



Vision

Freed to care, proud to nurse



Mission

NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa is committed to the representation of its members and the promotion of nursing and midwifery. NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa embraces Te Tiriti o Waitangi and works to improve the health status of all peoples of Aotearoa New Zealand through participation in health and social policy development.

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About Us

The New Zealand Nurses Organisation Tōpūtanga Tapuhi Kaitiaki o Aotearoa (NZNO) is the leading professional union for nurses in Aotearoa New Zealand.

NZNO represents over 60,000 nurses, midwives, student kaimahi hauora and health workers on professional and employment-related matters. NZNO is affiliated to the International Council of Nurses (ICN) and the New Zealand Council of Trade Unions (NZCTU).

NZNO promotes and advocates for professional excellence in nursing by providing leadership, research, and education to inspire and progress the profession of nursing. NZNO represents members on employment and industrial matters and negotiates collective employment agreements.

NZNO embraces Te Tiriti o Waitangi and contributes to the improvement of the health status and outcomes of all peoples of Aotearoa New Zealand through influencing health, employment and social policy development enabling nursing care provision.

Recognising Our Members' Commitment

Volunteer support is the backbone of any member-based organisation and NZNO is no exception. We are fortunate to enjoy a high level of volunteer support from our committed membership.

We take this opportunity to recognise and acknowledge the countless number of volunteer hours contributed by our members in their work as delegates on regional councils, in college and section committees, in the national student unit, on Te Poari, as part of Te Rūnanga, on the membership committee and board of directors.

Strategic Plan 2023–2025

Maranga Mai! is a call for action; to rise up!

**It is a call for NZNO members wherever they work,
and the wider community, to get behind the campaign!**



Purpose

To win the political and resourcing commitments needed to address this crisis permanently, across the whole health sector.

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 fixes.

Inward facing

- Every member across the sector is engaged and actively participates.
- New ways of campaigning are utilised.
- Membership lifted.

Theory to Win

Whole of sector acting together.

Context

- The health and disability system is under significant stress. Increasing health complexities, worsening health determinants and demands means that managing resources is more difficult.
- Across the entire nursing workforce ongoing systemic failure has meant morale injury/distress, fatigue, and burnout. Nurses are facing increasing demands and significant shortages in nursing supply.
- Reports such as the Wai 2575 (Kaupapa Māori Health Inquiries), Health and Disability System Review and the Health reforms all acknowledge the health equity deficit for Māori, as a representation of systemic racism and failures.
- NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa has failed so far to create a sustained force for change that is built on collective member power that wins hauora for both users and workers.
- This project redesign must work offensively and defensively to bring members together to use collective power to address the nursing workforce issues.

Strategic Directions

- Actualising Te Tiriti.
- Building political power.
- Organising on-the-ground wide-spread action.
- Winning public support.
- Leveraging health and safety and wellbeing.
- Developing and promoting an NZNO overview of the health system of the future.

The Fixes

- Ensure Te Tiriti is actualised within and across the health system.
- Fix the number of trained and qualified nurses across the health system – right now.
- Fix pay and conditions that are equal across the health system and meet nurses' values and expectations.
- Fix the number of people in nursing training to meet current and future needs.
- Fix the number of Māori and Pasifika nurses to meet the need.

Areas of Focus

We have identified 11 areas of focus that will support us to actualise te Tiriti o Waitangi; build political power; organise on-the-ground, widespread action; win public support; and leverage health and safety. These will be our priorities over the next three years.

1. Te tino rangatiratanga
2. Building member power
3. Workforce
4. Education
5. Registration
6. Health and safety
7. Bargaining
8. Political
9. Immigration
10. Allies
11. Te tai ao

Our operational plans contain more detail under each Area of focus.

Find out more about Maranga Mai! at:
maranga-mai.nzno.org.nz

NZNO's role is to represent the interests of all members: nurses, midwives, students, kaimahi hauora and health workers. We are a bicultural organisation, committed to te Tiriti o Waitangi.

The health and socio-political context within which NZNO and its members function is complex, ever-changing and involves many stakeholders. NZNO must be flexible and adapt to emerging challenges, while continuing to provide leadership and advocacy services for its members employed in a range of settings in the health sector. The Strategic Plan will enact the objects of NZNO as set out in the Constitution.

Our Members

2023-2024 at a glance



We support

60,624

members

Our membership is made up of



54,393

FEMALE



6,202

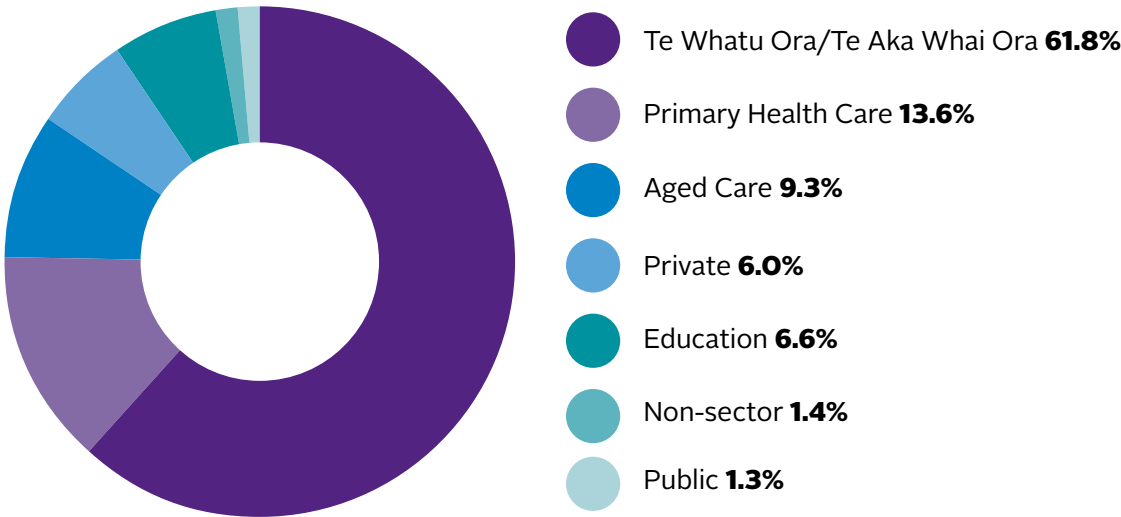
MALE



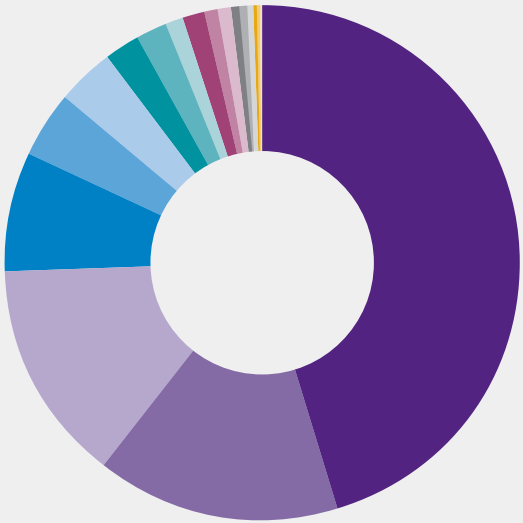
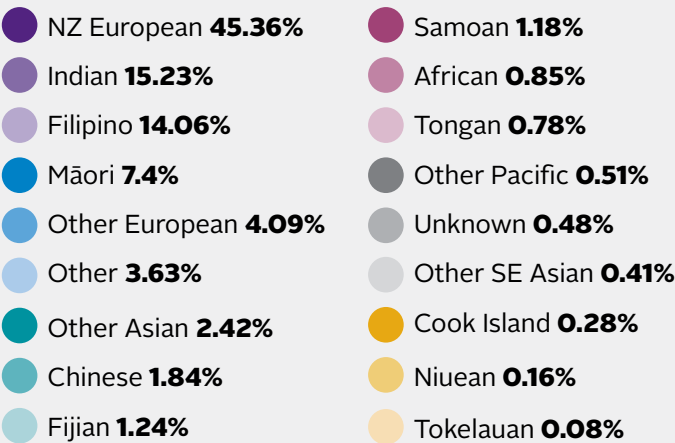
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GENDER DIVERSE

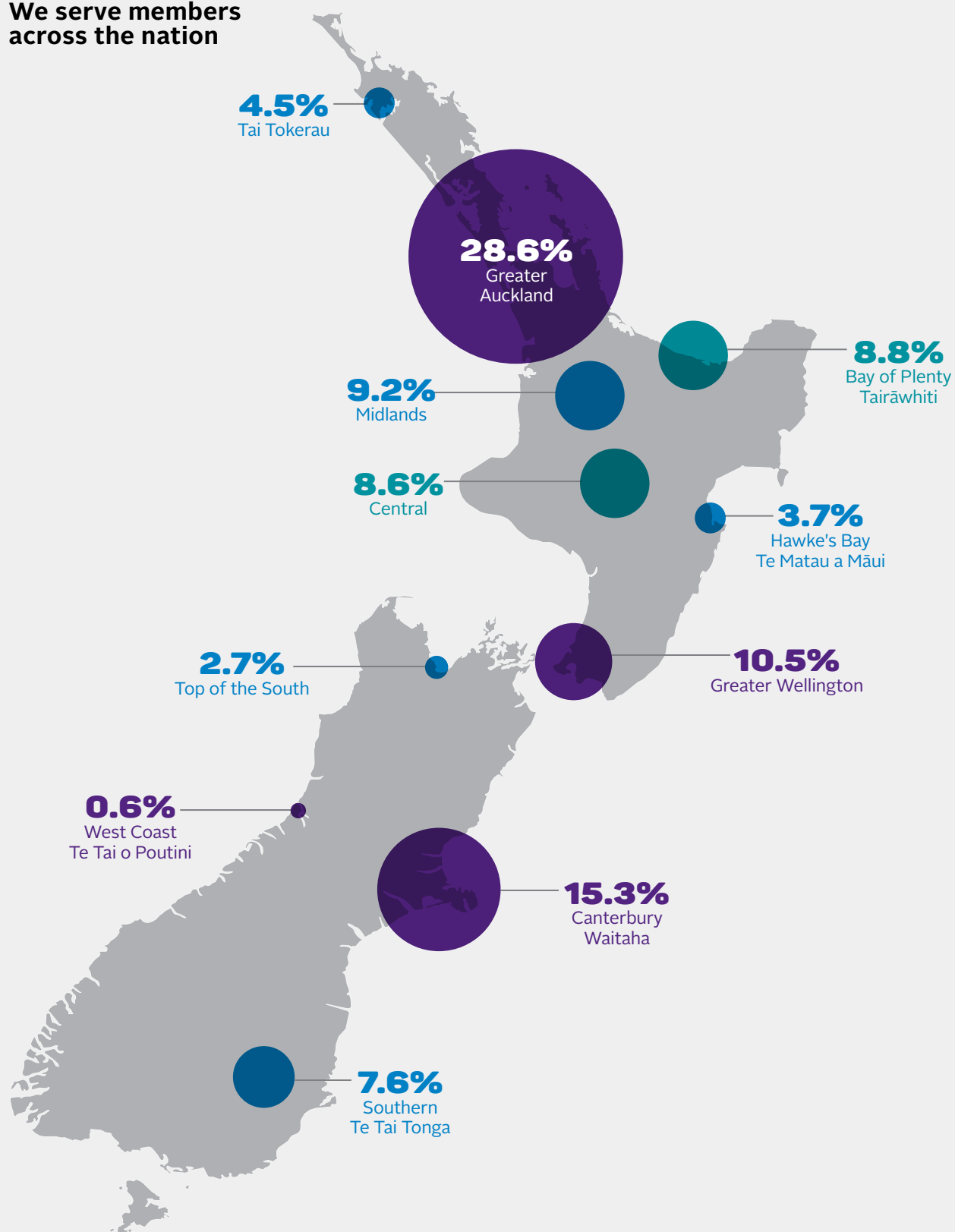
We represent a range of health sectors



Our members are from diverse ethnic backgrounds



**We serve members
across the nation**



Financial Overview

(From unaudited accounts)

\$28.6m

Our total income

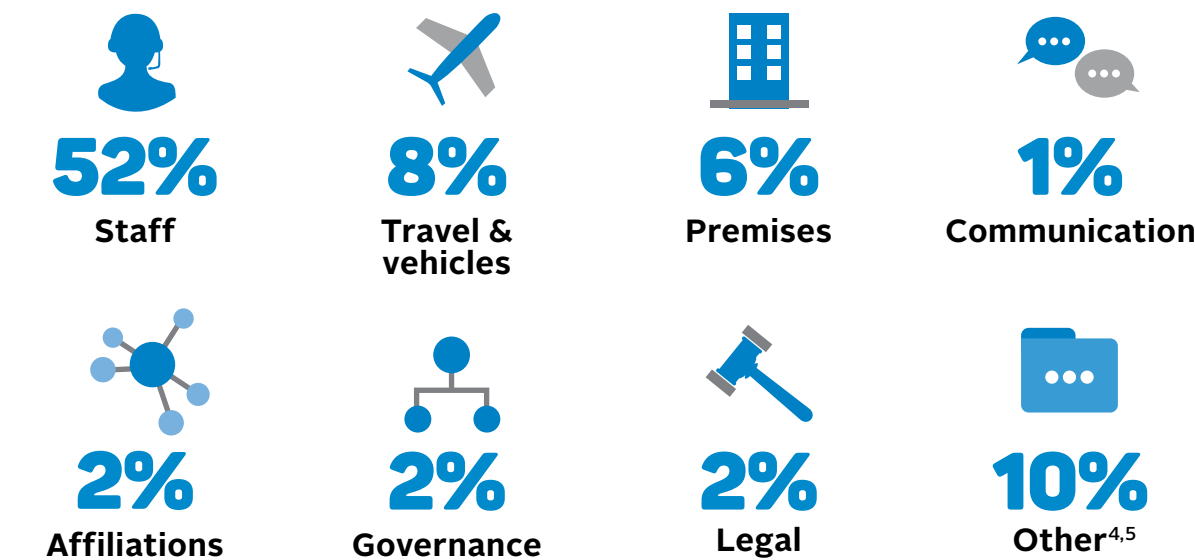
\$23.8m

Our total expenditure

Where our income comes from



Where your money goes³



¹ Includes advertising, rent and other income.

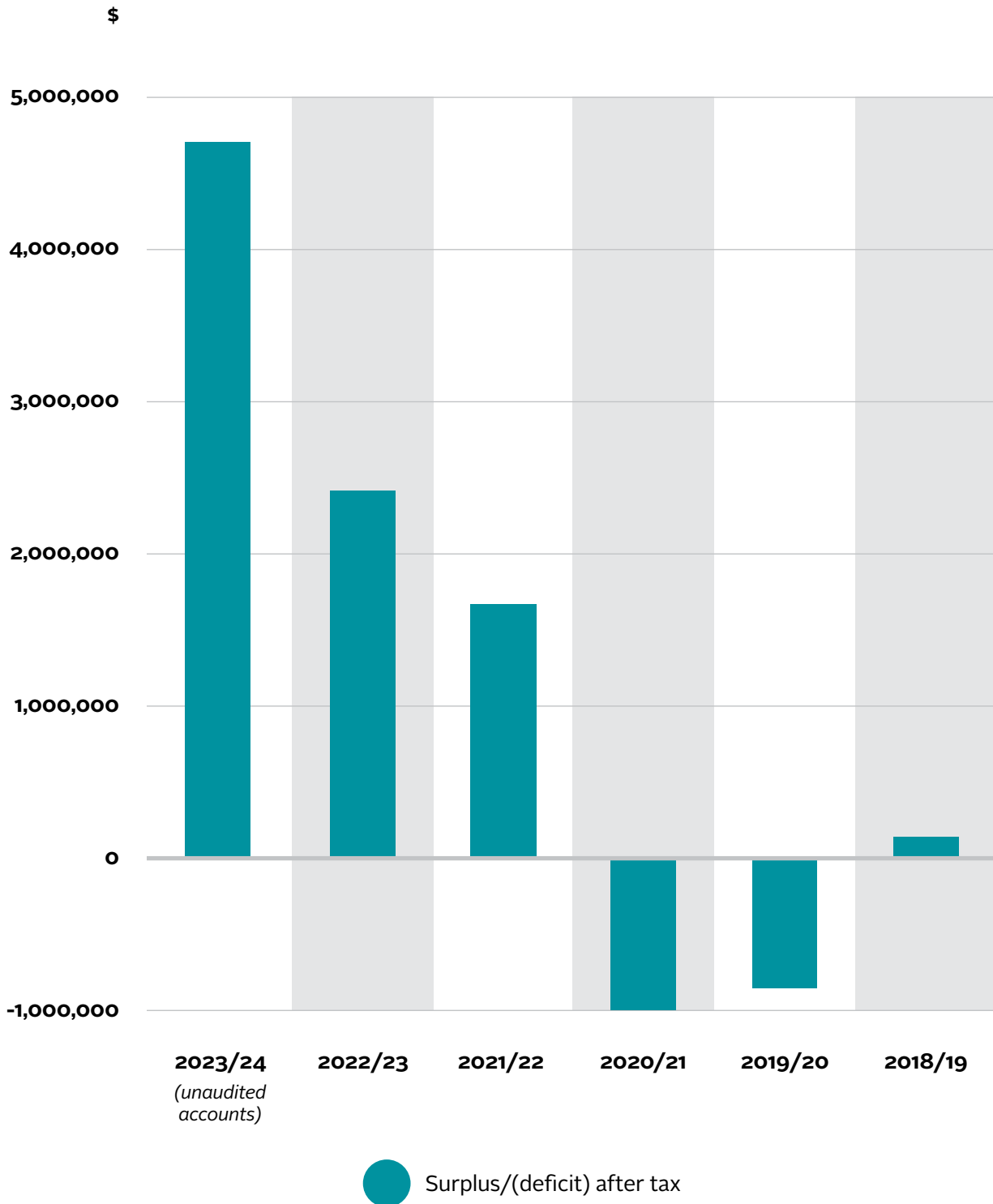
² Interest and dividends, and Colleges and Sections income.

³ These percentages are against income.

⁴ Includes advertising, consultancy, computer operations, depreciation, donations and grants, financial, general printing, stationery and publications.

⁵ College & Section conference expenditure is 1%.

Financial Performance





Year in Review

Year in Review

Area of Focus: Tino Rangatiratanga

Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation has contributed to Tino Rangatiratanga in a number of ways. This includes developing a bicultural Te Tiriti o Waitangi (te Tiriti) approach to our structure, including a Rūnanga structure to act in partnership with the organisation that gives greater voice to Māori nurses and their communities.

The pinnacle of this structure is Te Poari, which works in partnership with the board of Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation, and a dual leadership with a President and Kaiwhakahaere who provide a strong united leadership around the implementation of Maranga Mai!

The first and most important demand of Maranga Mai! is to give effect to te Tiriti within and across the health sector. This requires Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation to:

- call upon the Crown to act as **Kawanatanga** and actively protect the rights and wellbeing of iwi, hapū and whānau Māori
- support the **Tino Rangatiratanga** of iwi, hapū and whānau Māori to shape their own destiny, including determining the nature and shape of health services they receive, and
- support the shifts in the health sector that enable iwi, hapū and whānau Māori to enjoy **Ōritetanga** or wellbeing and good health to at least the same level as non-Māori.

Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation believes that Ōritetanga can only be achieved by Tino Rangatiratanga. In other words iwi, hapū and whānau Māori can only achieve equity when they have the voice and choice to shape their own destiny.

Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation is clear that in order to increase the number of nurses to meet the growing nursing shortage there needs to be a greater focus on recruiting Māori and Pacific nurses. This is to ensure that the health sector can meet those communities' health needs.

Workforce policy

Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation is developing a workforce policy to ensure that the future of nurse training and recruitment is consistent with te Tiriti, to achieve better Māori wellbeing and give greater recognition to Māori nurses and the essential role they play to make those gains.

Submission on COVID

Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation submitted to the Royal Commission on the COVID pandemic and emphasised the central role Māori nurses and kaupapa Māori health services played in protecting Māori communities from the pandemic.

Submission to UN

Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation Kaiwhakahaere, Kerri Nuku, presented to the Committee on the Elimination of Racial Discrimination (CERD), a call for intervention over the new Government's anti-Māori policies.

Opposition to government's anti-Māori policies

Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation has actively opposed the Government's policies on the disestablishment of Te Aka Whai Ora, the abandonment of the Smokefree Strategy, and the undermining of a Māori voice in local and national government.

Other Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation activities

Māori members are intentional representatives on working groups of Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation including:

- Constitution Review Committee
- an internal review of Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation activities and organisation to ensure the structure, staff and activities are consistent with te Tiriti
- Te Whatu Ora bargaining team
- Aged Residential Care bargaining teams
- Primary Health MECA bargaining team.

Further work

- Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation staff will engage in processes that meet the values of tikanga Māori. These include models of whanaungatanga and wairuatanga. Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation is committed being an organisation that understands the worldview of Māori collectivism and operating from a Māori values perspective.
- To develop a te Tiriti based partnership Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation has held joint Te Poari, Board of Directors meetings.

Area of Focus: Building Member Power

We continue to focus on NZNO members, building power for the nursing workforce to win on their issues at work. NZNO has had membership growth of 5.65 percent and has grown the number of delegates by 6 percent.

Te Whatu Ora stop works

Delegates and members turned out in their thousands to attend 52 stop-work meetings around the country in May/June 2023, to review the offer and discuss next steps in the bargaining process. The meetings were energetic and lively and showed NZNO members were prepared to speak out to deliver high quality health care for their communities.

Staffing is an ongoing issue for the 2024 bargaining round. Members were on the streets in droves demanding the new government deliver legally mandated, culturally appropriate, nurse-to-patient ratios to address the continued chronic shortages.

Pay equity

Te Whatu Ora members voted to accept their pay equity agreement in July 2023.

NZNO has raised further pay equity claims for groups of members in Plunket, Hospices, and Primary Practices and Urgent Care Sectors with others still to be raised. We continue to work with employers to seek an agreement on pay equity rates and the review and maintenance mechanism.

PHC

Claims meetings were held in-person and online in April to prepare for the next round of PHC bargaining. We continue to work closely with PHC delegates and members to grow the NZNO; the more members we have the more power we have in the PHC MECA bargaining to get the Government to increase funding to deliver on our claims.

Successful organising campaigns begin by having strong employee organising committees, a foundation for creating a powerful and active union. Our Organisers will work closely with Delegates across sectors to ensure that organising committees are established, representative and member-led.

Colleges and Sections lifting influence and reach project

NZNO Colleges and Sections play a vital role to establish NZNO as the professional voice for nursing in Aotearoa. NZNO's 20 Colleges and Sections (C&S) bring together members who are focused on a specific field of nursing. C&S activities include:

- keeping members informed and abreast of changes in their specialty
- providing expert advice to members, government and other national bodies
- participating in consultation and submissions
- promoting and providing professional development opportunities
- developing evidence-based guidelines and specialty competencies
- publishing articles, newsletters and journals.

As at March, C&S membership was around 12,000 from of a total of around 61,000 NZNO members. This project aims to explore how to increase membership and engagement within the C&S so they can be more visible and influential in their specialty areas.

Key focus areas and priorities of this project:

- explore how the C&S currently operate within NZNO; identify how the organisational structures, systems and policies can support their mahi to best effect
- how membership may be further promoted, increased and engaged

- enhance C&S influence – interface with other groups; genuine engagement with Māori; political advocacy and influence
- professional growth and value, including provision of education.

This project is in the early stages, having started at the end of 2023. There is a detailed project framework, with phase 1 due for completion late June 2024 when a report will go to the Senior Leadership Team. The report will include themed analysis and recommendations for improved efficiencies, influence, engagement and reach. Phase 2 will further support and develop C&S planning to lift membership numbers, activism, and influence and to provide support to extend their professional influence in their specialty area. Phase 3 (due for completion December 2024) will see the development of a marketing plan.

Some early progress:

- Accessibility to join C&S: created a new 'tile' on the NZNO website home page linking to the 20 C&S.
- Developed a QR code for ease of joining C&S, with promotion at regional conventions.
- Member feedback: collected feedback from a workshop at the C&S day in March – four key questions were asked: increasing membership; activating members' involvement; increasing influence in decisions related to their specialty; further support needed from NZNO. Feedback also collated from C&S committees in response to similar questions from the CE.
- Targeting membership growth and engagement: membership team is developing reports for the C&S, which will include detailed data to aid membership mapping, and target areas for growth and member engagement. The membership newsletters now include a C&S section, with highlights from C&S activities.

Project co-leads are Professional Nursing Advisors Angela Clark and Cathy Leigh, with contribution from the Professional Services Team. Project sponsor Mairi Lucas, Manager Nursing and Professional Services.

Area of Focus: Workforce

With the nursing crisis in Aotearoa New Zealand (New Zealand) still carrying an estimated 4,000+ unfilled nursing positions, government nursing workforce planning has failed.

Large numbers of internationally qualified nurses (IQNs) are waiting for registration, into and a system which is struggling to cope with the necessary adaptive processes to ensure the IQNs are fit and supported to practice in New Zealand.

We have serious concerns about recruitment agencies that are incentivised to flood New Zealand with nurses – particularly from India – who are unable to be employed despite completing New Zealand's competency assessment programme and holding NZ APCs. There appears to be no responsibility for these agencies to provide employment once the IQNs are in the country.

Since 2009 IQN numbers have grown significantly from 13 percent to over 45 percent of the total nursing workforce. In contrast, Māori nursing workforce has stagnated at 7 percent for the same period. In 2009 IQN country of origin was UK, USA, Canada, and South Africa, and now significant change with the migration of nurses from India and the Philippines.

Te Tiriti O Waitangi

Te Tiriti must be central to NZNO's Education Policies and to nursing education. Nurses need to understand the history, context and lived experience of Māori communities if they are to make a positive difference to Māori wellbeing. NZNO must also promote greater outreach to Māori communities to encourage more Māori nurses. This will enable health services working with Māori to ensure a greater cultural awareness and safety for Māori communities.

Improving the health status of Māori communities has been a longstanding priority for the New Zealand health system, and a commitment to engage with Māori in the health sector is a key part of that. Increasing the number of Māori working in health is key to greater engagement with Māori. As nurses are the largest group of health workers and often the human face of health care, increasing the number of Māori nurses is essential to achieve health gain for Māori.

The role of the nurse

Work started in April 2023 to look at how to articulate the role of the future nurse/midwife. A key theme emerged that nurses are the human face that connects whānau to the health sector, and health services to whānau, and that would not change in the future. Members were engaged through Maranga Mai! activities, regional conventions, C&S, and the conference, to share their thoughts and assist in developing a picture of the future nurse/midwife.

The outcome was a list of themes and activities within a changing and challenging environment that included: changes in the workforce, technology, funding, and government priorities models of care. The information will contribute to the work being done in 2024/25.

Senior Nurse/Nurse Practitioner/ Senior Midwife Project

The Senior Nurse/Nurse Practitioner/Senior Midwife Project began in early 2024 after being approved by the NZNO board. This project sits alongside several other NZNO projects including Te Whatu Ora collective agreement negotiations for senior nurses.

This project will:

- research Senior Nurse/Nurse Practitioner/Senior Midwife roles and responsibilities, political influence, industrial and professional activism, relationship, and engagement with the health sector
- identify and develop NZNO structures to provide support to senior nurse and midwife members
- promote the development and influence of Senior Nurse/Nurse Practitioner/Senior Midwife roles across the health system with a particular focus on Māori nurses and midwives
- facilitate development of Senior Nurse/Nurse Practitioner/Senior Midwife roles through industrial bargaining, professional representation, organising those working in primary care, aged care, and other community settings.

This project involves collecting data related to senior nurse/nurse practitioner/senior midwife roles and job titles; and the benefits of senior nurse/nurse practitioner/senior midwife for patients and employers.

- Available literature related to the value of senior nurses for patients and employers has been summarised.
- Data related to role titles and responsibilities has been gathered and mapping of allies and resistors has been completed.
- Identification of current NZNO structures to support senior nurses is currently in progress.
- A reference group of senior nurse/nurse practitioner/senior midwives has been established to provide guidance and direction related to senior nurse/nurse practitioner/senior midwife roles, responsibilities and proposed NZNO support.
- The NZNO Nursing Leadership Section is linked into both the reference group and Te Whatu Ora collective agreement negotiation group to enable broader access to senior nurse/nurse practitioner/senior midwife members of NZNO.

Area of Focus: Education

Undergraduate and postgraduate

Education and nursing practice will integrate te Tiriti and Kawa Whakaruruhau (cultural safety)

- Announcement by new Government of changes to Te Pūkenga has caused a delay in starting the delivery of the unified curricula. As yet no details are available about the timeline for when a new programme will be implemented across the polytechnic sector.
- The 2023 NSU Student Survey Report was published in February 2024. It identifies the urgent need for Māori and Pacific students of nursing to have appropriate pastoral and cultural care to support their success.

Undergraduate nurse placement

Travel and accommodation expenses will be fully funded

- The NSU Student Survey report also highlights the need for solutions to the acute financial hardship that nursing students' experience, especially while they are completing clinical hours at clinical placements.

Te Whatu Ora and Te Aka Whai Ora will fund nurse education providers

To employ older nurses still in practice, to support undergraduate/new graduate/IQNs to improve recruitment and retention capacity

- Pay parity remains a significant issue for the recruitment and retention of the nurse educator workforce and further uncertainty has been created with the changes to Te Pūkenga announced after the election.
- Every opportunity was taken to contribute to Te Whatu Ora student placement system project including the opportunity for NSU representatives to meet with the team from Te Whatu Ora.

Pre-entry to nursing training

Availability will meet supply and demand

- NZNO is consulting on and drafting a nursing education policy that will cover the nursing career lifespan; from recruitment into pre-entry nursing training through to postgraduate qualifications in nursing.

Staircasing (Ara) education and recognition of prior learning

From HCAs (level 4 – pre-entry) to Nurse Practitioner (level 8)

- NZNO has contributed to the Nursing Council of New Zealand (NCNZ) consultation process on the Enrolled Nurse and Registered Nurse scopes of practice and competencies review.

Area of Focus: Registration

There are ongoing issues with Internationally Qualified Nurses (IQNs):

- working as Health Care Assistants when they fail to gain registration – in some cases unable to find nursing jobs
- arriving in New Zealand on visitor visas and become stranded when they are unable to find work
- exploitation of these nurses by some recruiters/agents
- NZNO is assisting community leaders to raise concerns with Members of Parliament and attempt to get a flexible job seeking visa for nurses who have successfully gained New Zealand registration
- NZNO is supporting community leaders to raise these issues in the appropriate forums.

NZNO is working alongside NCNZ on changes to registration requirements for IQNs.

NZNO will continue discussions with ministers and other decision makers about the need to concentrate on growing our own nurse workforce.

Area of Focus: Health and Safety

Acute and persistent staff shortages have resulted in untenable workloads, staff stress, increased sick leave, burn out, and resignations, and put patients at risk of not getting the care they needed.

Organisers continue to work with delegates to identify key hospitals and departments in each region to take action. We currently have 1,049 health and safety delegates.

Actions to date include:

Christchurch Ward B8 and Christchurch Ward A8 – took action in terms of impact statements and meeting with senior management to obtain FTE. Committed to capping bed numbers – Nurse in Charge would not have a patient load, instead second roles from other areas until they were fully staffed. Met weekly with a watching brief, and if this changed then delegate would call the Organiser to arrange meeting with senior staff. Watching brief continues.

ED Nelson – Delegates are filling in forms (then review, fill in impact statements), to determine short-, medium-, long-term solutions. Will then call a meeting of senior management with majority of ED in attendance and read out impact statements, engaging with staff to ensure everyone is on board.

Gore – ED raised issues with management and board in a collective letter. Delegates met with CEO and HCAs were employed on the ward; an additional ED nurse was employed; rosters were given to a new staffer to manage, and breaks were adhered to.

Gisborne – VIS action. If VIS went to orange or red it was agreed that members would wear armbands – they were going orange/red once or twice a week. Regional management attended a meeting with delegates, and with continued consultation this action should get issues resolved more quickly.

Te Whatu Ora Tripartite Work Health and Safety oversight group was established by He Ara Tapatahi to provide a forum where Te Whatu Ora management and unions could engage in a constructive dialogue to support an effective health and safety system. The group is working on a national worker participation agreement as well as reviewing a number of health and safety support documents before it goes to union membership for final consultation and consideration.

Area of Focus: Bargaining

Aged care

Pattern bargaining in aged care presented challenges in 2023. Much of the year, large providers such as Oceania, Bupa, MetLife Care, Heritage, and Radius stonewalled us by refusing to pass any of their funding uplift to Health Care Assistants. Their strategy was to withhold any uplift until the Care and Support Pay Equity claim settled. When this did not transpire, many of them did pass on a percentage of the funding uplift. We want to avoid a repeat of the same in 2024.

Although the disparity funding was passed on as required to our aged care nurses, this funding did not factor in the final settlement, so the disparity will persist for the most part. Summerset is the only provider to offer 100 percent of the full Te Whatu Ora rates. We are claiming equity with Te Whatu Ora at all aged care bargaining for nurses and HCA/Kaiawhina members, alongside our other Maranga Mai! claims.

Te Whatu Ora

The key focus for 2023 was resolving the Te Whatu Ora collective agreement. In May 2023 we ran a significant number of stop-work meetings, with mass meetings held offsite in main centres. This was to demonstrate to Te Whatu Ora that members were

prepared to take collective action and walk off the job. We focused on high attendance at these meetings and to pass a resolution that gave a strong mandate to the Te Whatu Ora union bargaining team, particularly around pay and staffing.

The next stage was strategising and building towards potential effective industrial actions. This included making arrangements for LPS coverage during any industrial action.

In the same period a pay equity settlement was achieved and we took this out to members to vote. We also tried to ensure members were clear that the two processes were totally different. The pay equity settlement was overwhelmingly accepted by members.

Having a mandate from members to take industrial action gave the leverage needed to pressure Te Whatu Ora to improve their bargaining offer, which they did.

This offer was ratified by members in September. The outstanding issue following ratification was the staffing crisis and the lack of movement from Te Whatu Ora. The mandate from member leaders was to move swiftly into building for the next round of bargaining in 2024.

In order to do this we ran stop-work meetings with members in December 2023, giving nurses, midwives and HCAs across New Zealand the chance to come together to:

- understand how we will continue the fight for safe staffing in 2024 including the role of ratios
- launch our 2024 Te Whatu Ora bargaining campaign
- tell the new Government we expect them to deliver on fixing the nursing shortage crisis.

The early part of 2024 has focused members on our campaign to achieve ratios at Te Whatu Ora and beyond, and engaging members via the claims process.

Primary Health Care

The focus for 2023 in Primary Health Care was the renegotiation of the PHC MECA. This bargaining took place in a difficult environment including:

- An industrial relations framework which allows employers to offer greater terms and conditions in addition to the respective collective agreement, resulting in a lack of consistency across PHC MECA members' terms and conditions.
- The employer representatives lacking collective authority, resulting in difficulties achieving a unified employer position on improvements to the MECA.
- The complex and chronic underfunding of the primary health sector.
- The complex employer ratification process that is part of the Bargaining Process Agreement on any decisions made.

- The impact of the Te Whatu Ora Nursing and Midwifery pay equity claims that were underway and settled, which directly resulted in further disparity between PHC MECA and Te Whatu Ora members' pay rates.
- The protracted timeline over which the bargaining took place.

This resulted in a frustrated membership, low member engagement and low density where leverage was desperately needed.

In August 2023, a final offer to settle the PHC MECA was presented by the representatives of the employers. The offer was taken out to ratification via 17 online meetings supported by member bulletins that explained the offer. Member feedback was variable, with members at times venting their frustration with the process. A majority of members voted to accept the proposed MECA.

In the first part of 2024 we have focused on getting back into bargaining processes, while also moving quickly on our PHC nurses' pay equity claim.

Private hospitals and hospices

Bargaining in private hospitals and hospices in 2023 focused primarily on pattern bargaining based on agreements which have the best pay and clauses. Efforts are hampered by low density in some of these sites or low member engagement. A key focus in early 2024 was ensuring bargaining plans focused on the organising and recruitment component. Further we are expanding into new greenfields sites in the private sector.

Maranga Mai! strategic sector plan framework

Throughout 2023 we have focused on strengthening our Maranga Mai! frameworks internally to ensure we build in to our everyday work exactly how we will achieve our Maranga Mai! goals. This has meant developing union-wide engagement on the key sector plans of our strategy – Aged Care, PHC, Private Hospitals and Te Whatu Ora. These plans were confirmed around April 2024 following this internal process and member leader engagement.

Pay equity

The pay equity process is still one of the best ways to implement the fixes of our Maranga Mai! strategy. The ultimate goal is every nurse everywhere being paid for the worth of their work regardless of the practice setting.

In July 2023 Te Whatu Ora members voted to accept an historical pay equity agreement after rejecting the initial proposal. This was a significant milestone

towards addressing gender-based discrimination for nurses working in the New Zealand health system. However, the road continued to be rocky for these members to finally get their payments with many members not seeing the payment of outstanding back pays until well into 2024. Subsequently the union initiated legal action seeking penalties to be imposed on Te Whatu Ora for failing to comply with the time frames that had been agreed. This action was successful.

Due to the failure of either government to make good on pay parity with the hospitals and the urgent need to address gender inequity in the pay rates, NZNO has been raising further pay equity claims for other groups of members outside of Te Whatu Ora. In November / December 2023 we raised claims for Plunket, Hospices and Primary Practices and Urgent Care Sectors. The most straightforward is the Plunket claim with one national employer and one union (NZNO) involved. The Primary Practices and Urgent Care Centres claim is the most complicated with around 1,000 employer parties.

There are several other Pay Equity claims to be raised which will effectively cover most of the rest of our members. For our members who work for Māori and Iwi providers there needs to be an authentically cultural process that includes Māori members direct involvement in the work assessment / interview and factor scoring processes. Other claims will cover Aged Residential Care, Sexual Wellbeing Aotearoa, Corrections, Rural Hospitals, and District Nurses (and any other group under NZNO coverage and outside of Te Whatu Ora).

The Care and Support Workers claim stalled in September 2023 due to the Government initiating a review of the process that was used to assess the work. NZNO and the other two unions involved (PSA and E tū) believe it was not lawful for the Government to take this action. We continued to work with the employer parties to reach an agreement in principle on the pay equity rates or the other requirements of the Equal Pay Act such as the review and maintenance mechanism. An agreement had not been achieved during the period covered by this report and the work continues. Failure to make progress will result in referring it to the Employment Relations Authority for their decision on the rates.

Area of Focus: Political

Elections 2023

Our key campaign in 2023 was the build up towards Election 2023.

Our campaign activity until the election was organised under #thenurseweneed umbrella. **The nurse we need** campaign actions were designed to gather and

demonstrate support for fixing the nursing shortage crisis and achieving fair nurse-to-patient ratios in the election year.

We launched an election scorecard. It was important to find the right balance between alerting members to where each political party stood on their health policies without making a call from the NZNO staff as to how we judged each. For this reason we asked delegates for their opinion on the health policy commitments and this formed the basis of our scorecard, our socials and our videos. The election scorecard was one of our most accessed pages this year.

We put together an online Election 2023 campaign hub that provided the functionality of:

- contact details for politicians and political candidates so people could see who they needed to lobby
- lobbying resources for member use
- information on places we had lobbied or were about to lobby to keep members informed
- information on any local community actions members and the public could join.

We held two election-focused webinars.

One was in coalition with the PSA and Better Taxes Coalition. The webinar focused on the links between a more progressive tax system and better funding for the healthcare system.

The second was an election forum where we invited leaders of the major parties to attend and respond to the NZNO election fixes as presented by Anne Daniels and Kerri Nuku.

NZNO aged care and Te Whatu Ora members ran a safe staffing picket outside one of the large aged care worksites in South Auckland. The purpose was to draw attention to the issues of unsafe staffing in the lead up to the election, particularly to get members of the public to consider health issues when making their vote.

Following the result of the election, the focus of NZNO has been drawing the coalition Government's attention to the healthcare crisis and the need to work with us to resolve these issues. Specifically, we have focused on the need for a boost to health funding to address these issues.

Policy contribution

NZNO has actively worked towards improved health outcomes for all people of New Zealand. One way we do this is by making and/or contributing to submissions on health and social policy-related issues. Submissions in 2024 were diverse and included the Royal Commission on COVID-19 Lessons Learned, the Health Workforce Plan 2023/24, the Future Role of the Nurse, Regulating the Physician Assistant under the Health

Practitioner Competency Act 2003, the Perioperative Practitioner, and the Nursing Council of New Zealand Enrolled Nurse Education Standards. Each submission reinforced the key themes and *Five Fixes that underpin Maranga Mai!*

Lobbying

We had regular meetings with the outgoing Minister of Health, Hon Ayesha Verrall, and an early meeting with incoming Minister, Hon Shane Reti.

Visibility

Following the Board's decision to be more prominent, especially around social justice issues, we helped organise the early rallies opposing the Government's decision to repeal the Smoke Free law. We have also visibly supported Māori in their opposition to the Government's attack on Te Tiriti and removal of Te Aka Whai Ora.

Area of Focus: Immigration

There continues to be an issue with Internationally Qualified Nurses (IQNs) working as Health Care Assistants when they fail to gain registration and in some cases when they are unable to find nursing jobs. There are ongoing issues with IQNs coming to New Zealand on visitor visas and being stranded when they are unable to find work. NZNO is assisting community leaders to raise concerns with Members of Parliament and attempt to get a flexible job seeking visa for nurses who have successfully gained New Zealand registration. There are also ongoing issues with exploitation of these nurses by some recruiters/agents. NZNO is also supporting community leaders to raise these issues in the appropriate forums.

Area of Focus: Allies

We have focused on building our relationships with key allies in the following ways.

We joined Te Ohu, an Auckland-based network of unions, faith groups and NGO's to work together on common issues. This group has been crucial in developing local relationships and sharing core concerns of nurses with the broader community. The group is a great facilitator for networking and developing mutual relationships with allies in the community.

We have had regular engagement with other health unions through various forums including with Te Whatu Ora, funded sector forums and pay equity forums. Regular engagement has helped continue and develop important meaningful relationships with these other unions who we share common issues with in the sector.

We engaged with key allies in the lead up to Election 2023 including holding election forums together and campaigning together on common ground issues.

Area of Focus: Te Tai Ao

To help protect our planet and our jobs, NZNO is progressing mahi on its internal climate change plan approved by the Board in 2022.

This year NZNO has:

- rebuilt the internal staff Green Team who are actively promoting paper use reduction strategies and alternatives across all operations
- replaced the NZNO vehicle fleet with a fleet of hybrid vehicles which will reduce CO₂ emissions to an estimated 29 tonnes and fuel savings of over 5,000 litres
- switched our power supplier to Ecotricity, New Zealand's only provider of Toitū climate positive certified electricity
- provided a budget allocation in 2024/2025 to offset some of our CO₂ emissions
- started gathering and assessing the emissions climate data available from our suppliers; this will ultimately lead to undergoing a certified carbon audit to establish baseline emissions; and in turn, set reduction targets.

Operations

Major operational risks

Cyber security

Over 2023/2024 a number of network changes were implemented, new 24/7 monitoring was introduced, and new software deployed to strengthen our cyber security.

In addition, a full external cyber security review was completed which will lead to a plan of future actions to strengthen further in this area.

Staff health and safety

The launch of our new online H&S system is imminent. This system will provide reporting on events, which is linked to our risks and mitigations so we can better understand what is working and what is not.

The Board, Senior Leadership Team and Health and Safety Committee collaborated closely with a specialist H&S company to review their various obligations and rebuild our policies, procedures, and systems.

Payroll deductions of subscriptions

There is a bill in Parliament, which if voted in, would remove the requirement for employers to deduct union subscriptions from employee wages and pay them to their unions.

NZNO changed its policy so that this payment method is no longer offered to new members joining after 1 April 2024. We intend to run a 'switch' campaign in 2024/2025 asking existing members to move to other payment methods.

Infrastructure

NZNO is in the process of modernising its IT structure and hardware, ensuring that none of its computer hardware is older than four years old. This is called recycling our 'technology debt'. We are moving all of our network and software applications to 'cloud-based' systems and will retire our physical servers entirely over 2024/2025.

In addition, over 2024/2025, we will migrate from our current membership system to a customer relationship management system (CRM) adapted specifically for union needs, now operating in 20 unions across Australasia.

Membership Support Centre

Summarised statistics are as follows:

- call volumes averaged 450 per week (407 previous year)
- call advisers answered and triaged on average 322 calls per week (307 previous year)
- email volumes averaged 327 per week (180 per week previous year).

The breakdown of calls per category as follows:

- 55% Industrial (53% 2022–23)
- 32% Membership (33% 2022–23)
- 8% Professional (9% 2022–23)
- 5% Administration/misc (5% 2022–23).

Within the categories, the call advisers provided a complete response to the following:

- Industrial 72% of total industrial calls (69% 2022–23)
- Membership 24% of total membership calls (25% 2022–23)
- Professional 35% of total professional calls (34% 2022–23)
- Administration/misc 81% of total administration calls (78% 2022–23).

The interaction with members contacting the Member Support Centre (MSC) over the last year was driven largely by the work undertaken by NZNO around:



450 calls

Call volumes averaged per week (407 in previous year)



322 calls

Call advisers answered and triaged, average calls per week (307 previous year)



327 emails

Email volumes averaged per week (180 per week previous year)

- HNZ Te Whatu Ora collective agreement negotiations
- Nursing Pay Equity settlement
- Te Whatu Ora Holiday Act Remediation Programme (HARP)
- Primary Health Care MECA negotiations.

June to August was particularly busy with a number of ballots underway. The very complicated process of moving through the Pay Equity approval process and at the same time deal with the Te Whatu Ora Collective Agreement negotiations as well as the Te Whatu Ora proposed strike ballot, proved challenging and complex for members to navigate and generated many enquiries.

MSC triaged over 2,000 phone calls and over 3,200 emails (includes ballots), from 10 July to 6 August. The busiest week triaged almost 500 calls and 1,065 emails.

For the following few months the MSC was inundated with enquiries from Te Whatu Ora members around implementation dates for the pay equity payments and lump sum; new collective rates; the back pay associated with both pay equity and the collective agreement; and eligibility for both payments. Former members in particular wanted information on their eligibility and process for application of back pay.

The end of August saw the launch of the PHC MECA ballot, and after nearly two years of complex bargaining, the PHC MECA was ratified by a decisive majority of voting members. Members also voted overwhelmingly in support of NZNO lodging a Pay Equity claim on their behalf.

Subsequently, engagement from members in this sector increased significantly, seeking clarification on entitlements and dates for payment etc.

Enquiries relating to the Te Whatu Ora holiday act remediation programme ramped up when there was a failure to meet the deadlines for districts as formerly

proposed. This continued well into the New Year, and although the Te Whatu Ora portal was launched to assist former employees, we continued to receive enquiries, many as a result of issues with the portal itself.

Enquiries in all sectors relating to pay and agreement interpretations, leave entitlements and generalised industrial issues continued throughout the year, with practice and legal issues leading in the Professional category.

Competency advisory services

The following is a breakdown of cases/members supported by the NZNO Competency Advisor in 2023.

- Twenty-three new competency cases opened in 2023: one was an Enrolled Nurse (EN), the rest were Registered Nursing (RNs).
- Seventeen cases are now closed. There are still two open cases from 2022 and three open cases from 2023 in progress.
- Seven new cases opened between January and May 2024.
- Two nurses and one midwife are currently being supported to work through Orders under the HPCA Act (2023).
- Four cases from 2023 were transferred to the health pathway.
- Two RN's went to a full competency review in 2023 with a further two reviews up to the end of April 2024.
- A growing group of IQNs are being supported with appeals to the Nursing Council after failing to meet CAP programme requirements in 2023. Two IQNs have been supported with meetings up to April 2024. Many more are still waiting for appeal dates. This is a growing issue with more IQNs contacting NZNO for support in 2024.

Employment law

In September 2023, nearly 11,000 NZNO members were let down by Health New Zealand failing to meet a deadline for the implementation of an aspect of the historic Pay Equity Claim Settlement Agreement. As a result, some members did not receive their pay equity salary adjustments for over two months after it was due. In October, NZNO applied to the Employment Relations Authority, and successfully argued that Health New Zealand's delays were unacceptable and breached the employment agreement of 10,927 NZNO members. Health New Zealand was ordered to pay a penalty to the Crown.



Members contacted us for assistance with

9,927
employment matters



7,306
employment
matters closed

by our Member Support Centre



2,621
employment
matters triaged

to our organisers and employment lawyer

From 1 April 2023 to 31 March 2024, members contacted us for assistance with 9,927 employment matters; 7,306 employment matters were closed by our Member Support Centre; and 2,621 were triaged to our organisers and employment lawyer.

Medico-Legal

Files were opened in 2023/2024 for 316 members in relation to the following matters:

- 56 coronial matters
- 71 Health and Disability Commissioner complaints
- 26 Nursing Council Professional Conduct Committee investigations regarding conduct
- 6 Nursing Council Professional Conduct Committee investigations regarding criminal convictions
- 55 Nursing Council Health Committee matters
- 27 Nursing Council initial assessments
- 2 Nursing Council competency matters
- 1 Health Practitioners Disciplinary Tribunal hearings (charges brought by a PCC of the Nursing Council or the Director of Proceedings)
- 36 matters where the member is required to provide a witness statement in a proceeding
- 6 matters where the member is directly under a criminal investigation
- 3 Midwifery Council matters
- 27 serious adverse event reviews or other employer led inquiries.

Currently the medico-legal team has the following FTE:

- 1.0 FTE in Auckland
- 1.0 FTE in Wellington
- 2.0 FTE in Christchurch.

Library and record services

The library was established in 1984 and 40 years later continues to provide information services to NZNO members and staff. A range of resources are provided including journal articles, online databases and books.

Searching is conducted for members by the library team on topics such as safe staffing, nurse-to-patient ratios, advocacy, role of the nurse, nursing leadership, health inequities, Māori health and pay equity.

Specific resources available to members include 13 online databases that are searchable via the NZNO website. These include *Proquest – Public Health*, *Informit – Health Collection* and *Gale – Nursing and Allied Health*.

The records team continues to provide records management services to staff and member groups, to ensure vital records are kept of NZNO activities, projects and campaigns.

Communications

Communications and media

The year to 31 March was a whirlwind in Comms as we worked to support and publicise the plethora of NZNO campaigns, professional (mainly colleges and sections) and political work. In the main this involved communications plans about who is going to speak, what they are going to say, when they are going to say it – and how we can maximise public and media exposure. Altogether we issued 58 media releases, and our independent media monitoring indicates we were mentioned directly in the media 1,576 times.

The work included publicising our research on pay disparity in the PHC sector; 57 Te Whatu Ora Stopwork meetings; legal action to stop the Ward 5 strike at Gisborne Hospital; the Pay Equity settlement and the withdrawal of the Te Whatu Ora strike; the telehealth workers strike (Whakarangarau); and pre-election work. We used the mini-Budget in December to start introducing nurse-to-patient ratios, anticipating their impending importance, and released details from the Student Survey to the media and wide range of stakeholders early in 2024. Wherever possible, delegates were used as spokespeople, which is important to providing member voice. Interacting with members is also one of the more pleasant comms and media tasks.

Kaitiaki Nursing Research

In November 2023 the 14th edition of Kaitiaki Nursing Research Journal published six research papers which contributed to a diverse set of clinical issues including nursing education, pressure injury prevention and oral care, psoriasis and dementia. In addition,

a research brief relating to acute mental health and a methodology paper related to oral histories was included. Articles inform practice and are used by researchers, students and nurses in New Zealand and overseas. Members can access them via the NZNO's [online library page](#).

The journal is supported by an Editorial Advisory Committee, Chaired by Dr Patricia McClunie-Trust, and an academic staff member at Wintec in Kirikiriroa. This group has a diverse skillset and contributes in a number of ways to successful publications, including reviewing submitted articles, liaising with NZNOs Colleges and Sections, specifically the Nursing Research Section, and increasing readership and subscriptions.

In addition to producing a quality publication annually, the Editorial Advisory Committee are also focused on increasing subscribers in Aotearoa, having established that our readership off-shore confirms the value of the publication to the nursing profession. We are actively recruiting to the Committee so membership is more diverse, and can attract submissions from Māori nurses and therefore increase readership. This year the Committee has adopted an approach used internationally, by publishing articles early and online those of particular significance in the current environment.

The most recent example of an early release article is 'Growing our own: The abyss of data monitoring and support for New Zealand's domestic nursing workforce pipeline.' by Sharon Brownie and Patrick Broman, available on [NZNO website](#).

Currency of data is critical and this article is of particular significance for the debates in which NZNO is engaging around nursing education and nursing workforce sustainability.

Kaitiaki online

Kaitiaki has continued its strong growth over the financial year (April 1, 2023 to March 31, 2024) with 126,000 individuals accessing Kaitiaki articles 269,000 times over the year. This is an increase of more than 50 percent on the previous financial year, when 82,000 individuals accessed Kaitiaki 233,000 times.

Kaitiaki's relationship with the campaigns and communications teams has strengthened as staff meet regularly to collaborate on coverage and timing of releases and member-focused editorial, to collectively progress NZNO's *Maranga Mai!* strategy.

We have also grown our free professional development section for members, in partnership with equity-focused learning platform *He Ako Hiringa*, part of the Health Media group. We look forward to growing our bicultural focus in 2024/25 with kaupapa Māori editorial support.



EMERGENCY EXIT



Good health
needs valued
nurses



Good health
needs valued
midwives



Safe
Staffing
Now



Good health
needs valued
nurses



Reports

Board of Director's Report

The role of the NZNO Board is to provide governance between Annual General Meetings (AGM). Our Board has not changed in the last year which has strengthened our ability to act cohesively and work proactively, looking forward to the future of our organisation, the role of the nurse and the nursing profession in Aotearoa New Zealand.

NZNO Board is made up of:

- Titihuia Pakeho (Tumu Whakarae, Te Rūnanga; Audit and Risk)
- Nano Tunnicliff (Vice President; Governance Committee Chair; Audit and Risk)
- Anamaria Watene (Te Rūnanga; CEEC)
- Margaret Hand (Complaints Officer)
- Simon Auty (CEEC Chair, Constitution Review Committee)
- Grant Brookes (Constitution Review Committee Co-Chair, Audit and Risk Committee)
- Lucy McLaren (Audit and Risk Chair)
- Tracey Morgan (Governance Committee)
- Saju Cherian (Governance Committee)
- Kerri Nuku (Kaiwhakahaere: Te Poari/Te Rūnanga) and Anne Daniels (President: Membership Committee) as co-chairs complete the Board. We also attend committees: Audit and Risk; CEEC; Governance and co-chair the Nurses Education and Research Fund.

The Board's responsibilities include establishing a governance framework, setting the strategic vision and purpose, ensuring financial and human resources, reviewing management performance, and overseeing risk management. With an eye to the future ability of the organisation to be fit-for-purpose, the constructive partnership between Board and Te Poari representatives on the Constitution Review Panel, shows the way forward for us all. The fruits of this partnership, to date, through member consultation and membership groups, have realised challenges and opportunities that we will all consider at the AGM 2024.

Our vision within the current Constitution is to be Freed to Care, Proud to Nurse. The strategic direction to achieve this vision is now outlined in our Maranga Mai! strategy. To enable this strategy we must be financially astute and have the people to enact the priorities and decisions made by the Board on behalf of our members. Our Board meetings are an opportunity to proactively "think things through and make good decisions". This means effective questioning in the Board room, of each other, of our CEO and staff, and key stakeholders. Effective questioning helps the Board to develop a broader and deeper understanding of important issues facing the members and the organisation, exploring issues and problems from different points of view, in order to greater appreciate their complexity.

Therefore, the Board's commitment to giving effect to te Tiriti partnership at the Board level, is being strengthened through joint Te Poari and Board meetings twice a year. Being able to consider and discuss the way forward together and acting on it at these meetings has been appreciated by all involved. Our Board meeting minutes (found under Governance on the NZNO website) provide evidence of the challenge and opportunities the Board has considered over the last year.

Our Maranga Mai! strategy has provided the focus and direction of our strategic considerations of the political and health care system challenges that have occurred over the last year. Multiple changes to legislation have put the health and wellbeing of our nation at risk. Disestablishing Te Aka Whai Ora is now being challenged in court as a breach of te Tiriti. Changes to the Smokefree legislation, Therapeutics Act, repealing the Fair Pay legislation, No Cause Eviction of renters and much more, will impact negatively on those who are already disadvantaged and struggling. This in turn will put further pressure on our health system. The coalition Government's announcement in March this year of five health targets will further exacerbate the demand for nurses to do more with less. Our Ratio Justice campaign, that had its beginnings in 2001 when NZNO launched its Safe Staffing Ratio Campaign (which was rejected by the Government of the time), could not have been more timely.

Our ability to be politically neutral is well past and we must make a stand on what is best for our members and health care workers nationally and internationally.



One such challenge came in the form of the Gaza war. NZNO Board supported the Council of Trade Unions in stating that our health workers are protected under international humanitarian law, and the targeting of hospitals and health workers needs to stop immediately. We called for an enduring and immediate ceasefire in Gaza and Israel to prevent further civilian deaths and allow health workers unrestricted access to provide lifesaving medical care. We have been prominent in the rallies.

But we have not been without our wins. The success of our pay equity battle to address significant gender-based pay discrimination suffered by nurses, midwives, kaimahi hauora, mental health assistants, and health care assistants, was a historic win in July 2023. This came after years of bargaining, litigation, and eventual mediation with Te Whatu Ora (Health New Zealand). The hope that pay parity for all members working in Primary Health Care, Aged Care and the funded sector, is still to be realised through a pay equity claim started in December 2023.

Health and safety of our members has also been a big part of our union's work. Many Provisional Notices of Improvement have been submitted to Worksafe. The Gisborne Nurses strike under the Health and Safety in Employments Act 2015 that was fought in the courts by Te Whatu Ora on the basis that there was no issue with safe staffing, was won by NZNO setting a precedent for future action.

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Health and safety concerns led to Health Care Assistants challenging the lack of their voice at the 2023 NZNO AGM breakfast hui with the NZNO CEO, President, and Kaiwhakahaere. This robust conversation resulted in a National Health Care Assistant committee being formed to advocate and act on the challenges and opportunities to change their unsafe work conditions; forge pathways using guardrails to their job role; and education to provide choice in their career pathway.

Strategising to future-proof the organisation against emerging external risks in an ever-challenging political context has been a big priority for the Board and the audit and risk committee. These risks have included proposed changes to employment legislation with the potential to reduce NZNO's operating income, and possible employer efforts to marginalise our union. We have responded by approving plans to reduce reliance on payroll deductions for membership fees, by budgeting to increase NZNO's financial reserves and by focusing NZNO operations on mitigating the risks identified.

Chair Lucy McLaren worked closely with Director of Operations Andrew Casidy and the Audit and Risk Committee (Grant Brookes, Margaret Hand, Titihuia Pakeho, Nano Tunnicliff, Anne Daniels (President/ex-officio), Kerri Nuku, (Kaiwhakahaere/ex-officio)), and Paul Goulter (CEO) to meet our legislative and organisational responsibilities through data analysis and reporting. The need for a membership data platform that meets the current and future needs of the organisation is now in progress. Our membership growth is tracked and analysed for risks and opportunities to continue growth and thereby the power and voice of the organisation.

Another risk highlighted through several data breaches experienced by the organisation during the year, is cybersecurity. External contractor processes and internal security processes have been investigated and actions taken to reduce the risk of any reoccurrence.

The Risk Register was reviewed and a decision to start from scratch was made in order to identify key risk areas, establish regular monitoring and reporting, and risk mitigation. The annual audit of accounts by Deloitte was facilitated to meet the AGM reporting requirements. A considerable effort has also gone into developing a Health and Safety infrastructure for NZNO staff and operations. Good progress is being made.

The CEO Employment Committee (CEEC) chaired by Simon Auty, has worked diligently to ensure that the CEO annual performance review against the CEO agreed contractual objectives, is conducted in a manner that supports inclusion of all stakeholders and Board directors.

The Board's Governance committee, chaired by Nano Tunnicliff, has considered the impact of cost of living increases on organisational travel

and accommodation resulting in expense claim cost increases. Competency in reading and understanding NZNO's financial reports was improved through board education using our own board reports to support relevance.

The board approved plans to reduce and measure NZNO's carbon footprint. We also approved the establishment of an NZNO Climate Action Network for members, however further board work on this has paused temporarily due to priority work on the NZNO Constitution Review.

A constant challenge is the volume of complaints between members, which continue to occupy board time and distract from other important mahi. The Constitution Review aims to reduce the need for board time to be spent on these issues. NZNO procedures in managing complaints is considering how to incorporate therapeutic communication, tikanga and resolving complaints between members in a manner that reduces the need for board involvement.

The board has appreciated the President and Kaiwhakahaere for their leadership on the board this year.

Kaiwhakahaere Report

Welcome.

Nau mai, haere mai and welcome to all members, partners, colleagues, and whānau who work with and support the mahi of Tōpūtanga Tapuhi Kaitiaki o Aotearoa New Zealand Nurses Organisation.

The 2024 NZNO conference theme is Kotahitanga. Some understand it to mean togetherness, working as one, or unity, traditionally Māori society was based around tribal affiliations. Kotahitanga movements are political movements that try to unify Māori on a non-tribal basis. Throughout the course of our Māori history there have been many Kotahitanga movements, purposeful political movements that aim to unify.

Over the past few years, we have witnessed struggles to rebuild from the devastating impact of COVID across the domestic and global communities. We have witnessed our own struggles as health workers with the impact of the virus devastating morale. Fatigue caused by and erosion of resources forced services to close, reduced hours and created congestion across the services.

Following our conference last year, we resolved that regardless of the political party in government our wero/challenge was to bring action to the grassroots of our community, and to raise the voices and presence of health workers. We determined to use our member power to action change and to challenge political agenda that are motivated by economic decisions to the detriment of our communities.

Our action focuses on some key areas such as authentically actioning Te Tiriti o Waitangi and implementing it to its fullest. We also want to give nurses a platform and voice in the sector, seek equity for all nurses regardless of where you work, and take the lead to define the roles and scopes of work we do as nurses, health care worker/kaimahi hauora, midwives and tauira.

Over the year there has been many member actions and times members have taken on Te Whatu Ora and been successful in the challenge including our National Day of Action in April 2023 and continual challenges against system changes that impacts on workers'

rights and health workers. All fine examples of political movements that aim to unify.

We still have much to do but we can't do it alone, it is in unity we have strength,

Mehemea ka moemoeā ahau, ko ahau anake.

Mehemea ka moemoeā tātou, ka tāea e tātou.

If I dream, I dream alone. If we dream as a collective, we can achieve our dream.

Te Puea Heraranga

Ngā mihi



Kerri Nuku

Kaiwhakahaere

President's Report

NZNO is us. We are doing the mahi to become fit-for-purpose as an organisation, member led professionally and industrially. Our professional challenges and aspirations inform our industrial advocacy and action. We are now visible for all the right reasons guided by a strategy that encompasses all members, everywhere – Maranga Mai!

We have put a stake in the ground that signals that NZNO members and board will no longer accept decisions made about us, for us. As President and co-chair, I respectfully thank our staff, led by our CEO Paul Goulter, our board, and our engaged active members for making this our reality both industrially and professionally.

With an eye to the past, we are looking forward. Our board is being proactive not reactive. Examples of our proactive approach can be found in some of our questions and the way we are engaging with our members to find answers. Some of our questions were:

- What is the role of the nurse now and what does it need to be in the future?
- How do we protect and enhance the role of the nurse to meet the needs of our communities now and in the future?
- What are the challenges nurses may face in an ever-changing political, economic, demographic context?
- How can we lead the way to create beneficial change to the long-time issues such as the social determinants of health, embedded institutionalised racism, and the overt attacks on te Tiriti, that impact on the health and well-being of Māori and our nation?

Many of our current challenges come from outright denial by government and nurse employers. Over the last year, during the COVID years, and decades before that, the issue of unsafe staffing has been denied through smoke and mirrors media that rarely speaks to the realities of our members' experiences wherever they work. Gisborne nurses made this very clear in their demand for safe staffing that fell on deaf ears and ended up in the courts, where we won our right to strike under the Health and Safety in Employments Act (2015).

Quick fixes continue to defer and deflect from the real issues.

- Security guards to 'fix' the issue of increased violence and abuse in our health care delivery contexts, and the lack of safe affordable, accessible parking.
- Vaccinations being delivered by non-regulated workers or pharmacists rather than fully trained nurse vaccinators who know their patients, families, and communities.
- Focusing on encouraging more International Qualified Nurses to migrate to New Zealand, who then cannot find jobs, rather than supporting our own students to take up nursing as a multifaceted career.
- Increasing task-based health care delivery by Health Care Assistants (HCA) and Kaimahi in a knee-jerk response to unsafe nurse staffing; instead of committing to funded education and clinical pathways to support these roles to have clear guardrails, and real opportunity to become Enrolled Nurses and Registered Nurses.
- A bond scheme that does little to support our nursing students to resolve financial distress during undergraduate clinical placements and increase recruitment and retention, particularly of Māori and Pasifika students.

However, the Nurses Education and Research Fund (NERF) board, that Kerri Nuku (Kaiwhakahaere) and I co-chair, have been able to mediate some of this distress through the distribution of scholarships and emergency funding throughout the year.

In contrast, NZNOs fixes have been strongly and repeatedly made visible over the last year, when thousands of our members stood strong together at protests across the country and given strong Maranga Mai! media position statements based on hard facts and our members shared experiences. We are being heard, and the level of public support for action, is rising.

Over the last year, our board has considered many of these challenges and our fixes have been guided by our Maranga Mai! outward and inward goals, and our why. As the nursing workforce provides 80 percent of direct patient care, we are in a unique position to be the forefront of change in reducing health disparities



experienced by Māori and Pasifika peoples, and those who are most disadvantaged. Incorporating cultural safety, patient advocacy, and Māori-centered models of care into our campaign for safe staffing in all health sectors, will support nurses to improve health outcomes equitably. This driver influenced the board's decision to plan and execute the Ratio Justice – culturally appropriate legislated nurse-to-patient ratio campaign to win the power and resourcing for every nurse, everywhere to do their job safely.

Nursing is the cornerstone of our health system, but our economic value is largely invisible making the call for investment in nursing challenging. Evidence of this concern can be found in the fact that there is only one nursing specific quality indicator that is being monitored currently. This needs to change if we are to show what a difference a nurse makes. The International Council of Nurses (ICN) recent evidenced-based publication *The economic power of care* found that the return on investment in the health care workforce is estimated to be 10:1 (ICN, 2024). Investing in health care prevents avoidable patient harm and the estimated associated financial costs – 13 percent of total health care spending and prevents the human costs of adverse events. Further, WHO called on all countries to increase spending in Primary Health Care by at least 1 percent of their Gross Domestic Product (GDP), to close the glaring gaps in preventative health care in order to meet health targets agreed to in 2015. Investment in Primary Health Care must be prioritised if New Zealand is to meet the Pae Ora Acts aspirations to move beyond cure to prevention and realise health and well-being for all.

Mahi toward meeting NZNO's inward facing goals has focused on the Constitution Review led by Board and Te Poari representatives who have put in huge hours to engage members in the process to ensure that it is member led, equitable and future-facing. Campaigning to win our outward facing goals is innovative, inclusive,

NZNOs fixes have been strongly and repeatedly made visible over the last year, when thousands of our members stood strong together at protests across the country and given strong Maranga Mai! media position statements based on hard facts and our members shared experiences. We are being heard, and the level of public support for action, is rising.

and lifting the profile of nursing and nurses high in the public eye. **Membership is lifted** is an inward facing Maranga Mai! goal that is evidenced by the growing membership of 60,000 plus and increasingly active members. Members understand where the issues lie and are not afraid to ask questions of those in power, and of our board. These questions are welcomed as we must look forward through many lenses to achieve real equity within and without.

There is still much to be done but we will do it, together, by taking the lead towards tomorrow.

Anne Daniels
President

Chief Executive's Report

The year to 31 March 2024 saw the dynamic growth of Maranga Mai! continue.

It was a packed and tumultuous political year during which member growth, engagement and activism have been admirable. Whatever the times, we will continue to Maranga Mai! (rise up!) to stand strongly on our values, our principles and our mahi.

I will cover just a few of the year's highlights in this report. Information about a lot of other NZNO activities can be found in the reports of others or in my regular member updates (and thanks for the feedback on those).

The seeds for "Campaign" 2024 were planted in 2023. This campaign overarches four main themes:

- Pay equity in the funded sector
- Te Whatu Ora bargaining
- health and safety for both staff and patients
- the role of the nurse.

Pay equity

We started with a bang, releasing the findings of our pay disparity survey which researched wages paid to members working in general practice. Former Health Minister Andrew Little had said there was no evidence of a pay disparity, but our report showed general practice nurses were paid 14–21 percent less per hour than their Te Whatu Ora counterparts.

Work such as this (along with other work by some of our allies) has eliminated any misconception about pay disparity. Prime Minister hopeful Christopher Luxon even acknowledged it before the election and promised to fix it. This is a great step forward for the campaign, but whether the current Government will step up the funding required to keep this promise remains a mystery.

We have been working with employers closely on this. They support the Pay Equity claim we later launched, but fear the Government may leave them holding the tab. The pathway forward is first to address the gender discrimination in pay rates that we believe exists in the

funded sector. As NZNO and as a union standing firmly on equity, we have no other option.

But the funded sector is about more than general practice. Primary/Community Care also includes areas such as Māori and Iwi, Care and Support, Plunket, Sexual Wellbeing Aotearoa and so forth. Aged Care is also a nursing sector where our members continue to face gender-based wage discrimination.

And for Māori members working for Māori/Iwi providers we will pursue Pay Equity using tools and processes that are identified for Māori, by Māori.

Te Whatu Ora bargaining

Te Whatu Ora nurses held 58 stop work meetings in May 2023 to consider an offer they soon rejected. As I told the media at the time, nurses do not feel safe coming into work and patients will pay the price for hospitals that are continuously understaffed.

In July Pay Equity was settled for Te Whatu Ora nurses, setting an important standard for members to strive for in other sectors. In bargaining for the Te Whatu Ora Collective Agreement a slightly improved offer from Te Whatu Ora was received, after which angry members voted decisively for a strike. However, a third offer was accepted in August. The vote was close and members were very clear with the Government, that they would "bring the fight" for better into the next negotiations. The offer did not help address the nursing shortage impacting on their and their patients' wellbeing so there remains unfinished business.

And of course, little progress was made on nurse-to-patient ratios. In fact these were left entirely out.

The 2024 year will see us gearing up to continue the push and I expect there will be some very hard bargaining happening. Te Whatu Ora members are fed up with their hard-of-hearing employer.

Health and safety

Health and safety is at the heart of much of our work, and in 2023/24 NZNO has again resolved not to sit idly by while health workers and patients are being exposed to the risks they are at the moment, arising from underfunding and staff shortages.

Our resolve is that the health and safety obligations of employers will actually be met. If necessary, we will enforce these through direct legal or industrial action – as was done with the Gisborne nurses in Ward 5.



Incidentally we are still to have the Employment Court case following Te Whatu Ora's filing for the substantive matter of the lawfulness of the Gisborne health and safety strike to be heard.

In these tight financial times one could easily believe that Te Whatu Ora would have had better things to spend their scarce dollars on than continuing to chase up nurses who were standing up for their and their patients' health and safety.

The role of the nurse

And during all this the role of the nurse has come under attack, and this is the last part of our 2024 campaigns and projects I want to address.

While the substitution of nurses for HCAs/kaiāwhina/vaccinators/physician assistants/anaesthetic technicians/maternity assistants/paramedics etc had been underway for some time, COVID 19 and the exacerbated scarcity of nurses were used to justify employing lesser-skilled, qualified and lower paid workers to take on tasks within the EN/RN scopes of practice. It has carried on while the shortage snowballed post-COVID and it is right across the health sector

We have health care assistants finding themselves with new and uncomfortable responsibilities, unregulated vaccinators, expanded roles for paramedics and so on. This is not the fault of the people trying to help and motivations are good, but together they amount to an undermining, or even a demeaning, of just what it means to be a nurse.

The role of the nurse must be protected. Not anyone can do it, and our members train for a long time – sacrificing much – to learn to do what only they can do well. Wherever one works in the sphere of nursing and/or midwifery qualifications are important to mana; and mana is essential to our ongoing struggle for recognition, safety and justice for every nurse everywhere.

We need to establish clear boundaries between these roles. We need to have these roles working in a complementary way with nurses. We need to make sure all are safe in their practice and employment. And we need to ensure there are genuine career pathways for our HCAs/kaiāwhina and other non-nurse roles – accepted national qualifications, professional learning and development and appropriate reward and recognition.

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To that end I was pleased that by the start of 2024 we had a new NZNO Nationwide HCA Working Group set up with the purpose to define the role of the health care assistant, and establish clearer career pathways, encourage professional development, setting role expectations and ensuring due recognition – right across the whole health sector.

This is exactly what was intended under Maranga Mail – nurses working together to better define their place as a benchmark for progress. And with that definition our non-nurse members find their clear, respected and complementary place in the health system – not demeaned by a push for cheap labour. We are every nurse everywhere – not any nurse anywhere.

Senior nurse/midwife wage scales

Also by March 2024 our designated Te Whatu Ora senior nurse/midwifery group was in full swing, meeting with Te Whatu Ora to start work on the wage review arising from pay scale disparities related to the



Te Whatu Ora Pay Equity settlement. In the meeting our team, alongside PSA representatives, proposed a draft Terms of Reference and some principles to underpin what we want to achieve.

We were very clear with Te Whatu Ora that any pay scale needs to be attractive to those who currently hold designated senior roles and those who might want to hold those roles in the future. This is fundamental to fair career progression and we are pushing ahead with this work into 2024. We will continue to meet with Te Whatu Ora and report. Then we need to turn our attention to what else is needed to support these critical roles – not just in Te Whatu Ora but right across the sector. To that end we have set up a reference group of senior nurses across the motu to guide this process.

Constitution review

Our Constitution review resulted from a 2020 remit, with a review panel appointed after the 2022 AGM. The review process got into full swing in April 2023 and will continue for some time as a massive but important task. The current Constitution is well past the need for an overhaul to ensure that, going forward, NZNO:

- fully meets its obligations under te Tiriti
- embeds democratic processes for members in a bicultural context
- is fit-for-purpose in terms of achieving the goals of Maranga Mai!
- works to become a more efficient and effective organisation.

This year has been all about identifying the key policy issues, developing detailed drafts, consultation with member structures and receiving feedback. Now we will focus on an initial draft of a new constitution based on the feedback received. This draft is to go out for further feedback prior to Hui ā Tau and AGM 2024.

Colleges and Sections

Our Colleges and Sections are at the forefront of NZNO being the leading voice for nurses in Aotearoa New Zealand. As by far the largest organisation of nurses from right across the motu and covering nursing roles from students to senior nurses we have a responsibility to ensure that nurses everywhere are influential in the debates, policies and practices pertaining to nursing. Our colleges and sections are at the forefront of that work.

Sadly this is not appreciated by sufficient numbers of our members. All colleges and sections agree that membership in colleges and sections needs to be lifted considerably and more member leaders and activism emerge. NZNO has been working with the colleges and sections to look at ways that we can better support them in those missions. That mahi will emerge over the next year and I appreciate the time and effort that college and sections have put into the survey that has identified.

Expect to hear more from our colleges and sections.

A new Government

By November 2023 we had a new Coalition Government which, unsurprisingly, got off to the worst start imaginable in terms of health policy. There is much we disagree with: the Treaty Principles Bill; the downplaying of te reo; the absorption of Te Aka Whai Ora (the Māori Health Authority) into the Ministry of Health, direct attacks on Māori – completely destructive and completely out of place for a te Tiriti-based nation such as ours. The repealing of smokefree legislation, while appalling in itself, could probably also be seen as part of that attack.

Then we have the looming prospects of the cuts to the public sector to pay for unnecessary tax cuts in a sad and weary replay of the Ronald Reagan trickle down theories – now widely discredited.

However, we did welcome a meeting request from Minister of Health Dr Shane Reti that came pretty much as soon as the new Government was announced. Government and NZNO priorities were discussed. We outlined our concerns about te Tiriti, Te Aka Whai Ora, repealing smokefree legislation and the need for Pay Parity across the nursing sectors. The Minister listened to us and was able to speak knowledgeably about these issues. At the time of writing we are still awaiting a further meeting.

Looking ahead

The Coalition Government certainly comes with increased risk for NZNO (and for all unions). It is not unusual for attempts to be made to disempower unions in this sort of scenario, and these attacks may well be legislative. We will need to be focused and we will be focused.

We will continue to rise up under Maranga Mai! and we won't back down. Members have been clear on that. Correctly, the Board has made it clear that they want NZNO to be at the forefront of opposition to attacks on our values and the values of a quality public health system that works for all New Zealanders, the workforce and tāngata whenua. It sadly fails everyone at this point in time.

I want to close by acknowledging members for the way they get behind their union, embracing Maranga Mai! and working together in unity across the sectors. Our determination is simple – one set of terms and conditions for all Aotearoa New Zealand nurses wherever you work and whomever you work for.

It has been a hard slog a lot of the time, but much has been achieved and my sense is that their “fire in the belly” remains undiminished. I have thoroughly enjoyed meeting members on their jobs, at conferences and meetings and as professionals. They have taught me a lot.

I also want to thank staff for another year of hard but productive mahi. Through talking with members, I know they are aware of that mahi and that they appreciate it. I also want to thank the Board and Te Poari for their dedication, direction, focus and support. Serious governance is critical to NZNO always.

Exciting times ahead.

Ngā mihi



Paul Goulter, Chief Executive

NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa

Te Poari o Te Rūnanga o Aotearoa

Te Poari is the Māori governance group for NZNO and represents the vision as aspirations of our Rūnanga. Comprised of elected Māori representative, Te Poari also holds the additional responsibility of overseeing the regions in their role as Te Rūnanga chairs.

In 2019 at Hui-a-Tau we were tasked with implementing Ngā Hapū to enhance local engagement with members in support of whanaungatanga, kōrero and tautoko. However, achieving full implementation across the regions has proven to be challenging.

Te Poari current priorities revolve around increasing membership, enhancing capacity, and fostering active engagement. These efforts are crucial to ensure that as a rūpu, we consistently respond to the needs of our members.

Over the past year our membership has seen growth from 4,335 members at 31 March 2023 to 4,484 members at 31 March 2024. While some regions are showing steady growth, others are focused on building capacity.

Te Poari is focused on advocating for pay parity for all nurses and healthcare workers including those in primary, community, and aged care sectors in collaboration with colleagues in Te Whatu Ora. Additionally, a campaign was launched to specifically support equity for Māori iwi sectors and to recognise the cultural expectations required for Māori healthcare workers.

Te Poari is at the forefront of the pay parity campaign building upon the challenges outlined in Wai 2575 and addressing systemic institutional racism. We encourage all members to actively engage in this important initiative.

The NZNO Strategic plan Maranga Mai! emphasises key priority areas. The primary focus is realising Te Tiriti.

Te Poari along with the NZNO Board of Directors is dedicated to actualising this commitment and upholding Māori authority over this endeavour.

In the coming months we urge everyone to engage and actively contribute to shaping the future through the NZNO Constitutional Review process.

He waka eke noa

We are all in this together

Ngā mihi nui

Titihuia Pakeho

Tumu Whakarae

Membership Committee Report

This year we farewelled Phebe Eruera, Chair of the membership committee; Phebe ensured the membership committee remained focused on being the voice of members and helped incorporate and embrace the new Mairanga Mai! concepts.

She had been a stabilising and inspirational lead during a very challenging time for the Membership Committee following a large exodus of long-standing members and with this, valuable knowledge and information.

The Membership Committee met with representatives of the Constitution Review Committee in March. Their presentation highlighted that the regional councils and the membership committee were structures that needed review and potential recommendations made for change. This has been a very unsettling and destabilising time for the membership committee with questions raised if there is any point in continuing. We have the utmost respect for all involved in reviewing the constitution, due diligence seems to have been employed and there seems to be an extensive and thorough process to ensure the constitution becomes more relevant and practical. Yet it still seems that changes are happening to us, not with us. From the membership committee's point of view structures are potentially being cut due to inefficiencies, however, were questions asked as to why these are failing, or are they being given adequate support to succeed? We hope that the review leaves a robust avenue for members' voices to be truly heard. Right now, we have not been made aware how this would be done.

The membership committee remains a standing committee as per the constitution. We are a committee representing members' voices. We have representatives from NSU, Regional Councils, College and Sections, our NZNO President, and at times Vice President. We have robust conversations about issues raised by members. We are the voice of members and our work plan and areas of focus reflect the Mairanga Mai! Strategic Plan.

Areas of Focus: Maranga Mai! Strategic Plan

Goals: inward facing focus, every member across the sector is engaged and actively participates

Te tino rangatiratanga: MC will continue to support the board by working in partnership to achieve NZNO strategic objectives and aims, giving effect to te Tiriti.

Building member power: As a member led organisation MC aims to provide an insight into members' voices to the board and provide advice to the board based on feedback from our committee representatives. We will provide appropriate feedback to our representative groups from our meetings, board meeting summaries or any other information within the scope of our charter. We aim to increase the power of our members to strengthen our influence in the healthcare sector.

- To ensure full representation on the MC (we currently have seven vacancies) our focus for this piece of work is to engage with regional councils, highlighting our need for support.
- Another priority is to re-engage the lines of communication between MC, board, regional councils, College and Sections and the NSU.
- We have identified that the MC has a strong Te Whatu Ora representation, and we are looking at ways to diversify to ensure that every voice everywhere is heard.
- MC continues to support NSU and looking to ensure all education facilities have NZNO representatives. We have been encouraged to see an increase in these positions being filled. Aiming at socialising students' entitlement to free NZNO membership fees and increasing student membership within NZNO. We also support the call for paid placements. MC has also facilitated standardisation in providing graduation handouts. We will continue to work with NSU to ensure these remain appropriate.

Health and safety: MC has identified areas of concern regarding unsafe staffing and violence and abuse, not just from external influences but within our own workforce.



College and Sections Day, 19 March 2024: Our two MC representatives from College and Sections helped facilitate group presentations. Though the time slots for each group were limiting the information delivered showed how effective these groups are in their areas of expertise.

Maranga Mai! Fund Committee (formerly The Florence Nightingale Fund): Each year the membership committee combines with Te Poari (three members from each) to review applications and choose successful candidates. This is a great privilege, and all participants take their role seriously. However, it has become increasingly disappointing that many applications are not adequately completed and supporting documents missing. This highlighted that work is needed in this area.

The Remit Committee: The Membership Committee also has a representative on the remit committee but as the constitution is under review this committee is currently inactive.

The Membership Committee will continue to represent the voices of members, to fulfill our obligation to ensure that NZNO is responsive to the needs and issues of its members. In turn we encourage all members to get involved, to be heard, to engage in the structures and campaigns that help support the wellbeing of our workforce. We will continue to work towards safer workplaces and in turn improved healthcare outcomes for all.

National Student Unit Report

This year, the National Student Unit (NSU) has prioritised building and strengthening relationships within schools, among various cohorts, within our Regional Councils (RC), and with local Te Rūnanga (TR) rūpu.

Our emphasis on whanaungatanga, which emphasises kinship and fostering strong, supportive connections, is aimed at creating a robust and resilient foundation for NSU within the wider community. This initiative is not just about fostering a sense of belonging but also about reinforcing the collective strength and unity that will support our endeavours and enhance our impact. With new leadership and renewed energy, we will set the stage for transformative new initiatives.

The 2023 NSU National Student Survey revealed a concerning trend: a significant 30 percent of respondents are dropping out in their third year of study, primarily due to overwhelming financial burdens. This stark statistic has served as a catalyst for action, prompting us to refocus our efforts on tangible solutions to alleviate this burden. In response, our campaign goal has become sharply focused on securing paid placements for tauira (students). Recognising the critical importance of financial stability for student success, we have joined forces with the Ratio Justice Campaign, a collaborative effort aimed at addressing and rectifying systemic inequalities.

As part of our advocacy strategy, we are planning a significant day of action in support of paid placements for students. This event will follow the Heads of Schools meeting in July, marking an important milestone in our ongoing campaign. This is not just a one-time event but a continued journey as we build and strengthen this campaign, advocating persistently for the rights and needs of our tauira.

Our efforts have gained significant attention and traction, with multiple media outlets across Aotearoa approaching our leadership regarding the survey findings and our push for paid placements. This media engagement has been instrumental in amplifying our message and earned wider public support, bringing the critical issue of student financial hardship into the national conversation.

We are also proud to report that our membership has experienced substantial growth, reflecting the increasing resonance and relevance of our mission. The number of students registered with the NZNO has grown from 3,873 to 4,764, including 721 Māori tauira. This growth is not just a statistic but a testament to the trust and confidence that students place in our union, and it reinforces our collective capacity to advocate for meaningful change and support our members effectively.

In summary, this has been a pivotal year for NSU as we navigate new leadership, prioritise relationship-building, and address critical issues such as financial burdens through our campaign for paid placements. Our dedication to whanaungatanga and our collaborative efforts with campaigns like Ratio Justice highlight our commitment to fostering a supportive and equitable environment for all tauira. With growing membership and increasing media attention, we are well-positioned to make significant strides in our mission to support and advocate for our student community.



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A woman with blonde hair, wearing a white shirt, is holding a large black sign with white text. The sign says "Stand with us". In the background, a man in a beanie and jacket is holding a long pole. The entire image has a blue tint.

**Stand
with us**

**Regional
Councils**



NEW ZEALAND
NURSES
ORGANISATION

TŌPŪTANGA
TAPUHI
Kaitiaki o Aotearoa

Regional Councils



Bay of Plenty/Tairāwhiti Regional Council

Chair: Sharon Powley

BOP/Tairāwhiti Regional Council meets in Tauranga, and as we cover a wide geographic area with members travelling from Tauranga, Rotorua, Whakatāne and Gisborne, we held some meetings via Zoom to reduce costs.

Highlights included:

- Membership has grown from 4,937 in 2023 to 5,297 in 2024 with a significant increase in student engagement and student delegates. To reach this membership we have developed a Facebook page that celebrates regional achievements for nursing and NZNO.
- Tairāwhiti were first in our region to hold a **Regional Organising Committee** meeting to engage with delegates across all sectors. The event was to lobby MPs in their region, leading up to the election time.
- Held forum via Zoom in November 2023. Hubs were in Gisborne, Whakatāne, Rotorua and Tauranga with Sarah Stonier speaking on Professional Supervision in Healthcare.
- Approved seven Education Grant applications for the 2023–2024 valued at \$100 each.
- Achieved good engagement and delegate involvement on bargaining teams across health sectors with their respective bargaining.
- Ratio Justice campaign – day of action held in Tauranga was well attended and reported in the two local newspapers (BOP Times/Sunlive).
- Attended pinning ceremonies at training institutes presenting NZNO notebook and pen.

The future

BOP/Tairāwhiti Regional Council are aware of structural changes being tabled and we commit to continuing the mahi of NZNO in the format of the future.

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Canterbury/Waitaha Central Regional Council

Chair: Erica Donovan

Organising on-the-ground widespread action

CRC has supported member-lead actions such as in Canterbury action due to Canterbury members not being paid their Holiday's Act back pay.

Building member power

CRC is proud to have one of the strongest and diverse Regional Councils within the country allowing issues to be brought back from workplaces/WOCs and gain widespread support. Members are from diverse working areas such as primary care, district nursing, private hospitals, aged care, dementia, corrections and mental health. This allows CRC to best represent all areas where nurses work.

Workforce

CRC hosted a successful Nurses Appreciation Week event at He Puna Taimoana Hot Pools. CRC celebrate member successes both in terms of what they have achieved at a union level within their workplace, but also their personal and career achievements. Last year CRC nominated one member for an NZNO award, and for 2024 has two nominations for Service to NZNO awards.

Education

Year after year CRC hosts the largest Regional Convention, including members from Christchurch, The West Coast, Timaru and Ashburton. Highlight speakers from 2024 included a Registered Nurse from the Assisted Dying Service and a review of diabetes care from a Māori perspective. CRC provide grants for ongoing education or conference attendance by running scholarships through Thomas Tippet, Pop Black Trust and CRC Education Fund.

Health and safety

CRC supported members to take action within their workplaces and take issues back from WOC.

CRC has focused on building public support by utilising the media and increasing the visibility of NZNO by attending events from other groups. Members have been visible in the media with attention from several outlets such as RNZ, The Press, Chris Lynch Media, News Hub. This included articles related to the issues of parking around Christchurch Hospital, the Day of Action, and Holidays Act payments being withheld.

Allies

CRC supported other groups in health such as Regional Council members attending the Doctor's Strike, and May Day Stop work meetings for First Union. In 2024 members also attended the ANZAC Day parade, and left a wreath. CRC is in the final stages of submitting paperwork to council for a memorial seat to acknowledge the hard work of all healthcare workers around the time of the Christchurch Mosque shooting.

Central Regional Council

Acting Chair: Michael Pye

The Central Regional Council (CRC) has 16 duly elected members representing members from various constitutional bodies in the Taranaki, Wanganui, and Midcentral Districts. CRC has held virtual meetings which have been regularly attended by a half a dozen or so activists. At one recent meeting CRC welcomed members of the local NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa staff and representatives from the Student Unit, and look forward to their continued engagement.

Recurring topics for discussion:

- Current issues affecting members in their respective workplaces.
- The need for support, education, and resources for workplace delegates to undertake their union work on top of the busy paid work.
- Pay and conditions. in particular pay equity and pay parity across all sectors in which our members work.
- The continued role and function of the Regional Council/s in the context of the evolving strategic direction the union is pursuing and the current constitutional review in which CRC would appreciate having early opportunity to engage with.
- The Chair has regularly addressed these matters on behalf of the CRC and members at the NZNO Board of Directors and Member Leaders meetings.

The highlight of the year was the Regional Convention when CRC were fortunate to have a presentation from Dr Zoe Port a lecturer from Massey University School of Management and active trade unionist. She presented the research she and others in the Healthy Work Group have been conducting on the causes and consequences of moral injury and burnout in organisations. She shared a number of insights on how workers can collectively organise to resist toxic/low trust organisational culture and managerialism which are the primary causes of moral injury and burnout amongst workers in all sectors including our own 'healthy' health sector.

Greater Auckland/Tāmaki Makaurau Regional Council

Chair: Marianne Harris

GARC continued to meet on the first Wednesday of every month, via both Zoom and in-person meetings. The acquisition of necessary equipment in the Auckland office helped facilitate these meetings, ensuring continuous engagement and supporting member participation.

GARC focused on education in the workplace, encouraging them to stand up and speak up in support of NZNO and Maranga Mai! This initiative continues to address the nursing crisis across the entire health sector. It has been a privilege to be part of the behind-the-scenes efforts, contributing information and research to advocate for nurses and other health professionals nationwide.

Highlights included:

- GARC active members participated to support the Ratio Justice picketing, advocating for improved working conditions and patient care.

- Several employment agreements are being negotiated during challenging times in many of the health sectors; having to ask to be remunerated for the work nurses do should be a given, and equal.
- GARC welcomed a few new delegates to council meetings however more engagement among our members is still required.
- Acknowledge and thank Debra Issac for representing GARC on the membership committee over the years; welcomed Jade Power as the new representative for the membership committee, and is National Te Whatu Ora delegate for her workplace.
- Saw an increase in support for student nurses, particularly those at MIT, and work is in progress to extend the same support to other universities and institutes of technology. The return of students to the meetings has brought fresh perspectives and renewed energy.
- Significant effort into organising our annual convention, which already has over 100 attendees. This event is crucial for fostering community, sharing knowledge, and reinforcing our collective goals.
- Continue to collaborate with NZNO and members to advocate for fair compensation and respect for all health professionals. With the face of nursing changing, GARC is discussing initiatives to support healthcare professionals and need more people to engage.

Greater Wellington Regional Council

Chair: Grant Brookes

Highlights for Greater Wellington Regional Council (GWRC) this year included lobbying of politicians and political candidates ahead of election 2023. This achieved signed pledges to support the demands in NZNO's #thenurseweneed campaign from:

- Unsuccessful candidates Frances Hughes (National, Mana) Emma Chatterton (National, Remutaka) and Fleur Fitzsimmons (Labour, Rongotai).
- MPs Ginny Anderson (Labour, List) and Julie Anne Genter (Green, Rongotai). After meeting with us, Greg O'Connor (Labour, Ōhāriu) declined to sign the pledge.

#Thenurseweneed demands align with NZNO's strategic directions:

- A health system that addresses inequities for Māori.
- Four thousand more nurses need to be recruited, trained and on the job – this includes higher percentages of Māori and Pasifika nurses

– as quickly as possible; an increased percentage of Māori and Pasifika nurses so people receive health care that fits with their culture; fair nurse-to-patient ratios.

- Pay lifts that value all nurses with pay and conditions that: value nurses right across the health sector, attract more nurses, keep nurses in the job. This includes sustainable funding for pay parity.
- Funded training to be a nurse: accessible government-funded training so more people become nurses; and ongoing funded training once someone is a nurse.

GWRC has since followed up with Julie Anne Genter's electorate office about Green Party attendance at He Tipua Conference and support for legally-enforceable nurse-to-patient ratios.

Other highlights included:

- Successful Regional Convention: addressed several Maranga Mai! areas of focus, including Workforce and Building member power and political power; feedback from 41 of the participants indicated that 39 found it "good" or "excellent".
- Now have a representative on the committee of Unions Wellington Committee, the Local Affiliates Council of the NZCTU Te Kauae Kaimahi; this relates to the Allies area of focus in Maranga Mai!; took part in the Unions Wellington Summer Peace Picnic, speaking in line with NZNO policy for peace in Palestine and opposing New Zealand joining or otherwise participating in the AUKUS military alliance.
- Planned activity in Te Tino Rangatiratanga area of focus did not go ahead; submission opposing the disestablishment of Te Aka Whai Ora Māori Health Authority was unfortunately thwarted after the Coalition Government unexpectedly passed the legislation under urgency, preventing experts and the public alike from having input in the democratic process.
- Capacity to deliver on a bigger work plan was constrained by low participation; average attendance at bimonthly meetings was six GWRC members; have no representation from NZNO Colleges, or from Aged Care, Primary Health or Private Hospitals and Hospices.

Thanks to the members from Te Whatu Ora, the National Student Unit and Te Rūnanga who have been involved this year. GWRC supports reforms of the NZNO Constitution aimed at creating more inclusive and active geographical member structures capable of fully implementing Maranga Mai! strategies.

Midlands Regional Council

Chair: Emily McLeod

Highlights included:

- **Midlands Regional Council (MRC)** struggled at times to have active members, but is gradually building numbers up and has a steady core of attending and participating members.
- **Forums:** two forums held during the year. These forums draw nurses from every sector and allow NZNO to have a positive face for non-active members and access to other NZNO members and ideas. This helps MRC elevate NZNO's profile in a positive, non-threatening way and encourage members to have more input. Topics were:
 - How What We Do, Impacts On Other Health Professionals (a panel of delegate speakers).
 - The future of nursing – “how we are positioning ourselves to ensure nurses are part of it.”
- **Recruitment and campaigning:** MRC chairperson attended Te Whata Ora workplace with organisers to promote attendance at a stop-work meeting. This elevated the profile of NZNO and encouraged members to become involved.
- **Graduation:** MRC members attended polytechnic and university graduations this year to welcome new nurses to the profession; gave each graduate a gift from NZNO which is an opportunity to encourage new nurses to join NZNO; presenters represented Te Rūnanga, NZNO, DHB and Enrolled Nurses Section.
- **Delegate Recognition:** seven delegates across Midlands region, including three student delegates, were recognised by Organisers on behalf of MRC for their dedication to NZNO, initiatives taken and ongoing work within health and safety.
- **Midlands Education Grant:** was administered to a number of members to assist with study.
- **Convention:** hosted by Hamilton was attended by 85 delegates and C&S members, along with NZNO staff from Tauranga and Hamilton. Speakers included Jenni Falconer, Chief Executive of Emergency Consult and Kate Yeo, Deputy Chief Nurse at Waikato DHB who has a particular interest in the integration of IT into clinical practice; five delegates received awards for their work not only as delegates, but as committed regional council members.
- **AGM:** represented by a delegation of 11 from Midlands.
- **Meetings:** regular meetings with consistent numbers in attendance:
 - keeping lines of communication open with our members and NZNO; keeping members informed during campaigns and negotiations

- raising awareness and discussing issues nurses face across all health sectors
- raised awareness about the role and function of the regional council with encouragement to participate in discussions on the current constitutional review.

- Succession planning was on-going as the Chair steps down in 2024; a new chairperson has been elected this year.

Te Tai Tokerau Regional Council

Chair: Sacha Young

Highlights included:

- Successful Regional Convention 2023 providing education and an opportunity for networking between different sectors of healthcare; showcasing the mahi of regional nurses and healthcare assistants; included an interactive Rongoā Māori presentation from Te Houtaewa Māori Charitable Trust whose objective is to provide Rongoā Māori as a dual provision in Primary Healthcare for Ngāpuhi-nui-tonu.
- Strong representation from Te Rūnanga Tai Tokerau and NorthTec taurira at Regional Council meetings, working together through networking and organising to promote NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa. NZNO invited to speak about their role prior to the start of the meeting proper which exposes the RC to the wider nursing sector and attracts new members.
- Professional Forum – Professional Boundaries well attended via Zoom providing education and robust discussion for NZNO members in a safe and interactive forum.
- Support from RC on the Ratio Justice Day of Action to win public support for safer staffing for all.
- Printed and shared regionally six posters celebrating NZNO members/teams in their workplace/s for International Nurses Day promoting nursing as a profession.
- Regional Council has: blessed the new Te Tai Tokerau NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa premise; celebrated the Honorary Membership of Melinda Jordan in 2023; farewelled organiser Odette Shaw due to retirement; welcomed Regional Administrator Belinda Ross; welcomed organiser Sheree Whaanga. He aha te mea nui? Māku e kii atu, he tāngata, he tāngata, he tāngata.

- Te Tai Tokerau RC would like to acknowledge the tragic accident which claimed the lives of Whangārei Hospital ED RN Sarath Kumar (37) and Ferzil Babu (34), husband of ED RN Ashni Mohan, while fishing off rocks at Taiharuru Bay, 1 May 2024. The Malayalee and nursing communities deeply mourn the loss of these two wonderful fathers with the loss being widely felt across the Northland region.

Te Tai Tonga/ Southern Regional Council

Chair: Jo Wilson

- **Regional Convention:** Our nurses our future held in Dunedin 18 July with 54 attendees; included speakers presenting about nurse retention vs attrition, IQN to RN project and being a student in a cost of living crisis. Feedback on evaluations was positive, everyone seemed to enjoy the day, with interesting speakers.
- **Te Tai Tonga Nursing Graduation Badge:** Some changes were made to the badge. Wording on the back of the badge chosen by last year's third-year nursing students: Te Manawanui Nahi – Persevering Nurse; badge was presented at Te Pūkenga celebration ceremony at November's Otago Polytechnic and December's award ceremony at Southern Institute of Technology.
- **Te Tai Tonga Matariki dinner, Invercargill:** Forty members attended the dinner organised by Te Poari Komiti representative, Charleen Waddell, and local helpers.
- **RC held a stall at February's Thieves Alley market day** and at the South Dunedin Festival in March; included an interactive session when public was asked to prioritise four health issues, and the collecting of signatures for the petition (reverse the announced cuts to the new Dunedin Hospital); collected over 22,000 signatures. The DCC has also gathered signatures for this petition.
- **Celebrating Nursing:** the RC held a dinner on Friday 12 May at Parcels (Distinction Hotel); morning tea celebrations held at different workplaces and RC contributed towards the costs.
- **NZNO 2023 AGM/Conference:** Te Tai Tonga/Southern Regional Council sent a delegation of 15 representatives.
- **Otago 2023 Polyfest, Dunedin in September:** RC held a stall promoting nursing as a career to our young people.
- **Murihiku Hui, 31 October, Invercargill:** dinner for delegates and members organised by Invercargill

delegates. Paul Goulter and Anne Daniels from NZNO were speakers.

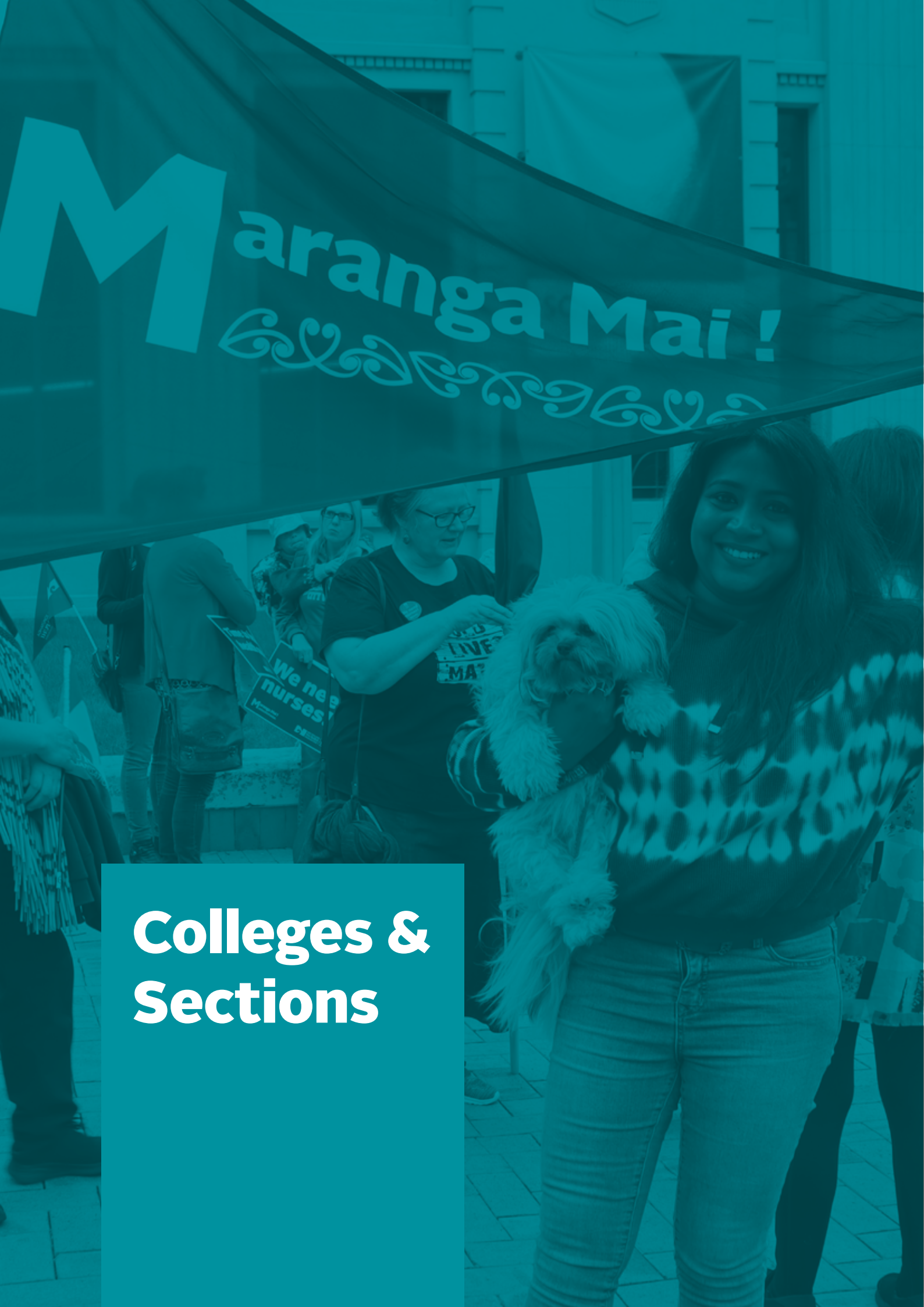
- **Te Tai Tonga/ SRC presented Charleen Waddell with the Services to NZNO award** to acknowledge the incredible mahi she does to support NZNO members and staff.
- **Membership Committee representation:** expressions of interest were called for twice by Te Tai Tonga/Southern Regional Council last year, with no responses – vacancy still outstanding.
- **Thank you** to all members who have contributed to a successful year.

Top of the South Regional Council

Chair: Carolyn Hannah

Highlights included:

- Maranga Mail: rally June 23 well supported.
- Workforce: a permanent agenda item on the NMH workplace organising committee to ensure support for the delegates.
- Education funds: two approved.
- Building member power: NMH nursing students visited by Organiser and vice-chair.
- Education: delegate education provided.
- Forums: held in June and March
- AGM/conference: attended by three RC members at Te Papa in Wellington 23 September and reported back to members.
- Newsletters: two newsletters to members in 2023.
- Regional Convention: dinner and convention well attended.
- RC planning day: well attended.
- New membership committee delegate after vacant position for extended period.
- New National Delegate after vacant position for extended period.



Colleges & Sections

Colleges

College of Air and Surface Transport Nurses

Chair: Lynette Will

This year the COASTN committee continued to build their profile amongst members.

Highlights included:

- Developed a new logo, with an overwhelming response to a photo competition to get photos for a new banner – 190 entries.
- COASTN will engage further with members to guide direction for the next five years.
- Joined with ASA to run an international conference in September where the outstanding nurse of the year award will be awarded.
- Farewelled Helen Poole and Taz Irvine-Flynn from the committee and seconded Sam Collis as treasurer and Jodie Purches as a committee member. Taz stepped down from her role as the aeromedical course coordinator and with Helen Poole appointed to the role.

COASTN committee is committed to supporting members in transport nursing and providing a voice when decisions are made that impact members. COASTN has several members on national groups and is actively seeking opportunities to further engage with policy and decision makers in the government and their representatives.

Cancer Nurses College

Chair: Shelley Shea

Since 31 March the CNC committee is has seven Cancer College members with two of those seconded onto the committee over the past year. All committee members have contributed enormous amounts of time, energy, ideas and influence to ensure the College's success.

The last CNC BGM was held in March 2023 following many attempts due to the pandemic. The 2023 CNC conference held in Auckland had a special focus on lung and ovarian cancer. The conference (and the BGM that was held for CNC members) was a successful with up to 80 nurses attending to interact with the expert speakers sharing their knowledge and experience.

The effects of the pandemic will likely continue to be felt for years to come as CNC navigates workforce shortages that have coincided with and been part of the many enforced changes and treatment cancellations/postponements due to COVID-19.

Unfortunately, the consequences of reduced access and delays in treatment included increased inequities for Māori and our most vulnerable population. The toll of these problems risk further delays for people at various stages of their cancer journey. It is imperative that collectively the wider cancer network step up to support each other nationally to ensure equity is achieved despite these unprecedented events.

Through all of these challenges CNC has continued to work to promote cancer nursing nationally. CNC is pleased that Mate pukupuku | People with cancer has been identified as a top priority in the recently released Te Pae Tata: interim New Zealand Health Plan. Nursing is a vital part of the cancer workforce that can effect improvements in equity and outcomes. CNC will advocate for further nursing representation locally, regionally and nationally to ensure these inequities are addressed in workforce planning and changes related to the health reforms.

Kahore taku toa i te toa takitahi, He toa takitini.

We cannot succeed without the support around us.

Achievements included:

- CNC national representation through CNC members on the Systemic Anti-Cancer Therapy, Medical Oncology, Radiation Oncology and Haematology Working Groups.
- CNC Chair is nursing representative on the Clinical Assembly for Te Aho o Te Kahu (TAoTK). The value of this position cannot be understated and highlights the need for nursing to be represented at all levels nationally.
- Advent of the Cancer Clinical Network that Te Whatu Ora is implementing in conjunction with TAoTK as well as the proposed Regional Cancer specific roles within Hospital and Specialist Services will bring change. This is an opportunity for Cancer Nursing to become further involved in advising and developing Cancer Services that meet the needs of the people we care for.
- CNC committee meet regularly with representatives from TAoTK (virtually) to represent important issues for cancer nursing and to gain support for these.

- **Cancernet** (the quarterly publication by the Committee), emails and Facebook continue to be the mainstay to inform members.
- Educational opportunities through grants and sharing of professional development information also increase the cancer specialty news and knowledge for CNC members.
- Committee continues to increase the professional development and education opportunities for members as they continue to deliver crucial services to our population.
- The new Government is setting some parameters that the public will strongly voice against if the election promises aren't resourced as indicated.
- Committee will follow these events closely and respond accordingly.

College of Child and Youth Nurses, Tapuhitia Ngā Mokopuna Mō Apōpō

Chair: Sarah Williams

CCYN has committed to child health and child health nurses, and the Committee has worked hard to align the College's activities and projected work plans with the NZNO Strategic Plan – Maranga Mai! This is to ensure the College is moving in a similar direction and encourage members to unite to advocate for change in the current nursing environment.

Te Tino Rangatiratanga

- Proudly launched a new Māori name (Tapuhitia Ngā Mokopuna Mō Apōpō) and tohu to sit alongside the official College of Child and Youth Nurses, NZNO title to coincide with Matariki in July 2023.
- New name and logo will speak to Māori nurses of the College's commitment to support more Māori nurses working in child health, to help achieve equitable health outcomes for tamariki and whānau Māori.
- Actively increased use of te reo in communications with members.
- Continue to embrace the use of tikanga within committee activity, such as opening and closing meetings with a karakia, and increased use and practice of te reo Māori at its meetings.

Building member power

- Launched a new LinkedIn page to facilitate professional networking with other groups with similar interests, foster collegial connections and promote the work of the College.
- Actively working to increase student nurse membership as part of its strategic succession plan.



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- Continued to facilitate and maintain an accessible Facebook page, followed by over 700 people or groups online.
- Published *TimeOut* newsletter three times a year; this remains very popular with many different groups due to its inclusion of local, national and international news, research, education, and events related to child health and nursing as a profession.

Allies

- Established new connection and collaboration with AUT Child and Youth Health Research Group to promote research activities, report on the latest research, and promote the College to postgraduate nurses working and studying in child health.
- Successful renewal of MOU 2024–2027 with the Paediatric Society of New Zealand.
- Maintained key stakeholder list and distributes *TimeOut* newsletter to these groups to help nurture relationships and foster collaboration.

Education

- Awarded two education-focused scholarships over the past 12 months to eligible applicants.
- Ran a very successful symposium in early November 2023 in Auckland: *Ko ahau te taiao, ko te taiao ko ahau – I am the environment, and the environment is me*. The day opened with a Mihi Whakatau by Te Whatu Ora District Kaumātua Tom Hotu and a beautiful waiata sung by pupils in the kapahaka group from Parnell Primary School.
- A Committee subgroup continues to progress work on a new Child Health Standards Framework Aotearoa document, replacing the previous Knowledge and Skills Framework. Publication is scheduled for June 2024.

Political

Over the past year, the Committee has contributed to several submissions on behalf of the college, these include:

- United Nations response to the UN Convention on the Rights of the Child: New Zealand report.
- Te Whatu Ora Health and Disability Strategy.
- Whānau Ora Healthy Families (they have registered CCYN as a community advocacy group).
- Submission to Maximum allowable nicotine concentration in reusable vaping products.

The College is proud and committed to helping inform policy discussion and change in various areas related to child health and the nursing profession in Aotearoa.

New Zealand College of Critical Care Nurses

Chair: Rachel Atkin

The New Zealand College of Critical Care Nurses (NZCCCN) continues to be active and meet monthly.

Highlights and achievements included:

Actualising te Tiriti

- Nursing representative on Critical Care Sector Advisory Group to Te Whatu Ora, advocating for and distributing additional 20 percent ICU bed capacity throughout Aotearoa.
- This will mean improvements in equitable access to ICU when it is needed, a reduction in delays for elective surgery for those who require ICU, and a reduction in displacement of patients away from their whānau for reasons of local capacity.
- Priority for Māori nurses to receive additional post graduate study and vocational training funding in ICU.
- Used the opportunity of a committee vacancy to appoint a Māori member of our ICU nursing community to our committee.
- Karakia is now embedded in our monthly meeting agenda.

Building political and member power

- Maintained membership of over 1,000 again this year.
- Published Critical Comment newsletter for members three times per year, including member contributions.
- Committee member representation on the NZ Health Quality & Safety Commissions National Sepsis Programme.

- Chairperson representation at bimonthly meetings with the joint Australasian committee of The College of Intensive Medicine, Australia and New Zealand Intensive Care Society and the Australian College of Critical Care Nurses.
- NZCCCN members were instrumental in leading, supporting and contributing towards the Te Whatu Ora funded, eLearning modules which support the learning needs of staff starting work in ICU across the motu.
- Actively mentored newer committee members into the office bearing roles for effective transitioning to ensure sustainability.
- Continued to be fiscally responsible and reinvesting back into our members, including scholarships to attend conference.
- Developed a memorandum of understanding with our Australian colleagues (ACCCN) to enable NZCCCN members to gain the discounted member registration fees for ICU conferences held in Australia.
- NZCCCN membership has voted on three remits in 2023: to allow student nurses to be associate members of the College; to include PAR/Outreach as a special interest group; and to align our college regions with Te Whatu Ora – Health New Zealand regions.

Organising on-the-ground widespread action

- Engaged members to participate in NZNO industrial activities.

Winning public support

- Ensured the future of critical care remains safe for staff and patients by supporting recruitment and retention initiatives.

Leveraging health and safety

- Committee member representation on the ANZICS Safety and Quality committee.
- Committee continued to participate as a key stakeholder in the Australasian ICU workforce development working group. This work included development of the ICU workforce standards for Australia and New Zealand document that is in the final stages, and due for publication late 2024.
- Advocated for and commissioned a review of critical care nurse post graduate education in New Zealand to see if this meets the needs of NZ ICUs.

Aotearoa College of Diabetes Nurses

Chair: Amanda de Hoop

The Aotearoa College of Diabetes Nurses had a successful year with core business, as well as progression of projects. Membership as at February 2024 was 411 members.

Highlights included:

- Annual Study Day: facilitated 4 May 2023 in Wellington, and 1 May 2024 in Ōtautahi Christchurch with 66 registrations.
- Annual webinar via the New Zealand Study for the Study of Diabetes: Diabetes Nurse Specialists Claire Lever and Belinda Gordge presented on New Models of Care with Continuous Glucose Monitoring.
- Accreditation: process continues for proficient and specialist diabetes nurses. Currently three proficient registered nurses, 39 specialist registered nurses, and 10 specialist nurse practitioners accredited.
- Submissions: feedback to Minister of Health on medicines co-payment; Pharmac on the proposal to fund continuous glucose monitors, insulin pumps, and insulin pump consumables; and to the Ministry of Health on their proposal to clarify how nicotine levels for vaping products are expressed in the Smokefree Environments and Regulated Products Regulations 2021.
- Successfully lobbied Nursing Council of New Zealand, Pharmac, and Ministry of Health alongside the New Zealand Society for the Study of Diabetes and the Māori Clinicians Network to initiate the proposal for the addition of diabetes medicines to the specified prescription medicines list for designated registered nurse prescribers in primary health and specialty teams.
- Professional Grants: awarded twice yearly, with eight awarded in the past 12 months.
- Diabetes Clinical Nurse Specialist Pay Scale Survey: Survey developed and reported on by Solita Donnelly for Te Whatu Ora employed Diabetes Clinical Nurse Specialists, with 124 respondents. Confirmed significant disparity in remuneration for Diabetes Clinical Nurse Specialists across Aotearoa. Report submitted to NZNO leadership team for progression.
- National Diabetes Workforce Document: Content submitted to the New Zealand Society for the Study of Diabetes on diabetes nurse specialist and nurse practitioner roles within secondary care diabetes services, with the document aiming to provide national workforce recommendations.

Future plans

- Progress our findings from the diabetes nurse specialist pay scale survey.
- Develop a post-graduate study grant for Māori and Pasifika nurses with a focus or interest in diabetes care.
- Update the National Diabetes Nursing Knowledge and Skills Framework.
- Submit on the proposed changes to the registered nurse prescriber medicines list.

College of Emergency Nurses New Zealand

Chair: Lauren Miller

Emergency Nursing is a speciality within a profession to promote excellence in Emergency Nursing within Aotearoa New Zealand, through the development of frameworks for clinical practice, education and research.

Achievements included:

- Held the Ready to Respond Conference in Christchurch in October 2023: bringing together 190 emergency department professionals to deliberate on emergency response strategies in light of recent New Zealand incidents; including the Christchurch Mosque shooting, Whakaari White Island eruption and Cyclone Gabrielle. The conference provided a platform to commemorate accomplishments in emergency nursing nationwide.
- Released Volume 24 of the CENNZ Journal, featuring contributions from nurses across the nation showcasing endeavours and projects aimed at enhancing emergency nursing practices nationwide.
- Redeveloped the Triage course and workbook and launched in June 2024, to align with current challenges encountered in Emergency Departments (ED). These enhancements notably incorporate emphasis on kawa whakaruruhau (cultural safety), nursing interventions from the waiting room, and the critical significance of early sepsis detection.
- Ongoing discussion and awareness of improving equity within ED.
- Met with the Honorable Dr Ayesha Verrall, Minister of Health, in August 2023, to discuss equity issues within ED, including advocating for increasing Māori nurses support and sharing CENNZ Māori Health Strategy with the ministerial office.
- Published Pae Ora survey and feedback articles in CENNZ Journal. Pae Ora education and awareness

has also been discussed with Nurse Educators and Triage Instructors.

- Captured ethnicity data of CENNZ members on registration, to record our increasingly culturally diverse workforce.
- Updated the Knowledge and Skills framework to acknowledge te Tiriti principles “Aspects of Responsive to Māori”. Provided a toolkit to enable culturally responsive care in practice within ED; includes Māori knowledge frameworks to reflect matauranga values.
- Sustained commitment to fostering networking groups tailored for Nurse Educators, Nurse Managers, and Advanced Nurses, facilitating collaborative endeavours and ongoing professional advancement nationwide. CENNZ remains dedicated to supporting these initiatives through the provision of logistical assistance and catering for face-to-face meetings and networking opportunities.
- Continued to supply grants and scholarships to members to help further education opportunities. Also increased support for Māori Nurses by promoting the grants we have available and providing easier access to these grants.

Training

- Expanded the number of triage courses from 12 to 15, to meet the escalating demand for triage training, and ensuring staff are equipped with the necessary skills for effective triage responsibilities in New Zealand.
- This course brings in committee income which in turn provides support to ED Nurses across Aotearoa by providing grants and awards.
- Advocated through our position statement of Education our support towards staff completing triage, trauma, advanced life support courses to specialise in emergency care.

Actualising te Tiriti

- Redeveloped the triage course and Knowledge and Skills Framework to integrate Pae Ora and te Tiriti principles in all aspects.
- Developed journal articles and webinars to educate members about the ongoing work on principles aimed at actualising te Tiriti.
- Continue to work with ACEM on Mannaki Mana and Te Rūnanga national committee.
- Expanded educational opportunities for Māori nurses by enhancing access to grants for further studies.

Building political and member power

- CENNZ committee members met with the Honorable Dr Shane Reti, Minister of Health in May to address concerns in emergency departments nationwide, offering recommendations for improvement from the frontline perspective of those actively working in the field.
- Meet with CEO of Te Whatu Ora and CCDDM and the Chief Nurse of Te Whatu Ora to discuss staffing/ ratios and patient safety concerns in Emergency Departments.
- CENNZ currently has representation on the NZNO bargaining team, Te Rūnanga and manaki mana, ACEM, ED NAG and CCDDM.

Organising on-the-ground widespread action

- Increased the use of social media to encourage grants and awards the CENNZ offers to members.
- CENNZ representatives are visiting wider areas of the regions to promote and support members.
- Organisation underway for the next CENNZ conference.

Winning public support

- Celebrated many of our Emergency Nurses in the media for the work they have been doing.
- Achieved increased presence in the media with statements regarding the health response in New Zealand currently.

Challenges

- Large increase in IQNs as part of the nursing workforce, and CENNZ has been unable to provide the necessary support to these nurses due to inequities in the workforce around the country – different levels of FTE for education roles across the motu. CENNZ would like to improve the onboarding of IQNs and provide robust support so that they are welcomed. CCDDM needs to include robust education hours for differing levels of orientation.
- Growing CENNZ workforce has become increasingly difficult due to budget cuts, hiring freezes, and having to have available FTE for new graduates.
- Existing ED staff are feeling utilisation fatigue due to the ongoing onboarding, increase in student placements, and increase in churn. Staff are leaving skilled areas to work in more attractive areas overseas or in more senior roles.
- Have 450 levied members and five lifetime CENNZ members, a slight decrease. Likely from experienced nurses leaving the country and being replaced with new nurses who are unaware what CENNZ can offer them.

- Access block and overcrowding within EDs across the motu, due to unmet need in the community, hospitals at capacity, and long waits to be seen by speciality services.
- Increased use of Trendcare, however not in all ED's due to IT infrastructure and support from management, therefore delaying safe staffing.
- Increased aggression and violence in our communities, has resulted in an increase in aggression and violence towards staff, patients and an increase in trauma related injuries. Trained security is required in all ED's. Currently, access to security requirements is inequitable across the motu.

Gastroenterology Nurses College

Chair: Merrilee Williams

Organising on the ground, widespread action

- Continues to voice concern for Inflammatory Bowel Disease nurse workforce shortage at every opportunity.
- Met with Pharmac to discuss the proposed changes to approved medications for IBD. Voiced the impact this will also have on IBD nurse workload.
- Hepatology nurses can now complete an endorsed qualification to be able to prescribe Maviret to continue the fight to cure Hep C in Aotearoa. This makes treatment more accessible for hard-to-reach populations.

Leveraging health and safety

- Working towards developing safe staffing standards for procedural endoscopy to promote patient and staff safety, retention and development of staff skills, and FTE acquisition.
- Collaborating to endorse the new standard AS5369:2023 which has replaced AS/NZ4187 Reprocessing of Reusable Medical Devices.

Highlights included:

- Four funded sub specialty groups including Inflammatory Bowel Diseases, Hepatology, Nurse Endoscopists, and newly formed Enteral Feeding group, continue to flourish and build momentum in their work.
- Hepatology sub specialty in final stages of completing Knowledge and Skills Framework.
- IBD group has aligned with the NZNO Senior Nurses MECA review team and shared their workforce data collection to build strength.



Hepatology nurses can now complete an endorsed qualification to be able to prescribe Maviret to continue the fight to cure Hep C in Aotearoa. This makes treatment more accessible for hard-to-reach populations.

- Established a cohesive network through email communication for senior membership and leaders to connect with each other to share knowledge.
- Increased trans-Tasman collaboration with the Australian Hepatology Association (AHA), and Gastroenterological College of Nurses (GENCA). Board representation and shared conference presenting.
- Increased our spending on membership education opportunities and funding.
- Continue to publish two scientific journals, and regular membership newsletter to update membership on projects and education opportunities.
- Committee members continue to represent on national groups to advise on National Bowel Screening programme, NZ Society of Gastroenterology, Endoscopy Data Standardisation committee, Sustainability in Endoscopy.
- Hosted Gastroenterology Nurse Leaders day in September 2023 – focused on sustainability in our workplace and workforce – guest speaker Sir Ashley Bloomfield.
- Co-convened the NZ Scientific Gastroenterology conference with sponsored scholarships for best bursar presenter, scientific poster and contribution to the NZGNC Journal 'The Tube'.
- Continuing work towards creating online learning modules for Gastroenterology Nurses around New Zealand to grow and benchmark knowledge.

College of Gerontology Nursing

Chair: Bridget Richards

Te Tino Rangatiratanga

- Building effective relationships with colleagues in NZNO, especially with the Industrial team and being actively involved in the Age Safe campaign, providing support and advice.
- Linking with the HCA oversight committee and sharing some resources and information.
- Revising the Knowledge and Skills framework and strengthening the bicultural model.
- Utilising Te Reo in our communications with members.

Building member power

- Established the ability of students to join the College as members at last BGM.
- Committee trialled a re-established member newsletter distributed to members quarterly.
- Social media platforms have been refreshed and are actively updated.

Workforce, health and safety, immigration and political

The integration of students and healthcare assistants (HCAs) into the college is a strategic move to amplify the collective voice in the health sector – covering a spectrum from primary to acute care, and extending to aged and home care services. This inclusive approach not only enriches the dialogue across various health services but also fortifies the advocacy for workforce issues, particularly in aged care.

The College's proactive stance in providing feedback on policy documents and addressing the challenges faced by internationally qualified nurses (IQNs) in New Zealand reflects a commitment to supporting healthcare professionals at all levels. By identifying key concerns and encouraging union membership, the College fosters a supportive network that advocates for fair working conditions and addresses issues like aggression and violence towards nurses.

The involvement in campaigns such as Mairanga Mail and collaboration with the industrial arm of NZNO highlights a dedication to addressing pay inequities and improving workplace conditions. Furthermore, the College's readiness to engage with national issues through transparent and honest communication channels underscores its role as a pivotal contributor to initiatives like NZNO's AgeSafe plan, aiming to enhance safety and standards in aged care.

Education

- Held successful conference in Wellington in May 2023 with Professor Brendan McCormack giving an inspirational key note speech on person centred care. The College wants the workforce as well as residents and patients to flourish within our health care environments.
- Planning conference for May 2025 in Auckland – 'The Silver Tsunami: Surfing the waves of aging'.

Registration

- Submissions made to Nursing Council in regard to IQN competency assessments and the changes from the CAP programme, and the RN and EN submissions.

Allies

- College has members across other organisations, including NPNZ, other colleges and sections, and plan to engage the membership more actively.
- College has connected with the Gerontological Alliance for Nurses in Australia and plan to work more closely together.

Infection Prevention and Control Nurses College

Chair: Lisa Gilbert

This year's focus has been on building relationships, developing processes and structures to ensure the College is considered the primary source of infection prevention and control advice and expertise. This included connecting with Te Whatu Ora, the Chief Nurse, and providing mentoring for Pacific IPC providers.

Highlights and achievements included:

- Contributed to the Royal Commission on COVID-19. Presented in-person and provided a feedback document on the experience of Infection Prevention Practitioners during COVID, across the entire health care system.
- Developed relationships across Te Whatu Ora nationally, to support consultation with IP Practitioners in the areas of Infection Services, Procurement, and the Facility Design teams. The National Committee met with the Chief Nurse to make this a regular event.
- Completed two national online education events to support our members.

- College has sponsored two Solomon Island Infection Prevention Nurses to complete the Fundamentals of IPC programme.
- Conference scheduled in August 2024 has a sustainability focus, with the theme Kaitiakitanga – IPC guardians of the future.

Neonatal Nurses College Aotearoa

Chair: Merophy Brown

Neonatal Nurses College Aotearoa welcomed three new committee members who bring a wealth of knowledge and experience in clinical practice, education and nursing leadership.

Building member power

- Represent 635 members across 22 NICU's/SCBU's in Aotearoa; an increase of 4 percent since November 2023, with a goal to increase by a further 10 percent by the end of this year.
- Core business maintained with regular meetings:
 - Virtual hui approximately every six weeks for nurse managers, educators and nurse practitioners.
 - Promoting whanaungatanga, discussion on shared issues and facilitates consensus on national issues.
- NNCA representative on panel for the development of Aotearoa New Zealand Clinical Practice Guideline for Neonatal Hypoglycaemia. Neonatal hypoglycaemia is common in the first few days after birth, with 30 percent of Aotearoa New Zealand babies born at risk. Of those, half will develop hypoglycaemia with a potential risk of brain damage.
- Supporting work to operationalise transitional care, which will reduce unnecessary admissions to SCBU/ NICU, reducing pressure on cots and unnecessary separation of mama and pēpi.
- Representation on National Newborn Clinical Network.

Workforce

- NICU's and SCBU's around the country continue to exceed resourced capacity in addition to increasing levels of acuity. The College contributes to national work streams related to this.
- All workplaces retain a focus on staff health and wellbeing.
- Annual symposium 2023 held in Papamoa with the theme **Keep on Moving** provided a platform for korero to deliver on strategic direction. In addition to clinical outcomes and the impact on



Awarded \$6,400 via seven scholarships to support ongoing study and attendance at conferences which can be crucial in removing barriers to professional development.

whānau, particular focus was given to the changing workforce noting the increase in international nurses and their experience of nursing in the New Zealand health system. This highlighted several areas of work which the College will support at local level around belonging, education and cultural safety.

Education

- Awarded \$6,400 via seven scholarships to support ongoing study and attendance at conferences which can be crucial in removing barriers to professional development.
 - One scholarship supported postgraduate research on the experience of whānau Māori in the NICU/SCBU.
- Contract negotiated with the Australia NIDCAP training centre to deliver 20 funded places for nurses across the motu, plus five places ring-fenced for Māori/Pacifica or rural/remote kaimahi.
- Review and update of neonatal knowledge and skills framework.
- Continued participation in Australian New Zealand Neonatal network (ANZNN).
- Collaborated with Fisher & Paykel to restructure the neonatal nurse of the year award. This will increase scholarship funding by 50 percent and recognise work in the areas of quality and innovation, emerging leader and equity.

Effective organisation

- Annual Plan incorporates a *Maranga Mai!* focus, particularly in the areas of meeting processes, promoting equitable outcomes in neonatal health and nursing education.

- Work in progress to formalise MOU with Australian College of Neonatal Nurses (ACNN) and the Little Miracles Trust (formerly the Neonatal Network).
- NNCA continues to be financially healthy, which enables continued support on initiatives to improve neonatal nursing in Aotearoa New Zealand.
- Bi-annual newsletter shared with members, keeping them up to date with current news and information.

Perioperative Nurses College

Chair: Juliet Asbery

Actualising te Tiriti

- Provide framework developed on culturally safe practice for all Perioperative Nurses of NZNO Professional Practice Committee of Perioperative Nurses College, is discovering and networking with appropriate stakeholders.
 - This has been actioned and recommendations have been received from Māori Health advisor to be appropriated for the PNC Knowledge and Skills framework update. Work ongoing with the Perioperative Practice Committee of the PNC.

Building political and member power

- Discover members' needs and requirements from PNC Aotearoa Survey membership in February 2024 to 30 April completed.
 - Survey results to be assessed by PNC National Committee with recommendations for the future regarding PNC's direction, member needs and members response to survey questions. To be completed by October 2024.

Focus areas

Workforce

Identify the role of the Perioperative Nurse.

- Engage with national and international stakeholders, IFPN, AORN, ICN to support national retention of workforce.
- Discussions with local government on role of the Perioperative Nurse and requirement to healthcare delivery of surgical services of the people of Aotearoa.
 - Networking with national and international perioperative bodies on the Role of the Perioperative Nurse. AORN and IFPN.
 - Secured position on International Federation of Perioperative Nurses (IFPN) working party on the international position statement of the Role of the Perioperative Nurse. Work to commence late 2024.

- Requested "Perioperative" nurse identifier to be added to the NZNO membership enrolment/new member application. This will enable Perioperative Nurse data to be captured reflecting true data of Perioperative nurses in Aotearoa. Requested May 2024.

Education

Digital webinars

- Open access to members and perioperative healthcare professionals, education focusing on perioperative care and delivery, presented by nurses.
 - PNC has supported nurses and perioperative professionals to deliver over 18 separate webinars, with over 18 hours of PD covering wide range of subjects. Some metrics of attendees are, over 300 live webinar viewings over the **last seven webinars**, averaging 40 delegates attending each live webinar and up to 15 post live viewings of each webinar. These are delivered free of charge currently and each presenter is remunerated for their time and contribution to the perioperative profession.
- Dissector Journal switched to digital platform allowing for digital engagement, sustainable advertising and user platform, member engagement and distribution.
- 48th Biennial Perioperative Conference, Wellington 17–19 October Embracing the Future: Everything Counts.
 - Planning for up to 300 delegates, 34 trade expo stands, scholarships and sponsorships from regional Aotearoa for PNC members to attend and present.



Secured position on International Federation of Perioperative Nurses (IFPN) working party on the international position statement of the Role of the Perioperative Nurse. Work to commence late 2024.

Political

Had meeting with Health Minister, Shane Reti in June to leverage Perioperative workforce and healthcare.

Current strategies and future aspirations

Perioperative composition of the intra operative team remains that of nurses.

New Zealand remains focused on retaining registered nurses and enrolled nurses as the team of the intra operative workforce. PNC is a key stakeholder in the responsiveness to the creation of other perioperative workforces and are working to ensure nurses in New Zealand maintain the representation of perioperative healthcare professionals. PNC is aware of international and local workforce changes and is responding and supporting the creation of future perioperative professionals within New Zealand.

Workforce development

Surgical delays: PNC continues to be a part of workforce development and raises concerns that healthcare professionals in the perioperative space need urgent succession and recruitment to sustain the need for planned elective care including acute and cancer surgery.

PNC is concerned that workforce developments of all perioperative healthcare professionals are not sufficient and that alternatives may be utilised to fill the gaps, i.e., Anaesthetic Technician's and Healthcare Assistants. PNC New Zealand currently supports and guides nurses in the perioperative environment to further the workforce development of registered nurse assistants to the anaesthetist role.

Lead Perioperative Professional Development programmes in Aotearoa for perioperative nurses

Professional development is key to New Zealand's safe surgery, recruitment, enables retention and builds resilience. PNC is currently liaising with key stakeholders of online perioperative PD programmes. PNC's aim with the online periop programme is to reduce the turnover of perioperative nurses in New Zealand, increase retention and build a safe reliable workforce that delivers Perioperative practice into the future and beyond.

Role of the nurse in Perioperative environment

Last year in July, Te Whatu Ora, Health New Zealand published the health workforce plan through to 2024. It documented large workforce gaps in staffing levels across the board particularly in surgical services. Assurance is needed that nurse's practice in the positions that require nurses. If we the role of the nurse is not understood, then nursing will very quickly be



Nursing needs to make an impact. Nursing needs to make a mark so employers and manager's circle back to the nurse and nurses making the right decisions and the right choices that impact on healthcare and patient outcomes.

side-lined for workforces that will step up and indicate they can do the role. Understanding the role of the nurse is the first step in valuing the nursing profession.

Nursing needs to make an impact. Nursing needs to make a mark so employers and manager's circle back to the nurse and nurses making the right decisions and the right choices that impact on healthcare and patient outcomes. Choices that lean on the science of standards, the choices that lean on the evidence of science. This is the role of the nurse.

College of Primary Health Care Nurses

Chair: Tracey Morgan

"Kaua e mate wheke mate ururoa" Don't die like an octopus, die like a hammerhead shark!

This whakataukī reflects on an octopus renown for their lack of resistance when being captured, while a hammerhead shark will fight to the bitter end. Simply put, that means encourage and not give up no matter how hard the fight is. That is what the Primary Health team continuously do.

Highlights included:

National Executive Committee, PPC Committee; Logic Committee

- A challenging year with resignations, retirement and relocation of members.
- Farewelled Rachel Maheno (outgoing Secretary), welcomed Rosetta Katene (incoming Secretary). Charleen Aitken ended her term on the executive committee, replaced by Helen Garriock.

- Professional Nurse Advisor and NZNO Administrator organised face-to-face and monthly meetings to ensure work continued for 1,347 PHCN members (as at 1 June 2024).

Engagement

PHCN continued to ensure active engagement with several committees to ensure the voice of our members is heard:

- General Practitioners Leadership Forum.
- National Cervical Screening Programme.
- Accident Compensation Corporation (ACC).
- Ovarian Cancer.
- Diabetes.
- Refugee Nurses.
- Urgent need to reinvigorate Primary Health: now is the time to stand strong, united, and be on the menu for Primary Health.
- Regular meetings with the General Practitioner's Leadership Forum with joint partnership; prime focus is to create small working groups for better communication to all Primary Health, and pay equity for PHC nurses.
- First meeting for Iwi in 2024 called by King Tuheitia at Turangawaewae Marae provided opportunity to speak with former politicians and other like-minded people, and the need to identify the strength of Primary Health for Māori in all areas of health, education, youth and the political arena.

Toi tu te Tiriti

- Chair attended Waitangi Day celebrations to continue discussions from Turangawaewae and Ratana, with opportunity for National to join the event.
- Kaiwhakahaere Kerri Nuku spoke about Māori Nurses in Aotearoa and raised the awareness of the ongoing issues.
- Two hikoi since these meets to raise awareness.

NZNO

- Maranga Mai! Every nurse, everywhere.
- Continued to fight the fight for members, and Primary Health will continue to support as much as possible.
- A more systematic response is urgently needed rather than the knee jerk response we continuously face.
- Make change together rather than in silos. With a larger membership of 62,000, ensure this happens for all of Primary Health.

Symposium 2025

- Primary Health's 2025 symposium scheduled for 15 March 2025 in Christchurch.
- Theme: "Primary Health; Our Future" Te Oranga Matua: To Tatou Anamata.

College of Respiratory Nurses

Co-chairs: Lisa Mason and Jacqueline Westenra

The College of Respiratory Nurses (CRN) continues to promote and support excellence in Respiratory Nursing in Aotearoa New Zealand. CRN has a particular focus on Maranga Mai! within our annual plan for 2024/25 and is committed to embedding te ao Māori, in our policies and processes, and positively influencing our actions.

Highlights and achievements included:

- Advocating for better health outcomes for all New Zealander's but especially the many New Zealander's living with respiratory disease/s. CRN advocacy promotes health equity, and supports Te Tino Rangatiratanga and commitment to actualising te Tiriti. Advocacy through submissions to government agencies this year:
 - Pharmac in support of respiratory medications.
 - Minister of Health regarding the repeal of the smoke-free legislation and repeal of the \$5 co-payment charge on medicines.
 - Minister of Health on consultation on the Nicotine levels in Vapes/Vaping harm.
- Members of the College hold a range of positions that advocate for respiratory care and nursing including the Nursing Council of New Zealand, TSANZ, Asthma and Respiratory Foundation NZ scientific advisory group and guideline groups, Lung Foundation Australia Bronchiectasis Registry.
- Providing opportunities and resources to nurses toward their professional development and promoting excellence in respiratory nursing:
 - Two applications have had success grant applications for further education.
 - Nursing Council requested CRN design a question for the International Qualified Nurses final state exam.
 - Planning of our bi-annual symposium for 30 August 2024 in Auckland *We are what we breathe – how environment impacts lung health*, with a range of expert speakers.

- The College newsletter Airways is released three times a year and provides updates on Respiratory Nursing, College activities, and Respiratory guidelines. This has also been an avenue for members to contribute their experiences in Respiratory Nursing.
- CRN is working alongside NZNO to improve the visibility of College's and Sections and grow our membership and promote nursing excellence.

College of Stomal Therapy Nursing

Chair: Maree Warne

Highlights included:

- Significant changes to the committee: Maree Warne, Chair; Fran Horan, Treasurer; Jillian Woodall, Secretary; Preeti Charan continues as Editor of the Outlet journal joined by Erica Crosby; and Cathy Enright committee member and delegate for the World Council of Enterostomal Therapists (WCET).
- Furthering educational and professional development opportunities for Stomal Therapy Nurses:
 - developing members' skills and evidence-based care
 - raising awareness of the contribution Stomal Therapy Nurses make to quality patient care and outcomes
 - advocacy for enhanced patient care.
- Finished development of a Clinical Guideline Document on common procedures and assessments within Stomal Therapy
 - now available to NZNO members on the CSTN website
 - guiding document for new and experienced Stomal Therapy Nurses to assist with best practice
 - experienced Stomal Therapy Nurses developed each of the 13 guidelines that were peer reviewed before publishing
 - completed in consultation with Te Rununga ensuring the principles of te Tiriti were adhered to
 - gratified with positive feedback.
- The Bernadette Hart award awarded to Karen Spooner. Karen is using the funds to assist with undertaking the Graduate Certificate in Stomal Therapy Nursing in 2024.
- fortunate to receive support from Coloplast with the Patricia Blackley Scholarship, first awarded in 2023
- congratulations to the three nurses who were awarded scholarships from New Zealand and Australia to assist with their Stomal Therapy education:
 - Karen Spooner from Auckland, New Zealand, Nicole Birchley from Bundaberg, Queensland and Kirsten Webber from Goulburn, New South Wales.
- Held our biannual Conference in Auckland, the theme was innovation with an impressive group of presenters.
 - David Latele established the energy for the rest of the conference
 - Kiwi medical innovators Professors Ian Bissett (The Insides Company) and Greg O'Grady (The Insides Company and Alimetry)
 - Senior Stomal Therapy Nurses ran workshops covering assorted procedures related to Stomal Therapy.
 - Stomal Therapists presenting their own innovations they use in their practice.
- Continued to publish The Outlet three times a year but now only available online.
 - CSTN appreciates the support from advertisers to ensure the journal can be published.
 - The Outlet is well received by members, with submissions from members and useful resources for the specialty as well as wider health care professionals who encounter patients with stomas.
 - New co-editors recently completed their first journal which was a hit with readers.
- Focus for 2024:
 - Engaging with Pharmac in regards to Pharmac taking over the selection and funding of medical devices for New Zealand patients, specifically stoma products.
 - CSTN recommend that the selection and budget for Stomal Therapy products remain with Health New Zealand.
 - If Pharmac do take on this responsibility, significant consultation with Stomal Therapy Nurses will be required to design an evaluation system that does not inadvertently cost the health system more and hinder patient's access to the Stomal Therapy products most appropriate for them.

Women's Health College

Chair: Jill Lamb

Achievements included:

- Established hysteroscopy training standards for nurses, with Women's Health College standards, academic component through Te Pukenga.
- Reviewed colposcopy standards that are well established in New Zealand and established by Women's Health College.
- Now nurse hysteroscopy in Aotearoa/New Zealand has links with the British Society for Gynaecological Endoscopy and the International Society for Gynaecological Endoscopy. Jill Lamb invited to present at this conference in Zanzibar 2025. Developed working with Nursing Council.
- Lauren Moore awarded the NZNO Nursing/Midwifery National Service Award for her role as New Zealand's first Nurse Hysteroscopist.
- Established Facebook page, and membership grown by 100 over this period.
- Presentation at C and S section in March attended by Callie Reweti and Jill Lamb outlining committee work.
- Planning annual conference.

Planning

- Keen to promote nursing and the Women's Health College to students across a number of institutions including tertiary and secondary schools in Canterbury and Auckland initially. Administration support requested from NZNO for support to approach these groups. To help grow the nursing workforce and showcase the advanced areas of nursing that WNC has led the way in, nationally and internationally.
- Continue to adjust College Maranga Mai! focus to grow College and NZNO membership.

Sections

Enrolled Nurse Section

Chair: Michelle Prattley

The year has been extremely busy and tiring for all nurses in health care settings across New Zealand. Most healthcare sectors are facing the same challenges as last year. Enrolled Nurse Section (ENS) has continued to meet with stakeholders at face-to-face meetings, which included NCNZ, MoH and NZNO.

Highlights included:

NZNO

- Committed to supporting the Maranga Mai! campaign, coming together to take united action.
- To win the political and resourcing commitments needed to address the nursing and midwifery shortage crisis permanently across the whole health sector.
- Grateful for having two Enrolled Nurses on the Bargaining team.

Success

- Review of Scope of Practice, education standards and EN Competencies.
- Conference 2023.
- Ongoing stakeholder engagement with Office of the Chief Nurse, Te Aka Whai Ora Chief Nurse, Te Whatu Ora Chief Nurse, Nursing Council of NZ.

Challenges

- Retaining nursing staff and inclusion of Enrolled Nurses in the paid workforce.
- Study and progression of Enrolled Nursing roles.
- District variation of enrolled nursing practice due a history of bias and restrictive policies.

Future

- Bridging Programme – recognition of knowledge, skills and prior learning.
- Implementation of the new Enrolled Nurse scope of practice and competencies.
- Growing ENS membership and participation.
- Recognition of skills – to be standardised throughout the health system nationally.

Membership of ENS

- Current membership is 660, with a slight increase in numbers since the same time last year which was 656.
- Working with Comms (NZNO) to develop a website, and ways to increase ENS membership.
- Capture the students who have started the diploma this year to join the section.

Enrolled Nurse Scope of Practice review

- “Enrolled nurses will be able to practice in a wide range of health-care services with this less restrictive scope of practice and enrolled nurses have lobbied for these changes.”
- Two working groups working on the Education Standards and the Competencies which have both been out for consultation.
- Competencies went out for a second round of consultation mid-June for a month.
- Education Standards signed off by NCNZ.
- Ensure the future of Enrolled Nurses and their jobs are not overtaken by the unregulated workforce.

Education

- Held successful 46th Annual Conference in Hamilton in May with 110 attendees; had a wide range of presentations which included NZNO, NCNZ, MOH, Enrolled Nurse presentations, Salvation Army, Corrections, Declining Immunisation numbers, Refugee Settlement and Teenagers living with Diabetes.
- Conference 2025 will be held in Wellington.

Strategic Direction/Mairanga Mai!

- Adding te Tiriti to the new Enrolled Nurse Scope of Practice.
- Encouraging New Graduate Enrolled Nurses and students to become members of NZNO and the ENS. Regional Chairs have also been doing membership drives within their workplaces.
- Providing a supporting role for new members to achieve good communication skills.
- Having two Enrolled Nurses on the Bargaining team so our voices are heard as Enrolled Nurses.

Mental Health Nurses Section

Chair: Helen Garrick

Highlights and achievements included:

- MHNS Forum will be held in Auckland in August 2024; this forum is a continuation of active involvement in development of mental health legislation knowledge and an opportunity to engage with a mental health nursing workforce that is not part of NZNO. **Maranga Mai! focus – workforce and education.**
- Collaborative meetings with selected representatives from Te Ao Maramatanga and Directors of Mental Health Nursing focused on the future of mental health nursing papers. **Maranga Mai! focus – workforce, Te Tino Rangatiratanga, political, allies and education.**
- Strengthening the committee with the election of two new members following the resignation of two members.
- Committee provided submissions on the Nursing Council consultation on Education Standards.
- Summary and publication of 2023 MHNS member survey results which highlighted safety concerns especially violence in the workplace, the zero seclusion initiative, severe workforce shortages, lack of accessibility of professional development and compromised care due to poor skill mix.
- Chair of MHNS attended the MoH Nursing Workforce Programme: Mental Health and Addiction Subgroup.
- Committee meetings held mainly via Zoom with email contact in between, along with two face-to-face meetings.

Ongoing issues:

- MHNS committee continues to be concerned with the lack of priority service provision for people with acute mental health issues and high and complex needs because the current and previous government has placed their funding emphasis on primary prevention and mild mental distress. This has resulted in over-occupancy of acute mental health beds and diminished access to crisis and community mental health services.
- Poor access to service provision exacerbated by severe mental health nurse and psychiatrist shortages and the decision by NZ Police to commence withdrawal from mental health calls.
- MHA Workforce – focused on growing an unregulated workforce and peer support and now a new professional group “psychology assistants”.

- No improvements for protection of nurses from workplace violence and a continued chasm between the reality of acute mental health nursing practice and the ideology of zero seclusion initiatives which do not consider overcrowded acute environments, shortages in staffing, and the impact of substance intoxication of some service users.

Nurse Leadership Section/ Tapuhi Mana Whakatipu

Chair: Debbie O'Donoghue

Te Tino Rangatiratanga – Effective Leadership

- Committee fully appointed with plans for newer members to take over various roles in the coming year.
- Committee has recently taken on three new members including a representative of the West Coast.
- NLS has had an upturn in membership numbers which supports a focus on progression planning and embracing diversity.
- Face-to-face meeting, 15 and 16 May 2024 committee met with Anne Daniels (President NZNO) and Paul Goulter (CEO NZNO).
- Committee raised several issues that will support the voice of Nurse Leaders being heard at the correct level.

Kaimahi – Workforce

- Biannual members' survey sent out to members; these provide great insight into what issues Nurse Leaders would like support with.
- Themes were grouped around managing challenging behaviour, having and using emotional intelligence, communication skills, having difficult conversations and how to support staff to feel valued.
- Feedback will provide useful input into the Leadership Section conference 2024 and shape how the NLS will aim to support its members going forward.

Kuranga – Education

- Following feedback from Section members, snack size leadership insights posted via email.
- Members receive tips and tricks, supportive messages and skills in different forms, so the member can choose to access a video clip, a short article, a quote for the day or another option depending on their preference according to time, interest and preferred medium.

- Posts are provided by Katie Quinney a New Zealand based, healthcare leader.
- Coaching and mentoring workshops continued to be organised by the Section; the presenter provides nationwide, educational sessions on mentoring for nurses in leadership positions.
- NLS conference planned for 13 and 14 November 2024 in Auckland; focus this year is Face forward, embrace diversity, stand together.
- NLS represents all areas of nursing leaders and the conference will reflect the intent to encompass nurses, one and all.

Nursing Research Section Te Wāhanga Rangahau Tapuhi

Chair: Lorraine Ritchie

Actualising te Tiriti

- Nursing Research Section is particularly interested in nursing research, Aotearoa research and Māori researchers.
- Logo came from a competition in 2021 to develop a unique logo, and the whakapapa of our name was a gift from Te Poari.
- NRS Te Poari member sits on national committee and assists with Te Ao Māori and leads all karakia and waiata.

Building political and member power

- Membership has grown and remains very stable with around 352 members.
- Increased social media platforms, including Facebook, Instagram, X.
- Newsletter published 2–3 times per year.
- Ran a membership survey and analysed the results to inform future work.
- Connected with *Kaitiaki Nursing Research Journal (KTNRJ)*, whose editor is on the national committee.
- Abstracts and potentially papers from upcoming Research Forum in October, 2024, will be published in *KTNRJ*.
- Theme of the Forum at Counties Manukau Hospital is: Hoki whakamuri, kia anga whakamua, Look at the past to help forge the future.

Pacific Nursing Section

Chair: Eseta Finau

Malo e lelei, Kia Ora and Warm Pacific Greetings!

Highlights included:

- Meeting with CEO Paul Goulter at PNS meeting March 2023 and February 2024.
- Continue consulting with NZ Nursing Council re: Registration Pathway for Pacific Trained Nurses.
- Continue to Collaborate and Support the Aniva Pacific Nurse Leadership programme.
- Presence at the Pacific Medical Association (PMA) Charity Ball in August 2023.
- Successful PNS Symposium / AGM hosted at MIT Auckland in November 2023.
- Supporting the Bachelor of Nursing Pacific Programme MIT Auckland under Te Pūkenga.
- Accepted invitation to membership on the Council of Trade Unions (CTU) Komiti Pasifika as NZNO representation in March 2024 with endorsement of two members.
- Members supported the consultation-talanoa towards development of the national health strategy, and supported the national leadership group that named it 'Te Mana Ola: The Pacific Strategy' May 2023.
- Contributed to Review of NZNO Support to Colleges and Sections in March 2024.

Achievements included:

- Nursing Council Approval for Whitireia Polytechnic to offer the Pacific Nursing Programme in Auckland.
- Te Whatu Ora confirmed funding towards Diploma Post Graduate Diploma Pacific to start July 2024.
- Combined Aniva and PNS Celebration of International Nurses Day and Graduation of Pacific postgraduate nurses.
- PNS Annual Plan (against the Mairanga Mai! Framework and NZNO Strategic Plan) submitted for consideration February 2024.

Issues

- Ongoing discussion regarding Registration of Pacific Trained Nurses in New Zealand.
- Absence of Pacific Nursing representation at the transition Unit Health NZ.
- Recruitment and retention of PNS members.
- PNS voice requires stronger advocacy and presence from and across NZNO.

Thank you to all the nurses, healthcare workers, colleagues, families and friends for their continued support which greatly appreciated.



Governance

Governance

Board Members

- Kerri Nuku, Kaiwhakahaere
- Anne Daniels, President
- Titihuia Pakeho, Tumu Whakarae
- Nano Tunnicliff, Vice President
- Simon Auty
- Grant Brookes
- Saju Cherian
- Margaret Hand
- Lucy McLaren
- Tracy Morgan
- Anamaria Watene

Board Committees

The NZNO Constitution requires the establishment of the Membership Committee and Te Poari o Te Rūnanga o Aotearoa. The Constitution gives the Board the power to establish other committees of the Board for a particular purpose. The Board has established an Audit and Risk Committee, a Governance Leaders Employment Committee and a Chief Executive Employment Committee.

Audit and Risk Committee

- Lucy McLaren (Chair)
- Grant Brookes
- Anne Daniels – ex officio
- Margaret Hand
- Kerri Nuku – ex officio
- Titihuia Pakeho
- Nano Tunnicliff

Governance Committee

- Nano Tunnicliff (Chair)
- Anne Daniels – ex officio
- Saju Cherian
- Sandra Corbett – rep for Te Poari
- Tracy Morgan – rep for Te Poari
- Kerri Nuku – ex officio

Chief Executive Employment Committee

- Simon Auty (Chair)
- Anne Daniels
- Kerri Nuku
- Anamaria Watene

Board Committee Functions

Te Poari o Te Rūnanga o Aotearoa (Te Poari)

The functions of Te Poari are to support the Board by working in partnership to achieve the NZNO strategic aims in giving effect to Te Tiriti o Waitangi and by working with the Board to give full recognition of the Memorandum of Understanding of July 2000 between Te Rūnanga o Aotearoa and the NZNO. The aim of Te Poari's advice must be to ensure that NZNO processes reflect and uphold Tikanga Māori, and articulate Te Rūnanga regional issues.

Membership Committee

The functions of the Membership Committee are to support the Board by working in partnership to achieve the NZNO strategic aims in giving effect to Te Tiriti o Waitangi. The aim of the Membership Committee's advice is to ensure that the needs of the membership are canvassed and known, and articulated to the Board.

Audit and Risk Committee

The Audit and Risk Committee has been established for the purpose of providing advice and recommendations assisting the Board in discharging its responsibilities with respect to overseeing all aspects of financial and non-financial reporting, control and audit functions and organisational risk. The Board has delegated to the Audit and Risk Committee the function of providing advice and recommendation to the Board to assist in the proper auditing of its financial affairs, liaison with the external auditors, the annual accounts, financial scrutiny, insurance contracts, debt funding and risk management.



Governance Committee

The Governance Committee has been established for the purpose of providing advice and recommendations assisting the Board in discharging its employment responsibilities in respect of the President and Kaiwhakahaere. The Board has delegated to the Governance Committee the functions of providing advice and recommendations to assist the Board in making decisions on all employment issues relating to the President and Kaiwhakahaere and on general remuneration issues. The Convenor shall call a meeting of the committee if requested by the Board or at the request of one of the governance leaders.

Chief Executive Employment Committee

The Chief Executive Employment Committee has been established for the purpose of providing advice and recommendations assisting the Board in discharging its employment responsibilities in respect to the Chief Executive and on general remuneration issues.

The Board has delegated to the Chief Executive Employment Committee the functions of providing advice and recommendations to assist the Board in making decisions on all employment issues relating to the Chief Executive and on general remuneration issues. The Convenor shall call a meeting of the Committee if requested by the Board or at the request of the Chief Executive.

Being a good employer

NZNO adheres to good employer requirements, and actively maintains and implements programmes and policies to promote equity, fairness and a safe and healthy working environment. NZNO has systems and processes to retain its status as an accredited Living Wage Employer.

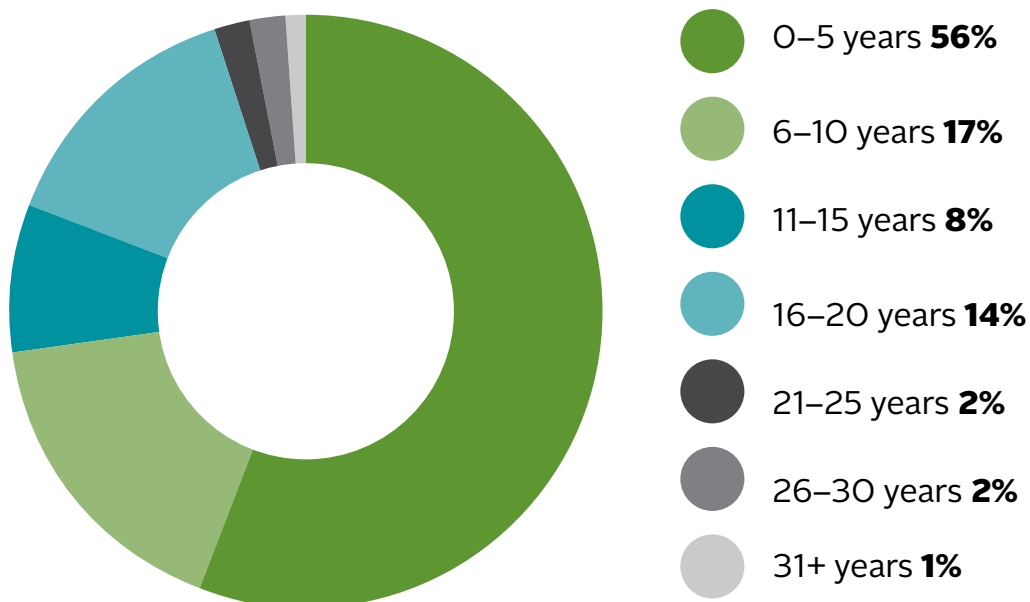
Our Staff

Gender breakdown (binary)



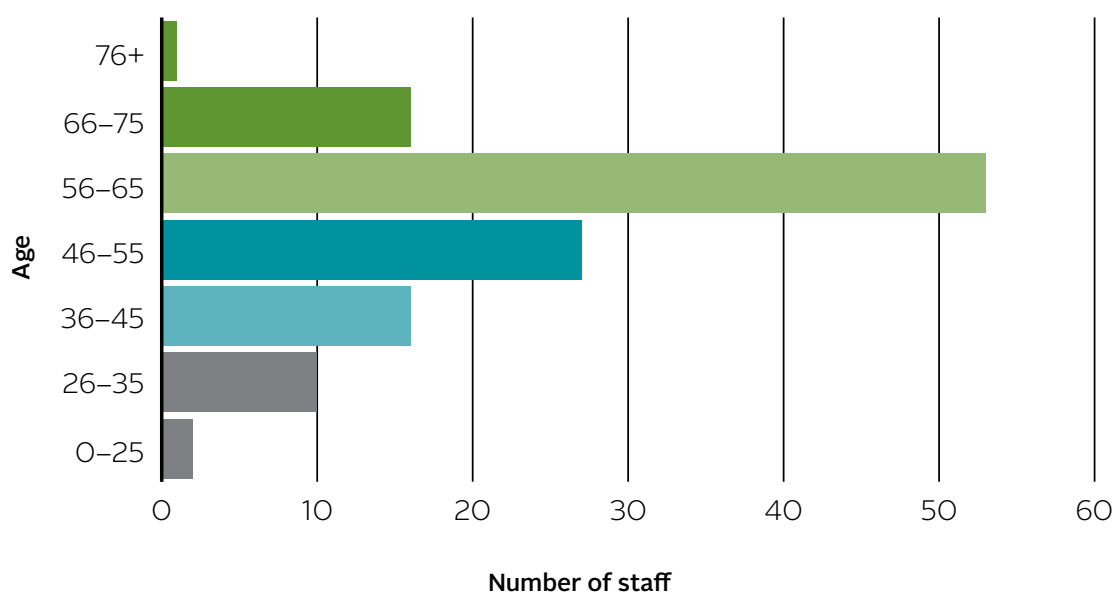
Service

NZNO enjoys a stable staff complement, with 51% of staff employed for longer than five years and with 24% of staff employed for longer than 10 years:



Age profile

The age profile of all staff who have provided information
(including permanent and casual staff):



Remuneration ranges

During the year, the number of employees who received remuneration and other benefits in their capacity as employees of NZNO, the value of which was or exceeded \$50,000 was as follows:

Remuneration Ranges	FY24	FY23
\$50,000 to \$59,999	4	2
\$60,000 to \$69,999	9	6
\$70,000 to \$79,999	11	18
\$80,000 to \$89,999	10	12
\$90,000 to \$99,999	11	7
\$100,000 to \$109,999	13	14
\$110,000 to \$119,999	28	27
\$120,000 to \$129,999	11	17
\$130,000 to \$139,999	18	15
\$140,000 to \$149,999	3	-
\$150,000 to \$159,999	-	-
\$160,000 to \$169,999	1	2
\$170,000 to \$179,999	1	3
\$180,000 to \$189,999	2	-
\$190,000 to \$199,999	-	-
\$200,000 to \$209,999	-	-
\$210,000 to \$219,999	-	-
\$220,000 to \$229,999	-	1
\$230,000 to \$239,999	-	-
\$240,000 to \$249,999	1	-
\$250,000 to \$259,999	1	-
Total	124	124

Note: Includes employees who left during the year who were paid more than \$50K.

NZNO Directory

Board members

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Titihuia Pakeho	Tumu Whakarae
Nano Tunnicliff	Vice President
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Lucy McLaren	
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Management Team

Paul Goulter	Chief Executive
Andrew Casidy	Director of Operations and Member Support
Mairi Lucas	Manager Nursing and Professional Services
Karene Walton	Director of Organising
Tali Williams	Director of Campaigns

Registered Office

National office	Level 3, 57 Willis Street, Wellington 6011
Postal address	PO Box 2128, Wellington 6140

Auditor

Deloitte Limited

Bankers

ANZ Wellington



Financial Report

To come



NEW ZEALAND
NURSES
ORGANISATION





New Zealand Nurses Organisation

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