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International Council of Nurses and Prof. Ying Wu's Leadership Vision

The global nursing profession stands at a critical juncture, facing unprecedented challenges from pandemic recovery to workforce shortages, while simultaneously embracing opportunities through technological innovation and nursing care model transformation. Strong, visionary leadership at the ICN is essential to navigate this complex landscape and advance nurses vital contributions to global health.

ICN: A Century of Global Nursing Leadership

Founded in 1899 with Mrs. Ethel Gordon Fenwick as its first president, the ICN has been the preeminent voice for nursing globally for over 125 years. Throughout its history, the organization has maintained international nursing connections even during world conflicts, developed global standards for nursing education and practice, and elevated nursing discipline from a vocation to a respected profession with scientific foundations. The ICN established the first Code of Ethics for Nurses in 1953, positioned nurses voice in global health policy at the WHO and UN, and coordinated responses to major health emergencies from the 1918 influenza pandemic to COVID-19. As healthcare has evolved, the ICN has consistently promoted the

advancement of nursing education and practice standards, workforce development, and knowledge exchange to strengthen contribution from nursing to achieving universal health coverage (UHC) and sustainable development goals worldwide (SDGs).

The Visionary Leader for ICN's Future

Main Leadership Positions

- ❑ Vice President, Chinese Nursing Association (CNA, 2011– Present)
- ❑ Dean, Clinical Nursing College, Capital Medical University (2011 – Present)
- ❑ Chair, Nursing Discipline Appraisal Group, Academic Degrees Committee, State Council
- ❑ Chair, Working Commission for Nursing Education Accreditation, Ministry of Education (MOE, 2019 – 2024)
- ❑ Dean, School of Nursing, Capital Medical University (2007 – 2021)
- ❑ Vice Chair, Steering Committee of Nursing Education, MOE (2018 – Present)
- ❑ ICN Board Member (2017 – 2021)
- ❑ President, Asia-Pacific Association for Medical Informatics (2012 – 2014)
- ❑ Vice President-Elect, International Medical Informatics Association (2015 – 2017)
- ❑ Vice President, International Medical Informatics Association (2017 – 2019 ）

Vice president of IMIA (International Medical Informatics Association)

Board member of the ICN from 2017 to 2021

Professor Ying Wu (Helen) brings unique qualifications that align perfectly with the needs of the ICN at this critical moment. Her experience in both East and West, as well as undeveloped, developing, and developed countries, positions her as an ideal bridge of the nursing perspectives between Eastern and Western as well as low-middle and high-income countries in an increasingly multipolar world.

Wu's COMPETENT Strategy has demonstrated her ability to transform nursing education systems at scale, with over $1 million secured funding and distinguished national recognition for innovations like the V-GenDsim, which is a virtual AI-powered Generative Decision-Making Simulation platform that enhances clinical reasoning and decision-making of nursing students.

Simulation Center&3D disaster nursing iLab: Helen‘s Design

As the inaugural chair of Working Commission for Nursing Education Accreditation of the Ministry of Education, she defined the goal of accreditation as “empowering and supporting nursing schools to pursue continuous improvement and advocating for increased investment” and introduced “student-centered, evidence-based, outcome-oriented, and continuous improvement” as the guiding principles of accreditation. She led the **creation of the accreditation system** by refining the accreditation process, procedures, policies, regulatory measures, and **development of accreditation standards to align with international benchmarks** to elevate the nation’s nursing education to the highest global standards. Her policy influence has contributed to measurable impacts, including an increase in average investment from $0.64 million to $1.09 million before and after accreditation, the expansion of BSN programs from 217 to 330, and the expansion of the RN workforce from 2.78 million to 5.85 million between 2013 and 2024, respectively.

As a technology innovator, Ying (Helen) has developed AI-powered nursing systems for delirium management, elderly home care, and NCDs management, such as CVD, embodying her vision of "giving angels powerful wings" to extend nursing's reach amid global shortages. Her research leadership spans two decades of groundbreaking work in championing precision nursing and paradigm shifts in nursing research, such as AI-driven innovation and improving the measurability of key indicators in nursing. She has also led international collaborations on global education standards and accreditation. Through these experiences, she is well-positioned to align with ICN's mission and lead ICN in addressing today's unprecedented healthcare challenges by strengthening nursing's scientific foundations and global impact.

1 The COMPETENT Strategy: Transforming Nursing Education

Professor Ying Wu (Helen) returned to China from the US during a period of rapid BSN education expansion, when faculty development, investment in nursing education, and the dis-alignment between academic education and clinical practice were critical challenges. Drawing from her experience as a clinical nurse, NP, educator, leader, and scientist in China and the US, Ying (Helen) developed the **COMPETENT Strategy for nursing education**, a structured nine-step framework for implementing Competency-Based Education (CBE), with each step represents by the initials of **COMPETENT**:

（1）**C - Core Competency Identification**

（2）**O - Outcome-Oriented Approach**

（3）**M - Motivating Student Development**

（4）**P - Problem-Based Learning**

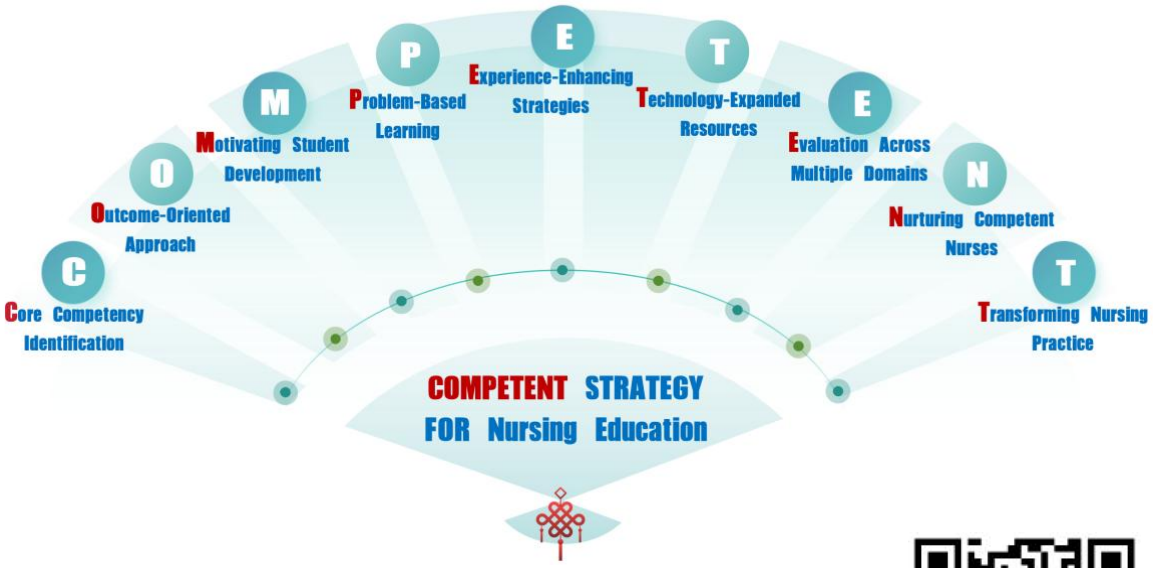
（5）**E - Experience-Enhancing Strategies**

（6）**T - Technology-Expanded Resources**

（7）**E - Evaluation Across Multiple Domains**

（8）**N - Nurturing Competent Nurses**

（9）**T - Transforming Nursing Practice**



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This model secured over $1 million USD for faculty development and the establishment of a state-of-the-art simulation center, equipped with advanced nursing and medical equipment, including four high-fidelity mannequins. To further strengthen clinical decision-making, Ying (Helen) led the development of V-GenDsim (Virtual Generative Decision-Making Simulation), an AI-powered platform that enhances clinical reasoning and decision-making of nursing students, now deployed on the iLab platform developed by the Ministry of Education (MOE), allowing nursing students and instructors from across the nation to access to standardized, high-quality learning resources.

To further disseminate the COMPETENT Strategy and enable nursing students across the country to engage in **COMPETENT** courses directly, Ying (Helen) led the establishment of the MOE Virtual Teaching and Research Section (VTRS) for Nursing Education. This initiative brought together nursing schools from various regions in China, including Hong Kong and Macau, to form a collaborative network. Utilizing VTRS's dedicated video conferencing platform, Ying (Helen) launched nationwide live-streamed open courses with playback availability, allowing nursing students from different regions to participate in first-level national courses featuring PBL and scenario-based simulation classes in real time or on demand. Students also gained access to V-GenDsim, providing them with additional resources that bridged the gap between theoretical learning and clinical practice, significantly enhanced the quality of undergraduate nursing education nationwide.

Virtual generative decision-making simulation platform

In 2024, the VTRS that Ying (Helen) led was recognized as an Exemplary VTRS and her innovative teaching method, V-GenDsim, was recognized as a National Exemplary Teaching Approach by the MOE.

By implementing the COMPETENT Strategy, Ying (Helen) have secured significant funding to enhance nursing education, strengthened faculty development, and bridged the gap between academic learning and clinical practice. This structured, evidence-based approach has transformed BSN education, improved graduate competency, and gained national and international recognition.

2 Leadership and Policy Impact

2.1 Developing National Education Standards and Accreditation System

Policy is where vision meets reality. As a founding member (2007) and later Vice Chair (2018) of Nursing Education Steering Committee, the Ministry of Education, Ying (Helen) played a key role in developing China's first ***National Standards for Quality BS Nursing Education***, ensuring that all bachelor's nursing programs adhere to unified, high-quality education standards. More importantly, as the inaugural Chair of the MOE Working Commission for Nursing Education Accreditation (WCNEA), she led the development of the National Accreditation System for Nursing Education, embedding COMPETENT Strategy principles into every accreditation standard. This system aligns with global best practices, ensuring continuous improvement of quality nursing education across the nation, and fostering sustained investment in nursing education.

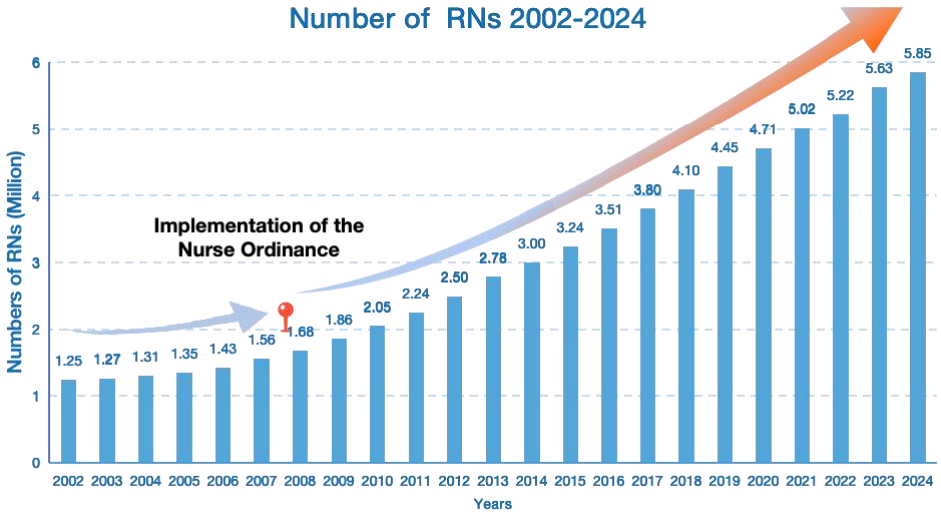
The accredited BS nursing programs demonstrated significant financial growth, reporting average annual investment increases in each program of $638K, $761K, and $1.09M in the three consecutive years after accreditation. This policy-driven transformation secured increased investment in nursing education, improved education quality, and ensured the production of competent nursing graduates who meet evolving healthcare demands.

2.2 Strengthening Evidence-Based Policy-Making for Workforce

As the Vice President of the Chinese Nursing Association (CNA), Ying (Helen) initiated a nationwide workforce survey to investigate the effectiveness and barriers of implementing the Nurse Ordinance, which culminated in the release of the ***"Blue Book of the 10-Year Implementation of the Nurse Ordinance"*** in 2018. This report provided a comprehensive analysis of workforce development achievements, policy gaps, and strategic directions, directly informing policies for nursing workforce development.

In addition, Ying (Helen) led two key policy studies assigned by the **National Health Commission** (NHC)—"Nurse Registration Management" and

"Implementation of Home-Based Care." The findings shaped evidence-based policy recommendations, promoting effective workforce deployment and expanding nursing roles to meet the growing healthcare demands in the nation.



Helen's Blue Book Initative: Catalyzing Unprecedented Nurse Workforce Expansion from 1.56 million to 5.85 million

2.3 Achievements in Workforce Development and Investment

The leadership **role that Ying (Helen)** has played in both the education and healthcare sectors provided her with a unique perspective on bridging nursing academic education with workforce demands. This has allowed her to influence nursing-related policies in both the Ministry of Education and the National Health Commission. These policies reinforce each other, ensuring that education reforms align with workforce demands, ultimately strengthening the nursing's contribution to healthcare.

- BSN programs increased from 217 in 2013 to 330 in 2024.
- Annual BSN enrollment grew from 34,097 in 2017 to 66,720 in 2024.
- The registered nurse (RN) workforce expanded from 2.78 million in 2013 to 5.85 million in 2024.

These advancements have solidified nursing as a pillar of healthcare system in the nation, ensuring the capacity of nursing in achieving SDGs and UHC.

3 International Collaboration

3.1 Exploring Global Standards for Nursing Education and Accreditation

Recognizing the need for internationally aligned nursing education standards and a mutually recognized accreditation system to ensure education quality, Ying (Helen) initiated high-level summits with CEOs of accreditation bodies in the US and Canada to explore the necessity and feasibility of such a framework. Her leadership extended to initiating and chairing the ICN 2021 Congress Symposium on "Facilitating Global Accreditation to Build a Better Future Nursing Workforce After the Pandemic," which sparked significant global discussion and engagement.

Ying (Helen) have also actively shared her CBE model, accreditation standards, and their impact on securing nursing education quality and driving investment through various international platforms:

- **Keynote presentations at major international conferences**: the ASEAN Nursing Education Conferences, Asia Nursing Alliance Conference, Belt-and-Road Conferences, International Conference in Mexico, ICN Congress in Singapore.
- **Engagements with NNAs from diverse countries**: BRICS nations, Belt-and-Road countries, Uganda, Zambia, Ghana, Kenya, South Africa, Malawi, Tanzania, Botswana, Zimbabwe, Lesotho, and Romania, as well as at 2024 WHO/ICN/ICM Partners Meeting in Geneva and ICN-hosted NNA meetings.

Helen's Accreditation Initiative at the Ghana Simulation Center

- **Publication of an invited paper in a French Nursing Journal:** invited by the French Nurses Association, her published paper further amplifying the global dialogue on accreditation and CBE.
- **Establishment of the "Capital Belt and Road Talent Training Base"**: offering customized programs to train government officials, university and nursing school leaders, and educators from countries such as Ukraine,

Indonesia, Georgia, and Pakistan.

- **Leading international accreditation panels**: Ying (Helen) have contributed expertise as the chair of expert panels conducting overseas accreditations.

Ying's (Helen) unwavering commitment to advancing CBE and accreditation aligns seamlessly with the WHO ***2021–2025 Global Strategic Directions for Nursing and Midwifery (SDNM)***, particularly its education directive of "*Ensuring Graduates Possess the Knowledge, Competencies, and Attitudes Necessary to Address National Health Priorities*." It also directly supports the WHO policy priority of "*Designing CBE Programs and Implementing Accreditation to Secure Quality Education*."

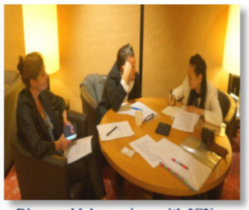
3.2 Proposing a Paradigm Shift in Global Nursing Research

Dr. Edwards Deming, the "Father of Quality Management," famously stated, "*You can't manage what you don't measure.*" To elevate the visibility of the clinical and economic value of our nursing profession to governments and investors, Ying (Helen) have advocated for a fundamental shift in nursing research paradigms—one that embraces modern technologies to develop quantitative measurement methods and tools that capture our contributions that were previously unmeasurable.


With Dr. Tedros Adhanom Ghebreyesus


Chaired the meeting of the Presidents of the China-Japan-Korea Nursing Associations


Discusse collaboration with the Vice Chancellor of Pittsburgh


Discussed labor unions with ICN leadership


Discusse collaboration with the Canadian Nurses Association


Discusse collaboration with the South African Nursing Association


Spoke at the 2024 Geneva Tripartite Meeting


African Nursing Forum

By producing reliable, validated, and generalizable data on the effectiveness and economic impact of nursing, we can provide compelling evidence for policymakers and investors, influencing evidence-based policymaking on a

global scale. Ying (Helen) has communicated this vision and shared her achievements in this area at national and international conferences across the US, France, Spain, Hungary, Sweden, and Brazil etc., including ICN meetings, where it has received strong support from the ICN President and NNA leaders.

Her international impact and recognition is further reflected in her election as President of the Asia Pacific Association for Medical Informatics (APAMI, 2012–2014) and Vice President of International Medical Informatics Association (IMIA, 2015–2019), Member of the ICN Board of Director (2017-2021), as well as being inducted as the Fellow of America Academy of Nursing, European Society of Cardiology, and the Inaugural Fellow of the **International Academy of Health Sciences Informatics (IAHSI)**.

Additionally, as Chair of the Scientific Committee for the **ICN 2019** and **2021 Congresses**, Ying (Helen) championed a paradigm shift in global nursing research, advocating for the integration of digital and AI technologies as tools to empower nursing researchers and practice. These innovations enhance evidence-based nursing practice and policymaking, reinforcing nursing's central role in achieving the SDGs and UHC.

Her contributions and global impact have been recognized by former IMIA President Dr. Marion Ball, who praised her as a "true ambassador of nursing worldwide."

4 Leveraging Technology to Extend the Reach and Impact of Nursing

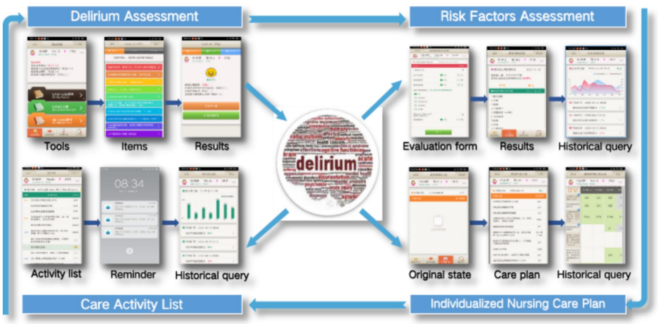
In 2015, the UN introduced SDGs, with Goal 3 focusing on health, encompassing healthy aging, reducing premature mortality from NCDs, and lowering neonatal and child mortality rates, etc. Nursing plays a critical role in achieving these objectives, as UHC is the primary means of achieving SDG 3.

However, according to data from the ICN, achieving 80% and 90% UHC globally would require an additional 30 million and 60 million nurses, respectively. Given this significant global nursing shortage, it is imperative to advocate for increased investment in nursing and pursue innovation that enables nurses to work more efficiently and effectively.

4.1 Integrating AI to Empower Nurses and Improve Care

Recognizing the potential of emerging technologies, especially AI, to mitigate workforce shortages and enhance nursing efficiency, Ying (Helen) has actively integrated big data, the Internet of Things (IoT), cloud computing, and AI into nursing practice. By successfully aligning digital logic with nursing process logic, she led her research team in developing personalized intelligent nursing systems in the following areas:

- **Delirium Management** – An AI-powered system that supports early detection and intervention for ICU and elderly patients at risk of developing delirium, enhancing patient safety and reducing adverse clinical outcomes.



- **Elderly Home Care** – A smart home-based nursing system that combines IoT technology with AI-driven integrated and personalized care plans, allowing remote monitoring and early intervention for older adults.

- **Coronary Heart Disease Management** – A data-driven digital health platform that assists nurses in managing cardiovascular patients through AI-generated risk assessments and tailored behavior modification.

These AI-driven nursing systems have achieved internationally advanced levels in nursing informatics, providing new theoretical frameworks and technological solutions for enhancing clinical nursing practice.

4.2 Advancing AI for Nursing: Addressing the Limitations of Large Language Models (LLMs)

With the release of ChatGPT and other generative AI models, Ying (Helen) immediately recognized their potential to support nurses in clinical decision-making, education, and administrative tasks. At the same time, she identified critical limitations, such as "hallucinations" (AI-generated misinformation), which pose risks to nursing practice and patient safety.

Inauguration ceremony of the NursGPT research project: PI-Helen

To address these challenges, Ying (Helen) secured funding approximately over 460K USD to lead a foundational study on integrating nursing knowledge into LLMs through collaborating with national experts in the fields of nursing and AI to facilitate the application of LLM in nursing. This work will develop new theoretical and technical frameworks to enhance the reliability and applicability of AI-powered nursing tools.

4.3 Technology as an Enabler for UHC and PHC

Once nurses and nursing are equipped with AI and other advanced technologies, it is like giving angels a pair of powerful wings—blending human compassion with technological advancements. This synergy extends nurses' sensory and intervention capabilities, allowing them to deliver care that is both highly effective and deeply compassionate. By leveraging AI-driven solutions, nurses can play a more critical role in achieving UHC and strengthening PHC. These technologies can bridge healthcare gaps by:

- **Expanding access to nursing expertise** through tele-nursing and remote monitoring technologies, ensuring quality care even in remote regions.
- **Reducing disparities in healthcare delivery** by providing AI-assisted decision support that enables nurses to deliver consistent, high-quality care and achieve health equity.
- **Improving healthcare system efficiency** by automating routine tasks, optimizing workflows, and allowing nurses to focus on complex, high-value care activities.

4.4 Balancing Innovation and the Human Touch

While AI and technology can enhance efficiency and precision, nursing is fundamentally a human-centered profession. Nurses provide empathy, compassion, and holistic care—qualities that cannot be replaced by AI. Instead, technology should complement and support nurses, allowing them to focus on what they do best: delivering patient-centered, humanized care.

5 Research: Advancing Nursing Science to Strengthen Global Health

5.1 A Story Told by Ying (Helen)

Since I can remember, my mother has often been sick, requiring frequent hospital visits. I was deeply impressed by a nurse named Lixin. Her calm demeanor, skillful care, compassionate approach, and remarkable ability to ease patients' pain and suffering—just like her name, which means "beautiful heart"—had a profound impact on me. It was then that I began to dream of becoming someone like her, someone who could make a meaningful difference in people's lives.

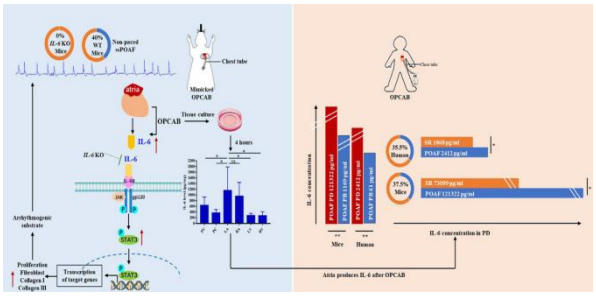
After becoming a nurse, I began my career in the cardiac surgery ICU, where I found immense satisfaction in alleviating pain and supporting patients' recovery. However, I also faced moments of helplessness—patients would deteriorate unpredictably, and there were limited nursing interventions available to prevent or mitigate complications.

One patient, in particular, shaped my scientific journey. He was a 65-year-old man recovering from coronary artery bypass graft (CABG) surgery when I was working in the open-heart ICU in the US. His postoperative recovery initially seemed smooth—he was walking in the hallway by the afternoon of his first postoperative day. However, suddenly, he developed postoperative atrial fibrillation (POAF), leading to acute left heart failure, severe respiratory distress, and eventually, stroke. This was not an isolated case—similar scenarios unfolded repeatedly in the ICU, sparking a deep sense of mission within me. It was then that I realized nursing science needed new knowledge and interventions to predict and prevent life-threatening complications.

5.2 Two Decades of Research: Discovering Nursing Knowledge to Improve Patient Outcomes

Ying (Helen) has led her research team on a two-decade scientific journey to investigate the mechanisms behind critical nursing phenomena and develop predictive tools and preventive strategies for complications such as POAF, ICU delirium, and aspiration-induced acute lung injury (ALI)/ARDS.

- **Postoperative Atrial Fibrillation** (POAF): Using experimental methodologies and omics approaches, she and her team discovered that local atrial inflammation induced by surgery contributes to POAF. They found that monitoring pericardial drainage fluid could help nurses predict its onset, and that complete drainage of the pericardial space combined with local anti-inflammatory interventions could reduce the risk of POAF.



Establish experimental nursing: exploring the occurrence patterns and mechanisms of postopertive atrial fibrillation

- **ICU Delirium**: Recognizing its fluctuating nature, Ying (Helen) and her team developed dynamic prediction tools to provide more accurate real-time assessments of delirium risk.

- **Aspiration-Induced ALI/ARDS**: The series of studies conducted by Ying (Helen) and her team on the optimal timing of prone ventilation and its underlying mechanism helped to reduce aspiration-induced ARDS mortality, findings that were later applied to inform COVID-19 care strategies during the pandemic.

Establish experimental nursing: exploring the mechanism of prone positioning in ARDS

These groundbreaking discoveries have contributed to new nursing knowledge that has shaped research directions. These achievements reinforce the ICN's mission by highlighting how nursing research can inform global health policies, improve patient outcomes, and contribute to achieving UHC and the SDGs.

5.3 Building the Future of Nursing Science

In 2004, Ying (Helen) became an early advocate for omics-based precision nursing, nearly a decade before the National Institute of Nursing Research (NINR) in the US which launched a similar initiative in 2013. This, while integrating with AI and advanced technology, underscores the transformative potential of precision nursing, a field she has championed to drive innovation, enhance nursing's contribution to health systems, and solidify nursing's

central role in shaping the future of healthcare. She committed to empowering future nursing scientists with the knowledge and skills to generate new nursing knowledge and develop innovative solutions, and authored the world's first textbook on ***Experimental Nursing Science***, providing a methodological foundation for exploring the nature of nursing phenomena.

In 2020, Ying (Helen) served as the chair of the Nursing Discipline Appraisal Group of the Academic Degrees Committee of the State Council, translating two decades of her study on the nature of nursing science into the development of a nursing discipline classification system. Based on the understanding that nursing cares for individuals across the life span and throughout the health process in an interdisciplinary manner, she led an expert group to define the nature of nursing knowledge within a three-dimensional coordinate framework. In this framework, the horizontal axis represents the health process, the vertical axis represents the life span, and the Z-axis (the third dimension, perpendicular to the other two axes) represents interdisciplinary integration with other related disciplines. Therefore, a three-dimensional nursing knowledge classification system was established. This system organizes nursing knowledge into eight sub-disciplines, each with a clearly defined research scope, based on which national policies, standards, and guidelines for nursing graduate education were developed. It also provides a structured foundation for nursing research and guides the development of nursing science and practice.