

Annual Report 2025



ICN

**International
Council of Nurses**

The global voice of nursing

In remembrance of the great nursing leaders and supporters of nursing who left us in 2025.

- **Professor Nick Hardiker**, Director of ICN's International Classification for Nursing Practice Programme, and a pioneering figure in global nursing informatics.
- **Fadwa A. Affara**, internationally respected nurse consultant and educator and former head of ICN's Nursing Regulation Project.
- **Dr Mohammed Akram Al-Kafarneh**, head of the Palestinian Nursing Association in the Gaza Strip and chief nursing supervisor at Kamal Adwan Medical Complex.
- **His Holiness Pope Francis**, head of the Catholic Church and sovereign of Vatican City, 2013–2025.
- **Winifred Logan**, nurse theorist, former ICN Executive Director and co-author of the Roper-Logan-Tierney model of nursing.
- **Dr Loretta Ford**, pioneering nurse and the co-founder of the first nurse practitioner programme.

The many nurses and other health workers killed in the line of duty.

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MESSAGE FROM THE ICN PRESIDENT

It is my honour to introduce the International Council of Nurses' Annual Report for 2025—my first as President since being elected in June. I stepped into this role at a pivotal moment for our profession, one defined by both profound challenges and extraordinary opportunities. Throughout 2025, ICN remained steadfast in its mission to represent nursing worldwide, advance our profession, promote the well-being of nurses, and advocate for health in all policies.

2025 has been a landmark year for ICN. One of our most significant achievements was the launch of a new, modernized definition of *nursing* and *a nurse*. This milestone reflects the evolving scope, expertise, and impact of nurses in every corner of the world. It also strengthens our collective voice as we continue to advocate for recognition, respect and the empowerment of nurses to be more visible and vocal in shaping the future of health.



In July, we gathered in Helsinki for the ICN Congress—an inspiring global meeting that brought together thousands of nurses, leaders and partners. The Congress reaffirmed the unity and strength of our profession, showcasing innovation, research, and the unwavering commitment of nurses to improve health outcomes for all. The conversations and connections forged there will continue to guide our shared work for years to come.

This year also marked the expansion of ICN's humanitarian work, including the launch of a leadership programme for nurses in Ukraine. In the face of conflict and instability, nurses continue to serve as pillars of resilience and hope. ICN is deeply committed to supporting them—not only through immediate humanitarian assistance but also by investing in their long-term leadership and capacity to rebuild health systems and communities.

Another major milestone was the publication of the second *State of the World's Nursing* report, or SOWN. This authoritative resource provides essential evidence to guide policy, workforce planning and investment. It underscores the urgent need for countries to strengthen their nursing workforce and to create environments where nurses can thrive, lead, and influence decisions at every level. ICN's International Nurses Day report, *Caring for nurses strengthens economies*, and our survey of the nursing workforce, *Assessing the global sustainability of the nursing workforce*, complement the SOWN findings.

As we look ahead, ICN will continue to champion the empowerment of nurses everywhere. We will advocate for safe and supportive working conditions, equitable pay, strong leadership pathways and meaningful involvement in policy development. Our vision is clear: a world where nurses are recognized not only for the care they provide, but for the expertise, leadership and innovation they bring to global health.

I extend my heartfelt thanks to our National Nursing Associations, partners, and the countless nurses whose dedication drives our mission forward. Together, we will continue to elevate our profession and ensure that nursing remains a powerful force for health, equity, and peace.

Dr José Luis Cobos Serrano
President
International Council of Nurses

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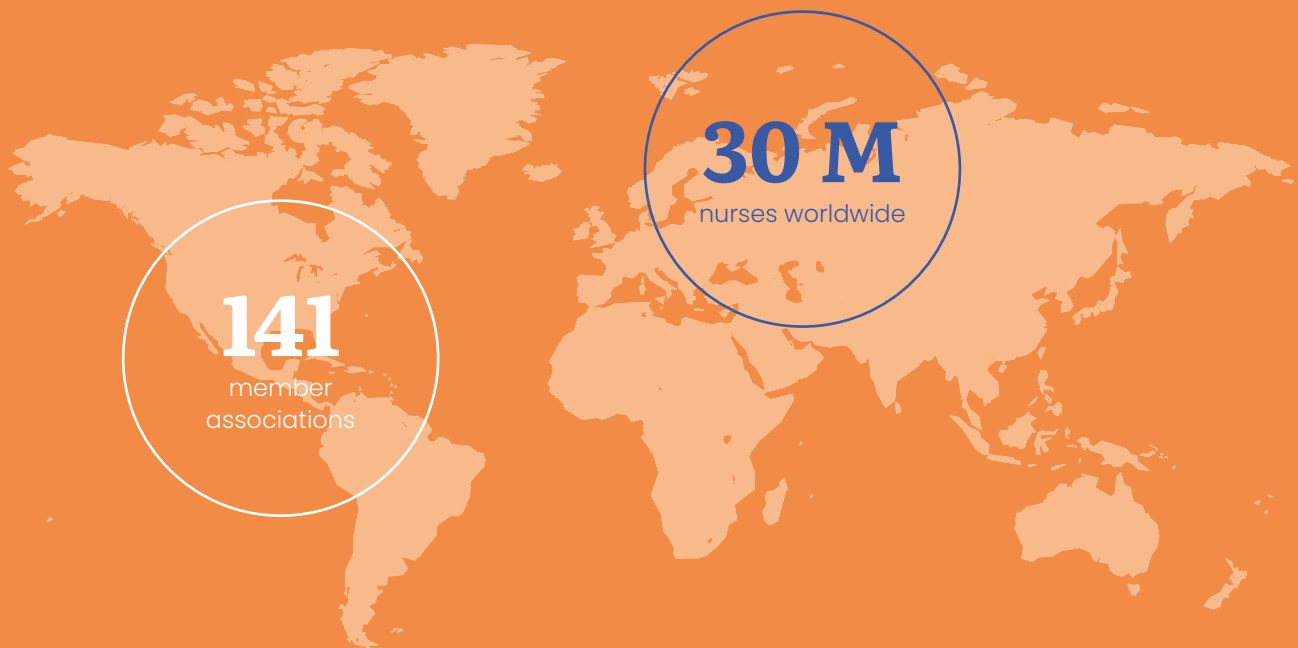
CHAPTER

THE INTERNATIONAL COUNCIL OF NURSES

The International Council of Nurses (ICN) is a federation of over 140 national nurses' associations (NNAs), representing the over 30 million nurses worldwide. Founded in 1899, ICN is the world's first and widest reaching international organization for health professionals.

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





2

CHAPTER

KEY IMPACTS IN 2025

As the global voice of nursing, ICN makes a strong impact on the advancement, protection, empowerment and representation of the 30 million nurses around the world. Here we present some of our most impactful initiatives of 2025.



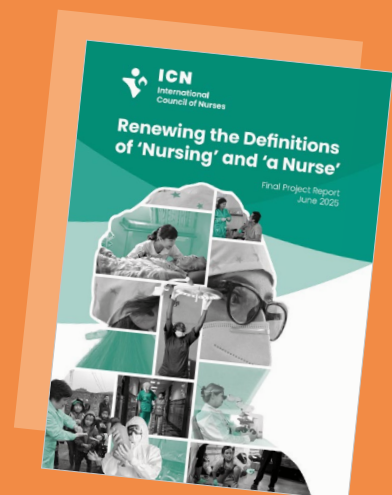
KEY IMPACT 1

DEFINITION OF NURSING

The International Council of Nurses (ICN) has proudly unveiled a new, comprehensive Definition of Nursing and the Nurse, providing an authoritative articulation of the profession's scope, identity and contribution to global health.

The new definition is a declaration – a global compass that reclaims and renews the essence and potential of nursing. Grounded in disciplinary knowledge, ethical standards, and human connection, it affirms nursing as a science-based, people-centred, and socially just profession.

➤ See page 31 for more information.



KEY IMPACT 2

THE LEADERSHIP CENTRE

The ICN Leadership Centre was launched in 2025 to bring together our most impactful programmes under one strategic umbrella. A dynamic ecosystem built to grow with the profession and deliver sustainable impact, the Centre equips nurses to lead with clarity, courage, and impact. The Leadership Centre includes:

- The Organizational Development of National Nursing Association (ODENNA) (see page 20)
- Leadership for Change™ (LFC) (see page 21)
- The Global Nursing Leadership Institute™ (GNLI) and GNLI Alumni (see page 22)
- The Nursing Leadership for Crisis Response and Recovery (NLCRR) programme. (see page 23)



KEY IMPACT 3

HUMANITARIAN WORK



ICN stands in solidarity with nurses around the world who are working on the frontlines of humanitarian health care emergencies, whether human-induced wars and political conflicts, or natural disasters such as earthquakes, floods and droughts. ICN is immensely proud to support these courageous and resilient nurses who continue to provide much-needed care despite the personal dangers they face in their work.

To express its solidarity, ICN launched its Humanitarian Fund in 2010, initially in response to the Haiti earthquake, and its #NursesforPeace campaign after the invasion of Ukraine in 2022. #NursesforPeace has evolved to raise funds for nurses working on the frontlines of emergency situations throughout the world, and to draw public attention to the associated threats to public health care systems. Through its dedicated humanitarian efforts and funding, ICN has already supported nurses in multiple crisis zones. See page 25 for details.



KEY IMPACT 4

STATE OF THE WORLD'S NURSING REPORT

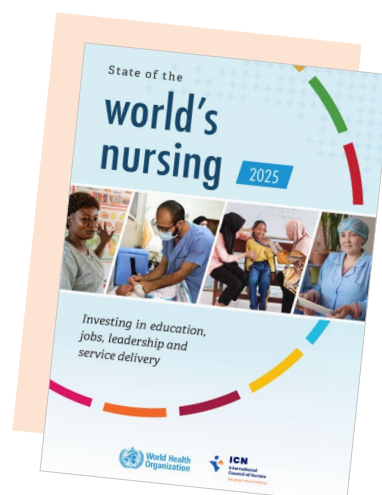
The second State of the World's Nursing (SOWN) report, published by WHO and ICN, was launched on 12 May 2025. The SOWN report is a vital assessment of the global nursing workforce and underscores the urgent need for bold investments in nursing to address shortages, strengthen health systems, and promote global resilience and economic stability.





We welcome the SOWN 2025 report as an important milestone for monitoring progress and gathering the evidence needed to strengthen and support the nursing workforce to achieve global health goals. The report clearly exposes the inequalities that are holding back the nursing profession and acting as a barrier to realizing UHC. Delivering on health for all is dependent on truly recognizing the value of nurses and harnessing their power and influence to act as catalysts of positive change in our health systems.

Dr Pamela Cipriano,
ICN immediate past President



On 18 September 2025, ICN CEO Howard Catton spoke on a webinar organized by the Florence Nightingale Foundation on the *State of the World's Nursing Report – overview, implications & applications*. The

webinar unpacked key global trends affecting the nursing workforce – from shortages and leadership gaps to inequities in distribution and access – and highlighted their relevance to the UK context. It explored the global state of the nursing workforce: progress, challenges, and emerging trends; critical insights around investment in nursing education, jobs, and leadership; what global data tells us about equity and workforce distribution; and how UK nursing policy and practice can align with international recommendations.



KEY IMPACT 5

ICN CONGRESS, HELSINKI

The 2025 ICN Congress in Helsinki, Finland, was a massively successful event, bringing together almost 7'000 attendees from around the globe to celebrate the theme: *Nursing Power to Change the World*.

Held from 9–13 June 2025 at the Messukeskus Helsinki Expo and Convention Centre, our Congress showcased the strength, unity, and innovation of the global nursing community.

We were proud to host an incredible lineup of speakers, including Amelia Tuipulotu, Byron Scott, Carolyn Jones, Helen Clark, James Buchan, and many others whose insights inspired and energized participants. We were also honoured to receive special messages from Pope Leo XIV, President of Finland Alexander Stubb, Dr Tedros Adhanom Ghebreyesus, Ursula von der Leyen, Yungblud, and Björn Ulvaeus from ABBA, who sent unique and heartfelt messages. Watch the Congress recap video [here](#)!

Four awards were presented at the ICN Congress Opening Ceremony. The Kim Mo-Im Policy Innovation and Impact Award was presented to Dr William Rosa, who designed and launched a multi-pronged programme of innovative policy-focused education and research to achieve universal palliative care access.



Helsinki²⁰²⁵ ICN Congress

NURSING POWER
to Change the World

9-13
JUNE



IMPACT

- 6,486 attendees from 140 countries
- 10,000+ abstracts submissions (including 1,800 student abstracts)
- 30+ plenary/main sessions
- 250+ concurrent sessions
- 1,100+ oral abstract presentations



Health and Human Rights Award being given to the Right Honourable Helen Clark



Direct Relief Partners in Development Award



Kim Mo-Im Policy Innovation and Impact Award presented to Dr William Rosa

The ICN/FNIF International Achievement Award was presented to Dr Hiromi Sanada for her exceptional contributions to nursing science, particularly in gerontological care, wound management, and disaster response. The ICN Partners in Development Award was presented to Direct Relief whose impactful collaboration with ICN, particularly their efforts to integrate nurses' insights into disaster response and humanitarian relief, has significantly contributed to improving health outcomes during crises around the world. ICN's Health and Human Rights Award was given to the Right Honourable Helen Clark.



KEY IMPACT 6

INTERNATIONAL NURSES DAY 2025



As we face growing health care challenges, from ageing populations and rising chronic diseases to climate-related emergencies and deepening global inequalities, the need for a strong, sustainable nursing workforce has never been greater. We cannot meet these challenges without sufficient nurses who are themselves well-cared for and supported. ICN's [International Nurses Day report](#) reveals the severity of our current nursing shortage and well-being crisis – and the path forward. ICN's "Caring for Nurses Agenda" provides a comprehensive roadmap for creating environments where nurses, patients, and entire health care systems can flourish.



IMPACT

- 31 million people reached
- Translated into 6 languages & referenced by multiple NNAs

ICN IMPACT ON POLICY

Ensuring that nurses have a voice in the development and implementation of health policy is fundamental to ensuring these policies are effective and meet the real needs of patients, families and communities around the world.

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.

In September 2025, the ICN President and CEO met with WHO Assistant Director-General of Health Systems, Dr Yukiko Nakatani, who will oversee the newly-combined WHO Academy, Health Workforce and Nursing department as well as Chief Nursing Officer, Dr Amelia Latu Afuhaamango Tuipulotu, and senior health workforce advisors.

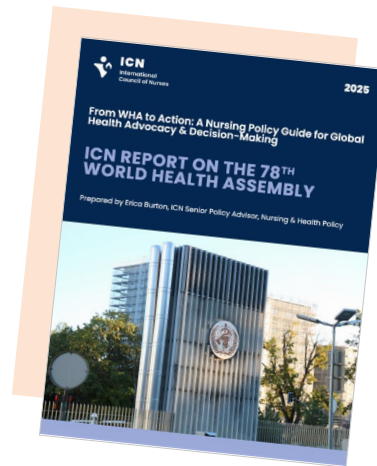
The conversations reaffirmed WHO and ICN's longstanding and deep collaboration. Detailed discussions were held about the current restructuring of WHO and the critical importance of ensuring expert nursing advice is available across all WHO functions while addressing the breadth of the health workforce agenda including shortages, decent work and migration.





Around the world, we're off track to meet targets for access to health care, vaccines, and non-communicable diseases — and there are huge funding pressures on global health and on WHO itself. But amidst these challenges, countries made real progress at WHA: agreeing a new pandemic accord, promoting strategies for health and care workforce resilience building, and extending the global nursing strategy through to 2030... Nursing is absolutely essential to translating these policy commitments into real health improvements and achieving every single one of our global health goals.

Howard Catton,
ICN CEO



78th World Health Assembly

ICN represented nurses at **the 78th World Health Assembly** (WHA 78), 27 May –1 June, making five Statements and three Constituency Statements as well as calling on WHO member states to extend the Strategic Directions for Nursing and Midwifery (2021–2025).

- > Read our [official report](#) on WHA 78
- > Watch our [wrap-up video](#) and read our [statements](#)



WHO Regional Committee meetings

PAHO: ICN was represented by the American Nurses Association at the 77th Regional Committee for the Americas in Washington, DC, in October 2025. We delivered interventions on the International Health Regulations, the Sustainable Health Agenda, and NCDs. Key messages emphasized the vital role of nurses in preparedness and response, the need for direct investment in the nursing workforce, and the importance of safe work environments. We advocated for empowering nurse leadership and ensuring frontline realities shape health policy. The dialogue reinforced collaboration as the path from statements to action across the Americas.

SEARO: ICN was represented at the 78th Regional Committee for Southeast Asia in Colombo, Sri Lanka, in October 2025. We delivered an intervention on Primary Health Care, welcoming the Delhi Declaration's strong commitment to strengthening PHC in the region but calling the necessary investment in nursing to achieve the Declaration's aims.

EMRO: At the 72nd Regional Committee for the Eastern Mediterranean in Cairo, Egypt, in October 2025, ICN delivered interventions on health issues in disasters and emergencies, calling for the protection of nurses; UHC, calling for investment in nursing and nurses' well-being; NCDs in emergencies, reiterating the critical role of nurses; and immunization, emphasizing the need for nurses to practice to the full extent of their education and professional development.

WPRO: The 76th session of the Regional Committee meeting for the Western Pacific was held in Nadi, Fiji, in October 2025. ICN was represented by the President of the Fiji Nursing Association, Miliakere Nasorovakawalu, who delivered a statement on Implementing amendments to the International Health Regulations. We underlined the need to include nurses in the discussions, saying that "the implementation of the IHR amendments will only succeed if they embed and elevate the role of nurses".

EURO: At the 75th Regional Committee for Europe in Copenhagen, Denmark, in October 2025, ICN delivered interventions on Immunization; Mental health, NCDs, Ageing; United Actions for Better Health; and Innovation Agenda for Public Health.

WHO Global Code of Practice on the International Recruitment of Health Personnel

ICN called for a strengthened WHO Global Code of Practice on the International Recruitment of Health Personnel with binding commitments to properly compensating developing nations for the health care workers they are losing, and contributed to the Global Code reporting round. ICN has also called on leaders to urgently address the inadequate working conditions, poor compensation, and failures to protect nurses from violence, much of which is gender based, that are perpetuating shortages and fuelling these patterns of inequitable nurse migration and unethical international recruitment.

In September 2025, a [new WHO EURO region report](#) revealed the scale of inequitable international migration and recruitment of health workers. ICN [reacted](#) by calling for fair practices including proportional compensation to protect poor source countries from the loss of their health workforces and the resources they have invested in training them. See page 25 for more information on socio-economic welfare of nurses.

UNITED NATIONS

United Nations General Assembly

ICN brought the nursing voice to the 80th session of the UN General Assembly (UNGA 80) in New York. We advocated for urgent action to address shortages and strengthen the world's nursing and health workforce as the only way to achieve the UN's major health goals, including crucial targets to reduce non-communicable diseases. The ICN delegation, led by CEO Howard Catton, ensured the world's 30 million nurses were heard at this vital decision-making forum.

- > Read more about our interventions [here](#).
- > Watch the [wrapup video](#) here



In partnership with New York University's Rory Meyers College of Nursing, ICN hosted a side event at UNGA 80 entitled, *Shaping Global Health Policy Through Nursing Leadership: Partnerships and Solutions for a Healthier World*. The event, which was attended by over 100 nurses, was sponsored by TruMerit and Johnson & Johnson and showcased the strength of collaboration and the power of nursing to advance global health for all. Howard Catton and ICN's immediate past President, Dr Pamela Cipriano made powerful cases for investing in nursing as the path to achieving all health goals, including universal health coverage, and called on all nurses to work together as advocates.



The ICN delegation to UNGA 80 also attended important High-Level Meetings, including the High Level Meeting on the prevention and control of NCDs (see below); the promotion of mental health and well-being; the Seed Global Health event *Beyond Aid: Financing Health Systems for Impact and Growth*; and the World Economic Forum session *Redefining the Private Sector's role in Global Public Health Financing*, an event that provided opportunities to engage with high-level stakeholders on innovative financing mechanisms for health system strengthening. ICN's CEO made a strong intervention highlighting the powerful economic case for investing in the nursing and health workforce, which is often a significant gap in donor and philanthropy funding initiatives. ICN's CEO also delivered an intervention at the high-level event on "Achieving safe, sustainable, and universal WASH, waste and electricity services".



UN High-Level Meeting on Noncommunicable Diseases and Mental Health

The Fourth High-Level Meeting on Noncommunicable Diseases and Mental Health (HLM4) held in September in New York City. The meeting provided a critical platform for ICN to demonstrate that nurses are the foundation of primary and preventive health care that WHO has affirmed is critical to addressing NCDs. ICN called for leaders to prioritize nursing workforce development in all NCD strategies.

ICN participated in key panels that shaped the meeting's outcomes, including:



IMPACT

- ICN was recognized by the UN Special Rapporteur on the Right to Health for the impact of #NursesforPeace and Caring with Courage film series.

Tackling the determinants of noncommunicable diseases and mental health and well-being through multisectoral and effective governance and collaborative action and Reshaping and strengthening health systems and all forms of financing to meet the needs of people living with and at risk of noncommunicable diseases and mental health conditions.

ICN issued a strong joint statement with the World Health Professions Alliance (WHPA), warning governments that commitments to address NCDs would fail unless countries urgently invest in their health workforce. See page 18.

ICN's CEO Howard Catton spoke at the *High-Level Roundtable on Protecting the Mental Health of Health Workers: Resilience and Retention for the Future*, hosted by the Frontline Health Workers Coalition and the John Sloan Dickey Center at Dartmouth. His intervention highlighted the urgent need to address the well-being crisis among nurses and other health workers that threatens the sustainability of health systems globally and presented evidence-based actions needed.

Prior to the HLM, the ICN delegation attended the United for Self-Care Roundtable on *Unlocking the Potential of Self-Care in the Fight Against NCDs*, hosted by BCIU and the Global Self-Care Federation highlighting how nursing can support health literacy and community-based self-care interventions, reinforcing the profession's role in health promotion and disease prevention.



WHPA calls on leaders to invest in health professionals at UN NCD summit.

The UN NCD Declaration was not ultimately approved. ICN called on leaders to work together to adopt a strong Declaration with clear commitments and ambitious targets for reducing NCDs and their effects. ICN also brought the clear message that the UNGA Political Declaration must make ambitious commitments to address NCDs by strengthening the health and nursing workforce as the heart of NCD prevention, management, and response in primary health care.

UN Human Rights Council and Special Rapporteur reports

The 60th session of the Human Rights Council was held 8 September – 8 October 2025. ICN submitted a comprehensive contribution to a new report published in April on *Health and care workers as defenders of the right to health*, by the UN Special Rapporteur on the right of everyone to the enjoyment of the highest attainable standard of physical and mental health, Dr Tlaleng Mofokeng. ICN's submission documented

evidence of nurses safeguarding the right to health in conflicts, crises, and other situations all around the world. The submission amplified nurses' experiences, voices, and concerns, providing firsthand testimony and data showing that nurses' own rights as well as their ability to protect the right to health are jeopardized by inadequate working conditions, underinvestment in nursing leadership, and experiences of violent attacks and harassment.

ICN also submitted significant input to the Special Rapporteur's subsequent report to the UN General Assembly, entitled *Health and care workers: the oath takers and defenders of the right to health*. ICN was named and recognized in this report, delivered by Special Rapporteur Dr Tlaleng Mofokeng to the UN General Assembly on 22 October 2025. The report recognized the significant impact of ICN's #NursesforPeace campaign (see page 25) and named ICN's Caring with Courage film series (see page 36) as an important effort to increase "the visibility of the multifaceted roles of nurses in addressing the world's greatest health challenges".

Dr Tlaleng Mofokeng's report named health workers as "defenders of the right to health" and reinforced key ICN messages by calling for sustained investment in health worker protection, fair remuneration, and addressing inequitable migration that creates workforce shortages in low-income countries. These messages were echoed by several country representatives at the UN General Assembly discussion of the report.

UN Climate Change Conference (COP30)

In November, ICN took part in the UN Climate Change Conference of the Parties (COP30) in Belém, Brazil, 10–21 November 2025. ICN emphasized turning plans into actions and holding people accountable to what they already promised. In particular, we emphasized nursing as an evidence-based scientific profession that is trusted with knowledge of health and science. We also

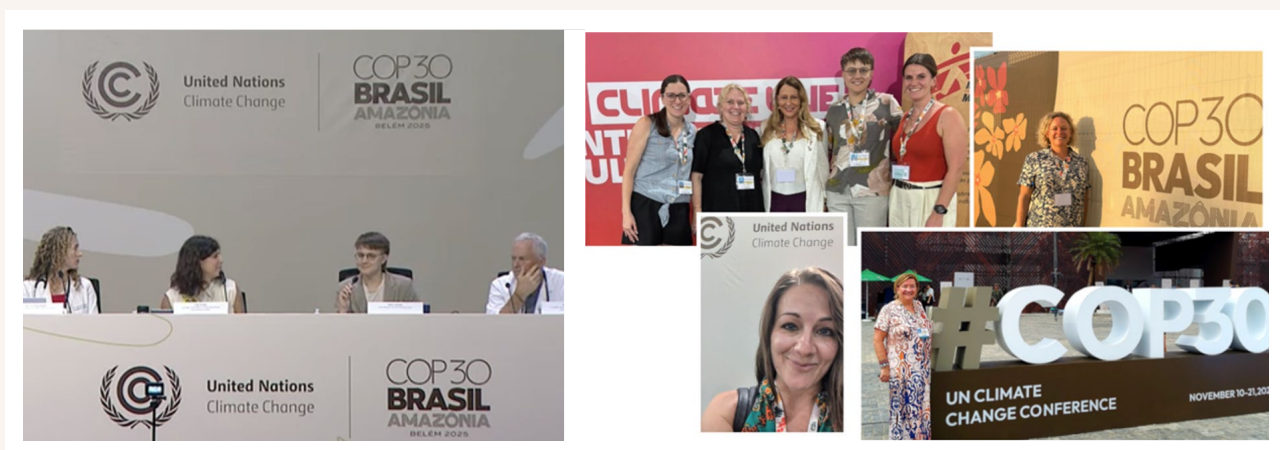
lobbied for nurses to be involved in advocacy for prevention, leadership to adaptation and disaster planning, and to challenge the health industry, a major polluter. We drew attention to our recent planetary health topic brief (see page 33).

ICN also amplified the voice of nurse leaders at COP30.



This recognition by the Special Rapporteur to the UN General Assembly shows ICN's impact at the highest levels. We are delighted to see global health forums valuing the vital role of nurses in building peaceful, healthful societies.

Dr José Luis Cobos Serrano,
ICN President



While the conference fell short on essential climate commitments, ICN successfully advocated for nurses' central role in climate action, and a significant milestone was WHO's [COP30 report](#) which acknowledged ICN's work on climate and disaster preparedness and recognized nurses as being "at the forefront of responding to climate-related health threats".

ICN contributed to a [Global Climate and Health Alliance Press Release](#) critiquing COP30's failure to make clear and sufficient commitments to phase out fossil fuels, and a statement by WHPA (see page 18) welcoming the Belém Health Action Plan's strong focus on strengthening the health workforce.

ICN letter to UN Secretary-General

In September, ICN President Dr José Luis Cobos Serrano [wrote to UN Secretary General António Guterres](#) reiterating ICN's calls for immediate action to end devastating attacks on health care in conflict zones and to give populations access to food, health care, and basic humanitarian needs.

WORLD HEALTH PROFESSIONS ALLIANCE

ICN is a founding member of the WHPA which 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.

WHPA called for urgent action for clean air at the WHO's 2nd global conference on air pollution and health in March. ICN, WMA and other partners also organized and signed the conference's [Call to Action](#), demanding bold action from governments, the private sector and civil society to clean the air for all by making a fair and just transition to clean energy.

In May, ICN took part in a [WHPA side event](#) during WHA 78, where former ICN President Dr Pamela Cipriano, along with other WHPA leaders, amplified the professions' central messaging that health professionals are a cost-effective way to provide safe and quality care and represent a sustainable long-term investment.

In July, WHPA leadership wrote an [open letter](#) to WHO Director General Dr Tedros Adhanom Ghebreyesus demanding that WHO continue to provide support and investment in the health workforce despite recent funding cuts and organizational



This systematic targeting of health care and of civilians, which is illegal under international humanitarian law, cannot continue. ICN is gravely concerned that illegal attacks on health care appear to have become normalized and legitimized in warfare, and we repeat our calls for the international community to take urgent action to end impunity and enforce International Humanitarian Law.

Dr José Luis Cobos Serrano,
ICN President



Health professionals are frontline witnesses to the impacts of air pollution. Through their grass-roots experience and knowledge, they can provide uniquely valuable input to cooperation between all the sectors involved in acting for clean air. Climate and health must be a whole-of-society effort.

Lujain Alqodmani,
immediate past president World
Medical Association

restructuring. WHPA expressed its deep concern about the shake-up at WHO which has left the Health Workforce Department severely reduced in size and subsumed under the WHO Academy, WHO's newly established learning provider. WHPA is advocating against WHO de-prioritizing health workforce issues and the disastrous results it would have for health professionals around the world.

In September, WHPA issued a strong joint statement warning governments that commitments made at the UN General Assembly (see page 13) will fail unless countries urgently invest in their health workforce. The WHPA statement, supported by ICN, emphasized that high-quality care delivered by health professionals is one of the most cost-effective strategies to meet the needs of people living with or at risk of NCDs and mental health conditions. WHPA also emphasized the need for interprofessional collaboration in responding to NCDs.

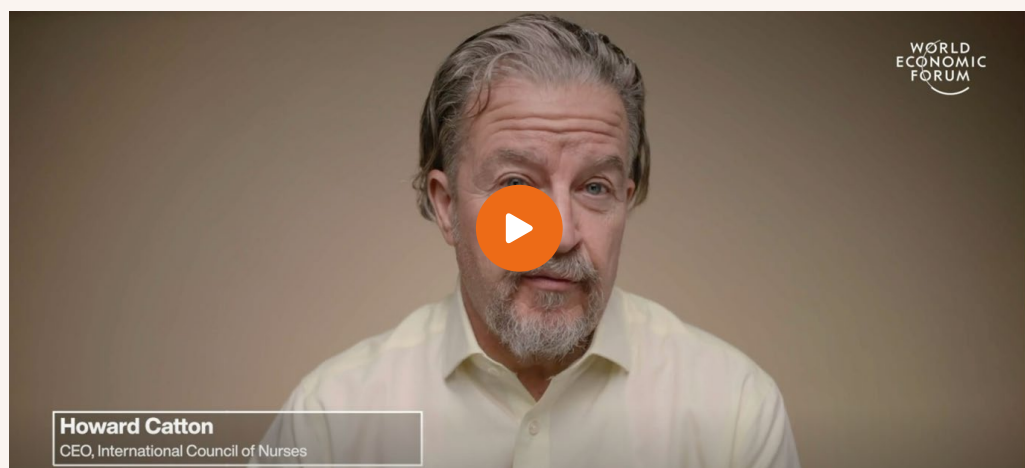
During COP30 Health Day (see page 15), WHPA encouraged WHO and the COP30 Presidency to formally engage health professionals and their representative bodies in the next stages of developing, implementing, and monitoring the Belém Health Action Plan (BHAP), the new global roadmap for climate-resilient and sustainable health systems.

On 20 November, over 520 participants joined the WHPA-hosted interprofessional webinar looking at the connections between NCDs and antimicrobial resistance. We asked how commitments made at the UN HLM overlap and how interprofessional collaboration can help put them into action. The webinar was part of World Antimicrobial Awareness Week.

WORLD ECONOMIC FORUM

In January, ICN commented on the new World Economic Forum (WEF) Global Risks report which highlights the top ten major challenges facing the world. ICN highlighted the dire health consequences of all the risks in the report.

On the first day of the World Economic Forum (WEF) annual meeting in Davos, the WEF released a video interview with ICN's CEO Howard Catton. The video relayed ICN's key messages on the economic power of care and the need for investment in nursing and was a direct call for action to global leaders gathered in Davos.



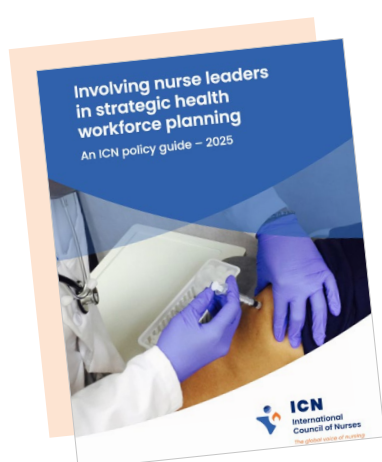
ICN has been supporting the WEF's work on the care economy for several years, including as part of the Global Future Council on the Future of the Care Economy.

INVOLVING NURSE LEADERS IN STRATEGIC HEALTH WORKFORCE PLANNING

At the beginning of 2025, ICN published a practical guide to including nurses in workforce planning decisions. *Involving Nurse Leaders in Strategic Health Workforce Planning* provides guidance on how to engage nurses in the process and access the knowledge, insight and expertise of the nursing profession to better shape and drive health workforce plans for the entire health workforce.

The guide presents a structured process for identifying and integrating nurse leaders into the heart of strategic health workforce planning and policy, and is fully aligned with current global nurse workforce initiatives. It emphasizes that global health systems will

only be rebuilt with co-ordinated policy responses that are informed by the knowledge and perspective of nurses. It also calls on every country to support the work of ICN and strengthen strategic leadership capacity across the nursing profession to facilitate nurses' participation in strategic health workforce planning.



As the largest health workforce, nurses hold vital data, knowledge and insights about health care delivery and the nursing workforce. As such, workforce planners must fully engage nurse leaders in the design of health workforce planning to properly meet future population health care needs. By ensuring early and ongoing nursing input, planners and policymakers can also eradicate gender and power imbalances that limit nurses' influence in workforce planning.

Dr Pamela Cipriano,
ICN immediate past President

4

CHAPTER

IMPACT ON NURSING PRACTICE

LEADERSHIP

The Organizational Development of National Nursing Association (ODENNA)



International Council of Nurses

ODENNA

Organizational Development
of National Nursing Associations

ODENNA builds the capacity of National Nursing Associations and their leaders by equipping them with tools, assessments, mentorship, and coaching to drive sustainable growth and influence. Participants engage in online and in-person events, develop projects, and take part in specialty trainings that strengthen governance, leadership, and organizational impact. Built on three pillars: Identify (Organizational Assessment Tool), Equip (Leadership for Change), and Grow (Nursing Association Mentorship Initiative), ODENNA addressed governance, leadership, advocacy, and sustainability at both the regional and organizational levels.

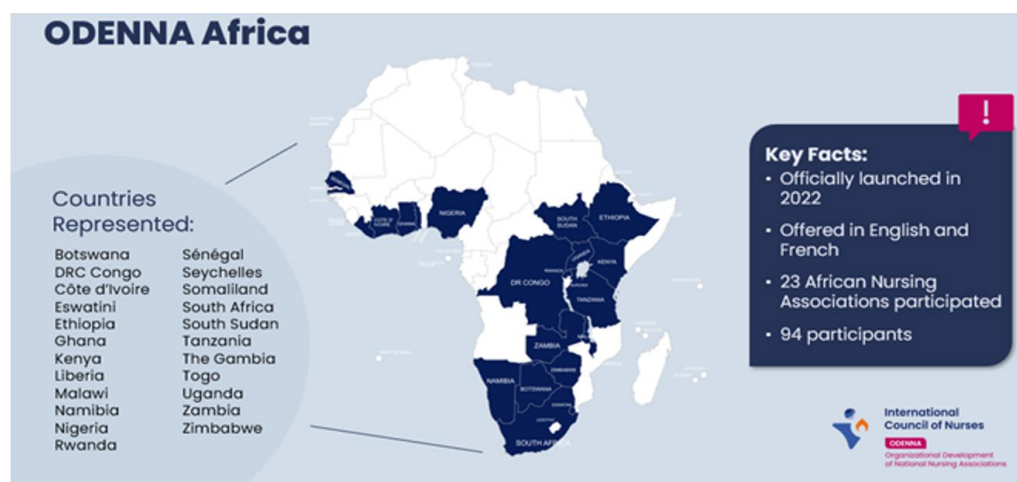
Ongoing work: ODENNA is moving to Latin America! With support from the BD Foundation, ODENNA LatAm will work with 8 NNAs in Central or South America over 24 months to bring the same benefits as we saw in Africa.

Partners: BD Foundation and Johnson & Johnson Foundation



Through ODENNA, we developed a strategic plan for the first time. This has completely changed how we operate and advocate.

Namibian Nurses Association



IMPACT



- ODENNA Africa has engaged 23 NNAs across Africa
- 92 participants equipped with leadership and organizational skills
- 23 organizational assessments completed
- 9 strategic plans developed
- 14 change projects launched
- 13 mentorship matches facilitated
- 40+ policy reform drafts submitted
- 30+ advocacy campaigns initiated
- 12,450+ health care workers and patients directly benefitted
- 5,000+ nurses, midwives, and health care professionals reached
- Nearly 300 participants joined the “ODENNA: Growing Nursing leadership from Africa to LATAM” webinar

Leadership For Change (LFC)™



**International
Council of Nurses**

LFC

Leadership for Change™

LFC™ equips mid-career nurses with leadership and change management skills to strengthen health systems and improve practice. Delivered by licensed NNAs through in-person workshops, participants complete national projects that drive measurable health care improvements. LFC™, which was first launched in 1996, continues to be a cornerstone programme for mid-career nurses.

Ongoing work

- A full strategic review of the LFC programme is underway, looking at content, methodology, delivery structure, and scalability.
- The Training of Trainers model is being modernized to improve consistency, expand trainer capacity, and reduce delivery barriers.



LFC gave me the tools to lead change that improved patient care, employee satisfaction, and operational performance.

Asst. Prof. Koy Virya,
Cambodia, WHO-WPRO



IMPACT

- 10 active license holders
- Change projects focused on workplace mental health programmes, safe needle practices, and improved service delivery.
- An increasing number of nurses and NNAs request access to LFC.

- We are moving toward a more sustainable, blended delivery model that is cost-effective, scalable, and aligned with the Leadership Centre's digital systems.
- Improvements in the way we collect and track impact data are underway, including deeper reporting on the workplace and systems-level projects designed by LFC participants.
- The alumni network and peer-to-peer communities are being strengthened to ensure ongoing support for graduates and continued visibility of their change projects.

Global Nursing Leadership Institute (GNLI)™



**International
Council of Nurses**

GNLI

Global Nursing Leadership
Institute™

GNLI™ continues to be one of our flagship executive-level programmes, delivered in collaboration with WHO to develop senior nurse leaders to influence health and policy, address key nursing priorities in each region, and support scholars in developing policy-based projects aligned with WHO's strategic focus. Participants design both regional and individual projects that advance policy leadership and health system transformation.



IMPACT

- 500+ scholars have participated in GNLI.
- In 2025, GNLI welcomed 30 scholars from 27 countries

The regional projects of the GNLI 2025 cohort address major global priorities:

- PAHO – Charting advanced practice nursing within Caribbean primary care
- AFRO – Evaluating leadership development needs across Sub-Saharan Africa
- WPRO – Enhancing regional nursing leadership capabilities
- EURO – Investigating nurse retention strategies tailored to different age groups

- EMRO – Analyzing occupational health laws impacting nurse wellbeing and building the ‘Nurse Pulse Dashboard’ which aims to elevate nurse well-being and resilience from a human resources concern to a quantifiable policy metric.
- SEARO – Creating mental health guidelines for nurses

Ongoing work: There will be a new GNLI cohort starting in 2026.

Partners: Burdett Trust for Nursing, Health Carousel Foundation, WHO

GNLI Alumni

After completing GNLI, alumni continue to engage in networking as a professional support to advance their own careers and the nursing profession. As these alumni return to their work, the professional network helps them problem-solve, provides support and leads to collaboration between alumni to further the nursing profession and health for all.

Nursing Leadership for Crisis Response and Recovery (NLCRR)



The NLCRR programme was launched in September 2025 to strengthen nursing leadership capacity in conflict and crisis settings. The pilot programme supports Ukrainian nurses who have been delivering frontline health care throughout the ongoing war.

Running over six months, NLCRR equips nursing leaders with immediate, practical leadership competencies while enabling them to develop and implement long-term strategies for health care recovery, system resilience, and reform. The programme also establishes a strong professional network among participants and international experts, ensuring sustained collaboration and leadership influence beyond the programme’s completion.



Funded by #NursesforPeace (see page 25), NLCRR strengthens leadership skills for mid-career and senior nurses in Ukraine, empowering them to manage health care during crisis and to drive reform. Participants engage in online and in-person learning, peer networking, and develop policy briefs and presentations to support system recovery.



Through your role and brave, skilled response, you have intimate knowledge of delivering care, the causes of ill health, and the unique health needs in disaster zones. Your experiences are central to disaster preparedness and recovery and by developing your leadership as a cohesive strong leadership network, we want to ensure that your voices are heard at every level of health care policy and that you shape disaster preparedness, response, and recovery.

Howard Catton,
ICN CEO at the opening of the NLCCR in Ukraine

This first edition of the programme marks a significant milestone in developing nurse leadership capabilities and resilience during one of the most challenging periods in Ukraine's history. The air raid sirens that sounded daily during the programme reminded all present of the remarkable bravery and dedication these nurses show in maintaining health care services in an active war zone.

Partners: The Center for Nursing Development, Ministry of Health of Ukraine; World Health Organization (WHO) – Country Office Ukraine and WHO Regional Office for Europe.

IMPACT



- 96% completion rate and strong assessment results following the Phase 1 six-week online module.
- 24 Ukrainian nurses completed Phase 2, in-person in Kyiv. The workshop featured hands-on leadership exercises, case-based learning, and networking opportunities.
- Participants gave the in-person training week strongly positive evaluations.
- Online Mastermind Groups were carried out from November 2025 to January 2026 to provide a safe space for participants to apply tools, share challenges, and develop strategies with guidance from the Lead Trainer.

EDUCATION

RCN collaboration

In June, we signed an historic partnership agreement with The Royal College of Nursing (RCN) to boost nurse education and continuing professional development. The partnership provides a framework for collaboration on learning and accreditation resources and aims to influence the quality of nurse education and professional development on offer to an increased number of nursing staff globally. Accreditation of education and continuous professional development is central to not only improving access to learning opportunities, but also in improving standards across the world.

ICN and the RCN International Academy are also exploring collaboration on nursing education in conflict zones with the aim to co-develop educational resources and support nurses through high-quality, accessible learning materials.

The ICN Board expressed its deep concern around proposals from the U.S. Department of Education to remove nursing from the list of recognized professional degrees eligible for full federal loan support. ICN supports the American Nurses Association position in opposing this reclassification, which would severely restrict the loan and loan-for-giveness options available to graduate and advanced practice nursing students, with significant negative implications for both the nursing workforce and patients' access to health care.



The implications of the current proposal would directly impact nursing workforces, health outcomes, and patient access to care. Graduate-level preparation is what enables advanced practice nurses, nurse practitioners, certified registered nurse anaesthetists, clinical nurse specialists and certified nurse midwives to provide high-quality care — and they are often the only accessible provider in underserved regions. [ICN] stands with the American Nurses Association, with every nurse whose future relies on fair access to graduate education, and with all the communities worldwide whose health depends on a strong pipeline of nurses and advanced practice nurses.

Asst. Prof. Koy Virya,
Cambodia, WHO-WPRO

ICNECs



ICN elevates the ICN Education Experts Advisory Committee and scales International Continuing Nursing Education Credits (ICNECs) via a mobile CPD portfolio, an online accreditation portal and the RCN partnership. ICNECs provide global accreditation for continuing nursing education, enabling organizations to certify their programmes in alignment with ICN standards. It also offers nurses a personal dashboard to track accredited learning and view accumulated credits.

SOCIO-ECONOMIC WELFARE

ICN advocates for the socio-economic welfare of nurse world-wide. This includes our humanitarian work to support nurses working on the frontlines of conflicts; as well gathering and publishing data on the socio-economic status of nurses.

Humanitarian work

ICN's humanitarian work includes the Humanitarian Fund, the #NursesforPeace campaign, our collaboration with Direct Relief and the Girl Child Education Fund.

#NursesforPeace



ICN's #NursesforPeace campaign raises funds for nurses working on the frontlines of emergency situations and draws public attention to the associated threats to public health care systems. Initially created to support nurses and communities affected by the war in Ukraine, #NursesforPeace has now broadened to all areas of the world affected by facing humanitarian crises. Projects are implemented and managed by NNAs, ensuring local ownership and sustainability.

- At the ICN Congress in Helsinki in June 2025, Direct Relief (see page 27) gave a generous donation of \$100,000 to support nurses working in crisis and conflict-affected regions.

As well as the Nursing Leadership for Crisis Response and Recovery programme which supports nurses in Ukraine (see page 23), #NursesforPeace is supporting nurses in several countries including Palestine and Sudan.



>> **Palestine: emergency support for nurses Gaza & West Bank**

In September 2025, #NursesforPeace and the Palestinian Nursing and Midwifery Association launched an emergency programme, with support from Direct Relief (see page 27), providing direct financial aid to nurses in Gaza and the West Bank.

This [support] has created an invaluable feeling among our nurse colleagues that ICN and nurses internationally are standing by them during a time of crisis.

Ibrahim Mahmoud Namoura,
President of the PNMA

Amid famine and soaring food costs, nurses face daily survival challenges while continuing to care for patients without their salaries. The initiative enables nurses to purchase essentials like food, water, firewood, and shelter materials and covers transport to work.

>> **Sudan Excellency Centre**

Led by the Sudan Nurses Organization (SNO) with collaboration from the Ministry of Health, the Sudan Excellency Centre is an initiative to strengthen the nursing workforce through high-quality education, integrating WHO's Basic Emergency Care, and developing simulation labs and online platforms.



Through the #NursesforPeace programme, ICN is providing a lifeline for nurses working in the most difficult environments imaginable. Direct Relief is committed to standing with them and to invest in the leadership, resilience, and care that nurses bring to communities in crisis.

Dan Hovey,
Vice President of Emergency Response, Direct Relief

While the planning remains at an early stage, the initiative aims to train thousands of nurses annually, elevate nursing standards and improve health outcomes across Sudan.



IMPACT

- 1,200+ nurses in Gaza and the West Bank received direct financial support.



IMPACT

- Emergency Response Team established by SNO.
- Emergency packs containing essential equipment for crisis response provided by Direct Relief.
- Trauma care, resuscitation, obstetrics, disaster and academic skills courses offered.



Direct Relief and ICN strategic partnership

ICN is collaborating with Direct Relief to support the work of NNAs in crisis affected regions. The ICN Humanitarian Liaison Officer acts as a link between Direct Relief and ICN's member associations in crisis affected regions.

Afghanistan: ICN supported a vital initiative to strengthen the disaster response capacity of nurses working in some of the country's most vulnerable and hazard-prone provinces. Led by the Afghanistan Nurses Association (ANA), the project was developed in direct response to the recurring earthquakes and natural disasters that continue to affect large parts of the country, placing immense pressure on an already fragile health system. The initiative focused on equipping nurses with the practical skills and knowledge required to respond rapidly and effectively during emergencies. Through this initiative, ICN and the ANA contributed to building a more resilient and better prepared nursing workforce in Afghanistan. By strengthening core emergency-care capacities and ensuring that nurses have the skills necessary to respond effectively during crises, the project supports long-term improvements in public health readiness, disaster resilience, and community recovery.



Ethiopia: ICN worked with the Ethiopian Nurses Association (ENA) to strengthen the capacity and safety of frontline nurses through the completed Solidarity to Strengthen Frontline Capacity (SSFC) project. This initiative was implemented in direct response to the Marburg Virus outbreak, which posed a serious threat to health workers and communities. Through this initiative, more than 2,000 nurses and health workers received targeted training on early identification, clinical management, and infection prevention and control measures specific to Marburg Virus Disease and other related outbreaks.

Jordan/Palestine: ICN supported a humanitarian initiative designed to address the urgent rehabilitative needs of individuals from the Gaza Strip who have undergone partial leg amputations as a result of conflict-related injuries and complications. To deliver these services efficiently, the programme established a dedicated, centralized temporary workspace in Jordan, serving as a specialized hub for assessment, fabrication, fitting and ongoing follow-up. Through this project, ICN and its partners are helping to rebuild the lives of individuals who have suffered profound physical trauma, while also contributing to the long-term strengthening of regional rehabilitation systems. The initiative reflects a commitment to restoring mobility, preventing long-term disability, and upholding the rights and well-being of amputees affected by the crisis in Gaza.



Mauritania: ICN supported the launch of a new strategic partnership between Direct Relief, the Mauritanian Nurses Association (MNA), and the Ministry of Health (MoH) aimed at strengthening national access to essential medicines and improving the country's capacity to respond to health emergencies. These efforts mark an important step toward establishing a sustainable, equitable and resilient medical supply system across Mauritania. By combining global humanitarian resources with national leadership and local expertise, the partnership strengthens the health system's ability to serve vulnerable populations, respond to emergencies, and ensure that essential medications reach the facilities and communities that depend on them most.

During every disaster, Direct Relief relies extensively on local health providers to determine what is most needed and where. Nurses are at the forefront of that essential knowledge and patient care, particularly during crisis events. Direct Relief is privileged to work with the International Council of Nurses and their deep expertise across multiple specialties promises to guide and expand Direct Relief's future emergency and humanitarian response.

Alycia Clark,
Chief Pharmacy Officer, Direct Relief

referral hospital and the central facility responsible for caring for children living with Type 1 diabetes. Ultimately, the initiative aims to improve clinical outcomes and reduce preventable complications for children with diabetes in South Sudan. Through this partnership, ICN, Direct Relief, and SSNAMA are helping to build a safer, more resilient paediatric care ecosystem in a country where specialised child-health services remain extremely scarce.

Girl Child Education Fund (GCEF)

Since its launch, the Girl Child Education Fund has helped orphaned daughters of nurses in low-resource settings attend school. Active in Kenya, Uganda, Zambia, and Eswatini, it provides students with fees and school supplies. GCEF empowers girls to overcome hardship and contributes to equality and development.

Somaliland: ICN supported a collaborative initiative led by Direct Relief and coordinated by the Somaliland Nursing and Midwifery Association (SLNMA) to improve access to essential maternal and child health services in remote and underserved areas. The project centred on the distribution of Direct Relief's internationally recognized Midwife Kits—comprehensive maternal and newborn health packs designed to enable safe, facility-based births in low-resource settings. Through this partnership, ICN, Direct Relief and SLNMA contributed to building a stronger, more resilient maternal health system in Somaliland—one that empowers midwives, supports safe childbirth, and expands access to lifesaving services for women and infants in the country's most remote communities.

South Sudan: ICN supported a collaborative initiative between Direct Relief and the South Sudan Nursing and Midwifery Association (SSNAMA) to strengthen paediatric diabetes care in South Sudan, where access to insulin and safe diabetes management remains extremely limited. The project focuses on Al Sabah Children's Hospital in Juba, the country's *only* paediatric



IMPACT

- 430+ girls empowered since 2006 through education, helping them break cycles of poverty and contribute meaningfully to their communities.

Nursing workforce

International Labour Organisation: ICN has been working closely with the ILO since the early 1900s. We continue this collaboration to improve working conditions for nurses. On 25 November, ICN President José Luis Cobos, Vice Presidents Sineva Maria Ribeiro and Megumi Yamaura-Teshima, and CEO Howard Catton engaged with ILO leaders to address nurses' working conditions, the classification of our profession, and the wider ratification of Convention 149. The discussion also focused on ensuring decent work, tackling workplace violence and harassment, and sharing ICN's new definition of nursing to inform future frameworks.



Malaysian government: In September 2025, ICN welcomed the news that the Malaysian government had cancelled a planned extension of working hours for nurses, following strong advocacy by the Malaysian Nurses Association (MNA). Earlier this year, ICN wrote a letter in support of the MNA, citing research which demonstrates that long working hours contribute to increased medical error rate and decreased quality of care — ultimately endangering patient safety.

ICN also publicized these messages through extensive media coverage, including an interview by ICN's CEO with *Free Malaysia Today* warning that extra hours could lead to nurse fatigue, which affects quality, effectiveness, and errors.

Workforce Forums: Held annually and hosted by volunteer member NNAs, ICN's workforce forums aim to stimulate thinking, enhance learning and, ultimately, develop proactive strategies.

The 23rd ICN Asia Workforce Forum in Beijing, co-hosted by ICN and the Chinese Nursing Association (CNA) was held 12–13 November 2025, with ICN CEO Howard Catton in attendance. Representatives from 13 national and regional nursing associations collectively representing nearly 14 million nurses came together to exchange insights about nursing in the region and identify concrete pathways for change. Participants endorsed a Communiqué setting forth strategic actions to address the most pressing nursing workforce issues. Forum delegates collectively reaffirmed that nurses are fundamental to achieving Universal Health Coverage and the Sustainable Development Goals, emphasizing that strategic investment in nursing generates significant social and economic returns. They committed to continuing to collaborate to lead health system transformation and promote health equity across the region.





This Forum is more than a platform for professional exchange and dialogue. It is a symbol of unity across Asia, at a time when health systems worldwide are under pressure and our nursing workforce faces challenges. Together, we are exploring how to enhance regional cooperation, nurture leadership and retention, and harness innovation to deliver better care.

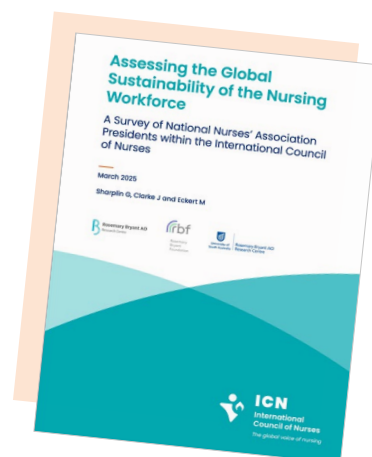
Wu Xinjuan,
President, Chinese Nursing Association

Assessing the Global Sustainability of the Nursing Workforce: In order to better understand the needs, concerns and pressures of our NNAs and nurses worldwide, ICN commissioned the Rosemary Bryant AO Research Centre to carry out an independent survey of ICN's members. The results of this survey were published in a report entitled *Assessing the Global Sustainability of the Nursing Workforce* which warned of a deepening crisis in the well-being of the global nursing workforce and provided compelling evidence for urgent investment in nurses to improve health outcomes, strengthen economies, and build more resilient societies.



The current nursing shortage is a global health emergency, and it is only exacerbated by the failure to retain nurses or attract new nurses to the profession as highlighted in these reports. Our survey of NNA Presidents' is a litmus test for the lived experiences of the world's nurses, and it reveals concerning trends in workforce sustainability.

Wu Xinjuan,
President, Chinese Nursing Association



Global Nursing Workforce Centre: TruMerit™ (formerly CGFNS International) and ICN launched a new collaborative, the *Global Nursing Workforce Centre*, which will serve as a clearinghouse for research, data, and policy solutions on the world's nursing workforce to aggregate and analyze this knowledge and highlight gaps. a jointly operated clearinghouse for research, data, and policy solutions on the world's nursing workforce.

Focusing on the contributions of the nursing profession to global health care workforce preparedness, the Centre will undertake a comprehensive research agenda spanning education, workforce conditions, care delivery models, and health system impact worldwide.



REGULATION

In 2025, ICN laid the essential groundwork to build a unified global architecture for nursing regulation that reflects the ICN definitions and supports ICN's role as the international peak body.

Definition of 'nursing' and 'a nurse'

In June 2025, ICN unveiled a new, comprehensive Definition of Nursing and a Nurse, providing an authoritative articulation of the profession's scope, identity and contribution to global health. This new definition is the culmination of a year-long global initiative led by an expert panel and supported by a Delphi group of distinguished nurses from every ICN region, ensuring inclusivity and cultural resonance across diverse health systems and communities.

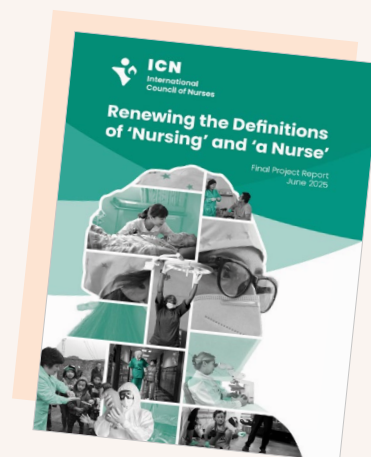
Since endorsement in June 2025, ICN's new definitions of 'nursing' and of 'a nurse' have gained strong global traction. Beyond the three official ICN languages (English, Spanish and French), translations are now available in Greek, Italian, German and Japanese. The Australian Government has also published the

definitions on its Department of Health and Aged Care website, marking one of the first government-level adoptions.

National Nursing Associations worldwide are now embedding the definitions in education, regulatory, and policy frameworks, reinforcing nursing's identity as an educated, ethical, and regulated profession.

Following the release of ICN's new definitions, ICN is working with the International Labour Organisation to improve how

nursing roles are reflected in the International Standard Classification of Occupations, and ensure alignment with the ICN definitions in order to create a coherent global view of the profession and support more consistent workforce, education and regulatory planning.



IMPACT

- 12,400 downloads
- Translated into 7 languages
- Published by Australian government

World Trade Organization

On 2 October, ICN CEO Howard Catton took part in a thematic session of the WTO Council for Trade in Services. The session convened experts from international organizations and industry bodies to discuss the recognition of professional qualifications in global services trade. Howard contributed the nursing profession's perspective, highlighting both the opportunities and challenges in facilitating international recognition.

This new definition is more than a professional statement - it is a powerful reaffirmation of nursing's leadership in shaping health for all. It speaks to the heart of who we are and the impact we make every day. With voices from across every ICN region, we have created a definition that is bold, inclusive, and future-facing. It equips us to lead with purpose, grounded in our values and unified by our vision.

David Stewart,
ICN Director of Nursing Policy and Practice

ADVANCED PRACTICE NURSING

Globally, advanced practice nursing is one of the fastest-growing health professions. APNs are essential for innovating health care systems to improve access to care, achieve better health for people, and to reduce health care costs. The ICN Nurse Practitioner/Advanced Practice Nurse Network (NP/APN Network) has over 3,600 members across 122 countries and is continually evolving to better represent APNs from all global WHO regions.

The [Advanced Practice in Nursing](#) book series, published by Springer and officially endorsed by ICN, includes 10 titles in English language and 5 translations into French.

INTERNATIONAL CLASSIFICATION FOR NURSING PRACTICE



ICNP is a standardized global terminology that defines and compares nursing practice across health systems, strengthening nursing visibility, data-driven decision-making, and policy influence. In collaboration with SNOMED, ICN is expanding terminology integration and reinforcing ICN-Accredited Centres as key data-contributing hubs for global nursing knowledge.

ICN implements the ICNP® strategic plan, aligns terminology with SNOMED CT, and embeds ICNP across accreditation, policy, education and practice. ICN builds an interoperable digital health ecosystem—accredited centres, a Global Advisory Council, minimum datasets and dashboards—and publishes practical digital health and AI ethics guidelines that shape nursing practice and policy.

ICN-accredited centres for ICNP™ research & development

- [Marian K. Shaughnessy Nurse Leadership Academy Frances Payne Bolton School of Nursing, Case Western Reserve University](#)
- [Swedish ICN-Accredited Centre for ICNP® Research and Development](#)
- [Australian ICN-Accredited Centre for ICNP Research and Development](#)
- [ICN Accredited ICNP Research & Development Centre in Iceland](#)
- [Centre for ICNP Research and Development of the Iranian Nursing Organization](#)
- [Chilean Centre for ICNP Research & Development](#)
- [German Speaking ICNP User Group](#)
- [Philippine ICN-Accredited Centre for ICNP Research and Development](#)
- [Centre for Information Systems Research and Development of Porto Nursing School – Portugal](#)
- [ICN-Accredited Centre for ICNP Research & Development at the Medical University of Łódź](#)
- [Italian ICNP Research & Development Centre](#)
- [Korean ICN-Accredited Centre for ICNP Research & Development](#)
- [RNAO-ICNP Research and Development Centre](#)

- [University of Minnesota School of Nursing Centre for Nursing Minimum Data Set Knowledge Discovery](#)
- [ICN Dublin City University School of Nursing and Human Sciences ICNP User Group](#)
- [Singapore Salutogenic Nursing \(SUN\) Research Programme](#)
- [Norwegian ICNP Research & Development Centre](#)

POSITION STATEMENTS AND TOPIC BRIEFS

In 2025, ICN published an updated policy statement on *Health care in conflict: the nursing perspective* to reaffirm our commitment to supporting nurses and ensuring their safety in combat zones around the world. Nurses have been at the forefront of these crises, responding to emergencies, supporting recovery efforts, and providing essential care to those affected by violence and displacement.

In May, we released a new topic brief titled *Nursing for Planetary Health and Wellbeing*, emphasizing the vital role nurses play in addressing the health impacts of our shared environmental crises. The brief highlights the emerging concept of planetary health and stresses the urgency to recognize and take action to reduce the impacts that human disruptions to Earth's natural systems are having on the health of individuals and communities.

5.

CHAPTER

AMPLIFYING THE NURSING VOICE

ICN plays a vital role in ensuring that the value of nursing is understood not only within the profession, but across the broader global community. By reaching beyond nurses themselves, ICN helps governments, policymakers, and the public recognize that investing in nursing is essential to strengthening health systems, improving patient outcomes, and achieving universal health coverage. To amplify this message, ICN actively communicates through press releases, webinars, its website, social media platforms, and other global outreach efforts, making the case for why nursing must be prioritized and supported worldwide.

PRESS RELEASES

Through our regular press releases, we reach a variety of well-recognized media outlets such as BBC, CNN, The New York Times, Reuters, The Guardian, Al Jazeera, and others. We also hold press conferences and invite the media to attend the ICN Congress.

New in 2025: The ICN Podcast!



At the end of 2025, ICN launched its first podcast episode! The podcast series will offer conversations with nurses, innovators and health care leaders from around the world to explore the challenges, triumphs and transformative ideas shaping the future of nursing. In the first episode, ICN CEO Howard Catton

spoke with Swiss director Petra Volpe about her film "Late Shift" which follows a dedicated young nurse as she works in an understaffed hospital ward. The film was shortlisted for Best International Feature Film at the 98th Academy Awards. You can watch the first episode of the ICN podcast [here](#)!



We have powerful evidence both about the scale of nurse well-being challenges and the effective solutions. What remains is the political will to implement these proven strategies at organizational, national, and global levels. If we get this right, we deliver on the rights of nurses, we improve patient safety and quality, we strengthen our economies, and we advance global health. So, let's go out there and advocate and be champions for ourselves, for our profession, for our patients, for the world.

Howard Catton,
ICN CEO, during the ICN webinar on nurses' well-being

WEBINARS

Webinars are an essential way to bring people together across distances to exchange ideas, share expertise, and engage in meaningful dialogue on important issues. They create accessible spaces where participants can learn from one another, ask questions in real time, and build a sense of community around shared interests. Our webinars covered:

16 April 2025

International Nurses Day: Caring for nurses strengthens economies



30 September 2025

Prioritizing nurses' health and well-being
(with a focus on the Americas)



IMPACT

- Our webinars attracted over 900 participants from 101 countries.

19 November 2025

ODENNA: Growing nursing leadership from Africa to LatAm



WEBSITE AND SOCIAL MEDIA

Websites and social media are powerful tools for reaching wider audiences and raising awareness of the essential work nurses do every day. They allow us to share stories, highlight achievements, and communicate key messages in ways that are immediate, accessible, and engaging. By using these platforms, ICN can connect with the public, policymakers, and the global health community, helping people understand the impact of nursing and the need to invest in and support the profession.

IMPACT



- Over 2025, our audience grew by a net total of 41'769 across Facebook, LinkedIn, X, and YouTube.
- YouTube: 2,129 new subscribers in 2025
- LinkedIn: 31.9% follower increase in 2025
- Facebook: 14.7% follower increase in 2025
- X: 6.1% follower increase in 2025
- Website: 831,000+ visits in 2025

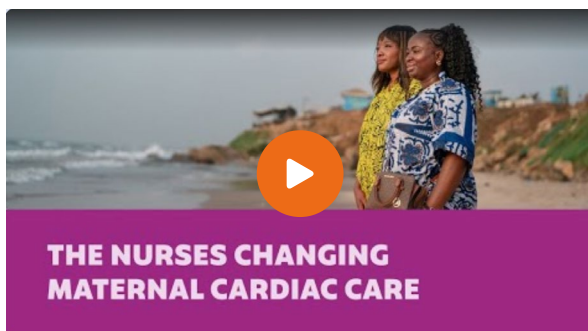
CARING FOR COURAGE FILM SERIES

ICN is continuing its mission to improve the public's knowledge and perceptions of the profession in the media through its collaboration with BBC StoryWorks Commercials Productions, which released a second compelling series of its *Caring with Courage* films about nursing. By telling the stories of nurses providing life-changing care across diverse roles and settings, the series shines a light on the multifaceted expertise that defines nursing today.



Caring with Courage demonstrates that modern nurses are hands-on caregivers who deliver expert care at the most pivotal moments in people's lives and also highly educated health leaders who make care effective, more accessible, and more affordable for all.... The Caring with Courage series provides proof that is time for the world to recognize nurses for the experts they truly are and properly value their dedication and abilities, which are shaping healthier futures for us all and underlines the urgent necessity of further investment.

Howard Catton,
ICN CEO



The second series was presented at a plenary session on media and storytelling at the ICN Congress 2025 in Helsinki, which also featured film maker Carolyn Jones, whose film *The American Nurse*, explored some of the most important issues facing the US, including ageing, war, poverty and prisons, through the work and lives of nurses.



IMPACT

- 24 million people reached in the first month
- 4 million likes or comments

PRESENTATIONS AND MESSAGES

In 2025, ICN was invited to speak at a wide variety of high-level conferences and forums, providing many opportunities for ICN to elevate the voice of nurses and advocate for the nursing profession.

01. JANUARY

- **24 January:** Global Health Challenges event co-hosted by University of Milano-Bicocca and CNAI, Italy
- **28 January:** UCSF's Center for Global Nursing Certificate in Global Nursing's launch

02. FEBRUARY

- **3-11 February:** WHO's Executive Board, Geneva, Switzerland
- **5 February:** UN ECOSOC Partnership Forum, UNHQ, New York, USA
- **7 February:** CGFNS International (TruMerit) "Care Anywhere" podcast
- **11-13 February:** 3rd King Saud University International Nursing Conference Riyadh, Saudi Arabia
- **16-18 February:** Annual conference of the Education Division of the Israeli Nurses Union
- **26 February:** *From Local to Global: Women leading UHC transformation*, webinar sponsored by Women in Global Health

03. MARCH

- **10-21 March:** UN Commission on the Status of Women, New York, USA
- **12-14 March:** International Nurses Society on Addictions annual conference Orlando, Florida, USA
- **20 March:** TWNA NGO CSW69 Forum Virtual Parallel Event
- **20 March:** Perspectives and Challenges in Global Health, organized by Penn Nursing's Center for Health Outcomes and Policy Research and Perry World House, University of Pennsylvania, USA
- **25-28 March:** DENOSA 9th National Congress, South Africa
- **25-27 March:** WHO's 2nd global conference on air pollution and health

04. APRIL

- **3-4 April:** 7th Global Ministerial Summit on Patient Safety, Manila, Philippines
- **16-17 April:** ICCHNR and QNI joint conference, London, UK
- **8-10 April:** IV International Conference of the Brazilian Network of Nursing and Patient Safety (REBRAENSP), Rio de Janeiro, Brazil
- **9 April:** All-Ireland Integrated Nursing Care Festival
- **10-11 April:** EFN 120th General Assembly, Brussels, Belgium
- **17 April:** International Collaboration for Community Health Nursing Research International Conference
- **22 April:** High Level Roundtable on *Political Leadership for Financial Protection: Access for All in the Face of the Health Financing Emergency*, on the sidelines of the World Bank and International Monetary Fund meetings Washington, DC

05.
MAY

- **5–6 May:** UHC2030 Steering Committee
- **7–8 May:** MedEd on the Edge, at Nobel Forum, Stockholm, Sweden
- **9 May:** VI National Congress on Nursing and Vaccines, Madrid
- **17 May:** 10th World Heart Summit, Geneva, Switzerland

06.
JUNE

- **7–9 June:** ICN Council of National Nursing Association Representatives, Helsinki, Finland
- **9–13 June:** 30th ICN Congress, Helsinki, Finland

07.
JULY

- **28 July:** 7th International Global Network of Public Health Nursing Conference, Calgary, Canada

08.
AUGUST

- **14 August:** *Enfermería y ambientes saludables* (Nursing and healthy environments), hosted by the Latin-American Alliance for Nurses for Healthy Environments
- **21 August:** 2nd International Congress of the Peruvian Nurses Association

09.
SEPTEMBER

- **3–24 September:** PAHO Regional Workshop on Nursing and Midwifery Leadership: Strengthening Competencies and Connecting Experiences, Washington, D.C., USA
- **6–11 September:** Federal Council of Nursing (COFEN) Congress, Brazil
- **8 September:** Global webinar on patient safety, organized by WHO and the Partnership for Maternal Newborn and Child Health (PMNCH)
- **18 September:** Florence Nightingale Foundation webinar on SoWN 2025
- **19–21 September:** Global Digital Health Summit, Mumbai, India,
- **22–30 September:** United Nations General Assembly (UNGA 80) New York, USA
- **23 September:** High-Level Roundtable on Protecting the Mental Health of Health Workers: Resilience and Retention for the Future,” hosted by the Frontline Health Workers Coalition and the John Sloan Dickey Center at Dartmouth
- **23 September:** *A New Vision for the Health Workforce: Addressing NCDs, global health security and emergencies*, hosted by the Frontline Health Workers Coalition and partners including CARE USA, Seed Global Health, Johnson & Johnson, and Project HOPE
- **24 September:** *No Health Without Mental Health: A shared commitment* WHO, Wellcome Trust, and United for Global Mental Health

10. OCTOBER

- **24 September:** *Achieving safe, sustainable, and universal WASH, waste and electricity services in health care facilities: Progress on the 2023 General Assembly Resolution*, hosted by Hungary and the Philippines in collaboration with WHO and UNICEF
- **25 September:** Fourth High-Level Meeting on Noncommunicable Diseases and Mental Health (HLM4), New York, USA
- **29 September–3 October 2025:** 77th Regional Committee for the Americas, Washington D.C., USA
- **2 October:** WTO Council for Trade in Services Thematic Session on the Recognition of Professional Qualifications, Geneva, Switzerland
- **2–4 October:** 24th World Congress of the International Physicians for the Prevention of Nuclear War, Nagasaki, Japan
- **5–9 October:** 25th FIGO World Congress of Gynaecology and Obstetrics, Cape Town, South Africa
- **7 October:** Interprofessional Collaboration Symposium at the FIGO World Congress, Cape Town, South Africa
- **13–15 October:** 78th Regional Committee for South East Asia, Colombo, Sri Lanka
- **15 October:** European Forum of National Nurses and Midwives Associations (EFNNMA) conference, Dublin, Ireland
- **15–17 October:** 72nd Regional Committee for the Eastern Mediterranean, Cairo, Egypt,
- **16–18 October:** Macedonian Nurses and Midwives Association symposium
- **17 October:** 121st EFN General Assembly, Dublin, Ireland
- **20–24 October:** 76th session of the Regional Committee meeting for the Western Pacific, Nadi, Fiji
- **21 October:** International Society of Pediatric Oncology (SIOP) conference, Amsterdam, Netherlands
- **25 October:** International Conference on Health Professions Education, University of Lahore, Pakistan
- **28–30 October:** 75th Regional Committee for Europe, Copenhagen, Denmark

11. NOVEMBER

- **2–4 November:** Saudi Ministry of Defence Health Services' International Nursing Congress, Saudi Arabia
- **5 November:** Young Nurses Congress, German Nurses Association (DBfK)
- **8 November:** 11th SEHA International Nursing, Midwifery and Allied Health Conference (SINMAC), Abu Dhabi
- **11–14 November:** 17th Pan American Congress of Nursing Professionals (FEPPEN), Rio de Janeiro, Brazil
- **11 November:** Chinese Nursing Association's annual Congress, Beijing, China
- **12–14 November:** 23rd ICN Asia Workforce Forum, Beijing, China

11. NOVEMBER

- **13–14 November:** First International Nursing Congress on Digital Transformation, Universidad Científica del Sur (UCSUR), Peru
- **14 November:** 18th Ibero-American Conference, ALADEFE, Peru
- **15 November:** IEN Global Convention, hosted by the Society of Internationally Educated Nurses in North America (SIENNA)
- **17 November:** Panel discussion on *Making universal health coverage work for patients*, IAPO Congress, Manila Philippines
- **November 2025:** 8th Cross-Strait, Hong Kong & Macau Nursing Research Conference, hosted by the Taiwan Nurses Association (TWNA)
- **22–23 November:** 31st Biennial Conference of the Student Nurses' Association of India (SNAI)
- **27 November:** Nursing and Medicine Congress, Pontificia Universidad Católica del Ecuador (PUCE), Ecuador

12. DECEMBER

- **10–12 December:** International Nursing and Midwifery Convention, Kigali, Rwanda
- **23 December:** 1st Sudanese Nurses Organization conference and Young Nurses symposium, Sudan

6

CHAPTER

OUR ORGANIZATION

ICN is a federation of over 140 national nursing associations. We work hand in hand with our members to advance, support and protect the nursing profession and ensure the voice of nurses is heard at the highest levels of decision and policy making and implementation.



ICN MEMBERS



African Region: 33 members

- Order of Nurses of Angola (ORDENFA)
- Botswana Nurses Union (BONU)
- Order of Medical and Health Professions of Cameroon (OPMS)
- National Order of Nurses of the Democratic Republic of Congo (ONIC)
- National Association of Nurses of Côte d'Ivoire (ANIICI)
- Eritrean Nurses Association
- Swaziland Nursing Association (SWADNU)
- Ethiopian Nurses Association (ENA)
- National Association of Gambia Nurses & Midwives (NAGaMN)
- Ghana Registered Nurses and Midwives Association (GRNMA)
- Order of Nurses of Guinea Bissau (OEGB)
- National Nurses Association of Kenya (NNAK)
- Lesotho Nursing and Midwifery Organisation (LeNMO)

- Liberian Nurses Association (LNA)
- National Council of the Order of Nurses of Madagascar (CONIM)
- National Organisation of Nurses and Midwives of Malawi (NONM)
- Mauritanian Nursing Association (MNA)
- Mauritius Nursing Association (MNA)
- Mozambique National Association of Nurses (ANEMO)
- Namibian Nursing Association (NNA)
- National Association of Nigeria Nurses and Midwives (NANNM)
- Rwanda Nurses and Midwives Union (RNMU)
- National Association of State Registered Nurses of Senegal (ANIIDES)
- Nurses Association of the Republic of Seychelles (NARS)
- Sierra Leone Nurses Association (SLNA)
- Somaliland Nursing and Midwifery Association (SLNMA)
- Democratic Nursing Organization of South Africa (DENOSA)
- South Sudan Nurses and Midwives Association (SSNAMA)
- Tanzania National Nurses' Association (TANNA)
- National Association of Nurses of Togo (ANIIT)
- Uganda Nurses & Midwives Union (UNMU)
- Zambia Union of Nurses Organization (ZUNMO)
- Zimbabwe Nurses Association (ZINA)

Region of the Americas: 33 members

North America & Caribbean (15 NNAs)

- Aruba Nurses Association (ODEA)
- Nurses Association of the Commonwealth of the Bahamas (NACB)
- Barbados Nurses Association Inc. (BNA)
- Nurses Association of Belize (NAB)
- Bermuda Nurses' Association (BNA)
- British Virgin Islands Nurses Association (BVINA)
- Canadian Nurses Association (CNA)
- Grenada Nurses Association INC. (GNA)
- Guyana Nurses Association (GNA)
- National Association of Licensed Nurses of Haiti (ANILH)
- Nurses Association of Jamaica (NAJ)
- St. Lucia Nurses Association (SLNA)
- Suriname Nurses Association (VVS)
- Trinidad & Tobago National Nursing Association (TTNNA)
- American Nurses Association, Inc. (ANA)
- College of Nurses of Chile A.G.
- National Association of Nurses of Colombia (ANEC)
- College of Nurses of Costa Rica (CECR)
- Cuban Nursing Society (SOCUENF)
- Dominican College of Nursing Professionals (CODOPENF)
- Ecuadorian Federation of Nurses (FEDE)
- National Association of Nurses of El Salvador (ANES)
- Guatemalan Association of Professional Nurses (AGEP)
- College of Professional Nurses of Honduras (CPEH)
- National College of Nurses, A.C. (Mexico) (CNE)
- Mexican Federation of Nursing Colleges, A.C. (FEMCE)
- Nicaraguan Nurses Association (AEN)
- National Association of Nurses of Panama (ANEP)
- Paraguayan Association of Nurses (APE)

Central & South America (18 NNAs)

- Argentine Federation of Nursing (FAE)
- College of Nurses of Bolivia (CEB)
- College of Nurses of Peru (CEP)
- College of Nurses of Uruguay (CEDU)

European Region: 37 members

North and Eastern Europe (8 NNAs)

- Danish Nurses' Organization (DNO)
- Estonian Nurses Union (EOL)
- Finnish Nurses Association (FNA)
- Icelandic Nurses Association (INA)
- Lithuanian Nurses Association (LSSO)
- Norwegian Nurses Organisation (NNO)
- Russian Nurses Association (RNA)
- Joint Virtual Swedish Nurse Organisation—for international work (JSNO)

West and Central Europe (14 NNAs)

- Austrian Nursing Association (OEGKV)
- National Federation of Nurses of Belgium (FNIB)
- National French Association of Registered Nurses and Nursing Students (ANFIIDE)
- German Nurses Association (DBfK)
- Irish Nurses and Midwives Organisation (INMO)
- National Association of Nurses of Luxembourg (ANIL)
- National Association of Nurses of Monaco (ANIM)
- Nieuwe Unie' 91 – NU' 91 (Dutch New Union of Nurses)
- Polish Nursing Association (PTP)
- Romanian Nursing Association (ANR)
- The Order of Nurses, Midwives and Medical Assistants in Romania (OAMR)
- Swiss Nurses Association (SBK-ASI)

- Queen's Institute of Community Nursing (Qicn-UK)
- Royal College of Nursing of the UK (RCN)

Southern Europe (15 NNAs)

- College of Nurses and Midwives of Andorra (COIA)
- Bulgarian Association of Health Professionals in Nursing (BAHPN)
- Croatian Nurses Association (CNA)
- Cyprus Nurses and Midwives Association (CYNMA)
- Hellenic National Nurses Association (HNNA)
- National Association of Nurses in Israel
- National Council of Nursing Associations of Italy (CNAI)
- Malta Union of Midwives & Nurses (MUMN)
- National Association of Nurses and Midwives of Montenegro (NUMSBCG)
- Macedonian Nurses and Midwives Association (ZMSTAM)
- Order of Nurses of Portugal (OE)
- Association of Health Workers of Serbia (SZR)
- Nurses and Midwives Association of Slovenia (NMAS)
- General Council of Nursing of Spain (CGE)
- Turkish Nurses Association (THD)

Eastern Mediterranean Region: 13 members

- Bahrain Nursing and Midwifery Society (BNMS)
- Egyptian Nurses Syndicate
- Iranian Nursing Organization (INO)
- Jordan Nurses and Midwives Council (JNMC)
- Kuwait Nursing Association (KNA)
- Order of Nurses in Lebanon (ONL)

- Oman Nursing Association (ONA)
- Pakistan Nurses Federation (PNF)
- Palestinian Nursing and Midwifery Association (PNMA)
- Qatari Nursing Association (QNA)
- Saudi Nurses Association (SNA)
- Sudanese Nurses Organization (SNO)
- Emirates Nursing Association (ENA)

Western Pacific Region: 17 members

Asia (7 NNAs)

- Chinese Nursing Association (CNA)
- College of Nursing Hong Kong (CNHK)
- Japanese Nursing Association (JNA)
- Nurses Association of Macau (NAOM)
- Mongolian Nurses Association (MNA)
- Korean Nursing Association (KNA)
- Taiwan Nurses Association (TWNA)

Eastern Asia (10 NNAs)

- Australian College of Nursing (ACN)
- Cook Islands Nurses Association (CINA)

- Fiji Nursing Association (FNA)
- Malaysian Nurses Association (MNA)
- New Zealand Nurses' Organisation (NZNO)
- Philippine Nurses Association (PNA)
- Samoa Registered Nurses Association, Inc. (SNA)
- Singapore Nurses' Association (SNA)
- Solomon Islands Nurses Association (SINA)
- Tonga Nurses Association (TNA)

South-East Asian Region: 8 members

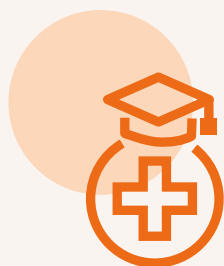
- Bangladesh Nurses Association (BNA)
- East Timor Nurses Association (AETL)
- Indian Nursing Council (INC)
- Indonesian National Nurses Association (PPNI)
- Myanmar Nurse and Midwife Association (MNMA)
- Nursing Association of Nepal (NAN)
- Sri Lanka Nurses Association (SLNA)
- Nurses Association of Thailand (NAT)

ICN SPECIALIST AFFILIATES

ICN grants affiliate status to international specialist nursing organizations whose mission, mandate, constitution, and objectives 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 ICN with expertise in several areas of interest to our work.

- [Council of International Neonatal Nurses, Inc. \(COINN\)](#)
- [Emergency Nurses Association \(ENA\)](#)
- [International Federation of Nurse Anesthetists \(IFNA\)](#)
- [International Federation of Perioperative Nurses \(IFPN\)](#)
- [International Nurses Society on Addictions \(IntNSA\)](#)
- [International Society of Nurses in Cancer Care \(ISNCC\)](#)
- [NANDA International](#)
- [Sigma Theta Tau International Honor Society of Nursing \(Sigma\)](#)
- [World Council of Enterostomal Therapists® \(WCET®\)](#)
- [World Federation of Critical Care Nurses](#)





STUDENT AND EARLY CAREER NURSES ALLIANCE

Created in 2024, the ICN Alliance of Student and Early Career Nurses (SECN Alliance) met for the first time in March 2025, attended by more than 50 SECN Alliance representatives from countries in all six WHO regions. The SECN Alliance, an innovative ICN body, aims 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, enhancing ICN's strong commitment to student and early career nurses. Through the Alliance, student and early career nurses will be empowered and supported to meet the needs and promote the well-being of the world's population, and the current and future nursing profession.



**ICN Alliance
of Student and Early
Career Nurses**

International Council of Nurses

In May 2025, the SECN Alliance and members of the ICN Nursing Student Steering Group released a declaration recognizing the urgent threat posed by environmental degradation. Their message: the impact of environmental degradation and the climate crisis is not a future concern – it is reshaping health care now.

In June, the SECN Alliance held an in-person meeting during the ICN Congress and joined over 250 student and early career nurses from around the world at the ICN Student Assembly. The Assembly is a vital forum for student and early career nurses to share their insights and shape the future of nursing through ICN and its NNA members. Under the banner *The Power of Student Nurses to Change the Landscape of Nursing*, Student Assembly participants exchanged actionable ideas on urgent global health challenges and reported on their discussions to CNR.

In December 2025, Kristoffer Haugen, ICN SECN Alliance Steering Committee Representative for the European Region, spoke at the annual meeting of the student nurses in Sweden – Vårdförbundet Student.

Elphas Muricho, ICN SECN Alliance Steering Committee Deputy Chair and Representative for the African Region spoke at the Annual Scientific Conference of the Kenya Students and Novice Nurses chapter, under the National Nurses Association of Kenya.

Members of the SECN Alliance have also actively contributed to the *Empowering Students and Early Career Nurses: Opportunities for Global Engagement and Collaboration* webinar, hosted by the Johns Hopkins School of Nursing Center for Global Initiatives and the Global Alliance for Nursing and Midwifery, and participated in the UHC Day Youth Workshop, ensuring that the perspectives of student and early career nurses were represented in discussions focused on advancing universal health coverage.



IMPACT

- 73+ countries represented
- Planetary health and climate change statement released
- 250 student nurses attended the ICN Student Assembly.
- Alliance members spoke at student conferences worldwide.



The SECN Alliance participated in the ICN webinar on prioritizing nurses' health and well-being, which featured contributions from SECN representative, Yuyu Sumiya.



The Alliance and Assembly are about making the voices and views of the next generation of nurses heard loud and clear and empowering them to take an active role in co-creating the future of health care. For ICN and its member associations to continue to flourish, we must nurture the next generation of nurse leaders...we are proud to support today's student and early career nurses as the bold changemakers who will lead these associations and represent their regions in the decades to come.

Howard Catton,
ICN CEO

7.

CHAPTER

LEADERSHIP AND GOVERNANCE

From strategic planning to operational implementation, ICN's structure enables us to achieve our mission. Led by our governing body, the Council of National Nursing Association Representatives, ICN strategy is developed by the Board of Directors and our operational work is carried out by our headquarters' staff.

COUNCIL OF NATIONAL NURSING ASSOCIATION REPRESENTATIVES (CNR)

CNR is ICN's governing body. Members of CNR are representatives of each ICN National Nursing Association member. CNR held its biennial meeting in Helsinki, Finland, 6–8 June 2025, just ahead of the ICN Congress.



CNR tackled core issues affecting the workforce, including grave shortages, inadequate working conditions and compensation, rising attacks on health workers and facilities in conflict areas and other risks to nurses' safety and well-being, and inequitable workforce distribution which is exacerbated by unethical recruitment of nurses from the world's most fragile regions

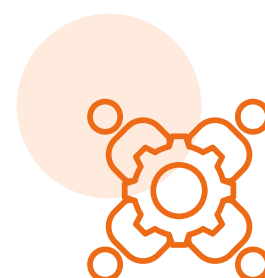
CNR members approved a resolution, *Upholding the protection of nurses and health care workers in conflict zones*, which strongly condemned all attacks on health care personnel, patients and facilities; called for full compliance with international humanitarian law that protects health workers in conflict; and urged a strengthened ICN advocacy role on humanitarian crises, with specific reference to Gaza.

Members also endorsed the proposed definitions of *nursing* and *a nurse* as the official ICN definitions (see page 31) and elected the new Board for the period 2025–2029.

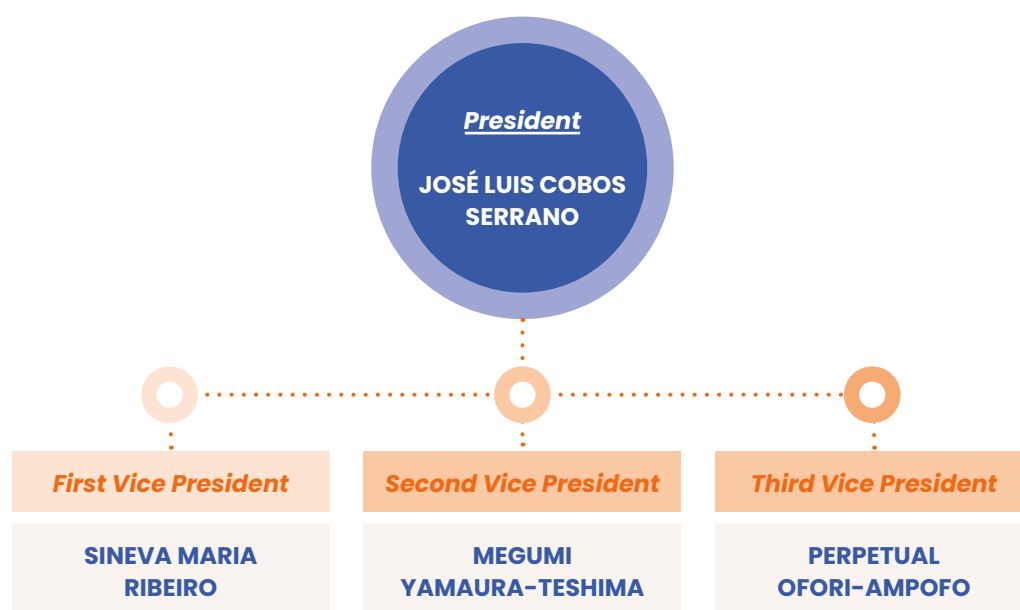
At the end of the meeting, CNR issued a powerful call for urgent action to address the nursing workforce crisis. Backed by compelling evidence from several new reports, their [Helsinki Communiqué](#) outlined core challenges along with strategic solutions and reiterated that support for nursing is not a cost: it is a wise investment in the future of health care. The Communiqué affirmed the central role of nurses, in leading health care transformations, tackling complex challenges from climate change to conflicts, and achieving global health goals, including Universal Health Coverage.

BOARD OF DIRECTORS

The election of the new 2025–2029 Board of Directors during the CNR meeting in June in Helsinki marked a major milestone in ICN’s calendar. We are delighted to welcome this new leadership to guide the organization’s strategic direction over the next four years.



Officers



Members

- **Myrna Abi Abdallah Doumit**
Eastern Mediterranean
- **Emily McWhirter**
West and Central Europe
- **Ricardo Correia de Matos**
Southern Europe
- **Sylvain Brousseau**
North America and Caribbean
- **Nora E. Barahona de Peñate**
Central and South America
- **T. Dileep Kumar**
South East Asia
- **Ching Min Chen**
Asia
- **Debra Thoms**
Pacific and Eastern Asia

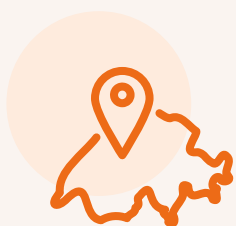


ICN has to be empowered at an organizational level: it has to have a firm voice to advocate for nurses as one of the pillars all health care systems, and that nursing has to be in all political agendas at the highest level.

Secondly, we have to empower our National Nurses Associations and ensure that they know ICN is there to help them. ICN can support them in their talks with health authorities and governments, we can share experiences of other NNAs, and help to build their strength and capacity by showing that they are not alone, but a part of a global family of nurses.

And lastly, we can empower nurses themselves to take action and ensure that they can work at their full scope of practice. As a profession, we take care of all the people, and all that potential has to be used in order for individual nurses to feel valued.

Dr José Luis Cobos Serrano
ICN President, 2025–2029



ICN SECRETARIAT

ICN headquarters in Geneva are home to a small but dedicated staff, under the leadership of our Chief Executive Officer, Howard Catton. ICN work is divided between three teams: Nursing; Finance & Operations; and Communications & Events. In addition, we have several consultants working outside our Geneva Secretariat.

FINANCIAL OVERVIEW 2025

In 2025, ICN reported total income of CHF 10.568 million and a net surplus of CHF 0.884 million, supported by the positive financial impact of the 2025 Helsinki Congress.

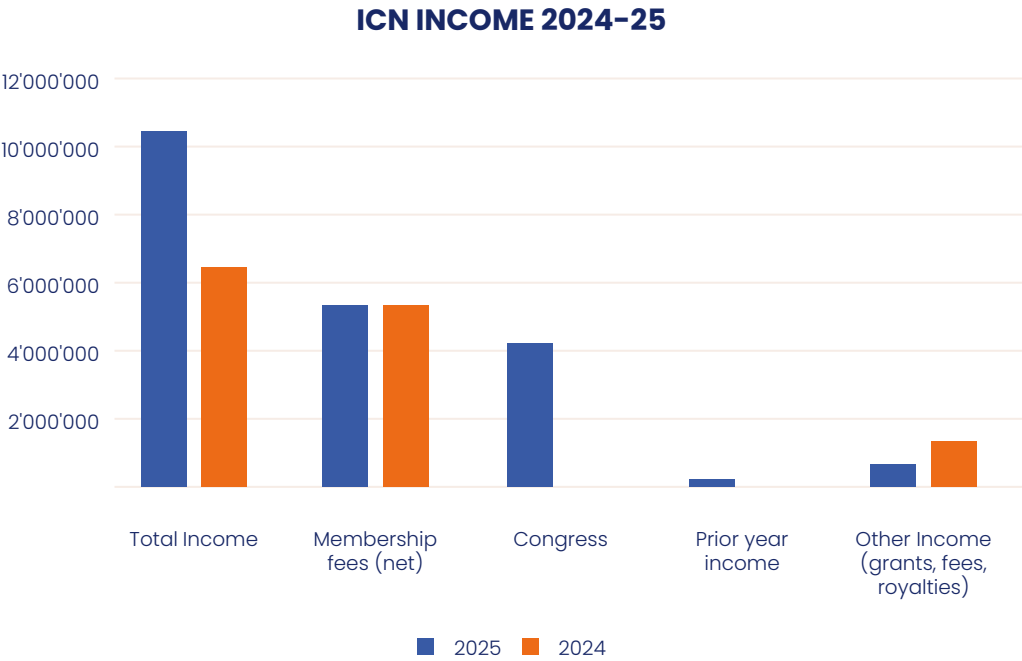
	2025	2025*	2024
Total Income	10'568'230	5'916'250	6'412'610
Total Operational Expenditures	9'645'922	6'609'844	6'169'972
Investment Gain/(Loss)	-38'193	-38'193	125'571
Net Income/(Loss)	884'115	-731'787	368'209
(*) – excluding Congress 23			

ICN ended the year in a solid financial position, with total assets of CHF 13.052 million and net assets/equity of CHF 10.654 million.

	2025	2024
Total Assets	13'052	12'064
Net Assets / Equity	10'654	9'778

Income

In 2025, ICN generated CHF 10.568 million in income, of which CHF 4.652 million came from the Helsinki Congress registration, sponsorship, exhibition, and other fees and commissions.



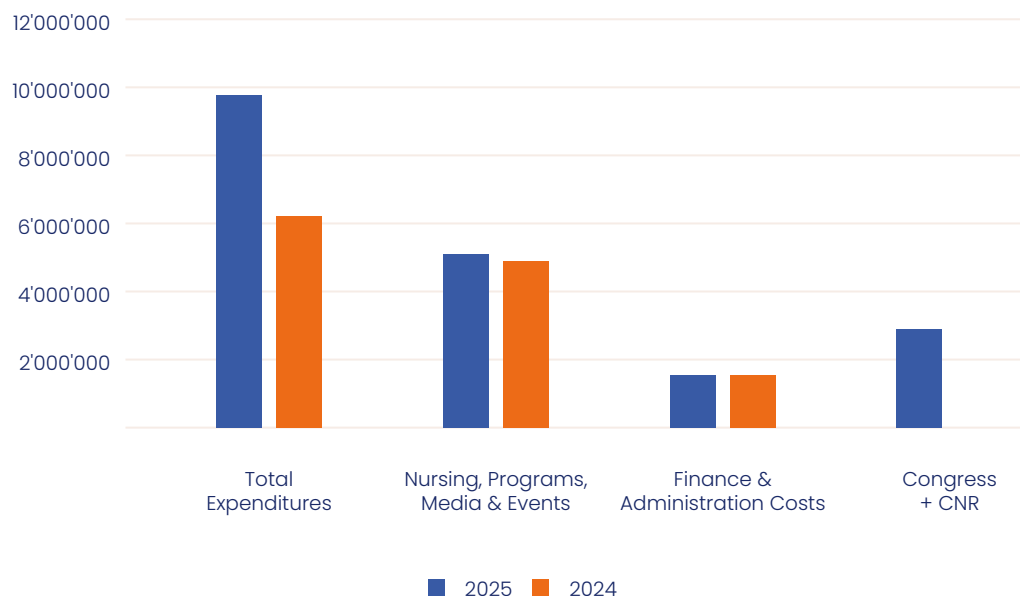
Net membership fees totalled CHF 5.288 million in 2025, while income from grants, fees, and royalties was CHF 0.628 million. Compared with 2024, membership fees increased by 1.8%, reflecting new NNA members and higher reported nursing census figures. Other income declined year on year as less grant funding was recognized in the 2025 income statement as the ICN team focused on Congress 2025 delivery.

Despite a highly challenging external fundraising environment in 2025, driven by ongoing geopolitical instability and shifting donor priorities, ICN secured CHF 0.330 million in additional grant funding. This funding primarily supported the development and rollout of ICN’s nursing leadership, organizational development, and humanitarian workstreams.

Expenditures

ICN incurred CHF 9.646 million in expenditures in 2025, including CHF 3.036 million for organizing and delivering the Helsinki Congress.

ICN EXPENDITURES 2024–25



Excluding Congress, expenditures totaled CHF 6.610 million. Of this, CHF 3.8285 million was invested in core nursing policy and advocacy, traditional and social media communications, membership governance and support, and other nursing-related events.

A further CHF 1.265 million supported ICN's nursing leadership, organizational development, and humanitarian programme activities, including the Organizational Development of National Nursing Associations (ODENNA), the Global Nursing Leadership Institute (GNLI), the Nursing Leadership Crisis Response and Recovery (NLCRR), and #NursesforPeace (NFP). Of this amount, CHF 0.386 million was targeted to NLCRR and NFP support activities in more than six countries.

Core operational expenditures, including compliance, governance, finance, IT, HR, and HQ facilities management, were in line with expectations at CHF 1.520 million.

Financial income & expenditures

In 2025, ICN's investments generated a realized portfolio return of CHF 0.110 million from dividends, coupons, and similar income, offset by CHF 0.148 million in management fees and realized losses on share sales. Over the year, the unrealized value of the investment portfolio increased by CHF 0.423 million to CHF 5.612 million.

Financial Audit 2025

In its audit opinion dated 15 May 2026, ICN's independent auditor, KPMG, confirmed that ICN's 2025 audited financial statements comply with Swiss law and its articles of association and that there were no material financial misstatements in the 2025 accounts.

The Audit and Risk Committee (ARC) oversees the effectiveness of ICN's risk management, internal control, and compliance systems and reports regularly to CNR. In 2025, the ARC reviewed ICN's 2025 audited financial statements and recommended that the Board accept them at its May 2026 meeting.

In 2025, ICN further strengthened its internal control environment through targeted improvements to governance and cybersecurity practices, wider adoption of integrated digital and data management tools across the organization, and the planned integration of its accounting system within its CRM environment.



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