Council of International Neonatal Nurses, Inc.

Strategic Plan

2023 - 2028

Our mission.
To advance neonatal nursing and health outcomes for newborns and their families.

Our Vision.
We envision a world in which all newborns receive high quality care by nurses who have neonatal nursing specific education and skills.

Our Core values.
Collaboration; Advocacy; Respect; Excellence
**Strategic Goals Health care workforce; research and education; policy impact outcomes; sustainability**

**Goal 1**  
Impact global policy to optimize outcomes for small and sick newborns and their families.

**Goal 2**  
Strengthen the collaborative voice of neonatal nurses through networks and partnerships.

**Goal 3**  
Support the development of standardized education for nurses caring for small and sick newborns.

**Goal 4**  
Ensure the sustainability of COINN as an organization.

**Abbreviations in this document**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>COINN</td>
<td>Council of International Neonatal Nurses, Inc</td>
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<tr>
<td>SIGs</td>
<td>Special Interest Groups</td>
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<td>ENAP</td>
<td>Every Newborn Action Plan</td>
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<td>EPMM</td>
<td>Ending Preventable Maternal Mortality</td>
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<tr>
<td>CoNP</td>
<td>Community of Neonatal Nursing Practice</td>
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**Strategic directions to achieve Goal 1:** Impact global policy to optimize outcomes for small and sick newborns and their families.

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<tr>
<th>Strategy</th>
<th>Success indicator/s</th>
<th>Initiatives</th>
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| COINN provides expert advice to relevant organizations and advocates on matters pertaining to neonatal nursing care of small and sick newborns and their families. | Number of committees on which COINN has representation.                             | • COINN board directors and members participate on local, national, and international committees that focus on care of small and sick newborns and their families.  
• Identify and pursue opportunities to represent neonatal nurses on national and global committees.  
• Provide COINN representative/s when requested by external organizations.  
• Advocate for neonatal nurses to have leadership roles on committees.  
• Advocate for policy changes that optimize small and sick newborn and family care.  
• Utilize key partners to be an avenue for Ministry of Health and nursing councils to discuss neonatal policy |
| Drive policy initiatives that impact neonatal nurse education and practice. | Policies are developed to support neonatal nurse education and practice.  
Partners join COINN in policy work. | • Identify policy gaps and develop policies to fill these gaps.  
• Invite partner organizations to co-create policies and position statements.  
• Develop and use a Community of Neonatal Practice (CoNP) as a vehicle to drive policy changes. |

**Strategic directions to achieve Goal 2** Strengthen the collaborative voice of neonatal nurses through networks and partnerships.
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| Connect neonatal nurses through conferences, online events, social media and the Journal of Neonatal Nursing (JNN). | Triennial conference. CoNP developed. Website utilization. Bi-monthly / regular COINN newsletters via email and JNN. | • Host a conference at least every three years.  
• Develop a membership base for the CoNP.  
• Utilize and enhance the website for information sharing.  
• Host webinars where neonatal nurses and other health professionals can share knowledge.  
• Promote COINN member access to the JNN. |
| Increase collaboration with parent groups, interdisciplinary professionals, national and international health professional organizations involved in neonatal, small and sick newborn care. | COINN participates in Health Care conferences and in collaborative initiatives. COINN is represented on relevant global parent organizations. | • Seek and secure collaborations and partnerships with other health care professional organizations, interdisciplinary professionals, and parent partners.  
• Invite other healthcare organizations to collaborate with, and participate in, COINN conferences.  
• Increase COINN representation at relevant neonatal and paediatric conferences globally.  
• Represent COINN at collaborative meetings at strategic and global level to ensure that the neonatal nurse’s contribution is included and valued.  
• Identify and secure COINN representation on parent organization committees at a local, national and international level.  
• Partner with parents to gain insight into their lived experience and the parent voice, to inform future COINN work. |
| Support neonatal nurses to form neonatal nursing organizations or strengthen current organizations. | Connect with one new country organization annually. | • Connect with all countries that have neonatal nursing organizations.  
• Invite country organizations to join COINN board meetings at least annually.  
• Support countries to strengthen or form neonatal nursing organizations. |
| Involve key healthcare organizations and stakeholders in the education and technical advisory groups for the Community of Neonatal Practice (CoNP). | COINN has >15 global collaborators. | • Identify and invite key stakeholders to join the education committee for the CoNP.  
• Identify and invite key stakeholders to join the technical advisory group for the CoNP.  
• Ensure regular and collaborative discussions and meeting with key partners to set up and implement the CoNP.  
• Maintain continued communication with key organizations contributing to the CoNP through a web-based platform.  
• Ensure continued alliance between COINN and CoNP websites and social media platforms. |
Strategic directions to achieve Goal 3: Support the development of evidenced based, standardized education for nurses caring for small and sick newborns.

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| Develop education resources which will advance neonatal nursing knowledge. | Educational materials and resources available on the website. | - COINN board directors in collaboration with the Education Committee to develop a clear plan for education.  
- Work with partners to develop standardized curricula for all levels of neonatal nursing education/training/orientation and fellowships.  
- Develop master’s level standardized curriculum focused on small and sick newborns and their families.  
- Develop a Neonatal Nurse Fellowship program. |
| Develop and promote COINN Research special interest groups. | One research study commenced. Clear pathway for approval and dissemination of research studies. | - Research Chair of the special interest group appointed.  
- Continue work on the COINN research proposal developed and approved by the board and commenced in 2023.  
- Seek opportunities for COINN to collaborate on research projects.  
- Develop educational materials and share research resources.  
- Develop a clear and systematic research pathway for approval. |
| Grow and secure future funding and seek collaborative opportunities to support education and research. | One grant or funding is achieved each two years. | - Engage with organizations to seek funding for projects.  
- Seek opportunities for collaboration on investment with relevant stakeholders.  
- Engage consumer groups and/or parent representatives in COINN business.  
- Seek and secure funding from diversified resources.  
- Explore diversified revenue streams. |
Strategic directions to achieve Goal 4: Ensure the sustainability of COINN as an organization.

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| Ensure the sustainability of the COINN board and expansion of special interest committees. | COINN has a full board of directors with diversity in backgrounds. | • Board directors’ terms of office reviewed, with renewals and new nominations staggered to ensure retained experience and corporate knowledge.  
• Annual review and amendments as required of the COINN Byelaws and board role descriptions.  
• Ensure COINN board directors are representative of regions and developed and developing countries.  
• COINN Board directors each have a portfolio to develop strategies to enhance the work of COINN and the special interest groups (including social media, recruitment, education, research, funding, policy).  
• Share representation on external committees amongst COINN Board members to ensure COINN has a presence on global committees and directors report activities at monthly board meetings.  
• Develop guidelines for special interest group formation and ongoing operations.  
• Identify members to mentor and facilitate joining committees and represent COINN on external committees. |
| Increase COINN membership. | COINN membership increase by 10% annually. | • Each COINN board director to include recruitment within their portfolio, to develop and implement a recruitment strategy.  
• Advertise member benefits in the COINN section of the Journal of Neonatal Nursing (JNN,) via social media and on the website.  
• Discuss and review membership numbers and implementation strategies at bi-monthly board meetings.  
• Organize bi-annual open board meetings to provide opportunities for members to attend as observers. |
| Enhance social media presence and establish COINN brand. | Increased activity on the COINN website and media. | • COINN board directors to develop a social media portfolio.  
• Create a cohesive communications and marketing plan.  
• Develop standardized COINN branding and social media materials, including zoom backgrounds, slide templates and email signatures/business cards.  
• Standardize COINN emails for board executive positions. |
| Establish a COINN presence in non-COINN countries affiliated countries and create new partnerships. | Achieve membership or establish new collaborations from one new country each year. | • Promote the achievements of COINN and its members (with permission) through external and internal communication modes: information technologies (email, social media and COINN website), the JNN newsletters, annual reports and at the COINN conferences.  
• Target engagement of prospective membership and partners via Board members and partner network.  
• Connect with individual, global and country-specific Nurses Associations to speak about and disseminate the benefits of COINN. |