

New Zealand Nurses Organisation  
Tōpūtanga Tapuhi Kaitiaki o Aotearoa

# Strategic Plan 2021 – 2025



NEW ZEALAND  
NURSES  
ORGANISATION

TŌPŪTANGA  
TAPUHI  
KAITIAKI O AOTEAROA

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## **Our vision**

*Freed to care, proud to nurse*

## **Our mission**

*NZNO is committed to the representation of members and the promotion of nursing and midwifery. NZNO 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.*

## **Our context**

*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 2019-2020 (pg 5).*



# Our focus

We have identified three pillars that will protect and advance the interests of our members, and that will be our priority focus over the next five years.

## 1. Effective and sustainable organisation

We will ensure we are well-organised, equipped and connected whilst being fiscally prudent, flexible and future focused so we can best represent the interests of our members in an ever changing health sector. We want to actively demonstrate and implement a bicultural partnership under te Tiriti o Waitangi.

Each of these pillars has four dimensions we need to actively address if we are to succeed.

1. Membership driven – Ka peia te mematangā
2. Effective Communication – Whakawhitinga kōrero
3. Equity – Ōritetanga
4. Effective leadership – Rangatiratanga

Many of the goals in these pillars are intertwined. Safe staffing will help improve health outcomes, but it will also assist in developing and retaining a strong workforce. More Māori and Pasifika nurses are needed to have a strong sustainable workforce, but will also help achieve improved health outcomes. Many of the goals will jointly contribute to desired outcomes, such as ensuring a safe environment for all nurses and their patients.

## 2. Skilled strong workforce

NZNO needs to be strategically involved in planning for and supporting a sustainable health workforce that can meet the needs of all in Aotearoa New Zealand. We will work to increase the number of Māori and Pasifika nurses, ensuring that they get a fair deal. We will actively work for safe and fair working conditions for all our members, including fair and consistent access to professional development. The Health and Safety at Work Act 2015 requires employers to ensure the health and safety of the health workforce and to create systems and processes to address violence and aggression in the health system.

## 3. Influencing improved health outcomes

NZNO is committed to lobbying Government for a well-funded health system that ensures equity of access, culturally appropriate services and reduces health disparities. Safe staffing methodologies must be implemented in all health care settings to ensure appropriate numbers and skill mix of health staff providing the required level of care to address the needs of consumers. Significant health inequities continue to exist in Aotearoa New Zealand.

NZNO has an important role to play in helping to address these and to fulfil the intent of te

Tiriti o Waitangi. We will actively push for our members to have a real voice and contribution in improving the health status of all peoples of Aotearoa New Zealand.

In all of our work, we will take an evidence-based approach, underpinned by sound research. We will actively scan the environment for developments and changes that may impact on nursing. Where appropriate we will work with other relevant agencies to use resources effectively and harness a combined effort.

We have limited resources, and we need to use these resources wisely to ensure we are a sustainable organisation. That means we must prioritise.



	Effective and sustainable organisation	Strong, skilled workforce	Influencing improved health outcomes	Measuring progress
<b>Membership driven</b> <b>Ka peia te mematangā</b>	<ul style="list-style-type: none"> <li>NZNO infrastructure, e.g. Constitution and governance structures, will enable a membership driven organisation</li> <li>Equip members to have ownership of NZNO and to recruit other members</li> <li>Equip members with the skills, knowledge and resources to be inspired and capable of exercising an effective voice within NZNO</li> <li>Provide a valuable and useful membership package</li> </ul>	<ul style="list-style-type: none"> <li>Empower delegates to lead and act in their workplaces and in NZNO activities</li> <li>Support organisation membership structures to ensure they can work effectively and are responsive to members' needs</li> <li>Engage with our members, including students and internationally qualified nurses, to ensure their needs are understood, prioritised and responded to in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Support and strengthen all members' structures to give members a greater voice in influencing health policy and practice</li> <li>Support and equip members to be the face and voice of NZNO through active education, practice, role modelling and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation in NZNO activities</li> <li>Increased number of active delegates</li> <li>Increased participation in membership survey and other feedback mechanisms</li> <li>Increase in member satisfaction</li> <li>Uptake of membership package</li> <li>Increase in the number of members contacting NZNO for professional support</li> </ul>
<b>Effective communication</b> <b>Whakawhitinga kōrero</b>	<ul style="list-style-type: none"> <li>Advance and promote NZNO through multiple media platforms using up-to-date technology to communicate and engage with members including kanohi-ki-te-kanohi and to enable members to have a say in decision making</li> <li>Make our website attractive, relevant, educative and accessible</li> <li>Ensure the integration of our database and systems to facilitate regular and effective communication with members</li> <li>Apply Tikanga principles to all our communications</li> </ul>	<ul style="list-style-type: none"> <li>Ensure we understand and respond to members' needs through research and engagement with regular evaluation to measure progress</li> <li>Enhance the effectiveness of our campaigns to address the goals included in this Strategic Plan</li> <li>Celebrate progress</li> </ul>	<ul style="list-style-type: none"> <li>Research and promote nursing's integral role in improving health outcomes, addressing health disparities and enhancing patient safety</li> <li>Educate and engage with the public on what, when and how nurses make a difference</li> </ul>	<ul style="list-style-type: none"> <li>Increase in members' engagement through website, social media and other communication platforms</li> <li>Increase in members using the Member Support Centre</li> <li>Increase in membership satisfaction</li> <li>Increase in members' understanding of NZNO structure and governance</li> </ul>
<b>Equity</b> <b>Ōritetanga</b>	<ul style="list-style-type: none"> <li>NZNO workforce will reflect Aotearoa New Zealand's population</li> <li>Embed cultural safety in our organisation</li> <li>Embed a Te Ao Māori lens in our structure, policies and processes and work alongside Te Poari</li> <li>Apply a bicultural approach to working with all members</li> </ul>	<ul style="list-style-type: none"> <li>Work with relevant health partners to increase the proportion of Māori and Pasifika nurses in practice</li> <li>Prioritise pay equity for all the nursing sector including pay parity for Māori and Iwi providers, and Aged Care</li> <li>Increase members' access to funding for professional development</li> </ul>	<ul style="list-style-type: none"> <li>Work with relevant health partners to increase cultural understanding and safety of the nursing workforce</li> <li>Advocate for culturally appropriate health services underpinned by equitable infrastructure and funding models</li> <li>Assess policies for health impact on Māori to inform our submissions and advocacy</li> <li>Establish a consumer forum reflective of population</li> <li>Ensure training is culturally appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of Māori regulated nurses</li> <li>Increase in number of Pasifika regulated nurses</li> <li>Pay parity and inclusion in NZNO collective employment agreements for Iwi health provider workers</li> <li>Increase in percentage of NZNO staff who are Māori or Pasifika</li> <li>Increase in inclusion of alternative dispute or Kōrero Tahī processes in NZNO collective employment agreements</li> <li>Funding equity for professional development with doctors achieved</li> </ul>
<b>Effective leadership</b> <b>Rangatiratanga</b>	<ul style="list-style-type: none"> <li>Invest in developing the leadership skills of our members through effective education, discussion, role modelling and research</li> <li>Value and develop staff</li> <li>Ensure people and resources align with our values and vision of becoming a membership driven organisation</li> <li>Be transparent about our finances and the rationale for our financial decisions</li> <li>Role model and advocate for environmentally sustainable practices which enhance healthy public policy</li> <li>Invest in developing a plan to prevent violence and aggression towards nurses and health care workers in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Influence and partner with key stakeholders to achieve good outcomes for nurses and nursing education</li> <li>Advocate for strengthened nursing leadership roles and relationships in policy, service design and health service management</li> <li>Engage in debate and campaign for effective employment practices and relationships</li> <li>Lead the work to address violence and aggression towards nurses and health care workers in the workplace, and engage with relevant health partners and key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for a well-funded health system that values and supports the contribution of nurses and all NZNO members</li> <li>Ensure safe staffing methodologies and outcomes are fully and consistently implemented across the health sector and regularly evaluated to meet the changes in the health care environment</li> <li>Support nurses in meeting their professional, ethical, legislative and best practice standards</li> <li>Advocate for the right of Māori self-determination through contributing to decision making in the delivery of health and disability services</li> <li>Support and equip Colleges and Sections to take an active leadership role within their speciality</li> </ul>	<ul style="list-style-type: none"> <li>Key nursing issues are prominent in national policy, legislation and public debate</li> <li>Increased participation in nursing practice standards forums and leadership development training and opportunities</li> <li>Success in lobbying and advocating to stakeholders and Government on nursing issues</li> <li>Reduction in NZNO's carbon footprint</li> </ul>
<b>Measuring progress</b>	<ul style="list-style-type: none"> <li>Increase in membership across all of the health workforce</li> <li>Increase the number of student nurses who are NZNO members and who convert to full membership upon qualifying and gaining their APC</li> <li>Fiscal prudence as demonstrated through setting budgets in line with our available financial resources, adherence to these budgets and financial audits</li> </ul>	<ul style="list-style-type: none"> <li>Increased proportion of nursing workforce covered by successful pay equity claims</li> <li>Success in gaining pay parity for Māori and Iwi providers and Aged Care workers</li> <li>Increase in member perception of employers taking issues of bullying, harassment and cultural safety seriously</li> <li>Increase in breaches reported by delegates and members of collective agreements that are resolved collectively to members' satisfaction</li> <li>Increase in breaches of employment agreements reported by delegates/members that are resolved to members' satisfaction by NZNO industrial and professional services staff</li> <li>Professional development funding for nurses will demonstrate equity with other comparable professions within five years</li> </ul>	<ul style="list-style-type: none"> <li>Increase in active membership within all NZNO Member Groups</li> <li>Reduced breaches reported by members and delegates of safe staffing levels and workloads</li> <li>Positive media references to nursing that reflect nurses' contribution to improved health outcomes</li> <li>Number of submissions on key health issues</li> </ul>	

# Membership driven

We need members to be empowered to make democratic, informed and well-supported decisions to address issues in their workplaces and the priorities for NZNO. We will ensure our structures and processes enable their voices to be heard within NZNO and the wider health sector. Their collective power will enable us to achieve better outcomes for our members and for health outcomes within Aotearoa New Zealand.

## How will we know we are making progress?

It is reasonably easy to report activity. We want to go further, to define and measure progress. For some of our goals, we already have baseline measures; for others, they will need to be established. Some goals will be relatively easy to measure, others will take some thinking around how a mechanism may be set up.

No single measure is likely to fully reflect progress. Instead a suite of measures is needed that captures different dimensions. It will be important to read the measures collectively.

We look forward to engaging with our members and reporting back our progress in all of these areas.







# How will we make sure it is implemented?

This Strategic Plan is intended to be a high level road map we can all use to make sure we are pulling together and heading in the same direction. It has been developed with the input of members, staff, Colleges and Sections, Regional Councils, National Student Unit, Membership Committee, Te Poari and the Board. We will all have a role in implementing this plan. To help us:

- the Board, Management Team and staff will use this Strategic Plan to develop annual business plans which they will monitor and report on
- we will develop detailed strategies of how we will achieve the significant areas in this plan
- in the first year of this plan, we will investigate and determine appropriate ways of measuring our progress, ensure we have benchmarks in all relevant areas and, where appropriate, set targets
- the Board will monitor progress and report regularly to members on our progress
- Colleges, Sections, Regional Councils, National Student Unit, Te Poari and the Membership Committee will be encouraged to develop their own business plans in line with this Strategic Plan and annually report on their progress.





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