



Te Kaunihera Tapuhi o Aotearoa
Nursing Council of New Zealand



Mahere Rautaki **Strategic Plan**

01 April 2024 to 31 March 2027

Our values | Ō mātou uara

He WHAKAKOHA mātou

We are RESPECTFUL

We act with integrity, upholding the highest ethical standards, seeking out and listening to the views of others
We ensure our processes are fair, impartial, and equitable

Ka mahi NGĀTAHI mātou

We are COLLABORATIVE

We foster strong relationships with each other and our stakeholders
We work with our regulatory partners in Aotearoa New Zealand, and internationally, to enhance nursing practice and protect public health and safety

Ka noho HAEPAPA mātou

We are ACCOUNTABLE

We promote honesty and transparency in all regulatory activities
We hold ourselves and the nursing profession to account for meeting high standards of professional conduct and competence
We place the safety and well-being of the public at the heart of what we do

He TĀPITI mātou

We are INCLUSIVE

We value diverse perspectives and experiences
We make our processes and information accessible, understandable, and user-friendly

Our purpose | Tō mātou whāinga

Our vision | Tō mātou matakite

Tapuhi haumarū, tūmatanui haumarū
Safe nurses, safe public

Our statutory purpose | Tō mātou whāinga ā-ture

To protect the health and safety of the public by providing the mechanisms to ensure that nurses are competent and fit to practise.

Our commitment to Te Tiriti o Waitangi | Tō mātou paihere ki Te Tiriti o Waitangi

Our work respects the obligations we have as a Te Tiriti partner to acknowledge, support, and enhance Mana Māori, Mana Motuhake, and Mana Tangata. Our work is guided by the following principles.¹

- **Equity:** This requires us to commit to achieving equitable health outcomes for Māori through the statutory functions that we undertake.
- **Partnership:** This requires us to work with iwi/Māori in a strong and enduring relationship.
- **Tino Rangatiratanga:** This provides for Māori self-determination and Mana Motuhake. It requires us to work with partners in the design, delivery, and monitoring of our relevant statutory work.
- **Options:** This requires us to ensure that our services are provided in a culturally appropriate way that recognises and supports the expression of te ao Māori models of care and nursing.
- **Active protection:** This requires us to be well-informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity through culturally safe nursing standards and the practice of cultural safety.

¹ These principles are derived from, and consistent with, findings of the Waitangi Tribunal and the Courts, including recommendations in the WAI 2575 Hauora Report 2023; the health sector principles of Pae Ora (Healthy Futures) Act 2022, and He Korowai Oranga and Whakamaui (the Ministry of Health's Māori health strategy and action plan 2020-2025).

Our priorities | Ā mātou mahi tuatahi

These inter-related priorities will guide the decisions that the Council makes, our interactions with others, and where we focus our resources over the next three years. They will shape the annual work programmes we pursue, and set key considerations for how we will go about that work. In this plan we have noted highlights from our current work that align to each priority.

We have identified further work for each priority that we will prioritise over the course of this strategic plan.

1.

To ensure that our work embodies Te Tiriti o Waitangi, and promotes equitable outcomes for Māori within nursing practice, education, and regulation.

Ki te whakarite ka whakatinanatia ā mātou mahi i te Tiriti o Waitangi me te whakatairanga whakaputanga tōkeke mō ngā Māori kei roto i te ratonga tapuhi, mātauranga, ā-ture hoki.

2.

To ensure standards and competencies are enabling, appropriate, relevant, and reflect the future of the nursing profession.

Ki te whakarite he mea whai wāhi ngā paerewa me ngā tohungatanga, whai hāngaitanga hoki, me tana whakaata i ngā rā e heke mai ana mō te ngaio tapuhi.



3.

To use insights and intelligence to inform decision-making and innovation.

Te whakamahi mātau me te mōhiotanga ki te whāki i ngā mahi-whakatau me te auahatanga.

4.

To enable diversity, equity, and inclusion in nursing practice, education, and regulation.

Ki te whakarite kanorautanga, tōkeketanga, me te tāpītitanga ki roto i ngā mahi tapuhi, mātauranga me ngā ture.





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Ki te whakarite ka whakatinanatia ā mātou mahi i te Tiriti o Waitangi me te whakatairanga whakaputanga tōkeke mō ngā Māori kei roto i te ratonga tapuhi, mātauranga, ā-ture hoki.

Why is this a priority?

We embrace our role, responsibilities, obligations, and opportunities to contribute to Māori health equity through honouring and enacting Te Tiriti o Waitangi within, and across, the breadth and depth of our regulatory work and relationships. This must also be reflected in our focus on people, processes, programmes and policies.

What current activity are we building on?

- We have developed and published a revised Te Tiriti o Waitangi policy statement.
- We have appointed a Kaiwhakahaere Chief Nurse Māori to support and guide our strategic programme of work.
- We have worked with other health practitioner regulators to develop, and implement, a Te Tiriti-led framework (Tukutuku Rau) to assess fitness to practise.
- We have developed a framework to build cultural capability and capacity within the Council. This includes growing Te Rāngai Hapahapai (our Māori responsiveness staff group).
- We have established a Komiti Māori – a key rōpū to inform and advise on the Council's strategic programme of work.

What more will we do from 2024 to 2027?

- We are reviewing our current cultural safety guidelines to ensure they are fit-for-purpose, current, and encompass Kawa Whakaruruhau.
- We will broaden the application of Tukutuku Rau to other organisational functions.
- We will ensure that the Council's work aligns with strategies, initiatives, and actions to improve health outcomes for Māori.
- We will continue advocating for the inclusion of Te Tiriti o Waitangi in the regulatory architecture of all health professions.
- We will continue to build cultural capability and capacity within the Council.
- We will ensure our standard setting reflects our commitments and obligations to Te Tiriti o Waitangi.

How will we know we are successful?

- Our regulatory work and relationships align with our Te Tiriti o Waitangi policy statement.





To ensure standards and competencies are enabling, appropriate, relevant, and reflect the future of the nursing profession.

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Why is this a priority?

By setting standards and competencies, regulating accordingly, and monitoring their implementation, we steer how nurses learn and work. The standards and competencies we set must reflect the nature and requirements of nursing in Aotearoa New Zealand, now and into the future, and enable the growth of the domestic workforce where possible. We must also be able to quickly adapt to unforeseen developments. Through this, we foster public trust and confidence in the safety and competence of the nursing profession.

What current activity are we building on?

- We have developed, and are implementing, a new approach to assessing and ensuring the competence of internationally qualified nurses.
- We are reviewing the Enrolled Nurse Scope of Practice, including standards of nursing competence, to reflect the potential of enrolled nursing in Aotearoa New Zealand.
- We have developed generic and scope-specific education standards for enrolled and registered nurse education programmes and providers.
- We are consulting on a revised registered nurse scope statement and standards of nursing competence that reflect current and future trends in the profession.

What more will we do from 2024 to 2027?

- We are reviewing the Code of Conduct, including social media and professional boundary guidelines, to ensure that it appropriately reflects the modern nursing environment.
- We will review continuing competence requirements (recertification audit).
- We will review the registration process for nurse practitioners.
- We will review the Nurse Practitioner Scope of Practice, including prescribed qualifications, education standards, and competencies.
- We will review designated nurse prescribing competencies and guidance documents for registered nurse prescribers in community health and primary health and specialty teams.
- We will review the competence assessment process for nurses notified under our fitness to practise processes.
- We will establish a regular review cycle of our standards including monitoring and evaluating the new assessment process for internationally qualified nurses.
- We will maintain good working relationships with education providers, recognising the changing education landscape, to ensure the development of a skilled, capable, and sustainable workforce at all levels of nursing.

How will we know we are successful?

- Our standards are regularly reviewed and informed by evidence.





To use insights and intelligence to inform decision-making and innovation.

Te whakamahi mātau me te mōhiotanga ki te whāki i ngā mahi-whakatau me te auahatanga.

Why is this a priority?

High-quality regulation must be informed by robust evidence. The workforce information that we collect is a taonga with significant value for many in the sector, and we have a responsibility to ensure its quality, security, and relevance. We also need to use wider sources of evidence such as through consultation and research, recognising the value of mātauranga Māori and community voice. The insights created from this evidence should be shared with the profession and public, contribute to the knowledge base to inform best practice regulation, and drive decision-making and innovation.

What current activity are we building on?

- We ensure that our actions and decisions are informed by a wide range of sources.
- We publish quarterly data about our workforce.
- We are reviewing our collection of data to reflect the changing health landscape.
- We collaborate with other regulators to share good practice and lessons from our experiences.
- We support researchers to use our data, with appropriate safeguards to ensure that this is done ethically and respects nurses' privacy.

What more will we do from 2024 to 2027?

- We will identify how data sovereignty principles will be reflected in our information management and communication.
- We will develop a research programme to inform best practice regulation.
- We will review how we collect and communicate the multiple sources of evidence we collect.
- We will increase our work with researchers and other stakeholders, to improve the evidence base relating to nurses, their practice, and the systems in which they operate.

How will we know we are successful?

- Council decisions are informed by the most appropriate, available insights and intelligence, and we have a process for informing best practice in nursing regulation.



To enable diversity, equity, and inclusion in nursing practice, education, and regulation.

Ki te whakarite kanorautanga, tōkeketanga, me te tāpitianga ki roto i ngā mahi tapuhi, mātauranga me ngā ture.

Why is this a priority?

It is critical that the nursing profession can meet the needs of all people and communities within Aotearoa New Zealand. This requires nurses to embody principles of diversity, equity, and inclusion within their practice, and for the profession to reflect the people it serves. These are also principles that the Council itself should model in the context of our role and functions.

What current activity are we building on?

- We continue to work on increasing the diversity of membership across our panels and committees.
- We have implemented regular Pacific nurse fono to improve our capability to work with Tangata Moana (Pacific Peoples).
- We have made a commitment to the Pride Pledge to provide an understanding of, and respect for, diversity in gender and sexuality.
- We are developing enrolled nurse and registered nurse standards of education and competence that require consideration of diversity, equity, and inclusion.
- We have initiated social reporting in our annual reports to provide a better picture about who we are.

What more will we do from 2024 to 2027?

- We will ensure that diversity, equity and inclusion is considered in the review of our standards and competencies.
- We will continue to develop internal staff capability with respect to diversity, equity, and inclusion, and in regard to a range of people, communities, and identities.

How will we know we are successful?

- Our standards, processes, and relationships reflect a commitment to diversity, equity, and inclusion.





Te Kaunihera Tapuhi o Aotearoa
Nursing Council of New Zealand

PO Box 9644
Wellington 6141
New Zealand.

www.nursingcouncil.org.nz

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