ΕΣΝΕ
Εθνικός Σύνδεσμος Νοσηλευτών Ελλάδος

ICN
International Council of Nurses
The global voice of nursing

message from

INTERNATIONAL NURSES DAY 2025
Caring for nurses strengthens economies

OUR NURSES. OUR FUTURE.
International Council of Nurses

IND 2025
«OUR NURSES-OUR FUTURE»
Caring for nurses strengthens economies
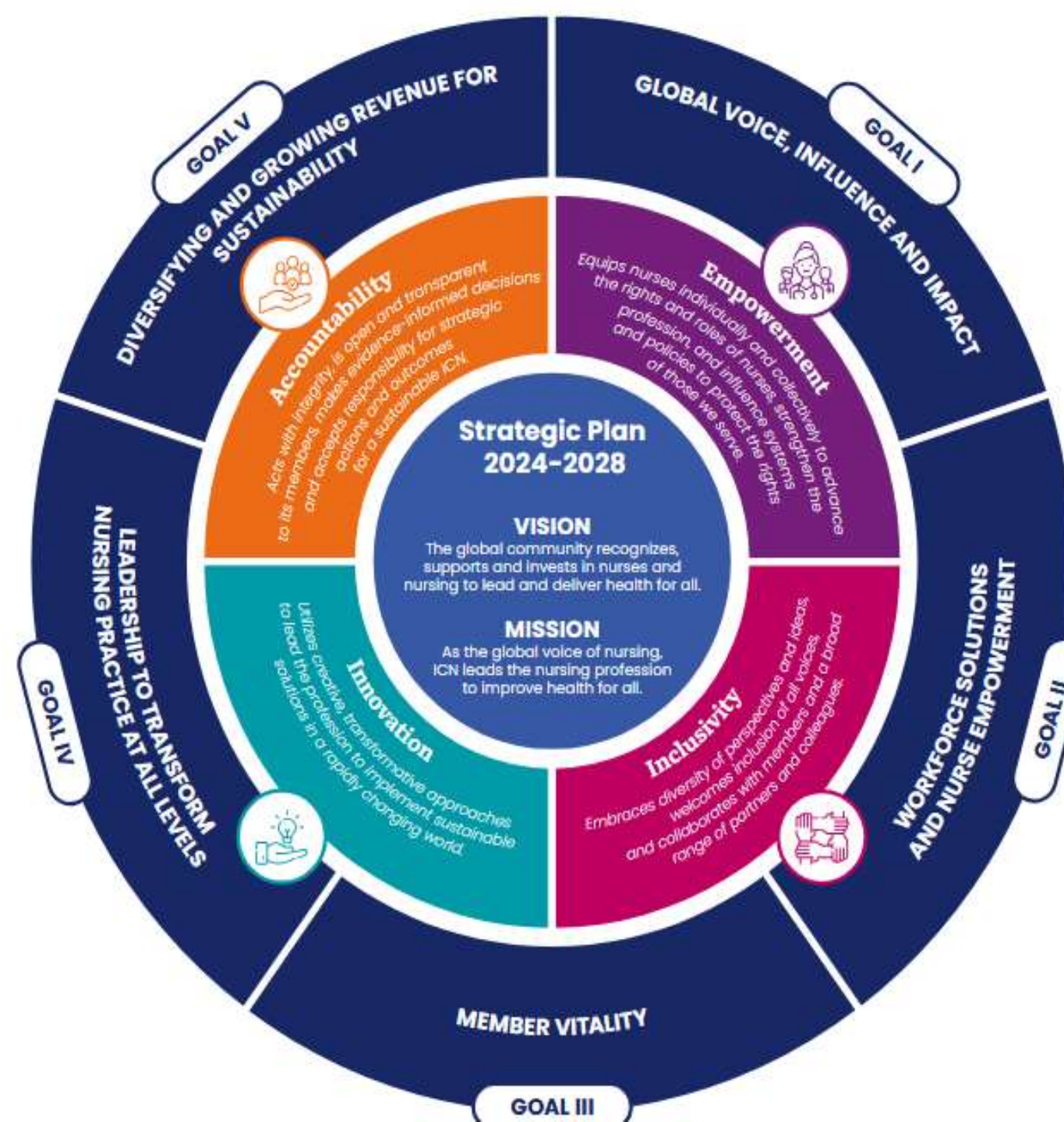**"Η ενδυνάμωση και φροντίδα των νοσηλευτών ως παράγοντας ενίσχυσης της Οικονομίας"**

Το μήνυμα του Διεθνούς Συμβουλίου Νοσηλευτών (ICN)
Μάιος 2025

κ Π

Κωνσταντίνος Πέτσιος

Επίκουρος Καθηγητής Παιδιατρικής Νοσηλευτικής
Πανεπιστήμιο Αθηνών
Γενικός Γραμματέας ΕΣΝΕ

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GOAL II

WORKFORCE SOLUTIONS AND NURSE EMPOWERMENT

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

OBJECTIVES

1 Catalyze global action to stabilize, grow and retain the nursing workforce through greater investment.

2 Advocate for healthy work and practice environments that ensure personal safeguards for nurses, protection of rights, fair pay, gender equity, mental health and well-being and respect, including non-discrimination for expertise and inclusion in decision-making.

3 Act on recommendations of the 2nd State of the World's Nursing report.

4 Promote ethical global recruitment policies.

5 Modernize nursing regulation to support optimal scope of nursing practice, advanced nursing practice and nurse-led models of care and title protections.

6 Actively engage early career nurses and students' input and involvement in activities to advance the profession.

7 Secure the appointment of more nurses to leadership roles in health care.

CHARTER FOR CHANGE

OUR NURSES.
OUR FUTURE.

Value, protect, respect and invest in our nurses for a sustainable future for nursing and health care

Nurses provide care and leadership to address global health challenges everywhere, often at great personal risk. They are the essential life force for health, yet our healthcare systems worldwide have fallen short and failed to value, protect, respect and invest in this precious resource. The world has mistakenly taken nurses for granted, treating them as an invisible and inexhaustible resource. That must now stop for the sake of nurses and global health.

Nurses are key to healthier communities, responsive societies, thriving economies and powerful nations. Now is the time for policy makers, national and local decision-makers to take decisive steps to build and optimise an enduring, strong and sustainable nursing workforce. The International Council of Nurses' Charter for Change presents 10 policy actions that governments and employers must take to create and sustain health care systems that are safe, affordable, accessible, and responsive and shift nurses from being invisible to invaluable.

1 **Protect and invest in the nursing profession** to rebuild health systems that can deliver the Sustainable Development Goals and Universal Health Coverage to improve global health. Recognise and value health and health care as an investment not a cost. Secure commitments for investment to maintain equitable and people-centred care.

2 **Urgently address and improve support for nurses' health and well-being by ensuring safe and healthy working conditions and respecting their rights.** Put in place systems to ensure safe staffing levels. Ensure protections against violence and hazards in the workplace and implement and enforce international labour standards on the rights of nurses to work in safe and healthy supportive environments ensuring physical as well as mental health protections.

3 **Advance strategies to recruit and retain nurses to address workforce shortages. Improve compensation for nurses to ensure fair and decent pay and benefits, and uphold positive practice environments** that listen to nurses and provide them with the resources they need to do their jobs safely, effectively and efficiently. Fund professional governance, recognition and development activities across career trajectories.

4 **Develop, implement and finance national nursing workforce plans** with the objective of self-sufficiency in the supply of future nurses. Align resources to support a robust workforce to deliver essential health services, reverse unemployment and retain talent. When international migration takes place ensure it is ethical, transparent, monitored and delivers equal mutual benefits for sending and receiving countries as well as respecting the rights of individual nurses. Undertake system workforce planning and monitoring across the care continuum.

5 **Invest in high-quality, accredited nursing education programmes** to prepare more new nurses and advance career development for existing nurses. Design curricula so that nurses graduate with the right skills, competencies and confidence to respond to the changing and evolving health needs of communities and support career progression from generalist to specialist and advanced practice.

6 **Enable nurses to work to their full scope of nursing practice** by strengthening and modernizing regulation and investing in advanced nursing practice and nurse-led models of care. Reorientate and integrate health systems to public health, primary care health promotion and prevention, community, home-based and patient-centred care.

7 **Recognize and value nurses' skills, knowledge, attributes and expertise.** Respect and promote nurses' roles as health professionals, scientists, researchers, educators and leaders. Involve nurses in decision-making affecting health care at all levels. Promote and invest in an equitable culture that respects the nursing profession as leading contributors to high quality health systems.

8 **Actively and meaningfully engage national nursing associations** as critical professional partners in all aspects of health and social care policy, delivery and leadership as the experienced and trusted voice of nursing. Build local, national and global multilateral partnerships.

9 **Protect vulnerable populations, uphold and respect human rights, gender equity and social justice.** Place and uphold nursing ethics at the centre of health systems' design and delivery so all people can access health care that is equitable, non-discriminatory, people-centred and rights based, and without the risk of financial hardship.

10 **Appoint nurse leaders** to executive positions of all health care organisations and government policy making. Strengthen nursing leadership throughout health systems and create and sustain nursing leadership roles where they are most needed.

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Εν αρχή...

› **Ο ICN το 2025 μετατοπίζει την εστίαση στην υγεία και την ευημερία των νοσηλευτών.**

Υπογραμμίζει τον κρίσιμο ρόλο που διαδραματίζει ένα υγιές νοσηλευτικό εργατικό δυναμικό στην ενίσχυση των οικονομιών, στη βελτίωση των συστημάτων υγείας και στη διασφάλιση καλύτερων αποτελεσμάτων για τις κοινότητες παγκοσμίως.

OUR NURSES. OUR FUTURE.
International Council of Nurses
Caring for nurses strengthens economies

NUESTRAS ENFERMERAS. NUESTRO FUTURO.
Consejo Internacional de Enfermeras
Cuidando de las enfermeras fortalecemos la economía

NOS INFIRMIÈRES. NOTRE FUTUR.
Conseil International des Infirmières
Prendre soin des infirmières pour une économie plus forte

"Στόχος του IND2025 είναι να επισημανθούν οι προκλήσεις που αντιμετωπίζουν οι νοσηλευτές, αλλά και η αποτύπωση ενός οδικού χάρτη για τη δημιουργία ενός πιο υγιούς νοσηλευτικού εργατικού δυναμικού."

Dr. Cipriano, President of ICN

Συνοπτικά η «μεγάλη εικόνα»…

› Το παγκόσμιο νοσηλευτικό εργατικό δυναμικό βρίσκεται εν μέσω μιας άνευ προηγουμένου κρίσης, η οποία έχει βαθιές επιπτώσεις στα δημόσια συστήματα υγείας, τις οικονομίες και το μέλλον της παροχής φροντίδας υγείας.

  – Οι νοσηλευτές αντιμετωπίζουν ολοένα και περισσότερο ανυπέρβλητες προκλήσεις που **υπονομεύουν την ευημερία** τους και απειλούν την ικανότητά τους να παρέχουν **υψηλής ποιότητας φροντίδα.**

› Η χρόνια υποστελέχωση, οι επικίνδυνες συνθήκες εργασίας και οι ανεπαρκείς αμοιβές έχουν οδηγήσει σε εκτεταμένη επαγγελματική εξουθένωση, υψηλά ποσοστά εγκατάλειψης και στη μετανάστευση περιορισμένων ειδικευμένων επαγγελματιών σε χώρες με λιγότερο επιβλαβή εργασιακά περιβάλλοντα.

  – Αυτοί οι παράγοντες, σε συνδυασμό με την κλιμακούμενη ζήτηση για υπηρεσίες υγειονομικής φροντίδας που οφείλεται στη γήρανση του πληθυσμού και την αύξηση των μη μεταδοτικών ασθενειών, έχουν δημιουργήσει μια τέλεια καταιγίδα που ωθεί τα συστήματα υγείας στα όριά τους.

INTERNATIONAL NURSES DAY 2025

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Εισαγωγικά...

› Σε όλο τον κόσμο, οι νοσηλευτές συνεχίζουν να επιδεικνύουν αξιοσημείωτη **ανθεκτικότητα και καινοτομία.**

– Ηγούμενοι της παροχής φροντίδας υγείας μέσα από ολοένα και πιο σύνθετες προκλήσεις, από τη διαχείριση των αυξανόμενων χρόνιων ασθενειών έως την προώθηση της υγείας της κοινότητας.

› Ο συνδυασμένος αντίκτυπος **των ανεπαρκών συνθηκών εργασίας** και **των χαμηλών αμοιβών**, του **εντεινόμενου φόρτου εργασίας** και **της συναισθηματικής εξάντλησης** απειλεί τη σωματική και ψυχική υγεία των νοσηλευτών και ωθεί έναν ανησυχητικό αριθμό νοσηλευτών στην **επαγγελματική εξουθένωση ή στην έξοδο από το επάγγελμα.**

– Αυτή η επίμονη αποτυχία αντιμετώπισης του ζητήματος υποδηλώνει ότι κάτι **«ουσιαστικά δεν λειτουργεί» ή δεν εκτιμάται**.

› Η έμφαση τώρα πρέπει να δοθεί στην αξιολόγηση του νοσηλευτικού εργατικού δυναμικού, ώστε να μπορέσουμε:

– Να διατηρήσουμε τους αφοσιωμένους νοσηλευτές που ήδη έχουμε

– Να εμπνεύσουμε μια νέα γενιά να εισέλθει στο επάγγελμα.

WHO's State of the World's Nursing Report (WHO, 2020a) highlighted a **worldwide shortage of at least**

6 million

nurses.

To achieve higher universal health coverage scores and improve care to address growing health needs, researchers predict that

over 30 million

more nurses may be needed

(Haakenstad et al., 2022)

Η φροντίδα των νοσηλευτών…

› Όπως γνωρίζουν όλοι οι νοσηλευτές, η φροντίδα είναι, στον πυρήνα της, μια **ολιστική δέσμευση για την ευημερία των άλλων**, βασισμένη σε αξίες.

  – Η φροντίδα των νοσηλευτών δεν διαφέρει.

› Πρέπει να υπερβαίνει την προσφορά υποστήριξης ως απάντηση στις σωματικές και συναισθηματικές προκλήσεις υγείας που αντιμετωπίζει το επάγγελμα.

  – Για την αντιμετώπιση των δομικών παραγόντων της «κρίσης του εργατικού δυναμικού».

› **Αυτό σημαίνει επανεφεύρεση του τρόπου με τον οποίο τα συστήματα υγείας εκτιμούν, ενδυναμώνουν και διατηρούν τους νοσηλευτές τους**.

› **Οι νοσηλευτές είναι το πιο πολύτιμο περιουσιακό στοιχείο που έχουν τα συστήματα υγείας του κόσμου μας.**

" Caring for nurses is not only about treating the symptoms of our current workforce crisis – it is about addressing the root causes by fundamentally reimagining how health systems value, nurture and sustain their nurses. "

Howard Catton, ICN CEO

Οι σύγχρονες ανάγκες και απαιτήσεις...

› Παγκόσμια κρίση στο ανθρώπινο νοσηλευτικό δ...
  – Αυξητικές τά...
  – Αύξηση φόρτ...
  – Μείωση ικανο...
  – Επαγγελματικ...

› Προκλήσεις στο...
  – Αύξηση βίας στ...
  – Ψυχοσυναισθημ...
  – Δευτερογενές τρ...
  – Μειωμένες ευκαι...
  – Υποχρησιμοποίησ...
  – Σωματική κόπωσ... μυική καταπόνησ...
  – Συγκρούσεις στον...

› Διεπιστημονική συν... αποφάσεων

› Μειωμένο κοινωνικό αποτύπωμα

1 UNMET NEEDS AND UNACKNOWLEDGED STRUGGLES: CURRENT WORKFORCE CHALLENGES

"

The message we hear from many of the world's nurses is:

"I love my work – but hate my job."

"

Over **50%** health workers surveyed said y regularly think about quitting their jobs.

80% worked over capacity.

Almost **20%** ed twice as much as their nticipated workload.

(Public Services International, 2023)

Προσδιοριστές υγείας & ευεξίας...

1. WORKLOAD AND STAFFING IMBALANCE

Φόρτος εργασίας & ανισοκατανομή προσωπικού

Studies continue to demonstrate that high nurse workload and staffing imbalances contribute to burnout, job dissatisfaction, high turnover, poor patient care, increased medical errors, physical health issues, and psychological distress, including emotional exhaustion and anxiety. Inadequate staffing can severely affect both nurse well-being and patient safety.

1 in 3
A third of frontline nurses have witnessed patients die due to staff shortages.
Euronews, 2023

>50%
of nurses regularly think about quitting and have raised concerns about the state of their countries' health systems.
Euronews, 2023

2. WORKPLACE SAFETY AND ENVIRONMENT

Ασφάλεια & υγιεινή στον χώρο εργασίας

Health care settings are inherently risky, with unpredictable and complex environments that pose hazards to both workers and patients. These risks can lead to injuries and ill-health among workers, jeopardizing patient safety.

2%
of health care spending is allocated to cover the costs associated with occupational harm to health care workers.
WHO & ILO, 2022

12%
Improving occupational health and safety contributes to minimizing patient harm which is estimated at up to 12% of health spending.
WHO & ILO, 2022

Προσδιοριστές υγείας & ευεξίας...

Βία στο χώρο εργασίας

Η φύση του νοσηλευτικού επαγγέλματος

Προσδιοριστές υγείας & ευεξίας…

Οργανωσιακή κουλτούρα & συνθήκες περιβάλλοντος εργασίας

Προσδιοριστές υγείας & ευεξίας...

Οργανωτικές & συστηματικές ανεπάρκειες



6. ORGANIZATIONAL AND SYSTEMIC INEFFICIENCIES
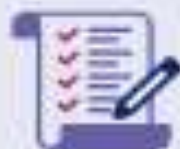
Inefficiencies in health care systems, such as outdated processes, poor communication, and excessive bureaucracy, can create frustration and added pressure on nurses. These inefficiencies result in time wasted on administrative tasks instead of patient care. Nurses often feel their skills are underutilized, leading to frustration, burnout, and a decrease in job satisfaction. These systemic inefficiencies prevent nurses from performing at their best and ultimately hinder the delivery of quality care.
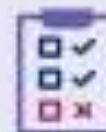
>76% of doctors and nurses reported being over-skilled for the roles and responsibilities that they have in their daily life.
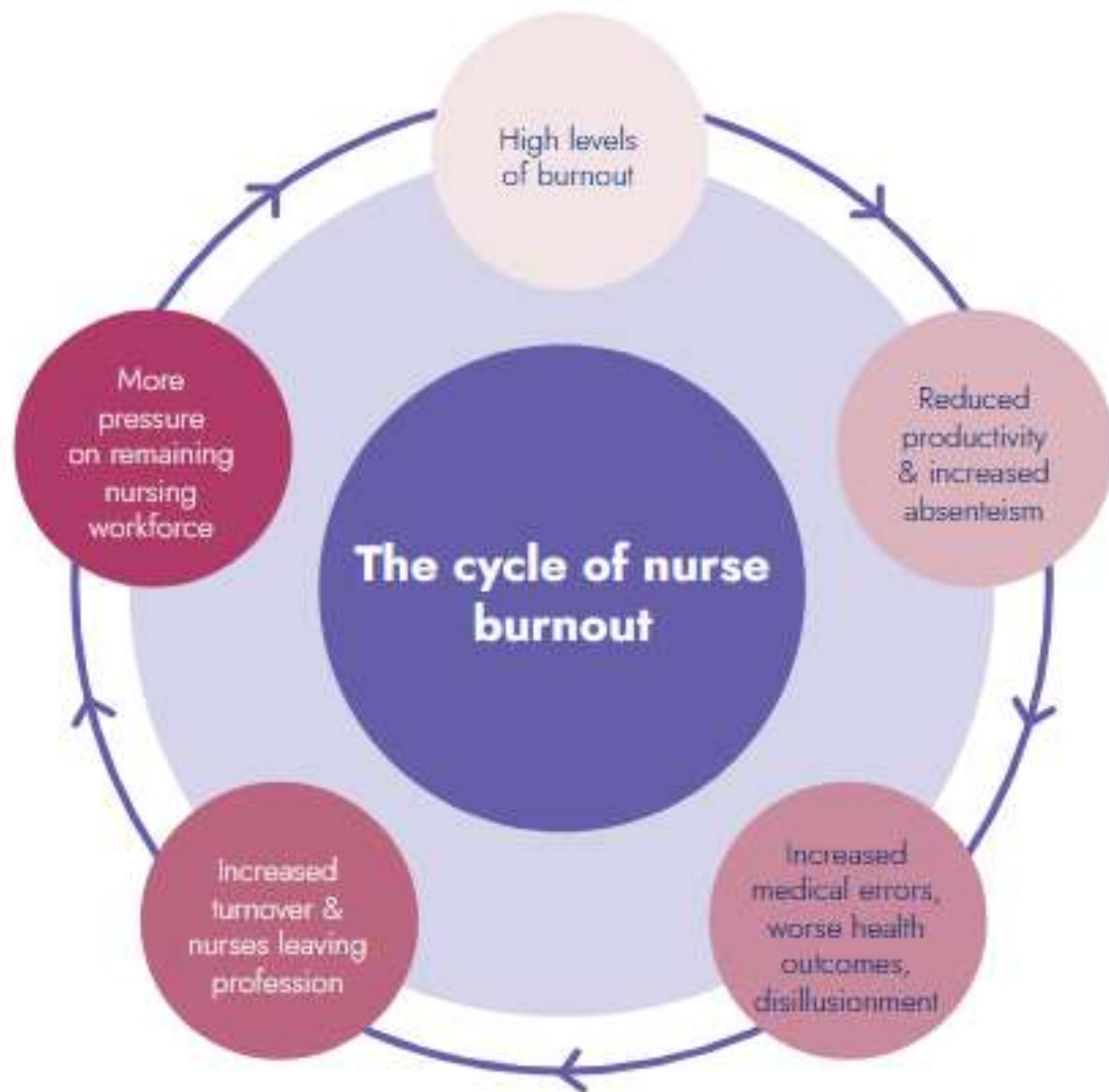OECD, 2021
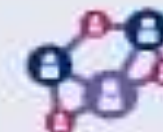
>29% - 51% of people experience problems of care coordination such as medical tests not being available, conflicting information between providers, duplicate tests, or unavailability of information.
OECD, 2020

Ο κύκλος της επαγγελματικής εξουθένωσης...

The cycle of nurse burnout

- High levels of burnout
- Reduced productivity & increased absenteism
- Increased medical errors, worse health outcomes, disillusionment
- Increased turnover & nurses leaving profession
- More pressure on remaining nursing workforce

"Rather than serving to expose and challenge the conditions that create stressors and inequality, the focus on individual resilience can downplay the system's responsibility to address the issues.

(Abdul Rahim, et al., 2022)

During the pandemic

23–61% of nurses experienced anxiety or depression

18% experienced burnout

(Squires et al., 2025)

Χαμηλή εργασιακή ικανοποίηση…

Over **two thirds** of EU nurses reported facing health and safety risks at work – more than any other profession.

(European Commission, 2023)

A recent report indicates that fewer young people in OECD as well as non-OECD countries are choosing nursing careers, noting:

"While health workers were widely celebrated as heroes during the crisis, their experiences of unprecedented stress, challenging working conditions, exposure to health risks and relatively low pay in some occupations may have paradoxically deterred many young people from pursuing health careers."

(OECD, 2025)

79%
of nurses report working below their skill level day to day, meaning their expertise is *underutilized* and *underappreciated*.

(Maeda & Socha-Dietrich, 2021)

Assessing the Global Sustainability of the Nursing Workforce

A Survey of National Nurses' Association Presidents within the International Council of Nurses

—

March 2025

Sharplin G, Clarke J and Eckert M

Rosemary Bryant AO
Research Centre

rbf
Rosemary
Bryant
Foundation

University of South Australia | Rosemary Bryant AO Research Centre

ICN
International Council of Nurses
The global voice of nursing

"There are many other more attractive jobs where they get paid more, work less, and work in a cleaner environment."

"...Salaries and compensation do not adequately reflect their [nurses'] level of competency and responsibility..."

"The public health sector can hardly compete for graduates with private entities and the labour market, where nurses can earn much more by working in other areas...."

"...These issues are compounded by heavy workloads and stressful working conditions, leading to lower retention rates. The declining number of nursing students entering the workforce has impacted the profession's sustainability, with many nurses leaving due to burnout and inadequate workplace support."

"Many newly graduated nurses are not accustomed to shift work, and rosters are often inflexible. Bullying and poor leadership have been identified in surveys as factors that discourage people from joining the nursing profession, while also pushing existing nurses out."

κΠ Αυξημένη «έκθεση» & επιπτώσεις...

	Risks of short-term and long-term illness, distress, and worry for nurses themselves
	Lower work performance and productivity
	Costs of workers' compensation, sick leave, and replacing staff
	Increased absenteeism and turnover
	Strained resources and worse patient outcomes

Ψυχοκοινωνικοί προσδιοριστές

› Οι προκλήσεις σωματικής και ψυχικής υγείας που αντιμετωπίζουν οι νοσηλευτές παγκοσμίως πηγάζουν από βαθιά ριζωμένα ζητήματα σχετικά με τον τρόπο δομής των συστημάτων υγείας και τον τρόπο με τον οποίο αξιολογείται η νοσηλευτική εργασία.

› Οι νοσηλευτές **συνεχίζουν να επιδεικνύουν αξιοσημείωτη ανθεκτικότητα** ακόμη και στις πιο δύσκολες συνθήκες, τα διαθέσιμα δεδομένα σχετικά με την επαγγελματική εξουθένωση, τις προκλήσεις ψυχικής υγείας, τους τραυματισμούς στην εργασία και τη βία στην υγειονομική περίθαλψη δείχνουν ότι **το εργατικό νοσηλευτικό προσωπικό εργάζεται υπό συνθήκες εργασίας που θέτουν σε κίνδυνο την ευημερία τόσο των νοσηλευτών όσο και των ασθενών.**

› Οι ερευνητές έχουν προτείνει ένα ψυχοκοινωνικό πλαίσιο παραγόντων κινδύνου που συμβάλλουν στην κακή ψυχική υγεία στην εργασία, το οποίο καλύπτει:

- **Παράγοντες εργασίας** (συμπεριλαμβανομένης της υπερφόρτωσης εργασίας, του κινδύνου τραύματος ή της εργασίας σε βάρδιες),
- **Λειτουργικούς και παράγοντες ομαδικής συνεργασίας** (έλλειψη πόρων, μη ασφαλή εργασιακά περιβάλλοντα, συγκρούσεις) και
- **Συστημικούς, οργανωσιακούς & πολιτικούς παράγοντες** (κακή οργανωσιακή κουλτούρα, έλλειψη υποστηρικτικών πολιτικών και διαδικασιών)

(Deady et al., 2024)

(Adapted from Deady M, et al. (2024)

Job factors

- Temporal/precarious work and job insecurity
- Remote or isolated work
- Role conflict or lack of role clarity (role stress)
- Effort/reward imbalance
- Role overload (high workloads or job demands)
- Low job control
- High-risk work (e.g. trauma, shift work)

Operational & team factors

- Workplace conflict and relationships
- Bullying/harassment
- Poor support from supervisors/co-workers
- Hazardous physical working environments
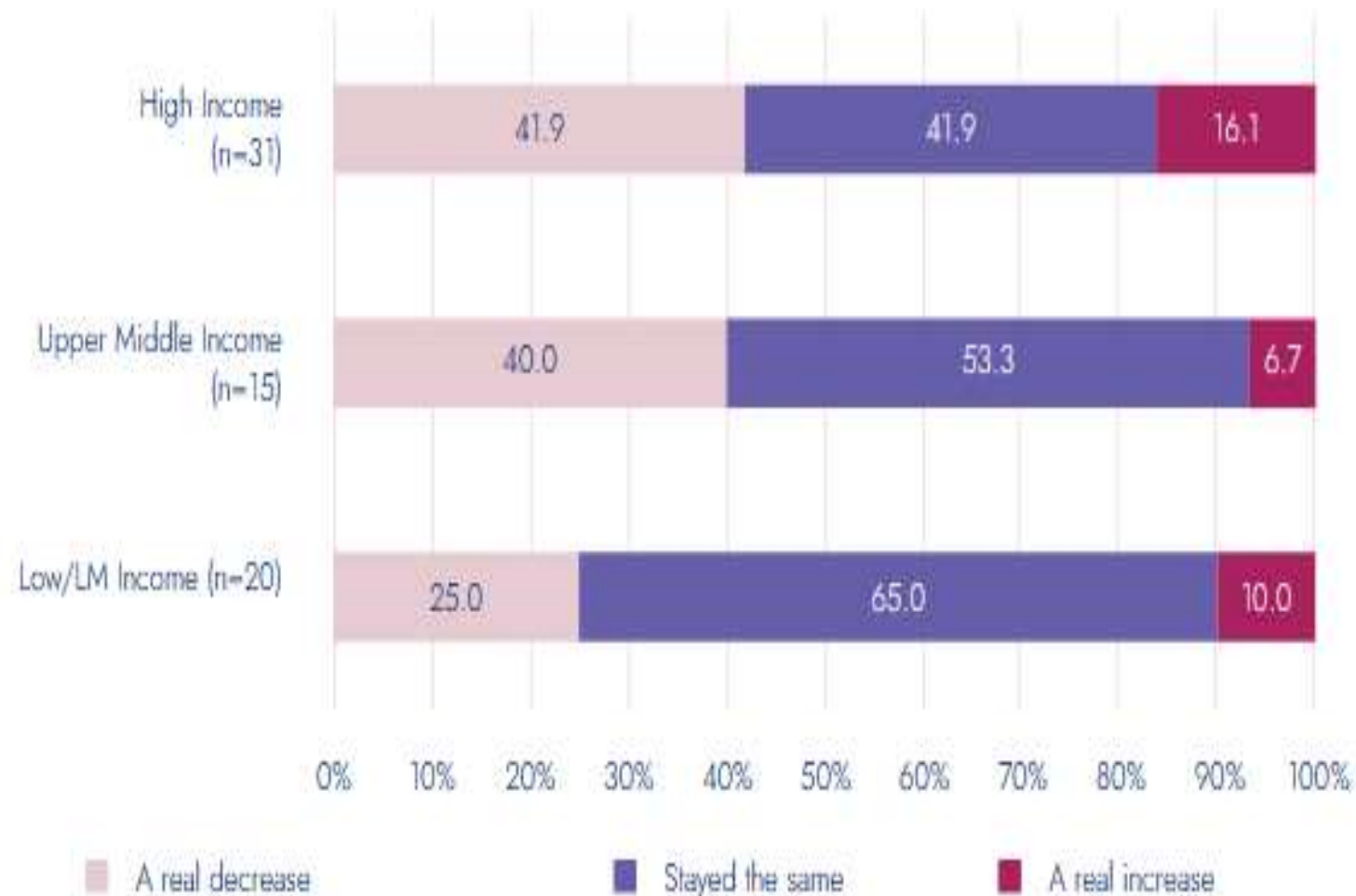- Lack of adequate resources
- Stigma
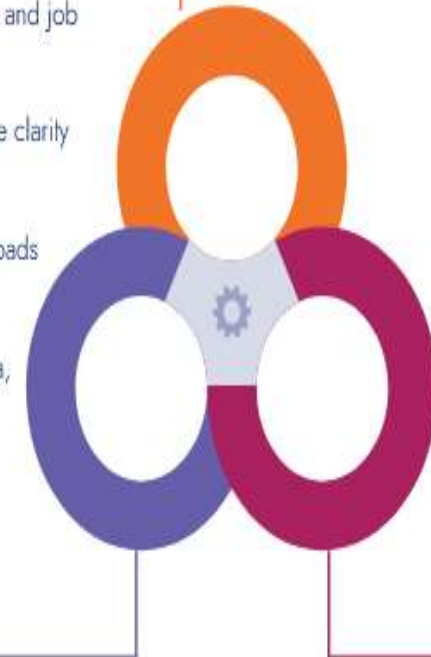
Systems & policy factors

- Organizational culture (psychosocial safety climate)
- Poor organizational change consultation
- Poor procedural justice (fairness, transparency)

Κοινωνικο-οικονομικοί προσδιοριστές...

Figure 5. "Real" change in base nursing salary since 2021

(Sharplin, Clarke & Eckert, 2025)

Nursing has historically been a female-dominated profession and societal and cultural factors reinforce the view that nursing is a profession predominantly suited to women.

Combating the devaluation of nursing work and improving compensation and working conditions is an important path to empowering women and advancing gender equity in the global workforce.

It is also important to break down barriers and attract more male students to the profession by changing perceptions, providing encouragement and career guidance, and ensuring competitive pay and positive work environments. Making nursing a more attractive career path to all young people could help in mitigating the global shortage of nurses.

Επένδυση στη Νοσηλευτική...

2 THE RETURN ON INVESTMENT FROM CARING FOR NURSES

› Απαιτούνται μακροπρόθεσμες λύσεις και όχι «πυροσβεστικές» παρεμβάσεις

– Παγκόσμιο φαινόμενο

– Αποδυνάμωση ανθρώπινου δυναμικού

– Αύξηση κόστους εργασίας

– Αδυναμία κάλυψης αναγκών

The cycle of short-term fixes and the need for long-term solutions: Prioritizing health to drive productivity in health care

The economics of caring for nurses

• Lower turnover and improved retention

• Reducing absenteeism by promoting health

• Minimizing presenteeism and lost productivity

• Improving patient safety and reducing harm

• Financial returns on protecting nurses from occupational risks

The global returns on investing in nurses' well-being

" Patient experiences are generally better when staff feel they have a good local team/work group climate, job satisfaction, no emotional exhaustion, a positive organizational climate, and support from co-workers, supervisors, and their organization.

(Maben, Ball & Edmondson, 2023) "

Τα οφέλη της επένδυσης…

Βελτίωση εκροών για νοσηλευτές

Βελτίωση εκροών για τους ασθενείς

Nurse health and well-being

Less burnout

Nurse outcomes
- Improved productivity & efficiency
- Less absenteeism & sick leave
- Reduced presenteeism & better performance

Impact on patient outcomes
- Improved quality of care
- Less missed nursing care
- Better patient outcomes
- Lower risk of medical errors

Workforce cost savings
- Less turnover
- Saved recruitment, hiring & onboarding expenses
- Less paid time off & disability pay
- Lower reliance on temporary staff

Quality of care improvements
- Shorter patient hospital stays
- Lower rates of medical errors & malpractice claims
- Higher patient satisfaction & trust

Reduced hidden costs
- Higher staff morale & productivity
- Lower turnover disrupting team stability
- Improved hospital reputation & less financial strain

Workforce well-being matters

Companies that promote a culture of health and well-being show turnover rates a full 11 percentage points lower than those that do not, according to cross-industry data (US).

(Mercer, 2018)

Μείωση κόστους εργατικού δυναμικού

Βελτιώμενη ποιότητα παρεχόμενης φροντίδας

Μείωση «κρυφού» κόστους

Just as airbags deploy to protect us in a collision, nurses safeguard society when disaster strikes, absorbing the impact of local and global emergencies to save lives and shield communities from catastrophic health outcomes.

Without urgent change to care for our nursing workforce, we risk a dangerous future where no airbag will inflate, where we won't have nurses to come to the rescue when we need it most.

Howard Catton, ICN CEO

Επαγγελματικοί κίνδυνοι & όφελος πρόληψης τους…

Επαγγελματική εξουθένωση & ψυχοσυναισθηματικές διαταραχές

Μυοσκελετικοί τραυματισμοί & εκφυλίσεις

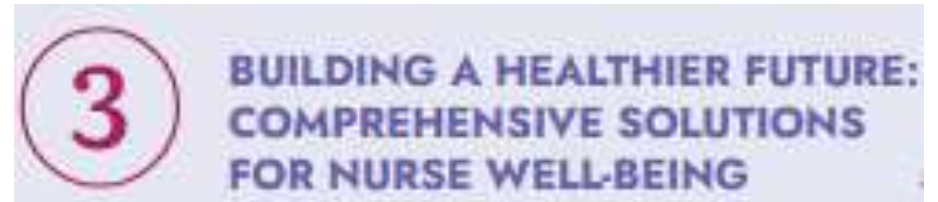**Καρδιομεταβολικές επιπτώσεις**

Βία στο χώρο εργασίας

Επαγγελματική έκθεση & τραυματισμοί στο χώρο εργασίας

Επαγγελματική έκθεση σε μεταδοτικά νοσήματα

Διαμορφώνοντας ένα καλύτερο μέλλον...

› Ολιστική προσέγγιση

› Καθολική προσέγγιση
  – Ηθική
  – Νομική
  – Οικονομική προσέγγιση

3 BUILDING A HEALTHIER FUTURE: COMPREHENSIVE SOLUTIONS FOR NURSE WELL-BEING

Effective strategies for supporting nurse health and well-being

• Building a healthier future: A holistic approach to nurse well-being

• A global call to action: ICN's "Caring for Nurses Agenda" for Sustainable Workforce Well-being

ICN's "Caring for Nurses Agenda" for Sustainable Workforce Well-being

Ethically responsible

Caring for nurses

Economically sound

Legally necessary

ICN's Caring for Nurses Agenda for Sustainable Workforce Well-being

Διασφάλιση επαρκούς στελέχωσης & κατάλληλου μίγματος δεξιοτήτων

ENSURE ADEQUATE STAFFING AND SKILL MIX FOR EFFECTIVE CARE

Nurses can only deliver safe, high-quality care when they have sustainable workloads. Chronic understaffing and a lack of essential resources compromises patient care and drives nursing burnout, stress, and workforce attrition. By aligning staffing levels with patient needs and ensuring an optimal skill mix, health care organizations can provide high-quality care while safeguarding nurse well-being.

Recommended interventions:

- **Implement evidence-based workforce planning and safe staffing:**
Use staffing models grounded in data, ensuring safe staffing with adequate numbers of nurses to meet the needs of the patient population. This includes using benchmarks and guidelines to establish safe, sustainable staffing levels and monitoring patient acuity to adjust staffing accordingly. Organizations and health systems should proactively address staffing shortages and ensure teams are appropriately sized to manage workload.

- **Optimize the skill mix:**
Develop and maintain a balanced skill mix that aligns with patient complexity and care demands. This means making sure that nurses with the appropriate expertise and experience are deployed where they are most needed and ensuring that there is continuous support for skill development and professional growth.

- **Real-time workload monitoring and dynamic adjustments:**
Leverage technology and workforce management software to monitor nurse workloads in real time and proactively identify and address staffing gaps and workload imbalances. By dynamically adjusting staffing levels and redistributing responsibilities as needed, health care organizations can proactively respond to fluctuating demand and ensure that nurses are not overstretched.

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Επένδυση σε κατάλληλες υποδομές, επάρκεια αναλωσίμων & σύγχρονο εξοπλισμό

2

INVEST IN THE RIGHT RESOURCES AND EQUIPMENT

Provide nurses with the necessary tools, technology, and infrastructure to deliver safe, high-quality care. Access to the right equipment and supplies reduces patient safety risks, improves care delivery, and drives operational efficiency. By equipping nurses with these essential resources, health care organizations can improve productivity and care delivery, resulting in increased job satisfaction, improved patient outcomes, and optimized care processes.

Recommended interventions:

- **Provide effective equipment and infrastructure:**
  Ensure nurses have access to the right equipment and tools to streamline workflows, improve patient care, and enhance patient safety. Ensure health care facilities have the necessary infrastructure to support nurses' roles and patient needs, including ergonomic workspaces, efficient equipment layouts, and integrated systems.

- **Provide adequate supplies:**
  Maintain a reliable inventory of essential supplies by regularly reviewing inventory systems and workflows to prevent shortages and ensure that nurses have the necessary resources as needed.

- **Promote effective technology, tools, and data:**
  Provide access to comprehensive digital solutions that reduce administrative burden, eliminate redundant documentation, and facilitate efficient communication between teams. Implement robust information management systems, appropriate artificial intelligence (AI) tools, and a comprehensive "electronic nursing record" that allows nurses to access real-time patient information they can use to improve decision-making and care coordination.

ICN's Caring for Nurses Agenda for Sustainable Workforce Well-being

Διασφάλιση ασφάλειας & ποιότητας περιβάλλοντος εργασίας

PROVIDE SAFE AND DECENT WORKING CONDITIONS

Creating decent working conditions is critical for the well-being and retention of nurses. Safe, healthy, and supportive work environments help reduce stress, prevent burnout, and improve job satisfaction. By prioritizing decent working environments, protective policies, and sufficient rest periods, health care organizations can ensure nurses maintain their own health and well-being while equipping them to perform at their best, improving patient outcomes and overall health system sustainability.

Recommended interventions:

- **Implement comprehensive workplace safety protocols:**
  Implement comprehensive safety measures that address potential hazards across the workplace, including the provision of personal protective equipment (PPE) such as masks and safety syringes, as well as needle protection devices to mitigate needlestick and sharps injuries. Regularly assess and update these safety protocols to ensure alignment with best practices and evolving needs.

- **Eliminate workplace violence and ensure the right to a safe working environment:**
  Enforce zero-tolerance policies for all forms of workplace violence, including verbal, physical, and emotional abuse. Deploy preventive security measures, such as surveillance systems and emergency response protocols, to protect nursing staff. Provide immediate debriefing services and post-incident support, including mental health resources and psychological first aid. Cultivate a culture of respect, ensuring that nurses can work in an environment free from harm. This includes upholding international humanitarian laws to protect health care workers in conflict zones.

- **Ensure protected rest periods and rest areas:**
  Designate quiet, uninterrupted spaces for nurses to take allocated breaks during shifts. Ensure that break periods are protected and maintained.

- **Promote a healthy work-life balance:**
  Implement flexible scheduling, best rostering practices, and sufficient paid time off for nurses to help them achieve a sustainable work-life balance. Minimize excessive overtime and ensure adequate rest between shifts.

ICN's Caring for Nurses Agenda for Sustainable Workforce Well-being

Υποστήριξη συνεχιζόμενης εκπαίδευσης, επαγγελματικής ανάπτυξης & εφαρμογής βέλτιστων πρακτικών

4 SUPPORT EDUCATION, PROFESSIONAL DEVELOPMENT, AND OPTIMAL SCOPE OF PRACTICE

Investing in education and professional development is essential to building a skilled and competent nursing workforce that can adapt to evolving health care needs. Providing continuous learning opportunities ensures nurses are equipped with the knowledge, skills and attributes required to meet new challenges and deliver high-quality care.

Clear career development pathways not only improve long-term job satisfaction but also support workforce retention. Investing in leadership development strengthens the leadership pipeline, enabling nurses to shape health care delivery at all levels. Additionally, empowering nurses to work to their full scope of practice enhances care delivery, strengthens professional identity, and increases motivation within the health care system.

Recommended interventions:

- **Prioritize continuous education and professional development:**
Implement accessible career advancement pathways for nurses, including opportunities for specialization and certifications. Provide institutional support through funding, dedicated time off, and mentorship to facilitate access to workshops, conferences, and online education programmes.

- **Support nurses working to their optimal scope of practice:**
Remove barriers that restrict nurses from working to their full scope of practice. Invest in Advanced Practice Nursing roles to enhance care delivery and professional autonomy.

- **Involve nurses in decision-making:**
Ensure nurses are included in high-level decisions affecting patient care, health policy, and nursing practice. Involvement in decision-making improves professional satisfaction and provides valuable insights for health care systems and policymakers.

- **Develop clear career pathways and leadership opportunities:**
Establish structured career progression plans that allow nurses to advance into leadership and specialized practice roles. Implement leadership frameworks and mentorship programmes to identify and nurture future nurse leaders.

- **Support nurse-led research and innovation:**
Support a culture of research and innovation by providing funding and infrastructure for nurse-led research. Encourage nurses to lead evidence-based practice initiatives, contribute to health care innovations, and engage in ongoing inquiry to improve care delivery.

Διαμόρφωση υποστηρικτικής & υψηλής απόδοσης εργασιακής οργανωσιακής κουλτούρας

BUILD SUPPORTIVE, HIGH-PERFORMING ORGANIZATIONAL CULTURES

5

Fostering supportive, inclusive, and high-performing workplaces helps to create a positive practice environment where nurses can thrive, deliver excellent patient care, and contribute to the overall success of health care systems. Inclusive, collaborative work cultures strengthen relationships among nursing teams and improve patient care. Cultures that prioritize people-centred care, continuous improvement, and team cohesion contributes to engaging and retaining nurses while ultimately improving patient outcomes and organizational efficiency.

Recommended Interventions:

- **Embed people-centred care at the core of organizations:**
  Prioritize patient needs, perspectives, and preferences in care decisions. Develop systems that allow nurses to provide personalized care and empower nurses to advocate for their patients, removing barriers that hinder their ability to deliver the best possible care.

- **Commit to continuous quality improvement:**
  Foster a culture of excellence by enabling nurses to lead and engage in efforts to improve care delivery. Regularly seek feedback from nurses, patients, and stakeholders to drive continuous improvement. Create channels for nurses to participate in quality improvement initiatives and ensure the ability to adapt quickly to evolving care needs.

- **Build a 'just' culture for patient safety:**
  Promote a non-punitive environment where errors are seen as opportunities for learning and improvement. Implement transparent reporting mechanisms to flag safety concerns, near-misses, and drive improvements based on lessons learned.

- **Develop structured mentorship and peer support programmes:**
  Establish mentorship programmes to support both new and experienced nurses, encouraging open communication, knowledge-sharing, and professional growth. Foster a collaborative environment that enhances team-based learning and collective competence.

- **Foster trust-based leadership and communication:**
  Create a culture of transparent, honest, and open communication. Ensure that leadership is approachable and responsive to nurses' concerns and that nurses are included in decision-making processes. Provide opportunities for nurses to take leadership roles, ensuring their voices influence organizational direction and care delivery.

- **Promote inclusivity and diversity:**
  Cultivate a workplace where diversity is celebrated, and discrimination is actively challenged. Ensure equal access to opportunities for all nurses and promote inclusive policies, diverse leadership, and culturally competent care practices that respect and value the contributions of every nurse.

- **Recognize and celebrate nursing contributions:**
  Implement formal recognition programmes to celebrate the achievements and contributions of nurses. Regularly acknowledge individual and team successes, reinforcing the value of nurses and boosting morale across the organization.

ICN's Caring for Nurses Agenda for Sustainable Workforce Well-being

Διασφάλιση πρόσβασης σε υπηρεσίες υποστήριξης της σωματικής & ψυχικής ευεξίας των εργαζομένων

6

ENSURE ACCESS TO HEALTH CARE AND WELL-BEING SUPPORTS

Nurses often face barriers to accessing health care services tailored to their unique needs and lack support for managing the occupational stress and emotional burdens they deal with. Ensuring that nurses have convenient access to health care services, including specialized mental health support, is essential for maintaining nurses' well-being and optimizing their ability to provide the best patient care.

Recommended interventions:

- **Ensure access to comprehensive physical and mental care:**
Improve access to health care services tailored to the unique needs of nurses, encompassing health promotion, preventive care (including vaccinations), treatment, and rehabilitation. Offer flexible appointment options that accommodate the demanding schedules of shift workers, such as early morning, evening, and telehealth appointments, ensuring greater convenience and accessibility. Ensure that any care offered follows strict confidentiality measures so that nurses do not avoid seeking needed care due to concerns that their
health records or personal information could be accessible to colleagues or impact their professional reputation.

- **Establish specialized health, wellness and support services:**
Implement targeted health services to address the unique challenges faced by nurses, including wellness support, post-trauma care, and specific interventions for those working in high-risk environments, such as conflict zones. Ensure follow-up care for occupational hazards, including needlestick injuries, exposure to infectious diseases, and workplace violence, with integrated critical incident debriefing and mental health support.

- **Support access to healthy lifestyle choices:**
Provide nutritious food options, including meals suited for night shift workers, and ensure that adequate break facilities are available for food storage and preparation, promoting a healthier work-life balance and supporting overall nurse well-being.

ICN's Caring for Nurses Agenda for Sustainable Workforce Well-being

Δίκαιη & ανταγωνιστική αντιμισθία
Διαφάνεια και δικαιοσύνη αναφορικά με την επαγγελματική ανέλιξη

7

VALUE NURSES WITH FAIR, COMPETITIVE COMPENSATION

Appropriate compensation and recognition directly impact nurse satisfaction, retention, and care quality but nurses' pay often fails to reflect their critical role, advanced education, and complex responsibilities. By investing in nurses with fair compensation structures and opportunities for career progression, health systems can create environments where nurses feel valued, motivated, and empowered to remain in the profession and deliver optimal patient care.

Recommended interventions:

* **Provide fair and competitive compensation:**
Ensure that salaries reflect nurses' education, expertise, and responsibilities and the value they bring to health care delivery. Introduce financial incentives for career progression, recognizing nurses in all areas of practice, including advanced practice and leadership roles. Create clear pay bands with regular market adjustments and transparent criteria, and ensure comprehensive benefits including retirement plans and adequate paid leave.

* **Ensure pay transparency and fairness:**
Foster a culture of fairness by promoting transparency in pay structures, workload distribution, and career advancement opportunities. Conduct regular compensation policy reviews to ensure equity across nursing roles and address any pay disparities.
Make sure that all nurses feel they are equally recognized for their contributions.

Συνοψίζοντας…

› Καθώς αντιμετωπίζουμε **αυξανόμενες προκλήσεις** στον τομέα της παροχής φροντίδας υγείας, από τη γήρανση του πληθυσμού και την αύξηση των χρόνιων ασθενειών έως τις έκτακτες ανάγκες που σχετίζονται με το κλίμα και την επιδείνωση των παγκόσμιων ανισοτήτων, **η ανάγκη για ισχυρό, βιώσιμο νοσηλευτικό [...] ήταν ποτέ μεγαλύτερη**.

› Δεν μπορούμε να αντιμετωπίσουμε [...] **επαρκείς νοσηλευτές** (αριθ[...] **φροντίζονται και υποστη[...]**

› Ήρθε η ώρα να ξεπεράσουμε [...] τις **αποσπασματικές πρωτοβ[...]** **που επικεντρώνονται απο[...]** **ανθεκτικότητα**.

› **Πρέπει να δημιουργήσουμε περιβάλλοντα υγειονομικής περίθαλψης όπου οι νοσηλευτές μπορούν να ευδοκιμήσουν, όχι απλώς να επιβιώσουν**
  – Όπου εκτιμώνται, προστατεύονται και ενδυναμώνονται για να παρέχουν την καλύτερη φροντίδα τους.

Ήρθε η ώρα για υιοθέτηση δράσεων που να μετατρέπουν τους νοσηλευτές από «αόρατους πυλώνες» σε «πολύτιμους προσδιοριστές»

The "Caring for Nurses Agenda" is another set of actions that moves nurses from being invisible to invaluable. Over the past several years, ICN has laid out the evidence and steps to support investing in nurses and nursing for a sustainable workforce and stronger health systems. **integral to sustaining our workforce is investing in their well-being.** We cannot and would not want to envision a world without nurses. We must take action to diminish the threats to safe, supportive and healthy working conditions that will attract future nurses and retain the dedicated nurses who are key to healthier communities, responsive societies, thriving economies and powerful nations.

Dr Pamela Cipriano, ICN President
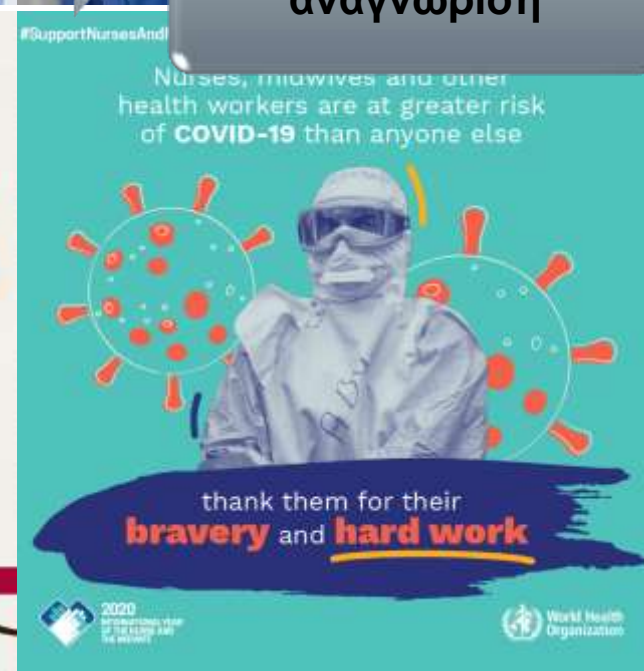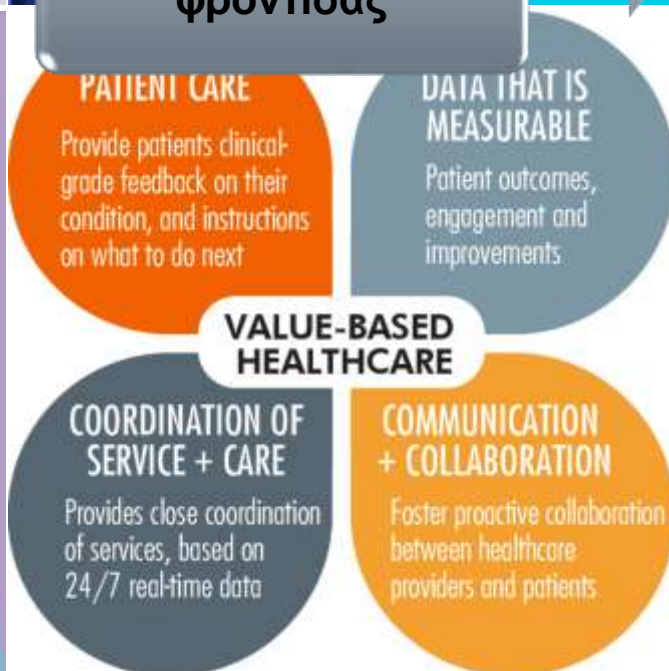
Ενδυνάμωση ανθρωπίνου νοσηλευτικού δυναμικού

Έμφαση στην «αξία» της νοσηλευτικής φροντίδας

Επίκεντρο διαχρονικά ο «άνθρωπος»

Κοινωνική & Επαγγελματική αναγνώριση

Σας ευχαριστώ για
την προσοχή σας!