



Tōpūtanga Tapuhi Kaitiaki o Aotearoa  
NEW ZEALAND NURSES ORGANISATION

**Professional Nursing Adviser Report:**  
**College of Emergency Nurses NZ NZNO AGM October 2025**

Thank you to the national committee, networks, triage instructors, course director, journal editor and members for your commitment to the profession of emergency nursing, which is widely regarded. The pillars of clinical practice and professional leadership are genuinely exemplified in the college.

I am grateful to Lauren Miller for her leadership, who has successfully steered the college this past year as Chairperson. The National Committee members, who are passionate about emergency nursing and have contributed to the college's functions.

I want to extend special thanks to the outgoing members of the national committee and the Triage Course Director. Your contribution to the nursing profession is valued. NZNO relies on its members to provide generous time and expertise to make the college function, challenging the design of the health system, and promoting a challenging environment for emergency nursing.

The Ministry of Health released a document called "Putting Patients First – modernising the health workforce." This document undermines the nurse's role, prioritising political mandates over public safety and replacing the profession's core values with government priorities. NZNO objected to this attack on the regulation of the health workforce. The Ministry of Health's analysis of this document revealed political overreach in the regulation of health practitioners. The Minister has indicated that the changes to the Health Practitioners Competence Assurance Act will occur in 2026.

I appreciate the national committee's responsiveness in engaging with national issues, such as the Pae Ora Amendment Bill and the Treaty of Waitangi (Te Tiriti o Waitangi) Principles Bill. Regulation Bill, consultation on the Nursing Council of NZ scopes of practice and standards of education, prescribing standards for registered nurses and participating in NZNO activities that have influenced the nursing profession.

There are profound implications associated with Clause 11 of the Pae Ora Amendment Bill, which will prohibit health professionals from speaking out about patient and community safety. Employees of Health NZ will be required to be politically neutral and uphold the principles of public service.

NZNO's Maranga Mai strategies and actions are well underway. The NZNO's comprehensive Maranga Mai! campaign aims to secure the political and resourcing commitments needed to address the nursing crisis permanently across the entire health sector. Maranga Mai! is a call to every nurse, everywhere – and to the broader community – to "rise up" and get behind us. <https://maranga-mai.nzno.org.nz/>

Here are some of the activities of the Professional Nursing Adviser (PNA) team of NZNO over the last year, interspersed with some related activities of the wider professional and industrial services staff:

1. **Care Capacity Demand Management (CCDM)** All Professional Nursing Advisers are engaged with Te Whatu Ora CCDM programmes alongside organisers and member delegates. Many clinical areas are undertaking staffing methodology

processes with amended standing operating procedures (SOP). The challenge is to ensure Health NZ employs the necessary numbers to meet the required acuity. However, NZNO is currently negotiating with HNZ on these matters, and a resolution has yet to be reached. No implementation of the CCDM programme FTE staffing has occurred since the 2023-24 year, despite HNZ stating they are committed to the programme. CCDM remains critical to ensuring all areas are staffed; however, emergency department staffing is significantly compromised by the delays in implementing CCDM.

2. **Advise lawyers and other NZNO staff (such as organisers) on the risks to nursing practice and the implications for patient outcomes.** All NZNO members are required to seek advice on statements, investigations, and inquiries related to patient outcomes. It remains strongly recommended that all nurses have indemnity insurance coverage.

3. Nursing advisers continue to **work with members to respond to proposals for change in workplaces** and to **individual members seeking support with professional topics** (e.g. performance Improvement plans, ethical concerns, and breaches of standards).

4. **Implementation of the College and Section forum and induction** has been successful, where members can engage with each other and share expertise. Attendance at both meetings is paid by NZNO, with the 2026 meetings to be linked to Employment Relations Education Leave (EREL).

The NZNO 2024-25 annual report is available to members on the NZNO website, accessible through the member login area. NZNO hosted its Annual General Meeting of members in September, during which several key issues facing the profession were considered. A policy suite of documents was developed to address significant challenges, including the privatisation of the health system, deregulation of the nursing profession (and the replacement of nurses with alternative workforces), the role of nurses, and the removal of Te Tiriti o Waitangi from the health system by the current government.

Challenges are emerging in emergency departments as roles are introduced to replace nursing positions and limitations on advanced nursing practice roles.

The annual NZNO college and section forums and induction meetings are now a prominent feature, and participation is essential.

The new NZNO logo and name were launched at the conference. The significance of the logo's elements is explained in the final section of this report.

Welcome to the new committee members. I wish the college all the best for the forthcoming year, and I look forward to working with the committees to help you reach your goals.

We have more to do!

Suzanne Rolls, Professional Nursing Adviser  
October 2025





### **Fresh new look for Tōpūtanga Tapuhi Kaitiaki o Aotearoa: 19 September 2025**

Tōpūtanga Tapuhi Kaitiaki o Aotearoa, the New Zealand Nurses Organisation, has unveiled a fresh new look at the NZNO AGM.

The whakapapa is the Kaokao - a traditional Māori tukutuku (woven panel) pattern and a term for the ribs or side of the body. The chevron or V-shaped pattern evokes the bent arms and legs of a body that is grounded and poised for action.

The KaoKao signifies both a warrior and birthing stance symbolising endurance, steadiness, physical strength, and mental well-being.

For the Tōpūtanga Tapuhi Kaitiaki o Aotearoa identity, the KaoKao honours the expertise, resilience, and courage of our members who continue to extend unwavering commitment, attention, and care for whānau and communities throughout Aotearoa.

The repeated pattern form is a visual expression of the strength in numbers through kotahitanga and unity. Each line and intersection within the design arrangement represents individual voices and experiences contributing to weave together into a greater whole. This mirrors the very nature of who we are as a collective of diverse professionals, standing together to advocate for better outcomes — not just for ourselves, but for the wider health of all New Zealanders.