



NZOHNA

NEW ZEALAND OCCUPATIONAL HEALTH NURSES ASSOCIATION

STRATEGY 2020 - 2026

Acknowledgements

The work on this strategy could not have been possible without the generous contribution of many people, especially the current strategy working group: Heidi Börner, Nicky Curran, Clare Lynn, Janice Riegen and our past working group member Sarah Voullaire. The support and confidence of the entire NZOHNA Executive team is also duly acknowledged. Thank you also to the members of NZOHNA who have provided data and evidence to support the rationale of this strategy.

Document Information:

Status: Final. 20 December 2019.

Owner:



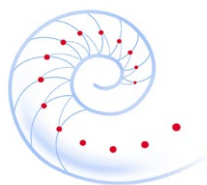
NZOHNA Inc.

To contact us, please visit:

<https://www.nzohna.org.nz>

© Copyright 2019 NZOHNA.

Author:



Essence Networks Limited

2 Upton Terrace • Thorndon • Wellington • New Zealand

+64 (04) 972 9618 | +1 (415) 376 1312

info@essencenetworks.com | www.essencenetworks.com

The moral rights of the author are asserted.

Contents

5	NZOHNA'S PURPOSE AND DIRECTION
6	OUR STRATEGIC LANDSCAPE
8	EMBRACING CHANGE
12	GLOSSARY

OUR VISION

Every NZ workplace is a 'Good Work' environment: it is healthy, safe and its workers have found the balance between productivity, performance and job satisfaction.

OUR MISSION

To promote, support and enable Occupational Health Nurses to provide professional leadership for healthy, safe and productive workplaces.

We work with integrity and determination to deliver practical solutions and influence positive outcomes in health, safety and wellbeing in the workplace.

Sustainability of a connected and respected profession

THEME 1

Promotion of Occupational Health Nurse professionals

THEME 2

Professional Development

THEME 3

Research and Data

THEME 4

NZOHNA's purpose and direction

The role of Occupational Health Nurses in New Zealand is vital to enhancing the relationship between work, the workplace and worker health and wellbeing. The need for healthy workplaces is increasingly recognised by our government, industry sectors and more generally, in society. There is an urgent need to address risks to worker health, safety and wellbeing. At the same time, it is important to enhance opportunities for productivity increases in the workplace. Aotearoa (New Zealand) lags behind the OECD in both these aspects. Occupational Health Nurses (OHNs) have a strategic role to play in enabling PCBU¹s and workers to be at par with international standards and ultimately - lead the world in this area. Māori and Pacifica are over-represented in adverse events in the workplace. We will ensure that we embed Māori and Pacifica engagement into our strategy.

This strategy sets out a clear purpose and direction for the New Zealand Occupational Health Nurses' Association (NZOHNA). It is designed to generate interest, engagement and collaboration between our members and our stakeholders to invest in our shared vision for all New Zealanders. Our vision is that every New Zealand workplace is a 'good work' environment: it is healthy safe and its workers have found the balance between productivity, performance and job satisfaction. We are committed to our mission, which is to promote, support and enable Occupational Health Nurses to provide professional leadership for healthier, safer and more productive work places. We can only achieve our mission if we keep the needs of Aotearoa's workers at the centre of what we do and work with businesses to develop practical solutions to problems and opportunities. We shall achieve our mission through our focus in four key directions - the key themes of this strategy:

THEME 1: Sustainability of a connected and respected profession.

We are committed to fostering collaboration across all stakeholders that share our mission objectives. Through our members, we develop opportunities for developing collegial relationships, recognising excellence and promoting examples of high performance across New Zealand and in the international arena.

THEME 2: Promotion of Occupational Health Nurse professionals

We are committed to investing in - and actively participating in the growth of Occupational Health Nurse professionals. We recognise that our capability to collaborate with Occupational Health professionals and key stakeholders will enable us to lead and address the complex challenges that modern workplaces face today. More than anything, Occupational Health Nurses occupy the unique position as navigators of the health and safety system across New Zealand. This strategy is about building capability for Occupational Health Nurse professionals to be purposeful and resourceful navigators.

THEME 3: Professional Development

NZOHNA is committed to advancing our specialty practices through the professional development of its members. NZOHNA is the hub of information. We recognise that education and experience are important components in the ability of OHNs to promote high-quality care, competence and service. OHNs require the skills and knowledge to be critical thinkers to solve complex problems and to address strategic risks and opportunities. OHNs need to demonstrate advanced leadership, decision-making and decision support skills in diverse operating environments and emergency situations. More and more, OHNs are called upon as experts in the use of evidence based practices. This in-

1 PCBU: Person Conducting a Business or Undertaking. Please see the Glossary on p. 12 for an explanation.

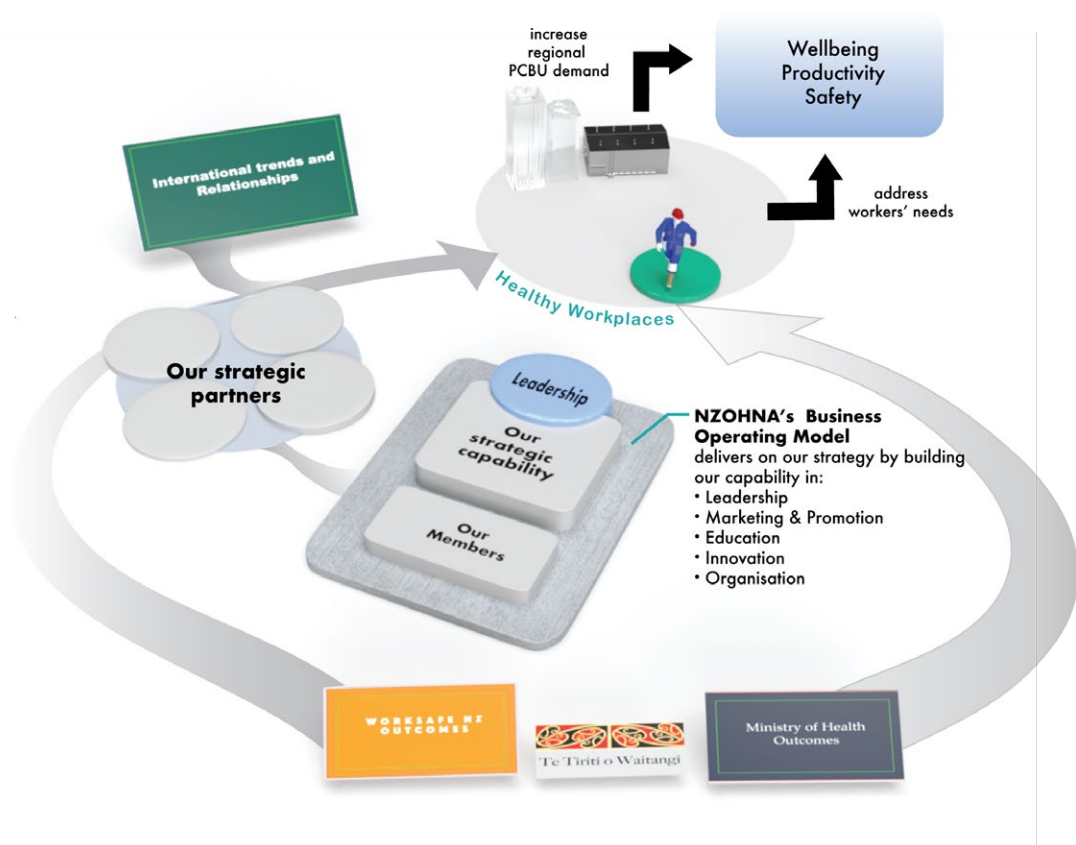
volves developing education and evaluation systems to grow and maintain professional competency. Education is a core capability of this strategy.

THEME 4: Research and Data

NZOHNA is committed to utilising high quality evidence and research to support professional decisions at all levels: individual practitioners, within NZOHNA's operations and in the professional advice that OHNs give to clients, PCBUs and other stakeholders. Our endeavor is to take every opportunity to utilise technology and to manage data to develop unique, powerful insights into occupational health. We want to support researchers and policy makers to better protect worker health and safety whilst creating new opportunities for productive workplaces. We are committed to the highest ethical standards in research and the management of data.

Our strategic context: Where do we fit in

New Zealand's Health & Safety landscape?



OHNs are uniquely positioned as navigators and as experts in wellbeing at work

NZOHNA is uniquely positioned to serve the needs of New Zealand's workers and to advise PCBU's on how best to increase the level of wellbeing, productivity and safety in the workplace. OHNs are unique in the ability to bring a holistic approach to health, safety and wellbeing. OHNs are increasingly being asked to serve as navigators of the public health and occupational health and safety systems across New Zealand. NZOHNA is focused on working with PCBU's to stimulate and increase the demand for professional approaches to addressing health and safety risks, issues and opportunities.

Our close working relationships with Aotearoa's workforce enables us to provide expert advice and comprehensively address workers' needs.

Partners are important to our success

We recognise that we cannot succeed at our mission without addressing the needs of Government and the industries within which we serve. Our strategic partners are therefore key to our success. Our close partnership with HASANZ is just one example of this collaboration. This strategy is about building the capability to make room for strategic engagement across government and industry sectors and find every opportunity to collaborate with professionals of other disciplines.

We maintain an international perspective

We enjoy a strong reputation with professionals here and overseas. Each of our strategic themes calls for the need to maintain an international and an 'outside in' perspective to our work. We strive to bring high standards of service quality into workplaces so that our work - and that of our clients continues to be relevant to local and international contexts. We are determined to play our part in helping put the work of local New Zealand businesses and communities on the world map.

We are responsive to New Zealand government priorities

NZOHNA will invest in having systems in place to enable OHNs across New Zealand to respond effectively to our government's priorities. This means developing a working understanding of what Crown-Māori relations are in the context of occupational health and safety, actively contributing to equality and inclusion in the workplace, assisting in meeting legislative and policy directives and being an active participant in building a modern progressive economy. We will continue to maintain a strategic overview of the regulatory system and take steps to ensure that OHNs are proactive and aligned to these expectations.

We are building our strategic capability through NZOHNA's business operating model

The NZOHNA business operating model is central to how we maintain and build on our unique strategic position. This strategy is a **capability-based approach** to achieving results: it provides the case for investing in the skills and capabilities that will enable OHNs to excel at their professional competencies. The main capability areas that enable our 4 themes are:

Leadership	Provide members with opportunities to lead professionally and influence occupational health outcomes, gain valuable experience.
Marketing & Promotion	Build and maintain processes, systems, skills and personnel that will engage stakeholders and promote our work.
Education	Build and maintain processes, systems and personnel to develop skills and competency of our members and reward excellence.
Innovation	Create, build and maintain processes, systems and technology to create value, implement solutions to problems and scale success.
Organisation	Maintain an efficient and effective administrative foundation that is secure and also responsive to the needs of our members and stakeholders.

Knowledge and Resources

High quality knowledge underpins our work. Using expert knowledge, quality data, evidence and meaningful engagement, we will make high value resources (products and services) available to our members and stakeholders.

We are embracing change: shaping good growth in an era of uncertainty

NZOHNA is committed to ensuring that it continues to maintain a strong ethical position, remain future focused and address uncertainty in how it operates.

We are living in an era of immense growth and innovation. Modern societies have access to unprecedented knowledge, mobility and technology. Modern workplaces and modern ways of working create opportunities to work across regions and borders like no other time in our history. Computers, digital media and devices have made it possible for organisations to automate repetitive and mundane tasks. Big data and Artificial Intelligence is providing organisations with new insights into society and industrial sectors.

Modernity is not without its problems: global risk levels in the last 4 years are the highest in several decades - and are due to the nexus of emerging issues of climate change, increased polarisation of societies and politics, failures in regulation and long-term planning.

As a professional association, we are committed to embracing change. We are using this strategy to address the drivers of change in a proactive manner and to work constructively with our stakeholders at all levels in order to build trust, investment and to shape sustainable solutions to mitigate risks to occupational health and safety and wellbeing in the workplace.

As a starting point, NZOHNA maintains a knowledge base of high-value research and evidence with deep insight into occupational health and safety in workplaces. There are many strategic drivers in our favour and we are building our strategic planning system to address barriers to sustainable growth of our profession. We are also addressing barriers to the shared outcomes that are needed in New Zealand's work places. Here are just a few examples of long-term drivers affecting workplaces, where OHNs add value and the barriers that we must overcome.

Driver	Where OHNs add value	Barriers to our growth
The Well-being approach is here to stay	The wellbeing approach is a long-term commitment by the New Zealand Government to invest in New Zealand's future in a sustainable way. It is based on the Living Standards Framework which is a holistic approach to measuring wellbeing. To be effective, it requires the integration of Aotearoa's public health system and health and safety systems. OHN's are in a unique position to be navigators across both these systems.	The health system and the safety system work in isolation. Focused work on system-level integration has not yet been prioritised by leaders. OHNs need to be better recognised as a catalyst of this change.
National Productivity is low	New Zealand has one of the lowest levels of productivity in the OECD. OHNs have the insights, knowhow and access to workers and PCBU's so that they are better trained, better equipped, more effective and better rewarded in the workplace. OHNs are vital to return-to-work interventions.	Typically, OHNs' voices are not heard during policy making and decisions that matter in government. OHNs have little visibility into strategic decisions in the private sector.

Driver	Where OHNs add value	Barriers to our growth
Social inequality is being addressed	New Zealand's economic development is not as inclusive as it needs to be. There are great disparities in wellbeing levels across its regions. Māori and Pacifica are over represented in adverse occupational health events. There is a deep dependence on low skilled migration. OHNs are recognised for their integrity and values, and are well placed to work on high quality solutions to address disparity.	OHNs are typically recruited within a narrow scope of work and are driven by short term requirements by PCBUs. OHNs need more opportunities to engage in strategic planning across all stakeholders that care deeply about social inequality, creating good growth and mitigating strategic risks to our workplaces.
Demand to prevent workplace harm and support Return to Work(RTW) is increasing	Increasingly, businesses and government interventions are being focused on preventing harm in the workplace. Where there are adverse events at work, support is being made available for recovery to be fast and effective. OHNs are trusted as high integrity nursing professionals and strong evidence points to the fact that OHNs are crucial to these interventions.	General awareness among the public, within the sectors and in the civil service on the benefits of OHNs' capability and potential in this area is weak. There is a lot of work to do in communicating the proven benefits of engaging OHNs early in these interventions.
'Good work' is a global movement	The 'good work' movement is a deliberate decision by organisations to foster a work culture that strikes a balance between the interests of individuals, PCBUs and society. NZOHNA has practical insights, strong relationships and dependable resources to enable organisations to invest in 'good work' policies and practices in way that generates strong benefits for health, safety and wellbeing at workplaces.	Apart from a small handful of New Zealand organisations, most organisations are late adopters of 'good work' practices. OHNs need to be engaged early so that they can contribute to how our leaders think about 'good work' and to shape the demand and supply of 'good work' professional practices in the workforce.
The growth of data, digital and technology is phenomenal.	Globally and in New Zealand the volume of digital data and technology is growing at a phenomenal rate. However, actionable insight and ethically sourced information that can support decisions for occupational health, safety and wellbeing in New Zealand workplaces is scarce. OHNs have professional expertise managing data with integrity and have experiential knowledge of its use.	The benefits of engaging with OHNs is not apparent to a vast number of innovation projects. There are a lack of visibility of OHNs in the platforms of engagement in digital and technology projects.

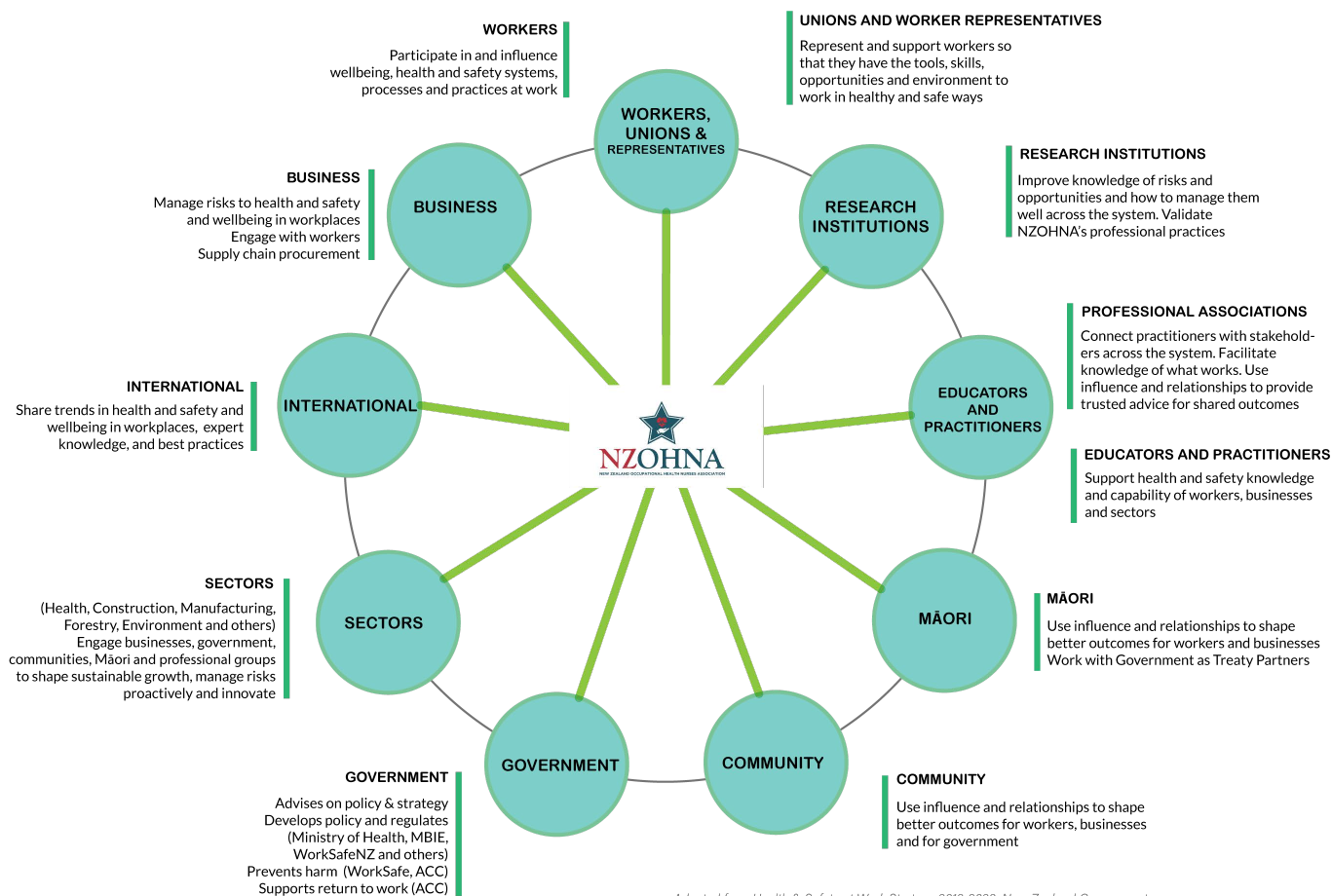
The drivers mentioned in this document are only the tip of the iceberg. There are several others not mentioned here but are available through our knowledge base. Making measurable progress on these and others is a long-term endeavour. Ongoing commitment among stakeholders is necessary to make progress on these fronts.

NZOHNA's members are its greatest strength

NZOHNA wants New Zealand's OHNs to be positioned as professional leaders who are empowered to engage with stakeholders in meaningful ways and to build their professional competency to 9

contribute to their clients. This is vital to enabling OHNs to grow in their chosen career over the long term.

To leverage OHN's unique position as navigators requires a deliberate commitment to strongly **contribute to the social dialogue for health, safety and wellbeing in New Zealand**. NZOHNA is committed to helping OHNs step up and speak out with professional credibility.



Adapted from Health & Safety at Work Strategy 2018-2028, New Zealand Government

NZOHNA's strategic planning system integrates insights with action

Success in building trust with stakeholders and contributing powerfully to the social dialogue for health, safety and wellbeing at work requires a transparent, consistent and systematic method (the strategic planning system) which is geared towards investing in the core capabilities that underpins NZOHNA's **business operating model**. Ultimately, the growth of its members will come through the investment in systems and processes to build NZOHNA's capability for professional leadership, marketing and promotion, education, innovation and organisation and the degree to which NZOHNA can maintain dependable knowledge and its resources (products and services).

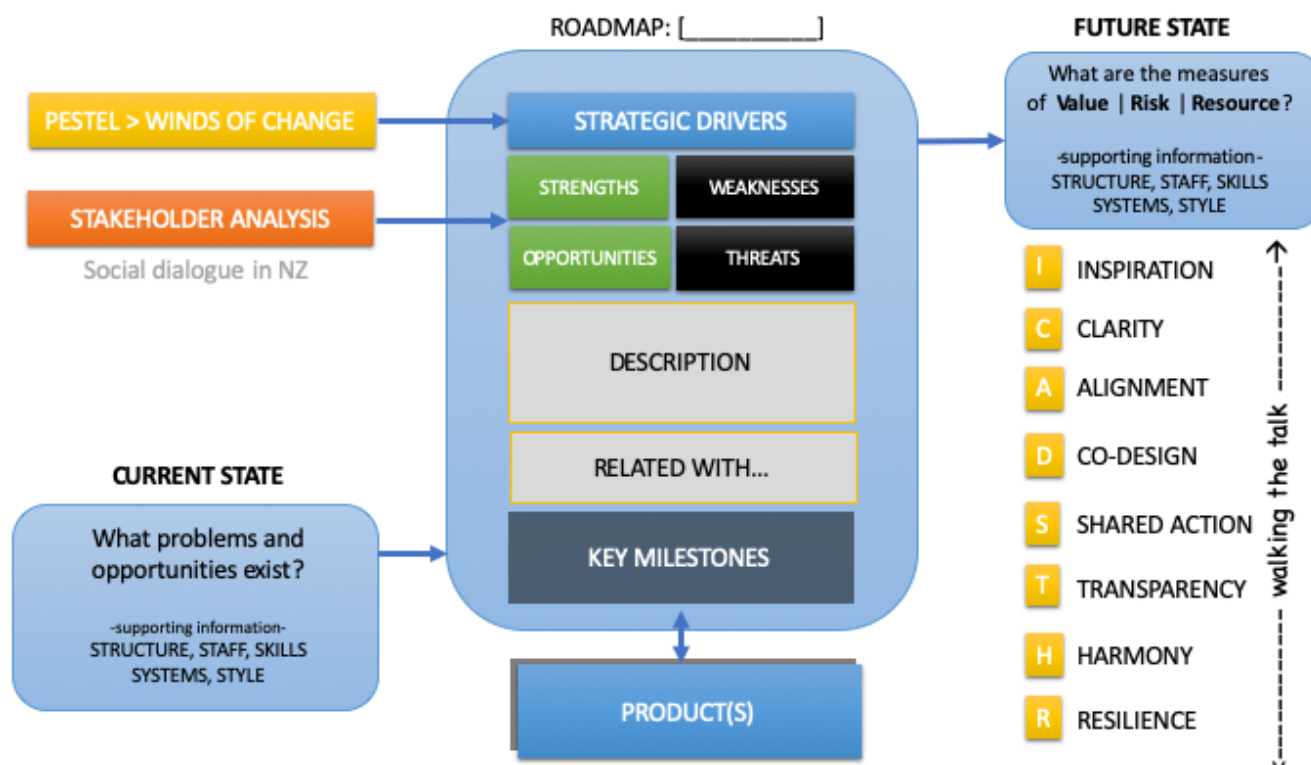
NZOHNA is building roadmaps that are aligned to its Vision, its Mission objectives and 4 strategic themes. Each roadmap requires deliberate effort, engagement and investment in time, talent and finance.

The key features of the strategic planning system developed by NZOHNA are:

- Fact-based environment scan of key drivers and trends
- Stakeholder analysis based on OHNs collective contribution to the social dialogue in New Zealand
- Comprehensive understanding of the strategic drivers that affect all OHNs and their success in the workplace

- Objective assessment of NZOHNA's strengths, weakness, opportunities and threats
- Development of professional product proposals that build NZOHNA's strategic capabilities. Each product proposal utilise co-design practices which result in human centered, integrative solutions.
- An integrated, universal business glossary for OHNs and a shared knowledge base.
- Agreement on key milestone and outputs, benefits, risks and costs.

Each roadmap is an opportunity for NZOHNA's members and stakeholders to influence change within the 2020 to 2026 time frame and to deliver value for money initiatives.



Use the strategy's planning process and its roadmaps to make the case for high value, high impact proposals that serve New Zealand's workers and PCBUs, generate benefits for stakeholders, define NZOHNA's measures of performance and to monitor its progress over multiple years.

Final words

NZOHNA's strategy is an inclusive one. It is an opportunity for all New Zealanders to help us achieve our vision for healthy and safe work places. We now have powerful resources that are designed to assist our members and stakeholders co-design our shared future in a measurable and dependable way. This will only be achievable if we use an investment mindset to building key capabilities with our business operating model.

We are looking forward to engaging with our members and other stakeholders in a meaningful way and we are committed to making a sustained effort to make progress on our day-to-day challenges in such a way that we can develop a sustainable future: A future that puts Aotearoa's workplace practices on the world map.

Glossary

PCBU	Person Conducting a Business or Undertaking. It is a broad concept used throughout Health and Safety at Work Act (2015) to describe all types of modern working arrangements which we commonly refer to as businesses.
Worker	A worker is an individual who carries out work in an capacity for a business or undertaking, including employees, contractors or sub-contractor; employees of contractors or subcontractors, employees of labour hire companies; apprentices or trainees, people doing work experience or work trial, out workers (including home workers) and volunteer workers.
Navigator	In the strategy, a navigator refers to a OHN within the health and safety system and the public health system. Navigators possess knowledge of the system as a whole. Navigators understand the bigger picture, work within it and understand how to respond to changes as they occur. They are also able to think at both a local and at a system level. They work closely with clients, workers, PCBUs and health and safety professionals to identify specific needs and then help direct them to appropriate services.

