

2017

# EfCCNa Manual for Council Members



European federation of  
Critical Care Nursing  
associations –  
EfCCNa



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# LETTER FROM THE PRESIDENT

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Dear Colleague

On behalf of the Board of Officers and the Council of Representatives I would like to welcome you most sincerely onto the EfCCNa Council.

We look forward to working with you during your time of office and we hope you will feel at home in our big family.

To familiarise you and make you feel at home, we have put together this Manual that includes information about our aims, our roles and how we work together to achieve more.

We want you to feel like one of the family, so if you have questions or need further information, please do not hesitate to ask.

Yours sincerely

A handwritten signature in black ink that reads "B. Blackwood".

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Dr. Bronagh Blackwood

President of EfCCNa

## SHORT HISTORY OF THE EfCCNa

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The EfCCNa was founded in Berlin, Germany on October 2, 1999. The organisation is registered in Amsterdam, The Netherlands and consists of 26 European Critical Care Nursing Associations, which represents over 20,000 Critical Care Nurses in Europe.

The official bodies of the EfCCNa are the Council of Representatives and the Board of Officers. The Council of Representatives meets twice a year moving around the member countries, while the Board of Officers has two additional meetings in between the council meetings.

The main aims of the federation are: representing critical care nurses in greater Europe; promoting the cooperation amongst European critical care nurses; contributing to the quality of professional practice and scientific research; improving the recognition of critical care nursing and working towards a harmonisation of the critical care nurses' education; and strengthening the power of European critical care nurses associations. The federation's research profile is closely aligned to its work in promoting, developing and evaluating best practice in education and clinical practice.

In promoting education and practice, the federation has delivered seven European Critical Care Nursing Congresses (Paris, 2002; Amsterdam 2005, Florence 2008, Copenhagen 2011, Belgrade 2013, Valencia 2015 and Belfast 2017) that has attracted many international speakers and delegates.

In addition, the federation has provided guidance through issuing European position statements that include Post-registration Critical Care Nursing Education in Europe (2004); Workforce requirements within European Critical Care Nursing (2007); the presence of family members during Cardiopulmonary Resuscitation (2007); the Nurse's Role in Weaning from Mechanical Ventilation (2012); 2013 the EfCCNa Competency Tool, a framework for critical care nursing clinical education and professional development was published and 2017 Pain Management Recommendations for Clinical Practice were provided. Links to the position statements can be found on the EfCCNa website (<http://www.efccna.org>).

Furthermore, the federation makes its voice heard through active involvement with other organisations such as the European Specialist Nurses Organisation (ESNO), European Dialysis and Transplant Nurses Association/ European Renal Care Association (EDTNA/ERCA), the European Federation of Nurses (EFN), the World Federation of Critical Care Nurses (WFCCN), the European Society of Intensive Care Medicine (ESICM), the European Society of Paediatric & Neonatal Intensive Care (ESPNIC) and the Society of Critical Care Medicine (SCCM) .

The EfCCNa also receives and distributes information from the International Council of Nurses (ICN) and the World Health Organisation (WHO) Europe.

During the past years, the federation has been engaged in an active research programme that has included gathering information from a number of surveys on education (Education Programmes for Critical Care Nurses in Europe, E-link study on critical care nurses' basic knowledge) and practice (Nursing Practices in Feeding Patients in Intensive Care, European Nurses' attitudes and experiences to witnessed resuscitation, Views of European Nurses in the Intensive Care on End-of-life-care).

Since 2017 EfCCNa is, amongst others, a strategic partner in the Erasmus+ MICE-ICU project which aims to improve the knowledge, skills and social competence of critical care nurses when caring for a culturally dissimilar patient.

During the 2017 Congress the Belfast Declaration on Promoting and Supporting Optimal Critical Care Nursing Practices Worldwide has been established in recognition of the First Global Critical Care Nursing Organizations Joint Meeting.

The EfCCNa promotes the exchange of ideas and experiences through its Exchange Programme that has facilitated many international visits (the Exchange Programme leaflet can be found on the website <http://www.efccna.org>) and through its newsletters and engagement in the online-journal "Connect – The World of Critical Care Nursing", where all interested critical care nurses worldwide can register free of charge <http://www.connectpublishing.com> and receive the online journal quarterly.

Finally, more information can be found on EfCCNa's website, for instance, position statements, congress reports, event calendar and updates and the annual report.

Bronagh Blackwood, Vice-President

# EfCCNa CONSTITUTION

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## **THE NAME OF THE FEDERATION**

1. The name of the federation is «European federation of Critical Care Nursing associations», abbreviated as «EfCCNa».

## **THE REGISTERED OFFICE OF THE FEDERATION**

2. The federation has its registered office in Blaricum, the Netherlands.

## **THE TIME FOR WHICH THE FEDERATION HAS BEEN FORMED**

3. The federation has been formed for an unlimited period of time.

## **THE OBJECTIVES OF THE FEDERATION**

4. The objectives of the federation are:
  - to support professional associations of critical care nurses, regardless of age, gender, nationality, colour, religious beliefs, social background and political views of their members;
  - to represent critical care nurses, critical care nursing and their professional associations in Europe and to strengthen their position.

## **THE MEANS WITH WHICH THE FEDERATION WANTS TO ACHIEVE ITS OBJECTIVES**

5. The federation tries to achieve its objectives among other things by means of:
  - representing critical care nurses in the participating countries;
  - contributing to the quality of professional practice and scientific research in the field of critical care nursing;
  - promoting cooperation between European critical care nurses;
  - improving the recognition of critical care nursing by other European health care institutions;
  - stimulating and maintaining effective cooperation between all health care professionals, associations, agencies and institutions which are involved in the care of critically ill patients;

- establishing guidelines with regard to training and education, practice and management in the field of critical care nursing;
- harmonising educational programmes in critical care nursing in the participating countries;
- convening and promoting conferences and congresses that contribute to the state of knowledge of the European critical care nurses.

#### **THE FUNDING OF THE FEDERATION**

6. The funding of the federation consists of:
  - membership subscriptions;
  - income from capital;
  - proceeds from events organised by the federation;
  - grants, donations, testamentary dispositions and legacies;
  - any other revenues.

#### **THE FEDERATION'S YEAR**

7. The federation's year is concurrent with the calendar year.

#### **ON THE MEMBER ASSOCIATIONS**

8. Eligible for membership of the federation are: (European) associations that possess legal personality according to the law of the country in which they are established, and that subscribe to the federation's objectives and declare to be willing to cooperate.

#### **ON THE APPLICATION FOR MEMBERSHIP**

- 9.1. Associations applying for membership of the federation shall apply in writing to the federation's Board of Officers.
- 9.2. The Council of Representatives decides on admission to membership.
- 9.3. If the Council of Representatives does not accept an association into membership of the federation, the Council shall give written notice to the rejected candidate within four weeks after the decision stating the reasons of the rejection.

## **ON THE OBLIGATIONS OF THE MEMBER ASSOCIATIONS**

- 10.1. Every year the member associations shall pay a membership subscription determined by the Council of Representatives.
- 10.2. The membership subscription is due at the beginning of the federation's year; on termination of the membership during the federation's year there will be no refund of the membership subscription.
- 10.3. An association becoming a member during the federation's year shall pay a membership subscription according to time period.

## **HOW THE MEMBERSHIP SHALL END**

11. The membership shall end:
  - 1° on notice of termination by the member association;
  - 2° on notice of termination by the Board of Officers on behalf of the federation;
  - 3° on expulsion from the membership by the Council of Representatives.

## **ON THE NOTICE OF TERMINATION BY THE MEMBER ASSOCIATION**

12. A member association may withdraw its membership by giving written notice at least four weeks prior to the end of the federation's year.

## **ON THE NOTICE OF TERMINATION BY THE FEDERATION**

- 13.1. The federation may end the membership of a member association if the member association does not pay its subscription, ceases to exist, fails to fulfill any other obligations, or if, for any reason whatsoever, it cannot reasonably be required from the federation to continue membership.
- 13.2. The notice of termination of membership on behalf of the federation is given by the Board of Officers; the Board of Officers shall give this notice in writing and thereby inform the member association of the reason for termination.



- 13.3. The member association may lodge an appeal to the Council of Representatives against the decision of the Board of Officers, whereby its membership was terminated.

#### **ON EXPULSION FROM THE MEMBERSHIP**

- 14.1. The Council of Representatives may decide to disqualify a member association from the membership; the Council may only take such a decision if the member association acts contrary to the constitution, regulations or decisions of the federation, or if the member association harms the federation in an unreasonable manner.
- 14.2. Immediately after such a decision has been taken by the Council of Representatives, the Board of Officers shall notify the member association of the decision in writing and thereby state the reason for expulsion.

#### **ON THE SUSPENSION OF A MEMBER ASSOCIATION**

- 15.1. The Board of Officers may suspend a member association from the membership for a period of not more than three months; the Board of Officers shall notify the member association of its decision in writing and thereby also state the reason for suspension.
- 15.2. For the duration of the suspension the member association may not exercise its membership rights, but shall fulfill its financial obligations to the federation.
- 15.3. The member association may lodge an appeal to the Council of Representatives against the suspension decision of the Board of Officers.

#### **ON LODGING AN APPEAL BY A MEMBER ASSOCIATION**

- 16.1. The member association that is suspended or whose membership is terminated may lodge an appeal to the Council of Representatives; the period within which such a member may lodge an appeal is four weeks.
- 16.2. Within four weeks after the member association has lodged an appeal the Council of Representatives shall give a reasoned decision and shall notify the member association of this decision in writing.

#### **ON THE BOARD OF OFFICERS OF THE FEDERATION**

- 17.1. The federation has a Board of Officers consisting of at least *five* and *seven* natural persons at the most. When the number of Officers is less than five, the Board of Officers shall remain competent; at the next Council of Representatives, however, the vacancy shall be filled.
- 17.2. The Council of Representatives shall elect the Officers from among the members of the member associations of the federation.
- 17.3. The Council of Representatives shall determine which Officer will be President, Secretary or Treasurer; the various functions may not be fulfilled by one person; the Council of Representatives may appoint a Vice-president, second Secretary or second Treasurer who may replace or assist the President, Secretary or Treasurer.
- 17.4. The President, Secretary and Treasurer shall be of age.

#### **ON THE SUSPENSION AND REMOVAL OF OFFICERS**

- 18.1. The Council of Representatives may suspend or remove Officers at all times.
- 18.2. If suspension of an Officer is not followed by removal within three months, this suspension shall end.

#### **ON THE DURATION AND END OF THE MEMBERSHIP OF THE BOARD OF OFFICERS**

- 19.1. The Council of Representatives appoints the Officers for a period of three years; the Officers may be re-elected immediately for a maximum one term.
- 19.2. The Officers shall retire by rotation; this rotation schedule may not determine that the President and the Vice-president shall retire at the same time; Officers appointed in interim vacancies shall take up the position of their predecessor according to this rotation schedule.
- 19.3. Membership of the Board of Officers shall end:
  - on removal by the Council of Representatives;
  - on the end of the membership of the federation;
  - on retirement by the Officer himself; if the Officer retires, he shall observe a notice period of at least twenty-eight days.

- 19.4. If the membership of the Board of Officers ends on expiry of the period for which the Officer has been appointed, and if there has not yet been appointed a successor, the Officer shall remain in office until the Council of Representatives has filled the vacancy or has decided not to fill the vacancy, unless this Officer cannot reasonably be required to continue his duties.

#### **ON MEETINGS AND DECISIONS BY THE BOARD OF OFFICERS**

- 20.1. The Board of Officers shall meet as often as the President or two other Officers want to, but at least twice a year.
- 20.2. The notice convening a meeting of the Board of Officers shall be with due observance of a period of at least seven days.
- 20.3. The Board of Officers shall only take decisions if at least two-thirds part of the number of Officers is present or represented.
- 20.4. The Board of Officers shall take its decisions by a simple majority of votes.
- 20.5. If the votes are equally divided, the President shall reopen the discussion; if the votes are then again equally divided, the President shall decide.

#### **ON THE DUTIES OF (THE MEMBERS OF) THE BOARD OF OFFICERS**

- 21.1. The duties of the President shall be:
- supervision of the enforcement of the constitution and the regulations and rules, and effecting the decisions of the federation;
  - presiding the meetings of the Board of Officers and member associations.
- 21.2. The duties of the Secretary shall be:
- management of the records of the federation;
  - keeping minutes of meetings;
  - conducting the correspondence of the federation;
  - preparing the annual report on the course of events within the federation.
- 21.3. The duties of the Treasurer shall be:
- daily management of the funds and keeping the accounts of the federation;

- collecting claims and paying off the debts of the federation;
- preparing the annual financial accounts;
- preparing the annual budget.

21.4. The Board of Officers shall see to it that the Council of Representatives can always inform itself of the financial position of the federation and of its rights and obligations.

#### **ON REPRESENTATION**

22.1. Except for the complete Board of Officers the federation can also be represented by two jointly acting Officers.

22.2. The Board of Officers may grant general or limited power of attorney to one or more Officers to represent the federation; such a power of attorney shall be granted in writing. The Board of Officers shall make known a general power of attorney to third parties by means of publication in the Commercial Register of the Chamber of Commerce and Industry for the district in which the federation is listed.

22.3. A member association may grant power of attorney to natural persons to represent the member association in the Council of Representatives and to speak and vote on behalf of the member association; such a power of attorney shall be granted in writing.

#### **ON CONVENING MEETINGS OF THE COUNCIL OF REPRESENTATIVES**

23.1. The Board of Officers shall convene the member associations to meetings of the Council of Representatives as often as it is deemed necessary, but at least once a year.

23.2. The notice convening each meeting shall be made with due observance of at least fourteen days prior to the meeting by submitting the agenda to the member associations or by sending the agenda to their addresses.

23.3. Each member association will have the right to put forward items on the agenda of a meeting; but this can only take place if the member association has submitted these items in writing to the Secretary of the Board of Officers at least ten days prior to the meeting; the Secretary shall inform the member associations of such items on the agenda at least seven days prior to the meeting.

- 23.4. The President and Secretary of the Board of Officers shall act as President and Secretary of the Council of Representatives; if the President or Secretary are absent, the Vice-president or the second Secretary respectively, or – in their absence – one of the other Officers will act as President or Secretary; if no President or Secretary can be found in this way, the Council of Representatives shall appoint a President or Secretary.
- 23.5. At the request of one-tenth part of the number of member associations the Board of Officers shall convene a meeting of the Council of Representatives; these member associations shall make this request in writing stating the reason for such a meeting; the Board of Officers shall convene such a meeting within twenty-eight days after this request; if the Board of Officers has not acceded to the request within this period, the applicants may proceed to this convocation in the manner provided in this article; if necessary the meeting shall provide for its chairmanship and for keeping the minutes of the course of this meeting.
- 23.6. Only representatives of the member associations have access to the meeting, unless the Council of Representatives decides to invite to the meeting other persons, who are not a member.

#### **ON VOTING AND QUORUM FOR THE MEETINGS OF THE COUNCIL OF REPRESENTATIVES**

- 24.1. Only member associations have the right to vote.
- 24.2. The Council of Representatives shall take its decisions by a simple majority of votes, unless this constitution provides otherwise.
- 24.3. The Council of Representatives can only take decisions if at least the majority of the number of member associations is present or represented.
- 24.4. In the event that the required number of member associations is not present or represented at the meeting, a new meeting of the Council of Representatives can be convened at least fourteen days but twenty-eight days at the most after the first meeting, during which meeting – irrespective of the number of member associations present or represented – decisions can be taken on the same subjects as those of the previous meeting by a majority of at least two-thirds part of the number of votes.
- 24.5. Matters concerning persons shall be voted on by ballot, but if the member associations do not object to this, the meeting may adopt its

decision by acclamation.

- 24.6. If the votes concerning persons other than in an election are equally divided, there shall be a second ballot; if the votes are equally divided again, the proposal is rejected.
- 24.7. Votes concerning persons in an election shall be by an absolute majority of the votes cast; does none of the eligible persons acquire absolute majority, there shall be a second ballot between the persons who received the highest number of votes in a way that the number of persons on ballot is always one more than the number of vacancies to be filled; at this second ballot a simple majority of votes shall be decisive.
- 24.8. Business matters will be decided verbally, unless the Board of Officers or the Council of Representatives decides on a vote by ballot.
- 24.9. If the votes concerning business matters are equally divided, the proposal is rejected.
- 24.10. Abstentions and invalid votes do not count for the decision-making.
- 24.11. Written votes shall be cast by means of sealed and unsigned ballot.

#### **ON THE RULES AND REGULATIONS**

25. The Board of Officers shall draw up the rules and regulations.

#### **ON THE ANNUAL REPORT**

- 26.1. Before the thirty-first of May of each year the federation will convene its *annual meeting*.
- 26.2. During the annual meeting the following subjects shall be on the agenda:
  - the annual report
  - the report of the financial audit committee and the appointment of a new financial audit committee;
  - the provision in any vacancies;
  - the determination of the subscription fees.
- 26.3. The annual report shall include in any event: the annual report of the Board of Officers, a balance sheet, a statement of income and expenditure, and explanatory notes to these documents.

- 26.4. In this meeting the Treasurer shall render an account to his financial management; if the Council of Representatives has adopted the annual report, the Treasurer is granted a discharge.
- 26.5. Prior to approving the annual report the Council of Representatives may decide that a financial auditor or other expert carries out an audit of the documents concerned.

#### **ON COMMITTEES AND PROJECT GROUPS**

- 27.1. The Council of Representatives or the Board of Officers may set up committees or project groups.
- 27.2. Every year the Council of Representatives shall appoint a financial audit committee consisting of two independent member associations to audit the accounts of the Board of Officers; this financial audit committee shall report its findings to the Council of Representatives.

#### **ON THE CONTRIBUTORS OF THE FEDERATION**

28. Contributors of the federation are natural persons or legal persons who have expressed their willingness to make an annual financial contribution to the federation; every year the Council of Representatives shall determine the minimum amount of this contribution.

#### **ON AMENDMENTS TO THE CONSTITUTION AND DISSOLUTION OF THE FEDERATION**

- 29.1. The Council of Representatives may decide to amend the constitution or to dissolve the federation; it can only take such a decision in a meeting of the Council of Representatives convened for that purpose, in which at least two-thirds part of the number of member associations is present or represented and by a majority of at least two-thirds part of the number of votes.
- 29.2. The Board of Officers shall convene such a meeting with due observance of at least twenty days prior to the meeting, stating that in the meeting concerned amendments to the constitution or dissolution of the federation will be proposed.
- 29.3. The Board of Officers shall send the text of the amendments to the constitution to the member associations with due observance of at

least fourteen days prior to the meeting or shall make them available for inspection by the member associations at a suitable location as from that date, all this until the end of the day at which the meeting will be held.

#### **ON THE LIQUIDATION OF THE ASSETS OF THE FEDERATION**

- 30.1. After the decision on dissolution of the federation the Board of Officers as a liquidator shall liquidate the assets of the federation, unless the Council of Representatives has appointed other persons as such.
- 30.2. The liquidation shall take place with due observance of the requirements set out in Section 2:23 a to c inclusive of the Netherlands Civil Code.
- 30.3. The Council of Representatives shall designate a purpose to the credit balance after liquidation, which shall be as much as possible in accordance with the objectives of the federation.
- 30.4. After the liquidation, the annual report and other records of the federation must be kept for a period of at least seven years by the person who has been appointed as such by the Council of Representatives; within eight days after the liquidation the custodian shall report his obligation to retain records to the office of the Commercial Register of the Chamber of Commerce and Industry.

## **TERMS OF REFERENCE**

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The purpose of each meeting is to:

- Provide an opportunity for nurses from Europe, working as equal partners, to discuss and identify, within a safe peaceful environment, ways of collaborating to mutual benefit
- Develop and sustain a group of European Critical Care Nurses dedicated to the advancement of critical care practice, education, management and research according to the governing constitution



- Provide a forum for developing policy, sharing of ideas and expertise amongst European critical care nurses
- Provide the Board of Officers' advice and suggestions that will assist the Federation to flourish and grow successfully
- Raise the profile of the Federation(nationally and internationally) in the areas of politics, industry, profession and patient care through lobbying, editorials, use of the website, dissemination of conference papers and publication
- Contribute to the development of a financial strategy which will lead to an increase the number of externally funded income sources and the corporate partners
- Produce an annual report on the progress and achievements of the Federation
- Develop outputs that benefit critical care nurses, knowledge, experience, and attitudes that will also impact on the delivery and quality of patient care.

## **MEETINGS**

- These will be held every six months and will be in the English Language
- Each meeting will last two days
- The meeting will be an opportunity for information giving, discussing policies, developments and strategy planning
- The structure of the meeting will vary according to the priorities of EfCCNa
- Every representative of an association is expected to contribute to debates and discussions
- Decision making within the Federation will be consensus based on voting
- The chair will ensure the smooth execution of the meeting

# RULES OF PROCEDURE

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Adopted by the Council of Representatives, (2012)

## **RULE 1 ON THE NAME OF THE FEDERATION**

Title of the European Federation of Critical Care Nursing Associations shall be:

**AUSTRIA** – Europäische Föderation der Intensivpflegeverbände (EfCCNa)

**BELGIUM** – Fédération Européenne des Associations des Infirmiers en Soins Intensifs (EfCCNa)

**CROATIA** – Europska federacija medicinskih sestara intenzivne skrbi (EfCCNa)

**CYPRUS** – Ευρωπαϊκή Ομοσπονδία Νοσηλευτών Εντατικής Φροντίδας (EfCCNa)

**DENMARK** – Det Europæiske Forbund for Intensivsygeplejerskers Selskabe (EfCCNa)

**ESPNIC** – European Federation of Critical Care Nursing Associations (EfCCNa)

**FINLAND** – Euroopan tehohoitotyön yhdistysten liitto (EfCCNa)

**FRANCE** – Fédération Européenne des Associations des Infirmiers en Soins Intensifs (EfCCNa)

**GERMANY** – Europäische Föderation der Intensivpflegeverbände (EfCCNa)

**GREECE** – Ευρωπαϊκή Ομοσπονδία Νοσηλευτών Εντατικής Φροντίδας (EfCCNa)

**HUNGARY** – Intenzív Szakápolók Egyesületeinek Európai Szövetsége (EfCCNa)

**ICELAND** – Evrópusamtök gjörgæsluhjúkrunarfrædinga (EfCCNa)

**IRELAND** – European Federation of Critical Care Nursing Associations (EfCCNa)

**ISRAEL** – European Federation of Critical Care Nursing Associations (EfCCNa)

**ITALY** – Federazione Europea delle Associazioni Infermieristiche di Area Critica (EfCCNa)

**MALTA** – Federazzjoni Ewropea tal- Assocjazzjonijiet tal-Infermiera fil- Kura Intensiva (EfCCNa)

**NETHERLANDS** – Europese Federatie v. Verpleegkundige Intensive Care Beroepsverenigingen (EfCCNa)

**NORWAY** – Europeiske sammenslutning av intensivsykepleiere (EfCCNa)

**POLAND** – Europejska Federacja Stowarzyszeń Towarzystw Intensywnej Opieki (EfCCNa)

**SERBIA** – Evropska federacija medicinskih sestara intenzivnih nega (EfCCNa)

**SLOVENIA** – Evropska federacija združenj za zdravstveno nego življenjsko ogroženih bolnikov (EfCCNa)

**SPAIN** – Federación Europea de Asociaciones de Enfermería Intensiva (EfCCNa)

**SWEDEN** – Europiska föreningen för intensivvårdssjuksköterskor (EfCCNa)

**SWITZERLAND** – Europäische Föderation der Intensivpflegeverbände (EfCCNa)

**TURKEY** - Avrupa Yoğun Bakım Hemşireleri Dernekleri Federasyonu ( EfCCNa)

**UK** – European Federation of Critical Care Nursing Associations (EfCCNa)

## **RULE 2 ON THE REGISTERED OFFICE**

The past president of the federation serves the registered office since it is situated in the City of Amsterdam/The Netherlands. He will forward all communications to the current EfCCNa president, and to the secretary if necessary.

## **RULE 3 ON THE ETHICS OF EfCCNA MEMBERS**

The Council of Representatives and Board of Officers shall exercise their mandate appropriately in accordance with ethical principles, e.g. socially acceptable customs and moral values regardless of personal attributes. If the members lay down a code of conduct, this has to be annexed to the regulations.

## **RULE 4 ON THE OBJECTIVES OF THE FEDERATION**

The objectives can be amended at any Council meeting provided the proposals are submitted at least four weeks in advance to the Council of Representatives.

## **RULE 5 ON THE ACHIEVEMENTS OF THE FEDERATION**

The achievements and effectiveness are to be monitored by the Board of Officers once a year in advance of the general assembly in spring of each year.

## **RULE 6 ON THE FUNDING OF THE FEDERATION**

1. The treasurer has to assure that subscriptions are being paid by January 1 of the fiscal year. If they are not received, a reminder to the representative shall be sent by January 31. If an association is not able to pay their fees it shall notify the treasurer by written notice at the end of the preceding year.
2. A document called ethical considerations shall be applied to every agreement for sponsorship as to avoid even the slightest impression of dependency. This document shall imply that financial means are only received as donations. There shall be neither an obligation nor a win-win contract with companies.

## **RULE 7 ON THE FINANCIAL YEAR OF THE FEDERATION**

The financial year of the federation is lasting from January 1 until December 31.

## **RULE 8 ON THE MEMBER ASSOCIATIONS**

1. A critical care nursing association is an association, society, or federation of critical care nurses. In countries where none of them exists, it is a separate critical care nurses section within a health professional association or a subgroup of the national nurses association and have in both cases its own regulations.
2. Any critical care nursing association in Europe is eligible for membership as long as they fulfill the EfCCNa principles stated in the constitution and are not in conflict with the EfCCNa objectives.

## **RULE 9 ON THE APPLICATION FOR MEMBERSHIP**

1. The critical care nursing association applying for membership shall complete an application form that shall be signed by the president of the applying

association. The secretary signs the form on behalf of the EfCCNa after the voting.

2. The critical care nursing association applying for membership shall be regulated by nurses and/or board members, gaining authority from its members and speaking on critical care nursing matters.
3. It is also possible to apply for affiliate membership (e.g. a critical care nursing organisation that is not a national association) or associate membership (e.g. an organisation that is seen to be supportive).
4. Those organisations applying for affiliate or associate membership shall pay half of the annual members' subscriptions. While they do have the right to speak they do not have the power to vote.

#### **RULE 10 ON THE RIGHTS AND OBLIGATIONS OF MEMBERS (REPRESENTATIVES)**

1. To speak and exercise voting rights in the meetings of the Council and Committees
2. To nominate and elect candidates for the EfCCNa Board of Officers and Committees.
3. To inform the Board of Officers about all changes that relate to critical care nursing.
4. To appoint a representative in accordance with the current EfCCNa constitution. The representative is expected to serve for a longer period of time (at least as long as the person is elected) and to have good English language skills (oral and written).
5. To assign a representative who is eligible to obtain the necessary visa to attend the EfCCNa Council and Committees Meetings. It is assumed that meetings are mandatory and that there is a full responsibility for all organisational work.
6. To react promptly to any EfCCNa communication, and to inform the Board of Officers of any changes of their national critical care nursing association and/or its board members (address, email, telephone, etc.) within two weeks of the occurrence.
7. To attend at the Council of Representatives Meetings. In case this is not possible, the representative has to inform the Vice-President and to arrange

for the deputy or an alternate (proxy). The proxy form has to be sent four weeks in advance of the meeting.

8. To notify the Board of Officers about the numbers of active critical care nurses on the basis of December 31, to pay membership subscriptions in time and to write an annual report of its association for the general assembly following the suggested outline.
9. To be responsible for bringing all necessary materials (agendas, minutes, constitution, reports, specific documents, etc.) received since the last meeting. In addition they have to maintain the EfCCNa records and forward them to her/his successor.
10. To be in charge for reporting EfCCNa activities to the national critical care nursing association and accountable for the general promotion of the EfCCNa in various means (bulletin, journal, website, mailings, congresses etc.) as well as for the EfCCNa congress.
11. To attend the whole time of the two-day meetings, that means from Saturday 09:00 hrs to Sunday 16:00 hrs or as the agenda suggests. This may possibly require arriving the night before and departing the day after the meeting.
12. To pay for the expenses for the Country of Representatives. For special occasions there might be some financial assistance available in the EfCCNa Budget Plan drawn by the treasurer and agreed by the Council of Representatives.

#### **RULE 11 ON STANDING AND AD-HOC COMMITTEES**

1. The chairperson of a committee is in charge for the efficient work of the committee. Besides, the chairperson has to draw up the agenda for committee meetings and to write a report for the Council of Representatives and Board of Officers twice a year.
2. The chairperson of a committee has to establish a strategic plan for the duration of three years including aims, objectives, activities, budget and timeframe. In addition, the chairperson will forward recommendations to the Council of Representatives.

3. The members of committees will be selected by the EfCCNa Board of Officers on the reference of the chairperson of the committee. The members of the committee are responsible to communicate as requested for action and in time.
4. The external members of committees will get the expenses being paid by the EfCCNa.
5. They may also ask for advanced payment if necessary. The treasurer will hand out an expenses claim form that needs to be submitted for reimbursement.

### **RULE 12 ON THE MINUTES AND REPORTS**

1. Draft minutes have to be distributed for feedback by the secretary within four weeks after the meeting. Comments are to be made up to two weeks upon entry.
2. The final minutes are to be mailed two weeks after the deadline for comments and are then considered being agreed. The formal approval is sought in the next meeting.
3. The representatives have to submit a standard format annual report on their national critical care nursing association as outlined four weeks in advance of the spring meeting.
4. The officers and chairpersons of committees have to submit a business report on their activities during the past year four weeks in advance of the spring meeting.
5. All given reports have to be adopted by the Council of Representatives while the Board of Officers has to be discharged by the Council of Representatives.

### **RULE 13 ON THE MEETING PROCEDURES**

1. The Council of Representatives and/or Board of Officers shall be notified on the dates of the next meeting six months in advance of the corresponding meeting.

2. The spring meeting is considered to be the general assembly of the federation while the autumn meeting is scheduled predominantly for work on projects.
3. Spring and autumn meetings shall move around Europe as to make the member countries feeling integrated and learning a bit more about each other's people and places.
4. The agenda for the meetings have to be forwarded to the Council of Representatives and/or the Board of Officers four weeks in advance of the meetings.
5. Observers and guests may attend EfCCNa meetings as long as they have registered at the president and/or vice-president.

#### **RULE 14 ON QUESTIONS AND DEBATE**

1. Questions may be put to the Council of Representative, Committee Chairs and Board of Officers with the request that they are placed on the agenda of the meeting.
2. Questions shall be submitted to the President in writing and submitted six weeks in advance of the meeting to be placed on the corresponding agenda.
3. The President shall determine at which time the debate is to be held and how long. In debates each member should be allowed at least one speech of five minutes.
4. A speaker may not be interrupted except by the President. Decorum during debate comprises avoiding personal offences and disorderly words.

#### **RULE 15 ON PROPOSALS AND MOTIONS**

1. Proposals may demand a poll for incidental motions such as open vote or ballot vote on a particular question or an item of the agenda.
2. Motions within meetings have to be seconded either by the President or by any other member of the Council of Representatives.



3. Motions for a resolution have to be sent to the President six weeks in advance of the meeting including a statement on the aim, the rationale and the wording for the vote.
4. Motions to adjourn, postpone or close debate may be made by the President or the Council of Representatives by a simple majority vote (one-half) of the present members.

## **RULE 16 ON ELECTIONS AND VOTE**

1. Nominations for open positions of the Board of Officers shall be sent to the President three months in advance of the corresponding election to allow for the nominations to be consented by the nominees.
2. President, Vice-President, Secretary, Treasurer and Board Member shall be elected by single secret ballot. If nominations do not exceed the number of offices, the candidates may be elected by acclamation.
3. The oldest member present (representative) shall act as the returning officer, gather the nominations, announce the candidates, prepare a polling box (if applicable), collect and count the secret ballots, declare the electoral results and destroy the ballots.
4. Only members have the right to vote. Further procedures on voting and quorum are being described in detail in the EfCCNa constitution (1999, revised in 2005) under the paragraph 24.1 to 24.11.

## **RULE 17 ON COMMUNICATIONS**

1. All representatives, committee members, chairpersons and officers have to respond to any email within one week unless requested otherwise. If the persons are away for more than one week s/he has to install an automatic reply informing on the date of return
2. If there is no reply within one week unless otherwise requested it will be assumed that the person that did not respond does in fact agree with what has been stated. S/he can no longer intervene with what has been decided except the president advocates for it.

3. The subject heading of emails shall include special information on the content so that the action needed is immediate obvious to everyone, such as: (URR) Urgent Response Required and (FYI) For Your Information.
4. In case that a member of the Council of Representative or member of a Committee does not react to emailing repeatedly, the EfCCNa President will write a registered letter to the President of the relevant critical care nursing association to request a response.

## **RULE 18 ON THE RULES**

1. Should there be any questions arising as to the rules and their application, the text of the current “Rules of Procedure of the European Parliament” shall be consulted. \*
2. Amendments of the rules are possible at any Council meeting provided that proposals are being made three months in advance of the corresponding meeting.
3. Motions for amendments are to be exactly worded and need a qualified majority vote of two-third of the present members.

\* European Parliament (2004). Rules of Procedure. 16th Edition, Brussels, July 2004, ISSN 1682-8836

## **THE PROFILE OF ROLES WITHIN EfCCNa**

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### **THE PRESIDENT:**

The role of the president is to provide leadership and drive the Federation’s vision forward. This must involve developing its aims and objectives and ensuring that the Federation becomes formally recognised as the sole authorised body representing the professional views of critical care nursing in Europe.

The president is the official representative of EfCCNa and is accountable to the council of representatives. The president will ensure that mission and vision of the Federation is achieved, by creating a supportive atmosphere that is inclusive and maintains respect of its members regardless of cultural, professional and other

differences. The chair must be skilled in fostering commitment, creativity, motivation and enterprise from the representatives.

The president's key responsibilities include:

- Prepare the meeting agenda: council meetings in collaboration with the national representative: board meetings in cooperation with the board members and secretary
- Chairing the council- and board meetings
- Provide strategic leadership internally and externally
- Setting a vision and organisational priorities
- Identify tasks/goals to be completed
- Create a spirit of commitment
- Maintain existing relationships with key organisations and establish of others to the mutual benefit of the Federation
- Promote the organisation world wide
- Maintain the democratic process of decision making
- Succession planning

#### **THE VICE-PRESIDENT:**

The vice-president shall, in absence of the President, perform the duties and exercise the powers of the president. The vice-president shall also perform such other duties as may from time to time be directed by the Board.

The Vice-President's key responsibilities include:

- Deputise for the president in their absence
- Contact person with the webmaster
- Communication with the representatives in between the council meetings
- Prepare the meeting agenda: council meetings in collaboration with the national representative: Board meetings in cooperation with the Secretary
- Liaise with the host association
- Communicating with the committee chairs
- Maintaining address lists of reps and contacts

#### **THE SECRETARY:**

The secretary may be empowered by the Board to carry on the affairs of the Federation generally under the supervision of the Board members. The secretary

attends all meetings and act as a clerk and record all votes and minutes of all proceedings.

The Secretary's key responsibilities include:

- Writing minutes of the council- and board meetings
- Circulating the agenda, minutes and other meeting documentation to the board and representatives
- Keeping the EfCCNa archive and address list up to date
- Communicating with external organisations (summons address, in- and outgoing mail)
- Ensuring quorum

### **THE TREASURER:**

The treasurer shall have the custody of the funds and securities of the Federation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursement of the Federation in the books belonging to the Federation.

The Treasurer's key responsibilities include:

- Making annual budget plans
- Develop a Finance Strategy
- Maintain the EfCCNa Accounts
- Be the contact person for the sponsorship activities
- Provide the financial annual reports

### **THE BOARD-MEMBER:**

The Board-Member has a prominent task and position inside the Board of Officers regarding matters related to the Critical Care Practice and the development. The exact content of this role is to be determined by the elected Board of Officers according to EfCCNa needs.

### **THE ROLE PROFILE OF THE REPRESENTATIVE:**

The role of the representative is to participate actively to the EfCCNa council of representatives. The representative (rep.) is involved in the federation's development as any member of the council or of the board. The rep. helps the Board of Officers in fulfilling the vision/mission and aims of the organization.

The representative is the link between each national association and the federation. The representative is the official voice of its country in the council and is accountable to the members and to the board of its national association.

The representative's key responsibilities include:

- Represent its own nursing association within EfCCNa
- Participate in supporting Research & Development initiatives led by EfCCNa
- Attend the meetings of the Council and arrange for appropriate replacement if unable to participate
- Contribute to debates and discussions
- Send proposals for the agenda
- Take part in work on projects
- Communicate by email with the board or any rep. in between the council meeting
- Vote for decision making within the federation on behalf of the own national association
- Actively take part in executing the decisions of the Council and take care of constitutional and lawful activity of the Federation
- Inform regularly its own National Association about the EfCCNa progresses and the Council's decisions
- Provide news and articles for the website, the [newsletter](#) and the journal "Connect"
- Promote nationally the federation and its activities (e.g., the congress, the exchange programme in the country)
- Carry out the duties expected for the various EfCCNa projects (e.g., exchange programme, research projects, survey, annual report on the national association)
- Contribute to find sponsors and transmit the information to the contact person in the board
- Address any oncoming request to best suitable people in the country (e.g., educational questionnaire)
- Organize the meeting when hosting the Council

## THE EfCCNa STRATEGY TO 2020

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EfCCNa Strategy to 2020 is EfCCNa's new strategic plan. It defines the federation's direction for the next six years and provides a framework for strategic thinking.

It relies on all EfCCNa members (Board, Council representatives, and member associations) to ensure its success.

## 1. Introduction to the strategy

This Strategy has been prepared by Bronagh Blackwood; Eva Barkestad; Anne Kokko; Drago Satosek; and David Waters. It has been peer reviewed by Past President, Rosa Thorsteinsdottir.

The EfCCNa Strategy to 2020 was developed as a result of new elections to the Board of Officers and a need to review and revise EfCCNa objectives more than 10 years old. The Board of Officers revised the objectives and discussed a strategic way forward for the development of EfCCNa.

In developing this strategy, the Board renamed 'EfCCNa Objectives' to 'EfCCNa Mission Statements' in keeping with the usual format of strategy documents. Where relevant, we revised wording and added new statements to reflect changes and developments in critical care.

There are nine Mission Statements. For each statement, we discussed EfCCNa's strengths and weaknesses in reaching its mission. In areas where EfCCNa was particularly weak, we set one or more goals that EfCCNa should target to improve its performance in this area. The EfCCNa Strategy to 2020 outlines these goals.

The first Consultation Document presented to Council at the Warsaw Autumn meeting in September 2014 presented the Mission Statements and proposed new Strategy Goals to 2020 to all EfCCNa members for their input and to inform further development of specific objectives.

The Council met in smaller discussion groups and discussed SMART (Specific, Measurable, Attainable, Relevant & Time-Bound) objectives. Some objectives are annual, some are for a two-year period and a few are for longer.

The second draft of the Strategy to 2020 was refined on the basis of feedback received and prepared for official approval from EfCCNa's Council of Representatives at the Spring Meeting, in Valencia, on 28 January 2015. The goals and objectives were discussed and following a Delphi technique, the most important projects to be undertaken were agreed.

## 2. The Strategy: revised mission statements

Mission Statements
To represent critical care nurses and critical care nursing in Europe
To promote patient and relative perspectives of the ICU experience
To promote co-operation and collaboration among European critical care nurses

To promote the art and science of critical care nursing across the European countries
To improve the recognition of critical care nursing as a specialty in Europe
To actively engage in influencing EU social and health care policy as the voice of critical care nursing in Europe
To cooperate with other international groups of healthcare professionals, institutions, industry, agencies and charities who have a professional interest in the care of critically ill patients
To establish standards for education, practice and workforce management of critical care nursing
To promote and further education, research and leadership in critical care nursing in Europe

**MISSION STATEMENT 1: TO REPRESENT CRITICAL CARE NURSES AND CRITICAL CARE NURSING IN EUROPE**

**GOAL 1:** To recruit a minimum of four national associations to the federation

**Objectives:**

1. To recruit two new associations by 2017, and a further two by 2020 through a process of (a) identifying national associations in non-member countries and making contact with a view to recruitment; (b) encourage recruitment also through promoting recruitment on our website.
2. Encourage visibility and promote the federation by inserting the EfCCNa logo on all conference presentations by Council and Board members.

**MISSION STATEMENT 2: TO PROMOTE PATIENT AND RELATIVE PERSPECTIVES OF THE ICU EXPERIENCE**

**Goal 1:** To provide a patient/relative perspective focused session at every congress.

**Objective:** In all future congresses, include at least one session focusing on patient and relative perspectives and ensure the call for abstracts include this topic.

**Goal 2:** To provide a patient/relatives perspective section on the website.

**Objectives:**

1. By 2017, design a section for nurses with links to relevant information they can use to assess and address patient and relative perspectives, such as, patient/relative satisfaction questionnaires; quality of life measures.
2. By 2020, design a section for relatives/patients with relevant links to information regarding support and rehabilitation.

**Goal 3:** To obtain and publish information about existing patient/relative support groups across the European membership countries.

**Objective:** Plan a strategy for searching for patient/relative support groups or forums that will search publicly available information (e.g. www) and member associations.

### **MISSION STATEMENT 3: TO PROMOTE COOPERATION AND COLLABORATION AMONG EUROPEAN CRITICAL CARE NURSES**

We do not see this as a strategic priority for goal setting at this time.

### **MISSION STATEMENT 4: TO PROMOTE THE ART AND SCIENCE OF CRITICAL CARE NURSING ACROSS THE EUROPEAN COUNTRIES**

**Goal 1:** To determine and publish the extent of dissemination of our position papers and guidelines within our member associations.

**Objectives:**

1. To document the trend in downloads of existing documents from the EfCCNa website.
2. To support translation of position papers and the competency tool into other languages with a view to achieving a minimum of three by 2017 and six by 2020.

### **MISSION STATEMENT 5: TO IMPROVE THE RECOGNITION OF CRITICAL CARE NURSING AS A SPECIALITY IN EUROPE**

### **MISSION STATEMENT 6: TO ACTIVELY ENGAGE IN INFLUENCING EU SOCIAL AND HEALTH CARE POLICY AS THE VOICE OF CRITICAL CARE NURSING IN EUROPE**

**Goal 1:** To ensure that ESNO-engaged work is a high priority by dedicating action and feedback as an agenda item at every Council meeting.

**Objectives:** To appoint a new position on the EfCCNa Board with the remit for being the political spokesperson for EfCCNa

**Goal 2:** By 2017, to determine the number of directives released from the EU relevant to critical care and to have responded as a federation to at least one.

**Objectives:** To use existing networks (e.g. ESNO) to support us in searching directives and responding appropriately.



**MISSION STATEMENT 7: TO COOPERATE WITH OTHER INTERNATIONAL GROUPS OF HEALTHCARE PROFESSIONALS, INSTITUTIONS, INDUSTRY, AGENCIES AND CHARITIES WHO HAVE A PROFESSIONAL INTEREST IN THE CARE OF CRITICALLY ILL PATIENTS**

**Goal 1:** Maintain and strengthen links with two existing organisations by establishing collaborative plans.

**Objectives:**

1. Undertake a scoping exercise of the benefits for all parties (6 months)
2. Participate/attend at each other's council meetings (1 year)
3. Identify named representatives/point of contact in the organisations (6 months)
4. Allow reciprocal promotion of each other's events/congresses (6 months)
5. Undertake joint projects/outputs (5 years)

**Goal 2:** To have established contact with two industry partners resulting in a forum for mutual collaboration and income generation.

**Objectives:**

1. Create a commercial partner role on the EfCCNa Council within the next 6 months.
2. Develop a commercial partner brochure/package that could be promoted via the website within 6 months

**MISSION STATEMENT 8: TO ESTABLISH STANDARDS FOR EDUCATION, PRACTICE AND WORKFORCE MANAGEMENT OF CRITICAL CARE NURSING**

**Goal 1:** To have established at least two new standards by 2020.

**Objectives:**

1. Update existing position statements/standards within the next 1 year.
2. Publish on website; translate as required, share via national associations within 2 years, published outputs when possible.
3. Identify topics for future standards/position statements & formation of working group for 2x standard/guideline within 6 months.
4. Publication & dissemination of standards/guidelines within 2 years

**Goal 2:** To have disseminated the EfCCNa Competency Framework in at least one journal publication by 2020.

**Objectives:** Final draft by January 2015 & submitted for publication in relevant academic journals

**MISSION STATEMENT 9: TO PROMOTE AND FURTHER EDUCATION, RESEARCH AND LEADERSHIP IN CRITICAL CARE NURSING IN EUROPE**

**Goal 1:** To launch a pre-congress workshop on leadership skills before 2020

**Objective:** Identify people with expertise in leadership and initiate contact with a view to running a pre-congress leadership course in 2017

### **3. Making it happen**

Targets for 2015 onwards: In order to achieve the objectives, a number of projects were highlighted.

1. Patient and relative perspective
2. Recruitment and cooperation with other international groups
3. Website development to promote art and science
4. Increase engagement in European policy relevant to critical care
5. Commercial cooperation
6. EfCCNa standard development

At the Valencia meeting, we first undertook a prioritisation Delphi where we highlighted four projects as a priority. We then agreed working groups and appointed project leaders.

The four project groups are:

1. Engagement in European policy relevant to critical care  
Project leader: David Waters.
2. Commercial cooperation  
Project leader: Elin Steffenak
3. EfCCNa standard development  
Project leader: Andreas Schäfer
4. Website development to promote art and science  
Project leader: Irene Harth.

Measuring success: Measurements for success will be established against the objectives, reviewed annually and reported at the Council Meeting. An externally conducted progress review will be undertaken in 2018.

Resourcing the Strategy: We need to plan how we will raise, allocate and spend the resources required to deliver the goals and objectives.

**Financial Goal:** By 2020, to have established an additional stream of income apart from congress and membership fees.

**Objectives:** Have yet to be agreed

# THE EfCCNa COMMUNICATION STRATEGY (2015)

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## **Background**

There has been a lapse in the feedback mechanism in EfCCNa. This is evidenced by infrequent communication between Board and Council and sometimes no response to emails sent to Council members; lack of transparent feedback on the agenda & minutes of board meetings; and no communication from council members who cannot attend Council meetings. The following strategy is proposed to provide good practice guidelines to promote a transparent and clear communication feedback mechanism.

## **Within the Board**

Skype meetings are normally held monthly and face to face meetings are normally held before each Council meeting. If necessary, there is an optional 2-day working meeting held once a year (normally July) to develop strategies, guidelines or attend to banking/chamber issues.

Board meeting agenda items are to be sent to the secretary by email at least one week in advance of the meeting. Those sending items should identify items for report only (written summary required, not discussed) and items for action (a short summary to aid discussion is required). Standard items on the agenda: finance, congress, website and projects.

Due to the frequency of Board meetings, items requiring discussion and action will be collated for the monthly meetings and not disseminated outside this time unless urgent.

Minutes of the Board meetings will be distributed to Board members normally one week after the meeting for ratification before being posted in the Drop Box prior to the next meeting

## **Board to Council**

We need to promote greater two-way feedback to generate consistently positive engagement between the Board and Council. We need to actively respond to and communicate appropriately on feedback received. We need to encourage more communication and feedback from Council (& national associations). We need to generate more 'honest' reporting and feedback – telling it like it is. We will focus on providing a mechanism for feeding back to the Board between Council meetings.

The Board will inform Council members of the yearly dates (every month on second Tuesday) of Board meetings. Items that Council members wish to raise items for discussion at Board meetings can be sent to the secretary in advance of the Board

meeting (as above, template will prepared by the board). If necessary, Council members can request to join the Board meeting.

Dropbox has been developed to disseminate the agenda, other necessary files and minutes of the council meetings. Besides Dropbox, the council meeting files are sent also via email.

### **Project leaders to Council and Board**

Projects that have been agreed by EfCCNa are important and how they are progressing is of interest not only to EfCCNa Board and Council, but also externally to national associations and the public. To enhance communication in this area we will address the following:

Internally: Project leaders (or a nominated person) will report on progress of their projects to the Board (via email or Skype to the Vice President). These reports are designed to alert the Board to any aspects of the project that requires support in terms of additional resource or finance in order to continue. Project leaders (or designated person) will present a short 5 minute report on the project and its progress at each Council meeting with a 5-minute discussion session.

Externally: Relevant progress reports will be disseminated in the newsletter that will be distributed to national association members and published on the website. Completed projects will be written up and published on the website and in a journal (if relevant). Slides will be developed by the project team & disseminated to the Council for further dissemination to their associations (if relevant).

### **Council to Council and Board**

To provide feedback on what is happening across Europe within national associations, we will provide Council with a short report outlining what is happening in the association/hot topics/issues and report back any feedback from the national association. Reports (Template prepared by the board) will be sent to the Secretary 6-weeks prior to autumn Council meeting to be reviewed and if agreed by the Council member relevant sections will be passed to web site group for dissemination in the newsletter. Reminder of this report will be sent to council members 8 weeks before the council meeting. Beside annual report each representative will prepare a presentation about their national association for EfCCNa newsletter (2 associations/newsletter).

### **For those not able to attend meetings**

For various reasons, members may not be able to attend meetings and on occasions non-attendance for some national association representatives is the norm. In an attempt to promote more involvement we will put in place a mechanism to assist remote communication at meetings. In the first instance, we will evaluate the

feasibility of using Skype displayed on a screen. We will acquire a portable wireless microphone to pass around so enhance hearing the conversations. We will evaluate this mechanism after two Council meetings.

### **Targeted Communications**

We need to ensure that communications received are relevant to members and received in a timely fashion. We will focus on improving the following areas:

Personalise communications: only contact/respond to the person whose attention is needed in that communication (i.e. do not copy in everyone to responses)

Targeted messaging: we will ensure that communications have a clear “call to action”. For example, [for your information FYI] if the communication is an update on activities; [urgent response required URR] if a response is required immediately. The subject heading of emails shall include special information on the content so that the action needed is immediate obvious to everyone.

*(Agreed by EfCCNa council in Krems, September 2015)*

## **EfCCNa FELLOWSHIP AWARDS**

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### **2008**

Jos Latour, The Netherlands

Paul Fulbrook, Australia

Birte Baktoft, Denmark

### **2011**

Elio Drigio, Italy

John Albarran, United Kingdom

Heike Strunk, Germany

### **2013**

Lerma Hernandez, Belgium

Daniel Benlahouès, France

### **2015**

Rosa Thorsteinsdottir, Iceland

### **2017**

Eva Barkestad, Sweden

Evanthia Georgiou, Cyprus

## STANDARD OPERATING PROCEDURE FOR PAYMENT OF FEES

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1. At the beginning of fiscal year, treasurer shall send an invoice of EfCCNa subscription via e-mail to representatives. Each representative shall forward this e-mail to the treasurer of their national association. The due date of the invoice is 31<sup>st</sup> of January. The subscription should be done by money transfer in to the EfCCNa account. EfCCNa account details are mentioned in the invoice.
2. If the subscription has not been received in to the EfCCNa account by the due date, an email will be sent by treasurer to the representative reminding her/him of the unpaid subscription and to pay as soon as possible.
3. If there is no payment from the association within two weeks after the first reminder, the EfCCNa treasurer shall send a second reminder to the representative. This email will be copied to the Board of Officers. In the response of this e-mail there should be an explanation from the representative about the reason for the delay.
4. In a case of non-response and/or unpaid subscription after two reminders, the President of EfCCNa shall send an official registered letter with return receipt to the president, representative, and the treasurer of the national association. If there is no positive result with this contact, the federation has the right to end the membership of a member association due to unpaid subscription (refer to the EfCCNa Constitution and Rules of Procedure). The notice of termination of membership on behalf of the federation is given by the Board of Officers; the Board of Officers shall give this notice in writing and thereby inform the member association of the reason for termination.

*(Agreed by EfCCNa council in Berlin 3<sup>rd</sup> of October 2009)*

# EXPENSE CLAIM FORM

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Name: \_\_\_\_\_

Association: \_\_\_\_\_

Reason for claim: \_\_\_\_\_

Please state currency details:

Date: \_\_\_\_\_ Bank: \_\_\_\_\_ Exchange rate: \_\_\_\_\_

Description of expenses	
Total amount in €	

Name of the bank: \_\_\_\_\_

IBAN number: \_\_\_\_\_ SWIFT/BIC: \_\_\_\_\_

Address of your bank:

\_\_\_\_\_

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

\_\_\_\_\_

Treasurer date paid Please note: all claims must be supported with receipts

Send this form to EfCCNa treasurer [Drago Satosek \(dsatosek@hotmail.com\)](mailto:dsatosek@hotmail.com)

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