

# Te Wheke March 2019 Issue 45

http://www.nzno.org.nz/groups/college s\_sections/sections/nzno\_nurse\_manag ers\_new\_zealand

## Committee Report

#### From the Chair, Sarah Tweedale

#### Mōrena

2019 has got off to a great start, the committee met in Palmerston North in March and got through a huge amount of work, our plans to launch a national mentorship in coaching network are well underway with a provisional launch date of June.

Both of the heavily subsidised coaching and mentorship workshops that are being offered by the section are fully subscribed with people on the waiting list and our grants have all been fully allocated for this financial year to members wanting to improve their leadership skills. It's been great to have some presence in the regional centers, the committee are heading up to Whangarei in May to meet up with a group of nurse managers there, have an educational forum with our wonderful guest speaker Sonia Smith who many of you would have heard presenting at the Napier conference.

Having a full complement of committee members to share the responsibilities and workload has been amazing, I'd like to just remind you all that two more committee members will be leaving in November after their fourth year, that's myself and Jeni so if anybody is interested in joining a what can only be described as an awesome committee working, for a fantastic section, please keep an eye out as we will be calling for nominations for two new committee members to be nominated at our next November AGM.

The Auckland conference crew are well underway and organising our 2019 nurse managers conference that's going to be held in Ellerslie, the speakers and the topic of 'Challenges of our time', looks like being another 'on topic' conference. Having attended the last four Nurse Managers conferences I can honestly say the caliber of the speakers, the attention to detail and the hospitality make the NZNO NMNZ conferences a joy to attend, I would recommend any of you sign up and register for our next conference.

I don't know about how you all have been around the country but here in the deep south the beginning of the year has been quite challenging, we've seen a huge amount of pressure for elective throughput as well as high acute demand coming into our DHB. I'd like to commend nursing leadership being the backbone of any organisation whether that be DHB, Primary Care, Rural, Age Care Facilities, Private or any other setting. Nursing leadership fundamentally holds in its hands the ability to steer efficiencies , boost morale, role model behaviours and lead a service. My hope for all of you is that the winter months are kind to you and your staff, budgets are flexible! Keep carrying on doing the amazing job that you undertake for our patients and staff day in and out.

Thank you for being the superb unsung heroes that you are, nursing and our patients could not manage without you.

Ngā mihi, kind regards, Sarah

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## **Membership/Education Grant**

The NZNO Nurse Managers' Section New Zealand membership now stands at 543. We would love to see this to keep increasing so we encourage you all to talk to your colleagues and explain the benefits of belonging to this dynamic and forward thinking section. We recognise that we are all working in challenging environments and within financially constrained Organisation's. This section acts as an advocate for all members, listening to concerns/national trends and looking at ways to improve leadership roles within New Zealand nursing. A new initiative the committee has finalised this year is The NZNO Nurse Managers Section New Zealand Education Grant. This exciting development will enable members of the section to apply for grants of up to \$500.00 each in order to undertake further education. Two grants will be made annually in May and November. Application forms are available on the website with full details of requirements.

Click <u>here</u> to go the NZNO Nurse Managers' Section website.





This workshop is for leaders who wish to build on their existing expertise. The sessions will be highly interactive and experiential and there will be practice, reflection and theoretical input. There will be no role-play!

The facilitator will focus on working with emergent needs and issues of the learning group. There will be opportunity to briefly explore a few coaching and mentoring models/tools and to gain skills to facilitate ongoing personal and professional development in self and others. The facilitator aims to inspire, empower challenge and support participants towards effectiveness and wellbeing.

# Applications are currently open for further Education Grants.

Congratulation!

\$750 grant - Princess Marufu of Auckland for her to attend a two day nursing leadership course in Australia.

# Coaching and Mentoring Workshops for members

Facilitated by Bev McClelland (Organisational Development Consultant)

**Christchurch** Friday 10<sup>th</sup> May 09.00- 15.00pm Manawa Building. 276 Antigua Street

**Auckland** Friday 14<sup>th</sup> June 09.00-15.00pm Eden Gardens, 24 Omana Ave, Epsom, Auckland

Morning and afternoon tea and Lunch provided.

Limited to 16 places at each workshop.

Cost subsided ; registration fee \$75.00

Contact: <a href="mailto:Debbie.odonoghue@cdhb.health.nz">Debbie.odonoghue@cdhb.health.nz</a>

https://www.nzno.org.nz/groups/colleges\_sections/sections/n zno\_nurse\_managers\_new\_zealand/conferences\_events\_

## Books, TED talks and websites to read and explore



Wherever You Go There You Are: Mindfulness Meditation in Everyday Life Jon Kabat-Zinn September 1995 -278 pages

"Mindfulness is an ancient Buddhist practice which has profound relevance for our present-day lives," write Jon Kabat-Zinn in this popular book. "This relevance has nothing to do with Buddhism per se or with becoming a Buddhist, but it has everything to do with waking up and living in harmony with oneself and with the world."

What are some of the benefits of a regular personal practice of mindfulness meditation? It helps calm us down. It puts us back in touch with our inner wisdom, creativity, and vitality. And it opens up "new ways of being in our skin and in our world." Mindfulness meditation grows out of patience, the practice of letting go, the art of non-doing, and the ability to be non-judgmental, trustful, and generous. Dwelling in stillness enables us to savor the treasures of the present moment.

Kabat-Zinn concludes with practical suggestions and applications of mindfulness. He discusses the importance of posture and the art of sitting, walking, and standing meditation. The author's comments on parenting, cleaning the stove, and washing cat food dishes show how mindfulness meditation has helped him reframe these everyday activities. Wherever You Go, There You Are is instructive and inspirational.

He claims that mindfulness is for everyone, 3 things from the book, which I think everyone can try today:

- 1. Deliberately ignore your phone.
- 2. If someone takes something from you, don't let them take your mind too.
- 3. Focus on your body and senses during automatic behaviours.

Ready to infuse your day with a sense of calmness? Time to make it mindful!

Lesson 1: Ignore your phone - on purpose.

Jon calls it practicing voluntary simplicity. Nope, this isn't about minimalism, it just means to engage with one activity or thought at a time.

For example, if you're playing a game of Chutes & Ladders with your daughter or son, chances are your phone will make a noise before you're finished. When that text notification sound or vibration grabs your attention, you have two choices:

1. Say "Sorry sweetie, I gotta take this real quick!", hectically scramble to get up and reach for your phone, completely losing the present moment and trading it for living by someone else's agenda.

2. Accept that you have a desire to check your phone, but deliberately decide to ignore it in favor of fully savoring this incredibly precious moment with your kid.

Option #2 will not only make your child happier, it'll also be a great mindfulness exercise for you, helping you to consciously direct your attention in the future.

Lesson 2: If someone takes something from you, don't let them take your mind too.

Today our patience is tested on a constant basis. Much of life is spent waiting – be it in line at the grocery store, in front of the cinema for a friend, or for an email response to a potentially life-changing application.

But because we're always "on" (whether that's on our smartphones or having music on or just thinking on and on), our patience runs thin, and therefore, it runs out quite fast. When it does, what you're left with is anger. But anger is one of the most pointless feelings you can have.

Choosing patience is better for your health, environment and sanity, which makes it a cornerstone of mindfulness.

Think of it this way: If someone or something has already taken your time, money, resources or health, don't let them take your mind too.

The Dalai Lama has all the reason in the world to be extremely angry at the Chinese – they've killed over a million Tibetans less than half a century ago. But he's not. They've taken a lot from him, but he won't let them have his mind too, just because he's being angry. He puts his time to much better use by practicing patience and understanding.

Lesson 3: Take the smallest step by focusing on your body and senses during automatic behaviours.

In the end, mindfulness is a permanent practice. Sometimes I'm better at being aware of what's going on, sometimes I'm worse, but as long as I keep practicing it, this ability slowly grows over time, and it's made my life a lot better.

The smallest step I could find in this book to help you get started is this: focus on your senses and body as you do something on auto-pilot.

For example, climbing the stairs is such an easy activity that we usually don't interrupt our stream of thinking while doing it. But if you do, you'll arrive a lot calmer at the top of the stairs.

As you place your foot on the next step, can you feel the surface of the cold stone your shoe touches? What does it feel like when you bend your knee? How far are your arms swinging back and forth?

Asking yourself simple questions about the present moment will help you stay in it and feel more in charge with whatever activity you're going to do next. It's a great way to start overriding your autopilot behaviour and improving your self-awareness without practicing formal meditation.

# Spotlight Interrogation; let's get to know a little bit about each other.

This month Spotlight interrogation is dedicated to our NZNO leaders: NZNO Kaiwhakahaere and the NZNO President.



## What's your name, what do you do and where do you work?

My Name is Kerri Nuku, I am the NZNO Kaiwhakahaere and work with the NZNO President to provide a co leadership for NZNO. This is a governance role and I am also the spokesperson and leader for Te Rūnanga o Aotearoa, NZNO the Māori members for our organisation.

## What would you be doing if you were not working at your current job?

Prior, to working for NZNO I worked as a midwife in sexual health services which I found absolutely rewarding. If however I wasn't in this role, I believe I would be pursuing work within policy with a particular focus on at health and wellbeing, human rights and social justice.

## What's the most important lesson you've learned in the last year?

Balance and perseverance! Last year was challenging for many reasons but it important to ensure that the issues affecting our profession are all given attention and not just focus on the issues that have the loudest presence.

## What characteristics do you most admire in others?

I have many colleagues whom I have worked with and have as friends that I have learned from and I think if I had a bit of this and a bit of that characteristic what a super human we could be. The characteristics I admire are humbleness and humility, tenacity and perseverance, a voice when a voice is needed and a shoulder to crying when it is needed and someone who listens when you need to talk.

## What qualities in you would you hate to see emulated in your employee?

If I have been mandated a direction or initiative and it fits with the organisations vision, mission and strategy, I will relentlessly advocate, especially for those less advantaged.

## If you were to start a company from scratch, what values would you build it on? Honesty, integrity and equity.

#### If you were to tell one person "thank you" for helping me become the person I am today, who would it be and what did they do?

Wow it is difficult to pick one person when I have had so many fancy people and role models that I have taken from to develop me to where I am at this moment in time and I am still learning. Now this may sound strange but it would be my husband. We met when I was an Enrolled Nurse going to start my training as an Registered nurse, he supported me through that time, when I travelled away for clinical placements, when I went to complete my midwifery in Wellington and of course with all the travel that I do for this job. He has kept our children safe and loved and that one of the coolest things. By doing that it has allowed me to grow as a person, as a wife and as a member of society and in return to give back and to appreciate what I have. He absolutely keeps me grounded, it can be easy to get caught up in something that is not real or long lasting, and in this job there are so many great experiences I have had, but he always keeps me humble and focused on the job at hand

#### When are you happiest?

I think there was something rewarding about feeling that you have made a difference, I will never forget how rewarding it is as a midwife when you support a woman and her whānau through their birth experience.

#### What one memory do you most treasure?

Speaking at the United Nations in New York to the Permanent Forum for Indigenous Issues in front of an international member states, international agencies, Indigenous Provider Associations and members of the public. The atmosphere is very formal, high security presence and televised proceedings. This was a fantastic forerunner to the Waitangi Tribunal which is equally as powerful.

#### What would a "perfect day" look like for you?

It's difficult to explain what a perfect day would look like, but to me it would be a time when all nurses regardless of where you work are recognised as a profession and paid as a professional. It would be where health and wellbeing funding is resourced to meet the needs, where a workforce is both clinically and culturally equipped, where access and appropriate health care facilities are responsive to the needs of the community it serves. When wellbeing and quality of care and equity are measures of success.

#### How do you recharge?

Being at home and spending time with the family always recharges me.

# What superpower would you like to have? Freedom fighter.



## What's your name, what do you do and where do you work?

Kia ora, koutou. Ko Grant Brookes tōku ingoa.

I'm Grant Brookes, President of the New Zealand Nurses Organisation Tōpūtanga Tapuhi Kaitiaki o Aotearoa.

I work out of the NZNO National Office in Wellington, but I also travel around to engage with as many members as possible. Being accessible is important to me. I welcome contact by phone (027 536 2851), email

(<u>grant.brookes@nzno.org.nz</u>) or via your preferred social media platform.

## What would you be doing if you were not working at your current job?

If I had not been elected NZNO President in 2015, I would be working as a Staff Nurse at Wellington Hospital.

It's a job I love. I still miss the patient contact, the collegial relationships in the multi-disciplinary team and the handson care. I continue to work the occasional shift on the ward, to keep my feet on the ground and my clinical skills fresh. I may even go back to it when my term as President ends in 2021.

## What's the most important lesson you've learned in the last year?

This last year has reaffirmed an old truth, and taught me something new.

For me, 2018 proved once more that solidarity is powerful. By standing together with one another, and with our communities, NZNO members in the DHBs may not have fully restored our health system. But through our rallies, marches, votes and strikes, we did secure an extra \$250 million in health funding, on top of what the DHBs initially offered, and an immediate 2% increase in nursing FTE. As the old union song proclaims, "Solidarity forever, for the union makes us strong".

I've also learned a new lesson. As a Pākehā male, I've been aware all my adult life that even as a working class kid from South Dunedin, I was born with a degree of privilege. I long ago vowed to use that not for my own benefit but to raise up those without, so that unearned privilege might one day cease to exist. It's probably why I went into mental health. But 2018 taught me, perhaps belatedly, that when working within power structures we must also advocate for ourselves. I was recently struck by one of those Facebook shareables. It said, "Be careful what you tolerate, you are teaching people how to treat you".

What characteristics do you most admire in others? The characteristics I admire most in others include emotional intelligence, analytical power, commitment to a win-win outcome and above all, integrity.

I think the world needs more people like that.

## What qualities in you would you hate to see emulated in your employee?

As NZNO President my role is governance, rather than management. I have never been in a position where I employed someone. But if I did have employees one day, I would certainly hope they were better at striking a worklife balance than me!

## If you were to start a company from scratch, what values would you build it on?

If I was to build a company from scratch, it would probably be a cooperative. It would be founded on values of shared ownership, teamwork and public good.

#### If you were to tell one person "thank you" for helping me become the person I am today, who would it be and what did they do?

There have been so many people who have helped me to become the person I am, I could never thank just one.

I have spoken before, in Nursing Review, about the formative influence of my mother:

http://archive.nursingreview.co.nz/issue/august-2015-vol-15-4/g-and-a-with-grant-brookes/#.XFeo1Gluapo

But I would also thank my activist colleagues from the student protest movement of the 1990s (some of whom are now also leading unions, or advising government ministers, or in one case – Grant Robertson – being a minister themselves!).

I would thank my mentors from the new graduate programme at ADHB, without whom I would never have stayed in the profession, and my NZNO organisers at Capital & Coast DHB. The best single piece of advice I ever received came from them. Having been rapidly elevated as young NZNO delegate onto a CCDHB clinical governance committee, and having struggled in meetings with "imposter syndrome", my organiser looked me in the eye and said, "take your seat at the table like you were born to be there".

I would thank my partner of 22 years, Linda, who taught this white kid to love reggae, and our children, Tama and Rosa, who made me a dad.

I would thank Joyce and Roimata, two of the many unacknowledged giants now holding up the Māori Women's Welfare League, who shared with me so generously of their matauranga Māori through our years of work together.

I wish I could thank Helen Kelly, for her quiet, consistent encouragement.

And finally I would thank NZNO CEO Memo Musa and Kaiwhakahaere Kerri Nuku, who have both taught me more about leadership in the last three years than they will probably ever realise.

#### When are you happiest?

That's easy – and probably easily relatable for any other powder hound. I'm happiest when I am on the slopes.

#### What one memory do you most treasure?

Does it say something about my age and stage that my treasured memories are now of my children? Those memories are all full of "firsts" – first steps, first words, first day at school, and on and on.

I remember them all. The days our two were born, at home, are probably the most treasured memories of all.

What would a "perfect day" look like for you? A perfect day for me is when I get a win for my fellow NZNO members.

#### How do you recharge?

I recharge by getting out into the "great outdoors" with my partner Linda and our kids, Tama and Rosa.

The theme of Mental Health Awareness Week 2018 really rings true for me - "Let nature in, strengthen your wellbeing - Mā te taiao kia whakapakari tōu oranga!".

To maintain my sanity, every now and then I have to get away from the city and from screens with them preferably under canvas, in the bush or up on the mountain.

#### What superpower would you like to have?

In January our sister union in the US, National Nurses United, posted this meme on their Facebook page ahead of the 2019 global #WomensMarch. It features my friend and colleague, NNU Co-President Deborah Burger (front row, second from right). This meme about sums it up for me.

TANDIN

**BE OUR SUPER STRENGTH."** 

**"COLLECTIVE ACTION WILL ALWAYS** 







## NZNO AGM and Conference 2019

## 17 - 18 September 2019

# Leaving No One Behind -Health For All

Museum of New Zealand Te Papa Tongarewa, Wellington

## NZNO Nurse Managers Education Forum Report 14<sup>th</sup> March 2019 Palmerston North Report by Jeni Palmer

Secretary NZNO Nurse Managers committee

I was fortunate to attend the NZNO Nurse Managers Section Education Forum held at the Distinction Hotel in Palmerston North on 14 March (last week). There were two speakers who shared their knowledge and expertise.



#### Judy Leader

The first one was Judy Leader who is a Nurse Practitioner for the Acute Pain Service at Midcentral Health. She spoke on "rethinking pain management". I found her talk very relevant as many of my patients suffer from chronic pain. She used an analogy for chronic pain comparing it to when you go in the warm shower when you have sunburn. The warm water is not harming you but your sunburn has made you sensitive and tells you otherwise. Sometimes our sensors tell us we are in danger and we are not. Judy helps people to understand the messages their body is giving them and helps them to reframe it. Judy uses Te Whare Tapa Whare to assess her patients. She focuses on all four elements rather than just tinana (body) as we often do in hospital. Her talk made me think about how I approach people who have pain and question whether I am partnering with them or trying to solve a problem.



#### **Maree Sheard**

The second speaker was Maree Sheard, Associate Director of Nursing at Whanganui DHB. Her talk was entitled "Trusting what others say of you: A short story from the New Zealand Defence Force and beyond". Maree spoke about her experience as a nurse in the armed forces. She found tension between being in an organisation that was about armed conflict and caring as a nurse. She felt that the army tried to standardise the way people were treated as opposed to individual care. Maree studied this tension for her PhD thesis. The army put Maree on a trajectory for promotion that was based on her leadership skills rather than her nursing ability. She was promoted to be the top ranking nurse within the army and had deployment overseas. At times it appeared that the army thought more highly of her leadership skills than she did as the title of her talk suggested.

Unfortunately we had a problem with our booking system and people were told the course was full when there was capacity, so fewer people got to enjoy the evening than hoped. We will make sure this doesn't happen again.



### Safer Staffing Accord

On July 30th 2018, representatives of the New Zealand Nurses Organisation (NZNO), DHBs and the Ministry of Health signed an Accord committing the parties to there being sufficient nurses and midwives in our public hospitals to ensure both their own and their patients' safety.

The Accord commits all three parties to the following:

- a. to explore options for providing employment and training for all New Zealand nursing and midwifery graduates, taking into account the current model for doctors, and report to the Minister of Health by the end of November 2018
- b. to develop any accountability mechanisms that the parties believe are necessary (over and above those already agreed) to ensure DHBs implement the additional staffing needs identified by CCDM within the agreed timeframe (June 2021) and report to the Minister of Health by the end of February 2019
- c. to develop a strategy for the retention of the existing nursing and midwifery workforce and the re-employment of those who have left the workforce, and report to the Minister of Health by the end of May 2019.

This is a significant commitment to nursing by the current government and the Office of the Chief Nursing Officer is working closely with all parties involved to lead the programme of work required to develop the reports for the Minister. Our focus is currently on developing the first report exploring options for the employment and training of all New Zealand nursing and midwifery graduates. This includes enrolled nurses.

The Accord group's discussions have focused on how the global shortage of

nurses impacts on New Zealand, the rising demand for nurses in New Zealand; and how we grow this country's graduate numbers.

Good progress has been made so far. As at 13 March 2019, 260 registered and enrolled nurses (221.75 FTE), 28 midwives (19.1 FTE), and 54 Health Care Assistants (41.96 FTE) have been employed as a result of the additional \$38 million and 37 (34.9 FTE) CCDM and Trend Care Coordinators as a result of the additional \$10 million.

A further 118.04 FTE are either in active recruitment processes or DHBs intend to recruit before the end of the financial year 30 June. Some DHBs have recruited all their allocated FTE, others have recruited most of it and some have asked to defer a portion of their funding to the 2019/20 financial year.

### For regular update, please refer:

https://www.health.govt.nz/ourwork/nursing/developments-nursing/safer-staffingaccord





#### PERFORMANCE POTENTIAL Workplace incivility: Nurse leaders as change agents

By Cheryl Ann Green, DNP, PhD, RN, LCSW, CNE, CNL, MAC, FAPA January 2019 • Nursing Management

Incivility in the workplace can include making demeaning facial expressions, such as rolling eyes or raising eyebrows; withholding information; rudeness; communicating in a passive aggressive manner; gossiping; breaking confidences; and scapegoating.

By acknowledging the problem of incivility and making the intentional decision to engage staff in the change process, nurse leaders can resolve conflict while promoting transformation.

It's the legal, ethical, and moral responsibility of employers to create safe work environments that are conducive to nurses' health and well-being, as well as other healthcare team members, patients, and patients' families.

When addressing workplace incivility, the democratic leadership style can be effective. This style allows for objectivity when discussing environmental dysfunction within the workplace, with multiple views being shared within the group. Sharing viewpoints may potentially decrease staff members' fear and anxiety, facilitating honest discussion. In collaboration with your staff members, you can begin to address the negative behaviors associated with uncivil conduct.

Maintenance of a civility intervention can include weekly staff meetings to address conflicts, every other week education sessions on conflict resolution for all shifts, and counseling/coaching followed by progressive discipline for staff members who don't adhere to the zero tolerance for workplace incivility initiative. When you encounter unit-based incivility issues, you must communicate with and have referrals readily available for affected staff members who need counseling and support during and after the incident.

Workplace incivility can be disruptive to the overall function of clinical units; however, instituting a zero-tolerance policy for incivility will begin a positive change and lead to better outcomes for our staff and our patients.

#### Helpful tips

 Inform all nursing staff members that incivility within the healthcare environment isn't only harmful to their colleagues, but also to patient safety. Adopt a zero tolerance for incivility, bullying, and violence.
Don't circumvent the problem because this invalidates the affected nursing staff, allowing the culture of incivility to continue.
Use the terminology of incivility, bullying, and violence when discussing the negative interactions reported and observed on the unit.

4. Avoid blaming and/or identifying the affected individuals—both victims and perpetrators—in front of other staff members. Meet privately with these nurses to provide support and insight into the resolution of the problem. For example, realizing that both the perpetrator and victim can benefit from counseling, an employee-assistance referral can be instituted.

5. When counseling fails, place nurses who are perpetrators of workplace incivility on a progressive discipline plan to document any repeated episodes of the behaviors.



# Up and Coming events

## NZNO Meeting, Workshops, Conferences & Symposium

Canterbury Regional Council Meeting	2/04/2019 5:30 p.m	Canterbury Region	
2019 ANZICS New Zealand Regional Annual Scientific Meeting Event Start Date:. Event Locations	3/04/2019 8:30 a.m	Auckland Region	
Professional Forum - Alcohol Use Magnifying Out - Nelson	3/04/2019 5:00 p.m	Top of the South	
Greater Auckland Regional Council Meeting	3/04/2019 6:15 p.m	Auckland Region	
Professional Forum - Medicine Management - Tauranga	4/04/2019 8:00 a.m.	Bay of Plenty/Tairawhiti Region	
Medico-Legal Forum - Medicine Management - Mount Maunganui	4/04/2019 8:30 a.m	Bay of Plenty/Tairawhiti Region	
3rd Structural Heart Disease Asia Pacific Symposium 2019	4/04/2019 8:30 a.m	Auckland Region	
4th Annual Congress on Nanomedicine and Drug Delivery	4/04/2019 9:00 a.m.	Auckland Region	
Midlands Te Rūnanga Hui	4/04/2019 5:30 p.m.	Midlands Region	
2019 Bay of Plenty and Tairawhiti Te Rūnanga Hui Event Start Date: Event Locations	5/04/2019 5:30 p.m.	Bay of Plenty/Tairawhiti Region	
NZ Triage Course - New Plymouth - April 2019	6/04/2019 8:00 a.m.	Central Region > New Plymouth Triage Venue	
Professional Issues Seminar - Dunedin	6/04/2019 9:00 a.m.	Southern Region	
Tapping Foundations Workshop: Evidence based EFT	6/04/2019 9:30 a.m.	Auckland Region	
Global Experts Meet on STD-AIDS and Infectious Diseases	8/04/2019 9:00 a.m.	Wellington Region	
Professional Forum - Understanding safe administration - Christchurch - EVENT FULL	8/04/2019 4:00 p.m.	Canterbury Region	
Level 1 Delegate Education - Auckland - All sectors	9/04/2019 8:30 a.m.	Auckland Region	
2019 Central Regional Convention	9/04/2019 9:00 a.m.	Central Region	
Auckland DHB NZNO Delegates Meeting	9/04/2019 3:00 p.m.	Auckland Region	