



Australian
Nursing &
Midwifery
Federation

Strategic Plan

▶▶▶ 2026-2028



About the ANMF

The Australian Nursing and Midwifery Federation (ANMF) is Australia's largest national union and professional nursing and midwifery organisation. In collaboration with the ANMF's eight state and territory branches, we represent the professional, industrial and political interests of more than 356,000 nurses, midwives and carers across the country.

Our members work in the public and private health, aged care and disability sectors across a wide variety of urban, rural and remote locations. We work with them to improve their ability to deliver safe and best practice care in each and every one of these settings, fulfil their professional goals and achieve a healthy work/life balance.

Our strong and growing membership and integrated role as both a trade union and professional organisation provide us with a complete understanding of all aspects of the nursing and midwifery professions and see us uniquely placed to defend and advance our professions. Through our work with members, we aim to strengthen the contribution of nursing and midwifery to improving Australia's health and aged care systems, and the health of our national and global communities.

The ANMF's 2026–2028 Strategic Plan

The Australian Nursing and Midwifery Federation (ANMF) Strategic Plan 2026–2028 outlines the organisation's national direction to strengthen, protect, and advance the nursing, midwifery, and care workforce.

The plan sets a forward agenda focused on six interrelated priority areas:

1. **Nursing, Midwifery, and Care Workforce Reform**
2. **Aged Care Reform**
3. **Health and Maternity Care Equity**
4. **Gender Equity and Industrial Relations Reform**
5. **Climate Change and Social Justice**
6. **Organisational Strength, Governance, and Member Engagement**

Australia's health, maternity, and aged care systems continue to face transformative pressures – an ageing population, changing sociodemographic characteristics, workforce shortages, climate change, and increasing complexity of care. The ANMF remains at the forefront of national advocacy to ensure nurses, midwives, and care workers are supported, valued, and central to policy reform.



Vision, Purpose, and Values

Vision

Our members are empowered nurses, midwives, and care workers, who are respected and working to full scope to deliver safe, high-quality care in a world-class, equitable, and sustainable health and aged care system.

Purpose

As Australia's largest union, we represent and advocate for the professional, industrial, and social interests of nurses, midwives, and care workers, strengthening the health and aged care systems to improve the health and well-being of all.

Values



INTEGRITY

INTEGRITY

We are consistently honest, ethical, respectful and professional in all our interactions.



COURAGE

COURAGE

We challenge the status quo and work to overcome difficult situations to achieve better outcomes for our members and our communities.



FAIRNESS

FAIRNESS

We treat all people in an equal manner, regardless of their gender, ethnicity, religion, political or sexual preference, and in a way that is free from self-interest, prejudice or favouritism. We are committed to eliminating discrimination, harassment, intimidation and violence.



UNITY

UNITY

We work collectively and collaboratively to achieve the best results for our members and our communities and to strengthen internal, national and international solidarity.



INCLUSION

INCLUSION

We recognise all individuals and provide equal access and opportunity for all to take part in our activities. We contribute to improving the ability, opportunity and dignity of those who are disadvantaged because of their identity to participate in our community.



RESPONSIBILITY

RESPONSIBILITY

We transparently manage our resources in the best interests of our members and our communities without waste or harm to any person or the environment. We are accountable for the results of our actions both in the present and for future generations.



➔ 1. Nursing, Midwifery, and Care Workforce Reform

Nurses, midwives and care workers deserve to be respected, appropriately supported during their education and protected by legislation that guarantees safe staffing and a violence-free workplace.

We will focus on securing reforms that ensure long-term sustainability and professional workforce advancement by addressing burnout, education costs and workplace safety.

The ANMF will collaborate with members to:

- a. **Strengthen national workforce planning, retention, and development.**
- b. **Support nurses and midwives to work to full professional scope across all settings.**
- c. **Enhance education pathways, mentoring, and flexible work options.**

Further to this, as set for us through resolutions agreed by members at the ANMF's 17th Biennial National Conference 2025, we will:

- d. **Achieve legislated minimum safe staffing levels** across all sectors, by ensuring these standards are embedded in the National Safety and Quality Health Service (NSQHS) Standards. [1, 2]
- e. **Formalise advanced practice roles** by lobbying for the conversion registration for nurse practitioners to 'specialist' or 'dual' categories and launching national awareness campaigns. [3]
- f. **Eliminate "placement poverty" and education barriers** by freezing higher education fees and securing sustained financial support for students on mandatory placements. [4, 5]
- g. **Establish national frameworks for student transition**, including the scale-up of structured undergraduate employment models and universal access to mentored transition programs. [5]
- h. **Combat occupational violence** through the enactment of specific legislation to protect healthcare workers from aggression. [6]
- i. **Foster First Nations workforce growth** by mandating cultural safety training and closing the pay gap between primary healthcare and ACCHO sectors. [7]



⇒ 2. Aged Care Reform

Nurses and aged care workers play a vital role in the delivery of safe, high-quality aged care, which must be supported through rigorous accountability and sustainable workforce models.

We will focus on ensuring that government funding is used appropriately, safe staffing ratios are legally enforced and all aged care nurses and workers are supported to meet professional standards.

The ANMF will collaborate with members to:

- a. **Secure mandated staffing ratios and skills mix on every shift across all nursing homes.**
- b. **Eliminate and prevent workplace violence and aggression.**
- c. **Ensure that all aged care funding is tied to care and only used for its intended purpose.**

Further to this, as set for us through resolutions agreed by members at the ANMF's 17th Biennial National Conference 2025, we will:

- d. **Enforce transparency in care delivery** by enshrining mandated care minutes into legislation, supporting a worker voice in aged care, and improving the public reporting of provider compliance. [12, 13]
- e. **Secure the future of Enrolled Nurses (ENs)** in aged care through targeted incentive schemes, direct payments, and mandated EN-specific staffing requirements. [15 – 17]
- f. **Professionalise the Personal Care Worker (PCW) workforce** by establishing a national AHPRA-consistent registration scheme and minimum training standards. [18]
- g. **Guarantee financial accountability** by demanding government reports on the use of public funds and ensuring all wage increases are passed on to staff in full. [13]
- h. **Improve access to specialised care at home** by increasing "Support at Home" places and dedicated funding for nursing-led care coordination. [17]
- i. **Elevate the role of nurses in end-of-life care** through increased funding and national recognition of their expertise in Advanced Care Planning. [20]



➔ 3. Health and Maternity Care Equity

We advocate for universal and equitable access to healthcare by prioritising health budgets above government over-spending on items that do not contribute or run counter to the community's health and well-being.

We will work with our members and professions to champion nurse and midwife-led innovations to improve outcomes for underserved populations and those with chronic or complex health needs.

The ANMF will collaborate with members to:

- a. **Promote equitable access to safe, affordable, and culturally safe health and maternity care.**
- b. **Advance nurse- and midwife-led models of care and innovation.**

Further to this, as set for us through resolutions agreed by members at the ANMF's 17th Biennial National Conference 2025, we will:

- c. **Redirect national spending toward safe healthcare** by advocating for the prioritisation of health budgets. [21]
- d. **Expand integrated mental health services** through dedicated funding for crisis response teams and ensuring a well-supported and fit-for-purpose NDIS. [22, 24]
- e. **Scale up nurse-led specialty models** to improve access to specialists and multidisciplinary care for cancer and chronic disease. [23]
- f. **Enhance primary care access and affordability** by securing a National Dental Benefit Scheme and broadening Medicare rebates and PBS prescribing rights for advanced practice nurses and midwives. [25]
- g. **Protect public health through expanded immunisation** by enhancing and improving funding and access to preventive and public health services and supports. [26 – 28]
- h. **Improve national coordination of diabetes prevention and care** through Improved investment in multidisciplinary models of prevention and care and increased funding for the National Diabetes Services Scheme to enable residential aged care residents with Type 2 diabetes and receiving regular prescribed insulin to access subsidised continuous glucose monitoring and flash glucose monitoring products. [29]
- i. **Strengthen virtual care pathways** through additional federal funding and implementation of technology-assisted nurse- and midwife-led models of care.



➔ 4. Gender Equity and Industrial Relations Reform

Nurses, midwives and care workers are disproportionately affected by structural and economic barriers in Australia's industrial relations system.

We will work to close the gender pay gap and modernise industrial relations frameworks to provide workers with greater flexibility, fairer voting rights, and protected benefits that align with modern living standards.

The ANMF will collaborate with members to:

- a. **Achieve gender pay equity and improved work-life balance.**
- b. **Ensure fair, modern, and inclusive industrial relations frameworks.**

Further to this, as set for us through resolutions agreed by members at the ANMF's 17th Biennial National Conference 2025, we will:

- c. **Close the gender pay gap** through work value cases and legislative reforms that improve superannuation and income protection equity.
- d. **Modernise the Fair Work Act** to grant casual workers equal voting rights on Enterprise Agreements and allow protected industrial action throughout the life of an agreement. [30, 32]
- e. **Investigate innovative work-life balance models**, specifically supporting trials and analysis of a 32-hour work week for nurses and midwives. [32]
- f. **Ensure economic security for women** by updating insurance rules to cover 80% of total income and reviewing superannuation insurance coverage until retirement. [33 – 35]
- g. **Reduce the cost of working** through tax reforms that make work-related public transport and parking tax-deductible. [36]
- h. **Promote inclusive flexibility** by broadening the legal circumstances under which workers can request flexible arrangements. [37]



⇒ 5. Climate Change and Social Justice

Nurses, midwives and care-workers should be recognised as leaders in planetary health and human rights.

We aim to integrate environmental sustainability with advocacy for the most vulnerable members of society, addressing issues from modern slavery and family and domestic violence to income support and systemic racism.

The ANMF will collaborate with members to:

- a. **Empower nurses, midwives, and care workers to lead in climate action and sustainability.**
- b. **Promote social justice and human rights in all health and care systems.**
- c. **Lead the healthcare sector in climate action through actions to support scale up and embed climate change into health and maternity workforces and lobbying government to support and implement the National Health and Climate Change Strategy.**

Further to this, as set for us through resolutions agreed by members at the ANMF's 17th Biennial National Conference 2025, we will:

- d. **Coordinate a National Nurses and Midwives Day of Action** – to demand that Federal and State governments prioritise health care budgets over discretionary spending such as fossil fuel subsidies, Petroleum Resource Rent Tax on the gas industry and nuclear submarines, to ensure the delivery of safe health care to all Australians. [21]
- e. **Scale up ethical procurement** by increasing the number of health services following sustainable and human-rights-based supply chain policies. [40, 42]
- f. **Combat systemic inequality and poverty** by advocating for increased income support payments (JobSeeker/Youth Allowance), adopting standardised poverty measurement tools, and advocating for gender justice in the context of the Triple Planetary Crisis. [41]
- g. **Eradicate workplace racism** by mandating the implementation of the National Anti-Racism Framework recommendations in all Enterprise Bargaining Agreements. [43]
- h. **Strengthen protections for the vulnerable** through enhanced carer support services, dedicated action on domestic violence and disaster leave, and legislative action against human trafficking. [44, 45]
- i. **Advocate for global humanitarian safety** by demanding federal enforcement of the Geneva Convention for health workers. [46]



⇒ 6. Organisational Strength, Governance, and Member Engagement

ANMF members expect their union to be internally resilient with the capacity and collective power to achieve its strategic goals.

We will ensure transparent performance reporting, branch collaboration, and the continuous development of members and staff to maintain a strong, unified voice as the largest professional and industrial organisation in the country.

The ANMF will collaborate with branches and members to:

- a. **Enhance accountability, transparency, and engagement across the Federation.**
- b. **Support ANMF staff wellbeing, inclusion, and professional development.**

Further to this, as set for us through resolutions agreed by members at the ANMF's 17th Biennial National Conference 2025, we will:

- c. **Ensure transparent strategic accountability** by implementing structured performance reporting across all priority areas with annual public updates.
- d. **Build a unified national voice** through improved collaboration across all eight state and territory branches for advocacy and communications.
- e. **Foster a resilient workforce and membership** by investing in leadership development and wellbeing initiatives for ANMF staff and members.
- f. **Maximise union influence** by increasing membership and branch participation rates to strengthen collective bargaining and advocacy power.
- g. **Ensure long-term viability** by strengthening union financial resilience while reducing the organisation's own environmental footprint.

*"Empowered Nurses, Midwives and Care-Workers.
Fair Work. Healthy Communities. Sustainable Future."*



Appendix 1 – Resolutions from the ANMF’s 17th Biennial National Conference (BNC) – 16 October 2025

1. BNC #03/25 National legislated minimum safe staffing levels in Primary Health Care (ACT).
2. BNC #07/25 National minimum staffing levels in healthcare settings (SA).
3. BNC #06/25 Dual or specialist registration for nurse practitioners (QLD).
4. BNC #05/25 Freezing of all higher education fees (QLD).
5. BNC #04/25 Practical Placements (NSW).
6. BNC #02/25 Workplace Violence (ACT).
7. BNC #29/25 Mandatory First Nations Cultural Safety Training (Vic).
8. BNC #34/25 Bridge the wage gap for ACCHO & Primary Healthcare sector nurses and midwives (QLD).
9. BNC #19/25 (2025 Biennial Conference Participants).
10. BNC #17 Aged care (Vic).
11. BNC #08/25 Ongoing reform in aged care (ACT).
12. BNC #09/25 Care minutes included in legislation (NSW).
13. BNC #11/25 Compliance of direct care minutes in RACFs (NSW).
14. BNC #12/25 Work Value increases – transfer (NSW).
15. BNC #15/25 Enrolled nurse minutes of care – aged care (QLD).
16. BNC #14/25 Aged care enrolled nurse incentive payment scheme (QLD).
17. BNC #16/25 EN 24/7 requirement for nursing homes (QLD).
18. BNC #10/25 Staff in aged care (NSW).
19. BNC #13/25 Aged care – direct resident care (QLD).
20. BNC #18/25 Aged care (Vic).
21. BNC #21/25 National nurses and midwives’ day of action (NSW).
22. BNC #20/25 National expansion of integrated mental health crisis response teams (ACT).
23. BNC #22/25 Recruit lung cancer specialist nurses (NT).
24. BNC #23/25 Continued NDIS funding for mental illness or disorder participants (QLD).
25. BNC #24/25 Vaccinations – National Immunisation Program (QLD).
26. BNC #25/25 1800 Medicare Service (QLD).
27. BNC #26/25 Medicare rebates (Vic).
28. BNC #27/25 Dental Benefit Scheme (Vic).
29. BNC #28/25 Management of diabetes (Vic).
30. BNC #30/25 Fair Work Act 2009 – Casual workers’ Enterprise Bargaining voting entitlement (NSW).
31. BNC #32/25 Industrial action eligibility (NSW).
32. BNC #31/25 32-hour week / 4 days per week (NSW).



33. *BNC #33/25 Change to income protection coverage (QLD).*
34. *BNC #35/25 Change to salary sacrificing requirements (QLD).*
35. *BNC #36/25 Superannuation coverage (QLD).*
36. *BNC #37/25 Tax reform (Vic).*
37. *BNC #38/25 Industrial (Vic).*
38. *BNC 39/25 Continue efforts to address human trafficking and modern slavery in Australia (ACT).*
39. *BNC 40/25 Domestic and family violence (QLD).*
40. *BNC 41/25 Social Justice (Vic).*
41. *BNC 42/25 Environment (Vic).*
42. *BNC 44/25 Social justice/aged care (Vic).*
43. *BNC #45/25 Social justice (Vic).*
44. *BNC #46/25 (NSW).*
45. *BNC #47/25 (NSW).*
46. *BNC #48/25 Urgency motion.*

