Orientation Manual

Core Steering Group and Subgroup Members

Developed by Lorna Schumann, Madrean Schober and Daniela Lehwaldt on behalf of ICN NP/ APNN CSG
About the editors

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**Madrean Schober, PhD, MSN, ANP, FAANP**, Inaugural Chair and Alumni of the network. Madrean consistently advocates for an increased presence of nurse practitioners and advanced practice nurses in healthcare systems worldwide. For the past 17 years she has provided international consultancies to over 40 countries seeking to develop advanced practice nursing roles. Dr. Schober has held academic positions at Aga Khan University in Karachi, Pakistan; Hong Kong Polytechnic University and National University of Singapore in Singapore. She is President of Schober Consulting, International Healthcare Consultants. As an adult nurse practitioner, she practiced for over 20 years in community settings in the United States and is a member of the American Association of Nurse Practitioners.

**Daniela Lehwaldt, PhD MSc PGDipEd BNS RGN RNT FESC** former Nurse Practitioner in Cardiothoracic Surgery is the Secretary of CSG and past Co-Chair of the Subgroup ‘Practice’. Daniela is Assistant Professor and International Officer at the School of Nursing and Human Sciences at Dublin City University, Republic of Ireland. As native German currently residing in Ireland, she represents Germany / Ireland within the ICN NP / APN Network. She currently serves on the Board of the German Network Deutsches Netzwerk APN & ANP g.e.V. where she also coordinates international contacts and where she chairs the International Subgroup. Daniela is a member of the Irish Association for Advanced Nurse and Midwife Practitioners and a member of the Network European Ways of Nursing Education and Training.
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Introduction

This Orientation manual is for the International Council of Nurses (ICN) Nurse Practitioner (NP) / Advanced Practice Nursing (APN) Network Core Steering Group and Subgroup members. It will serve as a guide and as a reference point for new members. The manual provides an overview of the current network structures, processes and members including the expectations to be fulfilled. We hope that you will find this orientation manual helpful.

Chair’s Welcome from the ICN NP / APN Network

I am delighted to welcome you to the ICN NP/APN Network and want to thank you for offering your time, energy, experience and commitment to the Network. We are proud to have a Network which is active in research, education, health policy, clinical practice, communications and conference planning. I am sure you will enjoy working within the Sub Group with members from across the globe. I served in several sub groups for 8 years and made some wonderful connections, as well as working on many projects within each group. Sub groups in the Network normally meet virtually throughout the year and face to face at the Network Conference, so you will get to know your colleagues well. I am always happy to hear from sub group members so please do feel free to contact me with any questions or ideas about how we can develop the Network further. Thank you again and I look forward to meeting you in person.

About the Chair

Dr. Melanie Rogers, PhD, Queens Nurse, MSc ANP, BSc N, RGN, Dip A&E, Dip Counselling, Dip Women’s Health, Dip HPE, PGCE, FHEA is the Chair of the CSG, past Co-Chair of the Subgroup ‘Practice’ and member of the Subgroup ‘Fundraising’. Melanie is from the United Kingdom and is a true “Yorkshire Lass” from a wonderful county in the North of England. She is the course leader of the Advanced Nurse Practitioner program at the University of Huddersfield and works as an Advanced Nurse Practitioner in Primary Care. She is passionate about the NP/APN role and has worked regionally, nationally and internationally to develop and promote this role for nurses. She was awarded the Queens Nurse title for her work in advanced practice. When she is not working she loves spending time with her long-haired miniature Daschund, Minnie.
Network History
The following chronological list of events portrays the evolving nature and history of the ICN Nurse Practitioner/Advanced Practice Nursing Network.

1992
The first group of Nurse Practitioners (NPs) qualified in the United Kingdom in 1991. They attended a nurse practitioner conference in Colorado. At this conference they met with representatives of the American Academy of Nurse Practitioners (AANP) and the University of Colorado. It was agreed that NP's in the United States and the United Kingdom would work together to improve communication and share their knowledge and experiences.

1993
In San Antonio, Texas, USA the same group of NPs from the UK presented their experiences at the 1993 annual conference for AANP. Enthusiasm grew in the UK and the first International NP conference was held in London in August sponsored by the Royal College of Nursing (RCN) UK including colleagues from the USA.

1996
At the 4th international NP conference in Edinburgh, Scotland formal discussions began with an emphasis on developing a committee to improve international NP communication. The presence of Advanced Practice type roles was now noted beyond the UK, USA and Australia. The idea emerged to develop an international network to represent all countries where advanced practice nursing exists.

1997
During the annual AANP conference in New Orleans, USA, the RCN and AANP hosted a meeting of NP representative organizations with a view to planning a joint conference to be held in the United States in 2000. During this meeting it was noted that the concept of an organized network might possibly be a way forward for structured communication among NPs internationally. Discussions were productive and indicated that a forum for nurse practitioners and advanced practice nurses could be beneficial to share educational development along with practice and policy strategies.

1998
Various international partners including a representative of ICN met in Melbourne at the RCN Australia/RCN UK 6th International NP Conference in February. The discussions continued regarding the development of an NP Network. An attempt was made to develop an international definition of this role. This proved problematic given that the terminology used is inconsistently and diversely in countries where the roles exist. As a result, the decision was made to move more toward a definition of advanced nursing practice, encompassing the nurse practitioner theme. Consensus was also to investigate the possibility of establishing an international nurse practitioner network in association with the International Council of Nurses (ICN).

1999
At the ICN Centennial Congress in London in June a pre-congress advanced practice nursing forum was held. The purpose was to:

- Achieve a consensus on the key attributes
of what advanced practice might be.

- Formulate a questionnaire concerning advanced practice roles.
- Describe the philosophy of the proposed network.
- Give advanced practice nurses/nurse practitioners present at the conference a network opportunity.

Panel members from Scotland, USA, Bahrain, Canada, Ireland, Republic of South Africa, England and Australia provided information on the status of advanced practice in their respective countries. Information from this session was used to develop a questionnaire/survey distributed through ICN to determine areas of the world where these advanced practice roles exist.

At the International NP Conference in Cardiff, Wales in August a network steering group met & agreed that representatives would meet with ICN in Geneva to set about the formal development and expected launch of the network. It was agreed that the launch would take place at the 8th International NP Conference in San Diego, CA, USA.

2000

The ICN international network was launched at the 8th International Conference of Nurse Practitioners in San Diego, CA, USA on October 1, 2000. Given the diversity in defining advanced nursing roles the title International Nurse Practitioner/Advanced Practice Nursing Network (NP/APNN) was agreed on. The Network identified the following objectives:

- To serve as a forum for exchange of knowledge
- To serve as a resource base for the development of advanced practice/nurse practitioner roles and the appropriate educational underpinning
- To serve as a vehicle for ICN to harness specialist expertise
- To help ICN more effectively meet its mandate as the global voice of the profession
- To provide a mechanism to promote and disseminate information from any of the network members and ICN
- To act as the base for future international collaboration around advanced practice and the nurse practitioner role, including international conferences beyond 2000.

2002

The 2nd NP/APNN conference was held in Adelaide, Australia. A proposal for a definition and characteristics of advanced nursing practice had been introduced in 2001 in Copenhagen at the ICN conference, when the Network group convened a group of interested APNs. Open discussion led by Madrean Schober, Chair of NP/APN Network, took place and suggestions were offered by those attending. The current ICN definition and characteristics was drafted by NP/APN Core Steering Group and sent to the ICN Board of Directors where it was approved in 2002 following a review by ICN National Nursing Associations.

2004

The 3rd NP/APNN conference was held in Groningen, the Netherlands.

A Network logo was developed and approved by ICN.

2005

The NP/APN Network logo pin was developed
The Fundraising Subgroup proposed the development of a Grant to support funding of a member to attend the next NP/APNN.

The Scope of Practice document was published and available through ICN in May 2008.

2010
The 6th NP/APNN conference was held in Brisbane, Australia.

The first Advanced Practice Nurse grant recipient was awarded at the Brisbane conference – Mrs. Januna Tamrakar Sayami from Kathmandu, Nepal. The first fund raising ‘silent’ auction was conducted at the Brisbane conference. Fundraising was aimed at continuing the grant program.

The NP/APN Network offered stuffed dolls to NPs who worked with children in their practice. The dolls had been donated by a colleague in Seattle, Washington and shipped to the conference to be distributed to meeting participants and were distributed to NPs attending the meeting in Brisbane.

2011
The Network established a centrally located bank account through ICN at a Swiss bank account. Prior to this the bank account was located in the country of origin of the CSG treasurer.

2012
The 7th NP/APNN conference was held in London, United Kingdom.

The second grant recipient was awarded at the London conference – Ossama Abed Zaqout, Amman, Jordan.

2013
Research request guidelines were developed.
due to the increased requests to conduct research utilizing NP/APNN members.

2014
The 8th NP/APNN conference was held in Helsinki, Finland.

2015
A Network session was held at the ICN conference in Seoul, Korea.

2016
The 9th NP/APNN conference was held in Hong Kong with over 900 delegates from 24 countries attending.

2017
At the ICN Congress in Barcelona, Spain a Global Alliance initiative was announced with the Network identified as the inaugural member of the Alliance. The Network was now called the ICN Nurse Practitioner/Advanced Practice Nursing Network (NP/APNN).
Core Steering Group (CSG)
The CSG engages with Subgroups (SG) though their Liaisons, who facilitate communication, meet regularly with SGs and support them to develop their aims and objectives which need to align to the Network and ICN. Their responsibilities are summarized in Appendix 3. The Core Steering Group consists of the following members:

Melanie Rogers, Chair.

Daniela Lehwaldt, Secretary.

Andrea Boyle, Treasurer.

Mary Steinke, Liaison SG Practice.

Josette Roussel, Membership Liaison and Liaison SG Health Policy.

Kim Lamarche, Liaison SG Education.

Beverley Bird, Liaison SG Research, Webpage Liaison.
Network objectives
The KEY GOAL of the network is to become an international resource for nurses working in Nurse Practitioners (NP) or Advanced Practice nursing (APN) roles, and interested others (e.g. policymakers, educators, regulators, health planners) by:

- Making relevant and timely information about practice, education, role development, research, policy and regulatory developments, and appropriate events widely available;
- Providing a forum for sharing and exchange of knowledge expertise and experience;
- Supporting nurses and countries who are in the process of introducing or developing NP or APN roles and practice;
- Accessing international resources that are pertinent to this field.

The network is an evolving and continually updated forum that aims to:

- Identify issues early and monitor how they develop. Follow trends. Offer special expertise through creating a resource pool from network members. Disseminate ICN’s and others’ work in the field. Organize meetings and conferences.

Core Steering Group Guidelines
1. There is a maximum of 10 members on CSG (10 members and the ICN representative).

2. Core Steering Group (CSG) Membership should retain a representation of broad geographical distribution with no more than two members from one country serving in a group.

3. CSG members will elect a Chair every 4 years. The term can be extended for the period of one year for a maximum term of 5 years served as Chair.

4. Representatives of the host country of network conferences will be invited to serve as members on the CSG, 2 years prior to the network conference and a further period after the conference.

5. Newly elected CSG members will complete a 6-month probation period and then serve another 3.5 years (full period of 4 years) on CSG regardless of the time served in any of the network Subgroups.

6. A CSG member may be invited to serve as Alumni (see Alumni section below) at the discretion of the CSG Chair and CSG members.

7. Vacancies for the CSG will be announced at the biennial conference, posted on the network’s website, emailed out to subgroups and announced in the News Bulletin.

8. Only Subgroup members may apply for membership to the CSG when a vacancy occurs.

9. Rotation should avoid depleting all leadership positions in the same year, e.g. the Chair and Past Chair should not rotate off the CSG at the same time. When a vacancy on the CSG occurs, the CSG Chair will circulate the
notice to the Subgroup Chairs, who will subsequently circulate to their Subgroup Members and invite qualified applicants to submit their names for consideration.

10. The process of election into the CSG involves writing a letter of application, including a CV and motivational letter which is sent through the Chair or Secretary to CSG for review and vote.

11. Individuals being considered for participation in CSG will have their credentials reviewed by the Chair and members of CSG. Education, current and past work experience, and demonstration of commitment to fulfilling / expanding the Advance Practice Nursing Network’s objectives will be taken into consideration.

12. An election slate of potential members is developed by the Secretary and circulated to the existing members of the CSG for voting.

13. New CSG members are announced by the Chair, or Chair-elect of the CSG.

14. CSG members will discuss an expedited replacement of a member when the vacancy poses a hardship on the existing members.

15. A letter of welcome and preparation of orientation and mentoring into the group is to be conducted by the membership secretary.
ICN NP / APN Network Subgroups
There are five Network Subgroups, these are:

- Practice
- Education
- Health Policy
- Communication
- Research
- Fundraising / Conferences

Each Subgroup has their specific focus, which is outlined below.

Subgroup ‘Practice’
The focus of the Subgroup ‘Practice’ is to keep abreast of practice developments in nations and regions around the globe through the posting of papers on these issues on the website and add new country profiles of NP/APN role development and practice advancements.

Specifically, the NP/APN subgroup ‘Practice’:

- Develops country specific practice profiles
- Shares country guidelines related to NP/APN
- Shares links to standards and competencies for practice
- Shares barriers encountered to NP/APN practice
- Identifies routes to registration for practice worldwide
- Initiates and undertakes NP/APN role and practice related research projects

Chair: Debbie Leach (New Zealand)

CSG Liaison: Mary Steinke (USA)

Information on Subgroup Members can be found on our website http://icn-apnetwork.org/

Subgroup ‘Education’
The focus of the Subgroup ‘Education’ is to keep abreast of the educational and practice developments in nations and regions around the globe through the posting of papers on these issues on the website and to add new country profiles of the APN educational development and resources.

Chair: Michelle Beauchesne (USA)

CSG Liaison: Kim Lamarche (Canada)

Information on Subgroup Members can be found on our website http://icn-apnetwork.org/

Subgroup ‘Health Policy’
The focus of the Subgroup ‘Health Policy’ is to explore methods and means for developing successful models for NP/APN program and role development. Define the barriers and identify strategies to address these during NP/APN role development globally.

Co-Chairs: Minna Miller (Canada), Elissa Ladd (USA)

CSG Liaison: Josette Roussel (Canada)

Information on Subgroup Members can be found on our website http://icn-apnetwork.org/

Subgroup ‘Communication’
The Subgroup ‘Communication’ collects and publishes information on the trends of NP/APN roles as they emerge in countries around the globe. They seek out stories and confirm
information for news items that are published in News Bulletin and on the website.

They post information on social media including Facebook and twitter.

**Chair:** Laura Jurasek (Canada), Marie-Lyne Bournival (New Zealand)

**CSG Liaison:** Andrea Boyle (USA)

Information on Subgroup Members can be found on our website [http://icn-apnetwork.org/](http://icn-apnetwork.org/)

### Subgroup ‘Research’

The focus of the Subgroup ‘Research’ is to gather, analyze and report data on the development of the APN role worldwide. In line with the International Council of Nurses Nursing Research Position Statement, the Nurse Practitioner/Advanced Practice Network Research Subgroup embraces the ICN Position that:

> Research–based practice is a hallmark of professional nursing. Nursing research, both qualitative and quantitative, is critical for quality, cost effective care. ([Nursing Research ICN](http://icn-apnetwork.org/)).

**Aims:**
The aims of the NP/APN Subgroup are to support Nurse Practitioners and Advanced Practice Nurses in practice and policy related research; and to facilitate the provision of resources, tools and advice to NPs/APNs seeking to undertake research in their practice settings.

**Objectives:**
To support and facilitate research by NPs/ APNs the Nurse Practitioner/Advanced Practice Network will provide via the Subgroup website:

- Access to up to date research resources and tools
- Research reports from national and international NP/APN studies and conferences
- Information about funding sources for potential NP/APN projects
- Provide guidance and support to NP/APN faculty to incorporate active research into the NP/APN curriculum.

**Co-Chairs:** Noriyo Colley (Japan), Deborah Gray (USA)

**CSG Liaison:** Beverly Bird (USA)

### Subgroup ‘Fundraising / Conferences’

The Subgroup ‘Fundraising / Conferences’ plays a crucial role in assisting the network with the grant programme and with raising funds through the Silent Auction (see more details in one of the later sections on Fundraising / Silent Auction). The SG also assists the network with the organization and execution of biennial network conferences.

**SG Chair:** Li Gao (USA)

**Conferences Chair:** Melanie Rogers (UK)

Information on Subgroup Members can be found on our website [http://icn-apnetwork.org/](http://icn-apnetwork.org/)

The responsibilities of Subgroup Chairs are outlined in Appendix 4.
Alumni Group

The CSG have recently formed an Alumni designation, which contains members of the ICN NP/APN Network who have made a significant contribution to the network and NP/APN developments and practice.

• The Alumni honors past members and ensures that they can continue their contribution to the network.

• Invitation to join the Alumni is made by nominations, which are reviewed and agreed by the Core Steering Group.

• Alumnis i.e. past CSG, Subgroup Chairs or members can be elected to contribute to designated projects or to provide advice relating to specific topics.

• Country representation in Alumni is unlimited.

Subgroup Guidelines

1. There is a maximum of 12 members in each Subgroup.

2. Membership in a Subgroup should retain a representation of broad geographical distribution with no more than two members from one country serving in a group.

3. There is a maximum term of 8 years’ participation in a Subgroup or combination of Subgroups (4 years’ maximum in a one sub group).

4. Rotation of members will be staggered with a maximum of three members rotating off the group at one time. This rotation of members may occur through attrition, voluntary or involuntary withdrawal or the election processes.

5. Members of the Subgroups will elect a Chair every 4 years.

6. There is the possibility of two Co-Chairs leading one Subgroup, both Co-Chairs serve a 4-year period in their role. The Chair term can be extended for the period of one year for a maximum term of 5 years served as Chair/Co-Chair.

7. Vacancies for Subgroups will be announced at the biennial conference, posted on the network’s website, and announced in the News Update.

8. The process of election into Subgroups involves that a letter of application with CV is sent through the Subgroup liaison or Chair to CSG. The criteria for selection include prior ICN membership. Individuals being considered for participation in a group will have their credentials reviewed by the Chair and members of the specific Subgroup. Education, current and past work experience, and demonstration of commitment to fulfilling / expanding the Advance Practice Nursing Network’s objectives will be taken into consideration.

9. Members in each Subgroup will review the list of potential candidates’ relevant CVs and identify, in priority order, their selection for extending an invitation to the candidates. Selected members will be reviewed by the CSG for final agreement.

10. The Chair of the Subgroup may send an informal email to selected applicants so that a response can be received, and the vacancies filled.
11. The network website will be updated twice yearly (Dec./Jan. and June/July) to reflect changes in Subgroup membership.

12. Notification of the candidate(s) acceptance and a full roster of the Subgroup and their contact details are to be forwarded to the Chair of the CSG, with a copy to the Secretary.

13. The membership secretary of the CSG sends a letter of welcome to the individual, copying the Chair of the CSG and the Chair of the Subgroup (Appendix A).

14. The Chair of the Subgroup is responsible for welcoming new members, for providing new members with the Orientation manual and for mentoring into the Subgroup.

Expectations and Commitments
All CSG and Subgroup members must fulfill the expectations and commitments as outlined below.

Virtual meetings and Communication
It is vital for this global network that Subgroups and the CSG are communicating effectively and continuously. Communication occurs via email, virtual and conference meetings.

Subgroup / CSG members are expected to reply to emails, as soon as possible or to liaise with their Chair, if they are unable to respond.

Subgroups / CSG members must attend a minimum of 4 meetings per year, these are normally held via electronic means. New members are advised to familiarize themselves with the technologies used for communication. Meetings may also be held at ICN and ICN NP/APNN conferences, and all members are invited to attend when possible.

Subgroups with members from a broad range of geographical areas are advised to agree on a suitable time for virtual meetings. Example: CSG meets via Zoom, generally at 20.00 hours UK time.

All Subgroup members are expected to attend Subgroup meetings.

All CSG members are expected to attend CSG meetings.

Subgroup Chairs are expected to attend CSG/SG Chair meetings.

Voluntary
1. The member initiates voluntary withdrawal when they find they are unable to fulfill the service requirements and expectations of the group.

2. The member electronically submits a letter to the Chair of the Subgroup.

3. The Subgroup Chair notifies the Liaison, Secretary, and Chair of the CSG of the vacancy.

4. In the case of the member being the Chair of the Subgroup, the letter of withdrawal is submitted to the Chair of the CSG.

5. The vacancy is advertised following review.

Involuntary
Where a member has failed on three (or more) occasions to respond, or participate in fulfilling NP/APNN group activities, without liaising with the Chair of the CSG or Subgroup:

1. The Chair of the CSG or Subgroup may initiate involuntary withdrawal, which can be
due to an inability of the member to fulfill the service requirements of the group.

2. The member is electronically notified in a letter of the exclusion process. The Chair of the Subgroup sends the member the letter. If the Chair of a Subgroup is to be notified, the CSG Chair will send the letter.

3. The member is given 30 days to respond to the electronic notification.

4. An electronic return letter either affirms or negates the individuals desire to remain as a resource person to the group and/or network.

5. Vacancies are filled during the normal rotation process (as outlined above).

Fundraising and Silent Auction
Since 2010 the fundraising has been conducted via “Silent” auctions at ICN NP/APNN conferences and has been very successful in generating funds to support our “Grant” program.

The Silent auction has taken place at Melbourne, London, Helsinki and Hong Kong conferences and provides a wonderful opportunity for members to support fellow APN/NPs from developing countries in attending our conferences.

How It Works
We invite all conference delegates to donate an item from your home country (state/province) to the ICN NP/APNN conference.

What should I bring?
Items donated at past conferences may include pieces of art, jewelry, text books, handmade purses, sweatshirts, and other wonderful different items!

The Auction
The donated items are displayed and are available for sale throughout the network conference. Attendees place a "bid" price and other attendees may raise the price. When the auction closes, the final and highest "bid"- WINS the item! The winner pays for the item and the money goes to support our Grant program.

Grant programme
The Nurse Practitioner/Advanced Practice Nursing Network (NP/APNN) is committed to developing and assisting nurses from countries who are developing the Nurse Practitioner/Advanced Practice Nursing role. This grant recognizes an Advanced Practice Nurse who embodies the spirit of innovation and creativity that promotes nursing science and practice.

The Grant program assists Nurse Practitioners and Advanced Practice Nurses from a developing country to attend the next international conference!

Past Grant Winners
Jamuna Tamrakar Sayami from Kathamandu, Nepal commented “it was a great surprise for me to see nurses working as self-employed independent care providers across the health systems of different countries. It was eye opening, as well as insightful.”

Ossama Abed Zaqqout from Amman, Jordan commented “another major benefit of conference attendance was the opportunity to build relationships and develop friendships with colleagues around the world.”
Ossama became the Chair of the Health Policy Subgroup and is now an Alumni.

Grant recipients 2016:
- Mmule Magama, Botswana
- Louie Martinez Fernandez, Philippines

Donations
Purchasing logo pins helps to donating to the network.

Network Logo Pins

The NP/APN Network established a Logo Pin program to promote visibility of the Network and to raise funds to assist Advanced Practice Nurses (APN)/Nurse Practitioners (NP) from developing countries in attending our conferences. It is envisioned that this support would encourage involvement in the international nursing community.

The aims and goals of the network can be reviewed by going to www.icn-apnetwork.org website. Advanced Nursing Practice is emerging rapidly throughout the world. The membership of the Network has grown to over 2,000, representing over 70 countries.

The Network consists of multiple subgroups which members can apply to join. You can find out the objectives for each subgroup on our website and in this manual. The Network holds a conference every second year and conducts a Network session during the International Council of Nurses (ICN) Congress/Conference on the alternate years.

Logo Pin Program
The “Logo Pin” program is straightforward. Each pin is $10 USD and the person purchasing the pin must be a member of the NP/APN Network. Network membership currently is free. Go to the website www.icn-apnetwork.org and click on “Membership” to complete the application.

Logo Award Pin Program
The “Logo Award Pin” program cost is $30 USD. You receive one pin and the second pin is assigned for donation to APNs/NPs in developing countries. This inaugural Logo Award Pin program provided 20 donated pins to APN members during our conference in Sandton, South Africa.

Questions?
Email: Li Gao at ligao@med.umich.edu

Selecting the Logo Award Pin purchase will recognize our colleagues and further ensure active international participation. The proceeds from the sale of the pins will assist members to attend the Network conference via our ‘grant’ program. Applications for Network conference grant assistance are placed on our website home page 12 months preceding the Network conferences.

Melanie Rogers, Chair
ICN NP/APN Network
February 2017
Publications
If you are considering any type of publication as outlined below including internal, external, website or press release, please be aware of the following procedures as per the networks’ Operational Guidelines (full document provided in Appendix).

Internal Document Development
Documents developed for operation or facilitation of the Network aims and goals are to adhere to the following process:

1. Working groups are assigned by self-selection or Chair
2. Communication of project process is to be circulated to entire group including the ICN liaison.
3. The final draft is circulated first to the CSG with a timeline for feedback.
4. With the feedback from the CSG and alterations made if needed, the document and timeline is then circulated to all Subgroup Chairs for additional input and comment.
5. With all input considered the document is then finalized by the group and sent to the CSG for final approval and circulation.

Document Development for External Dissemination
Documents developed by members / groups of the Network to be published or posted on the website or elsewhere, are to adhere to the following process:

1. Follow steps 1-3 in Internal Document Development. Additional experts and resource persons can be invited to assist in the document development in this phase.
2. Use the publication template as provided (see Appendix). When the document is ready for circulation for feedback/input from members of other groups it is to be sent to the CSG, SG Chairs and ICN liaison for feedback with a time line.
3. Following the feedback from CSG and ICN representative, edits are made as required.
4. If required, the document is sent to all Subgroups Chairs for feedback with a time line.
5. After finalizing the document with all the input, the document is sent to the CSG Chair.
6. The Chairperson of the Subgroup and CSG are to send this to the ICN liaison with a time line of 7-10 working days for communication and when possible for a status report on the document.
7. The ICN liaison will provide the time line and steps for document approval by ICN. These time lines will differ depending on whether approval will be by the Chief Executive Officer or the Board of Directors.
8. Following approval by the CSG and the ICN representative, the document is posted on the website and/or published in soft or hard copy.

Website Publication and Posting
Publication and Posting of materials on the NP/APN Network website are as follows:

1. Materials developed by members of the Network are to follow the Document...
Development for External Dissemination described above.

2. The document is then to be forwarded to the Chair of the CSG for posting on the website.

3. The process of posting documents on the website is the responsibility of the representative of the website host (AANP) and serves as an Ad hoc member of the Communication Subgroup.

**Bulletin Publication**
A Bulletin is published twice a year and is the responsibility of the Communication Subgroup and follows these steps:

1. News items are requested from members with an assigned deadline for submission.

2. The Communication Subgroup develops the news and establishes the themes for the bulletin within a specific time frame.

3. The material for the Bulletin is edited and reviewed for timeliness and accuracy of information by Chair(s) of the Communication Subgroup and Chair of the CSG.

4. The Bulletin is submitted as a Word document to ICN staff, with the Chair and Secretary of the CSG copied on any communication, for approval and editing.

5. The final document, of no more than 2,000 words, is approved by the Chair of the CSG prior to being sent to ICN for finalization, publication and dissemination in Spanish, English and French.

6. The final electronic version of the Bulletin is forwarded by ICN to the website master for posting on the website and an email with the link to the Bulletin is sent to all Network members informing them of the publication.

**Press Releases**
Press releases about the activities or directives developed by the NP/APN Network are a function of the Communication Subgroup and / or Chair of the CSG.

1. Development of a Press release is implemented in conjunction with an activity or release of an external document directive developed by the members of the NP/APN Network (e.g. definition of NP/APN).

2. The draft of the press release is forwarded to the Director of Communications and External Relations at ICN for editing, publication and dissemination within an agreed time line.

3. The website publication is sent to the Chair of the CSG for placement on the Network website.

4. The Communication Subgroup and ICN staff determines paper publication sites.
APPENDICES

Appendix 1 – Operational Guidelines in full

International Council of Nurses
Nurse Practitioner/Advanced Practice Nursing Network (NP/APNN)
Operational Guidelines for: Core Steering Group and Subgroups

A. GROUP MEMBERSHIP AND ROTATION PROCEDURES

Core Steering Group

1. There is a maximum of 10 members on the CSG (10 members and the ICN representative).
2. Core Steering Group (CSG) Membership should retain a representation of broad geographical distribution with no more than two members from one country serving in a group.
3. CSG members will elect a Chair every 4 years. The term can be extended for the period of one year for a maximum term of 5 years served as Chair.
4. The host country of network conferences will be invited to serve as member on the CSG, 2 years prior to the network conference and a further period after the conference.
5. Newly elected CSG members will complete a 6-month probation period and then serve another 3.5 years (full period of 4 years) on CSG regardless of the time served in any of the network Subgroups.
6. A CSG member may be invited to serve as Alumni (see Alumni section below) at the discretion of the CSG Chair and CSG members.
7. Vacancies for the CSG will be announced at the biennial conference, posted on the network’s website, and announced in the News Update.
8. Only Subgroup members may apply for membership to the CSG when a vacancy occurs.
9. Rotation should avoid depleting all leadership positions in the same year, e.g. the Chair and Past Chair should not rotate off the CSG at the same time. When a vacancy on the CSG occurs, the CSG Chair will circulate the notice to the Subgroup Chairs, who will subsequently circulate to their Subgroup Members and invite qualified applicants to submit their names for consideration.
10. The process of election into CSG involves that a letter of application including a CV and motivational letter which is sent through the Chair or Secretary to CSG for review and vote.
11. Individuals being considered for participation in CSG will have their credentials reviewed by the Chair and members of CSG. Education, current and past work experience, and demonstration of commitment to fulfilling / expanding the Advance Practice Nursing Network’s objectives will be taken into consideration.

12. An election slate of potential members is developed by the Secretary and circulated to the existing members of the CSG for voting.

13. New CSG members are announced by the Chair, or Chair-elect of the CSG.

14. CSG members will discuss an expedited replacement of a member, when the vacancy poses a hardship on the existing members.

15. A letter of welcome and preparation of orientation and mentoring into the group is to be conducted by the Chair or Chair-elect.

Subgroups

1. There is a maximum of 12 members in each Subgroup.

2. Membership in a Subgroup should retain a representation of broad geographical distribution with no more than two members from one country serving in a group.

3. There is a maximum term of 8 years participation in a Subgroup or combination of Subgroups (4 years per group only).

4. Rotation of members will be staggered with a maximum of three members rotating off the group at one time. This rotation of members may occur through attrition, voluntary or involuntary withdrawal or the election processes.

5. Members of the Subgroups will elect a Chair every 4 years.

6. There is the possibility of two Co-Chairs leading one Subgroup, both Co-Chairs serve a 4-year period in their role. The Chair term can be extended for the period of one year for a maximum term of 5 years served as Chair/Co-Chair.

7. Vacancies for Subgroups will be announced at the biennial conference, posted on the network’s website, and announced in the News Update.

8. The process of election into Subgroups involves that a letter of application with CV is sent through the Subgroup liaison or Chair to CSG. The criteria for election include prior ICN membership. Individuals being considered for participation in a group will have their credentials reviewed by the Chair and members of the specific Subgroup. Education, current and past work experience, and demonstration of commitment to fulfilling / expanding the Advance Practice Nursing Network’s objectives will be taken into consideration.

9. Members in each Subgroup will review the list of potential candidates’ relevant CVs and identify, in priority order, their selection for extending an invitation to the candidates.

10. Letters of invitation will be sent from the Chair of the Subgroup to the selected applicants, so that a response can be received, and the vacancies filled.

11. The network website will be updated twice yearly (Dec./Jan. and June/July) to reflect changes in Subgroup membership.

12. Notification of the candidate(s) acceptance and a full roster of the Subgroup and their contact details are to be forwarded to the Chair of the CSG, with a copy to the Secretary.

13. The Chair of the CSG sends a letter of welcome to the individual, copying the Secretary of the CSG and the Chair of the Subgroup (Appendix A).

14. The Chair of the Subgroup is responsible for welcoming new members, for providing new members with the Orientation manual and for mentoring into the Subgroup.
Alumni

The CSG formed Alumni, which contains members of the ICN NP/APN Network who have made a significant contribution to the network and NP/APN developments and practice.

1. The Alumni designation is to honor these members and to ensure that they can continue their contribution to the network.
2. Invitation to join the Alumni is made by nominations, which are reviewed and agreed by the Core Steering Group.
3. Alumni (i.e. past CSG, Subgroup Chairs or members) can be elected to contribute to designated projects or to provide advice relating to specific topics.
4. Country representation in Alumni is unlimited.

B. WITHDRAWAL

Voluntary

1. The member initiates voluntary withdrawal when they find they are unable to fulfill the service requirements and expectations of the group.
2. The member electronically submits a letter to the Chair of the Subgroup.
3. The Subgroup Chair notifies the Liaison, Secretary, and Chair of the CSG of the vacancy.
4. In the case of the member being the Chair of the Subgroup, the letter of withdrawal is submitted to the Chair of the CSG.
5. The vacancy is advertised following review.

Involuntary

When a member has failed on three (or more) occasions to respond, or participate in fulfilling NP/APNN group activities, without liaising with the Chair of the CSG or Subgroup:

1. The Chair of the CSG or Subgroup may initiate involuntary withdrawal (see email template Appendix C), which can be due to an inability of the member to fulfill the service requirements of the group.
2. The member is electronically notified in a letter of the exclusion process. The Chair of the Subgroup sends the member the letter. If the Chair of a Subgroup is to be notified, the CSG Chair will send the letter.
3. The member is given 30 days to respond to the electronic notification.
4. An electronic return letter either affirms or negates the individuals desire to remain as a resource person to the group and/or network.
5. Vacancies are filled during the normal rotation process (as outlined above).
C. DOCUMENT DEVELOPMENT & APPROVAL by NETWORK MEMBERS & ICN

Internal Document Development

Documents developed for operation or facilitation of the Network aims and goals are to adhere to the following process:

1. Working groups are assigned by self-selection or Chair.
2. Communication of project process is to be circulated to entire group including the ICN liaison.
3. If the document affects the larger Network membership, the final draft is circulated first to the CSG with a time line for feedback.
4. With the feedback from the CSG and alterations made if needed, the document and timeline is then circulated to all Subgroup Chairs for additional input and comment.
5. With all input considered the document is then finalized by the group and sent to the CSG for final approval and circulation.

Document Development for External Dissemination

Documents developed by members / groups of the Network to be published or posted on the website or elsewhere, are to adhere to the following process:

1. Follow steps 1-3 in Internal Document Development. Additional experts and resource persons can be invited to assist in the document development in this phase.
2. Use the publication template as provided by CSG. When the document is ready for circulation for feedback/input from members of other groups, it is to be sent to the CSG, SG Chairs and ICN liaison for feedback with a time line.
3. Following the feedback from CSG and ICN representative, edits are made as required.
4. If required, the document is sent to all Subgroups for feedback with a time line.
5. After finalizing the document with all the input, the document is sent to the CSG Chair.
6. The Chairperson of the Subgroup and CSG are to send this to the ICN liaison with a time line of 7-10 working days for communication and when possible for a status report on the document.
7. The ICN liaison will provide the time line and steps for document approval by ICN. These time lines will differ depending on whether approval will be by the Chief Executive Officer or the Board of Directors.
8. Following approval by the CSG and the ICN representative, the document is posted on the website and/or published in soft or hard copy.

Website Publication and Posting

Publication and Posting of materials on the NP/APN Network website are as follows:

1. Materials developed by members of the Network are to follow the Document Development for External Dissemination described above.
2. The document is then to be forwarded to the Chair of the CSG for posting on the website.
3. The process of posting documents on the website is the responsibility of the representative of the website host (AANP) and serves as an Ad hoc member of the Communication Subgroup.
**Bulletin Publication**

A Bulletin is published twice a year and is the responsibility of the Communication Subgroup and follows these steps:

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4. The Bulletin is submitted as a Word document to ICN staff, with the Chair and Secretary of the CSG copied on any communication, for approval and editing.
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1. Development of a Press release is implemented in conjunction with an activity or release of an external document directive developed by the members of the NP/APN Network (e.g. definition of NP/APN).
2. The draft of the press release is forwarded to the Director of Communications and External Relations at ICN for editing, publication and dissemination within an agreed time line.
3. The website publication is sent to the Chair of the CSG for placement on the Network website.
4. The Communication Subgroup and ICN staff determines paper publication sites.

**APPENDICES**

A. Welcome letter SG Member
B. Welcome letter CSG Member
C. Template for External Communication/Publication requests
Appendix 1A: Welcome letter SG Member

Dear ……………………,
We would like to thank you for your interest in the ICN Nurse Practitioner/Advanced Practice Nursing Network (NP/APNN), …………………… Subgroup. The Subgroup and Core Steering Group of the APNN have reviewed the documents you submitted, and I am pleased to extend an invitation to you to join the …………………… Subgroup as a member.

Please review the attached Operational Guidelines/Orientation Manual and let us know if you have any questions. In addition to the guidelines in order to join the Subgroup, please email your agreement to accept the following:

1) New SG members will serve a trial period of 6 months to ensure they are able to commit to the Network in full. After this period, if the SG Chairs & CSG agree and if the individual meets the SG criteria and has been an active member, the individual will become a full member of the Subgroup.

2) SG members must attend a minimum of 4 meetings per year. New SG members are requested to familiarize themselves with the technologies used for meetings and communications.

3) All SG members will be responsible for ensuring professional and respectful communication throughout the Network recognising cultural differences. They also agree to follow the Network’s guidelines related to external communication and publications. No external communication should occur on behalf of the Network without prior Subgroup Chair and CSG approval and proposals need to be submitted and approved. The template for requests for external communication and publications on behalf of the network can be found in the Orientation Manual.

4) SG members will offer their time and support to the Network and ICN as able in a variety of capacities. They commit to attend the Network Conference biennially and, if possible, the ICN Congress and support the aim and objectives of the Network and the ICN.

Please confirm your acceptance by responding to this email, ensuring the CSG Chair and Secretary are copied.

Experience and knowledge of the APN as carried out in the international nursing community is important and will be a focus of the work of the Subgroup.

Thank you again for your interest and we look forward to working with you in future.

Kind regards,

On behalf of CSG

………………………………
Membership Liaison

• CC to CSG Chair and SG Chair
Appendix 1B: Welcome letter CSG Member

Dear ………………….,

We would like to thank you for your interest in the International Council of Nurses (ICN) Nurse Practitioner (NP) /Advanced Practice Nursing (APN) Network, Core Steering Group (CSG). We have reviewed the documents you submitted, and I am pleased to extend an invitation to you to join CSG as a …………………….

Please review the attached Operational Guidelines/ Orientation Manual and let us know if you have any questions. In addition to the guidelines in order to join the CSG, please email your agreement to accept the following:

1) New CSG members will serve a trial period of 6 months to ensure they are able to commit to the Network in full. After this period if the CSG agree, and the individual meets the CSG criteria and has been an active CSG member the individual will become a full member of the CSG for a further 3 and a half years.

2) CSG members must attend a minimum of 4 meetings per year, these are normally held at 2000 UK time on an evening via Zoom. New CSG members are requested to familiarize themselves with the technologies used for meetings and communications.

3) CSG members will act as liaison for a Subgroup or any other role assigned to them by CSG Chair. Being a SG liaison includes meeting regularly with the Subgroup to support them to develop their aims and objectives which need to align to the Network and ICN.

4) All CSG members will be responsible for ensuring professional and respectful communication throughout the Network recognising cultural differences. No external communication should occur on behalf of the Network without prior CSG approval and proposals need to be submitted and approved. The template for requests for external communication and publications on behalf of the network can be found in the Orientation Manual.

5) CSG members will offer their time and support to the Network and ICN as able in a variety of capacities. They commit to attend the Network Conference biennially and the ICN Congress and support the aim and objectives of the Network.

Please confirm your acceptance by responding to this email, ensuring the CSG Chair and Secretary are copied.

Thank you again for your interest and I look forward to working with you in future.

Kind regards,

CSG Secretary

• CC CSG Chair
Appendix 1C: Template ‘Involuntary Withdrawal from ICN NP/APNN CSG and SG’

Example of email notification of CSG/SG member inactivity (30 days’ notice)

Dear …………………,

The ICN Nurse Practitioner / Advanced Practice Nurses Network’s objective is to function as an international resource for clinicians, policymakers, educators, researchers and regulators. This requires ongoing commitment from members to actively participate in network activities. You are a member of the …………………………… CSG/SG (delete as appropriate).

Please be advised that you are currently not fulfilling NP/APNN Subgroup/CSG (delete as appropriate) expectations.

We would be obliged, if you could let the Chair of the CSG / SG …………………………… know by …………………………… (30 days’ notice), if you will be available to actively participate in CSG / SG activities in the future.

Please reply to this email and advise us of your plans.

Failure to reply will result in automatic withdraw from the CSG / SG after the notification period (see date provided in the section above) has lapsed.

Kind regards

________________________________________

CSG / SG Chair

- CC CSG Chair / Secretary
Follow-up – involuntary withdrawal letter

Dear .................,

Unfortunately, we did not receive a response from you with regards to our notification letter sent on ................................ (insert date), where we asked you to inform us about your availability to actively participate in the ICN NP/APN Network’s activities, as required.

With this email, we wish to inform you of the cancellation of membership for the ................................ CSG / SG (delete as appropriate).

We appreciate your efforts and we wish you the very best for future endeavors.

Please do get in touch, if there has been a misunderstanding or if this email has crossed over with your reply.

Kind regards

__________________________

CSG / SG Chair

• CC CSG Chair / Secretary
Appendix 2 – Template ‘External Communication & Publication requests’

ICN Nurse Practitioner/
Advanced Practice Nursing Network (NP/APNN)

Template ‘External Communication & Publication requests’

The following is a template to be used for the development of external documents/communications within the NP/APN Network. Please complete all parts of the form and submit, as per Operational Guidelines (please refer to point ‘D’ on the guidelines ‘Document Development for External Dissemination’). The proposal should be comprehensive and must be developed in conjunction with relevant Subgroup members. Please submit the completed template to CSG and the ICN liaison for review and feedback. Edits, if required, have to be made based on CSG/ICN feedback and documents have to be re-approved.

Document/Communication (working) title:

__________________________________________________________________________________

Background information (Please provide background information relevant to the proposed document/communication)


Document/Communication type (Please specify what kind of document/external communication is proposed e.g. project, study, white paper, etc., and provide a brief rationale)


Target population: (Please specify the group of people that you are intending to reach with this document/communication, and which Subgroup your proposal relates to e.g. Subgroup ‘Practice’, ‘Education’, etc.)


Aims and objectives (Please specify the aims and objectives of the proposed document/communication):

Methodology (e.g. How will data be collected, by whom and what tools will be used):

Results (Please specify what your anticipated results are):

Dissemination plan (please circle the relevant answer):
Is the document/communication to be circulated externally e.g. posted on the ICN NP/APN website or similar, or is it to be published in peer-reviewed journals, etc.?
Yes / No

Please briefly describe how the document/communications will be in line with ICN NP/APNN goals and objectives (see http://international.aanp.org/About/Aims):

Signature: ___________________________  Date: ___________________________

Applicant
Appendix 3 – Responsibilities of the Subgroup Liaison

The Subgroup Liaison is a member of the Core Steering Group. The Liaison provides support to a designated Subgroup Chair and Subgroup members. The liaison communicates and coordinates activities and information sharing between the Core Steering Group (CSG) and the Subgroups. The Liaison

1. Works together with SG members and Chair in achieving agreed SG short-term and long-term goals, and contribute towards achieving the ICN, Network and SG objectives and mission.
2. Attends CSG and relevant SG meetings.
3. Facilitates communication and project development in collaboration with the Chair(s) of the Subgroup.
4. Reports Subgroup activities to the Core Steering Group.
5. Guides new Subgroup Chairs, provides support and advice, if applicable.
6. Takes part in international networking at conferences, meetings and other events.
Appendix 4 – Responsibilities of the Subgroup Chairs

The Subgroup Chair leads his/her SG and coordinates activities. Responsibilities include:

1. Working together with SG members and CSG Liaison in achieving agreed short-term and long-term goals, and contribute towards achieving the ICN, Network and SG objectives and mission.
2. Providing leadership including motivating and encouraging SG members and assisting in recruitment of new SG members.
3. Announcing and conducting SG business in accordance with Operational Guidelines including meetings.
4. Attending shared CSG / SG Chairs meetings.
5. Delegation of assignments and projects to SG members, as required.
6. Responding to, facilitating and referring SG network inquiries.
7. Takes part in international networking at conferences, meetings and other events.