

**American College of Nurse-Midwives (ACNM)
Association Gap Analysis**

A. Governance			
A1. Board	Yes	No	Comments
1. The association has a Board and/or an Executive Committee governed by a constitution and by laws.	X		ACNM has bylaws that are publically available on the website that govern the operation of the organization.
2. The association has clearly defined roles and responsibilities for the Board/Executive and members.	X		Board position descriptions are clearly defined and are current.
3. The Board/Executive meets at least twice a year.	X		Board meets a minimum of four times annually.
4. The Board/Executive Committee carries out the roles of strategy development.	X		Board, with input from the volunteer structure and staff develop organizational strategy
5. The Board/Executive Committee carries out the roles of policy formulation.	X		Board formulates and approves organizational policy
6. The Board/Executive Committee carries out the roles of fund raising.	X		Fund raising is not a major focus of the organization, but when fundraising activities occur they are under the direction of/approved by the board.
7. The Board/Executive Committee carries out the roles of public relations.	X		Board and staff (with expert consultants) carry out PR activities.

8. The Board/Executive Committee carries out the roles of financial oversight.	X		The board has fiscal responsibility for the organization.
9. The Board/Executive Committee carries out the roles of lobbying.	X		Board members and paid lobbyists carry out the roles of lobbying. Consultants are available to assist state affiliates with lobbying activities.
A2. Vision, Mission	Yes	No	Comments
10. The association has clearly stated vision and mission statements.	X		Mission and vision statements are clearly stated, were developed with expert assistance, and are publically available on the website.
11. The mission is developed in collaboration with members in some way (email, or meetings).	X		Mission was developed with input from volunteer structure, staff, and board .
12. New members have access and are orientated to the association's vision, mission, and goals.	X		All members have access to this information on the ACNM website.
13. The activities of the association are consistent with the mission and vision.	X		Strategic planning guides the activities of the association and is based upon the mission, vision, and values of the organization.
14. The vision and mission statements are shared with members, giving a sense of purpose and direction to the association.	X		Mission and vision statements are available to all members and the public on the ACNM website.
15. The vision and mission statements are reviewed and updated regularly with input from members at least every 3-5 years.	X		The current mission and vision statements were approved by the Board in 2012.

A3. Goals and Strategies	Yes	No	Comments
16. The association has a clear strategic planning process.	X		Strategic planning occurs annually and guides organizational budgeting and activities.
17. The association has a clearly written strategic plan with achievable long term and short term goals.	X		The strategic plan is available to board members and long and short term goals guide organizational budgeting and activities.
18. The association's goals and strategies, developed with input from members, are in line with the mission and vision.	X		The mission and vision drives the strategic planning process.
19. Mechanisms exist for reviewing and updating association goals with input from members.	X		Regional representatives discuss strategic goals and planning with their regions, and these goals are made available to members through organizational publications. Members may contact organizational leaders to provide input on goals and activities.
20. The association has realistic budgeted operational work plans, aligned with the strategic planning process.	X		The strategic planning process guides the organizational budget. ACNM continues to move towards project-based budgeting.
21. The association monitors and evaluates the quality and impact of its work.	X		Measurable objectives are routinely reported on by the staff and a record is kept of volunteer activities. Volunteer activities are monitored by the board.
22. The association uses evaluation results to influence service delivery planning.	X		ACNM surveys members and uses member input to plan organizational activities.

A4. Legal Status	Yes	No	Comments
23. The association is registered as an autonomous organisation according to the country's legislation.	X		ACNM is a 501-C6 incorporated in New Mexico.
24. The association is part of another health care professional association: a. Obstetric association b. Nursing association c. Other		X	
25. If yes, to 24 above , the association has its own structure and decision making processes and tools that are documented and transparent.		NA	
26. The association has a constitution developed and shared with members.	X		ACNM is governed by bylaws, not a constitution.
27. The constitution is reviewed with input from members every 5 to 10 years.	X		The most recent bylaws were approved by the members in 2008. The bylaws will undergo review in 2013-14.
28. All new members have access to or are given a copy of the constitution.	X		ACNM's bylaws are available for members and the public on the association's website.

B. Management Practices and Leadership

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B1. Administrative policies and procedures	Yes	No	Comments
29. The association has policies and procedures for electing leaders and office bearers.	X		ACNM has a regular rotation of elected leaders that is governed by policy.
30. The association has operational policies and procedures in place.	X		Operational procedures and policies are in place and are kept at the National Office.
31. The association has defined roles and responsibilities for the leaders, for staff, if any, and for members.	X		Roles and responsibilities are clearly delineated for elected officers (position descriptions) and staff (job descriptions).
B2. Infrastructure and information systems	Yes	No	Comments
32. The association has office/space to support and facilitate its daily work.	X		The ACNM national offices are located in Silver Spring, MD.
33. The office /space is well equipped and maintained with relevant communication systems (telephone, email, fax, internet).	X		ACNM offices are well outfitted with electronics, telephones, computer equipment, etc. The ACNM website is available to members and consumers at all times.
34. The association has systems in place to process/manage information including an updated list of its members.	X		The ACNM maintains a database of members.

B3. Authority and accountability	Yes	No	Comments
35. Guidelines for the working relationship between the Board/Executive Committee, staff and members are clearly outlined in the policy documents.	X		The Executive Director manages the working relationship between the board and the staff. Volunteer structure has clearly defined scope of work and reports to the board.
36. The Board/Executive Committee regularly informs members on the association's activities and at the annual general meeting.	X		<i>Quickening</i> is a bimonthly newsletter that keeps members informed regularly, as well as <i>Quick E-News</i> , an electronic newsletter. Members are also provided information at the annual meeting.
37. The association staff, if any, are recruited in a transparent, competitive manner, to fulfil its needs.	X		ACNM positions are filled by a competitive process managed by the Executive Director.
38. The association, if it has staff, has clear human resources and employment policies in place (employment contracts, salary structures and benefits, job descriptions).	X		Staff are managed by the Executive Director who acts according to organizational policies. Employment policies are described in the ACNM employee handbook which is regularly updated.
39. The association incorporates capacity building /development of staff as part of its annual plan.	X		Staff continuing education is part of the annual budget.
40. The association has information kits, policy manuals etc. for its staff and members available on request.	X		Materials are available for orientation and education of staff and volunteers.

C. Financial Resource Management			
C1. Accounting	Yes	No	Comments
41. The association has an accounting system.	X		ACNM has an electronic accounting system managed by the Vice President of Finance.
42. The association has regular audits conducted yearly.	X		ACNM contracts with an outside audit firm to conduct annual audits.
43. The association's accounting system enables it to produce a financial report when required.	X		Financial reports are produced at regular intervals.
C2. Budgeting	Yes	No	Comments
44. The association has an annual budget which is approved by the Board/Executive Committee.	X		Annual budget is prepared by staff and the Finance and Audit Committee and approved by the board.
45. The association has a person specifically responsible for budget management.	X		ACNM employs a highly qualified Vice President of Finance responsible for financial management of the organization.
C3. Financial Information	Yes	No	Comments
46. Donors, members, or others can access financial information on request.	X		ACNM completes the IRS Form 990 annually. This form is publically available. Financial statements are also reported on annually at the annual meeting and in the annual report.

47. The association produces annual financial reports which are reviewed and approved by the Board/ Executive Committee.	X		Financial reports are produced on a quarterly basis and are reviewed by the board.
48. The association presents a full financial statement in its annual report.		X	ACNM presents highlights of its financial statement in the annual report. Full financial statements are available upon request.
D. Functions			
D1. Membership Services	Yes	No	Comments
49. The association has mechanisms to identify the needs of its members.	X		Membership surveys are conducted to identify needs of members.
50. The association organises general meetings with its members annually.	X		ACNM has an annual meeting at varying locations across the country.
51. The association has a mechanism for recruiting new members.	X		Students are introduced to the organization and are given special rates as students and as first-year midwives.
52. The association has mechanisms for membership retention.	X		ACNM membership department works with membership consultants to improve membership retention.
53. The association has a membership structure.	X		The membership structure is clearly delineated in the organizational bylaws.

54. The association has a membership fee structure.	X		Membership fees are governed by policy and are publically available.
55. The association has mechanisms for updating its membership list.	X		The membership database is used to manage membership list.
56. New members are oriented to the information available and how to request it.	X		Information about the organization is available on the ACNM website, and members may call the office to request any needed information.
57. The association has mechanisms in place to make recommendations on salaries, and working conditions of its members.	X		The Core Data Survey provides members information about employment benefits of its members.
58. The association has mechanisms to provide continuing professional education for its members.	X		<p>CEUs are provided at the annual meeting, through the <i>Journal of Midwifery & Women's Health</i>, and online, on-demand at ACNM's Live Learning Center.</p> <p>ACNM has established criteria that programs must meet to qualify for continuing education credit. Programs apply for CE credit to ACNM and peer reviewers assess whether the program meet the established criteria.</p>

D2. Advancing Professional Practice	Yes	No	Comments
59. The association develops or contributes to the development of professional standards for education and regulation.	X		<p>ACNM’s Division of Education manages the core competencies which guide education content.</p> <p>ACNM’s sister organization the Accreditation Commission for Midwifery Education develops standards for and accredits midwifery education programs based on ACNM core competencies and US Department of Education criteria.</p> <p>ACNM’s Governmental Relations department addresses federal legislative and regulatory issues and assists midwives at the state level to influence regulation through their state ACNM affiliate organization.</p>
60. The association has capacity to support and publicly recognise positive quality practice by members (e.g. practice, education, research, policy, leadership etc).	X		<p>ACNM offers a number of awards to recognize members for quality practice.</p>
61. The association has mechanisms in place to share best practices and engage in mutual learning opportunities with other organisations.	X		<p>ACNM staff and volunteers interact regularly with governmental organizations and other healthcare organizations to discuss best practices.</p> <p>ACNM offers a free annual benchmarking program for members to report their outcomes data. Best practices are recognized through this program.</p>

D3. Quality control for care	Yes	No	Comments
62. The association has mechanisms for providing guidance, advice and information to its members on quality of care.	X		The Division of Standards and Practice produces a variety of practice related-documents to influence quality of care, including clinical bulletins and position statements. ACNM also publishes a bi-monthly peer reviewed journal which presents the best available research on women's health care.
63. The association contributes to /advocates for the development and implementation of midwifery regulation.	X		The ACNM board of directors approves a federal and state policy agenda every two years. ACNM Government Relations department is responsible for developing programs to accomplish these agenda. The volunteer Governmental Affairs Committee (GAC) complements these efforts by organizing grassroots political action by ACNM members.
64. The association has mechanisms to assist its members in meeting any continuing competency requirements needed for licensure or renewal of license.	X		See above re: CEUs.
65. The association has a regularly reviewed Code of Ethics for members or works within the ICM code.	X		ACNM has an ethics committee that regularly provides consultation on ethical issues and updates and reviews the ACNM Code of Ethics on a regular basis.
66. All new members have access to or are given the Code of Ethics in conjunction with other documents.	X		The Code of Ethics is available on the ACNM website.

67. The association is in attendance in situations where member midwives' professional practice is being questioned.	X		Representatives from the National office, board, or a state ACNM affiliate are available to assist state affiliates to describe professional midwifery professional practice and support member midwives' practice as requested. ACNM is not involved in disciplinary activities.
68. The association is involved in human resources planning as it relates to MNCH practitioners and quality of health care provision.	X		ACNM participates on many panels and groups on national and state levels related to human resources planning related to maternal-child health.
D4. Communication	Yes	No	Comments
69. The association has a clearly defined communication strategy for internal and external relationships.	X		ACNM's communications department maintains regular communication with members and external sources.
- with members			
70. The association has mechanisms for regular (at least quarterly) two way communication with its members.	X		ACNM members may call/email the national office or their elected regional representative any time. Regional representatives communicate with members a minimum of 4 times a year in the <i>Quickening</i> publication. ACNM routinely surveys the membership on various products and services of the association and on issues affecting professional practice (such as credentialing and privileging, professional liability, clinical precepting, and more).

- with MoH			
71. The association has a mechanism to regularly inform MoH and other relevant bodies of activities and issues impacting on its members and the midwifery profession.	X		The ACNM government relations department and professional practice and health policy departments, state affiliates, and others routinely update governmental entities about midwifery issues. ACNM has allocated resources so that midwifery is represented in all national regulatory bodies, coalitions, and initiatives related to midwifery practice.
72. MoH regularly inform the association of issues impacting on midwives, women, maternal newborn and child health.	X		ACNM has well-established relationships and defined lines of communication with all health-related governmental agencies.
- with Women, Donors, Civic Society			
73. The association has communication systems in place such as newsletter and/or a website to communicate with all stakeholders (members, women, donors, civic society and grassroot NGOs such as WRA).	X		ACNM provides a significant amount of content to non-members on our website. ACNM maintains a list of stakeholder organizations with which it regularly communicates on issues of interest.
D5. Advocacy	Yes	No	Comments
74. The association has systems in place to facilitate advocacy for women, midwives and newborns.	X		ACNM mobilizes advocacy efforts through a myriad of activities and resources, ACNM organized a network of state affiliates to champion issues on the state level. Advocacy information and resources are available continuously on the ACNM website. ACNM hosts a “virtual lobby day” every year and an in-person lobby day in Washington DC every 4-5 years.

75. There is a mechanism to provide advocacy training to association leadership and members (negotiation, public speaking, information kit, etc.).	X		Working with the national office, the Government Affairs Committee provides written and video materials to educate members about grassroots advocacy. A free half-day workshop is offered every year at the Annual Meeting.
76. The association has representatives in key government committees and policy making bodies on maternal, newborn and child health and midwifery.	X		ACNM routinely nominates members to serve on key policymaking bodies. ACNM provides funding to enable members to attend meetings as needed.
77. The association has guidelines for how to involve NGO partners in advocacy networks serving the interests of its beneficiary groups. (ACNM interpretation of this item: If ACNM decides there's a public health policy issue we want to address, we have a specific approach to involve other stakeholders.)		X	ACNM accomplishes this informally through our relationships with multiple stakeholders (on both domestic and international levels, but does not have guidelines for how this is done).
D6. Service Delivery	Yes	No	Comments
78. The association has the relevant resources (human, capacity, financial material) to achieve its mission.	X		ACNM capitalizes on its volunteer, staff, and financial resources to achieve its mission.
79. The association has the tools to monitor and evaluate the quality and impact of its work.	X		ACNM monitors and evaluates quality and impact of its work through multiple methods (survey instruments, electronic evaluation, etc.)
80. The association uses evaluation results to influence service delivery planning.	X		The operating and strategic planning processes at ACNM involve evaluation of current activities and use those results to guide future planning.

E. Collaboration, Partnerships and Networks

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E1. With women, government and other NGOs	Yes	No	Comments
81 The association involves women and families as true partners in service provision including planning, decision making, and civic activities.		X	ACNM surveys women and families at times when pertinent to its activities, but does not regularly involve women at all levels of the organization. ACNM affiliates involve women and families in various civic activities including advocacy and lobbying.
82 The association has established a collaborative relationship with the government.	X		ACNM is invited by government agencies to participate in activities, including private-public partnership activities.
83 The association has collaborative relationships with national and international NGOs, including women's organisations.	X		ACNM works closely with a wide range of national and international organizations representing women and working on women's health issues.
84 The association collaborates and networks with other health care professions associations in the country.	X		ACNM maintains relationships with other midwifery, nursing and obstetric professional organizations.
E2. Relationship with donors and the private sector	Yes	No	Comments
85 The association has mechanisms for maintaining relationships with current donors and establishing contact with potential ones.	X		ACNM benefits from considerable corporate support for our annual meeting. ACNM receives grant funding for global health initiatives.

86 The association engages donors in a free and open dialogue.	X		Members are donors- don't have specific "donors". ACNM's sister organization, the ACNM Foundation engages donors in open dialogue to fund scholarships, awards, and projects.
87 The association engages the private sector in open dialogue relating to health issues.		NA	ACNM is part of the private sector in the US (not a governmental association).
F. Visibility including Media Relations			
	Yes	No	Comments
88 The association is approached by women and their families for information and advice on women's health issues.	X		ACNM maintains a consumer website and publishes materials geared toward women.
89 The Board/ Executive Committee and staff are recognised by their stakeholders as being highly skilled and credible in their field.	X		Board members are elected by members after providing information about their professional history.
90 The association is invited by government to provide midwifery expertise and contribute to policy and decision making in midwifery issues.	X		ACNM routinely participates on national committees, governmental groups and with other MCH stakeholders to contribute to policy related to women's health issues.
91 The association promotes its image and uses the media for public education.	X		ACNM uses media and social media to educate the public.
92 The association develops positive relationships with the media.	X		ACNM maintains a PR department and routinely interacts with the media.

93 The association is invited to take part in civic matters organised by other organisations and by government.	X		ACNM actively participates with other professional societies and governmental organizations to achieve MCH goals. ACNM chairs a national legislative coalition, the Coalition for Quality Maternity Care.
G. Sustainability			
	Yes	No	Comments
94 The association has a diversified funding base capable of sustaining its programs over the long-term.	X		ACNM has adequate funds to accomplish its goals.
95 The association actively engages in fund raising and other resource mobilisation activities as a means of limiting its dependence on donors.	X		ACNM seeks grant funding and funding from other sources for non-dues revenue.
96 The association regularly seeks expertise (among its leaders and members when possible) to write fundraising proposals and to help generate ideas for resource mobilisation.	X		Volunteers and staff/consultants write proposals and to mobilize resources for its work.

The American College of Nurse-Midwives' website may be accessed at www.midwives.org.

Summary:

The American College of Nurse-Midwives meets all of the ICM Standards for Association with the exception of the following:

77. The association has guidelines for how to involve NGO partners in advocacy networks serving the interests of its beneficiary groups. (ACNM interpretation of this item: If ACNM decides there's a public health policy issue we want to address, we have a specific approach to involve other stakeholders.)

ACNM accomplishes this informally through our relationships with multiple stakeholders (on both domestic and international levels), but does not have specific guidelines for how this is done. According to ACNM staff, the current process is effective and they do not perceive a need for specific guidelines in this area.

81. The association involves women and families as true partners in service provision including planning, decision making, and civic activities.

ACNM surveys women and families at times when pertinent to its activities, but does not regularly involve women at all levels of the organization. ACNM realizes that an opportunity exists to address this issue and to involve women in a more direct manner in organizational operation and activities.

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