

Aide-Mémoire

Meeting with National Nursing Leadership Group, 2 April 2026

Date due to MO:	31 March 2026	Date of Meeting:	2 April 2026
Security level:	IN CONFIDENCE	Reference:	H2026079500
To:	Hon Simeon Brown, Minister of Health		
Consulted:	Health New Zealand: <input checked="" type="checkbox"/>		
Proactive release:	This title is proposed by the Ministry of Health for proactive release: <input checked="" type="checkbox"/>		

Contact for telephone discussion

Name	Position	Telephone
Sarah Key	Acting Group Manager Clinical Quality and Safety, Strategy and Policy	s 9(2)(a)
Pam Doole	Clinical Chief Advisor, Strategy and Policy	

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About the Meeting

Purpose of Meeting: The National Nursing Leaders group (NNLg) requested to meet with you to discuss nursing representation on key health committees and the importance of nursing leadership.

Details of Meeting:

Date: Thursday, 2 April 2026
Time: 11:00am – 11:20am
Venue: 6.6EW, Parliament Buildings

NNLg attendees

- Kathy Holloway (Co-Chair)
- Jan Dewar (Co-chair)

Ministry representatives

- Pam Doole, Clinical Chief Advisor, Ministry of Health s 9(2)(a)
- Nadine Gray, Chief Nursing Officer, Health New Zealand s 9(2)(a)

Comment/ Summary:

This aide memoire provides you with:

- background information on the NNLg
- key topics for discussion
- attendee biographies and organisations represented by the NNLg **(Appendix 1)**
- suggested talking points **(Appendix 2)**
- summary of ministerial advisory committees of specific interest to the NNLg **(Appendix 3)**.

Background

1. The National Nursing Leaders group (NNLg) comprises senior representatives drawn from across health services, professional bodies, education providers, and regulatory organisations (see Appendix 1).
2. Collectively, the NNLg provides strategic leadership for the nursing profession and acts as a coordinated voice on matters affecting health policy, workforce development, education, regulation, and patient safety.

Topics for discussion

3. The NNLg has written to you expressing concern at the lack of nursing representation on ministerial committees, with reference to the Primary Care Advisory Group, the Health Workforce Committee, and the Aged Care Advisory Group (Minister Costello is responsible Minister).
4. The NNLg indicated their focus of this meeting is to support you to ensure safe, effective, and equitable health system policy through the systematic inclusion of nursing expertise in national decision making. Specifically, the NNLg would like to discuss their view that:
 - current advisory and taskforce structures lack essential clinical and operational input from nursing, creating risks for patient safety and system performance
 - nursing leadership is essential for safe, high-quality patient care, noting the unique workforce presence, clinical oversight, and system-wide contributions that nursing provides across primary, community, aged care, and hospital settings, and
 - comparable jurisdictions, such as Australia and the United Kingdom, embed nursing leadership within national health policy and advisory frameworks.
5. The NNLg would like to see:
 - **Mandatory nursing representation** on all national advisory and ministerial taskforce groups concerned with primary care, aged care, workforce planning, service configuration, and funding models. The NNLg would like to work with your office to identify current and upcoming groups where nursing representation can be added immediately.
 - **Transparent membership** criteria that ensures the inclusion of senior nursing leaders with expertise across education, regulation, and service delivery in private, contracted, and publicly funded settings.
 - **A formal mechanism for ongoing consultation** with NNLg and other nursing bodies to inform policy development, evidence interpretation, and implementation planning. The NNLg request regular engagement with you to support policy development.

Opportunities for nursing perspectives to inform decision-making

6. As the largest professional group in the health system, the views and experiences of nurses are critical to shaping policy and supporting effective service delivery. It is important that nursing perspectives are meaningfully incorporated into decision-making at all levels of the system.

7. There is a range of settings and mechanisms through which nursing leadership, expertise, and voices are reflected in decision-making, including:
 - a. regular meetings with the Nursing Council, a member organisation of the NNLg, and the input of nursing organisations into consultation on nursing regulation
 - b. regular meetings of the NNLg and/or their member organisations with the Chief Nurse at Health New Zealand to discuss workforce initiatives and clinical issues
 - c. regular meetings of the NNLg and/or their member organisations with the Chief Nurse and other policy teams to input into health policy and the work of the Ministry of Health.
8. While professional representation is important, appointments to ministerial advisory committees are based on expertise and experience, with members contributing a system-wide perspective rather than representing specific professional groups.
9. Information about the Primary Care Advisory Group, the Health Workforce Committee and the Aged Care Ministerial Advisory Group can be found in **Appendix 3.**
10. s 9(2)(f)(iv)



Sarah Key
Acting Group Manager Clinical Quality and Safety
Strategy and Policy

Appendix 1: Attendee biographies and organisations represented by the NNLg



Associate Professor Kathy Holloway is Associate Dean (Academic) at Victoria University and a senior nursing leader with over 20 years' experience. She is co-chair of the National Nursing Leadership Group, a Fellow of the College of Nurses Aotearoa, and a former Deputy Chair of the Nursing Council of New Zealand.



Associate Professor Jan Dewar is a nurse lecturer and researcher at Victoria University and co-chair of the National Nursing Leadership Group. She has a strong focus on health quality standards and Māori health. She affiliates to Kāi Tahu and recently completed an HRC-funded research project on the implications for Māori of the Ngā Paerewa Health and Disability Services Standard.

Organisations represented by the NNLg

- Nursing Council of New Zealand
- Nursing Education in the Tertiary Sector (NETS)
- Kawa Whakaruruhau Whārangī Ruamano (Māori nurse educators)
- Council of Deans of Nursing and Midwifery Australia and New Zealand (CDNM)
- The College of Nurses Aotearoa (CNA)
- New Zealand College of Mental Health Nurses (NZCMHN)
- National Council of Māori Nurses
- Pacific Nurses Section (PNS)
- Nurse Practitioners of New Zealand (NPNZ)
- Nursing Executives of Aotearoa (NEA)
- Senior nurse representatives from Aged Residential Care

s 9(2)(g)(i)

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Appendix 3: Summary of ministerial advisory committees

Committee <i>Responsible Minister</i>	Purpose	Membership
Primary Care Advisory Group <i>Minister of Health</i>	The Group has been established to provide independent advice on matters relating to primary care priorities, supporting the strategic and long-term vision for primary care.	<ul style="list-style-type: none"> • Dr Bryan Betty • Dr Samantha Murton • Dr Kate Baddock • Penny Clark • Darryl Jhinku • Dr Jo Scott-Jones • Dr Stephanie Taylor • Dr Steven Young
Health Workforce Committee <i>Minister of Health</i>	The Committee provides independent advice on matters relating to the health workforce priorities, current and emerging risks and issues, and to support the strategic and long-term vision of the health workforce.	<ul style="list-style-type: none"> • Dr David Gow (Chair) • Dr Jeremy Dryden • Dr Gary Hopgood • Dr Ruth Large • Dr Allan Moffitt
Aged Care Advisory Group <i>Associate Minister of Health (Hon Costello)</i>	The Group provides independent advice and recommendations to the Government on the aged care system.	<ul style="list-style-type: none"> • Hon David Cunliffe (Chair) • Brien Cree • Shelley Cunningham • Suzanne Dvorak • Dr Richard Lowe • Murray Penman • Mike Peters • Max Robins • Allan Sargeant • Helen Watson