



Australian
Nursing & Midwifery
Accreditation Council

Annual Report
2024-25



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The Australian Nursing and Midwifery Accreditation Council honours the traditional Custodians of Country throughout Australia. We acknowledge the continuing connection of traditional custodians to the land, waters, and sky. We are grateful to share these lands, waters and sky today, we express our sorrow for the costs of that sharing, and our hope and belief we can move to a place of equity, justice, and partnership together.



1

Overview



About us

The Australian Nursing and Midwifery Accreditation Council (ANMAC) is a not-for-profit public company limited by guarantee

Who we are

ANMAC works to protect the health and safety of the Australian community by ensuring nurses, midwives, and health practitioners entering the workforce are safe and capable.

We establish the standards, accredit high-quality education programs and assess internationally qualified practitioners.

Through ongoing collaboration with education providers, skilled migrants, professional bodies, and regulators, we ensure our work remains aligned with evolving community needs and expectations.

Our vision

To safeguard the health and wellbeing of the Australian community through a skilled and culturally competent nursing, midwifery, and health care workforce, advocating for equitable access to healthcare and promoting cultural safety.

Our purpose

We take the lead to:

- develop and implement evidence-based standards for the accreditation of education programs for nurses and midwives
- determine the capability of internationally qualified nurses, midwives and care assistants to practice in the Australian context.

Our strategic objectives

Our priority is to protect the health and safety of the Australian community by establishing high-quality standards of nursing and midwifery education, training and assessment.

Our strategic objectives for 2024-2027 are:

1. Accrediting
2. Assessing
3. Advocating
4. Innovating.

Our Values

Integrity

Ensuring all we do is ethical and honest, and holding ourselves accountable



Excellence

We endeavour every time to ensure high quality work, always mindful of the end user experience and balancing the diverse needs of all relevant stakeholders



Collaboration

This is at the heart of what we do; it underpins our approach to teamwork, leadership, and communication



Innovation

We seek to be creative, responsive, and think outside the box, in our work and in our leadership. We value research as a key enabler of innovation



Respect

We are always inclusive, mindful and kind, and open to celebrate the individual difference that makes us who we are



Our core business functions are split into two key areas – Accreditation Services and Skilled Migration Services. Each plays a distinct role in supporting ANMAC to deliver high-quality, evidence-based standards, accreditation and assessment.

Accreditation Services

ANMAC serves as the external accreditation body for the Nursing and Midwifery Board of Australia (NMBA). These services are provided under an agreement with the Australian Health Practitioner Regulation Agency (Ahpra).

ANMAC's accreditation functions are detailed in the National Law, which serves as the legislative instrument for Australia's National Registration and Accreditation Scheme (the Scheme). As an independent entity, ANMAC operates separately from the NMBA and Ahpra.

For the nursing and midwifery professions, ANMAC's role within the Scheme is to:

- develop accreditation standards
- assess and accredit programs of study and education providers
- monitor approved programs of study.

ANMAC develops and reviews accreditation standards for nursing and midwifery programs of study that lead to a graduate being able to apply for registration or endorsement as a nurse or midwife in Australia.

ANMAC will apply the accreditation standards to determine whether entry-to-practice or endorsement programs of study for nurses and midwives are of a sufficient quality to allow graduates to practice safely.

ANMAC also:

- develops, reviews and provides policy advice on accreditation and nursing and midwifery education
- liaises with national and international professional bodies, governments, regulators and educators on matters relating to standards of education and practice.

Skilled Migration Services

ANMAC is also the designated assessing authority for nurses, midwives and care assistants applying for migration under the Australian Government's General Skilled Migration program, the Aged Care Industry Labour Agreement, and various Designated Area Migration Agreements.

ANMAC's Skilled Migration Services determines whether applicants hold the relevant skills, qualifications and work experience to practice safely and effectively in the Australian context. The assessment function is independent of the registration process and is authorised by the Department of Home Affairs and approved by the Department of Employment and Workplace Relations.

ANMAC currently assesses a range of Australian and New Zealand Standard Classification of Occupations (ANZSCO) occupations, including Registered Nurse, Enrolled Nurse, Midwife, Nursing Support Worker, and Personal Care Assistant.

In addition to conducting skills assessments, ANMAC's Skilled Migration Services:

- develops, reviews and provides policy advice on skilled migration of nurses, midwives and care assistants to relevant organisations
- regularly reviews its assessment processes to ensure they remain current and fit for purpose.

Complementing our core functions, ANMAC established Health Education and Services Australia (HESA) to further contribute to the strength and quality of Australia's health workforce, while still carrying out our legislated responsibilities.

HESA oversees postgraduate program quality assurance, undertakes accreditation of immunisation education programs and delivers professional experience placement evaluation services through the National Placement Evaluation Centre (NPEC).

Through collaboration with education providers and industry stakeholders, HESA ensures healthcare training programs meet rigorous standards and respond to evolving sector needs.

Message from the Chair

It is with great pride that I present the Australian Nursing and Midwifery Accreditation Council's Annual Report for 2024–25.

This has been a year of both challenge and achievement — one that has tested our adaptability and reaffirmed our shared purpose. Across a rapidly changing health, education and regulatory landscape, ANMAC has demonstrated strength, integrity, and unity. Together, we have navigated complexity with confidence, ensuring that the quality of nursing and midwifery education in Australia remains world-class.

I extend my sincere thanks to my fellow Directors, the Executive, and all ANMAC staff for their unwavering dedication and professionalism. Your commitment has been the foundation of our success.

A major focus this year has been ANMAC's close collaboration with the Nursing and Midwifery Board of Australia (NMBA) under the current two-year assignment of our accreditation function. This period has challenged us to demonstrate measurable improvement, strengthen our processes, and reaffirm our capability to deliver a national accreditation function of the highest standard.

Under the Board's guidance and oversight, Chief Executive Officer Tanya Vogt and her team have led this work with exceptional professionalism and resolve. Together, we have not only met the expectations set for us but have emerged stronger, more confident and more connected to our purpose.

Our progress this year has been guided by the ANMAC Strategic Plan, ensuring the organisation remains responsive to the evolving needs of health, higher education, regulation and skilled migration. The Board has continued to oversee performance, risk management and financial sustainability — providing assurance that ANMAC's foundations remain sound, accountable and future-focused.



Professor Roianne West
ANMAC Board Chair

During 2024–25, the Board completed a comprehensive review of the ANMAC Constitution, implemented governance enhancements including refreshed Director appointment policies, an updated Charter and Governance Framework, and appointed an independent governance adviser.

This year also marks the first time since 2021 that ANMAC has a full complement of Directors — a significant milestone in our governance journey.

The transition to a skills-based Board, completed following the review and endorsement of our updated Constitution in late 2024, represents an important evolution in how we govern. This framework ensures that the Board collectively brings the right mix of expertise, experience and perspectives to guide ANMAC into the future.

This structure ensures ANMAC remains a forward-looking, capable and accountable organisation — one that embodies best-practice governance and reflects the maturity of our mission and impact.

We were proud to welcome four new Directors during the year:

- Professor Kathleen Baird, a leader in midwifery education and policy
- Reece Griffin, a senior Aboriginal health executive and registered nurse with deep clinical and community experience
- Karen Grace, an experienced nurse, midwife and health administrator with a strong record in systems innovation
- Elizabeth Grinston, a lawyer and governance specialist with experience across higher education, legal and public sectors.

Their appointments have brought renewed energy, diversity and depth to ANMAC's governance and strategic direction.

These initiatives enhance transparency, accountability and performance, positioning ANMAC for continued excellence in governance and delivery of its national role.

Our achievements this year reflect the strength of our partnerships and the dedication of our people. I acknowledge the NMBA, Ahpra, Member organisations, education providers, accreditation committees, assessors, and partners across health and education for their valuable collaboration. Your insights continue to strengthen the quality and credibility of our work.

To Tanya Vogt and the Executive team — thank you for your leadership, resilience and commitment. To all ANMAC staff, your professionalism and adaptability have been outstanding. You have continued to deliver excellence and uphold ANMAC's reputation with pride.

To my fellow Board Directors and committee members, I am grateful for your strategic insight and collegiality. To our Member organisations, thank you for your ongoing trust and partnership.

As we reflect on a year that demanded courage, adaptability and collaboration, we do so with immense pride in what has been achieved. ANMAC has emerged stronger — with renewed capability, sound governance and a clear vision for the future.

Looking ahead, the Board will lead a refresh of the ANMAC Strategic Plan to ensure our direction continues to reflect the evolving needs of health, education and regulation, and to position ANMAC for sustainable impact in the years ahead.

We will also undertake an independent evaluation of Board performance — reinforcing our commitment to transparency, accountability and continuous improvement in governance.

The Board remains dedicated to ethical leadership, organisational credibility and strong stakeholder relationships, ensuring ANMAC continues to protect the health of the Australian community and support the education of the next generation of nurses and midwives.

On behalf of the Board, I thank you for your continued support and look forward with optimism to another year of growth, partnership and achievement.



Professor Roianne West
ANMAC Board Chair

Message from the CEO

This year has been one of growth and transformation for ANMAC. We strengthened organisational capability and refined systems and processes to ensure public safety and that the services we deliver are efficient, effective and responsive to the needs of education providers and skilled migrants.

As the health workforce and education landscape continues to change, ANMAC remains committed to being adaptable and resilient. The independent review of the National Registration and Accreditation Scheme (NRAS), led by Sue Dawson and announced in April 2024, placed a strong focus on accreditation functions. This review, alongside ongoing developments in skilled migration such as the development of new visa pathways, reinforces the importance of ANMAC's role in safeguarding the Australian community through rigorous, evidence-based and agile systems and processes.

It was a full and productive year for the Accreditation Services team, with a strong focus on meeting the requirements set by the Nursing and Midwifery Board of Australia (NMBA). Our commitment to continuous improvement has driven advances in transparency, quality and efficiency across all accreditation processes.

A major milestone was the implementation of ANMAC's new risk assessment tool, which underpins our risk-based approach to accreditation. This tool enhances our ability to assess and manage risk effectively, ensuring proportionate and robust regulatory oversight. We also introduced a new scheduling model to streamline assessments and commenced a comprehensive review of the accreditation framework to ensure it remains fit for purpose.

A significant achievement this year was the finalisation and approval of the Registered Nurse Prescribing Accreditation Standards 2025 by the NMBA. The introduction of the designated RN prescribing endorsement marks a significant milestone for nursing in Australia – expanding the



Tanya Vogt
Chief Executive Officer

scope of practice for qualified RNs and improving access to safe and timely healthcare for the community. ANMAC is proud to have played a key role in establishing this pathway through the collaborative development of education standards for the endorsement. Following publication, we commenced a tailored accreditation process for these new education programs to ensure their successful implementation.

Another important initiative is the move to a single annual monitoring submission date for all education providers and programs, to be implemented in 2026. This change will strengthen ANMAC's capacity to meet its regulatory monitoring responsibilities and enhance efficiencies and data collection to inform workforce planning.

I would like to acknowledge the commitment of the Accreditation team through this year of transition, and to our accreditation committees and assessors whose expertise and dedication underpin the high standards and integrity of our work.

The Skilled Migration team delivered another strong year, completing 17,392 skills assessments – a 14% increase from the previous year. The Department of Home Affairs, which nominates ANMAC to deliver this service, continues to recognise the team's work as gold standard.

Key initiatives included the launch of GradReady, a streamlined pathway that enabled nearly 2,000 recent graduates of NMBA-approved programs to apply for assessment immediately upon course completion. The team also commenced planning for new migrant support initiatives and research to further improve the service experience.

These initiatives reflect ANMAC's commitment to continuous improvement and responsiveness to the evolving needs of the health workforce. I would like to acknowledge the outstanding work of the Skilled Migration team and thank them for their continued dedication and contribution.

This year marked renewal for ANMAC's leadership and culture. We refreshed our leadership structure and introduced a number of initiatives to strengthen capability and embed our organisational values.

Our THRIVE leadership program supported current and emerging leaders, while the launch of our strategic plan 2024-27 and refreshed values – Excellence, Collaboration, Respect, Innovation, and Integrity – set a clear direction for our future.

In September our first all-staff Values Day brought the team together to connect with our purpose. I thank the Xperience team for facilitating these sessions and all staff for their engagement and commitment.

Strong and effective stakeholder relationships remain central to ANMAC's work. This year, we worked closely with the NMBA and Ahpra to align accreditation processes and contribute to the Health Professions Accreditation Collaborative Forum (HPACF) response to the NRAS Complexity Review.

Our partnerships with the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) and the Leaders in Indigenous Nursing and Midwifery Education Network (LINMEN) deepened through ongoing collaboration on culturally safe education and regulation.

We also funded the WHO Collaborating Centre for Nursing, Midwifery and Health Development (WHOCCNM) Regional Quality Improvement Program (RQIP) project, which delivered a comprehensive regional scoping report on nursing and midwifery education and regulation across Pacific Island Countries, along with a sustainability plan to guide future focus. This initiative was completed this year, and the outcomes will support greater quality and consistency in accreditation, curriculum development and practice standards, enabling more aligned scopes of practice across the region.

ANMAC's commitment to this project reflects our ongoing support for international efforts to advance education and regulatory standards in nursing and midwifery.

ANMAC continues to support the Australasian Osteopathic Accreditation Council, fostering shared learning across the nursing, midwifery and osteopathic professions.

I want to acknowledge the ANMAC team for their professionalism, adaptability and shared commitment to excellence in strengthening the organisation's foundations for the future. Thank you also to our partners and stakeholders for your continued support and collaboration.

In this dynamic and evolving environment, ANMAC's role in protecting public safety through high-quality education and assessment has never been more important. Our work is founded in integrity, transparency and accountability, and we will continue building on our strong foundations into 2025-26 – ensuring our frameworks and systems meet future challenges and opportunities remain responsive and our partnerships enduring.



Tanya Vogt
ANMAC Chief Executive Officer

Our organisation

Office of the CEO

The Office of the CEO provides support to the Board, Board Committees, Chief Executive Officer and Deputy CEO in guiding the organisation and delivering on strategic priorities. As a central coordination point, the team facilitates effective communication across business units, governance bodies and external stakeholders.



Office of the CEO staff

L to R: Jane Graham, Emily Koikkalanien, Julia Schnieder Rumble, Dr Jane Douglas, Jigar Shah, Greg Cantwell

Staff not in photo:
Tanya Vogt



Key responsibilities include:

- **Strategic coordination:** providing administrative and operational support to the CEO and Deputy CEO, including internal coordination and strategic planning.
- **Governance and secretariat support:** coordinating Board and committee meetings, preparing agendas and papers, maintaining accurate records, and ensuring compliance.
- **Quality reporting:** preparing reports, briefing papers, and position statements, including biannual reports to Ahpra and the NMBA under the National Law.

Through this work, the Office of the CEO helps ensure ANMAC continues to deliver on its vision effectively.

Corporate Services

Corporate Services delivers the essential support functions that keep ANMAC operating effectively and sustainably. Working in partnership across the organisation, Corporate Services strengthen systems, supports staff and enables strategic delivery.



Corporate Services staff

L to R: Lavisha Sharma, Louise Reid, Brielle Sciacca, Greg Cantwell, Gem Melendres, Zachary Webel, Anabeth Calizo, Kunal Sharma, Snehal Patel

Staff not in photo:
Jess Nissen

People and Culture

Leads recruitment, workforce planning, performance development wellbeing initiatives and HR policy. The team fosters an inclusive, supportive and high-performing workplace.

Information and Communications Technology (ICT)

Manages ANMAC's digital infrastructure, systems and cybersecurity. Provides technical support and drives improvements to keep the organisation connected and secure.

Marketing and Communications

Builds ANMAC's profile and strengthens stakeholder engagement through brand, media and digital

channels. The team manages the website, social media, publications, events and campaigns, while also supporting internal communication and promoting ANMAC's impact and identity.

Finance

Oversees budgeting, procurement, payroll, financial reporting and risk management. Provides advice to support compliance and helps ensure sustainable use of resources.

Project Management Office

Supports the planning, governance and delivery of strategic projects. Ensures alignment with organisational priorities and builds project management capability across the business.

Project governance framework

A new Project and Governance Framework was introduced to improve consistency and oversight across strategic initiatives. Thirteen projects were supported under the new structure, with two major initiatives completed. The framework has strengthened visibility of project status, responsibilities and timelines, and will guide a growing portfolio in 2025–26.

Enterprise agreement

The Fair Work Commission approved the ANMAC Enterprise Agreement 2025-2029, modernising workplace conditions and ensuring a sustainable employment framework. The process was positive, robust and collaborative, resulting in a new four-year agreement that was strongly supported by the ANMAC team. The updated EA reflects a contemporary approach that balances support for staff and the financial sustainability of ANMAC's future.

Enhancing financial systems and staff experience

To streamline our financial processes and better support staff, we:

- introduced a novated leasing program to expand salary packaging options
- automated monthly customer statements and accreditation invoices, reducing manual workload
- streamlined the purchase order process, making reimbursements faster and easier
- provided financial modelling to support enterprise agreement negotiations and an accreditation fees business case, ensuring outcomes were sustainable.

THRIVE – Leadership development program

ANMAC launched THRIVE – a nine-month leadership program designed for emerging leaders and high-performing staff. Combining workshops, mentoring, group projects and executive engagement, participants explored real organisational challenges and presented their recommendations to the Executive Team.

A key outcome of the program was the establishment of the ANMAC Management Team, bringing together people managers from across ANMAC to meet regularly with the Executive Team. This new structure has helped strengthen communication, support more collaborative decision-making and build leadership capability across the organisation.

Management Team members:

- Tanya Vogt, CEO
- Greg Cantwell, Deputy CEO
- Alan Merritt, Director Accreditation Services
- Kath Baird, Director Skilled Migration Services
- Milica Batar, Finance Manager
- Jigar Shah, Company Secretary
- Louise Griffiths Regan, Operations Manager, Accreditation Services
- Cate Makings, Manager, Skilled Migration Services
- Kunal Sharma, People & Culture Manager
- Louise Reid, Communications Specialist.

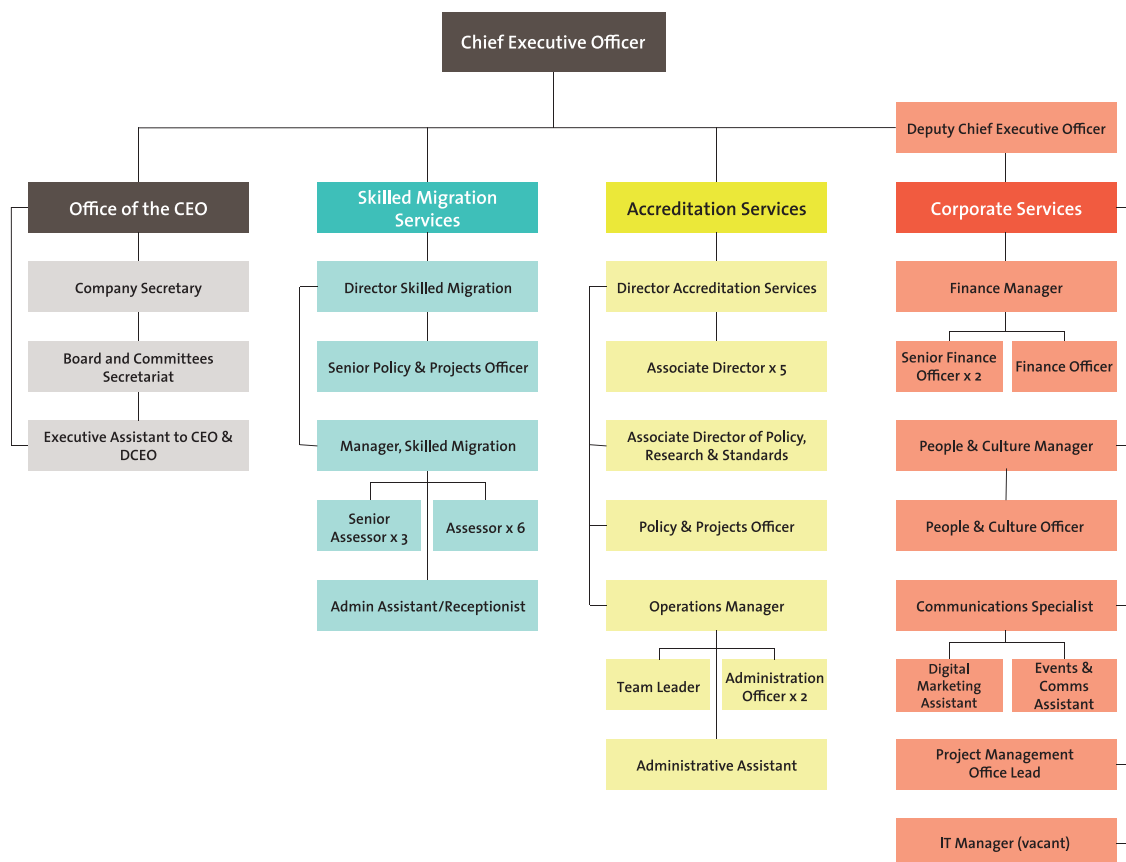
Values day

On 25 September 2024, ANMAC held its first Values Day, bringing staff together to reflect on how our values are lived in practice. Through workshops and discussions, teams co-developed behavioural attributes for each value, creating a shared language for decision-making and performance. The day also celebrated ANMAC's culture, identity and achievements.

Marketing and communications

ANMAC's commitment to active and strategic internal and external communications was strengthened this year through the establishment of a dedicated Marketing and Communications team with roles in events and digital communications. The team has played a pivotal role in developing ANMAC's marketing and communications strategy, which outlines our approach to promoting our values, enhancing brand visibility and engaging stakeholders. Throughout the year, the team has worked tirelessly to support ANMAC's broader organisational goals—ensuring our messaging is clear, consistent and aligned.

Figure 1: ANMAC Organisational Chart as at 30 June 2025







2

Governance

Governance

The ANMAC Board, established and governed under our Constitution, oversees our work as the appointed accrediting authority for nursing and midwifery within the National Registration and Accreditation Scheme under the Health Practitioner Regulation National Law 2009 (QLD).



ANMAC Board
L to R: Professor Roianne West
(Chair), Professor Joanne Gray
(Deputy Chair), Deb Blow, Annie
Butler, Aswin Kumar, Professor
Kathleen Baird, Reece Griffin,
Karen Grace, Elizabeth Grinston

Our Board is responsible for setting the strategic direction of the organisation, to achieve our vision: To safeguard the health and wellbeing of the Australian community through a skilled and culturally competent nursing, midwifery, and health care workforce, advocating for equitable access to healthcare and promoting cultural safety.

During 2024–25, ANMAC completed a successful transition to a fully skills-based Board through comprehensive constitutional reform, aligning its governance structures with contemporary best practice and stakeholder expectations.

The Board undertook a review of the ANMAC Constitution to support this transition and ensure the governance framework remains current and aligned with best-practice corporate governance principles. Following consultation with Member organisations, the updated Constitution was endorsed at the Annual General Meeting in November 2024. The revised Constitution embeds transparent, skills and diversity based appointment processes, ensuring all Directors are selected based on the expertise and experience required to meet ANMAC’s strategic and regulatory responsibilities.

In parallel, the Board implemented a suite of governance enhancements, including:

- refreshed policies for Director appointment and selection
- a review and update of the Board Governance Charter and overarching Governance Framework
- engagement of an independent corporate governance adviser to partner with the Board over a three-year period to:
 - » develop and implement a comprehensive Board performance and evaluation program, and
 - » review and enhance Board governance processes and procedures to support continuous improvement.

Together, these reforms have strengthened ANMAC’s governance foundations, ensuring transparency, accountability, and sustained capability to deliver on our corporate governance requirements.

ANMAC Board

Board Directors are selected and appointed for their skills, knowledge and experience through a transparent, skills-based process. The ANMAC Board comprises nine Directors: five Member Nominated Directors and four Appointed Directors. Full biographies of Board Directors are provided in Annex A.

Board Directors

The names of each person who has been a director during the year and to date of the report are:

Professor Roianne West (Chair)	Reappointed as Chair on 12 November 2024
Professor Joanne Gray (Deputy Chair)	Reappointed as Deputy Chair on 12 November 2024
Deb Blow	
Annie Butler	
Aswin Kumar	
Professor Kathleen Baird	Appointed on 21 October 2024
Reece Griffith	Appointed on 21 October 2024
Karen Grace	Appointed on 11 November 2024
Elizabeth Grinston	Appointed on 22 April 2025

To meet its governance obligations, the Board has established two standing committees, each with a Chair and terms of reference. These committees make recommendations to the Board.

GOVERNANCE AND NOMINATIONS COMMITTEE

Assists the Board in maintaining effective governance by:

- overseeing governance frameworks, policies and compliance
- leading transparent Board nominations, appointments and succession planning
- monitoring Board performance and capability development.

FINANCE AUDIT AND RISK COMMITTEE

Supports the Board in fulfilling its oversight responsibilities, including:

- financial reporting
- internal control and compliance systems
- risk management frameworks
- internal and external audit functions.

Advisory Committees

In addition to the Board Committees, ANMAC has established Advisory Committees that report to the CEO (Figure 2). These include four profession-specific Accreditation Committees and one Strategic Accreditation Advisory Committee (SAAC).

ACCREDITATION COMMITTEES

- Enrolled Nurse Accreditation Committee (ENAC)
- Midwife Accreditation Committee (MAC)
- Nurse Practitioner Accreditation Committee (NPAC)
- Registered Nurse Accreditation Committee (RNAC).

Purpose

To safeguard public health by reviewing the outcomes of education program assessments and monitoring of education providers and programs, making recommendations to the CEO.

Key deliverables:

- review assessment team reports and confirm that programs meet accreditation standards
- recommend whether accreditation should be granted, granted conditionally or not granted

- review, ratify and advise on substantial complaints and monitoring reports
- provide input on accreditation standards, explanatory notes and accreditation policy as required.

STRATEGIC ACCREDITATION ADVISORY COMMITTEE (SAAC)

Purpose

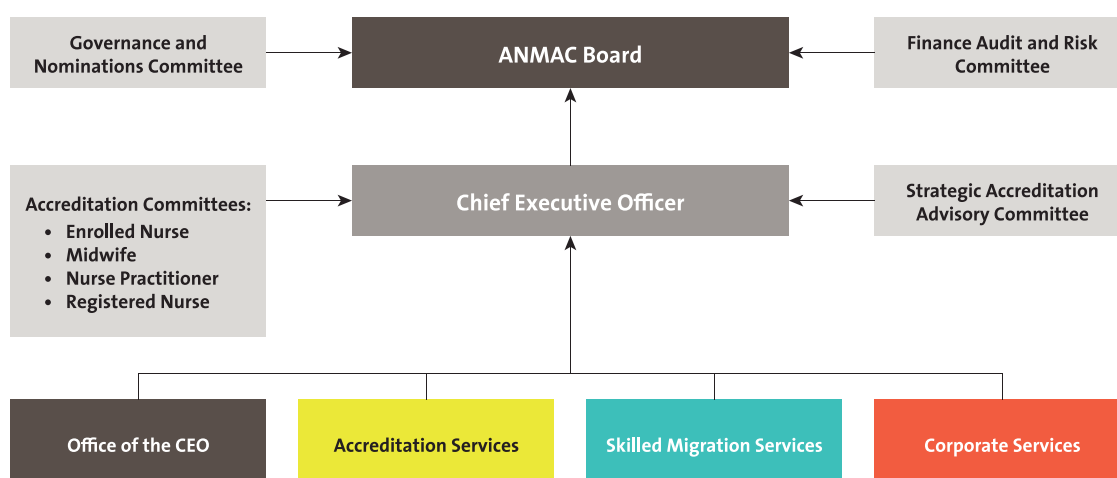
Provides high level strategic advice to the CEO on accreditation matters.

Key deliverables:

- advise on the development and review of nursing and midwifery accreditation standards
- monitor and interpret external policy changes affecting regulation, accreditation, and education (e.g. government reforms, higher education and VET sector shifts)
- provide a forum for discussion on emerging professional issues, research, best practice and international trends in accreditation and education.

Membership and meeting attendance for each Accreditation Committee is outlined in Annex B.

Figure 2: ANMAC Governance structure





3

Standards, accreditation and assessment

Accreditation Services

ANMAC's Accreditation Services team protects the health and safety of the community by accrediting nursing and midwifery programs of study that lead to registration and endorsement in Australia.



Accreditation staff

L to R: Dr Pammie Ellem, Kim Porozny, Suzanne Fagan, Dr Jane Douglas, Vanessa Cook, Kathryn Austin, Dr Elijah Marangu, Gayle McLelland, Dr Mel Lauva, Louise Griffiths, Regan, Alan Merritt

This function is assigned to ANMAC by the Nursing and Midwifery Board of Australia (NMBA) under the Health Practitioner Regulation National Law.

Through this assignment, ANMAC:

- assesses and accredits new programs of study against approved accreditation standards
- monitors approved programs to ensure they continue to meet these standards
- investigates complaints relating to potential breaches of the accreditation standards.

In addition, ANMAC also develops accreditation standards for the nursing and midwifery professions under the National Law, with final approval by the NMBA. These standards are periodically reviewed to ensure they remain contemporary, evidence based and aligned with best practice.

Our consultation process is central to this work.

We engage widely with education providers, practitioners, consumers and the broader community to shape standards that reflect both professional requirements and community expectations.

This process provides assurance that graduates of accredited and approved programs are competent, culturally responsive and equipped to provide safe, high-quality care across Australia.

Accreditation snapshot

179



Currently accredited
education programs

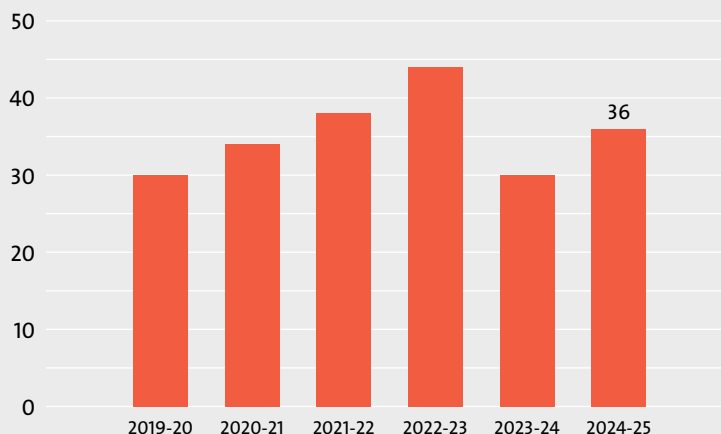
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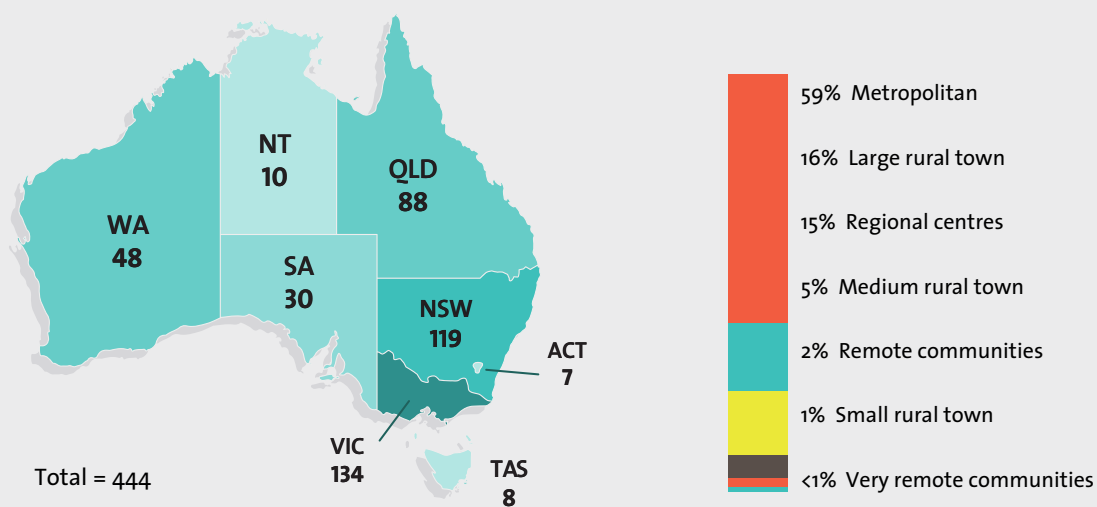
92

Education providers

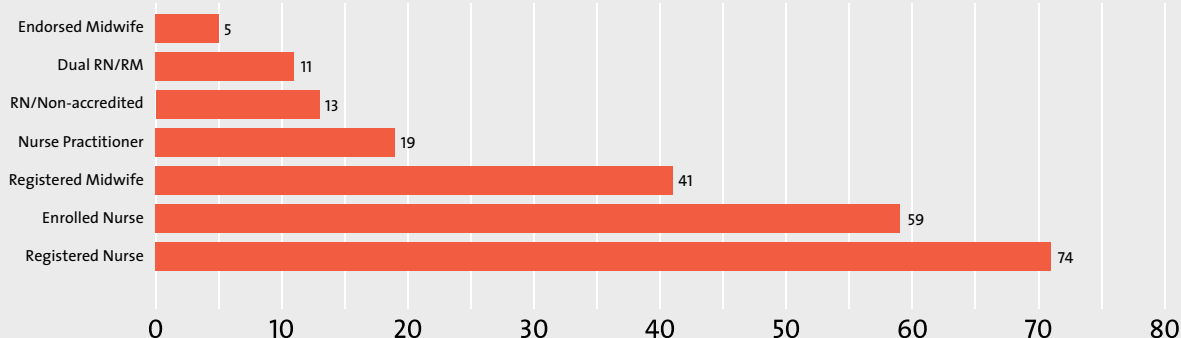
No. of programs accredited per FY



Distribution of total accredited programs across multiple campuses*



Total accredited programs by registration/endorsement type*



*Includes programs in 'teach-out'

Accreditation activity

Accreditation assessments

In 2024–25, the Accreditation Services team undertook accreditation assessments for 36 nursing and midwifery programs of study.

Programs accredited in 2024-25 (Figure 3) include:

- 15 enrolled nurse programs
- 10 registered nurse programs
- 6 midwifery programs
- 4 nurse practitioner programs
- 1 endorsed midwife program.

ANMAC also assessed 154 changes to accredited programs.

As of 30 June 2025, ANMAC oversaw 179 accredited programs of study delivered by 92 education providers – up from 177 in 2023-2024.

14 programs were discontinued, going into ‘teach-out’. This includes:

- 6 enrolled nurse programs
- 3 registered nurse programs
- 4 nurse practitioner programs
- 1 midwifery program.

All programs that are in ‘teach-out’ following the expiry of the approval of the program are still subject to monitoring until all students have completed the program.

Figure 3: Programs accredited in 2024-25 by registration type

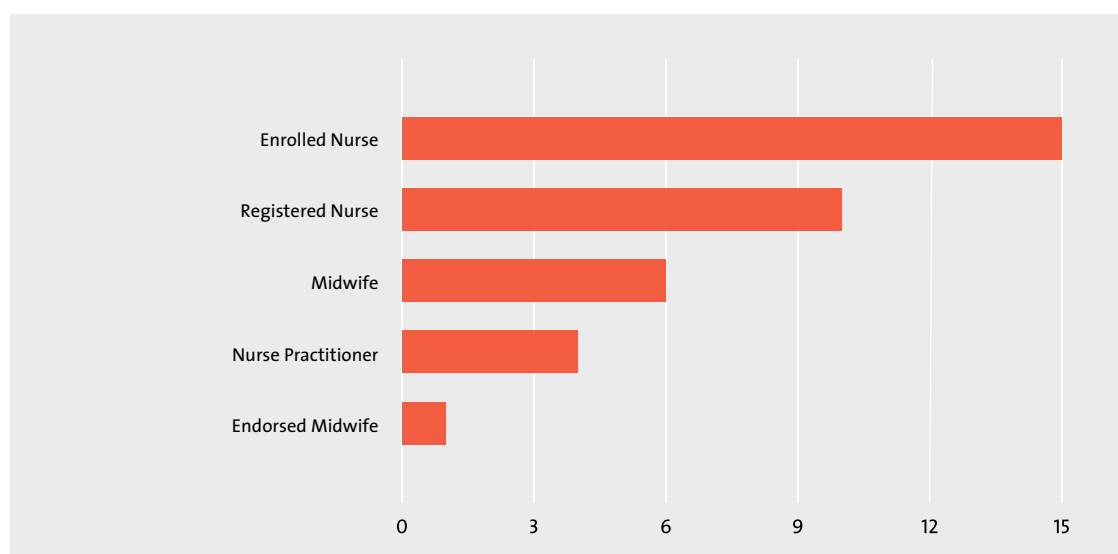
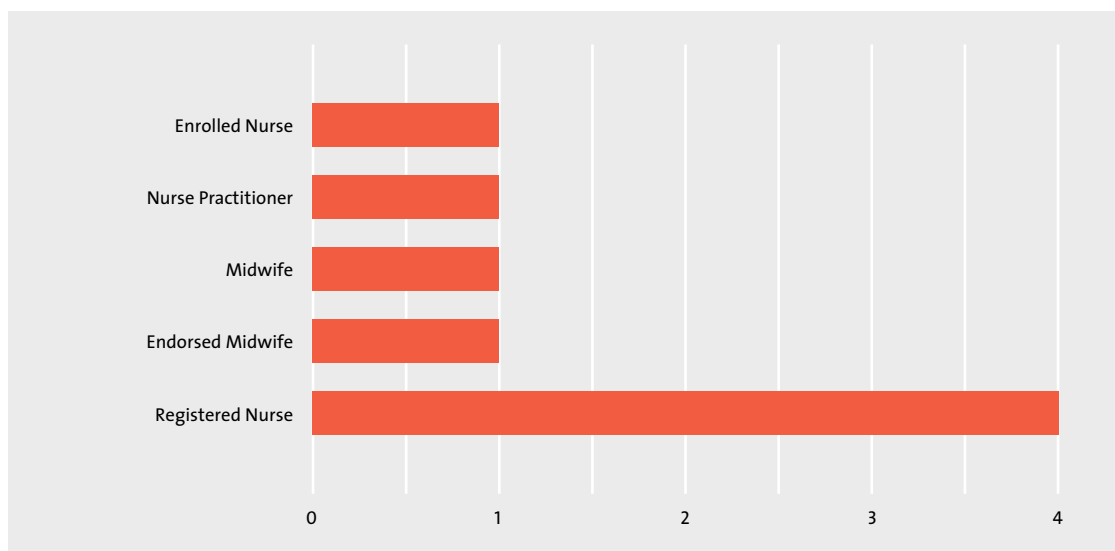


Figure 4: New programs accredited in 2024-25 by registration type (excludes re-accredited programs)



Monitoring activities

Under Section 50 of the National Law, ANMAC monitors approved programs of study through routine, targeted or random monitoring of accredited programs of study. Monitoring of ANMAC accredited and NMBA approved programs of study can include:

- reviewing annual program monitoring reports provided by education providers
- reviewing conditions and other explicit reporting requirements that are stipulated at the time a program is accredited, when a program change is approved, or in response to a complaint
- conducting site visits.

ANMAC uses monitoring functions to ensure approved programs continue to be delivered as accredited. This reporting year, we:

- reviewed 169 program monitoring reports
- reviewed 107 reports in response to specific conditions or monitoring requirements
- assessed 8 complaints.

External consultations and engagement

ANMAC actively participated in national, cross-profession and regulatory consultations to ensure our standards and processes remain aligned with evolving health and education reforms. During the year, we:

- participated in the consultation on the Unleashing the Potential – scope of practice review
- contributed to the independent review of complexity in the National Registration and Accreditation Scheme
- contributed to consultations with the Australian Health Practitioner Regulation Agency (Ahpra) Independent Accreditation Committee on:
 - » outcome-based approaches to accreditation
 - » draft guidance on embedding good practice in clinical placements, simulation-based learning and virtual care in initial student health practitioner education.
- engaged with the Nursing and Midwifery Board of Australia (NMBA) consultation on the:
 - » standards for practice for enrolled and registered nurses
 - » recency of practice registration standard and other registration standards
 - » Fact Sheet: Information for nurses and midwives and practice in maternal, child and family health.
- provided important feedback to the TAFE Centre of Excellence, Higher Level Pathways Committee on proposed new pathways to registered nurse education.

ANMAC also maintained collaborative relationships with key professional bodies, including the Council of Deans of Nursing and Midwifery (CDNM), National Enrolled Nursing Advisory Council, the Enrolled Nurse Moderation Delivery Committee, NMBA advisory groups and the Health Professions Accreditation Collaborative Forum (HPACF).

Standards development and implementation

In March 2025, the NMBA approved and ANMAC published the Registered Nurse Prescribing Accreditation Standards. The standards establish clear expectations for education providers and support safe and effective education to enable registered nurses to prescribe in partnership with authorised health practitioners.

To support implementation of the accreditation standards, ANMAC delivered an interactive webinar and published a set of frequently asked questions for education providers.

Planning has also commenced for the review of the Registered Nurse and Enrolled Nurse Accreditation Standards to ensure alignment with NMBA Enrolled Nurse and Registered Nurse Standards for Practice, which are currently undergoing review and are expected to be published in 2026.

The review of the Registered Nurse and Enrolled Nurse Accreditation Standards will lead to the development of revised accreditation standards that reflect contemporary education and nursing practice, informed by environmental scanning and gap analysis. Formal consultation for these standards is scheduled for 2026-27.

To further support the review, ANMAC has commenced two joint research projects with the Council of Deans of Nursing and Midwifery (CDNM) (for details refer to **Collaboration** on p. 31).

Strengthening accreditation processes

ANMAC continued to refine and contemporise accreditation processes to improve consistency, efficiency and transparency. This included:

- revising program scheduling to support long-term planning with education providers
- progressing work to modernise reporting and monitoring processes
- reviewing the Accreditation Framework to ensure alignment with national and international best practice.

A risk assessment tool was implemented for accreditation assessments from 1 January 2025 and extended to all other assessments and monitoring activities from 1 March 2025. Underpinned by a risk-based framework aligned with Ahpra's guidelines, the tool enables comprehensive assessment based on:

- accreditation standards
- provider history
- provider and program data and feedback
- institutional culture.

This framework strengthens the consistency of decision-making by ensuring evidence to support a risk-based approach is integrated throughout the assessment process.

Collaboration

In response to growing interest in collaborative approaches among accreditation authorities, ANMAC is leading the HPACF Adelaide University Collaborative project, supporting accreditation coordination across the suite of health professional education programs offered by Adelaide University from January 2026.

The Adelaide University Working Group was formed in December 2024 and includes representatives from eight accreditation authorities, alongside senior leaders and professional groups from the university. The project enhances coordination between accreditation authorities while maintaining profession-specific standards of quality and safety.

ANMAC also committed to two joint projects with the CDNM, focused on strengthening the quality of nursing and midwifery education and informing future reviews of accreditation standards:

- **Standards for Quality Clinical Placements:** Developing national standards for Professional Experience Placements (PEP), Workplace Experience (WE), and Midwifery Practice Experience (MPE) to ensure students receive high-quality, consistent clinical experiences across all settings.
- **Foundational Knowledge in RN Education:** Strengthening the evidence base underpinning foundational knowledge in registered nurse education programs, exploring the characteristics of higher education that support effective nursing scholarship and safe, competent entry to practice.

Cultural safety

Cultural safety remained a central focus across our accreditation work. Senior staff, Associate Directors and Accreditation Committee members participated in the ABSTARR Cultural Safety Training Program for accreditation professionals, developed under the National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020 – 2025.

Participation in the program supports culturally informed assessment and decision-making, reinforcing ANMAC's ongoing commitment to improving health outcomes for Aboriginal and Torres Strait Islander peoples.

ANMAC also attended the 2024 CATSINaM National Conference in Fremantle and sponsored the pre-conference Leaders in Nursing and Midwifery Education Network (LINMEN) workshop – Educating the Educator.

Skilled Migration Services

Every year, thousands of overseas-born nurses, midwives, and care assistants seek skilled migration to Australia. As the independent assessing authority nominated by the Department of Home Affairs, ANMAC plays a key role in determining their suitability for skilled migration.



Skilled Migration staff

L to R: Jasmine French, Lyna Zhou, Emma Peden, Emily Koikkalainen, Ana Power, Dhanuska Drummond, Kath Baird, Calli Ryan, Cate Makings, Aeyasha Mohammed, Taryn Simpson.

Our Skilled Migration team evaluated the skills of:

- internationally qualified nurses and midwives
- nurses and midwives from overseas who have completed Australian nursing and/or midwifery qualifications
- direct care workers seeking migration under various skilled migration programs.

Through this work ANMAC ensures that applicants possess the qualifications, experience and professional competence required to contribute safely and effectively to Australia's health workforce.

This year, the team welcomed a new Manager, Skilled Migration Services, and two additional Assessors, strengthening our capacity to deliver high-quality assessments and enhance the applicant experience.

Skills assessment snapshot

17,851

NEW APPLICATIONS

received in
2024–2025



Age and gender of applicants in 2024-25



20-29 years
42%



30-39 years
50%



40-49 years
8%

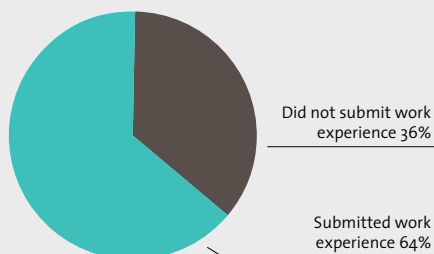
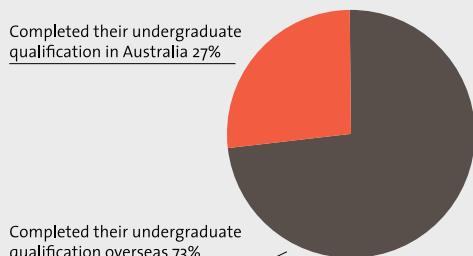


Female – 86%

Male – 14%

Completed their undergraduate
qualification in Australia 27%

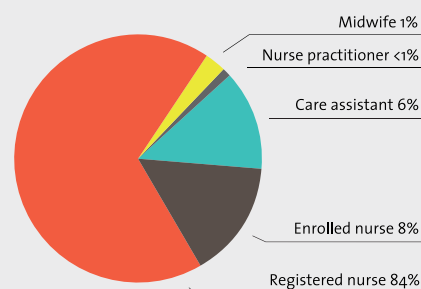
Completed their undergraduate
qualification overseas 73%



Did not submit work
experience 36%

Submitted work
experience 64%

17,392
ASSESSMENTS COMPLETED



Midwife 1%

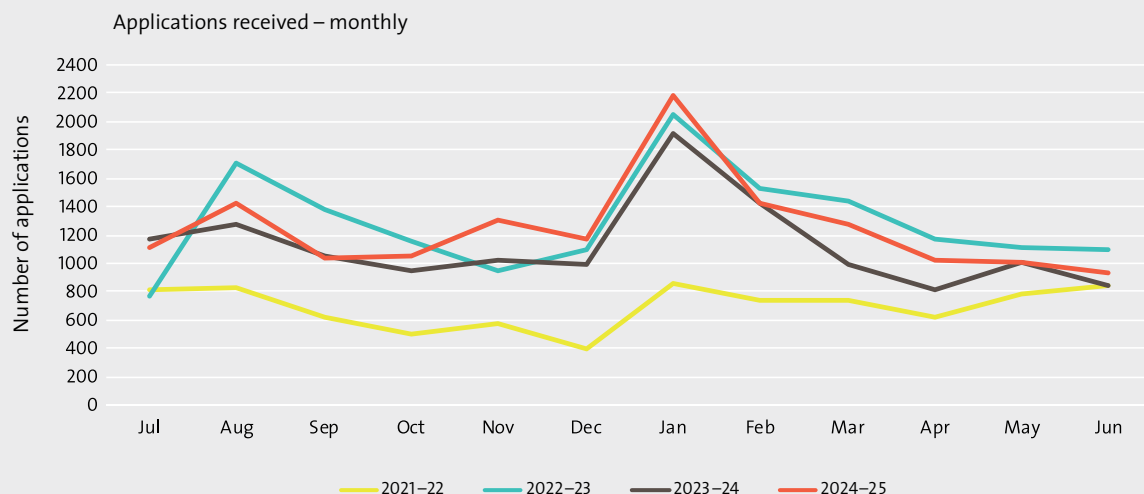
Nurse practitioner <1%

Care assistant 6%

Enrolled nurse 8%

Registered nurse 84%

Trend in skills assessment applications received per FY



Skills assessment activity

Skilled migrants apply for an ANMAC skills assessment because it is a requirement of their visa application process. Each applicant must obtain an ANMAC-issued outcome letter as evidence confirming that their skills, qualifications and work experience are suitable for migration to Australia as a nurse, midwife or care assistant.

In 2024-25, ANMAC completed 17,392 skills assessments – an increase of 14% from the previous year.

The majority of assessments were for nursing roles, including:

- 14,715 registered nurses
- 1,367 enrolled nurses
- 15 nurse practitioners.

We also assessed 150 midwives, alongside growing numbers of 'direct care' applicants such as nursing support workers and personal care assistants.

Applicant profile

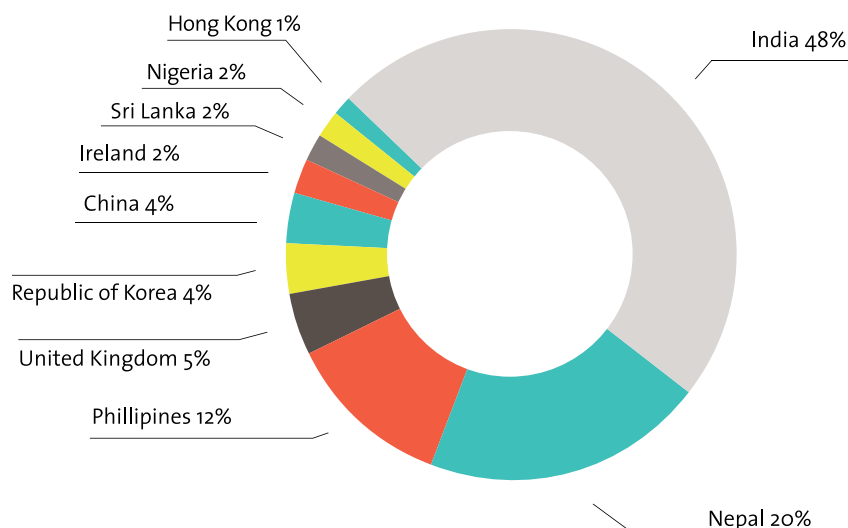
Applicants come from a diverse range of backgrounds, bringing valuable knowledge, skills and experience to Australia's healthcare workforce.

During 2024-25:

- 31% of applicants used a migration agent to submit their application
- 86% of applicants identified as female, 14% as male
- 42% of applicants were in their 20s, 50% in their 30s, and 8% were over 40
- 64% submitted work experience for assessment, which was verified directly with employers and reflected in their outcome letter where it met required standards.

Applicants from India represent the largest proportion (42%), consistent with 2023-24 (Figure 5).

Figure 5: Country of birth of skills assessment applicants in 2024-25



The applicant experience

Applicants seeking to migrate under various Australian Government migration programs begin their journey by applying for a skills assessment through the ANMAC website. As part of the process, they must submit documentation that demonstrates their education and work experience, and provide evidence to confirm their identity. Our assessment team ensure their submissions are complete and accurate, supporting timely outcomes and a smooth application experience.

In 2024-25, applicants typically received their assessment outcome within 4-6 weeks.

Of the 17,392 completed assessments:

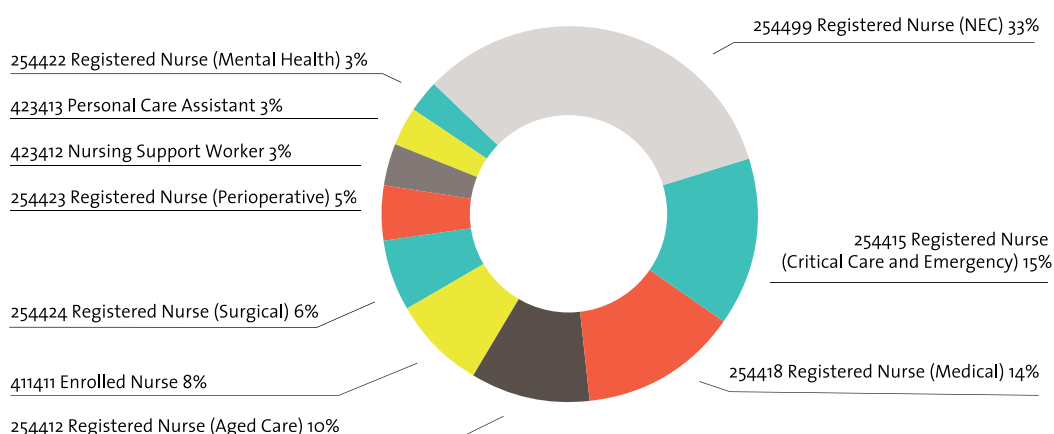
- 15,959 were modified skills assessments (applicants already registered with Ahpra)
- 300 were full skills assessments (applicants yet to obtain registration)
- 1,134 were direct care skills assessments (applicants seeking migration as a care assistant).

Of these:

- 4,652 (26%) applicants completed their undergraduate nursing or midwifery program in Australia
- 300 (1.7%) held their qualifications and experience from the UK, Canada, Ireland, the US, or Hong Kong
- 11,307 (65%) had overseas nursing and/or midwifery qualifications and experience, as well as additional Australian or New Zealand qualifications
- 1,134 (6.5%) used relevant work experience or qualifications to apply as a care assistant.

The most common ANZSCO codes were Not Elsewhere Classified (5,510), Critical Care and Emergency (2,413), Medical (2,255), and Aged Care (1,702) (see Figure 6).

Figure 6: Top 10 ANZSCO codes in 2024-25



Major achievements

The migration applicant experience is at the core of our work, and we continue to enhance existing services and implement new initiatives to support them.

In 2024–25, the Skilled Migration team introduced new initiatives to simplify pathways and build a deeper understanding of the experiences of internationally qualified nurses and midwives care assistants coming to work in Australia.

Launch of GradReady: a streamlined pathway enabling nearly 2,000 recent graduates to apply for assessment as soon as they completed course requirements.

Introduction of phone consultation service: offering tailored support to applicants, employers and migration agents through scheduled appointments.

Prioritisation of bulk direct care assessments: completing 45 assessments under the Aged Care Industry Labour Agreement to support a major provider in onboarding critical staff.

Planning for new migrant support initiatives: exploring partnerships to help establish community-led nursing associations offering mentoring, job application support, English language test preparation and peer networks.

Initiation of research and survey design: beginning planning for a longitudinal research project to understand the experiences and needs of skilled migrants, with findings to inform future support strategies.

Delivery of targeted webinars: engaging migration agents and international students to improve the understanding of the assessment process and support smoother applicant experience.

Stakeholder engagement

ANMAC continues to engage with the assessing authority network to ensure application and assessment processes remain contemporary and aligned with best practice.

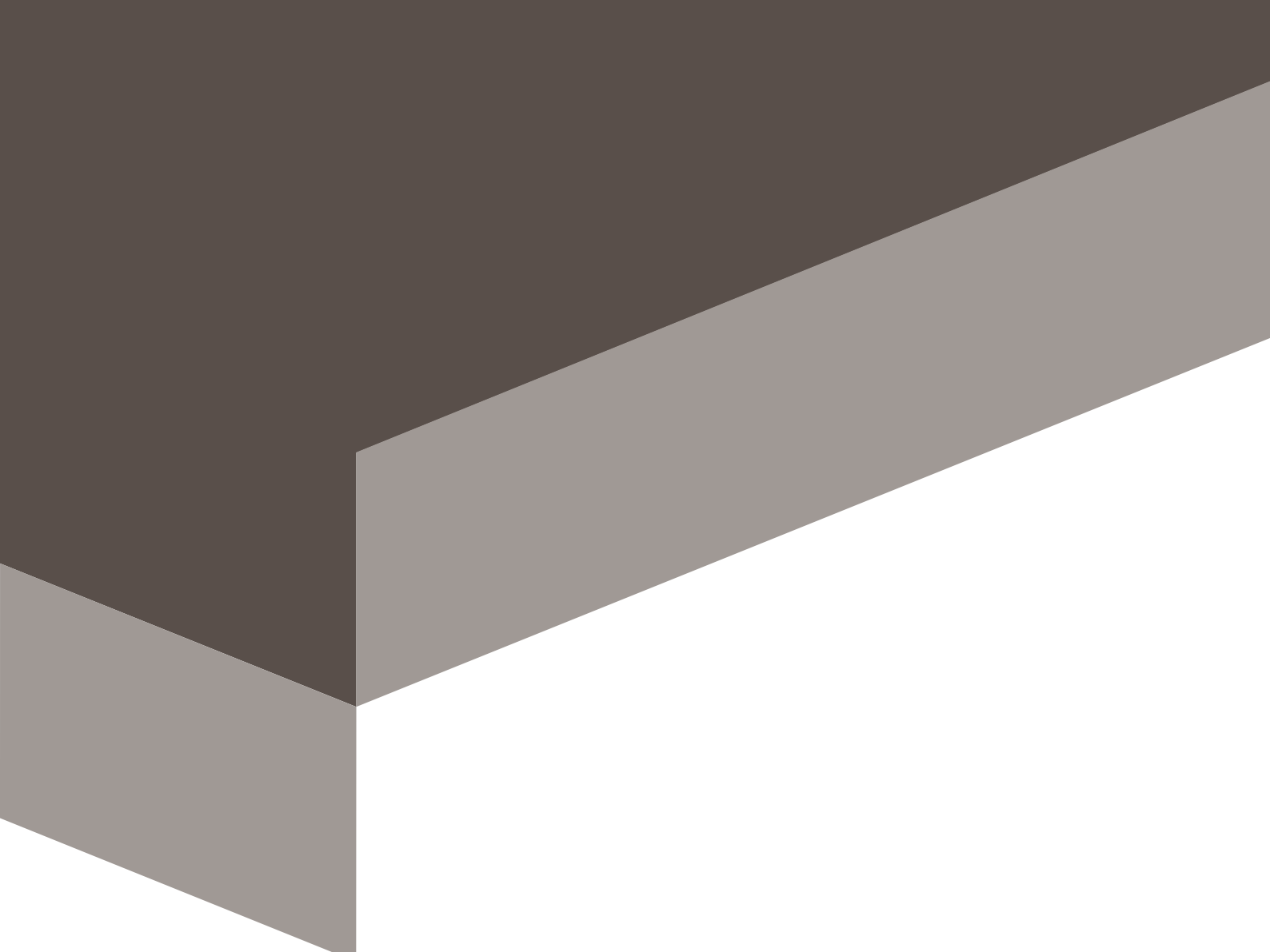
Key engagement activities included:

- facilitating webinars for migration agents, providing practical updates and resources to support their clients and ensure consistent messaging around the skills assessment process
- delivering a national webinar series for international students nearing graduation, introducing the GradReady pathway, with feedback describing the sessions as clear, helpful and relevant to their next steps
- presenting at the ACT Nursing Careers Expo, connecting directly with future applicants to promote understanding and exploring how we can better support their transition to practice in Australia
- participating in the Regional Migration Conference in May, sharing insights on skilled migration challenges and collaborating on workforce solutions for regional Australia
- facilitating a migration journey workshop as part of VETASSESS' Allyship initiative.

Continuous improvement

Fraud detection and prevention remained a key focus in 2024-25.

All claims of work experience are verified directly with employers, primarily via email or phone, providing assessors the opportunity to clarify and confirm authenticity. Employers consistently welcome this engagement. Assessors also undertook regular training to stay informed about emerging fraud tactics.



4

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**Engagement and
collaboration**

Stakeholder engagement



Advocating for excellence in education, training and competence of nurses, midwives and other health professionals is one of ANMAC's key strategic objectives. To achieve this, we engage with regulators, peak bodies and education providers across skilled migration, and the higher education, vocational education and training sectors.

To ensure our engagement activities are meaningful and effective, ANMAC's approach is guided by the following principles:

- purposeful
- relevant
- open and honest
- inclusive
- collaborative.

Our engagement activities take many forms, including feedback meetings, forums, committee participation, formal partnerships, correspondence, consultation and surveys.

Collaboration

ANMAC is an active member of several national groups that bring together key voices from education, workforce, skilled migration and regulation. Through these memberships, we share expertise, contribute to policy discussions and help align efforts across the nursing and midwifery sectors.

Our participation includes both ongoing memberships in standing advisory and policy groups, and time-limited collaborations established to progress specific projects or reviews.

During the year, we contributed to the following groups:

- Nursing and Midwifery Strategic Reference Group (NMSRG)
- National Nursing and Midwifery Education Advisory Network (NMEAN)
- National Nursing Workforce Strategy – Strategic Advisory Group
- Health Professions Accreditation Collaborative Forum (HPACF)

- Review of EN and RN Standards for Practice (NMBA) – Regulatory Advisory Group (RAG)
- Assessing Authority Policy and Assurance Network (AAPA)
- Department of Health’s Workforce Think Tank
- Early Career Nurse and Midwife Working Group
- Adelaide University Collaborative Accreditation Working Group
- HPACF Interprofessional Education Working Group (IPE WG)
- HPACF Artificial Intelligence Working Group
- HPACF Accreditation Managers Sub-committee
- Australia Indonesia Nursing Sector Project – Research Advisory Group.

ANMAC also works closely with organisations across the wider health, education, skilled migration and regulatory sectors. These collaborations support the exchange of knowledge, strengthen relationships and ensure our work reflects the needs and priorities of the Australian community.

- Nursing and Midwifery Board of Australia (NMBA)
- Council of Deans of Nursing and Midwifery (Australian and New Zealand) (CDNM)
- Enrolled Nursing Moderation and Delivery Committee (MDC)
- National Enrolled Nursing Advisory Council (NENAC)
- Registered Nurse Prescribing Working Group NMBA
- Leaders in Indigenous Nursing and Midwifery Education Network (LINMEN)
- Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM)
- Australian College of Nursing (ACN)
- Australian College of Midwives (ACM)
- Australian Nursing and Midwifery Federation
- Coalition of National Nursing and Midwifery Organisations (CoNNMO)
- South Pacific Chief Nursing and Midwifery Officers Alliance (SPCNMA)
- Department of Home Affairs
- Community Work Australia
- Ageing Australia
- Tertiary Education Quality and Standards Agency (TEQSA)

- HumanAbility
- VETASSESS.

National engagement

ANMAC is committed to engaging directly with the nursing, midwifery and broader healthcare professionals through participation in national and international conferences. These events enable us to connect with stakeholders, share updates and stay informed about sector priorities.

In 2024-25, ANMAC exhibited at:

- Council of Deans of Nursing and Midwifery (CDNM) Symposium – 17-19 July 2024
- Australian College of Nursing (ACN) National Nursing Forum – 14-16 August 2024
- Australian College of Midwives (ACM) National Conference – 10-12 September 2024
- National Health Workforce Summit – 21-22 October 2024
- Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) National Conference – 28-30 October 2024
- Australian College of Nursing Expo – 29 March 2025
- ACT Nursing Careers Expo – 8 April 2025.

Beyond our exhibition presence, ANMAC staff also attended a range of key sector events to stay informed on emerging issues, support professional development and represent the organisation in strategic discussions. These included:

- Australian Primary Health Nurses Association (APNA) Festival of Nursing – 25-27 July 2024
- 48th International Mental Health Nursing Conference – 29 Oct - 1 Nov 2024
- Australian College of Nurse Practitioners (ACNP) National Conference 2025 – 6-8 November 2024
- Australian College of Nurses (ACN) Policy Summit – 14 March 2025
- Australian Pharmacy Council (APC) Interprofessional Colloquium – 13 May 2025
- International College of Nurses (ICN) Congress Helsinki – 9-13 June 2025
- Australia and New Zealand Association for Health Professional Educators (ANZAHPE) Conference – 30 Jun - 3 July 2025.





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Financials

Auditor's Independence Declaration



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Canberra ACT 2601
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Canberra ACT 2601
P: +61 2 6279 5400
nexia.com.au

Auditor's Independence Declaration Under Subdivision 60 – 40 of the Australian Charities and Not-for-Profits Commission Act 2012

To the Members of Australian Nursing and Midwifery Accreditation Council Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been no contraventions of the auditor independence requirements as set out in any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink, appearing to read 'Nexia Duesburys (Audit)'.

Nexia Duesburys (Audit)
Canberra, 17 September 2025

A handwritten signature in blue ink, appearing to read 'G J Murphy'.

G J Murphy
Partner

Audit. Tax. Advisory.

Nexia Duesburys (Audit) (ABN 21 841 510 270) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see www.nexia.com.au/legal. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

Liability limited under a scheme approved under Professional Standards Legislation.

Consolidated Statement of Profit or Loss and Other Comprehensive Income
For the year ended 30 June 2025

	2025	2024
	\$	\$
Revenue		
Revenue from contracts with customers	12,229,199	10,848,894
Other revenue	674,381	712,420
	12,903,580	11,561,314
Expenses		
Consultancy expenses	600,693	463,161
Corporate expenses	345,832	313,047
Depreciation and amortisation	212,642	273,032
Amortisation of lease assets	279,120	279,119
Employee expenses	5,985,833	5,135,397
Superannuation	656,050	579,672
Lease interest	19,798	36,634
IT expenses	999,545	1,151,415
Lease expenses	8,966	8,583
Other property expenses	60,048	66,050
Recruitment expenses	46,510	55,753
Project contribution	250,991	245,426
Travel expenses	519,791	432,796
	9,994,801	9,040,085
Surplus/(Deficit) before income tax	2,908,779	2,521,229
Income tax expense	-	-
Surplus/(Deficit) for the year	2,908,779	2,521,229
Total comprehensive income for the year	2,908,779	2,521,229

Consolidated Statement of Financial Position
As at 30 June 2025

	2025	2024
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	22,342,873	4,565,394
Trade and other receivables	136,985	66,967
Financial assets	117,031	14,617,031
Other assets	237,018	406,976
Total current assets	22,833,907	19,656,368
Non-current assets		
Property, plant and equipment	143,244	311,210
Intangible assets	13,014	50,599
Right-of-use assets	162,820	441,940
Total non-current assets	319,078	803,749
Total assets	23,152,985	20,460,117
Liabilities		
Current liabilities		
Trade and other payables	501,131	382,211
Lease liability	283,357	459,575
Employee provisions	532,693	521,297
Contract liabilities – income received in advance	1,739,650	1,662,171
Provision for makegood	250,000	-
Total current liabilities	3,306,831	3,025,254
Non-current liabilities		
Provision for makegood	-	250,000
Lease liabilities	-	282,434
Employee provisions	97,165	62,219
Total non-current liabilities	97,165	594,653
Total liabilities	3,403,996	3,619,907
Net assets	19,748,989	16,840,210
Equity		
Retained surplus	19,748,989	16,840,210
Total equity	19,748,989	16,840,210

Directors Declaration

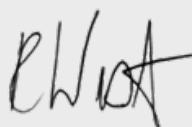
The directors of the Company declare that, in the directors' opinion:

The financial statements and notes, as set out on pages 10 to 28, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Regulation 2022; and
- (b) give a true and fair view of the financial position of the Group as at 30 June 2025, and of its performance for the year ended on that date.

There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2022.



Professor Roianne West

Chair

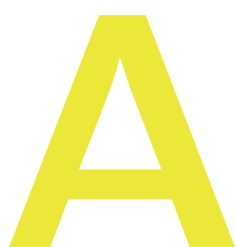


Professor Joanne Gray

Chair – Finance Audit and Risk Committee

Dated 17 September 2025

Dated 17 September 2025



Annex A – ANMAC Board Director Information

Director Information	
Professor Roianne West – Board Chair and Chair of Governance and Nominations Committee	
Qualifications	PhD, MMHN, RN BN, PFHEA, GAICD
Experience	Professor Roianne West is a Kalkadunga and Djkunde woman, raised on the lands of her Ancestors. She walks in the footsteps of matriarchs and knowledge holders who have long cared for community through healing and cultural practice. Roianne brings over 30 years of experience in Aboriginal health, nursing and midwifery, with the last 15 years spent in executive leadership across local, state and national systems. Grounded in cultural ways of knowing and leading, Roianne is the Founder and Chief Executive Officer of First Nations Nursing and Midwifery Consulting, a self-determined organisation that works alongside community, services, and governments to grow and strengthen the First Nations nursing and midwifery workforce. Professor West is the first Aboriginal person in Australia to receive a PhD in nursing, with her doctoral research developing a national model of excellence to increase the number of Aboriginal and Torres Strait Islander nurses across the country. Her work challenges colonial frameworks and champions systems transformation through cultural integrity, truth-telling and Indigenous excellence. She is also a Principal Fellow of the Higher Education Academy (UK)—recognised for her sustained and distinguished contribution to teaching and learning in higher education, and her leadership in embedding Indigenous knowledges, sovereignty, and accountability in health professional education.
Professor Joanne Gray AM – Deputy Chair and Chair of Finance, Audit and Risk Committee	
Qualifications	RM, RN, PhD, FACM
Experience	Professor Joanne Gray is a leading midwifery academic, and she has been involved in midwifery education in the higher education sector for many years. Joanne's current role is Pro Vice-Chancellor, Education at the University of Technology Sydney (UTS). Joanne has worked as a midwife in both rural and metropolitan New South Wales and has played a key role in the development and implementation of midwifery curricula, including the first distance education midwifery program for Registered Nurses (Charles Sturt University, 1990) and the first Bachelor of Midwifery to be offered in NSW (UTS, 2005). Joanne has had several academic leadership positions including as Director of Studies and Course Coordinator for the Graduate Diploma and Bachelor of Midwifery programs and as Associate Dean, Teaching and Learning in the Faculty of Health at UTS.

	Joanne has been active in several governance roles including as Chair of the UTS Academic Board (2015-20), as a member and then Chair, Midwifery Accreditation Committee with ANMAC, as a health practitioner member of the NSW Board of the Nursing and Midwifery Board of Australia (2017 – 20) and President and Director, Australian College of Midwives (2020 – 23).
Deb Blow – Director	
Qualifications	RN BN Grad Dip Crit Care Grad Dip FET GAICD
Experience	Deb Blow brings over 35 years of experience in the health industry, beginning her career as an aged care worker before progressing to roles as an Enrolled Nurse and later a Registered Nurse. Her clinical background spans a wide range of settings, including aged care, surgical, emergency, peri-operative, and critical care across public, private, and rural/remote environments. Deb transitioned into education, first within the university sector and later into vocational education and training (VET). She currently serves as the Director of Faculty and Product Lead for TAFE Queensland Nursing, where she leads strategic initiatives focused on workforce development. Her work emphasizes building sustainable health workforces through tailored delivery partnerships that enable organisations to “grow their own.” As the Product Lead for Diploma and Bachelor of Nursing education across TAFE Queensland, Deb oversees the development and management of the TAFE Queensland Master Product, ensuring high-quality, industry-aligned training delivery. Deb contributes to national policy and education strategy through her roles on several key committees, including: • Nursing and Midwifery Strategic Reference Group, advising the Department of Health and the Chief Nursing and Midwifery Officer (CNMO) • National Nursing and Midwifery Education Advisory Committee • National Enrolled Nurse Advisory Council (NENAC), representing the TAFE sector nationally • National Nursing Workforce Strategy Advisory Group She has also represented TAFE Directors Australia on Commonwealth-appointed expert advisory groups in health, aged care, and nursing. In recognition of her outstanding contributions, Deb received the 2020 National Achievement Award through the Australian Training Awards.

Annie Butler – Director	
Qualifications	RN, BHealthSc, BN(Hons)
Experience	Annie Butler is the Federal Secretary for the Australian Nursing and Midwifery Federation. Annie was formally appointed to the role in June 2018, having served as the Assistant Federal Secretary since March 2014, and following years of experience in the clinical, professional and industrial areas of nursing. Annie is a Registered Nurse with more than a decade's experience working in public hospitals, the community and on health education projects, and a further decade working in research and education. She worked for the New South Wales Nurses and Midwives' Association, for a further decade, as a professional officer, organiser and lead organiser, prior to moving to the national position of Assistant Federal Secretary and now holding the position of Federal Secretary. Annie believes that we must fight to maintain the professions of nursing and midwifery in Australia and ensure their advancement. She is passionate about improving Australia's system of health and aged care and the critical role nurses and midwives have to play in the future of our health system. Annie is particularly keen to see nurses drive change for improvements in Australia's aged care sector.
Aswin Kumar – Director	
Qualifications	CA, CIA, CISA, GAICD
Experience	Aswin is a seasoned financial and audit expert with expertise in the governance, risk, and compliance (GRC) space, bringing 25 years of experience and thought leadership to the boardroom. With a proven track record of driving innovation and best practices in GRC, he is dedicated to guiding organizations towards sustainable growth and resilience in today's complex business environment. Aswin is a chartered accountant, a Graduate AICD, and a certified internal and information systems auditor. His professional career spans three continents, and he brings his wealth of international and cross-cultural experience to his role as Chair/member of Audit and Risk Committees and Boards. Aswin has had an illustrious career as Director of an International professional accounting firm for over 10 years and excelled as an International Quality Assurance reviewer for the firm across Europe, Africa, the Middle East, and Asia. His earlier roles were as Head of Finance for a listed group, international banking, and consulting in the GRC space for many iconic Australian organisations in the health, NFP, government, and local government sectors.

	Aswin has a proven track record of working collaboratively with senior management and board members to establish effective governance frameworks that promote transparency, accountability, and ethical practices. Aswin is passionate about improving governance and risk culture in organisations and the opportunity to contribute to the board and the organisation's success. He leverages his skills and experience to help identify opportunities for growth, manage risks effectively, and enhance stakeholder value. Aswin brings his unique perspectives and depth of knowledge in finance and GRC to the boardroom. His strategic oversight and commitment to sound governance principles ensure that the organisations remain resilient in the face of evolving risks and challenges.
Professor Kathleen Baird - Appointed as a Member Nominated Director w.e.f 21 October 2024	
Qualifications	RM, PhD, MA Ed, Grad Dip HE, BSc (Hons), HDE, SFHEA
Experience	Dr. Kathleen Baird is the Head of the School of Nursing and Midwifery at the University of Technology Sydney. With an impressive career spanning both the United Kingdom and Australia, Dr. Baird has established herself as a leader in midwifery and education. Her dedication to excellence in education is recognised by her a Senior Fellowship from the Higher Education Authority (SFHEA). Over the years, she has collaborated with notable government organisations like the UK's Home Office and the Department of Health, as well as key professional bodies such as the UK Royal College of Midwives and the Australian College of Midwives. Professor Baird's expertise in research and policy, has been by her Premier appointments as Deputy Chair for the Queensland Death and Homicide Review Board and as a key member of the Queensland Domestic and Family Violence Implementation Council (2016–2023). In addition, Professor Baird was a member of the ANMAC Midwifery Accreditation Committee, serving as a member and later Chair (2020–2023) Professor Baird holds several academic and policy key roles, including Chair of the Midwifery Advisory Group and Board Member for the Council of Deans of Nursing and Midwifery, Co-Assistant Secretary General of the Global Network of World Health Organisation Collaborating Centres for Nursing and Midwifery and Executive member of the Australian Nursing and Midwifery Clinical Trials Network.

Reece Griffin - Appointed as a Member Nominated Director w.e.f 21 October 2024	
Qualifications	BN, GradDipPubHlth, Dip Ldrshp & Mgt, DipATSIPriHlthCare
Experience	Reece Griffin, the Executive Director of Aboriginal and Torres Strait Islander Health for Torres and Cape Hospital and Health Service, is a proud Aboriginal man from Awabakal Country on his mother's side. He is a dedicated and highly experienced Registered Nurse with a strong background in clinical management, public health, and Indigenous health leadership. Reece holds a Diploma of Leadership and Management, a Diploma of Aboriginal and Torres Strait Islander Primary Health Care, and a Graduate Diploma of Public Health. Prior to joining Torres and Cape HHS, Reece led one of Australia's leading Aboriginal and Torres Strait Islander community-controlled health organisations, overseeing the delivery of culturally safe, high-quality care to a diverse and vibrant population. In this role, he managed multidisciplinary teams of doctors, nurses, midwives, social workers, allied health professionals, and administrative staff—ensuring that clinical care was delivered with deep cultural understanding and responsiveness to community needs. Reece is also deeply committed to community engagement, having initiated, and delivered numerous grassroots health initiatives such as Men's Health Days and 715 Health Assessment Days. His leadership is grounded in both clinical expertise and cultural awareness, fostering strong relationships across community, government, and sector partners. With a passion for workforce development, Reece has worked in the higher education sector as a trainer, tutor, and research collaborator, supporting the growth of future Indigenous and non-Indigenous health professionals. Across all his roles, he remains focused on driving health equity, strengthening cultural safety in healthcare, and advocating for the voices and wellbeing of Aboriginal and Torres Strait Islander peoples.
Karen Grace - Appointed as a Member Nominated Director w.e.f 11 November 2024	
Qualifications	RN, RM, BHSc, MHA, FACN, GAICD
Experience	Karen Grace is a Registered Nurse and Midwife with forty years' experience in healthcare. She holds a Master of Health Administration and is a Graduate of the Australian Institute of Company Directors. Karen has extensive healthcare leadership experience in executive roles, including as interim Chief Nursing and Midwifery Officer of the ACT in 2019. She has led the development of new infrastructure, innovative new services, contemporary models of care, and systems innovation across a broad range of settings and is passionate about the significant role nurses and midwives play in the delivery of high-quality healthcare. She is committed to supporting the future of the nursing profession through a focus on policy, influence, and advocacy. She believes that there is a need for strong nursing leadership at every decision-making table and is committed to supporting the profession to achieve this.

Elizabeth Grinston - Appointed as an Appointed Director w.e.f 22 April 2025	
Qualifications	BA, LLB, GAICD
Experience	Elizabeth is an accomplished, highly experienced Board and Committee member, senior executive and lawyer who has held leadership roles in very diverse, complex organisations. Elizabeth's legal career spans senior private practice roles, including as a partner of Freehills (now Herbert Smith Freehills) and Special Counsel at Gilbert + Tobin, Federal and State Tribunal appointments and General Counsel roles. Elizabeth has worked extensively within the Commonwealth governance, performance and accountability environment through her roles as General Counsel of two Commonwealth corporate entities. Currently, Elizabeth is a Senior Member of the NSW Civil & Administrative Tribunal. Elizabeth has significant expertise in governance, risk and compliance, coupled with extensive experience of decision-making and advising in highly regulated service delivery environments including medical research and clinical services, disability support, financial services, and aviation. Through her role as General Counsel of the University of New South Wales, Elizabeth gained a deep understanding of the higher education environment including as it relates to the delivery of medical and allied health education programs, accreditation processes, academic assessment and integrity mechanisms. In addition to her role on the ANMAC Board, Elizabeth is currently a non-executive Director of OXFAM Australia, Black Dog Institute and Woodville Alliance. Elizabeth is also a member of the Human Research Ethics Committee of Family Planning Australia.



B

Annex B – Membership of ANMAC Committees

Enrolled Nurse Accreditation Committee Attendance (ENAC)

	04-July-24	08-Aug-24	05-Sep-24	03-Oct-24	07-Nov-24	28-Nov-24	06-Feb-25	06-Mar-25	03-Apr-25	05-May-25	05-Jun-25	Attendance	Eligible to attend	% attendance
Susan Spozetta	o	o	✓	✓	✓	✓	✓	✓	✓	✓	✓	9	11	82
Emma Grady	✓	✓	✓	o	✓	✓	✓	✓	✓	o	✓	9	11	82
Emma Murrell	✓	o	✓	✓	✓	✓	o	o	✓	o	✓	7	11	64
Linda Willington	✓	✓	✓	✓	✓	o	✓	✓	✓	✓	✓	10	11	91
Michelle Hall	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11	11	100
Cheryl Alexander	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11	11	100
Sue Howlett	✓	✓	✓	✓	✓	o	✓	✓	✓	✓	✓	10	11	91
Zainab Akhter	✓	o	✓	✓	✓	✓	o	✓	✓	✓	✓	9	11	82
Kath Horton	✓	~										1	1	100

✓ Present o Absent ~ Stepped down c Commenced

Midwife Accreditation Committee Attendance (MAC)

	02-Jul-24	06-Aug-24	03-Sep-24	01-Oct-24	05-Nov-24	26-Nov-24	04-Feb-25	04-Mar-25	01-Apr-25	06-May-25	03-Jun-25	Attendance	Eligible to attend	% attendance
Dianne Bloxsome	✓		✓	o	✓		o		✓	✓		5	7	71
Marnie Griffiths	o		✓	✓	o		✓		✓	✓		5	7	71
Amanda Carter	o		✓	✓	✓		✓		✓	✓		6	7	86
Virginia Stulz	o		✓	✓	✓		✓		o	o		4	7	57
Shahla Meedya	✓		o	o	✓		✓		✓	✓		5	7	71
Angela Brown	✓		✓	✓	o		✓		✓	✓		6	7	86
Jennifer Fenwick	✓		✓	✓	✓		o		✓	✓		6	7	86
Aras Moran										c		1	1	100

✓ Present o Absent ~ Stepped down c Commenced Meeting cancelled

Registered Nurse Accreditation Committee Attendance (RNAC)

	03-July-24	07-Aug-24	04-Sep-24	02-Oct-24	06-Nov-24	27-Nov-24	05-Feb-25	05-Mar-25	02-Apr-25	07-May-25	04-Jun-25	Attendance	Eligible to attend	% attendance
Patsy Yates	✓	✓	✓	o	✓	✓	✓		✓	✓	✓	9	10	90
Frank Donnelly	✓	o	o	✓	✓	✓	✓		✓	✓	✓	8	10	80
Amanda Connors	✓	✓	o	✓	✓	✓	✓		✓	✓	✓	9	10	90
Sally Robertson	✓	✓	✓	✓	✓	✓	✓		✓	✓	o	9	10	90
Jo Gibson	✓	✓	✓	o	✓	o	o		✓	✓	✓	7	10	70
Caroline Browne	✓	✓	✓	✓	✓	✓	✓		✓	✓	o	9	10	90
Murray Fisher	✓	✓	✓	✓	✓	✓	o		✓	✓	✓	9	10	90
Colleen Kelly	✓	✓	✓	✓	✓	✓	✓		o	✓	✓	9	10	90

✓ Present o Absent c Commenced Meeting cancelled

Nurse Practitioner Accreditation Committee Attendance (NPAC)

	05-Aug-24	02-Sep-24	30-Sep-24	04-Nov-24	25-Nov-24	03-Feb-25	03-Mar-25	31-Mar-25	05-May-25	03-Jun-25	Attendance	Eligible to attend	% attendance
Leanne Boase			✓	✓	✓		0			0	3	5	60
Carol Grech			✓	0	✓		✓			✓	4	5	80
Josephine Burton			✓	✓	✓		✓			✓	5	5	100
Toni Slotnes-O'Brien			✓	✓	✓		✓			✓	5	5	100
Chris Raftery			✓	✓	✓		✓			✓	5	5	100
Aaron Grogan			0	0	✓		0			✓	2	5	40
Mary Kearns			✓	✓	✓		0			✓	4	5	80
Suzanne Williams			✓	0	0		✓			0	2	5	40

✓ Present 0 Absent c Commenced Meeting cancelled



