



President to President



Impact – Impacto – Impact

2013 - 2017

22 December 2014

Dear President,

I would like to start this letter by personally conveying my deepest gratitude and that of the whole ICN Board to all nurses who are delivering healthcare worldwide and to the nurses in the countries where the Ebola virus disease has spread.

The Board is extremely concerned about the situation of nurses treating Ebola and other infectious diseases and about the situation of the children of those many nurses who are dying or who remain disabled because of infections contracted at the workplace. ICN is calling for authorities to provide safe working environments for nursing personnel and is stressing the need of mobilizing support for the families and orphans that are in need as a result of this very serious public health crisis. I request you to speak to the authorities of your countries on behalf of these colleagues and their families. Furthermore, please make sure and advocate for the right level of readiness in your countries.

With the additional support of the ICN Board member, Jürgen Osterbrink and the Paracelsus University, the ICN Board recently held a Board meeting and committees meetings 3-6 November 2014 in Salzburg, Austria. We addressed several major governance issues:

- ICN operational and strategic review and financial projections;
- NNAs feedback on ICN governance principles and Tiered Voting System;
- New affiliate category for educational institutions; and
- Planning for CNR 2015.

The Board wishes to ensure the utmost transparency on the process of the governance review and future steps. In the context of the CNR 2013 mandate of initiating a governance review on processes, structures and costs and achieving organisational effectiveness, efficiencies and relevance, several activities have been conducted during this last year.

International Council of Nurses

3, place Jean-Marteau
CH -1201 Geneva • Switzerland
Telephone +41 (22) 908 0100
Fax +41 (22) 908 0101
e-Mail : icn@icn.ch
Website : www.icn.ch

The recommendations made by an ad-hoc group gathered from within ICN, NNAs and others with a very good knowledge of ICN were considered in May. [The Board decided](#) to accept some recommendations and to further explore others. They also deferred decision on some recommendations until a later date and considered others of no interest at this time.

In this context, the Board agreed in May 2014 to conduct an operational and strategic review which was undertaken between July and October 2014 by external consultants from PricewaterhouseCoopers (PwC). The consultants interviewed all the ICN staff as well as contractors, senior executives and Board members, analysed findings and made draft recommendations with the revision and input of the 3rd Vice President as designated by the Board, the CEO and ICN Director of Administration, who were fully involved in this process. [The report produced by PwC](#) can be accessed on the ICN Members Area. I recommend you read the report as it will give you a better understanding of some of the decisions that the Board and CNR has to make in the coming months.

At its November meeting the Board discussed with the consultants, considered their recommendations and also long-term financial projections, and selected the elements that collectively the Board believes are the priority elements for ICN Transformation:

- Modernise the Board governance: consider and clarify the roles of the Board and President; consider the Board term of office; hold two annual Board meetings; update ICN internal regulations;
- Critically examine all projects and activities and align them with the Strategic Plan;
- Consider ICN ambitions and strategy and HR requirements: additional staff for, i.e. professionalised fundraising and a Congress Director to support building the global voice;
- Reconceptualise the several ICN forums and meetings;
- Revise ICN dues structure to move toward a banded model based on size;
- Invest during this period of transformational change and if required use the reserves over the 2% of budgeted revenue (balanced budget in ICN Governance Policy) and report this additional expenditure to CNR.

The Board also identified potential areas for savings and potential areas for revenue generating. In the context of the limited resources and taking into consideration the PwC recommendation of using English only for the Board internal communication, the Board discussed this controversial issue and agreed to bring it to the consideration of CNR in 2015. If CNR agrees, in 2015, to the use of English only for the Board's internal communications, there will be no change in other aspects, such as for CNR meetings.

The reports on the governance consultations held this summer have been recently shared with all NNAs and were considered by the ICN Board in November. The Board is very grateful for all the in-depth reflection received from members. This feedback has been essential for refining the proposal that the Board will submit to CNR on a model for a Tiered Voting System and for identifying issues that undoubtedly have to be in the agenda of CNR next year.

A new affiliate category for educational institutions has been agreed by the Board in order to support inclusiveness, broaden the ICN family, becoming more vibrant, increasingly

embracing more nursing stakeholders and at the same time securing an additional source of funds. With this regard I would like to take this opportunity to encourage you to engage and discuss with all nursing groups in your countries to strengthen the nursing voice at the national level and access further opportunities.

Finally, at its November meeting, the Board discussed the CNR planning for 2015. Policy direction will kick-off CNR 2015. Taking into account the current major work to inform the Global Strategy on Human Resources for Health coordinated by the Global Health Workforce Alliance (WHO) in which ICN is fully involved, and considering that the influence of this work from the nursing perspective is crucial for the future, the CNR Policy Forum will address this critical topic. Therefore, the first official CNR session will focus on Universal Health Coverage, Human Resources for Health and opportunities of collaboration with WHO. In the afternoon, the Board member from your region will facilitate a round table dialogue in relation to CNR governance issues that will be debated during the following two CNR days.

I wish to strongly insist on the importance of your attendance to CNR 2015 from its very first day on 17 June 2015 when the Policy Forum and round tables on CNR governance issues will take place. In addition, if you are a new leader in your NNA and this is your first or second CNR, please make sure that you arrive early enough in Seoul to attend the CNR general orientation session that will be organised 16 June in the afternoon.

The Board wishes to bring you a message of transformation and encourage your participation, engagement and contribution which are essential to this process. We all need to be aware that shaping changes to the organisation will require further work and dialogue not only between now and CNR 2015 but also later on for CNR 2017.

As in previous correspondence, I strongly encourage you to log on to the members' area of the ICN website (www.icn.ch) regularly to get the most recent information on ICN activities, documents and positions. If you have difficulties in accessing the site please contact Lorenzo Chiriatti (webmaster@icn.ch).

Please do not hesitate to get in touch with me and the Board regularly. As we are approaching the end of the year, all my very best wishes for the end-of-year festivities and for a fruitful New Year.

Warm wishes to all,

A handwritten signature in black ink that reads "Judith Shamian". The signature is written in a cursive, flowing style.

Judith Shamian
ICN President

E-mail: shamianjudith@gmail.com

Skype: icn-president

Twitter: @judithshamian