

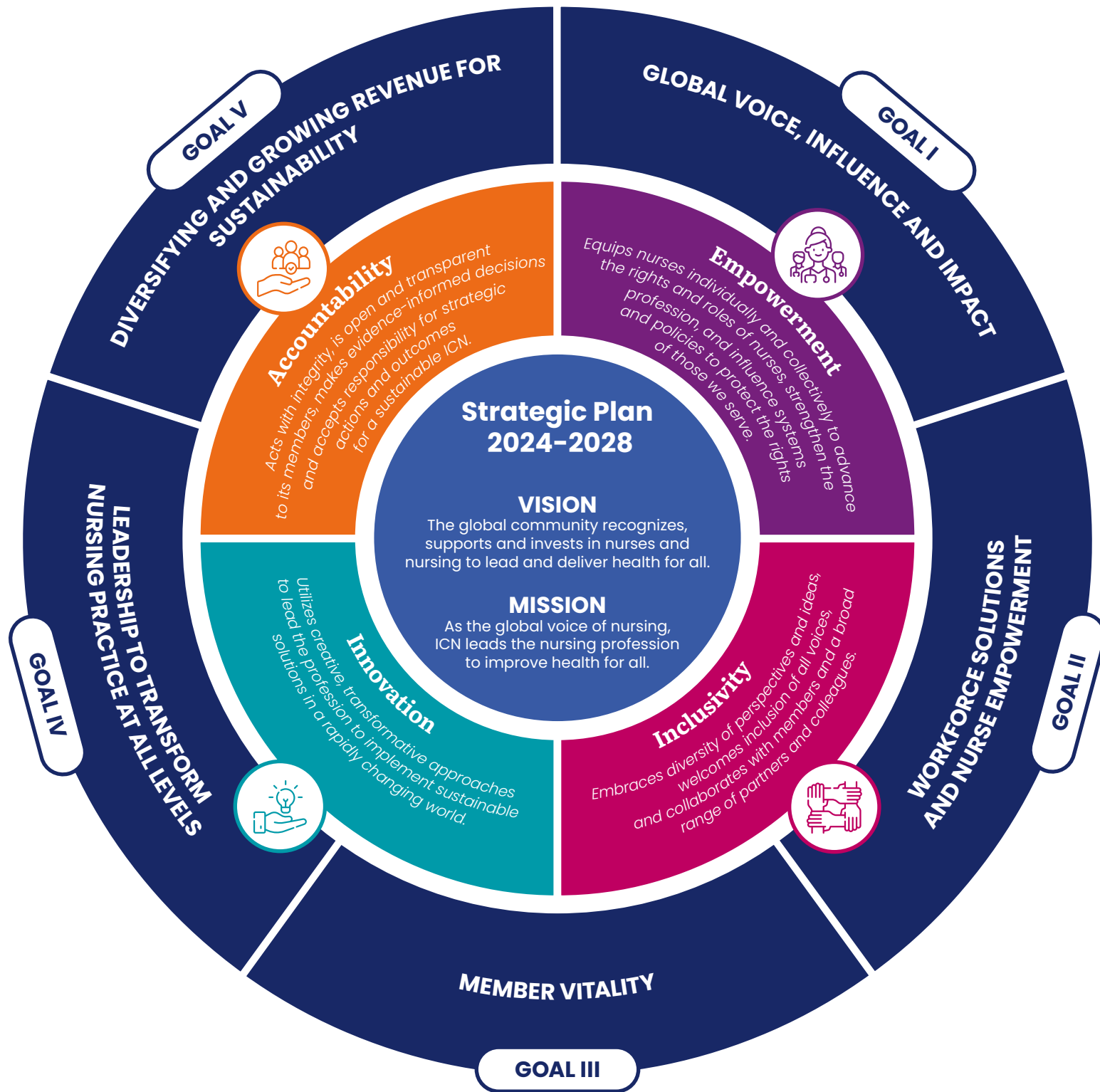
Strategic Plan

2024–2028



ICN
International
Council of Nurses

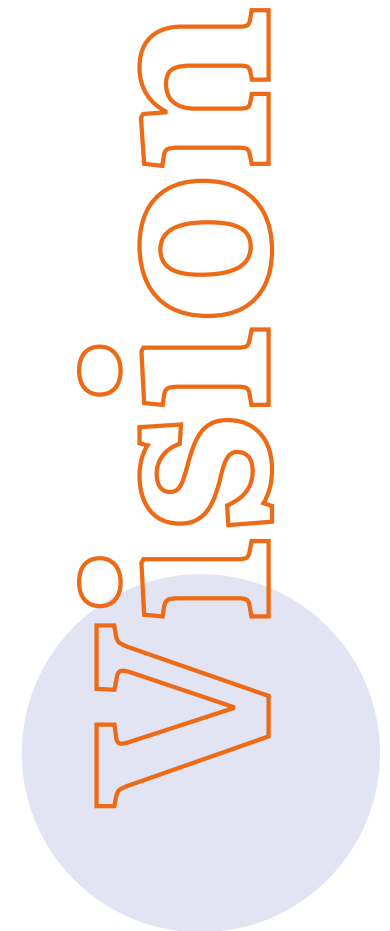
The global voice of nursing



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The global community recognizes, supports and invests in nurses and nursing to lead and deliver health for all.



Mission

As the global voice of nursing, ICN leads the nursing profession to improve health for all.

Accountability

Acts with integrity, is open and transparent to its members, makes evidence-informed decisions and accepts responsibility for strategic actions and outcomes for a sustainable ICN.



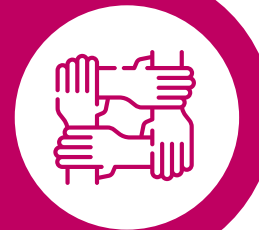
Empowerment

Equips nurses individually and collectively to advance the rights and roles of nurses, strengthen the profession, and influence systems and policies to protect the rights of those we serve.



Inclusivity

Embraces diversity of perspectives and ideas, welcomes inclusion of all voices, and collaborates with members and a broad range of partners and colleagues.



Innovation

Utilizes creative, transformative approaches to lead the profession to implement sustainable solutions in a rapidly changing world.



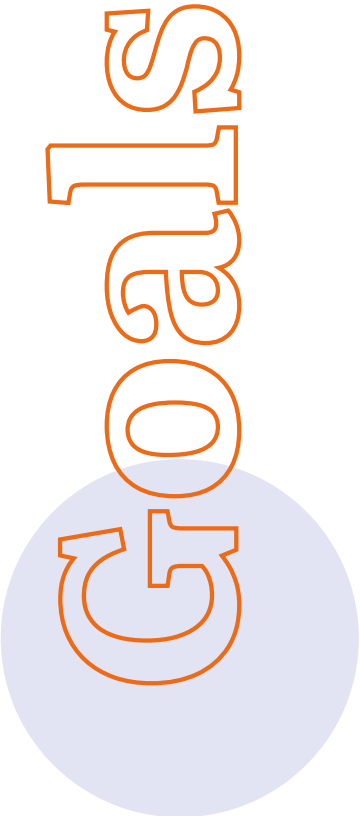
Values

GOAL I**GLOBAL VOICE,
INFLUENCE AND IMPACT**

Provide strategic leadership to inform and influence the design and implementation of global and regional health, social, educational, regulatory and economic policies that promote health for all and advance the nursing profession.

OBJECTIVES

- 1** Implement the Charter for Change to influence governments and employers to maximize investments in nursing workforce, education, leadership and well-being.
- 2** Provide active and regular expertise, on high-level global or regional policy issues as the recognized and valued voice of nurses and nursing internationally.
- 3** Establish nurses as global decision makers and influencers by maintaining and expanding collaborative interprofessional and intersectoral relationships with key global organizations.
- 4** Contribute to and shape the World Health Organization's 2nd State of the World's Nursing report by providing evidence and expertise to the development of effective Human Resources for Health planning and policies.
- 5** Promote nursing's role, leadership, actions and achievements that contribute to achieving health for all embodied across the SDGs.
- 6** Position nurses as change makers and influencers to reduce harm in all forms, including in conflict zones, pandemic prevention, promotion of planetary health, and others.



Strategic
Goals



GOAL II

WORKFORCE SOLUTIONS AND NURSE EMPOWERMENT

Create sustainable change and influence to build and retain the nursing workforce for the future.

OBJECTIVES

- 1** Catalyze global action to stabilize, grow and retain the nursing workforce through greater investment.
- 2** Advocate for healthy work and practice environments that ensure personal safeguards for nurses, protection of rights, fair pay, gender equity, mental health and well-being and respect, including non-discrimination for expertise and inclusion in decision-making.
- 3** Act on recommendations of the 2nd State of the World's Nursing report.
- 4** Promote ethical global recruitment policies.
- 5** Modernize nursing regulation to support optimal scope of nursing practice, advanced nursing practice and nurse-led models of care and title protections.
- 6** Actively engage early career nurses and students' input and involvement in activities to advance the profession.
- 7** Secure the appointment of more nurses to leadership roles in health care.

GOAL III**MEMBER VITALITY**

Strengthen National Nursing Associations to grow membership, advance the nursing profession in their country, and address key health system challenges at regional and national levels.

OBJECTIVES

- 1** Formulate and implement a Membership Strategy that supports member growth in NNAs and retention of NNAs in ICN.
- 2** Explore and launch initiatives that strengthen leadership capacity of the NNAs.
- 3** Attract new NNA members by articulating the value proposition of ICN.





GOAL IV

LEADERSHIP TO TRANSFORM NURSING PRACTICE AT ALL LEVELS

Lead the formulation of future-focused policies that enhance and elevate the nursing profession and strengthen health systems.

OBJECTIVES

- 1** Lead policy development to enhance nursing's influence on strategic trends and issues affecting health for all.
- 2** Expand leadership development and organizational governance programmes to increase the number of nurses able to lead transformative change.
- 3** Utilize new and existing networks and expert groups to provide timely information and guidance for policy development.
- 4** Collaborate with regulatory groups to share best practices and contemporary policies for the design of future approaches that strengthen the profession.
- 5** Advance policies and changes for countries to strengthen their nursing education systems.
- 6** Advocate for digital transformation in all aspects of education, practice care delivery and continuing professional development, ensuring advances support person-centred care and uphold the safety, dignity and rights of people.

GOAL V**DIVERSIFYING AND GROWING REVENUE FOR SUSTAINABILITY**

Expand and grow revenue generating opportunities to support ICN goals, diversify business and promote sustainability.

OBJECTIVES

- 1** Develop and implement robust fundraising strategy for new sources of revenue.
- 2** Expand governance and organizational capacity through effective and efficient workflows and structures.
- 3** Analyze potential categories of new affiliations that complement and augment existing membership.
- 4** Expand sponsorship for ICN conferences, congresses, education and events.





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