

**THE NURSES ASSOCIATION OF THE COMMONWEALTH OF THE BAHAMAS**  
in collaboration with  
**The Commonwealth Nurses and Midwives Federation  
and Nursing Now**



**NURSING SYMPOSIUM**  
*Nurses leading change and advancing health*  
Nassau Bahamas Tuesday 2 October 2018

On Tuesday 2 October 2018, the Nurses Association of the Commonwealth of the Bahamas (NACB) held the first in a series of consultative workshops with nurses and midwives across the Bahamas. The consultative workshops have two objectives. The first is to provide an opportunity for the NACB to receive feedback directly from nurses and midwives about their concerns. The second is to provide an opportunity for nurses and midwives to have input into the review of the National Nursing Strategy.

Previous NACB consultations identified six priority areas of concern to nurses and midwives:

- advocacy;
- workforce sustainability;
- education;
- governance;
- research and information technology; and
- clinical practice.

The purpose of the Symposium was to define a five to ten year vision for each priority area and develop strategies to achieve that vision. To focus the discussion, the NACB developed two specific questions for each priority area, recognising that there are other questions of equal importance that will be put before future Symposia for consideration.

Forty six nurses and midwives attended the day long workshop. They were divided into six groups: one for each of the priority areas. The morning was spent defining and refining a vision for the priority area. The afternoon was spent developing strategies to address the two questions prepared by the NACB for each priority area (see attachment 1).

The workshop closed with participants sharing their work with each other and receiving additional comments from their peers. The outcomes from the workshop will be consolidated with those from future consultations and used to inform NACB input into the review of the National Nursing Strategy.



The workshop was facilitated by Ms Jill Iliffe from the Commonwealth Nurses and Midwives Federation (CNMF) of which NACB is a member. Ms Iliffe was supported by Dr Catherine Hannaway, from Nursing Now; Mrs Paulette Cash, President of NACB; Mrs Rosemarie Josey, Deputy President of the CNMF; and Dr Keva Thompson from the Pan American Health Organisation Bahamas.

# ADVOCACY

## Vision statement

By 2025, nurses will be key advocates as stakeholders in developing and implementing national policies toward achieving optimal health and wellbeing for the people of the Bahamas.

**Issue 1:** How can nurses and their representative organizations be more involved in national policy to achieve the sustainable development goals (SDGs) and monitor progress?

## Strategies

1. Provide education for nurse leaders to strengthen their capacity to serve in advocacy, policy development and program planning.
2. Provide education for nurse leaders about the SDGs; develop strategies where nursing can contribute to the achievement of the SDGs; and actively lobby government to be involved in the implementation and monitoring process.
3. Actively encourage nurse leaders to take leadership roles in multidisciplinary teams and build relationships with stakeholders through networking both nationally and internationally.
4. Introduce the basic concepts of advocacy and policy development in basic and post basic nurse education and training.

**Issue 2:** How can nurses and their representative organizations be more involved in national policy to reduce non-communicable diseases (NCDs)?

## Strategies

1. Nursing leadership to advocate for more involvement in national programs to reduce NCDs in order to facilitate increased screening; reduced cost of healthy foods; increased physical activity programs in schools; ban on unhealthy foods in schools; and increased funding for health promotion programs.
2. Provide education and training to increase nurses' knowledge of evidence based approaches to the management of NCDs.
3. Advocate for the development of workplace health programs to promote a healthy work environment and encourage nurse leaders and managers to lead by example through practising healthy lifestyles.
4. Advocate for legislative changes to promote advance practice nursing.

## Group members

Lillian Charlton  
Persephone Munnings  
Andrea Nottage  
Theresa Rolle  
Peggy Cooper  
Julian Moncur  
Doralea Taylor



# WORKFORCE SUSTAINABILITY

## Vision statement

By 2025, the attraction of being a nurse in the Bahamas will be so compelling that it will retain a sustainable workforce through promoting employee satisfaction, advancement, and personal development.

## Issue 1: What are some strategies to retain nurses in the workforce?

### Strategies

1. Develop and implement an ongoing marketing campaign using technology and social media to promote nursing as a profession, targeting primary and secondary schools, to make nursing more visible as an attractive and rewarding career.
2. Develop a specific program to market nursing and midwifery as careers for males.
3. Develop a campaign to lobby for nursing salaries that match those of like professionals and recognise qualifications and experience.
4. Strengthen existing support programs in nursing such as cadet programs and develop new support programs such as a mentoring program.

## Issue 2: How can we recruit more people into nurses to ease workforce shortages?

### Strategies

1. Implement strategies to recognise and respect the value of nurses such as - formal Awards; verbal acknowledgement and recognition; career paths that allow upward mobility or alternative compensation; introducing a structured mentorship program; and involving nurses and all levels in policy making issues that impact on them.
2. Promote self-development and continuous education by having accessible and affordable education initiatives, with sponsorship and recognition by the employer.
3. Lobby for adequate remuneration and allowances congruent with performance and eligibility.
4. Advocate for a safe working environment that includes - adequate and well maintained safety equipment; adequate security personnel; adequate housekeeping staff to ensure cleanliness of working environment; and appropriate equipment such as chairs, modern technology, proper lighting.

## Group members

Valerie Miller  
Sharon McClure  
Phylicia Hepburn  
Carimenda Ferguson  
Vanessa Flowers  
Jennifer Munnings  
Ella Anderson  
Aneka Johnson



# EDUCATION

## Vision statement

By 2025, nursing in the Bahamas will have educational opportunities that are high quality, innovative, accessible, sustainable, and effectively integrate theory with practice.

## Issue 1: How can we promote and enforce continuing professional development for all nurses?

### Strategies

1. Update or amend the Nurses and Midwives Act to require participation in continuing education linked to re-licensure together with enforcement and accountability requirements.
2. Establish and maintain a data base to assess educational needs and participation and monitor compliance with continuing education.
3. Provide online courses and continuing nursing education (CNEs) in collaboration with the National Accreditation and Equivalency Council of the Bahamas (NAECOB).
4. Improve communication and promotion of educational opportunities.

## Issue 2: How can we improve the interface between education and clinical practice?

### Strategies

1. Provide regular formal opportunities for lecturers from the education sector to meet with clinical staff to discuss the experience and outcomes for students with their clinical placements.
2. Provide preceptorship education to clinical staff supporting students on placement.
3. Commence a mentorship development program for newly graduated nurses.

## Group members

Rebecca Johnson  
Sherry Pinder  
Joanna Curry  
Charlynda McKenzie  
Sheryl Adams  
Judyann Johnson  
Lyndianna Rahming  
Annastacia McKenzie  
Ferneka Deleveaux



# LEADERSHIP AND GOVERNANCE

## Vision statement

By 2025, nursing in the Bahamas will be transformed through a collaborative regulatory environment guided by innovative, empowered, and culturally competent leadership.

**Issue 1: What are appropriate career paths for nurses in all areas of practice: clinical, education, and management, and how can they be implemented?**

## Strategies

1. Establish assistant positions to leadership positions (eg: DON, NSA, PNO) in all areas of practice: clinical, education and administration to support succession planning.
2. Establish mandatory tenure for nursing leadership positions (eg: DON, NSA) subject to performance and a requirement for senior leaders to establish objectives for their tenure driven by the national strategic plan.
3. Establish distinct career paths in clinical, education, and management areas of nursing with criteria for promotion up to deputy level, and which allow for horizontal movement along career paths.
4. Expand the categories of clinical specialty areas of nursing: APN; clinical nurse specialists; ENT; forensic nursing; gerontological nursing; mental health nursing; primary care educators etc.

**Issue 2: How can a national nursing leadership structure be developed and implemented so that nursing leaders in management, education, professional, and industrial areas all work together?**

## Strategies

1. Amalgamate the two peak nursing bodies - the Nurses Association of the Commonwealth of the Bahamas and the Nurses Union - as one unified body to effectively represent the professional and industrial interests of nurses and be a strong voice for nurses in the country and effect positive change.
2. Expand the Nursing Advisory Council meeting to include this type of Forum so that the needs of nurses can be highlighted.

## Group members

- Shenique Cox
- Pamela Smith
- Prescole Rolle
- Sherry Ambrister
- Desiree Jolly
- Peartine Williams
- Lauralee Kemp



# RESEARCH AND INFORMATION TECHNOLOGY

## Vision statement

By 2025, nursing services in the Bahamas will provide innovative, evidence based quality care through the integration and implementation of research and information technology.

## Issue 1: How can we promote simple clinical research at the ward or unit level so that nurses use research to improve their practice?

1. Identify a multidisciplinary research team at the unit level in collaboration with the Information Technology Hospital Research Committee to conduct nursing research rounds and implement unit-based research.
2. Conduct unit-based educational sessions to raise awareness of modern research methods.
3. Monitor and evaluate policies and procedures and initiate change where indicated.
4. Present research and recommendations to hospital management team, other units in the institution, other health forums, and publish findings.
5. Facilitate the attendance of nurses at national and international research conferences.

## Issue 2: How can research and information technology be used to collect and report on the nursing workforce and to inform recruitment, retention and deployment?

1. Establish a comprehensive data base of the nursing workforce to include demographic data, qualifications, employment history etc.
2. Perform a needs assessment to identify skills deficits and education needs.
3. Use exit interviews, staff satisfaction surveys, performance appraisals etc to identify issues to be addressed to improve retention and deployment and inform recruitment.
4. Use research to identify and address factors that influence high turnover of staff.
5. Encourage nurse leaders and managers to create a caring and supportive environment for staff.
6. Adhere to the policy of annual performance appraisal and performance management and provide career guidance; re-designing performance appraisal tool to include an assessment of nurse satisfaction.
7. Enhance succession planning by preparing staff for leadership roles.
8. Implement and maintain nurse to patient ratios using international benchmarks to set standards of care.
9. Offer incentives (financial and other) for excellent performance.
10. Deploy staff based on specialist area of practice.

## Group members

Patsy Morris  
Patricia Newbold  
Jude Desmangles  
Karen Peterson  
Rhonda Rolle  
Portia Ferguson  
Shobhana Nair



# CLINICAL PRACTICE

## Vision statement

By 2025, clinical nursing practice in the Bahamas will be transformed by embracing and integrating education, research, innovation, and technology for best practice in a people centered environment.

## Issue 1: How can quality practice be promoted and monitored?

1. Amend legislation and regulation so that practising licenses are renewed every two years and insert a mandatory requirement for nurses to undertake continuing nursing education.
2. Introduce a structured orientation program for newly graduated nurses with rigorous evaluation together with a remediation option.
3. Restructure and strengthen mentorship and preceptorship programs.
4. Provide adequate manpower, material, and money to strengthen clinical practice and promote best outcomes.
5. Establish a partnership with the University of the Bahamas in designing, reviewing, and conducting nursing programs.
6. Introduce and integrate new equipment and technology eg: electronic health records.
7. Promote partnerships with families in health care delivery and allow them to have a voice.
8. Strengthen the relationship to enhance collaborative efforts between members of the multidisciplinary team.

## Issue 2: How can we make sure nurses are familiar with the nursing standards and are applying them?

1. Strengthen leadership visibility within the clinical environment such as conducting audit initiatives and nursing rounds.
2. Promote evidence-based practice through research and benchmarking of best practice.
3. Involve nurses in policy and decision making and engagement in national nursing strategic plans.
4. Introduce a mandatory requirement for re-certification in specialty areas each two years.
5. Develop greater collaboration, communication and information sharing with stakeholders at all levels of leadership, at unit level and nationally.

## Group members

Jennifer Sands  
Bertha Sands  
Maria Mackey-Smith  
Joanne Wilson  
Michelle Hanna  
Andrea Nottage  
Charlene Davis  
Eserina Rolle



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## ***NURSES LEADING CHANGE AND ADVANCING HEALTH***

Nassau, Bahamas, Tuesday 2 October, 2018

7 contact hours

- 08:00 – 08:45 Registration
- 08:45 -09:30 Opening and welcome
- 09:30 – 10:00 Purpose and process of workshop  
**Formation of groups:** Clinical; Education; Workforce sustainability; Governance; Research; Advocacy
- 10:00 – 11:00 Developing a vision statement  
**Working in groups:** Clinical; Education; Workforce sustainability; Governance; Research; Advocacy
- 11:00 – 11:30 Refreshment break
- 11:30 – 12:30 Feedback, comment and refinement of vision statements.
- 12:30 – 13:30 Lunch
- 13:30 – 15:00 Three to five practical strategies to achieve the vision and recommendations on how to implement the strategies  
**Working in groups:** Clinical; Education; Workforce sustainability; Governance; Research; Advocacy
- 15:00 – 16:00 Group feedback and general discussion
- 16:00 Wrap up and close