University Australia have joined together to conduct a research project looking at paediatric nurses’ experiences of using puppets in the clinical setting (Pup-EdTM).

The study is led by Associate Professor Kerry Reid-Searl, who is in demand nationally and internationally as a keynote speaker for her award-winning work with MASK-EDTM. Kerry is joined by Brenda Happell and Loretto Quinney from CQ University Australia and Lea Vieth, Lori Nancarrow and Bree Walker from Rockhampton Hospital Paediatric Unit. The project was funded by a CQ University research grant and explores the experiences of nurses using puppets in a paediatric context through a guided framework. Findings from the study will highlight nurses’ perceived value of the puppets, the challenges and rewards in using the puppets and recommendations. It is hoped that the results from this study will be useful in guiding other nurses in using the guided framework of Pup-Ed in their paediatric settings.

The puppets “live” on the paediatric unit and each has a name, family history, detailed medical history, hospital chart and a paediatrician assigned to their “care”. Nursing staff then use their clinical knowledge to guide education and play with the patients. The puppets are used in an attempt to reduce fear and anxiety, educate about procedures, enhance communication, provide distraction and give the patient the opportunity to express themselves.

Participants in the study will be interviewed via focus groups in the next two months. Following data analysis, the results will be available in early 2013.

AQNL Members – Special Offer!

The Australian College of Children and Young People’s Nurses (ACCYPN) extend a special offer to AQNL members...

ACCYPN has a suite of webinars available for purchase and are offering AQNL members 40% off the price of five (5) or more webinars purchased in a bundle. The discounted prices start from $15.00 / session and you can record 1CPD point per hour of viewing!

Check out the sessions and abstracts via the ACCYPN website - http://www.accypn.org.au/pd/e-learning/

Coincidentally, Dr Kerry Reid-Searle who features the above article is the presenter of one of the webinars.

Don’t order online though – to claim this offer, you need to complete a special order form available from the AQNL Secretariat (info@aqnl.org.au / 07 3348 7380)

If you want more information on ACCYPN, please visit their website – www.accypn.org.au
### Membership Update

#### Membership Summary

The AQNL currently has 189 financial members.

#### New Full Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Hospital/Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alison Alway</td>
<td>Clinical Nurse Manager</td>
<td>Family Planning Queensland</td>
</tr>
<tr>
<td>Jo Bielby</td>
<td>Nurse Unit Manager</td>
<td>Nambour General Hospital</td>
</tr>
<tr>
<td>Geoffrey Bowman</td>
<td>Director of Nursing</td>
<td>Barnaga Hospital</td>
</tr>
<tr>
<td>Anne Bradley</td>
<td>A/Nurse Unit Manager</td>
<td>(Substantive CN), Kingaroy Hospital</td>
</tr>
<tr>
<td>Debra Lee Browning</td>
<td>Nurse Unit Manager</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Karen Cooke</td>
<td>Director of Nursing/Facility Manager</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Anne Coverdale</td>
<td>After Hours Nurse Manager</td>
<td>Caloundra Health Service</td>
</tr>
<tr>
<td>Debra Coward</td>
<td>Nurse Manager Operation Coordinator</td>
<td>Royal Flying Doctor Service</td>
</tr>
<tr>
<td>Susanne Crossley</td>
<td>Nurse Unit Manager</td>
<td>Community Health SB, Queensland Health</td>
</tr>
<tr>
<td>Karen Crouch</td>
<td>Director, Service Delivery</td>
<td>Anglicare Southern Queensland</td>
</tr>
<tr>
<td>Wendy Fry</td>
<td>A/Director of Nursing</td>
<td>Esk Hospital</td>
</tr>
<tr>
<td>Tracey Gabiola</td>
<td>Clinical Nurse Educator</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Barbara Geddes</td>
<td>Nurse Manager</td>
<td>Royal Children’s Hospital Brisbane</td>
</tr>
<tr>
<td>Julie Grosse</td>
<td>Nurse Unit Manager</td>
<td>Day Surgery Unit, Rockhampton Hospital</td>
</tr>
<tr>
<td>Brianna Henkel</td>
<td>Nurse Unit Manager</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Lissa McLoughlin</td>
<td>A/Director of Nursing</td>
<td>North West Hospital and Health Service</td>
</tr>
<tr>
<td>Christine McPherson</td>
<td>Nurse Unit Manager</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Ruth Mingins</td>
<td>Nurse Unit Manager</td>
<td>Rockhampton Hospital</td>
</tr>
<tr>
<td>Patrick Murphy</td>
<td>Nursing Director</td>
<td>Baillie Henderson Hospital</td>
</tr>
<tr>
<td>Susan Nankivell</td>
<td>Project Officer</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Justine Powell</td>
<td>Nurse Unit Manager</td>
<td>Clinical, Royal Flying Doctor Service, Brisbane Base</td>
</tr>
<tr>
<td>Katherine Preston</td>
<td>Nurse Unit Manager</td>
<td>Gympie Hospital/Sunshine Coast Hospital and Health Service</td>
</tr>
<tr>
<td>Rosemary Proctor</td>
<td>A/Nurse Unit Manager</td>
<td>Paediatrics, Mount Isa Hospital</td>
</tr>
<tr>
<td>Mary Riki-Wilkes</td>
<td>Head of Care</td>
<td>Wellington Park Private Care</td>
</tr>
<tr>
<td>Maureen Tapfield</td>
<td>A/Palliative Care Coordinator</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Jacinta Thompson</td>
<td>Nursing Director</td>
<td>Queensland Health</td>
</tr>
<tr>
<td>Janine Webster</td>
<td>A/Nurse Unit Manager</td>
<td>Gatton Health Service</td>
</tr>
<tr>
<td>Carolyn Wright</td>
<td>Nurse Unit Manager</td>
<td>Day Procedure Unit, Redcliffe Hospital</td>
</tr>
</tbody>
</table>

#### New Associate Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Graham</td>
<td>Director of Nursing</td>
</tr>
<tr>
<td>Jenny Soper</td>
<td>Practice Manager, Dr Ron Chang Oxford Medical Suites</td>
</tr>
</tbody>
</table>

New members’ names are only listed once they are accepted at a meeting of the AQNL Executive Committee as per the Model Rules of the Association.

#### Membership Fees

**Annual fee (July-June) - $150 (incl GST)**

Annual membership subscription is due and payable by all members at 1 July every year. All membership fees are tax deductible.

Confirmation of membership and a Tax Invoice will be issued for all membership fees.
Interstate Associate Members

AQNL extends membership to Interstate Associate Members and you are encouraged to network with your colleagues interstate to advise them of this membership type. Interstate Associate Membership is open to Registered Nurses within Health Service Providers in Australia (outside Queensland) with an interest in Nurse leadership and management who are able to contribute to the aims of the Association. Interstate Associate Members receive all the members’ benefits excluding voting rights and are not entitled to hold positions on the Executive Committee.

Membership is Available Online!

Alternatively, forms can be downloaded from www.aqnl.org.au or request one to be sent to you by email info@aqnl.org.au with “Membership Form” in the subject line.

Additional Membership Benefit

AQNL has Corporate partnership with the Australian College of Nursing (ACN). This membership benefits AQNL and provides discounted individual ACN membership for AQNL members. Be sure to contact the ACN to secure your discounted ACN membership rate! (1800 061 660).

The AQNL Executive Committee would like to wish members a Merry Christmas

MOVING?

If you are changing your contact details (including email, phone, address) remember to advise us to ensure you continue to receive information from the Association of Queensland Nurse Leaders.

DISCLAIMER

The opinions expressed by authors are their own and not necessarily those of the Association of Queensland Nurse Leaders, the Editor, nor the Executive Committee. The Association of Queensland Nurse Leaders, the Editor and the Executive Committee therefore accept no responsibility for the accuracy of statements appearing within.

SEE YOUR WORK PUBLISHED!

All members are encouraged to submit material for inclusion in Snapshot. This might be in the form of research results, book reviews and management dilemmas, as well as reports and feedback on Nurse Leadership events. This is YOUR newsletter. Reports are requested to be emailed to: info@aqnl.org.au
AQNL Strategic Plan for 2013-2016

Association of Queensland Nurse Leaders Inc

2013 - 2016 Strategic Plan

The Association of Queensland Nurse Leaders (AQNL) has a long and proud tradition. The First Annual Meeting of what was then the Matrons Association took place in April 1951. The Matrons Association was formed with the objective of enabling senior nurses to hold yearly conferences to discuss mutual problems and to keep abreast of modern methods. Over the years the Matrons Association was instrumental in achieving changes in Government policy in relation to the recognition of nurse leaders and their roles in the management and delivery of health care services. In 1975 the Association changed its name to the Nursing Superintendents Association in recognition of the changes that were occurring, particularly in relation to gender mix, of senior nurse leaders.

A further change in name occurred in 1990 with the introduction of the career structure, to the Directors of Nursing Association. To this point the Association had a strong affinity with the Department of Health and was seen as a Departmental instrument under the control and direction of Departmental policy. In 1991 a significant shift in attitude occurred when the Association, concerned by the direction for Health proposed by the Government of the day, staged a march on Parliament House, this affirmed the need for the Association to stand as an independent professional body for nurse leaders in Queensland. In 1993 the Association became formally Incorporated and independent as the Directors of Nursing Association, Queensland (Incorporated) (DoNQA).

The 1990s saw considerable change in nursing leadership with younger, tertiary educated nurses challenging the ideas, traditions and hierarchies of nursing succession. The focus for the Association returned to its original intent discussing mutual challenges and exploring contemporary solutions. In the late 1990s, Directors of Nursing from other sectors such as the private and university sectors were invited to join the Association.

In 2003 the Association again recognised the need to evolve. In recognition of the diverse and changing nature of nursing leadership and to support the development of future nurse leaders, the Association extended membership to Registered Nurses at Nursing Officer/Level 3 (or equivalent) and above, across the public, private, education and non-government sectors. The Association also felt compelled to reflect this new direction with a change of name, and became the Association of Queensland Nurse Leaders (Incorporated) AQNL. Queensland is currently the only state with an Association dedicated to the enhancement of nurse leaders.

The Association of Queensland Nurse Leaders has shown its ability to recognise the environment in which it is in and adapt accordingly. The following page identifies the Strategic Intent for the Association for the coming three years. This document was developed with feedback from members, thank you for those who participated in our survey. This document will be reviewed annually.

<table>
<thead>
<tr>
<th>Strategic Intent</th>
<th>Goals for 2013</th>
<th>Potential Future Activities</th>
<th>Measures of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance Organisational Profile</td>
<td>Commence the development of a National Strategy</td>
<td>Complete and implement strategy for national Organisation</td>
<td>Position Papers developed</td>
</tr>
<tr>
<td></td>
<td>Develop three Position Papers this year</td>
<td>Develop further Position Papers</td>
<td>Position Papers provided to external agencies</td>
</tr>
<tr>
<td></td>
<td>Develop two strategic partnerships this year</td>
<td>Further develop partnerships</td>
<td>Partnerships developed and enhancing Association profile.</td>
</tr>
<tr>
<td>Enhance Member Benefits</td>
<td>Increase frequency and enhance quality of Snapshot (AQNL newsletter)</td>
<td>Further develop nursing support opportunities such as scholarships, leadership awards</td>
<td>Increase in new members</td>
</tr>
<tr>
<td></td>
<td>Develop annual activity calendar</td>
<td>Develop online Mentoring Framework</td>
<td>Increase in membership renewal</td>
</tr>
<tr>
<td></td>
<td>Increase frequency of local events</td>
<td></td>
<td>Increased local event activity</td>
</tr>
<tr>
<td></td>
<td>Review AQNL Model Rules to enhance membership opportunities</td>
<td></td>
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<tr>
<td></td>
<td>Enhance website</td>
<td></td>
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<tr>
<td></td>
<td>Develop opportunities to enable further networking such as a Linkedin network</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Develop opportunities to enable members to contribute to debate on Nursing</td>
<td></td>
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<td></td>
<td>leadership issues</td>
<td></td>
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<tr>
<td></td>
<td>Update Mentoring Framework</td>
<td></td>
<td></td>
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<tr>
<td>Financial Sustainability</td>
<td>Control expenditure</td>
<td>Develop 5-year Financial Plan</td>
<td>Improved financial position on year</td>
</tr>
<tr>
<td></td>
<td>Enhance revenue generation activities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Nursing recruitment agency supplying casual, locum and permanent placement of:
- RNs - Midwives
- EENs - ENs - AINs
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AQNLI has a corporate partnership with ACN.

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