

Annual Report 2024



ICN

**International
Council of Nurses**

The global voice of nursing

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1201 Geneva, Switzerland

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FOREWORD FROM DR PAMELA CIPRIANO

It was an impactful year for ICN and nursing – with the voice of nursing being heard at the United Nations, the World Health Assembly, and in the media. We welcomed the passage of the Korean Nursing Act, and the growth of our humanitarian work to protect nurses everywhere. Unfortunately, 2024 also saw the ongoing devastating conflicts in the Ukraine, the Middle East, Afghanistan, Myanmar and Sudan.

ICN's mission is to represent nursing worldwide, advance the nursing profession, promote the wellbeing of nurses, and advocate for health in all policies. We are a federation of 140 national nursing associations. Our members are as diverse as the nurses they represent, and ICN's mandate is to support and protect nurses regardless of their race, ethnicity, gender, sexuality, spiritual or religious beliefs, or political beliefs. We are not a political organization, but we do promote peace and equity. This is fundamental to our ability to work in all countries and all settings. Like nurses themselves, we care for those in need without discrimination. Nursing is often rated as the most trusted profession, and this trust means we are able to provide our patients and communities with the care they need.

Similarly, the trust that others hold in ICN enables us to better do our work to support, promote and protect nurses around the world, as we have done for 125 years!

And this work has never been more important. In 2024, our humanitarian work supported 11 NNAs in conflict zones with training, supplies and other resources. Our leadership programmes enabled over 800 nurses to receive much need education for them to advance in their careers and take on stronger leadership roles. Our events, webinars, bulletins, press releases, newsletters, media interviews and social media allowed millions of nurses and the general public to learn about our work and the importance of investing in nursing.

ICN's established position as the global voice of nursing means we are able to reach and influence the decision makers of the world, such as the G20, the United Nations and heads of state. While we are proud of the achievements we have made in the past 125 years, we will not rest on our laurels. We will continue to call for investment in nursing, ensure nurses are valued, protected, educated, respected, and given the necessary autonomy and resources they need to do their work. We will continue to strengthen and support our national nursing associations. And we will continue to do our vital work to realize our vision that the global community recognizes, supports, and invests in nurses and nursing to lead and deliver health for all.

Dr Pamela F. Cipriano
President
International Council of Nurses



TABLE OF CONTENTS

| | |
|---|----------|
| FOREWORD FROM DR PAMELA CIPRIANO | 1 |
| OUR YEAR IN NUMBERS | 4 |

CHAPTER

1

| | |
|---|----------|
| WHO WE ARE | 6 |
| OUR MISSION AND VISION | 6 |
| OUR VALUES | 7 |
| OUR GOALS | 7 |
| ICN MEMBERS 2024..... | 8 |
| ICN SPECIALIST AFFILIATES 2024..... | 10 |
| BOARD OF DIRECTORS | 11 |
| COUNCIL OF NATIONAL NURSING ASSOCIATION REPRESENTATIVES..... | 12 |
| THE SECRETARIAT | 12 |

CHAPTER

2

ADVOCATING FOR HEALTH IN ALL POLICIES

13

UNITED NATIONS.....13

– United Nations Civil Society
Conference.....13

– United Nations General
Assembly.....13

– United Nations Summit
of the Future.....14

WORLD HEALTH ORGANIZATION.....15

– WHO Executive Board.....15

– World Health Assembly.....15

– WHO Regional Committee
meetings.....16

WORK WITH OTHER INTERNATIONAL ORGANIZATIONS.....17

– World Economic Forum.....17

– World Health Professions
Alliance.....17

– European Federation
of Nurses Associations.....17

GLOBAL HEALTH CHALLENGES.....18

– Climate crisis.....18

– Universal Health Coverage.....19

– Mental health.....20

– Primary Health Care.....21

– Patient safety.....22

– Pandemic preparedness
and response.....22

– Antimicrobial resistance.....23

– Digital technology.....24

– Gender equity.....25

– Infectious diseases.....26

– Non-communicable diseases.....26

CHAPTER

3

ADVANCING THE NURSING PROFESSION 27

STATE OF THE WORLD'S NURSING27

MIGRATION AND INTERNATIONAL RECRUITMENT27

INTERNATIONAL LABOUR ORGANIZATION.....29

SAFE STAFFING..... 30

ICN WORKFORCE FORUMS 30

– International Workforce Forum.....31

– Asia Workforce Forum31

STUDENT AND EARLY CAREER NURSES32

STRENGTHENING OUR MEMBERS.....32

– ODEENNA..... 32

– Global Partners Meeting on Nursing and Midwifery 33

– Korean Nursing Act 34

– South Sudan Nursing and Midwifery Bill 34

– ICN Education Experts Advisory Committee..... 34

EXPANDING NURSING LEADERSHIP..... 35

– Global Nursing Leadership Institute 35

– Leadership For Change.....36

PROMOTING NURSING WORK AND CALLING FOR INVESTMENT IN NURSING 40

– International Nurses Day..... 40

– BBC Storyworks/ICN Caring with Courage.....41

BRINGING NURSES TOGETHER.....41

– ICN NP/APN Network Conference, Scotland41

– ICN's 125th Anniversary Conference, Bucharest..... 42

ICN WEBINARS..... 43

CHAPTER

4

PROTECTING NURSES AND PROMOTING THEIR WELL-BEING 44

HUMANITARIAN WORK 44

– Direct Relief.....44

– Providing care in conflict.....44

PROMOTING PEACE.....46

– Nurses for Peace campaign47

– Global Health and Peace Initiative47

– United Nations peacebuilding47

PROTECTING NURSES FROM WORKPLACE VIOLENCE47

CHAPTER

5

FINANCIAL OVERVIEW 2024 48

OUR YEAR IN NUMBERS

510 million

reached via the #NursesforPeace campaign (see page 47)



209,000 chf

deployed by our Humanitarian Fund (see page 44)

60,000+

home visits by nurses in remote areas of Ukraine thanks to Project Keshet e-bike scheme (see page 45)



200,000

people visited the ICN website in 2024

61,000

followers on Facebook

35,900

followers on X: @ICNurses

29,790

followers on LinkedIn



500

delegates took part in the Global Partners Meeting (see page 33)

660+

delegates attended the 125th anniversary Conference, Bucharest (see page 42)

800

delegates at the ICN NP/APN Network Conference (see page 41)

140

National Nursing Associations members (see page 8)



116

LFC active change projects (see page 36)



430+

orphaned girls supported by GCEF since 2006 (see page 25)





7,500+

downloads of IND 2024 (see page 40)

3,000+

downloads of the *Mental Health Guidelines* (see page 20)

1,000+

downloads of Nursing and Primary Health Care (see page 21)



3,000+

nurses received our NP/APN Network Bulletin



21

media interviews given by ICN leaders in 2024



2,500+

people attended our 2024 webinars



16,000+

people reached through our monthly updates

175+

organizations reached by our Member Updates



758

nurses trained by LFC in 2024 (see page 36)

85

nurse leaders took part in ODENNA LFC workshops (see page 32)

45

nurses trained for Sudan Nurses Association emergency response team (see page 46)

31

Senior nurse leaders took part in GNLI 2024 (see page 35)



52

press releases published



29

webstories released



24

interventions made at WHO meetings in 2024 (see page 15)

9

Specialist Affiliates (see page 10)



11

NNAs supported by #NursesforPeace (see page 47)

1

CHAPTER

WHO WE ARE

The International Council of Nurses (ICN) is a federation of 140 national nurses' associations (NNAs), representing the over 29 million nurses worldwide. Founded in 1899, ICN is the world's first and widest reaching international organization for health professionals.

140
national nurses'
associations (NNAs)

29 M
nurses worldwide



OUR MISSION AND VISION

ICN's mission is to represent nursing worldwide, advance the nursing profession, promote the wellbeing of nurses, and advocate for health in all policies.

Our vision is that the global community recognizes, supports and invests in nurses and nursing to lead and deliver health for all.

OUR VALUES



Accountability

Acts with integrity, is open and transparent to our 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.



OUR GOALS

GOAL 1

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 the nursing profession.

GOAL 2

Workforce solutions and nurse empowerment

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

GOAL 3

Member vitality

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

GOAL 4

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.

GOAL 5

Diversifying and growing revenue for sustainability

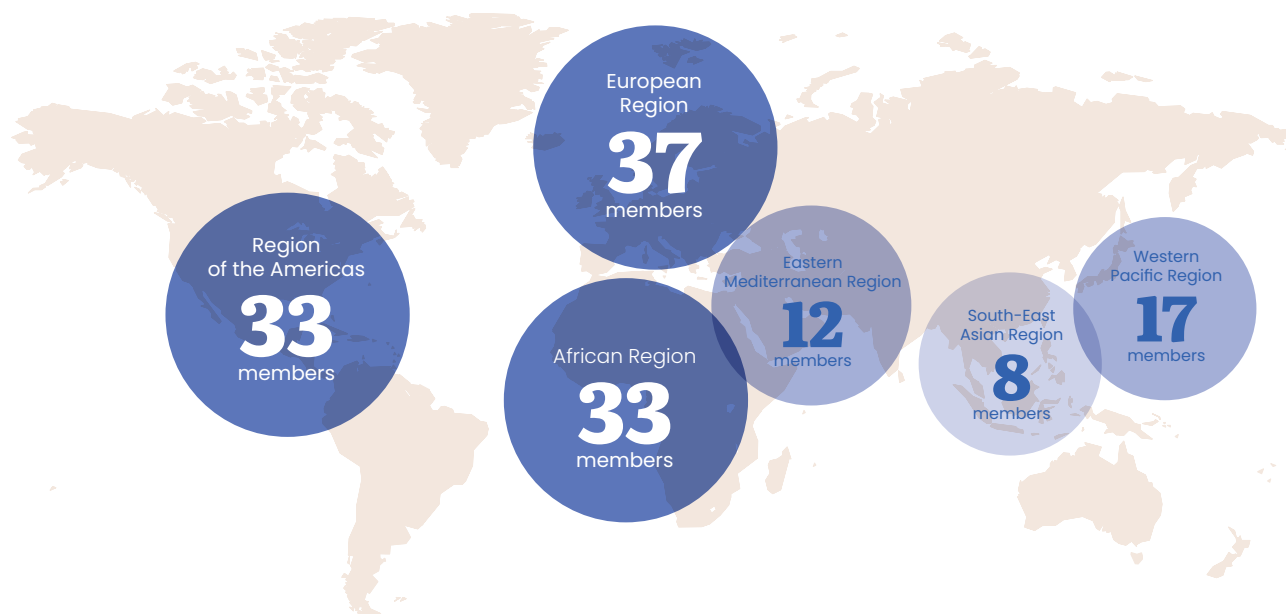
Expand and grow revenue generating opportunities to support ICN goals, diversify business and promote sustainability.





ICN MEMBERS 2024

In 2024, we welcomed five new members: Order of Nurses of Angola, British Virgin Islands Association, Order of Medical Health Professionals of Cameroon, Order of Nurses of Guinea Bissau and the Mauritanian Association of Nurses, making a total of 140 member associations.



African Region: 33 members

- Order of Nurses of Angola
- Botswana Nurses Union
- Order of Medical Health Professionals of Cameroon
- National Association of Nurses of Côte d'Ivoire
- Democratic Republic of Congo
- Eritrean Nurses Association
- Eswatini National Nurses Association
- Ethiopian Nurses Association
- National Association of Gambia Nurses & Midwives
- Ghana Registered Nurses and Midwives Association
- Order of Nurses of Guinea Bissau
- National Nurses Association of Kenya
- Lesotho Nurses Association
- Liberia Nurses Association
- National Organisation of Nurses and Midwives of Malawi
- Mauritanian Association of Nurses
- Mauritius Nursing Association
- Mozambique National Association of Nurses
- Namibian Nurses Association
- National Association of Nigeria Nurses and Midwives
- Rwanda Nurses and Midwives Union
- National Association of State Nurses of Senegal
- Nurses Association of the Republic of Seychelles
- Sierra Leone Nurses Association
- Somaliland Nursing and Midwifery Association
- Democratic Nursing Organization of South Africa
- South Sudan Nurses and Midwives Association
- Sudanese Nurses Organization
- National Association of Nurses of Togo
- Tanzania National Nurses' Association
- Uganda Nurses & Midwives Union
- Zambia Union of Nurses Organization
- Zimbabwe Nurses Association

Region of the Americas: 33 members

- Argentine Federation of Nurses
- Aruba Nurses Association
- Nurses Association of the Commonwealth of the Bahamas
- Barbados Nurses Association, Inc.
- Nurses Association of Belize
- Bermuda Nurses' Association
- College of Nurses of Bolivia
- British Virgin Islands Association
- Canadian Nurses Association
- College of Nurses of Chile
- National Nurses Association of Colombia
- College of Nurses of Costa Rica
- Cuban Nursing Society
- Dominican College of Nursing Professionals
- Ecuadorian Federation of Nurses
- National Nurses Association of El Salvador
- Grenada Nurses Association
- Guatemalan Association of Professional Nurses
- Guyana Nurses Association
- National Association of Licensed Nurses of Haiti
- College of Nursing Professionals of Honduras
- Nurses Association of Jamaica
- Mexican Federation of Nursing Colleges
- National College of Nurses, A.C. (Mexico)
- Nicaraguan Nurses Association
- National Nurses Association of Panama
- Paraguayan Association of Nurses
- College of Nurses of Peru
- St. Lucia Nurses Association
- Suriname Nurses Association
- Trinidad & Tobago Registered Nurses Association
- College of Nurses of Uruguay
- American Nurses Association

European Region: 37 members

- College of Nurses and Midwives of Andorra
- Austrian Nursing Association
- National Federation of Belgian Nurses
- Bulgarian Association of Health Professionals in Nursing
- Croatian Nurses Association
- Cyprus Nurses and Midwives Association
- Danish Nurses' Organization
- Estonian Nurses Union
- Finnish Nurses Association
- French National Association of Graduate and Student Nurses
- German Nurses Association
- Hellenic Nurses Association
- Icelandic Nurses Association
- Irish Nurses and Midwives Organisation
- National Association of Nurses in Israel
- National Council of Nursing Associations of Italy
- Lithuanian Nurses Association
- National Association of Nurses of Luxembourg
- Malta Union of Midwives & Nurses
- National Association of Nurses of Monaco
- National Association of Nurses and Midwives of Montenegro
- Dutch New Union of Nurses (Netherlands)
- North Macedonian Nurses and Midwives Association
- Norwegian Nurses Organisation
- Polish Nursing Association
- Order of Nurses (Portugal)
- Romanian Nursing Association
- The Order of Nurses, Midwives and Medical Assistants in Romania
- Russian Nurses Association
- Association of Health Workers of Serbia
- Nurses and Midwives Association of Slovenia
- General Nursing Council of Spain
- Joint Virtual Swedish Nurse Organisation for International Work
- Swiss Nurses Association
- Turkish Nurses Association
- Royal College of Nursing (UK)
- Queen's Nursing Institute (UK)

Eastern Mediterranean Region: 12 members

- Bahrain Nursing and Midwifery Society
- Egyptian Nurses Syndicate
- Iranian Nursing Organization
- Jordan Nurses and Midwives Council
- Kuwait Nursing Association
- Order of Nurses in Lebanon
- Oman Nursing Association
- Pakistan Nurses Federation
- Palestinian Nursing and Midwifery Association
- Qatari Nursing Association
- Saudi Nurses Association
- Emirates Nursing Association

Western Pacific Region: 17 members

- Australian College of Nursing
- Chinese Nursing Association
- Cook Islands Nurses Association
- Fiji Nursing Association
- College of Nursing Hong Kong
- Japanese Nursing Association
- Korean Nursing Association
- Nurses Association of Macau
- Malaysian Nurses Association
- Mongolian Nurses Association
- New Zealand Nurses' Organisation
- Philippine Nurses Association
- Samoa Registered Nurses Association, Inc
- Singapore Nurses' Association
- Solomon Islands Nurses Association
- Taiwan Nurses Association
- Tonga Nurses Association

South-East Asian Region: 8 members

- Bangladesh Nurses Association
- Indian Nursing Council
- Indonesian National Nurses Association
- Myanmar Nurse and Midwife Association
- Nursing Association of Nepal
- Sri Lanka Nurses Association
- Nurses Association of Thailand
- East Timor Nurses Association



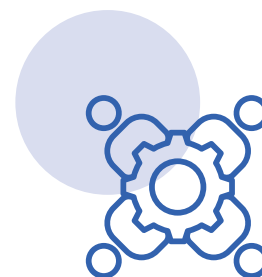
ICN SPECIALIST AFFILIATES 2024

ICN grants affiliate status to international specialist nursing organizations whose mission, mandate, constitution and objectives are consistent with those of ICN and who have nurses as the majority of their members. We value the collaboration with our special affiliates who provide us with expertise in several areas of interest to our work.

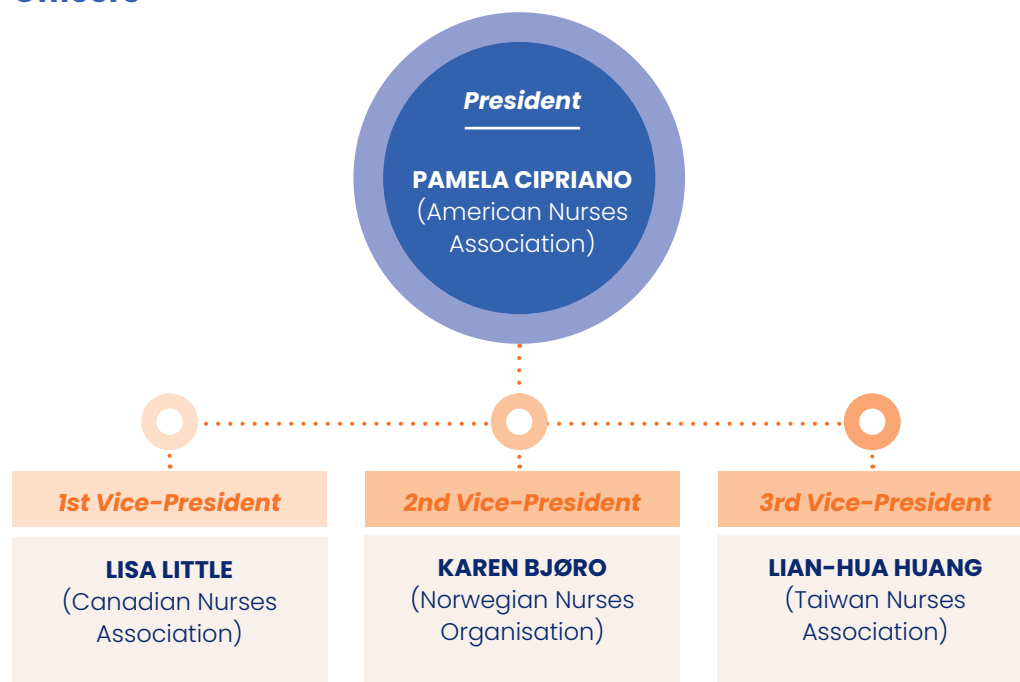
- Council of International Neonatal Nurses
- International Federation of Nurse Anesthetists
- International Federation of Perioperative Nurses
- International Nurses Society on Addictions
- International Society of Nurses in Cancer Care
- NANDA International
- Sigma Theta Tau International
- World Council of Enterostomal Therapists®
- World Federation of Critical Care Nurses

BOARD OF DIRECTORS

We are governed by a Board of Directors elected on the basis of ICN voting areas. The Board serves as the agent of the Council of National Nursing Association Representatives (CNR) and carries out policy consistent with the framework established by the CNR.



Officers



Members

- **Fatima Al Rifai**
(Emirates Nursing Association)
- **Nora Eloisa Barahona De Peñate**
(National Nurses Association of El Salvador)
- **Nanthaphan Chinlumprasert**
(Nurses Association of Thailand)
- **José Luis Cobos Serrano**
(General Council of Nursing of Spain)
- **Andre Gitembagara**
(Rwanda Nurses and Midwives Union)
- **Yves Mengal**
(National Federation of Nurses of Belgium)
- **Megumi Teshima**
(Japanese Nursing Association)
- **Alisi Talatoka Vudiniabola**
(Fiji Nursing Association)



COUNCIL OF NATIONAL NURSING ASSOCIATION REPRESENTATIVES

The Council of National Nursing Association Representatives (CNR) is ICN's governing body. Members of the CNR are representatives of each ICN National Nursing Association member.



THE SECRETARIAT

ICN headquarters in Geneva are home to a small but dedicated staff, under the leadership of our Chief Executive officer, Howard Catton. In addition, we have several consultants working outside our Geneva Secretariat.



Howard Catton
Chief Executive
officer

2

CHAPTER

ADVOCATING FOR HEALTH IN ALL POLICIES

UNITED NATIONS

ICN is regarded as an expert in a range of issues related to the concerns of the UN: economics, policy development, workforce, gender equality, education, climate change/planetary health, advocacy, women's empowerment, peace building, resource disparities and all of the Sustainable Development Goals (SDGs), in addition to health and its social determinants. As the largest health profession in the health workforce, nurses are intrinsically linked to the ability of countries to achieve the goals under all 17 of the SDGs. ICN representatives are active members of civil society and contribute in many ways to the Economic and Social Council (ECOSOC) and Non-Governmental Organization (NGO) community.

United Nations Civil Society Conference

The UN Civil Society Conference was held in Nairobi, Kenya in May 2024. ICN had the opportunity to engage with various civil society and UN members to discuss key global issues. ICN representative Dr Holly Shaw attended the conference, along with members of the National Nurses Association of Kenya, including President Collins Ajwang and Secretary Stephen Nganga. Dr Connie Sensor, a member of the American Nurses Association, was on the planning committee for the conference. Nurses advocated for health and nursing at the UN, emphasizing the importance of including nursing expertise in policy discussions, especially in the context up the Summit of the Future.

United Nations General Assembly

ICN brought a strong nursing presence to the 79th session of UN General Assembly (UNGA) in New York in September 2024. The ICN President led the ICN delegation, which included Dr Gill Adynski, ICN Nursing and Health Policy Analyst, and Dr Holly Shaw, ICN Representative at the UN Economic and Social Council.



ICN was also represented at sessions on global health equity and health workers hosted by the Partnership for Maternal Newborn and Child Health and Seed Global Health, as well as at the Foreign Policy Global Health Forum and an event on taking the Lusaka Agenda forward for universal health coverage (UHC).

United Nations Summit of the Future

In March 2024, ICN nursing staff met with Mr Guy Ryder, Under-Secretary-General for Policy in the Executive Office of the UN Secretary-General as part of a Geneva civil society invitation-only briefing on the recent developments concerning the Summit of the Future and the ongoing negotiations on the Zero Draft of the Pact for the Future.

ICN collaborated with other organizations including our partners at the World Health Professions Alliance (WHPA) (see page 17) and the G4 Alliance to ensure the Summit called attention to the central role and intersections of health that are fundamental to any discussions about the future and humanity's welfare.

The Summit of the Future was held in September 2024. Dr Cipriano represented ICN and attended high-level Summit sessions on topics including transforming global governance, digital inclusivity, and turbocharging the SDGs. The *Pact for the Future*, the Summit's main outcome document, was adopted by the UNGA, alongside the Global Digital Compact and the Declaration on Future Generations.

The WHPA released a statement noting that while the Pact recognizes the fundamental role of health in addressing poverty, inequality and environmental changes, it should be more prominent. WHPA's statement called on world leaders to urgently increase investment in the health workforce to fulfil the commitments outlined in the Pact for the Future.

WORLD HEALTH ORGANIZATION

As one of the first seven non-governmental organizations to be accepted into official relations with the World Health Organization in 1948, ICN has worked collaboratively on many projects of mutual interest over the years. As a non-State actor, every year ICN actively participates in the WHO Executive Board meetings and the World Health Assembly to represent the voice of nurses and nursing to advance global health and promote public health.

WHO Executive Board

The ICN CEO and staff took part in the 154th session of the WHO's Executive Board in January 2024. ICN's [interventions](#) ensured the nursing voice was heard in the discussions on universal health coverage (UHC), non-communicable diseases (NCDs), WHO's work in health emergencies, the Global Health and Peace Initiative and WHO's engagement with non-State actors.

World Health Assembly

The 77th World Health Assembly (WHA) was held in Geneva in May 2024. As usual, ICN had an in-person and a virtual delegation. ICN delegates attended many side events, strengthening our partnerships and collaboration with a number of important groups such as the International Alliance of Patients' Organizations, the WHPA, THET Partnerships for Global Health, United for Self-Care, UHC2030, BBC Storyworks, the International Federation of Pharmaceutical Manufacturers and Associations, the Community Health Impact Coalition, Johnson & Johnson, the Partnership for Maternal, Newborn and Child Health, and many others.

The President and CEO also met with the Singaporean Chief Nursing Officer Paulin Koh; the Indonesian Minister of Health, Budi G Sadikin; the Taiwanese Minister of Health, Dr Tai-Yuan Chiu; the Chief Nurse of Tonga, Mele inu Filise; Dr Amelia Tuipulotu, WHO Chief Nurse; Dr Leigh Chapman, CNO for Canada; and Madeleine Ballard, CEO and Co-Founder of the Community Health Impact Coalition, amongst others.

We held our annual ICN WHA Nurses Luncheon on 29 May, which brought together 60 nurse delegates and other stakeholders attending the WHA with the aim of highlighting the issues of importance to nurses and networking. We also took part in WHO's *Walk the Talk: Health for All Challenge* which celebrates our shared commitment to physical and mental health.

ICN delivered [statements](#) on: UHC; Maternal Health and Child Mortality; Pandemic Prevention, Preparedness and Response; the WHO Global Health and Peace Initiative; Climate Change and Health; and Economics and Health for All. We also published a [full report](#) on our WHA activities in September.



IMPACT

Our virtual delegation enabled 140 delegates from 45 countries to take part in the WHA.

WHA nurse delegates brought ICN key messages back to their countries' delegation.



WHO Regional Committee meetings

At the 74th Session of the WHO Regional Committee for Africa in Brazzaville in August 2024, ICN delivered interventions on the Framework for the implementation of the Global Diabetes Compact in the WHO African Region; and the Framework for integrating country and regional health data in the African Region: Regional Data Hub 2024–2030.

During the 76th Session of the Regional Committee of WHO Pan American Health Organization in Washington, D.C. in October 2024, we delivered statements on Climate Change and Health, and Information Systems for Health. The ICN President also visited the PAHO headquarters in Washington, D.C., in March 2024 to meet with Assistant Director, Dr Rhonda Sealey-Thomas, Director of Health Systems and Services; James Fitzgerald; and Advisor Nursing and Allied Health Personnel Development, Dr Silvia Cassiani. She shared ICN's history, mission and current initiatives. They discussed a number of areas of mutual interest affecting human resources for health such as nurse migration, workforce conditions and environment, professional development, scaling up and strengthening nursing education, as well as preparing more nurses for primary care to meet UHC goals. Other topics included the key roles of nurses in managing NCDs, reducing maternal mortality, and advancing interprofessional teams and advanced practice roles. Dr Cassiani, who retired in May 2024, stressed the importance of having nurse leaders in all WHO regions and expressed a strong desire for another nurse to be appointed to that role.



IMPACT

ICN and our members delivered 14 statements at WHO Regional Committee meetings.

The Qatari Nursing Association (QNA) attended the 71st session of the WHO Regional Committee for the Eastern Mediterranean in Doha in October 2024. ICN and QNA submitted two interventions on emergencies in the Eastern Mediterranean Region, and regional action plan for mental health and psychosocial support in emergencies, including substance use (2024–2030).

The Danish Nurses' Organization attended the 74th session of the WHO Regional Committee for Europe in Copenhagen in October 2024. ICN submitted four statements on the Framework for resilient and sustainable health systems in the WHO

European Region 2025–2030; Health emergency preparedness, response and resilience in the WHO European Region 2024–2029: a new regional strategy and action plan (Preparedness 2.0); Emergency Medical Teams Regional Action Plan 2024–2030; and Harnessing innovation for public health in the WHO European Region 2025–2030 – Preparing for a new strategy.

WORK WITH OTHER INTERNATIONAL ORGANIZATIONS

ICN has active, ongoing collaborations with many other global national, regional and international nursing and non-nursing organizations.

World Economic Forum

The ICN CEO is member of the group of experts on the World Economic Forum's (WEF) Global Future Council (GFC) on the Future of the Care Economy, which produced a report in April 2024 entitled *The Future of the Care Economy*. The report is based on the Council members' discussions between April and December 2023 about the possibilities, opportunities and strategies that could lead to the better functioning of the care economy globally.

Howard Catton also took part in the 2024 Annual Meeting of the GFCs organized by WEF in Dubai in October 2024. This second in-person meeting of the 2023–2024 council term allowed members to amplify the impact of their work on topics such as artificial intelligence, geopolitics, green energy transition, jobs and growth, and clean air.



The road to economic recovery is founded on good health care, and that cannot exist unless our nurses are supported and funded to reflect their true value to all of society: they are the bedrock on which healthy societies can be built.

HOWARD CATTON,
ICN CEO

World Health Professions Alliance

The WHPA brings together the global organizations representing the world's dentists, nurses, pharmacists, physiotherapists and physicians and speaks for more than 41 million health care professionals in more than 130 countries. The WHPA works to improve global health and the quality of patient care and facilitates collaboration among the health professions and major stakeholders.

On the eve of the 77th World Health Assembly, WHPA launched its new strategy, calling for the health professions and key stakeholders to work together towards sustainable health workforces and strengthened health systems. The new strategy document will invigorate the WHPA's role as the only alliance bringing the expertise and concerns of the key health professions to the international stage. The strategy was launched at a reception celebrating the Alliance's 25th anniversary. Among the honoured guests were senior figures from UN agencies, major health and humanitarian NGOs, and other significant stakeholders.

European Federation of Nurses Associations

The ICN CEO took part in the European Federation of Nurses Associations (EFN) 118th General Assembly held in Brussels in April 2024. He updated our European colleagues on ICN activities, and discussed ongoing developments and necessary advocacy actions, in particular on issues such as retention and migration.



IMPACT

Working in partnership with the other health professions allows us to make a greater impact at WHO and UN meetings.

GLOBAL HEALTH CHALLENGES

Through its projects and activities, ICN provides expertise in high-level global policy to amplify the voice of nurses and nursing and contribute to setting agendas in different global health issues.

Climate crisis



Our CEO spoke with Pia Hollenstein, a retired nurse and member of the KlimaSeniorinnen, a Swiss group of around 3,000 women aged 64 years or older who has taken the government of Switzerland to the European Court of Human Rights (ECHR) for violating their human rights by failing to set sufficient climate targets. In April, the senior women won a historic victory when the ECHR ruled that inaction on climate change violates fundamental human rights. However, Switzerland's parliament voted to reject the ECHR's ruling.

The CEO represented WHPA at a WHO event on the contributions of health professions to the climate change and health agenda in June 2024. He delivered an intervention on WHPA's programme of work and interest in climate change and health agenda, highlighting the crucial role of health professionals in global awareness and advocacy.

The ICN CEO also attended the launch event of *The Future of Hospitals and Health Systems for People, Places, and Planet* initiative, organized by the International Hospital Federation in June 2024. The initiative aims at supporting a transformational agenda for hospitals and health systems in low resources settings, to address the sustainability challenges of today and tomorrow.

ICN advocated for nursing at several NYC Climate Week events in September 2024. Dr Cipriano spoke at the first-of-its-kind *Health Systems Implementing Climate Action* event organized by the Yale Center on Climate Change and Health and the New York Academy of Medicine. Her contribution highlighted policy for health system readiness and resilience, and the importance of climate action within roadmaps for well-being and meaning in work.



Nurses, on the front lines of health care, have a ringside seat to the climate crisis that is worsening in plain sight. Nurses treat the direct and indirect effects of climate change each and every day. They experience first-hand how natural disasters, rising air pollution, increased heat, and climate-sensitive infectious diseases cause illness, injuries and respiratory issues, exacerbate pre-existing conditions, endanger mental health, and strain already overburdened health systems. Climate change does not impact everyone equally, and nurses see how women, children, the elderly, and vulnerable or marginalized groups are paying the highest price.

Dr Gill Adynski, ICN Nursing and Health Policy Analyst, delivered the opening remarks at the Alliance of Nurses for Healthy Environments *Climate Action for Health: Solutions from the Health Sector* event, emphasizing the crucial role of nurses in climate action. The ICN delegation also attended health and climate sessions hosted by organizations including WHO, Health Care Without Harm, and the World Bank's Climate Investment Funds.

DR PAMELA CIPRIANO,
ICN President

The UN Climate Conference (COP29) was held in November 2024 in Baku, Azerbaijan. ICN's Nursing and Health Policy Analyst, Dr Gill Adynski, monitored sessions remotely and ICN amplified the nursing voice at COP29 by highlighting the contributions of nurse leaders in attendance. ICN released a new position statement on climate change, which describes climate change as “the single greatest health threat facing humanity with profound implications for human health and well-being” and calls on nurses, nursing associations and governments to take immediate action to promote sustainability and transition away from fossil fuels. ICN also endorsed a joint call from the international health and climate community for parties at COP29 to commit to ambitious climate action.

Following the conference, ICN expressed profound disappointment with the outcomes of COP29, particularly the insufficient New Collective Quantified Goal (NCQG) on climate finance that was passed despite significant objections from developing countries. ICN's President called on the world's leaders to step up with the climate funding needed to protect global health and build equitable, sustainable, and climate-resilient societies.



IMPACT

The ICN President was appointed co-chair of UHC2030.

Universal Health Coverage

The ICN President serves as co-chair of the Universal Health Coverage 2030 Steering Committee (UHC2030) which serves as a global platform where multiple stakeholders connect to influence national and international commitments toward universal health coverage.

At the UNGA in September 2024, the ICN President facilitated the Friends of UHC Ministerial Annual Meeting which focused on targeted policies and restructuring of global international financing.

On 3 October, UHC2030 and the Coalition of Partnerships for UHC and Global Health

launched the 2024 UHC Day campaign. Dr Cipriano opened a webinar focused on the UHC Day 2024 theme, *Health: It's on the government*, with a focus on how reducing financial barriers to health services helps protect people from impoverishing health costs and also generates substantial economic and social benefits.

To mark UHC Day, 12 December, ICN issued an urgent call for bold, sustained investment in nursing, primary health care, and financial protection as the path to UHC. The ICN President chaired UHC2030 flagship Town Hall event, which brought together youth advocates, parliamentarians and health leaders to discuss UHC progress and challenges. She emphasized the urgent need to invest in accessible care for both current and future generations, and stressed the importance of translating political commitments into tangible actions that make care accessible to everyone, everywhere.

Dr Cipriano also delivered remarks at a UHC Day webinar launching the UHC Compass, a tool designed to support patient organizations, hosted by the International Alliance of Patients' Organizations, highlighting “the importance of the lived experience of patients and civil society, including marginalized groups”.

ICN co-signed two UHC Day statements with the WHPA urging leaders to invest in health professionals and in primary health care to achieve UHC and to avoid over-reliance on unregulated health workers.



Mental health



In March 2024, we launched our new *ICN Guidelines on Mental Health Nursing* and held a webinar on *Transforming the Future of Mental Health Care* which provided an overview of the Guidelines and an opportunity for participants to engage with a panel of world-renowned experts discussing innovative solutions and strategies for advancing mental health care. The Guidelines, which have been downloaded over 3,000 times, promote good practices, create minimum standards for nursing and advocate for the investment needed to develop the mental health nursing workforce needed to deliver robust and resilient mental health care systems.

Also in March 2024, Espen Gade Rolland, head of the Norwegian Nurses Organisation's (NNO) professional group for mental health and addiction, represented ICN and NNO at a two-day technical workshop entitled, *Pre-Service Education in Mental, Brain and Behavioural Health: Scaling up implementation and dissemination workshop*, organized by the WHO department of mental health and substance use in Shanghai, China.

Howard Catton was invited by the WHO Regional Office for Europe to participate in the thematic meeting of the pan-European Mental Health Coalition, *Helping the helpers – Current challenges and solutions to mental health of the health and care workforce*, in Helsinki, in August. He spoke at the plenary session on *Data and monitoring of mental health of the health and care workforce*.

Mr Rolland and Hoi Shan Fokeladeh, ICN senior policy advisor, also represented ICN at the WHO Mental Health Forum in October 2024. They advocated for ICN's report on the *global mental health nursing workforce* and took the opportunity to galvanize new ideas and forge stronger partnerships on this crucial topic.

On World Mental Health Day, 10 October, ICN joined United for Global Mental Health, Africa CDC, and the International Federation of Medical Students' Associations to call for more global attention on the mental health needs of health workers worldwide. The new campaign seeks to amplify the voices of frontline health professionals and future health professionals to raise awareness about the factors that make health workers particularly vulnerable to mental ill-health.



IMPACT

Over 3,000 downloads
of our **Guidelines**
on mental health
nursing



The key to transforming mental health care lies in strengthening the mental health nursing workforce.

ICN Mental Health Nursing Guidelines

Nurses are essential to the effective realization of PHC. They make up the largest segment of the healthcare workforce and are responsible for delivering services across all settings. Nurses provide critical links between individuals, families, communities, the healthcare system, and beyond.

ICN position statement on PHC

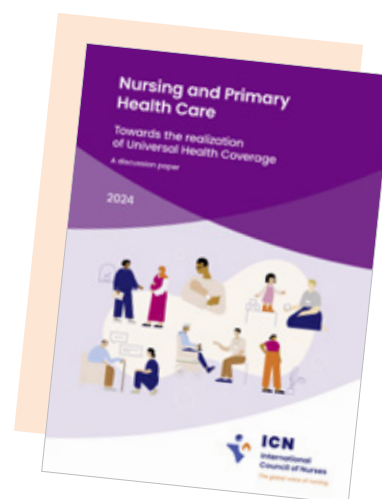
Primary Health Care

In September, ICN released a discussion paper, entitled *Nursing and Primary Health Care – Towards the realization of Universal Health Coverage*, which sets out a transformative agenda to revolutionize Primary Health Care (PHC), which ICN believes is essential if the goal of UHC is ever to become a reality. The report has been downloaded over 1,000 times.

We also launched our new position statement which views PHC as the future of health care and outlines nurses' roles in making our vision a reality.

ICN is collaborating with the World Rehabilitation Alliance (WRA) to enhance global health by advocating for and supporting the integration of rehabilitation into primary care. This collaboration supports the WRA's Rehabilitation 2030 initiative, which advocates for universal access to rehabilitation services to enhance the well-being and function of people worldwide, especially as ageing populations and chronic diseases increase the demand for such care. Primary care providers, especially nurses, are in a unique position to assess patients' rehabilitation needs early on, offering a more seamless continuum of care.

In December 2024, we held a webinar on Primary and Preventative Health Care, which focused on how student and early career nurses can get involved in policymaking from the very start of their careers. Attended by over 420 participants from more than 70 countries, the webinar session covered various topics including the evolution and significance of primary health care in the global health agenda, the key messages from ICN's latest PHC report, the emergence and role of Advanced Practice Nurses, patient safety and rehabilitation in primary care.





Patient safety

In April 2024, the ICN CEO presented evidence to the 6th Global Ministerial Summit on Patient Safety in Chile on why investing in nurses is essential to ensuring safety for patients and improving the quality of care.

On World Patient Safety Day, 17 September, ICN underscored the vital role that nurses play within the multidisciplinary team in the process of diagnosing a health problem. This year's theme, *Improving Diagnosis for Patient Safety* – along with the slogan *Get it right, make it safe!* highlighted the critical importance of correct and timely diagnosis in ensuring patient safety and improving health outcomes. Howard Catton joined the panel discussion for the international webinar *Diagnostic Safety: The Multidisciplinary Approach* to Commemorate World Patient Safety Day 2024, which was organized by Joint Commission International.

In October, the World Patients Alliance hosted a webinar on *Heart of Healthcare: Celebrating Our Nurses* which highlighted the unprecedented challenges faced by nurses, including burnout, inadequate support and a significant shortage of personnel, which all impact nurses and the overall quality of patient care. Howard Catton spoke on the global nursing shortage and retention strategies.

Hoi Shan Fokeladeh represented ICN at the first convening of the Acute Care Action Network at WHO headquarters, along with nursing colleagues around the world to advocate for nurses' crucial role in emergency and acute care. The working group aimed to identify mechanisms for coordinated action to bring proven interventions to scale, to strengthen collaboration among stakeholders, to identify opportunities for innovation in acute care delivery and to enhance resource mobilization.

Pandemic preparedness and response

Ensuring the world is prepared for the next pandemic is critical to global health care and nursing, and ICN is actively involved in ensuring that health systems are strengthened, the global shortage of health workers is addressed, and the nursing workforce is protected.

In March 2024, the ICN CEO addressed the WHO's International Negotiating Body (INB) which is finalizing the new Pandemic Accord. He told the INB that the current draft of the Accord did not fully reflect the severity and impact of the pandemic on nurses and

other health care workers, nor how urgent it is to address the critical global shortage of health care workers and the closely related issue of nurse migration (see page 27).

This was followed up in April, with a joint statement by ICN and Public Services International expressing our alarm that the INB's draft treaty on pandemic prevention, preparedness and response lacks commitment to protect health workers. The statement said that the treaty should also include the suspension of intellectual property rights on pandemic products such as vaccines during a pandemic, and that equity within and between countries should be explicitly included.

The CEO attended a civil society dialogue on the WHO Pandemic Accord expressing support for the Accord but stressing once again that ICN would like to see Article 7 on workforce strengthened. Additionally, he called for more commitments on the collection and analysis of data on health worker infections and deaths.

During the UNGA in September 2024 (see page 13), the ICN delegation attended a Pandemic Action Network session on the role of the health workforce in addressing pandemics, conflicts, and climate change as interconnected global health crises.

Also in September, the ICN President spoke at the 16th ECSACONM Biennial Scientific Conference in Lesotho on the role of evidence-based practice and innovations in nursing and midwifery in combatting emerging and re-emerging pandemics.



It is never acceptable for humanitarian and health workers to be considered 'collateral damage'...and that is why ICN is urging the International Negotiating Body that is devising the new Pandemic Treaty to include the protection of nurses and other health workers. Nurses need to be as influential as they are trusted, their voice must be heard.

HOWARD CATTON,
ICN CEO

Antimicrobial resistance



**EDUCATE.
ADVOCATE.
ACT NOW.**

AMR is a critical global health challenge that jeopardizes the effectiveness of the medicines we depend on to treat infections. The overuse and misuse of antibiotics are enabling bacteria to develop resistance, leading to infections that are increasingly difficult—and sometimes impossible—to treat.

In May 2024, the ICN President gave a powerful address at the UN Multi-stakeholder Hearing on antimicrobial resistance (AMR) urging global leaders to make UHC a central pillar in the response to the growing threat of antimicrobial resistance. Dr Cipriano described how AMR exacerbates existing health and societal inequities, impedes health care delivery and access, and compromises the achievement of the Sustainable Development Goals (SDGs).

Howard Catton attended the H20 Summit supporting the call to focus on SDGs and AMR, address climate impact and to systematically improve ethnicity and gender data collection to improve understanding of needs and experiences. The H20 Summit is an independent annual platform in support of the G20 Presidency agendas.

During the September UNGA (see page 13), ICN's President participated in the high-level meeting on AMR, during which the UNGA approved a political declaration with a set of targets and actions to reduce the unnecessary deaths associated with AMR annually by 10% by 2030.

We contributed to an online seminar during World Antimicrobial Resistance Awareness week in November 2024, highlighting AMR as a major threat to global health security that could derail efforts to achieve the SDGs.



Digital technology

Digital technology supports the rapid and positive transformation of health care systems and facilitates the delivery of nursing care and how people engage with their health and wellness. Empowering nurses through innovations in digital health care will advance gender equity and improve patient care.

In January 2024, the President took part in the Institute for Healthcare Improvement-Lucian Leape Institute Patient Safety and Artificial Intelligence Convening, the goal of which was to explore the patient safety opportunities and risks associated with the implementation of Generative AI through the lens of safety. Experts in AI, patient safety, ethics, clinical care, and health system and academic leadership explored clinical use cases for GenAI, and identified a broad range of actions that can be improved including operational efficiencies, clinician workflow, clinical decision support, patient and family engagement, communications, and education.

The 2024 HIMSS European Health Conference and Exhibition, held in Rome in May 2024, highlighted the critical role of nurses in the digital health transformation, with a special focus on their inclusion in all stages of digital innovation. The ICN President delivered a powerful keynote address, emphasizing the need to empower nurses with digital tools to reduce their workload, enhance workflows, and drive innovation.



Nurses have the knowledge to address digital challenges and use digital tools to enable safe, effective care. Enabling nurses to be leaders, to get their voice heard, to innovate, to take on roles as data experts means investing in nurses' working conditions and education and giving nurses a key seat at the table.

DR PAMELA CIPRIANO,
ICN President

The President also gave the opening keynote address at the Nursing Informatics (NI2024) conference in Manchester, UK in July 2024 on the topics of *The Importance of Digital Nursing to Global Health*. She highlighted the ICN position statement, *Digital health transformation and nursing practice*.

During the UNGA in September 2024 (see page 13), the ICN President spoke at the 4th Digital Health Symposium, including on a leadership panel on the global health landscape where she emphasized the many ways nurses accelerate primary care interventions that promote accessible health services.

ICN staff spoke at the AI summit in Healthcare from Intelligent Health at Inspired Minds in September on the topic *Balancing innovation with cost and access: Why ensuring a people-first approach when identifying what problem we aim to solve helps to identify the appropriate technological solution*, highlighting the importance of using the International Classification for Nursing Practice (ICNP®) as a common language with all other professionals working on the project.

Dr Cipriano delivered the James Read Memorial Lecture at the SNOMED CT Expo in Seoul, South Korea, in October. She gave insights and perspectives on the value of nursing data and ICNP's standardized nursing terminology within SNOMED CT to improve health system efficiency, patient safety and outcomes, and population health.

Gender equity

Nurses have an important role in ensuring that health care is delivered equitably for men, women and gender diverse people around the world.

In 2024, ICN published two new position statements on gender equity: *Gender Equity in Health and Health Care*, which describes the pervasiveness of gender inequity and the harm to health and social injustice it creates; and *Gender Equity in the Nursing and Health Workforce*, which states that gender inequity is one of the root causes of the failure of societies to properly value, protect, respect and invest in nurses.

ICN celebrated International Women's Day on 8 March with the theme *Invest in Women: Accelerate Progress*. ICN called on governments to recognize the benefits of investing in nurses for the healthcare and well-being of the global population.

ICN supported and contributed to the 18th edition of the World Economic Forum's Global Gender Gap report which shows that parity between men and women in terms of economic participation, education, health and political empowerment will take 134 years to achieve at the current rate of progress. ICN commented that progress to gender parity is unacceptably slow and damaging to our health care systems and wider economies.

Following the horrific rape and murder of a female trainee doctor in a hospital in India, ICN released a statement expressing considerable concern about the increasing levels of gender-based violence against health care workers globally and calling for legislation to protect health care workers in the workplace and an end to all gender-based violence.



...the truth is that inequality generally is increasing around the world in terms of health, economics, poverty and opportunities, and gender inequality is often at the heart of these growing inequities.

DR PAMELA CIPRIANO,
ICN President



IMPACT

**430+ girls supported
by GCEF since its inception
300+ girls have successfully
completed their
education.**

In December, ICN expressed grave concern at reports that women have been banned from nursing and midwifery studies in Afghanistan, effectively ending Afghan women's only access to further education and jeopardising women and children's access to health care. ICN called for the Afghan government to reverse the decision and for the rights of women and girls to be respected everywhere.

ICN's **Girl Child Education Fund (GCEF)** supports the education of the orphaned daughters of nurses in Eswatini, Kenya, Uganda and Zambia. Its mission is to support the primary and secondary education of these girls by providing school

fees, uniforms, books, and other essentials. Operating in partnership with member NNAs) to ensure funds are directed transparently and effectively to education costs, the programme supported 78 girls in 2024. Each beneficiary is supported by a national coordinator and nurse volunteers who monitor her academic progress and well-being, fostering a supportive and nurturing environment.

Infectious diseases

Following WHO's declaration of mpox as a Public Health Emergency of International Concern (PHEIC), ICN disseminated a press release echoing WHO's call for international cooperation and coordination of efforts to control the spread of mpox and urging governments to scale up their efforts to counter this PHEIC so that shortages of vaccines and PPE do not occur.

ICN's CEO attended the Global Health Partners meeting for the WHO Global Action Plan and Monitoring Framework on Infection Prevention and Control, which took place online on 27 June. This was an opportunity for ICN to draw attention to the next State of the World's Nursing report and Global Strategic Directions for Nursing and Midwifery as places in which we can draw links to the lack of education, shortages, career pathways, and IPC and patient safety more generally.

Non-communicable diseases

ICN took part in the first meeting of the WHO Diabetes subgroup April 2024. The meeting sought to review the results of the prioritization process for new WHO recommendations on management of diabetes in pregnancy; review updated evidence landscape for priority questions; and discuss and refine PICO (population, intervention, comparator, outcome) elements for prioritized questions, in advance of commencing evidence synthesis. This initial meeting was the beginning of a 12-month process to eventually write new WHO guidelines for screening and management of women with gestational diabetes mellitus. The work for this subgroup will be ongoing over the next few months under the WHO Department of Sexual Reproductive Health and Research and Maternal and Perinatal Health.

3

CHAPTER

ADVANCING THE NURSING PROFESSION

STATE OF THE WORLD'S NURSING

The State of the World's Nursing 2020 report provided the latest, most up-to-date evidence on and policy options for the global nursing workforce. It also presented a compelling case for investment in nursing education, jobs, and leadership.

Following WHO Director General Dr Tedros Adhanom Ghebreyesus' announcement at our 2023 Congress in Montreal to develop a second State of the World's Nursing (SOWN) report, ICN has been actively working with WHO to produce this updated report. Howard Catton is co-chair of the Steering Committee.



IMPACT

The ICN CEO is co-chair of the SOWN steering committee.

MIGRATION AND INTERNATIONAL RECRUITMENT

With global nurse migration reaching crisis levels, including a significant increase in nurse migration from low and middle-income countries to high-income nations, ICN is deeply concerned about the need to invest in nursing, to collect data on the global nursing shortage and to strengthen the WHO Global Code of Practice on the International Recruitment of Health Personnel.

The ICN CEO participated as a panellist in the WHO/National Health Service England (NHSE) webinar on the Working for Health 2030 Programme, entitled *International Migration of Healthcare Workers: A Feature of Global Health and Care*, in February 2024. Dr Tedros made an address during the event, calling for health care leaders and partners to act on ethical international Health Workforce recruitment and migration.

The ICN President wrote to the leaders of the G20, calling for immediate action including "bold, collaborative resolutions to curb the depletion of nursing workforces in vulnerable nations". The President urged the G20 leaders to make nurse migration a priority agenda





IMPACT

G20 Health Ministers' Declaration reflected ICN's calls to address the international health worker migration crisis and included a section on the health workforce and the need to invest in, protect, and support health personnel.

item at the G20 Summit in Brazil in November and called on them to commit to “meaningful solutions for the ethical recruitment and retention of global nursing workforces”.

In her letter, Dr Cipriano commended the G20 Brazil-led Health Working Group for their stated commitment to health equity and resilience and for the meetings they have held to date on social determinants of public health, pandemic preparedness, and safeguarding our global health workforce. She stressed that current patterns of nurse migration undercut progress on all these fronts — and asserted that the G20 summit is a vital opportunity to chart a path forward, saying that “what matters now is committing to a clear and decisive course of action”.

ICN welcomed the Rio de Janeiro Declaration of G20 Health Ministers, released in October, which recognized the need to “better manage migration of the health workforce supporting and safeguarding the *countries with the most pressing health workforce needs*.”

Just prior to Dr Cipriano's letter, the ICN CEO published an op-ed in *Health Policy Watch* outlining the alarming scope and drivers of the current nurse migration crisis. The article combined data on global nurse mobility and recruitment with insights from conversations with the world's nurse leaders and policymakers at this year's World Health Assembly.

In an interview on the BBC World Service Focus on Africa podcast in April 2024, the CEO spoke about the concerns among African nursing associations about the negative effects of international nurse recruitment to wealthier nations elsewhere in the world. He drew attention to the pressing need to address the issue of mutuality in terms of adequate and just compensation between recruiting countries and source countries:



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The health systems in the countries from which nurses are recruited must be fairly compensated, and that compensation must take into account the investment they have made in both educating new nurses and developing specialist and advanced nurses as these nurses are also a target group for international recruiters.

HOWARD CATTON,
ICN CEO

ICN submitted a comprehensive evidence-based report highlighting gravely concerning nurse recruitment trends, as part of the latest reporting round on implementation of the WHO Global Code of Practice on the International Recruitment of Health Personnel. *Health Policy Watch* published [an article](#) based on ICN's WHO Global Code report.

In June 2024, WHO convened the Expert Advisory Group on the WHO Global Code of Practice on the International Recruitment of Health Personnel. ICN provided details of our most recent policy positions on the issue which was incorporated as part of the WHPA contributions to the expert group.

Dr Cipriano spoke at a virtual workshop in November 2024 organized by Colombia Global Centers on the Nursing Workforce in Armenia and Greece as Advocates for Care for Displaced Populations. Armenia and Greece are among the countries that have experienced an unprecedented influx of refugees over the past several years which has significantly strained the health care systems. The workshop enabled the sharing of cross-country perspectives on the challenges of the nursing workforce and identified ways to improve the nursing profession's ability to care for the displaced populations in Armenia and Greece.

In December 2024, ICN called for the WHO code of practice on the international recruitment of nurses to be significantly strengthened to ensure a fair deal that includes proper compensation for source countries with far fewer nurses and weaker health care systems, and whose nursing workforces are increasingly being targeted by wealthier nations.

ICN's CEO was prominently featured in a December [article](#) by leading Spanish newspaper *El País* highlighting the devastating impact of inequitable nurse migration in widening the global gap between rich and poor countries.



IMPACT

The interview with Howard Catton in *El País* drew attention to some high-income countries' aggressive recruitment of nurses from low-income states and the threat to global health equity.

INTERNATIONAL LABOUR ORGANIZATION

The International Labour Organization (ILO) is the UN agency that brings together governments, employers and workers to set labour standards, develop policies and devise programmes promoting decent work for all. As the representative of the world's largest health workforce, ICN work closely with the ILO to ensure the nursing voice is part of policy and decision making and implementation.



The ICN CEO met with Maren Hopfe, Technical Officer Health Sector at the International Labour Organization in May 2024 to discuss continued collaboration across a wide range of nursing workforce issues, including improvements needed in working conditions and the importance of the ILO Nursing Personnel Convention.

SAFE STAFFING

It has been demonstrated that nursing care is essential to providing health care in a wide range of settings. And evidence shows there is a direct relationship between safe staffing levels and patient outcomes. Safe staffing is a critical element for nurses because it impacts their ability to carry out appropriate care and prevent adverse events such as falls, drug errors and inappropriate surgeries which can increase the morbidity and mortality of patients.

ICN CEO Howard Catton delivered a keynote address on safe staffing during the Nordic Nurses' Federation Conference in Reykjavik on 12-13 September. Mr Catton and Guðbjörg Pálsdóttir, President of the Icelandic Nurses' Association, met with Iceland Health Minister Willum Thor Thorsson before the Conference and had very productive discussions on the importance of safe staffing levels, advanced nursing practice, PHC and strengthening nursing leadership. The event included all our Nordic associations whose Presidents were in attendance.

ICN WORKFORCE FORUMS

Held annually and hosted by member NNAs, ICN's workforce forums aim to stimulate thinking, enhance learning and, ultimately, develop proactive strategies. The Forums also assist to maintain the relevance of ICN programmes and support international work.

International Workforce Forum

The 25th International Workforce Forum, co-hosted by ICN and the Joint Virtual Swedish Nurse Organisation was held in Stockholm in February 2024, bringing together leaders from 12 NNAs in Europe, North America and Australia. Topics including recruitment and retention, safe staffing levels, and strikes and disputes were discussed during the two days. A special session on the next *State of the World's Nursing Report 2025* was also on the agenda, with the presence of representatives from WHO, who shared an update on the production of the report and on the data collection process. The ICN President and CEO participated in the Forum on behalf of ICN and met with Sweden's Minister for Health Care, Acko Ankarberg Johansson, who attended the Forum.



Asia Workforce Forum

The 22nd Asia Workforce Forum, co-hosted by ICN and the Malaysian Nurses Association in Kuala Lumpur, brought together nursing leaders representing 11 NNAs and almost 11 million nurses. During the two-day meeting, the NNAs engaged in critical discussions about the future of nursing in the region. The Forum concluded with the release of a communiqué outlining the challenges facing the region's health care systems and mapping the actions needed to strengthen nursing workforce capacity across Asia.



STUDENT AND EARLY CAREER NURSES



The future of health lies in primary health care, and the future of primary care lies with our next generation of nurses. ICN is proud to support them in becoming the health care leaders and policy advocates the world so urgently needs.

HOWARD CATTON,
ICN CEO

ICN provides nursing students and those in the early stages of their careers to have a voice and to contribute and influence the future of nursing.

In July 2024, we publicly announced the formation of the ICN Alliance of Student and Early Career Nurses, an innovative new ICN body representing student and early career nurses. In advance of our public announcement, we sent all our NNAs the summary of the consultation and the outline structure agreed by the Board. The aim of the Alliance is to amplify the voices of student and early career nurses and enhance their influence on relevant issues in the work of ICN and its members. NNA input was invaluable in shaping the new Alliance structure.

Senior Nurse Advisor Erica Burton gave opening remarks at the European Early Career Nurses and Nursing Students' Association (ENSA) Annual General Meeting, 17 September, sending greetings on behalf of ICN, updating ENSA members on the current work of ICN including updating on the establishment of the new ICN Alliance for Student and Early Career Nurses and sending encouraging words for their future nursing careers.

STRENGTHENING OUR MEMBERS

Strengthening NNAs across the globe has been one of ICN's objectives since its founding, and today, one of the objectives of ICN as stated in our Constitution is "to promote the development of strong national nurses' associations".

ODENNA



**International
Council of Nurses**

ODENNA

Organizational Development
of National Nurses Associations

**ODENNA Africa is generously
sponsored by:**



J&J

Foundation

In 2023, ICN launched its Organizational Development of National Nurses Associations (ODENNA) initiative, a next-level assessment, leadership and mentorship programme for NNAs wanting to increase their influence, sustainability and advocacy to meet ever-escalating demands.

ICN uses its established tools and programmes to:

- Identify targets for strategic action using the Organizational Assessment Tool and Framework for Growth
- Equip delegates with leadership competencies and organizational development planning using ICN's Leadership for Change™ workshops and other specialty training programmes
- Grow associations through the Nursing Association Mentorship Initiative and the exchange and collaboration of information and experience.

IMPACT

ODENNA How to Fundraise and Pitch course

- **18** Teams earned CHF 3,000 seed funding
- **12** Teams applied to participate in the Pitch Contest
- **8** participated in the Pitch contest
- **4** winners – Somaliland, Tanzania, Rwanda, Ghana



IMPACT

- 14** Change Projects
- 7** Strategic Plans
- 2** Strategic Plan Updates

In 2024, we launched the second and third phases of the ODENNA initiative with 85 nurse leaders from 23 African nations taking part in ICN's Leadership for Change (LFC) workshops (see page 36), through education and hands-on learning by writing and delivering on a variety of projects. Each country was tasked with developing and designing a project to increase their influence, advocacy, and sustainability. Through the Nursing Association

Mentorship Initiative (NAMI), several NNAs entered a period of mentorship, preparing for the practical implementation of their impactful projects.

All the doubts and the fears that I had, and the hesitation are gone, and now I have a stronger drive to apply for further funds for my projects. I feel like I'm unstoppable, and people tend to see now that I'm more confident.

ASMA AHMED,
Somaliland Nursing
and Midwifery Association
– winner of the ODENNA Fundraise
and Pitch course

Global Partners Meeting on Nursing and Midwifery

The Global Partners Meeting on Nursing and Midwifery (GPM) (formerly called the Triad Meeting) was hosted by WHO, ICN and the International Confederation of Midwives, in May 2024 in Geneva. The GPM was attended by 250 delegates in person, with a further 250 joining online. Participants discussed global health challenges; the health workforce; the Global Strategic Directions for Nursing and Midwifery 2021-2025; the State of the World's Nursing 2025; advanced practice nursing; migration; and emergency preparedness and response; amongst other topics.



Objectives of the Global Partners Meeting on nursing and Midwifery

- 1) Enhance nursing and midwifery leadership at national, regional and international levels to in the context of broader health workforce, health systems and global health priorities.
- 2) Take stock of progress and accelerate implementation of the Global Strategic Directions for Nursing and Midwifery 2021-2025
- 3) Strengthen the engagement in and data reporting capacity for the State of the World's Nursing 2025 and future State of the World's Midwifery reports.



IMPACT

ICN and KNA lobbying resulted in the passage of the first Korean Nursing Act.

Korean Nursing Act

In October 2024, ICN welcomed the news that the Republic of Korea's National Assembly had passed a historic Nursing Act that will provide a comprehensive legal framework for the nursing profession in the country, with clearly defined roles, rights, and responsibilities, including provisions for advanced nursing practice through the Clinical Certified Registered Nurse title. ICN has joined the Korean Nursing Association in tirelessly lobbying for this Act and we have proactively supported it through a range of interventions including high level political meetings, and rallies. The ICN President and CEO attended and spoke at the KNA Official Nursing Act Enactment Ceremony in Seoul.

South Sudan Nursing and Midwifery Bill

ICN wrote to the government of South Sudan in October to express our support for the Nursing and Midwifery Bill drafted in 2018 by the South Sudan Nurses and Midwives Association and submitted to the South Sudan Parliament earlier this year. The letter stated ICN's strong support for a legal foundation for the regulation of the nursing and midwifery profession to support both public protection and safety and the development and advancement of the nursing profession.

ICN Education Experts Advisory Committee

The ICN Education Experts Advisory Committee (ICNEE) provides thought leadership and guidance to address global nursing education issues. The US National League for Nursing (NLN) works in partnership with ICN to operationalize the Advisory Committee, by providing operational oversight and leadership for the ICNEE. The ICNEE's focus will include the role of nurse educators worldwide, the quality of nursing education, opportunities and challenges of nursing education and clinical practice, nursing and nursing faculty shortages and current global issues affecting the health of all as they relate to education. ICN and NLN have a longstanding relationship. NLN provides advice to the Board and is a vehicle to support and strengthen our education policy and advocacy.

EXPANDING NURSING LEADERSHIP

One the recommendations of the WHO State of the World's Nursing report is to “strengthen nurse leadership – both current and future leaders – to ensure that nurses have an influential role in health policy formulation and decision-making, and contribute to the effectiveness of health and social care systems.” Over the years ICN has initiated many projects to prepare nurses for leadership. Today, we offer the Global Nursing Leadership Institute and the Leadership for Change programme.

Global Nursing Leadership Institute



**International
Council of Nurses**

GNLI

Global Nursing Leadership
Institute™

GNLI is generously sponsored by:



The Global Nursing Leadership Institute (GNLI)™ is a strategic policy leadership programme that aims to equip nurse leaders with the necessary skills to advocate for policy change and negotiate at high levels with local, regional and global government officials, as well as the WHO.

Our 2024 GNLI programme included 31 senior nurse leaders from 28 countries, making it the most diverse cohort to date. It kicked off in June with Module 1 which included a meeting with the WHO Regional Office's lead for nursing and midwifery to learn about the region's priorities; and development and work on a policy-related regional project that aligns with the WHO regional priorities. Module 2 was an intensive interactive residential retreat in Geneva where scholars engaged in dynamic learning and leadership development, focusing on health policy, the SDGs, and strategies for influencing global health. It included sessions led by GNLI Programme Directors, Dr Diana Mason and Dr Patsy Yates, along with insights from global leaders, including the ICN President and a visit to WHO headquarters, where scholars engaged in impactful conversations with the WHO Director-General, Dr Tedros Adhanom Ghebreyesus and the Chief Nursing Officer, Dr Amelia Tuipulotu. The programme ends with Module 3 when scholars meet with their regions to develop and present regional projects, in collaboration with the WHO Regional Offices.



IMPACT

64% of scholars continue to work on their projects after the GNLI programme is over.

75% are actively engaged with policy stakeholders on a regular basis.



GNLI alumni

In July 2024, the GNLI Annual Meeting honoured more than 200 alumni for their contributions and strategic influence on global health policy. The virtual meeting also set the future direction of the GNLI Alumni which comprises nurse leaders from around the world identifying future priorities, fostering peer support and collaboration, and providing opportunities for alumni to participate in technical and expert working groups, contribute to policy development, and engage in ICN Congress activities.

Howard Catton described GNLI as “a powerhouse for change,” expressing gratitude to the GNLI alumni for their unwavering commitment to ICN’s mission and their tireless advocacy and energy in advancing the nursing profession globally.

Leadership For Change



**International
Council of Nurses**

LFC

Leadership for Change™

Leadership for Change (LFC) aims to prepare nurses with the leadership knowledge and skills that are required to implement organizational change for the purpose of improving nursing practice and achieving better health outcomes.

| IMPACT OF LFC PROGRAMMES | | | |
|--------------------------|--|---|--|
| | No. of participants in 2024 | Change Projects 2024 | Other impacts |
| Bangladesh | 96 participants from local hospitals completed Workshop 2 in May 2024 | Graduates went on to develop 20 projects aimed at increasing workplace safety, improving nurses' work environments, strengthening the safety and quality of health care services and enhancing effective communication within the nursing team and with patients and their families. | 6 posters, developed by the LFC health care worker project teams, were presented to the Bangladeshi Ministry of Health. 21 of the graduates were selected to undergo the LFC Training of Trainers (ToT) programme, helping to secure the future of LFC in Bangladesh. |
| China | 484 nurses in 12 provinces in China took part in workshops in 2024. | 82 Change Projects were undertaken. | |
| India | 40 participants from local hospitals and universities graduated and received their LFC certificates in February 2024. | | The Indian Nursing Council is currently working on a strategic plan that seeks to roll out the LFC programme across India. |
| Korea | 12 participants completed Workshop 2 and the ToT workshop in January 2024. 9 nurses took part in Workshop 1 in July 2024 | Graduates are working on 3 key projects: developing growth guidelines and educational programmes for experienced nurses; creating a nursing education programme focused on operating home care centres, aimed at enhancing entrepreneurial capabilities; and enhancing team-building skills among midlevel nursing staff using the DISC personality assessment to promote a happier and more effective work environment. | |
| Mauritius | In April 2024, a second cohort of 32 participants took part in a Workshop 1. In June 2024, Workshop 1 for the 3rd cohort was held with 38 participants. | Participants of Cohort 2 are working on 5 Change Projects with diverse themes: enhancing recreational activities and spaces for children admitted to hospitals; promoting proper breastfeeding methods and safety techniques for mothers; raising awareness about creating sustainable, clean environments; facilitating standardized nursing procedures; and developing nutritional booklets and charts for haemodialysis patients at local hospitals. Participants of Cohort 3 are working on: improving stand protocols and procedures in health care; enhancing emergency and critical care; implementing specialized medical equipment and kits; promoting health and well-being of medical staff; enhancing patient safety and care. | |

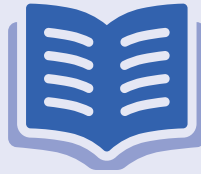
| IMPACT OF LFC PROGRAMMES | | | |
|--------------------------|---|---|--|
| | No. of participants in 2024 | Change Projects 2024 | Other impacts |
| Norway | The 3rd workshop was held in August 2024 for a cohort of 32 participants. | | The NNO also hosted the world's first alumni day for former ICN LFC participants with the purpose of sharing experiences, stimulating networking and further nursing leadership development, and gaining new inspiration and professional replenishment. |
| Seychelles | 27 participants completed a refresher in October 2024 and completed their first workshop in December 2024. | Participants started 6 change projects. | |
| Suriname | A TOT Workshop was held in March in which eight nurses from local hospitals participated. The second LFC programme in Suriname launched in October 2024 with a cohort of 30 participants. | | An LFC Workshop refresher was held in late in February 2024, to review material and deepen knowledge in topics that are of crucial interest to future Training of Trainer (TOT) participants. |
| TWNA | Workshop 2 and a ToT workshop were held in January 2024 with 15 participants from Taiwan and 6 from Argentina, Cambodia and Paraguay. | | |



LFC 2023/2024 OUTPUTS AND IMPACT

330

Publications, including
peer reviewed, professional
and gray literature



129

Committee Membership
(workgroups to revise or established
protocol, practice or policy)



758

Nurses trained by LFC programmes
including LFC in licence period



130

Change projects under development
across various programmes
worldwide

250

Special projects in addition
to the change projects



123

Movements into higher level
positions in the organization



176

Special official recognitions of work well done



PROMOTING NURSING WORK AND CALLING FOR INVESTMENT IN NURSING

ICN has called for bold, sustained investment in nursing, as the path to UHC. With just over five years remaining to achieve the UN 2030 SDGs and universal health coverage targets, ICN has emphasized that without urgent action to finance affordable care and strengthened health systems and workforces, the world will fail to deliver on its promise of health for all.

International Nurses Day



**OUR NURSES.
OUR FUTURE.**

International Council of Nurses

The economic power of care

The IND theme for 2024, *Our Nurses. Our Future. The economic power of care*, aimed to reshape perceptions and demonstrate how strategic investment in nursing can bring considerable economic and societal benefits. It highlighted the power of nurses and the importance of advocating for increased investment in the profession. The [IND report](#) brought together evidence from economists and other renowned experts from across the world, showing the contribution that nurses and nursing can make to global economic growth. It looked at how investment in nursing creates decent jobs, alleviates poverty, – particularly for women and girls – improves access to care, advances UHC, improves health system efficiency and effectiveness, and enhances societal and economic prosperity. The report has been downloaded over 7,500+ times.



IMPACT

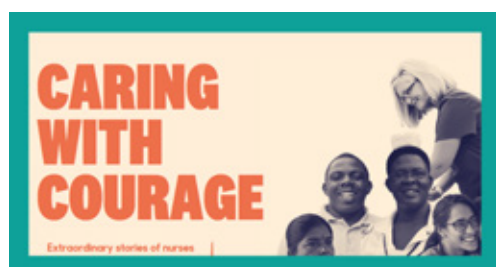
Over 7,500 downloads
of IND report

More than 600 nurses attended our IND webinar on 10 May, which launched the new IND report. The ICN President, CEO and Board members spoke at events and sent video messages to several NNAs and other nursing groups. The President spoke at a PAHO event celebrating IND, and delivered a presentation to the Aniva Pacific Nursing Research Conference in Auckland, New Zealand in October on the IND theme.

1st Vice President Dr Lisa Little presented to the 8th International Specialty Nurses Conference–Guangdong–Hong Kong–Macau on the Economic Power of Nursing in August 2024. Jointly sponsored by the Chinese Nursing Association and the American Nurses Association, the conference was designed to promote specialty nursing practice in China and throughout the region. Dr Little spoke on the economic benefits of nursing.

Dr José Luis Cobos Serrano, ICN Board member, represented ICN at *Health in the 21st Century care event*, which took place on 7 May at the Ministry of Health in Madrid, to celebrate International Nurses' Day. The meeting was attended by the Minister Monica Garcia and the Secretary of State for Health Javier Padilla.

BBC Storyworks/ICN Caring with Courage



A second Caring with Courage film series is underway, highlighting the pivotal role nurses play in advancing global health equity and universal health coverage. We are working closely with BBC Storyworks to collect stories focusing on a specific solution, project or initiative that contributes to a more sustainable future for nursing and health care.

BRINGING NURSES TOGETHER

ICN hosts Congresses, conferences, webinars and other events to bring nurses from around the world together to learn, share and network, highlighting challenges and finding solutions to health challenges.

ICN NP/APN Network Conference, Scotland



The ICN NP/APN Conference was held in Aberdeen, Scotland, 9–12 September, with the theme *Advanced Practice Nursing: An Invaluable Investment for Global Health*, and brought together over 800 delegates from around the world.

Howard Catton discussed the future of nursing leadership, stressing nurse-led PHC is the way forward if our health systems are to thrive and be sustained in the years to come. He called for strong leadership and advocacy skills among APNs to influence policy decisions and addressed challenges like workforce shortages and the need for better working conditions. David Stewart emphasized the crucial role of advanced practice nurses in achieving universal health coverage.

ICN's 125th Anniversary Conference, Bucharest

We marked our 125th anniversary at a special event held in Bucharest, Romania hosted by the Order of Nurses, Midwives, and Medical Assistants of Romania. The event culminated in the *ICN 125th Anniversary Declaration on the Future of Nursing: Bucharest* which calls on governments to: increase smarter public investment in nursing; make efforts to achieve the SDGs and UHC; address global health challenges and the role of nurses in humanitarian disasters; focus on strategic and sustainable workforce planning for the future; improve the working environment and expand nurses' scope of practice; expand nursing leadership in health care; and harness new technologies and digital health.



IMPACT

600+ participants agreed to ICN 125th Anniversary Declaration on the Future of Nursing: Bucharest key priorities for policy actions.

With the theme *Nursing Legacy: ICN at 125 – celebrating, recognizing and shaping our collective future*, the celebratory conference boasted high level governmental speakers as well as experts from WHO and NNAs around the world. Her Royal Highness Princess Muna Al-Hussein of Jordan was the guest of honour and named as ICN's Global Ambassador for her six decades of advocacy for and support of nurses.



From our founding in 1899, during the women's suffrage movement, to becoming a global voice for the over 28 million nurses worldwide, ICN has been at the forefront of advocating for the nursing profession. We have lifted nurses' voices for more than a century, and applauded the courageous nurses who advanced professionalism, education and ethics. We stood fast in support of improved working conditions for nurses and declared our commitment to vulnerable people through war time and peace. We championed the call for health promotion and today are key advocates for universal health coverage, person-centred care, and the first line of defense in the fight against antimicrobial resistance and pandemic prevention, preparedness and response. Our efforts have not only advanced the standards for practice and improved the working conditions for nurses, but they have also enhanced patient care and outcomes worldwide.

DR PAMELA CIPRIANO,
ICN President



ICN WEBINARS

ICN regularly holds webinars which aim to inform and update the public on the importance of nursing work, and provide an opportunity for our members to contribute to ICN's work.

In 2024, we held four webinars on a variety of topics, bringing together over 2,500 participants. These webinars discussed *Transforming the Future of Mental Health Care* (see page 20); the IND theme, *The Economic Power of Care* (see page 40); *Primary and Preventative Health Care*; and *Challenges of Providing Care in Conflict* (co-hosted by ICN, the American Nurses Association, the Yale School of Nursing, the Irvine Sue & Bill Gross School of Nursing at the University of California, Irvine, and the University of Pennsylvania School of Nursing).

In addition, the ICN President and CEO were panellists at webinars hosted by other organizations, including the WHO/National Health Service England (NHSE) webinar on the Working for Health 2030 Programme, entitled *International Migration of Healthcare Workers: a Feature of Global Health and Care*; a Joint Commission International webinar to mark World Patient Safety Day 2024, *Diagnostic Safety: The Multidisciplinary Approach*; the World Patients Alliance webinar on *Heart of Healthcare: Celebrating Our Nurses*; and the UHC2030 and the Coalition of Partnerships for UHC and Global Health webinar focused on the UHC Day 2024 theme, *Health: It's on the government*, (see page 19)

4

CHAPTER

PROTECTING NURSES AND PROMOTING THEIR WELL-BEING

Nurses provide care and leadership to address global health challenges everywhere, often at great personal risk. They are the essential life force for health, yet our health care systems worldwide have fallen short and failed to value, protect, respect and invest in this precious resource.

HUMANITARIAN WORK

Through our dedicated humanitarian efforts and funding, ICN supports nurses working on the frontlines of emergency situations throughout the world, and draws public attention to the associated threats to public health care systems.

Direct Relief

In 2024, ICN entered into a new partnership with Direct Relief, a global leader in humanitarian aid distribution working in more than 80 countries around the globe. The partnership has significantly expanded ICN's humanitarian initiatives through the appointment of a dedicated Humanitarian Liaison Officer and has enabled regular engagement with NNAs in crisis-affected regions, providing valuable insights into the challenges faced by nurses and health care systems, and enabled ICN to target support with positive results. Our efforts have centred on addressing the immediate needs of nurses and health care systems, while laying the groundwork for sustainable, long-term resilience.

Providing care in conflict

ICN, the American Nurses Association, and leading institutions including the Yale School of Nursing, the Irvine Sue & Bill Gross School of Nursing at the University of California, Irvine, and the University of Pennsylvania School of Nursing, hosted a webinar in September on the *Challenges of Providing Care in Conflict* which addressed the profound impact of conflict and crises on nurses and the communities we serve. The ICN President and CEO both spoke at the event which included NNA leaders from Sudan and Afghanistan, and spotlighted the harrowing conditions faced by nurses in conflict zones, the global relief efforts underway, including ICN's humanitarian assistance through its #NursesForPeace campaign, and explored practical strategies that schools, associations, and individuals can follow to support nurses working on the front lines of these global crises.

The ICN CEO gave a keynote speech on *Global Nursing Policies in the management of global crises* at the 8th International 19th National Nursing Congress in Ankara on 26 September, co-hosted by the Turkish Nurses Association and Hacettepe University Faculty of Nursing. This led to subsequent interviews with high level Turkish media organizations, including with CNN Türk, Anka Haber Ajansı and Anadolu Ajansı, on the normalization of attacks on nurses and fears that International Humanitarian Law was no longer being applied to protect nurses in conflict zones, including Lebanon and Gaza.

WHPA also expressed unwavering condemnation of the escalating violence targeting health care facilities and personnel. Health professionals in 76 countries and territories around the world have signed the WHPA's call to provide health care facilities and personnel in conflict zones with the protection required by international humanitarian law.

On World Humanitarian Day, the WHPA issued a call to provide health care facilities and personnel in conflict zones with the protection required by international humanitarian law.

Palestine: Through our Humanitarian Fund, we have sent critical financial support to the Palestinian Nursing and Midwifery Association (PNMA), which significantly helped nurses living and working in Gaza during the ongoing conflict. This initiative was designed aimed to alleviate the immense pressures faced by nurses, ensuring they could continue their vital health care work. Using ICN funds, the PNMA distributed 150 food parcels, valued at \$100 each, to nurses and their families in Gaza. These parcels, delivered via local traders, were crucial for sustaining nurses, who have continued working in hospitals despite not being paid since the current war began in October 2023. This aid addressed immediate food insecurity, allowing nurses to focus on their demanding health care duties without queuing for food aid.

Israel: On the first anniversary of the 7 October attack on Israel, ICN called for the release of all remaining hostages and for peace to be restored in the Middle East. At the request of the Israeli Nursing Association, ICN funded a mental health workshop for nurses whose adult children were killed in the 7 October attack.

Ukraine: ICN is working with Ukraine's Ministry of Health Centre for Nursing Development and the WHO Europe Regional Office to strengthen nursing leadership to respond effectively to the current situation. A week-long programme will provide leadership knowledge and skills for up to 25 mid-career and senior nurses who are fulfilling crucial roles in leading the country's nursing community during this time of crisis.

We expanded our support for **Project Keshet Ukraine** by funding a second tranche of 25 electric bicycles for health care workers in conflict-affected regions. This initiative builds on the success of the first donation of 10 e-bikes, which significantly improved health care delivery in Kramatorsk, a frontline city in the Donetsk region.



IMPACT

150 food packages sent to nurses in Gaza.



Thank you ICN for your cooperation and support of Ukrainian nurses. This brutal war continues: the enemy is trying to destroy our energy system and mercilessly sends rockets and other weapons to destroy the civilian population and our hospitals, educational institutions and residential buildings.

TETYANA CHERNYSHENKO,
President of the Nursing
Association of Ukraine



IMPACT

60,000+ home visits by nurses in remote areas of Ukraine thanks to Project Keshet e-bike scheme



IMPACT

45 nurses trained for Sudan Nurses Association emergency response team

Lebanon: The CEO has been in close contact with the Order of Nurses of Lebanon during the escalation of the conflict in that country. The President of the Order, Abir Kurdi Alame, described the devastating situation in the country and how nurses are being affected. In October 2024, ICN provided funding which will be distributed by the Order, on the basis of a survey of the needs of nurses who are all working in extremely stressful circumstances.

South Sudan: The South Sudan National Nurses Association (SSNMA) is working to support nurses and address significant challenges in the country's fragile health care system. Nurses face harsh conditions and a lack of equipment, minimal resources, and frequent disruptions caused by conflict, climate events, and an influx of refugees. Amid these hardships, nurses play a critical role in providing care, often managing alone without doctors and pharmacists on site, especially in remote areas. A major issue is the shortage of essential medical supplies and medications. Delayed deliveries, supply chain inefficiencies and a complete lack of certain essential supplies severely hamper health care delivery. ICN, in partnership with Direct Relief, is working to address these shortages by identifying specific needs and amplifying nurses' voices.

Sudan: During the war in Sudan, nurses have witnessed the destruction of their once well-functioning health system. Numerous facilities have been destroyed, including specialist facilities, and many health care workers have been displaced. The ongoing conflict has left countless individuals without access to essential medical services amid an extensive humanitarian crisis. The Sudanese Nurses Organization (SNO) has been making significant efforts to support their members during this crisis and to advocate for the needs of the population. The SNO has spoken of its concern about the cholera outbreak and the urgent need for intravenous fluids, oral rehydration solutions, personal protective equipment, and other consumables necessary for infection prevention and control. ICN is working with Direct Relief to identify areas where we may be able to provide material support.

PROMOTING PEACE

In the words of the Director-General of WHO, Dr Tedros, “there cannot be health without peace, and there cannot be peace without health”. Nurses’ holistic approach and their concern for people’s wellbeing is also a bridge to peace: through their work, nurses address the root causes of ill health and the risk factors that lead to conflict. As the most trusted professionals within communities, nurses play a critical role in bringing people together, building the wider partnerships and relationships that are the foundations not of peace.

Nurses for Peace campaign



Our #NursesforPeace campaign has reached over 510 million people and received over 3,000 signatures. In November, the ICN Board made a statement condemning all acts of violence and terrorism and renewing ICN's demand for safe access to health services for all and the protection of health care workers. We also called for the release of all hostages, the establishment of humanitarian corridors and access for health care facilities to power, water and medical supplies.

Global Health and Peace Initiative

At the WHO Executive Board meeting in Geneva in January 2024, ICN delivered an intervention on WHO's Roadmap for the Global Health and Peace Initiative (GHPI), renewing ICN's call for the protection of nurses and health facilities in conflict zones, and the provision of safe passage for humanitarian aid.

United Nations peacebuilding

At the UNGA in September, ICN's delegation attended meetings focused on peacebuilding and conflict resolution, demonstrating ICN's belief that peace and health are intimately connected, and that nursing contributes to peaceful, healthful societies.

The President attended the High-Level Plenary Meeting to commemorate the International Day for the Total Elimination of nuclear weapons on 26 September, where UN Secretary-General Guterres warned that the threat of countries to deploy nuclear weapons has never been greater and called for urgent disarmament to safeguard global security and peace.

On 29 July, Dr Cipriano wrote to UN Secretary General Antonio Guterres asking for firm and decisive action to be taken to prevent attacks on nurses and health care facilities. She called on the UN Secretary to do everything in his power to stop these growing attacks and protect health workers and their patients.

PROTECTING NURSES FROM WORKPLACE VIOLENCE

Workplace violence is a widespread problem across healthcare delivery settings. As the majority of the nursing workforce is female, discrimination and gender inequality in the workplace remain very significant challenges in the health sector as well as in society at large.

As a co-chair of the National Academy of Medicine (USA) Steering Committee for the Action Collaborative on Clinician Well-being and Resilience, the ICN President helped lead a celebratory event to kick off the inaugural *Health Workforce Well-Being Day* to be celebrated across the United States each year on 18 March. The day is part of a larger campaign to improve health workforce well-being and patient care outcomes with the understanding that "a healthy workforce means a healthy you".

The President was a panellist in a conference hosted by Johns Hopkins University focused on Leading Culture and Operational Improvements for the Healthcare Workforce of the Future. The meeting focused on leading systems change for more sustainable safe and supportive work environments based on establishing a culture that values well-being and care for caregivers.

5

CHAPTER

FINANCIAL OVERVIEW 2024

In 2024, ICN generated a total income of CHF 6.413 million and a net income surplus of CHF 0.368 million, closing the year in a strong financial position with total assets of CHF 12.064 million.

On a comparable basis to 2023 (excluding Congress income and expenditures), ICN achieved an increase in both total income and net income in 2024, reflecting tight expenditure control and growth in both membership and non-membership income streams.

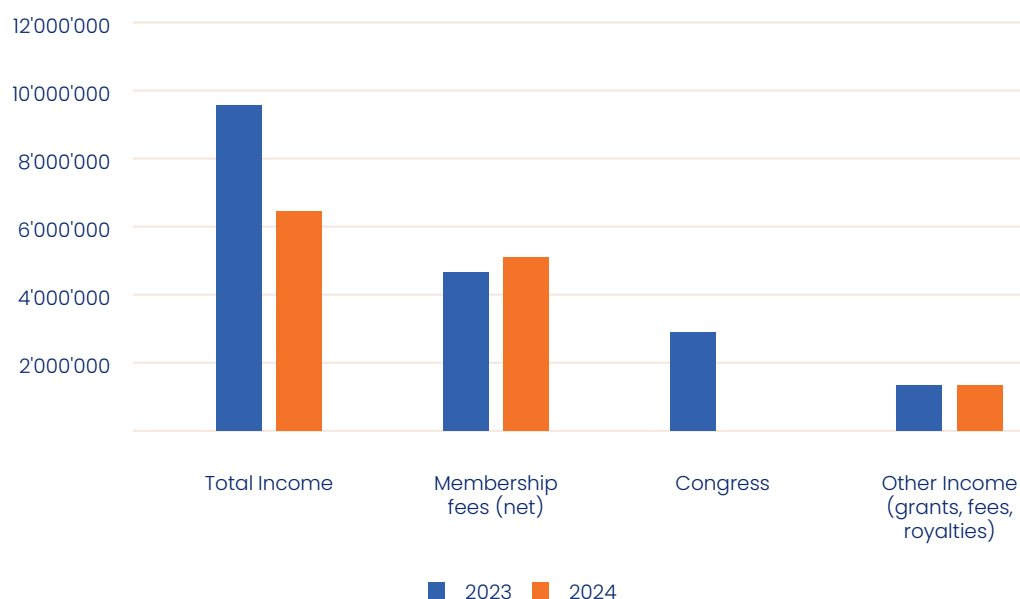
| | 2023 | 2023* | 2024 |
|--------------------------------|-----------|-----------|-----------|
| Total Income | 9'609'831 | 6'285'755 | 6'412'610 |
| Total Operational Expenditures | 9'427'188 | 6'475'076 | 6'169'972 |
| Investment Gain/(Loss) | -96'567 | -96'567 | 125'571 |
| Net Income/(Loss) | 86'077 | -285'887 | 368'209 |
| (*) - excluding Congress 23 | | | |

Membership fee income totaled CHF 5.195 million in 2024, slightly ahead of 2023, reflecting growth in reported census nursing numbers and the admission of new NNA members. ICN's non-membership related income in 2024 totalled CHF 1.218 million, comprising grant funding for ICN's leadership and organizational development programmes of CHF 0.933 million, plus other income of CHF 0.285 million from ICN's academic publications (INR), nursing programme fees and royalty/licensing income.

Efforts to attract diversified sources of income intensified in 2024, with ICN receiving CHF 0.770 million in additional grants during the year, primarily to support the development and roll out of the ODENNA, GNLI and humanitarian workstreams.

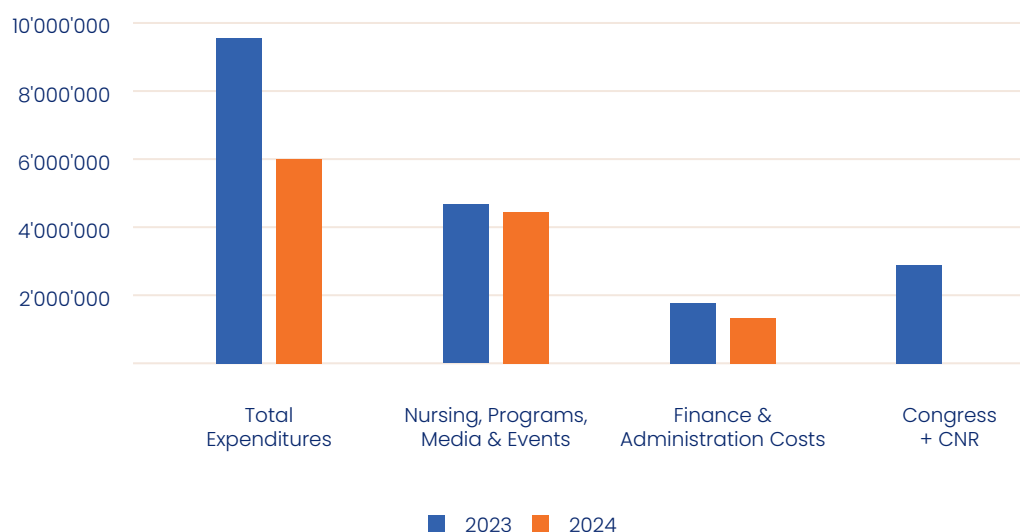
Financial investments yielded a positive portfolio return of CHF 0.126 million in 2024, driven primarily by dividend income and gain on sale of shares and bonds during the year.

ICN INCOME 2023-24



Expenditures totaled 6.170 million in 2024. Of that, ICN invested CHF 2.624 million in its core nursing policy and advocacy work, press and social media communications and nursing events. A further CHF 1.342 million was invested in ICN's nursing leadership, organizational development, including the Organizational Development of National Nursing Association, Leadership for Change and Global Nursing Leadership Institute nursing programmes. ICN's humanitarian efforts through its Nurses for Peace and Disaster Relief funds, extended support to nurses in multiple crisis zones in 2024, with donations of CHF 0.153 million. Core operational expenditures (compliance and governance, finance, IT, HR and facilities management) were in line with expectations at CHF 2.106 million.

ICN EXPENDITURES 2023-24



Internal control systems and audits

ICN's independent auditor, KPMG, confirmed in their audit opinions of 11 March 2025, that ICN's audited financial statements comply with Swiss law and the federation's articles of association.

An Audit and Risk Committee provides oversight of the effectiveness of the ICN's risk management, internal control and compliance systems. This independent and impartial committee regularly reports on their work to the Board, CNR and member associations.

The internal control environment at ICN continued to strengthen in 2024, with particular efforts made to further strengthen internal processes for digital signature approvals, cyber security, quarterly financial closes, programme management oversight, introduction and adoption of integrated data management tools and the appointment of a new Professional Conference Organizer.

To further strengthen its internal control environment in 2024, ICN made significant progress on validating and updating its governance policy framework.



International Council of Nurses

3, Place Jean Marteau
1201 Geneva, Switzerland
+41 22 908 01 00
icn@icn.ch

www.icn.ch

