



INTERNATIONAL  
LEARNING  
COLLABORATIVE

**Annual Report**  
**April 2023 to March 2024**

<https://ilccare.org/>

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## Table of Contents

<b>Introduction .....</b>	<b>3</b>
<b>Message from the ILC Chairperson.....</b>	<b>3</b>
<b>Key Achievements .....</b>	<b>4</b>
<b>Strategic Plan 2023-27 .....</b>	<b>4</b>
<b>Financial Performance .....</b>	<b>5</b>
<b>2023 Initiatives and Achievements .....</b>	<b>6</b>
<b>Governance.....</b>	<b>11</b>
Management Committee.....	12
Strategy & Policy Forum .....	14
<b>Member Engagement.....</b>	<b>16</b>
Special Interest Groups.....	16
Regional Networks.....	17

## Introduction

This is the first formal Annual Report for the International Learning Collaborative Incorporated (ILC Inc.). The report covers the period 1 April 2023 to 31 March 2024.

The ILC commenced trading as an independent Association in April 2023, after transitioning away from its host of five years, Flinders University. The ILC end of its first full financial year is 31 March 2024.

## Message from the ILC Chairperson

The ILC is now a truly international force promoting fundamental care as a real solution to the most wicked of challenges we face in health and social care – chiefly, improving patient outcomes, but importantly, retaining a professional, empowered, proficient, and respected nursing and care workforce.

For many years the ILC existed as a small, but dedicated band of care professionals, mostly nursing academics, supporting each other in advocating for a return to the fundamentals of care. I am immensely proud of the dramatic growth in influence of the ILC since we incorporated in late 2022. We have a solid foundation now of Membership, management, systems, and processes to facilitate extraordinary things over the next five years.

The past year has been such a significant one for the ILC. In such a short time there has been rapid growth and progress in establishing governance and systems, and we have strong engagement with Members through these structures to progress our vision and mission.

The development of the ILC 2023-27 Strategic Plan is a game-changer for us. We have mapped out an ambitious program of work. I am confident we will achieve all that we have planned. And that is because our vision energises every professional carer, whether they be a nurse, allied health practitioner, medical doctor or an informal carer, who wants care to be more valued and visible in our systems, and in society more broadly.

As with every ILC Conference, we release an ILC Statement. After the 2023 Conference, we developed and released the “Maine Statement”, Time for the fundamental care [r]evolution., and it was published in the Journal of Advanced Nursing. This strategic publication builds on our 2019 Aalborg Statement and the 2022 Oxford Statement. These are building our arsenal of resources to guide advocacy about fundamental care and are an inspiration for our Members as they advocate locally, regionally and nationally as well as at a global level.

Our co-designed Leadership and Mentoring Program (LAMP) is also impressive. This unique program is developing fundamentals of care leaders across the globe. We now have almost 100 Alumni who are on their leadership journey. They are a major part of our overall approach to build a global network of fundamental care champions.

The development of the Erik Sørensen Fundamentals of Care Foundation Fellowships is also a significant strategic activity for the ILC. We will be funding Fellows across the globe who will develop tools, resources and provide support to Members as they act locally. Dr Rebecca Feo from the Caring Futures Institute, Flinders University will be our first Fellow and will bring her formidable knowledge of the fundamentals of care framework and evidence to bear.

I am excited for the year ahead and working with colleagues everywhere in our goal to embed fundamental care in practice, education, policy and research.

I would also like to acknowledge the incredible support and leadership from my colleagues in the ILC Management Committee. It was a bit of a rollercoaster journey to move to become an independent entity with our clear vision and mission. Our Founding Partners have helped in this transition and I would personally like to thank Aalborg University, Sinai Health, Maine Medical Centre, Flinders University, University College North Denmark and Uppsala University for their commitment to, and belief in, this critical work. And finally, I would like to thank Kathy Mott, our inaugural Executive Manager, and Gen Moss, Marketing and Communications Manager for their incredible organisational and business skills in getting us to where we've got to in such a short time.

Thank you all for coming on the fundamentals of care journey with the ILC this past year.

**Prof Alison Kitson, ILC Chairperson**

## Key Achievements

The 2023/24 year was a significant one for the ILC. Since incorporation in November 2022, the ILC has:

1. Established new governance structures and systems:
  - a) Management Committee elected in June 2023
  - b) Strategy & Policy Forum established and operational
  - c) Regional Networks established and functioning
  - d) Special Interest Groups – Research, Education - established and functioning
2. Established financial systems, banking and accounting policies and procedures
3. Successfully ran a conference in the United States – Portland, Maine – hosted by Founding Partner Maine Medical Centre
4. Successfully presented two Leadership and Mentoring Program (LAMP) Intensive Workshops – in Portland Maine, and in Adelaide, with the Adelaide workshop sold out.
5. Awarded three scholarships to the Portland Maine conference.
6. Signed on Uppsala Universitet as the sixth Founding Partner to invest in the ILC Development Fund, with negotiations well advanced to have Health New Zealand join as the seventh and final Founding Partner.
7. Published the Maine Statement in the Journal of Advanced Nursing January 2024.
8. Updated and launched a new website and membership database November 2023.

## Strategic Plan 2023-27

The ILC Management Committee, Strategy & Policy Forum, and Regional Networks all participated in the development of the ILC Strategic Plan during the second half of 2023. This is the first formalised Strategic Plan for the new organisation.

The ILC Strategic Plan outlines an ambitious growth strategy for the organisation over the next three years, through to 2027. A detailed 2024/25 Operations Plan has been developed which maps out the timing and mechanisms to achieve the plans during the year to come.

The ILC reviewed the Vision and Mission and recrafted the statements to better define the organisation:

**Vision** - The ILC Vision is to transform care globally by valuing and prioritising person-centred fundamental care.

**Mission** -The ILC Mission is to embed person-centred fundamental care in practice globally, through education, research, advocacy, and policy.

### Goals

Five goals will drive the activity of the ILC for the next four years:

<b>Membership Inclusivity and Diversity:</b>	Achieve a global membership that is inclusive and diverse, with members from care professions, care recipients and their care networks, education providers, policy makers, researchers, and the community.
<b>Collaboration:</b>	Create opportunities for collaboration, engagement, research, and discourse on fundamental care between care professionals and with people who receive care.
<b>Global Champions:</b>	Create a global community of fundamental care champions and advocates to lead transformation for fundamental care.
<b>Influence:</b>	Influence policy organisations, care providers, educational institutions, and government agencies globally to enable transformation for fundamental care.
<b>Value:</b>	Create value for members so they can effectively engage in transformation for fundamental care.

## Financial Performance

The ILC finances are healthy. As a not-for-profit organisation, any surplus funds are reinvested in activities to benefit all Members. Revenue from memberships and ticket sales exceeded \$AUD400,000. Expenses largely relate to the contractor and other costs for running the conference and Leadership and Mentoring Program (LAMP). The final surplus achieved was \$AUD138,739.

There has been growth in Organisation Memberships, with eleven organisations signing up in the past 12 months. Proposals have been written for another 15 organisations, with the ambition to have all those formally signed up as Members in the next few months.

Surplus funds will be investment in projects, scholarships, and Fellowships to support Members to implement fundamental care throughout their practices, education, policy and in research.

[The audited financial statements are available here.](#)

# 2023 Initiatives and Achievements

## 2023 ILC International Conference, Portland Maine USA

**Dates:** 12 – 13 June 2023

**Location:** Portland, Maine, United States and Virtual

**Theme:** The Fundamental Care [R]evolution - Galvanizing local efforts to inspire global impact

- Two Days in Portland Maine
- 152 In person attendees
- 57 Virtual attendees
- 13 Countries Represented
- 33 Presentations

*“Care is the new cure, care is cool, care is core, care is the future”.*

These were the catchphrases from the overwhelmingly successful 2023 ILC conference in Portland Maine, USA. Attended by over 200 delegates from 13 countries, the energy and sense of purpose in the room was palpable.

Attendee feedback was overwhelmingly positive and there was support for both evolution and revolution in care.

*“It is clear that we are on a path towards enabling health and care systems around the world to evolve into systems that can understand and implement fundamental care.”*

Overall, the conference was a great success both financially and according to feedback from attendees. Attendees walked away inspired and excited to make changes to improve Fundamentals of Care strategies within their organisation.

Feedback from those attending virtually was also very good with some areas for improvement around engagement during the conference.

CONFERENCE ATTENDEES	
Total Attendees Including Staff	152
Maine Health	103
Committee / Staff	6
Other Ticket Holders	43
Early bird Tickets	17
Leadership & Conference Bundle	2
Member Ticket	8
Non-member	10
Student Member	2
Scholarship	2
CONFERENCE VIRTUAL	
Virtual Member	47
Virtual Non-Member	10
Total Virtual Attendees	57
Total Attendees = 209	



ILC FOUNDING PARTNERS

## The 2023 ILC Maine Statement

Kitson, A., Carr, D., Feo, R., Conroy, T., & Jeffs, L. (2024). The ILC Maine statement: Time for the fundamental care [r]evolution. *Journal of Advanced Nursing*, 00, 1–14

This position statement stems from the ILC's annual conference and Leadership and Mentoring Program (LAMP) held in Portland, Maine, USA, in June 2023. The statement draws on the discussions between participants and the authors' subsequent reflections and synthesis of these discussions and ideas. Four Action Statements are detailed.

1. **Address non- nursing tasks:** reclaim and protect time to provide high-value fundamental care.
2. **Accentuate the positive:** change from deficit- based to affirmative language when describing fundamental care.
3. **Access evidence and assess impact:** demonstrate transformation in fundamental care by generating relevant indicators and impact measures and rigorously synthesizing existing research.
4. **Advocate for interprofessional collaboration:** support high-quality, transdisciplinary fundamental care delivery via strong nursing leadership.

The ILC Maine Statement calls for ongoing action – [r]evolution – from healthcare leaders and staff within clinical practice to prioritize fundamental care throughout healthcare systems globally.

## Erik Elgaard Sørensen Foundation Fellowship Program

In memory of fundamentals of care colleague, Professor Erik Sørensen, from Denmark, a Fellowship Program has been designed to develop ILC resources and tools for Members.

The first Fellow is Dr Rebecca Feo, nominated by Platinum Founding Partner, Flinders University. Dr Feo is well known to ILC Members for her track record of publishing on the fundamentals of care and having a leading role in the development of the Leadership and Mentoring Program (LAMP). Negotiations are now complete, and Dr Feo commences May 2024.

Negotiations are in train to award a second Fellowship commencing September 2024. The goal is to establish at least 4 Fellowships globally, depending on the ability to raise sufficient funds. The Fellowships are only available for Founding Partners to apply and host.

## Marketing and Communications

The ILC achieved significant communications milestones during the 2023/2024 financial year, driving membership growth, enhancing brand visibility, and engaging target audiences more effectively than ever before.

The key marketing objectives during the 2023/2024 financial year were:

- Improve the look and feel of the ILC website
- Improve the functionality of the ILC membership management system
- Improve communication with our membership database
- Successfully promote and hold the ILC Conference in Portland, Maine & Leadership and Mentoring Programs in Maine and in Adelaide, South Australia
- Help to grow the organisational and individual member database



Website Analytics for the 2023/2024 financial year:

- 18.7K clicks
- 348K impressions
- Open rate for emails: 45%
- New CRM contacts: 531

**Digital Transformation:** A major goal of the past financial year was to improve the look & feel of the ILC website. We worked closely with our web development team and launched the new site at the end of 2023. We also overhauled the membership database to improve the user experience and ensure the ILC has access to accurate member data. This work is currently ongoing. We also enhanced our online presence significantly by creating a LinkedIn account.

Some areas this website update improved included:

- Member information cleaned up and grouped by organisation
- Better ability to communicate with members via the CRM system
- More event ticketing options including ability to add ILC membership to event ticket
- Options for purchasing organisational memberships online
- Integration with Xero (accounting software)
- Better reporting and analytics
- Better functionality for special interest groups and regional networks.

**Brand Strengthening:** By working closely with the Management Committee and the Strategy & Policy Forum, the ILC developed a new mission and vision for the ILC. Using this consistent messaging will reinforce our brand identity and value proposition. We expect the new vision and mission to resonate deeply with our members and attract new market segments.

**Customer Insights:** By using surveys to collect feedback from members, we have tailored our marketing strategies to better meet member needs. This customer-centric approach has facilitated more personalised and impactful communications, enhancing customer satisfaction and loyalty. We use electronic direct mail marketing as the main way of communicating with the member database. Open rates have consistently sat around 45%, which is extremely high with a very low unsubscribe rate (0-2%).

**Event Management:** The 2023 ILC Annual International Conference was the largest in the ILC's history with over 200 virtual and in-person attendees. Overall, the conference was a great success both financially and regarding the experience for attendees. We also held two Leadership & Mentoring Programs in 2023.

## Membership

Individual ILC membership numbers steadily increased over the past financial year. The table below shows the numbers as of April 2023. We saw an uptake in membership before the conference as people access a member-only discount to purchase their conference tickets.

Organisational membership climbed significantly in 2023/24.

Organisation	Country	Amount
Individual		144
Student		10
Maine Medical Centre (FP)	USA	90
Sinai (FP)	Canada	50
Aalborg University Hospital (FP)	Denmark	20
UCN - University College Northern Denmark (FP)	Denmark	20
Flinders University (FP)	Australia	250
Uppsala University (FP)	Sweden	20
Malmo	Sweden	20
Midt Denmark	Denmark	37
Gold Coast Hospital	Australia	40
Carl-Thiem Klinikum Cottbus	Germany	20
Hvidovre Hospital	Denmark	20
Regional Hospital North Denmark	Denmark	15
Essex NHS Trust	UK	20
Uppsala University Hospital	Sweden	9
Queens Nursing Institute	UK	20
<b>TOTAL</b>		<b>805</b>

**FP = Founding Partner**

## ILC FOUNDING PARTNERS



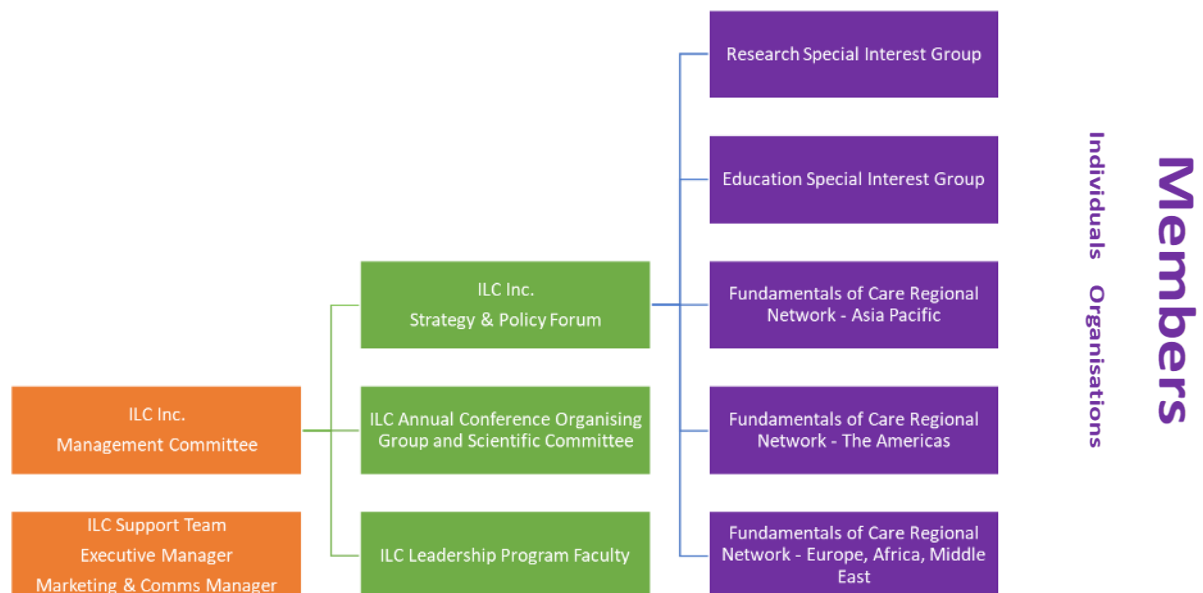
## Founding Partners

# Governance

The ILC organisational chart shows the various management, operational and networking structures and how they relate to each other.

The ILC Support Team consists of two people – Kathy Mott, Executive Manager, and Genevieve Moss, Manager Marketing and Communications. This small team services all governance structures as well as managing finances, events, communication, business development, and facilitating collaborations within the ILC global community.

Details follow on each structure, membership, roles and its profile of activity in the 12 months to end March 2024.



## Management Committee

The ILC Inc. Management Committee's role is to provide governance, management, accountability and oversight of the operations of the ILC according to the Constitution of the Association

### Members

Professor Alison Kitson  
(Chairperson)

Professor Tiffany Conroy  
(Treasurer)

Dr Devin Carr (Secretary)

Dr Jenny Parr

Associate Professor  
Karleen Thornton

Dr Lianne Jeffs

Associate Professor Asa  
Muntlin

Dr Getty Huisman de-  
Waal

Gabriella Golea

### **Number of meetings**

The Management Committee met seven times in the reporting period.

### **Key Activities/Matters Considered**

The Management Committee made decisions on the following key matters:

- Terms of Reference – Strategy & Policy Forum, Regional Networks, Special Interest Groups
- Ticket pricing policies and prices for the 2024 Conference and LAMP (Oxford and Adelaide)
- Membership fees – individual and organisational
- Strategic Plan – consultation and final approval
- LAMP Faculty Policy and Procedures
- Erik Sorensen Foundation Fellowships – selection criteria and operational specifications
- Financial and Legal Delegations Policy and Budget approvals

## Strategy & Policy Forum

The ILC Strategy and Policy Forum is a structure that facilitates input from ILC Members with significant expertise and passion for the fundamentals of care to discuss, recommend and action strategies and policies that could or should guide the work of the International Learning Collaborative (ILC). The ILC Strategy and Policy Forum provides strategic advice to the ILC Management Committee.

### Membership

The ILC Strategy and Policy Forum consists of:

- Individuals who have served on the original ILC Steering Committee, automatically have positions on the inaugural Strategy & Policy Forum for an initial term of two years, with a right of renewal.
- Representation from each of the three ILC Fundamentals of Care Regional Networks (up to 7 representatives from each),
- One nominee from each Special Interest Group.
- Up to four members of the ILC Inc. Management Committee.

The current term expires June 2025.

### Number of meetings

The Strategy & Policy Forum (S&PF) met on three occasions during the reporting period.

### Key Activities/Matters Considered

The Strategy & Policy Forum made decisions, or provided advice on the following key matters:

- Terms of Reference - the S&PF, and Special Interest Groups
- ILC Strategic Plan
- Priority topics for discussion and development into Position Papers
- The ILC Maine Statement
- The Erik Sorensen Foundation Fellowships
- Establishment of the Education and Practice Special Interest Groups

The current term of office expires in June 2025.

Name (First)	Name (Last)	Regional Network/Representation
<b>Steering Committee Members (automatic membership)</b>		
Nely Amaral	(Canada)	
Devin Carr	(US)	Management Committee representative
Tiffany Conroy	(Australia)	Management Committee representative
Mette Grøenkjaer	(Denmark)	
Getty Huisman-de Waal	(Netherlands)	
Debra Jackson	(Australia)	
Asa Muntlin	(Sweden)	Management Committee representative
Lianne Jeffs	(Canada)	
Alison Kitson	(Australia)	Management Committee representative
Jane Merkley	(Canada)	
Jenny Parr	(New Zealand)	
David Richards	(UK/Norway)	Research SIG representative
Susan Weeks	(US)	
Yvonne Wengstrom	(Sweden)	
<b>Nominated Regional Representatives (elected for two year term)</b>		
Therese Avallin	(Sweden)	Europe, Africa, Middle East
Siri Lygum Voldbjerg	(Denmark)	Europe, Africa, Middle East
Britt Laugesen	(Denmark)	Europe, Africa, Middle East
Margrét Guðnadóttir	(Iceland)	Europe, Africa, Middle East
Clair Merriman	(UK)	Europe, Africa, Middle East
Alison Marchbank	(UK)	Europe, Africa, Middle East
Eva Jangland	(Sweden)	Europe, Africa, Middle East
Sylvie Rey	(Canada)	Americas
Joanne Murray	(Australia)	Asia/Pacific
Rebecca Feo	(Australia)	Asia/Pacific
Maria Alejandra Pinero de Plaza	(Australia)	Asia/Pacific
Cath Aspinall	(Australia)	Asia/Pacific
Annemarie Dowling-Castronovo	(US)	Education SIG representative

## Member Engagement

The ILC has established multiple opportunities to engage with the membership. These include:

1. Special Interest Groups (SIGs)
2. Regional Networks
3. Conference Organising Committee

### Special Interest Groups

#### Research

##### Co-Convenors

Professor David Richards and Professor Mette Groenkjaer co-convene the Research SIG.

##### Terms of Reference

The Research Special Interest Group (SIG) aim is to support the conduct and dissemination of a coherent research programme within the ILC to improve knowledge of, and the evidence base for, fundamental care

##### Membership

Any ILC individual member, or registered member of an organisational member can attend the group. There are 79 members as at end March 2024.

##### Number of Meetings

The Research SIG met twice during the reporting period.

##### Key Activities/Matters Considered

The Research SIG developed a survey of current or completed research related to fundamental care for all ILC Members to contribute to a register of Fundamentals of Care research or evidence.

Members planned a workshop to be held at the 2024 ILC Conference in Oxford.

#### Education

##### Co-Convenors

Professor Annemarie Dowling-Castronovo, Dr Alison Marchbank and Dr Linda Berking co-convene the Education SIG.

##### Terms of Reference

The Education Special Interest Group (SIG) aims to support collaboration, resource and method development for valuing, prioritisation and implementation of teaching fundamental care across all health professional and carer educational activity internationally.

##### Membership



Any ILC individual member, or registered member of an organisational member can attend the group. There are 14 members as at end March 2024.

### **Number of Meetings**

The Education SIG met once during the reporting period.

### **Key Activities/Matters Considered**

Members planned a workshop to be held at the 2024 ILC Conference in Oxford.

## **Regional Networks**

The ILC Regional Networks are structures that facilitate networking, education and advocacy amongst ILC Members with expertise and passion for the fundamentals of care. They provide a mechanism to discuss and design local, national and regional strategies and activities that raise awareness of, and promote the implementation of, fundamentals of care and the work of the International Learning Collaborative (ILC).

Membership is open to all members from the region and any other person (non-Member) who registers through the website.

Activities included:

1. Input to the ILC Strategic Plan
2. Assistance with recommendations for scholarship winners
3. Supported the ILC conference Abstracts preparation for Members with pre-conference rehearsal and post-conference presentations of Posters as oral presentations to the Regional Network
4. ILC 2023 Maine Statement dissemination ideas
5. Guest Presentations

### **Asia-Pacific**

#### **Convenor**

Dr Cath Aspinall facilitates the Asia-Pacific Regional Network.

### **The Americas**

#### **Convenors**

Dr Devin Carr, Dr Lianne Jeffs and Dr Nely Amaral facilitate Americas Regional Network.

### **Europe, Africa, Middle East**

#### **Convenors**

Professor Mette Groenkjaer and Dr Charlotte Kruhoffer facilitate the Europe, Africa, Middle East Regional Network.