



EFFECTIVE ENGAGEMENT AND PARTICIPATION IN NZNO LEADERSHIP COMMITTEES

He waka eke noa — we are all in this together.

Supporting collective leadership and partnership in NZNO committees

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MARANGA MAI

CAMPAIGN PURPOSE

*To win a quality public health system
that is patient and whanau centred*

*with the necessary political and resourcing commitments needed
to address the crisis permanently, across the whole health sector*

MARANGA MAI GOALS



Outward Facing

Patient outcomes that are culturally safe and equitable across the whole health sector

Every nurse has the power and resources to do their job

Decisions on nurse resourcing are based on NZNO's Charter of Demands

NZNO is the leading voice in health

Inward Facing

Every member across the sector is engaged and actively participates

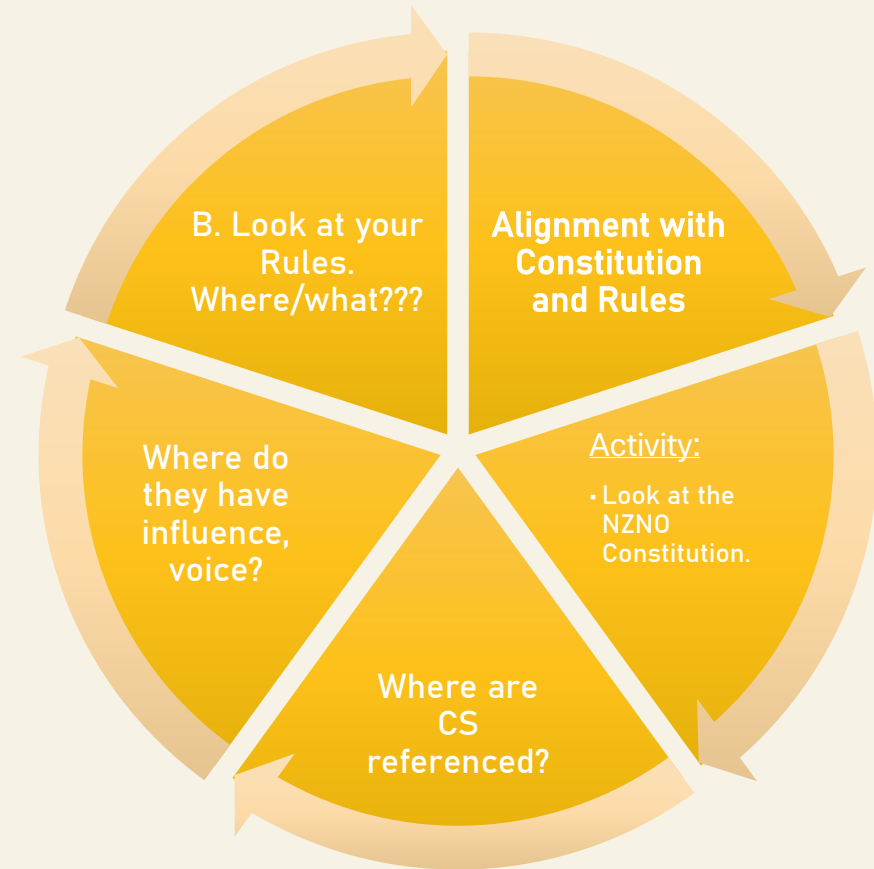
New ways of campaigning are utilised

Membership lifted

Member leadership driving change at all levels

HOW COMMITTEES GIVE EFFECT TO C&S MISSION & OBJECTIVES

- Committees operate under the NZNO Constitution and your C&S rules, ensuring your activities are consistent with NZNO's wider mission of advancing nursing, health equity, and bicultural partnership.
- They adopt clear terms of reference, membership criteria, and accountability structures that reflect the mission.



PROFESSIONAL STAKEHOLDER COMMUNICATION & ENGAGEMENT

**Building meaningful connections for
successful collaboration**



CREATING A COMMUNICATIONS & ENGAGEMENT PLAN

Importance of Early Stakeholder Involvement

Engaging the right people early ensures smoother information flow and builds deliberate support for projects.

Meaningful Engagement Over Informing

Strategic engagement focuses on involving stakeholders actively, leading to better project adoption and credibility.

Effective Communication Planning

Preparing clear messaging, prioritizing stakeholders, and selecting channels optimizes communication impact.

Outcome-Oriented Approach

Creating adaptable draft plans equips teams with foundational knowledge to meet project needs sustainably.

NB. For small projects like CS activity an engagement & communication plan may be combined



WHY ENGAGEMENT MATTERS



Building Trust and Credibility

Engagement acknowledges that mātauranga Māori makes an important contribution to solving policy and practical problems. It fosters trust and credibility among diverse nursing groups by ensuring everyone feels informed and heard.

Strategic Alignment Across Roles

Aligns diverse stakeholders — nurses, leaders, policymakers

Culturally Responsive Approaches

Incorporating cultural knowledge like mātauranga Māori enhances project effectiveness and equity. Understand if Māori and other stakeholders have resources and capability to contribute.

Some issues affect Māori disproportionately and are therefore better placed to develop the solutions.

Improved Patient Outcomes

Positions nursing leaders as strategic contributor Effective engagement results in safer care delivery and more efficient healthcare systems benefiting patients.



KEY ELEMENTS OF AN EFFECTIVE COMMUNICATION PLAN

Audience Identification

Understanding who needs to know information and why is critical for targeted communication.

Clear Messaging

Messages should be concise, relevant, and tailored to each stakeholder group for effectiveness.

Communication Channels

Choosing appropriate channels like meetings, newsletters, or forums to match audience preferences is essential.

Timing Importance

Communicating at the right time boosts engagement and supports effective decision-making.

CULTURALLY RESPONSIVE ENGAGEMENT



Honouring Kaupapa Significance

What is the Kaupapa? Respecting it's importance and connection to people fosters culturally responsive engagement and community relevance.

Engagement with Māori Stakeholders

Who to engage with? Early and meaningful involvement with Māori respects tikanga and promotes mana-enhancing dialogue in decision-making.

Incorporating Māori Perspectives

Including Māori knowledge and viewpoints strengthens project outcomes and supports equitable, culturally-aligned decisions.

Strengthening Relationships and Accountability

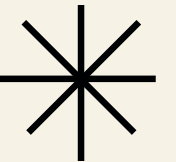
Culturally responsive strategies improve project effectiveness and build trust and accountability with impacted communities.

Processes that give appropriate consideration to Māori participation and views are likely to be more effective.

EXAMPLE:

**ORTHOPAEDIC
NURSING**

**ORIENTATION
FRAMEWORK**



STAKEHOLDER ENGAGEMENT IN ORTHOPAEDIC NURSING

FRAMEWORK DEVELOPMENT

Diverse Audience

Engagement includes nursing leaders, policymakers, clinical educators, and managers with varying project influence.

Message

“Co-designing this framework ensures safer patient outcomes and fiscal stewardship, reducing complications, turnover, and training duplication while strengthening national nursing practice.”.

Communication Channels (Development Phase)

Utilizes consultation forums, policy briefings, educator surveys, and working groups for inclusive input.

Strategic Engagement Timing

Different phases target buy-in, at draft stage circulate for consultation, and highlight benefits ensuring credibility and alignment. Pre-finalise and present for audience.





SAMPLE MESSAGE & AUDIENCE





CRAFTING EFFECTIVE MESSAGES FOR STAKEHOLDERS

Targeted Messaging Importance

Clear, targeted messages align with stakeholder values and priorities to enhance communication effectiveness.

Audience Segmentation

Recognizing champions, decision-makers, and implementers tailors messages to different stakeholder groups effectively. Connecting project goals with stakeholder motivations builds understanding and increases buy-in.

Audience (example)

Nurse leaders (champions and shapers)

Policymakers (endorsers and funders)

Clinical educators (practical implementers)

Key Message (example):

“A national orientation framework improves patient safety and reduces system costs by ensuring every orthopaedic nurse starts with consistent knowledge and skills.”

OR Audience: new nurses, clinical educators, nurse managers

Message: ‘A national knowledge and skills framework provides every orthopaedic nurse with a safe, consistent start.’

Concise, values-driven, and targeted to both practice and policy.

FURTHER EXAMPLE: ENGAGEMENT & COMMUNICATION PLAN NZNO COLLEGE SECTION FORUM EVENT

Power and Interest Scores on a plan

Power (1-5) the power the stakeholder has in terms of their ability to affect the project either negatively or positively on a scale of 1 -5:

- 1: no discernible power,
- 2: some power to affect the project
- 3: Moderate power to affect the project
- 4: Significant power to affect the project
- 5: The power to affect the entire project

Interest (1-5) the level of interest the stakeholder has in the project on a scale of 1 -5:

- 1: No discernible interest in the project,
- 2: some interest in the project
- 3: Moderate interest in the project
- 4: significant interest in the project
- 5: Is interested in all aspects of the project all the time

P x I Multiply power and influence scores together to get a ranked list of stakeholders – pay particular attention to all stakeholders scoring 12 or higher.

Power x Interest scores:

- 1-6: *These stakeholders can usually be ignored but keep an eye on them in case the situation changes.*
- 7 -12: *Communicate regularly with these stakeholders to ensure they get the information they require*
- 13 – 18: *Take careful notice of these stakeholders and their needs.*
- 19 – 25: *These stakeholders need to be closely monitored and kept satisfied to ensure they provide support for the project, or at least don't oppose the project*

Purpose

To ensure effective communication, engagement, and collaboration among stakeholders before, during, and after the 2-day forum, fostering shared understanding, visibility, and action on key nursing priorities.

Stakeholder individual or groups of stakeholders	Contact details	Interest interest in the project	Power (1-5)	Interest (1-5)	P x I	What? what sort of information do they need	When? the frequency with which they will be supplied with information	How? the means by which the information will be delivered	Who who is responsible?	How Do We Know It's Working? How will we know your communications are doing what you want them to do?
NZNO Board (National Executive)	Kelly Nelson	Strategic Oversight Ensuring that the project aligns with the Maranga Mai! Strategy and the organisations vision.	5	5	25	Alignment with strategy, progress against plan and key milestones. Areas of significant risk and response to risk.	Quarterly	Board briefing template.	Project Sponsor (Mairi) & Project Leads PNA's	Regularly review the project progress against the Maranga Mai! Strategy and the organisations vision and values. The reports are sent to the Board according to their required schedule and necessary adjustments made in line with feedback.
NZNO Leadership Kaiwhakahaere President CEO		Strategic Direction: Guide NZNO's vision, values, and strategic priorities, including alignment with Te Tiriti o Waitangi and equity in healthcare. Engagement: Facilitate communication across NZNO's diverse membership, including colleges and sections.	5 -Influences national nursing strategy and advocacy 5 – Leads bicultural strategy and Te Tiriti implementation 5 – Governance and strategic oversight	5 – Deeply invested in member outcomes and visibility 5 – High interest in equity and Māori nursing leadership 5 – High interest in forum outcomes and member engagement	25 25 25					
Project Sponsors	Mairi Lucas (Director Nursing & Professional Services)	Successful achievement of project. On budget and on time.	5	5	25	Milestone achievements, risk assessments and response, programme, budget updates.	Monthly	Email updates meetings/meeting minutes	Project Leads (PNAs)	Monthly meetings held and updates sent, and feedback is received.

Forum Presenters		Provide thought leadership, Share expertise and insights	4	5	20	Draft programme Purpose of day and delivery expectations	Sept/Oct Dec	Email /Ph		
Professional Nursing Advisors		Facilitate sessions and support engagement	4	5	20					
NZNO Comms Team	Danya Levy, CoEditors Oneness (Webstructure)	Promote forum themes: leadership, Te Tiriti, professional digital empowerment Increased visibility of CS and value to members and members influence	4	4	16	See separate comms engagement plan				
College & Section committee Members		Participate, network, contribute	4	5	20					
All NZNO Staff Directors of Teams		Ability to promote and support members in participation.	3	3	9	Save-the-date , purpose and how staff can support Programme highlights, logistics Outcomes , key themes, next steps	Sept-Dec Nov-Feb Mar-April	Email staff news Team meetings	Monthly Fortnightly Once	

CS Forum - Stakeholder and communication register 2026

All Members	Danya Levy Co-Editors KTNNZ	Increased visibility of CS and value to members and <u>members</u> influence Promote forum themes: leadership, Te Tiriti, professional digital empowerment	2 - Limited direct influence on strategic decisions, but collective voice is powerful	5- High interest in professional development, advocacy, and representation	10					
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HANDS-ON PROJECT COMMUNICATION DEVELOPMENT

1. Draft one key message for your current project
2. Identify the audience who most needs to hear it
3. Choose development-phase communication channels and timing
4. Share with your group



APPLYING STRATEGIC COMMUNICATION TO CS PROJECTS

You now have:

- A framework for strategic communication

- A draft message and audience

Next step: Expand into a full plan that supports adoption and implementation

Engage leaders and policymakers early — that's how frameworks gain traction



DISCUSSION / KŌRERO FROM QUIZ



How do NZNO Colleges and Sections influence national nursing policy through governance?



What strategies can committee members use to ensure decisions reflect both member needs and NZNO priorities?

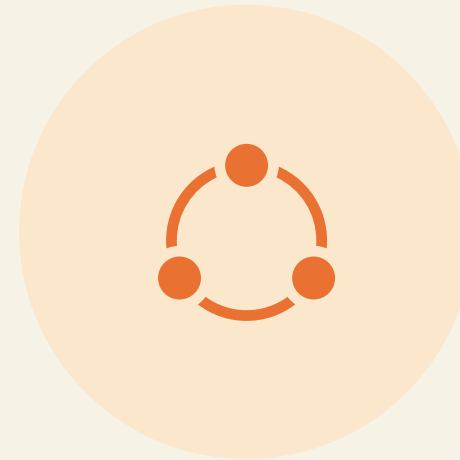


How does effective governance strengthen professional advocacy and patient safety?

REFLECTION / WHAKAAROARO & ACTION PLANNING



WHAT IS ONE ACTION YOU WILL
TAKE TO ENGAGE EFFECTIVELY?



SHARE WITH THE GROUP.

RESOURCES



NZNO Online Courses



NZNO Website: <https://www.nzno.org.nz>



[Community Governance Aotearoa - Supporting Community Governance in Aotearoa](#)

COLLEGE AND SECTION HANDBOOK

CS HANDBOOK OVERVIEW

