

# Nursing

## TE WHATU ORA WAIKATO

2023–2025

Expectations, professional development frameworks and nursing strategic aims

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# 1 Introduction

## 1.1 Our aim is to deliver nursing care that is responsive to individual, service and population need. Our strategy and services are based on and will reflect the values and vision of this organisation

As an iterative document the Nursing Strategy and Equity Plan sets out ways in which the nursing directorate will lead and influence the nursing workforce, providing ways of working that supports the reduction of health inequities within our communities. It gives guidance to nurses related to their individual responsibilities in achieving these, and provides the professional development frameworks they engage in when deciding on career options.

While the titles and role descriptions are aligned to the NZNO and PSA MECA (page 14), within Te Whatu Ora Waikato senior nursing roles outside the MECA exist. The alignment within the existing structure is described on page 15.

Models and processes described in this plan such as Bedside Handover, Levels of Observation Intentional Rounding and Releasing Time to Care are described and sited within the Nursing page on the intranet.

This Nursing Strategy provides a guide of nursing commitment over the next three years that will be measured and aligned to the wider Health System Plan, Pae Ora Act (2020) and the Te Whatu Ora Waikato strategy and those collective values and visions. Based on the foundations of Te Tiriti o Waitangi, we will strive to achieve the following four pou.

## 1.2 Te Tiriti based framework<sup>1</sup>

Te Tiriti o Waitangi (Te Tiriti) is a foundational document for Aotearoa New Zealand, public policy and planning. As such, Te Tiriti also provides a framework essential for this plan. The text of Te Tiriti, including the preamble and the three articles, along with the Ritenga Māori declaration<sup>2</sup>, provide the four pou of this Nursing Strategy and Equity Action Plan.

Pou 1: <b>Kāwanatanga (Article 1)</b>	Effective and appropriate stewardship or kaitiakitanga over the health and disability system. Kāwanatanga is the exercise of control in accordance with tikanga, kaupapa and kawa Māori. This goes beyond the management of assets and resources and towards enabling Māori aspirations for health and independence
Pou 2: <b>Tino Rangatiratang (Article 2)</b>	Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives including healthcare, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori
Pou 3: <b>Ōritetanga (Article 3)</b>	Achieving equity in health and disability outcomes for Māori, enhancing the mana of people across their life course and contributing to the overall health and wellbeing of Māori and acknowledging the role health professionals play in the equitable access, delivery and outcome of health care
Pou 4: <b>Wairuatanga (Ritenga Māori Declaration)</b>	Enabling Ritenga Māori (Māori customary rituals) which are framed by te ao Māori (the Māori world), enacted through tikanga Māori (Māori philosophy and customary practices) and encapsulated within mātauranga Māori (Māori knowledge)

To achieve equity at Te Whatu Ora Waikato, nursing staff will meet our obligations under Te Tiriti o Waitangi and align to Ki te Taumata o Pae Ora (Māori Equity Strategy and Action Plan) by

## STRATEGIC OBJECTIVE 1

Demonstrating Meaningful Co-Governance with iwi – Kāwanatanga (Article 1). To have a strong nursing culture with nurse leaders who ensure the contribution of Māori and Pacific, is valued

Actions	Outcome measures
All strategic nursing plans and processes reflect input from Māori nursing and equity leadership groups	<ul style="list-style-type: none"> <li>Māori world view for health and evidence of an equity lens will be seen in all strategic and planning documents for nursing</li> </ul>
Enable co governance nursing leadership through through involvement at clinical equity forums	<ul style="list-style-type: none"> <li>Nursing can demonstrate representation and attendance at clinical equity forums. Nursing can demonstrate influence as an outcome at this involvement</li> </ul>
To have a strong nursing culture and nursing leadership that values the contribution of Māori and Pacific nurses	<ul style="list-style-type: none"> <li>Evidence that nursing leaders actively build and support the development of the Māori and Pacific workforce</li> <li>Recruitment supports processes that value cultural and clinical expertise and responsiveness to Māori</li> <li>Te Whatu Ora Waikato nurses apply knowledge and understanding of Te Tiriti o Waitangi to provide culturally responsive care to meet the needs of Maori</li> <li>Nurse Sensitive Indicators are within benchmarked levels and broken down by ethnicity</li> <li>Māori and Pacific nurses supported to contribute to equity initiatives</li> <li>Career progression pathways developed for Māori and Pacific workforce</li> </ul>
Nursing's commitment to ongoing quality and patient safety will be demonstrated. Data will be monitored to support actions that improve quality, reflected in the reduction of incidents, adverse events and complaints.	<ul style="list-style-type: none"> <li>Quality activities are informed by and measured through identified data sets</li> <li>Ethnicity data will be included in all data sets e.g. Health Round Table (HRT), Nurse Sensitive Indicators and used to understand equity</li> <li>Application of Māori health models of care, e.g. Te Whare Tapa Wha in quality improvement and patient safety programmes will be utilised</li> <li>Nursing representation is present and contributes at all patient safety forums</li> <li>Releasing Time to Care (RTC) is demonstrated in each ward/unit showing a commitment to the program and quality improvement</li> <li>Care Capacity Demand Management (CCDM) is fully implemented</li> </ul>

## STRATEGIC OBJECTIVE 2

Recognising iwi hauora priorities in decision-making – Tino Rangatiratanga (Article 2). To improve care coordination across the health continuum to enhance timely access to healthcare for the Waikato population

Actions	Outcome measures
Establish nursing models, roles and coordination that promotes health equity	<ul style="list-style-type: none"><li>• Telehealth and its delivery are integrated into nursing models of care</li><li>• Shared nursing roles into the community and across Māori providers that coordinate care requirements will be explored and developed and implemented in partnership with Te Puna Oranga (Māori Health)</li><li>• Criteria led discharge is utilised</li><li>• Care will be delivered in a compassionate way that is patient and whānau centred and is measured by patient response surveys and complaints</li></ul>
Explore and develop shared nursing roles into the community and across Māori providers to coordinate care requirements	<ul style="list-style-type: none"><li>• Demonstrate alliances across the nursing sector that promotes nursing services and employment models</li></ul>
Explore and develop whānau-centred Māori, nursing models of care across the health continuum	<ul style="list-style-type: none"><li>• Models of care will demonstrate and reflect a co-designed, kaupapa Māori approach</li><li>• Models will be informed by engagement and consultation with our communities</li><li>• Engagement with our community providers in rural health to support models that meet the needs and demographic of these communities</li></ul>

## STRATEGIC OBJECTIVE 3

Prioritising equity action – Ōritetanga (Article 3). To build nursing workforce capability, readiness and capacity

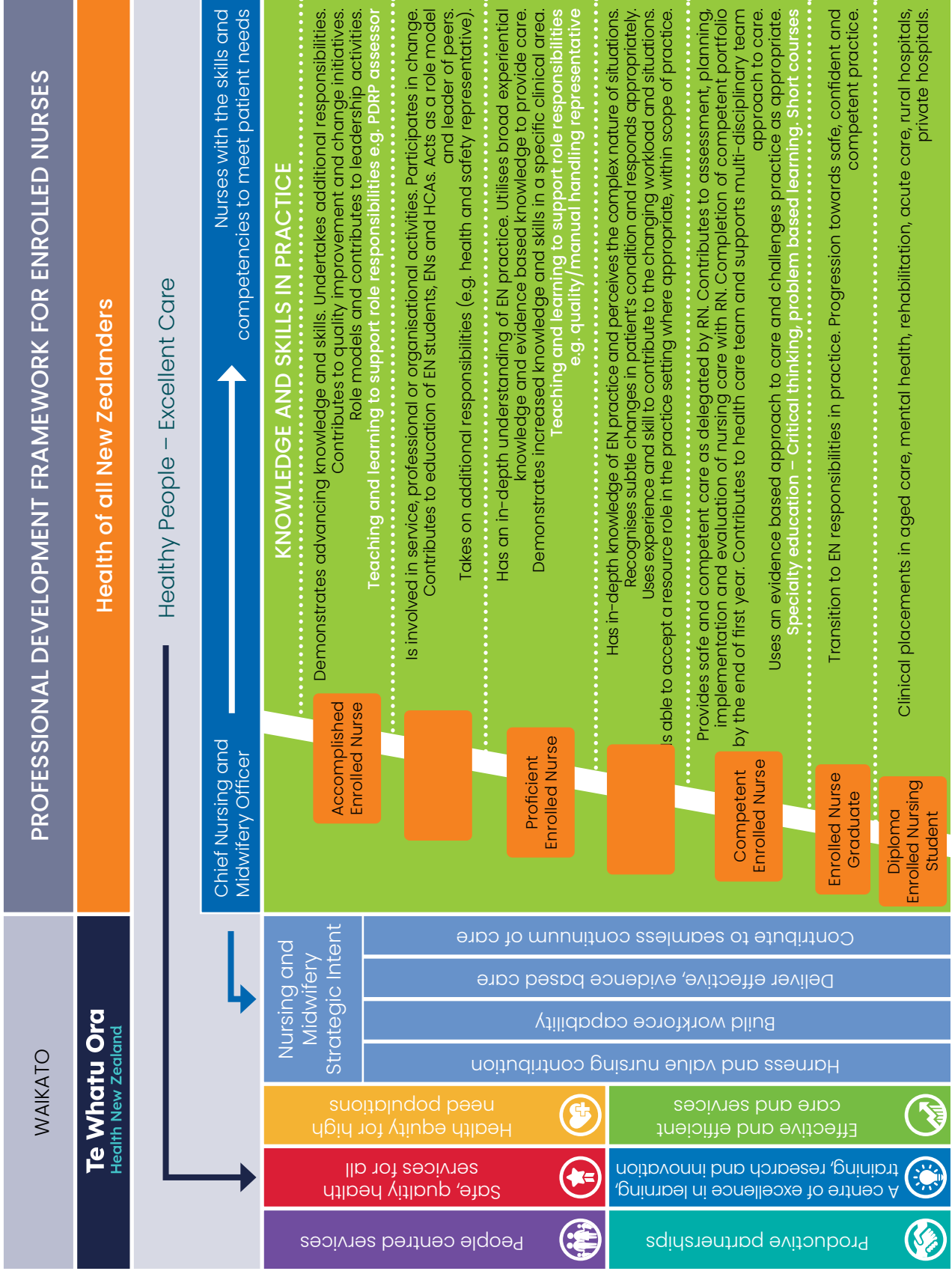
Actions	Outcome measures
<p>Accelerate Māori nursing workforce to ensure appropriate equity representation across all services</p>	<ul style="list-style-type: none"> <li>• Evidence of continuing increases in Māori nurses at Te Whatu Ora Waikato to achieve a workforce that reflects the population</li> </ul>
<p>To encourage and enhance understanding of tikanga Māori, mātauranga Māori and te reo Māori</p>	<ul style="list-style-type: none"> <li>• All Māori staff in leadership positions have quarterly mentoring or coaching sessions</li> <li>• Leadership programme in place for emerging Māori leaders and Ngā Manukura o Āpōpō is offered</li> <li>• Staff in leadership positions to have personal development and career pathway plan</li> </ul>
<p>Ensure the pipeline of nursing staff is effective and have the right workforce available for our population. To build nursing workforce capability, readiness and capacity</p>	<ul style="list-style-type: none"> <li>• Evidence of collaboration with Education Providers to ensure student numbers and quality reflect the population need</li> <li>• Shared collaborative nursing roles between the Education Providers and Te Whatu Ora Waikato to support Māori and Pacific students</li> <li>• A sustainable process that achieves intakes of an agreed number of nurse graduates to maintain the nursing workforce</li> <li>• Opportunity is made ensuring easy access to ongoing Professional Education and Training is in place inclusive of Health Informatics</li> <li>• The Professional Development Framework (page 8 and 9) is utilised to ensure nurses are working at levels commiserate with years of experience and meeting the needs of patients / service users</li> </ul>

## STRATEGIC OBJECTIVE 4

Inclusion and protection of mātauranga Māori – Wairuatanga (Ritenga Māori Declaration). To ensure nursing utilises and contributes to the delivery of effective healthcare based in research and evidence based best practice

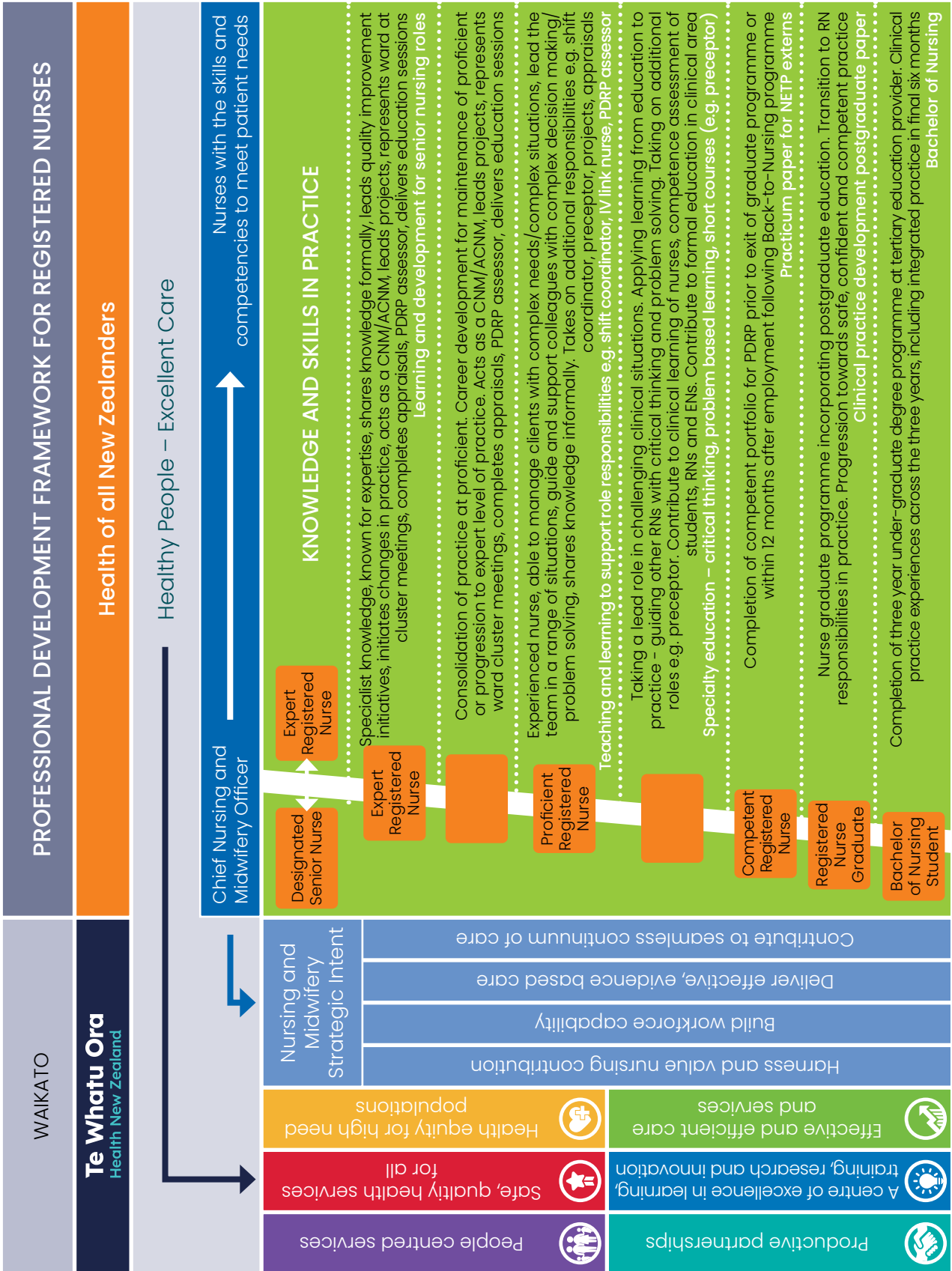
Actions	Outcome measures
<p>Implement a Nursing research strategy</p>	<ul style="list-style-type: none"> <li>• Nursing researchers are supported by professional, academic and cultural supervision</li> <li>• Tikanga Māori, mātauranga Māori and te reo Māori is evident in all research for Māori and by Māori</li> <li>• Research for whānau, hapū, iwi aligns to kaupapa Māori methodology</li> </ul>
<p>Implement processes that ensure patients / tangata whaiora will receive safe, culturally appropriate and effective care</p> <p>All care is delivered that ensure all patients receive safe, culturally appropriate and effective nursing care</p>	<ul style="list-style-type: none"> <li>• Patient safety practices have been implemented examples are RTC, falls minimisation, and medication harm with explicit considerations for Māori</li> <li>• Therapeutic relationships are measured by feedback and are acceptable to patient and whānau</li> <li>• Nurse Sensitive Indicators are monitored by the Care Standards e.g. Falls, medication errors and pressure injuries</li> </ul>
<p>A comprehensive plan is in place that will ensure the nursing workforce is culturally safe and competent</p>	<ul style="list-style-type: none"> <li>• Nurse value tikanga Māori, mātauranga Māori and utilise te reo Māori to improve the health and wellbeing of Māori whānau and will identify learning needs for their professional practice</li> <li>• Cultural support for nursing staff to develop their understanding of tikanga Māori, mātauranga Māori and te reo Māori will be available from the Cultural Support Team in the Professional Development unit (PDU)</li> <li>• Nurses attend education provided by Te Puna Oranga to develop their understanding of tikanga Māori, mātauranga Māori and te reo Māori</li> <li>• The Professional Development unit (PDU), guided by the Nurse Cultural Support team, will support nurses to apply tikanga Māori and mātauranga Māori to their practice</li> </ul>
<p>Demonstrate that nursing practice is based in contemporary best practice</p>	<ul style="list-style-type: none"> <li>• Educational plans are linked to learning needs assessments and workforce design</li> </ul>

# Professional development framework for enrolled nurses





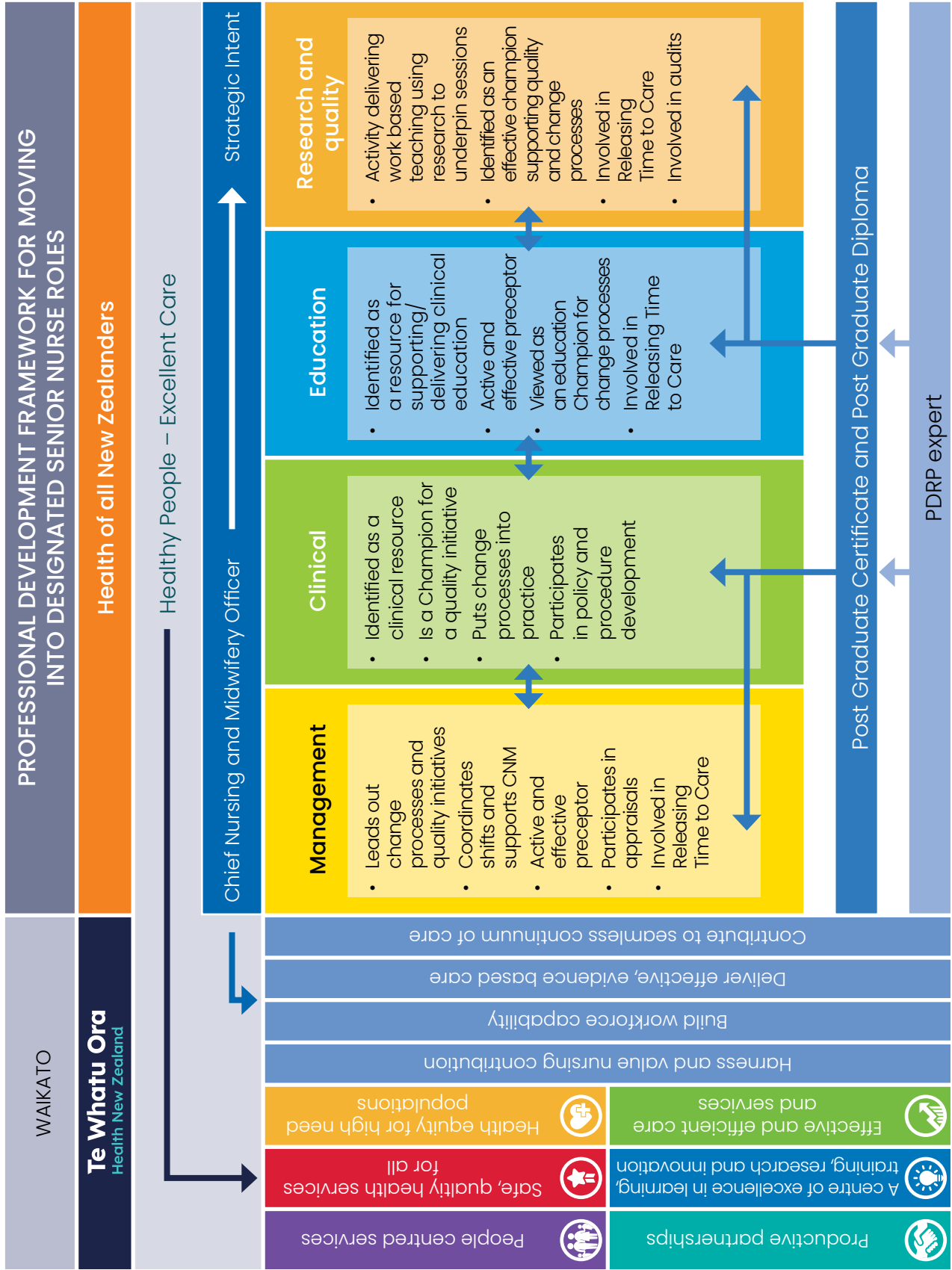
# Professional development framework for registered nurses



WAIKATO

**Te Whatu Ora**  
Health New Zealand

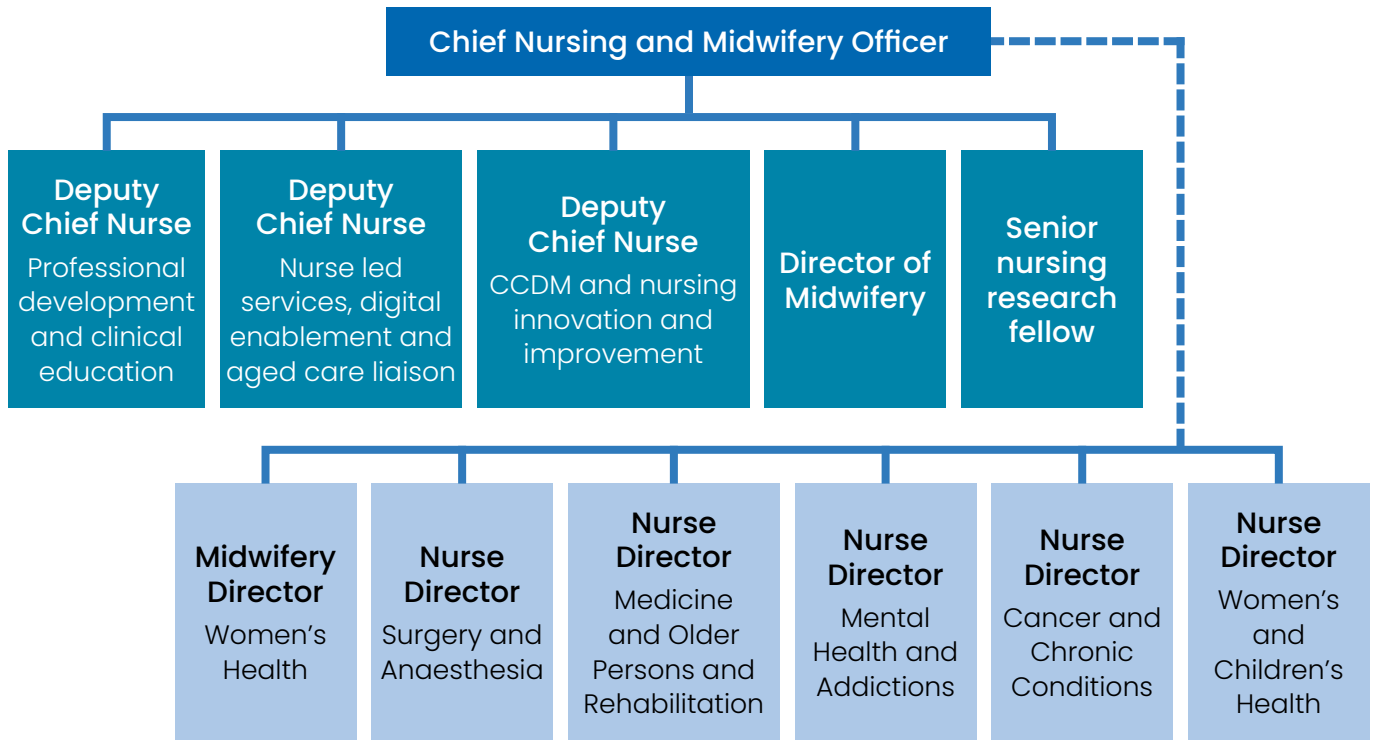
# Professional development framework for moving into designated senior nurse roles



# Role expectations for designated senior nurse positions

Te Whatu Ora Health New Zealand		WAIKATO		ROLE EXPECTATIONS DESIGNATED SENIOR NURSE ROLES	
Management		Clinical		Education	Research and Quality
<p><b>NM</b></p> <ul style="list-style-type: none"> <li>Efficient and effective operational management of a service(s)</li> <li>Leading people, systems, processes and responses to facilitate service delivery</li> <li>Business, financial, human resource planning and management</li> <li>Contributes to the development of organisational strategic direction</li> </ul> <p><b>DNM</b></p> <ul style="list-style-type: none"> <li>After hours operational management of hospital services, including crisis and facility management</li> <li>Management of after hours resources</li> <li>Clinical expertise demonstrated directly or through coaching and supervision</li> </ul> <p><b>CNM</b></p> <ul style="list-style-type: none"> <li>Provide clinical leadership within a defined care area</li> <li>Manage systems, processes and resources to enable nurses to meet needs of patients</li> <li>May have budget holding responsibility</li> <li>Promotes a quality practice environment that supports demonstration of competency and enables safe, effective and ethical nursing practice</li> </ul> <p><b>ACNM</b></p> <ul style="list-style-type: none"> <li>Supportive role to CNM; continuing clinical coordination and expertise to enable an effective and efficient practice environment</li> <li>Provides clinical leadership for staff and assists with coaching and professional supervision</li> </ul> <p><b>Clinical Nurse Coordinator</b></p> <ul style="list-style-type: none"> <li>Coordinates people, systems and resources for a shift or group to ensure service delivery is met</li> <li>May contribute to coaching and supervision of staff</li> <li>Promotes a quality environment that supports and facilitates improved patient outcomes and experience</li> </ul>	<p><b>NP</b></p> <ul style="list-style-type: none"> <li>Improves health outcomes through advanced nursing practice with a specific population</li> <li>Provides leadership and consultancy in defined speciality practice area</li> <li>Scholarly research inquiry into nursing practice. Lead development and changes in nursing practice</li> <li>Develops nursing guidelines and policy, nursing education, nursing quality improvement in speciality</li> </ul> <p><b>CNS</b></p> <ul style="list-style-type: none"> <li>Focus on care delivery across the continuum of care, providing specialist nursing care and expertise in the management of a defined patient / client group</li> <li>Researching, evaluation, developing and implementing standards of nursing practice in specific area of practice.</li> <li>Leads the development of pathways, protocols and guidelines in the specific area of practice</li> </ul> <p><b>CRN</b></p> <ul style="list-style-type: none"> <li>Provision of clinical leadership, advice and support across a service / services / hospital Facilitates recognition and care delivery for the deteriorating patient</li> </ul> <p><b>SCN</b></p> <ul style="list-style-type: none"> <li>Works in a narrow field but with more in-depth knowledge and skills than RN. Enhances health outcomes for clients by providing assessment, care and education within specific area of practice</li> <li>Contributes to the development of pathways, protocols and guidelines in specific area of practice.</li> </ul>	<p><b>NE</b></p> <ul style="list-style-type: none"> <li>Contribute to the strategic direction of nursing education</li> <li>Focus on skill development and education of nurses within clinical areas to meet the needs of patients</li> <li>Facilitate learning, development and delivery of education in clinical and classroom settings</li> <li>Develop competency and capability of the nursing workforce</li> <li>Promote an environment that contributes to on-going demonstration and evaluation of competencies</li> <li>Integrate evidence based theory and best practice into education activities</li> </ul> <p><b>Nurse Coordinator</b></p> <ul style="list-style-type: none"> <li>Develop, implement and coordinate specific clinical, education and quality programmes across Waikato DHB to reflect strategic direction</li> <li>Ensure programmes continue to meet the NCNZ accreditation standards and/or HWNZ requirements</li> <li>Review, implement and evaluate programme changes based on regional and/or national changes</li> <li>Contribute to submissions on consultation documents impacting on professionals, programmes and/or health of New Zealanders</li> </ul>	<p><b>Nurse Researcher</b></p> <ul style="list-style-type: none"> <li>Leads and undertakes nursing or population health research and development activity using accepted research methodology, locally, regionally and/or nationally</li> <li>Promotes a research environment that supports and facilitates research mindedness and research utilisation</li> <li>Supports and evaluates practice through research activities and application of evidence based knowledge.</li> </ul> <p><b>Nurse Consultant</b></p> <ul style="list-style-type: none"> <li>Provides professional nursing advice, leadership and consultancy</li> <li>Increases effectiveness of patient care delivery</li> <li>Leads quality improvement.</li> <li>Develops and maintains frameworks for policy and education</li> <li>Facilitates nursing input into policy development</li> </ul>		

# Nursing and Midwifery directorate



## References

1. Manatū Hauora, Ministry of Health. (2020). Te Tiriti o Waitangi Framework. [www.health.govt.nz/system/files/documents/pages/whakamaua-tiriti-o-waitangi-framework-a3-aug20.pdf](http://www.health.govt.nz/system/files/documents/pages/whakamaua-tiriti-o-waitangi-framework-a3-aug20.pdf)
2. Te Puni Kokiri. (2001). Ritenga Māori declaration (often commonly referred to as the “fourth article”) was drafted in te reo Māori and read out during discussions with rangatira about Te Tiriti. The Ritenga Māori declaration provides for the protection of both religious freedom and traditional spirituality and knowledge