



Ionad Ceannaireachta Cliniciúil Náisiúnta
um Altranais agus Cnáimhseachais

National Clinical Leadership Centre
for Nursing and Midwifery

The National Clinical Leadership Centre
for
Nursing and Midwifery

Office of the Nursing and Midwifery Services
Director,
HSE.



End of Year Report 2022

Foreword



On behalf of the National Clinical Leadership Centre for Nursing and Midwifery's (NCLC) team, I am delighted to present our end of year report for 2022. As we commence a new year, the uncertainty brought about by the global pandemic continues to challenge us but it is evident that with the uptake of vaccinations and lifting of restrictions, society is learning to live with this virus rather than be controlled by it. 2022 has brought many challenges due to increasing demands on our overstretched health service. Despite this, nurses and midwives continued to demonstrate admirable courageous leadership, as they strived to deliver safe, quality care, in collaboration with all health care professionals.

Despite their demonstration of significant professional leadership, it is so important to acknowledge that those working in healthcare require increasing support having given their all through unprecedented times. In recognition of this, over the past year, the NCLC team endeavoured to meet the changing leadership needs of nurses and midwives in response to the challenges presented. Our ongoing connection with services kept us informed of their leadership requirements and our collaboration with national and international leadership colleagues enabled us to share our leadership expertise for the mutual benefit of all parties.

Throughout 2022, the NCLC continued to deliver the internationally recognised ICARE (Innovation, Compassion, Attitude, Resilience and Engagement) programme. This programme was developed by Health Services 360, UK and adapted during the pandemic to meet the needs of healthcare staff. The feedback from participants has demonstrated that the content, design and delivery of this programme supported them personally and professionally to lead themselves and others in their roles. Having focussed solely on the delivery of ICARE for the latter part of 2021, as the impact of the pandemic eased in early 2022, the NCLC recommenced leadership programme delivery for all grades of nurses and midwives. It was wonderful to see the immense interest in leadership development evidenced by the significant demand for programme places. Over the past year we have adopted a blended approach for delivering many of our programmes. It was heartening for all involved to meet people in person after so long and to have that human connection that is so important for professional collaboration.

This 2022 NCLC End of Year report provides an overview of the NCLC activities, programmes and initiatives. It has been our pleasure to support nurses and midwives with their leadership development during another very challenging and difficult time. I



would like to thank all programme participants for their dedication, motivation and engagement which made our role as facilitators both rewarding and enjoyable. I would like to acknowledge the panellists who participated in the *Nursing and Midwifery Clinical Leadership during Covid 19, Sharing the Learning Webinar series*. The aim of this series was to share the learning from nursing and midwifery clinical leadership experiences during the pandemic and we have certainly achieved that. All panellists are a credit to the professions of nursing and midwifery and it was an honour to work with you all and hear how you demonstrated exemplary clinical leadership since the pandemic began. Our final webinar had Florence Nightingale Scholar representation from 5 countries, Southern Ireland, Northern Ireland, England, Scotland and Wales. It was a wonderful end to a very successful webinar series.

I would like to thank all those who support the work of the NCLC and facilitate us to achieve our aim of supporting clinical leadership development for nurses and midwives nationally. Last but not least, I would also like to take the opportunity to express my sincere gratitude to the NCLC team members, Mags, Ann, Johanna, Aoife, Claire and Niamh. Your commitment, support and dedication is commendable and the authentic, compassionate and adaptive leadership you consistently demonstrate is greatly valued and appreciated. I would also like to welcome Ms Niamh Lavin, who is joining the team as a leadership advisor in January 2023. The team and I look forward to working with Niamh and wish her every success in her new role.

I hope you enjoy reading our 2022 NCLC End of Year report and I look forward to continuing to work with the NCLC team to meet the leadership needs of all grades of nurses and midwives nationally in 2023.

Yours Sincerely

Marie Kilduff

NCLC Director



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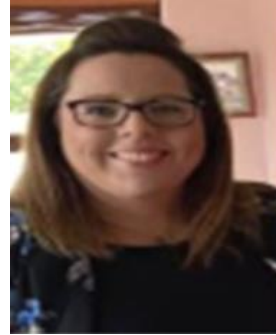
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National Clinical Leadership Centre
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Nursing and Midwifery
Programmes and Activities 2022



NCLC Clinical Leadership Programme Pathway

The NCLC deliver leadership programmes for nurses and midwives of all grades, as per the virtual clinical leadership programme pathway (Figure 1).

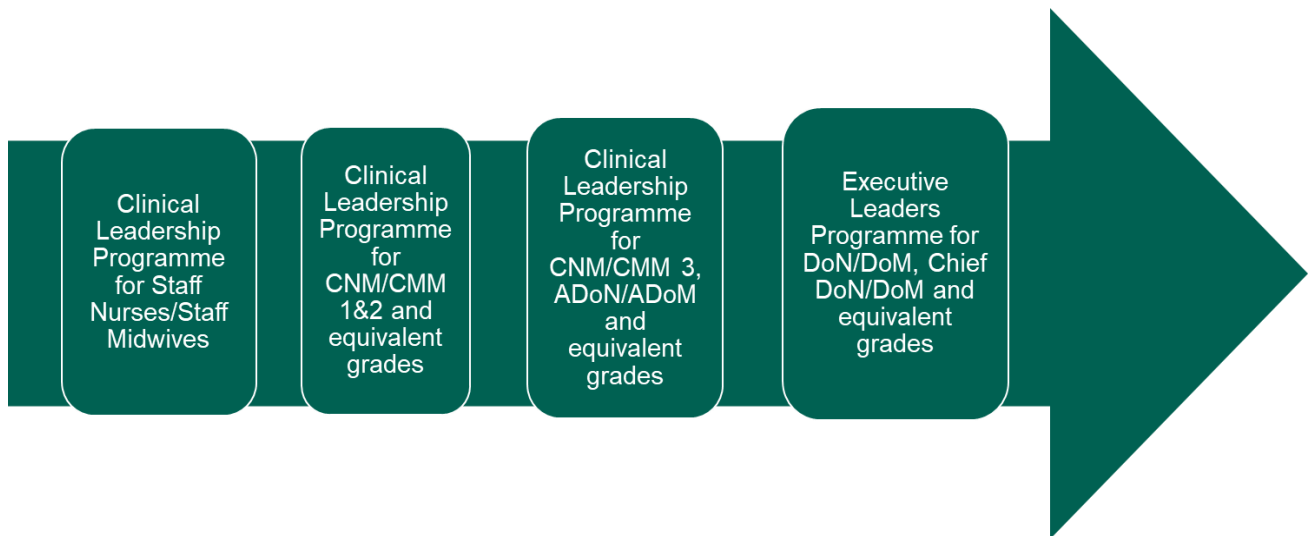


Figure 1

The virtual pathway provides an opportunity for nurses and midwives of all grades to engage in leadership development. The pathway supports participants to take part in some or all of the programmes to meet their leadership development needs in their role. All programmes are delivered using an interactive style of facilitation which supports the active engagement in group work while encouraging shared learning and collaboration. Participants are provided with programme materials and links to leadership resources to support their development. All programmes remain open to nurses and midwives from different services to enhance their learning experience and support integration.

Clinical Leadership Competency Framework

The Clinical Leadership Competency Framework (CLCF) is an e-learning resource, designed to provide healthcare professionals with the necessary knowledge and tools to support their clinical leadership competency development. The National Clinical Leadership Centre for Nursing and Midwifery (NCLC) and the National Health and Social Care Professions (HSCP) Office share a strong commitment to clinical leadership development. Both the NCLC and the HSCP jointly led out on an official national virtual launch of CLCF in October 2021. The CLCF consists of 7 clinical leadership competencies:



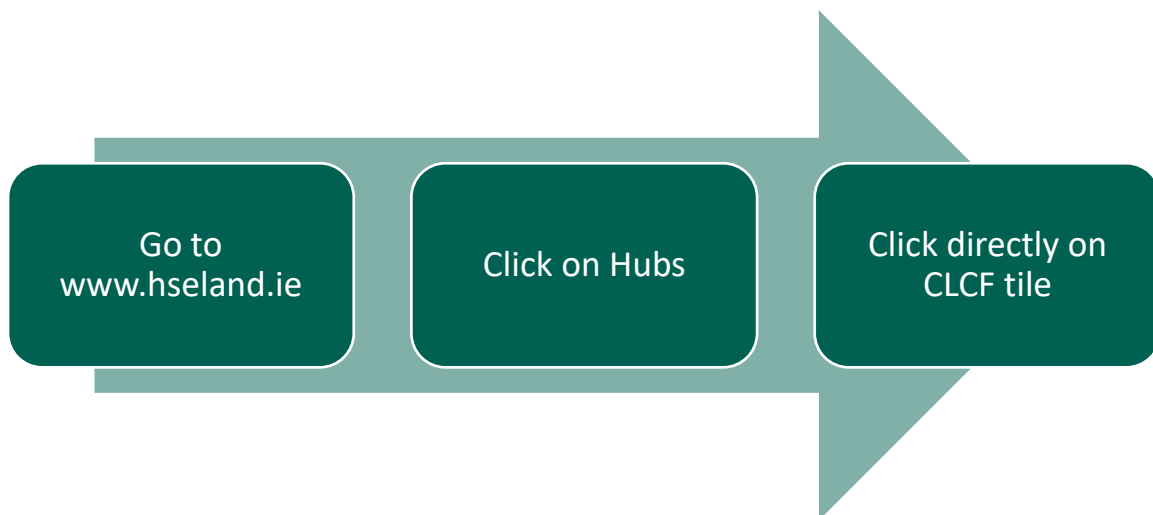
Who can use the CLCF?

The CLCF is a virtual resource that has been designed to support all Nursing and Midwifery grades up to and including CNM and CMM Grades 2 or equivalent. Within the Health and Social Care Professions, the CLCF is applicable for those in Staff Grade and Senior Grade roles.

What are the benefits of using the CLCF?

The CLCF is a flexible and individualized mode of learning where health care professionals can assess their leadership strengths and developmental needs on a virtual platform. Users are supported to record their learning using the Digital Professional Development Planning (Nurses and Midwives) and My PDP (HSCP). The extensive suite of leadership resources available on CLCF was updated in 2021.

How do I access the CLCF?



For further information contact:

Ann Gilmartin, Leadership Advisor Email: ann.gilmartin@hse.ie



Clinical Leadership Programme for Staff Nurses and Staff Midwives

Programme Overview

This two day clinical leadership foundation programme is offered as a virtual programme by the NCLC but is also delivered in collaboration with a number of Centres of Nursing and Midwifery Education (CMNE) and Centres for Learning and Development (CLD), virtually and/or in-person. A blended learning approach supports interactive online/in-person engagement and self-directed learning using a programme workbook. Facilitators guide participants to engage in group discussions, using discussion groups to develop participant leadership knowledge and skills.

Programme Objectives

Participants will have the opportunity to:

- Understand the importance of self-awareness in clinical leadership
- Explore core values that may impact on clinical leadership
- Demonstrate personal effectiveness through communication
- Build confidence by cultivating empowerment and advocacy
- Understand the importance of decision making to promote quality improvement
- Explore the impact of teamwork on service user care
- Recognise the importance of self-care as a clinical leader.

Programme Delivery

The programme was delivered on a number of occasions in 2022 by the NCLC and in a number of CNMEs and one CLD and evaluations were excellent. It will be delivered again throughout 2023 by the NCLC and across a growing number of collaborating CNMEs.

Participant's Comments

"Really liked the group work, discussion with the sharing of ideas. Great opportunity to learn more."

"Great course really enjoyable and informative, kept me engaged throughout the day"

For further information contact:

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Clinical Leadership Programme for Clinical Nurse Managers/Clinical Midwife Managers 1& 2 and equivalent grades

Programme Overview

The three day Clinical Leadership Programme for Clinical Nurse Managers and Clinical Midwife Managers 1& 2 and equivalent grades will provide a leadership development opportunity for nurses and midwives who have responsibility for leading care delivery across all services. The NCLC acknowledges that nurse and midwives working at Clinical Manager 1&2 grades and equivalent have developed their leadership skills and competencies through formal academic studies, experiential learning and reflective practice. This Clinical Leadership Development programme will draw on these experiences to facilitate shared learning.

Programme Objectives

Programme participants will have the opportunity to gain greater knowledge and understanding of:

- Leadership in contemporary healthcare organisations
- The impact of the global pandemic on nursing and midwifery professions
- The importance of self-awareness and emotional intelligence
- How to effectively develop and lead a cohesive and effective team
- Building negotiation and influencing skills
- Using clear direct communication as a leader
- Creating a culture of respectful challenge
- The importance of resilience in supporting self-care
- Using change management and quality improvement in practice
- Being politically astute to lead effectively

Programme Delivery

The programme has been designed for delivery using a number of teaching and learning strategies including didactic teaching; interactive facilitation, self-directed learning and shadowing.



Participant's Comments

"I am really enjoying this programme. It has given me the motivation to do better and has let me reflect on my weaknesses and gave me food for thought on improving my leadership skills"

"This should definitely be a rolling programme and I have fed back to my ADON and DON the importance of this for managers at CNM 1 & 2 level"

For further information please contact:

Johanna Downey, Leadership Advisor Email: johanna.downey@hse.ie



Future Leaders Programme for CNM3, CMM3, ADoN and ADoM grades or equivalent

Programme Overview

The Future Leaders Programme has been designed and delivered virtually by the NCLC in collaboration with the Institute of Leadership, RCSI for CNM 3, CMM 3, ADoN and ADoM grades or equivalent. The Future Leaders Programme uses a variety of learning approaches to support senior nursing and midwifery leaders, including facilitated interactive sessions e.g. dialogue and appreciative inquiry, guest speakers, reflective leadership practice and action learning sets. Participants are also given access to a suite of leadership resources to support their leadership development, using an online platform

Programme Objectives

Participants will have the opportunity to

- Discuss the leadership challenges and demands they are facing
- Interact, network and learn from other corporate/executive leaders as they face the challenges of tackling demanding and difficult change issues
- Look beyond their functional and professional mind-set towards more collaborative and integrative work patterns
- Enhance their leadership capacity by developing personal awareness, confidence, authority and organisational awareness
- Critically evaluate and improve the business processes in their organisation to create a culture of accountability and good governance.

Participant Comments

“This is an excellent course that I will recommend to colleagues, it has wet my appetite for further learning on leadership. It is the first course that I completed that I did not want to end”

“My confidence increased which in turn improved my communication, decision making ability, my presence on the team. My increased knowledge helped me to recognise leadership skills/attributes in team members that I hadn't noticed previously and this changed how I approached/encouraged these team members”

For further information contact:

Johanna Downey, Leadership Advisor Email: johanna.downey@hse



Executive Leaders Programme for Directors of Nursing, Directors of Midwifery and Chief Directors of Nursing and Midwifery

Programme Overview

The Executive Leaders programme was developed for Directors and Chief Directors of Nursing and Midwifery. Each programme consists of 4 half-days delivered virtually, which aim to use a variety of learning approaches considered helpful for people operating at senior executive level including:

- Facilitated interactive sessions e.g. dialogue and appreciative inquiry
- Guest speakers
- Executive challenge action learning sets
- Reflective leadership practice

Programme Objectives

Participants have the opportunity to:

- Understand working within a systems leadership perspective, diagnosing complex situations and working with others to design relevant interventions
- Work through models of collective and compassionate leadership when dealing with others
- Remain resilient and adaptable under pressure and build a leadership identity and presence that is authentic at the individual and systems levels
- Be supported to take time to reflect on their own personal and professional needs in a facilitated learning set.

Participant Comments

“The programme helped me to see my role in the context of wider healthcare reform, and how the parts enable the whole. In addition to widening networks and relationships.



“Overall very worthwhile and achievable in four half days on line, well organised, good communication, would recommend it for all Directors. Hearing info from other Directors and Chief Directors was very interesting and useful”.

“Thank you I really enjoyed the programme and felt it gave me hope for the future”.

For further information contact:

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ICARE Leadership Programme for all Nursing and Midwifery grades

Background



In the summer of 2021, due to the ongoing impact of the pandemic and the HSE cyber-attack, it was extremely difficult for staff to be released to attend programmes. In light of this, the NCLC collaborated with colleagues internationally to explore how the leadership needs of healthcare professionals were being met in other countries.

During this exploration, the ICARE programme was identified, which was developed by Health Services 360 in 2018 and adapted for delivery in the UK, Australia and New Zealand during the pandemic.

Programme Aim and Objectives

The aim of the ICARE leadership programme is to support nurses and midwives of all grades to take time to pause and reflect on their leadership journey during the pandemic and to use this learning to help themselves and others not just to survive, but to be the best they can possibly be in these challenging times.

Target Audience

The ICARE programme is delivered to all grades of Nursing and Midwifery.

Participant Comments

“Very informative and supportive, Staff to be informed about the programme and encouraged to attend”

“I was very impressed in how up to date all the info was, everything covered was current and topical”

“Thank you so much for this course! So informative!”

For further information contact:

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NCLC National Mentoring Implementation Programme

Programme Overview

Mentoring is a process outside the normal line management structure where a more senior professional (Mentor) guides and supports a more junior professional (Mentee) in the areas of leadership, career development and /or professional issues. The NCLC Mentoring Implementation Programme offers services the opportunity to establish and maintain a structured mentoring process within their organization.

Mentoring Implementation Process

The NCLC Mentoring Implementation Programme is available for all nursing and midwifery services in the HSE. Once a service indicates their interest in implementing the NCLC Mentoring Programme, a service lead is nominated. The NCLC mentoring lead links with the service lead to identify training needs and support the organization with the implementation of the structured mentoring process. Uptake from services is optional and mentoring is voluntary. From September 2021 to December 2022 over 300 nurses and midwives volunteered to become mentors within their services. This number continues to grow.

All identified mentors attend a 2 hour online NCLC mentoring training programme. Services and mentors are provided with NCLC mentoring documentation including *the NCLC guide- Mentoring a Guide for Mentors and Mentees* and the *NCLC guide - Mentorship for Nurses and Midwives - A Guide to Implementation* and NCLC educational material. A number of services have engaged with mentoring implementation and have officially launched the initiative. The NCLC will continue to support services who wish to offer mentoring to their nursing and midwifery workforce.

The National Clinical Leadership Centre will formally launch the NCLC National Mentoring Implementation Programme in Q1 of 2023.

For further information contact

Margaret Williams, Deputy Director Email: margaret.williams1@hse.ie



NCLC Team Building Workshop for Managers

Programme Overview

The NCLC Team Building Workshop for Managers was developed in response to the changing team dynamics that are currently being experienced within our nursing and midwifery healthcare services.

The aim of this four-hour virtual workshop is to provide participants with the knowledge and skills to build and support a cohesive team. Participants are supported through the use of presentations, an individual workbook, interactive group work and recommended reading. The workshop was designed in 2022 and tested in May with the support of Directors of Nursing and Midwifery participants before being refined and rolled out nationally in Q4.

Programme Objectives

During the workshop participants have the opportunity to explore:

- The concept of teamwork
- How to build an effective team
- Team dysfunction and how to manage it
- Leadership and team work
- Resources to support teams as we emerge from the pandemic

Participant Comments

“It gave us an opportunity to reflect on the team dynamics. Gave an insight as to what way teams operate”

“I thought it was a great idea to have participants from different working environments and different areas of the country”

For further information contact

Margaret Williams, Deputy Director Email: margaret.williams1@hse.ie



NCLC Business Case Development and Project Management Workshops

Workshop Overview

Nurses and midwives are increasingly required to submit business cases for resources to support nursing and midwifery service development. This workshop was offered to Clinical Nurse and Midwife Managers 2 or equivalent and above. The workshop is of particular interest to those developing new services and leading on local or national quality improvement projects or services changes.

Workshop Objectives

Participants are provided with the opportunity to:

- Recognise what makes a good business case
- Explore the 8 stage process to build a successful business case
- Better understand how to make effective resource-based decisions
- Identify and gain support from critical stakeholders
- Utilise the tools and protocols to support effective communication
- Create a comprehensive overview of a project using BOSCARD
- Plan and manage a change or quality project
- Use relevant tools for planning and breaking down work into manageable segments.

Workshop Delivery

This interactive virtual workshop is facilitated by Dr. Gearoid Hardy, Hardy and Associates in partnership with the NCLC. Interactive sessions, group discussions, case studies and participants' project experiences form part of the workshop.

Participants Comments

“Overall an excellent course and will benefit me in the future “

“Fantastic workshop, certainly met all my needs”

For Further Information Contact Aoife Lane, Leadership Advisor Email: aoife.lane@hse.ie



National Facilitator Education Programme for Staff Nurses and Staff Midwives

Programme Overview

This two day National Facilitator Education Programme is offered as a virtual programme by the NCLC but is also delivered, virtually and/or in-person, in collaborating Centres of Nursing and Midwifery Education (CMNE), Centres for Learning and Development (CLD) and the National Quality & Patient Safety Directorate. The programme supports interactive online/in-person engagement and self-directed learning using a programme workbook. Facilitators guide participants to engage in group discussions, using breakout rooms/discussion groups to develop participants' clinical facilitation skills whether they are supporting the learning of colleagues or service users. Participants are provided with programme resources to support the development of their clinical facilitation knowledge and skills.

Programme Objectives

Participants will have the opportunity to:

- Define facilitation and describe the key skills necessary to be an effective facilitator
- Utilise multiple educational resources available
- Critically discuss complementary learning activities
- Demonstrate the application of using IT Skills to support facilitation
- Identify target audiences and their educational needs
- Develop a programme content to complement learning including planning and preparation, managing and consolidating learning
- Evaluate adult learning including how people learn, factors that enable and inhibit learning, learning styles and multiple intelligence
- Critically appraise group dynamics and manage diverse participant behaviour
- Reflect upon, give and receive feedback effectively
- Identify the strengths and challenges associated with co- facilitation

Programme Delivery

The programme was piloted in 2022 by the NCLC and collaborating CNME. It will be delivered again throughout 2023 by the NCLC and across a growing number of collaborating CNME and CLD and the National Quality and Patient Safety Directorate Team.



Participants Comments

“Really good, constructive tips on how to facilitate sessions using the 7 P’s “

“It was very engaging and I learned some excellent tips and pointers. It has encouraged me to reflect on my own practice “

For further information contact

Aoife Lane Leadership Advisor Email: aoife.lane@hse.ie



NCLC Bespoke Leadership Development Programme

Background

In Spring 2022, the NCLC Director was contacted by a national Director of Health Protection and a Director of Infection Control to seek support for leadership development for Assistant Directors of Nursing (ADoNs) in their teams. Having conducted a meeting to explore the specific requirements for both teams, it was evident that the ADoNs working in both teams were in new roles that had been developed during the pandemic. In keeping with the recommendations of the Expert Review Report (2022), there was an opportunity to develop a programme to enhance the leadership knowledge, understanding and attitude of participants in line with integrated care. Therefore it was agreed that a bespoke programme would be developed for the ADoNs on both teams. During this time, a request was received from 2 Directors of Public Health Nursing (DPHNs) for leadership development for Assistant Directors of Public Health (ADPHNs) in their teams. In considering this request, the benefit of including another discipline for sharing of experiences and knowledge led to the decision to include the ADPHNs as participants on the bespoke programme.

As with all NCLC leadership programmes, a co design methodology was used to finalise the content and design of the bespoke programme. This provides an opportunity to ensure that the programme would meet the identified education and training needs of participants. In early May 2022, ADoN representatives from IPC, HP and PHN representatives attended a co design workshop with NCLC facilitators to explore their leadership education and training needs. The feedback informed the programme content and design.

Aim

The aim of this bespoke programme is to support HP, IPC ADoNs and ADPHNs to enhance their leadership knowledge, understanding, skills and attitude and apply their learning to practice in their leadership roles

Indicative content

The indicative content was determined using the expertise of the NCLC team, the feedback from the co design workshop with representation from future participants and reference to National Policy and leadership literature. The indicative content is Overview of leadership in 2022; Professional roles, responsibility, authority and accountability; Digital Leadership; Workforce planning; Overview of national policies;



Change Management; Team Building, Learning from senior nursing and midwifery leaders; Wellbeing, self-care and resilience. Themes have been developed for each of the programme days which will incorporate the indicative content.

Teaching and Learning Strategies

The programme has been designed for delivery using a number of teaching and learning strategies including didactic teaching; interactive facilitation using panel discussions and break out rooms; self-directed learning; shadowing and action learning sets.

Learning Outcomes

The Learning outcomes for this programme are set at QQI, Level 8. Programme participants will have the opportunity to gain greater knowledge and understanding of:

- Leadership in contemporary healthcare organisations
- Leadership considerations, opportunities and challenges of transitioning into senior leadership roles within Health protection, Infection prevention and control senior leadership roles
- Workforce planning to meet the needs of health care service into the future
- Leading an effective, cohesive team
- Building negotiation and conflict management skills
- The importance of self-care for oneself and others

Participant's comments

"I am really enjoyed the programme, learning from the facilitators and the speakers and networking with colleagues from all around the country"

"Really good and relevant external speakers. A platform to network"

For further information contact

Johanna Downey, Leadership Advisor Email: johanna.downey@hse.ie



NCLC & CNO Nightingale Challenge Programme

Programme Overview

As part of the Nursing Now global campaign, the Nightingale Challenge aimed to help develop the next generation of young nurses and midwives as leaders, practitioners and advocates in health during the Year of the Nurse and Midwife 2020 (WHO, 2020). The Office of the Nursing and Midwifery Services Director (ONMSD) and the Chief Nursing Office (CNO) accepted the challenge in late 2019 and are supporting the leadership and development needs of 20 nurses and midwives who are in the early stages of their career. Two distinct leadership programmes were delivered; one led by the National Clinical Leadership Centre for Nursing and Midwifery (NCLC) on behalf of the ONMSD for 15 nurses and midwives and the other led by the CNO for 5 nurses and midwives.

Given the success of these two unique leadership programmes, the NCLC and CNO have come together in 2022 to develop one integrated Nightingale Challenge Programme. This programme will to be delivered on an annual basis for staff nurses and midwives.

Programme Objectives

Participants will have the opportunity to:

- Foster the skills required for participants to play an even more influential role on global health by raising the profile of Irish Nursing and Midwifery
- Optimise their leadership development through the delivery of core leadership topics and mentoring
- Enhance their understanding of nursing and midwifery in Ireland from a strategic and operational perspective
- Collaborate with colleagues to share experiences and form a network that they can access for professional support and guidance into the future.

Programme Delivery

The programme was developed for virtual and face to face delivery, it was delivered over 7 sessions (5 half days virtual online and 2 full face to face sessions) between April and October 2022. All participants were provided with the opportunity to seek the support of a mentor. Networking opportunities were provided to engage with senior leader from participant's specific discipline of nursing or midwifery. Participants also actively engaged with Office of Nursing and Midwifery Service Director (ONMSD) Chief Nursing Office (CNO) Department of Health (DOH) and the Nursing and Midwifery Board of Ireland (NMBI) by meeting senior members of staff in person.



Participants availed of opportunities to shadow senior nursing and midwifery leaders in their own organisations.

Participant Comments

“Thoroughly enjoyed the programme fantastic talks from presenters. Very informative and so relevant to our practice”

“It really has given me so much confidence in myself as a professional and helped me to challenge myself in many ways”

“It was a very inspiring and insightful experience which made me reflect on the Nursing profession, the hospital organisation I am working with and my own career. I feel it enabled me to grow wings and gain confidence in projects I am currently involved in”

For further information contact

Claire Fagan, Leadership Advisor Email: claire.fagan@hse.ie



Florence Nightingale Foundation Scholarship Programme

Programme Overview

The NCLC have been working in collaboration with the Florence Nightingale Foundation (FNF), UK since 2018 to support senior nursing and midwifery leaders undertake the prestigious FNF Scholarship. This scholarship offers a unique and world-renowned programme of leadership deliberately designed to promote excellence in practice. On completion of their scholarship FNF Scholars join an illustrious alumni of nurse/midwife leaders with global reach and impact.

Programme Objectives

- To develop the scholars' personal leadership capability
- To assist scholars in developing their roles and career objectives
- To ensure scholars deliver an improvement project in their clinical area.

The Leadership Scholarship is unique in that it is a bespoke development programme which each scholar shapes to meet their own personal leadership development needs with support from a carefully chosen mentor and the staff of the Foundation. The bespoke programme is supported by carefully selected, tried and tested core elements known to increase the effectiveness of nursing and midwifery leaders. Scholarships are awarded following a highly competitive and rigorous selection process. The scholarship starts with an in-depth individual assessment of each scholar's development needs carried out by an experienced Leadership development facilitator. This is fundamental to planning the bespoke element of the scholarship.

The core elements include exposure to a range of developmental interventions known to make a difference in increasing the effectiveness of nurse and midwife leaders. They also provide an unparalleled opportunity to network with other senior leaders in healthcare. This offers an array of support for scholars during the scholarship and builds valuable connections for the future.

The developmental interventions are experiential in nature and include attention to personal presentation and impact; and introduction to tools, techniques and information to help scholars to develop their leadership effectiveness and increase their span of influence in their own organisations their professions and across the health and social care system more generally.

Testimonial



My Florence Nightingale Scholarship journey started in 2022, my interest was sparked thanks to information shared during the NCLC Executive Leadership programme which I had completed the previous year. Whilst I am 16 years in my current role, every day is a school day and I really felt that the FNF scholarship was an opportunity not to be missed! So, with the encouragement and support of the NCLC I submitted my application, including a QI proposal.

I was delighted to be shortlisted for a group interview where I presented my QIP to the panel and fellow FNF applicants. In January 2022 I was thrilled to be accepted onto the programme and there my rich learning and development commenced.

We started with a welcome day where I got to meet many nurse leaders with varied experiences and knowledge, all passionate about service improvement. From there I was paired with a mentor, a Director of Nursing (Children's) in a large NHS Trust, who has a strong passion for children's healthcare, this support has been a grounding and guiding force for me on my leadership journey and supported the growth of my network of like-minded health care professionals. My learning has continued with inspiring and life changing programmes including 'Stepping into your Authority' and 'Communication Skills in Leadership' in addition the NCLC have given the Irish FNF scholars opportunities to gain wider insight and knowledge into the political landscape of Nursing in Ireland.

Whilst my QIP is ongoing, I will be finishing my FNF scholarship later this summer with a 3 day immersive programme to reconnect with the natural world, my authentic self, and the authenticity of others. I am so grateful to the ONMSD and NCLC for this rich opportunity and encourage Nursing & Midwifery Leaders to apply for this incredible opportunity, as I know that it will truly impact on your life and career in a very positive way.

So next steps for me, I look forward to being part of the Irish FNF network of esteemed nursing leaders, to continue learning from my new FNF colleagues and to completing my QIP on the development of a robust model of Clinical Supervision for Nurses and Allied Health Care Professionals working in children's palliative care.

Ms Anne-Marie Carroll

Director of Nursing, Laura Lynn Children's Hospice

For further information contact

Marie Kilduff, NCLC Director Email; marie.kilduff@hse.ie

Supporting Leadership Development Older Person Directors of Nursing



In 2020 the [COVID-19 Nursing Home Expert Panel Report](#) was published, which made a large number of recommendations that relate to residential care for older people. A number of working groups have been established to support the implementation of these recommendations. However, those working in residential care for older people reported that they did not have a national forum that provided them with the opportunity to contribute to national developments in nursing. In parallel working groups found it difficult to access a expert opinion of senior nurses in residential care.

An Older Persons Nursing Forum was established in May 2022, to provide Directors of Nursing Persons in Charge/Assistant Directors of Nursing in HSE and HSE funded residential care settings for older people with the opportunity to network and share information relating to older persons services nationally.

In October 2022 the inaugural face to face meeting of the Older Persons Nursing forum took place in Dublin. The agenda included updates on Telehealth and digital in residential care, updates from Older Persons Policy Development Unit DOH, Advanced Practice Portfolio Development, the role of Long Term Care and Integration National Office for Older People Operations and the role of the National Clinical Leadership Centre for Nursing and Midwifery and the Florence Nightingale Programme. Directors of Nursing and Persons in Charge reported that they found meeting together extremely supportive and requested that the forum provided them with opportunity to continue networking and sharing the learning from COVID. A special note of thanks was given to NCLC whose support for the leadership of nurses working in older person's services was acknowledged as paramount.

Ms Deirdre Lang

Director of Nursing, National Lead Older Persons, ONMSD

Nursing and Midwifery Clinical Leadership during Covid 19: Sharing the Learning Webinar Series



From collaborating with colleagues from services during the first wave of Covid 19, it was clearly evident that there was significant clinical leadership demonstrated by nurses and midwives, nationally. As the pandemic escalated, it became clear that nurses and midwives should be provided with an opportunity to present their clinical leadership experiences. This would not only enable them to present their leadership skills and knowledge demonstrated during this challenging time but would also facilitate shared learning across disciplines and services.

In August 2020, the NCLC Director collaborated with the Chief Nursing Office and the RCSI Institute of Leadership to plan a webinar series:

Nursing and Midwifery Clinical Leadership during Covid 19, Sharing the Learning Series

which was to be delivered from September 2020 to February 2021. Due to the impact of the pandemic, the series was delayed and it was completed in June 2023.

The series included representation from the CNO office, ONMSD, midwifery and all disciplines of nursing and all grades of nurses and midwives. Submissions were sought from midwifery services and from each discipline of nursing nationally and an expert panel selected the panelists for each webinar. From the outset, there was immense interest as demonstrated by the significant number of submissions received. It has been a pleasure to work with the colleagues from the CNO and the RCSI on this initiative and it has been an honor to collaborate with all of the panelists who were so committed and dedicated to supporting us with each webinar. Each webinar was circulated using e mail, social media and the NCLC, CNO and RCSI websites.



Webinar Series

Webinar 1 - [Learning from our Senior Leaders](#)

Webinar 2 - [Learning from Older Person Services](#)

Webinar 3 - [Learning from Midwifery Services](#)

Webinar 4 - [Learning from Public Health Services](#)

Webinar 5 - [Learning from Acute Services](#)

Webinar 6 - [Learning from Mental Health Services](#)

Webinar 7 - [Learning from Intellectual Disability Services](#)

Webinar 8 - [Sharing the Learning from Children's Health Services](#)

Webinar 9 - [Past, Present and Future](#)

Webinar 10 - [Learning from Florence Nightingale Scholars](#)

Participants Comments

'These webinars provided hope at a time of darkness. They highlighted the amazing leadership shown by nurses and midwives in all settings'

'As I watched each webinar, my pride in my profession grew, nurses and midwives rose to every challenge represented during the pandemic'

'Each of these webinars have been excellent and are of great value – thanks and well done to all'

'This series has really made me so proud of our profession, it really highlights the care, professionalism and high quality leadership that was demonstrated during such a challenging time, well done to all involved in this initiative'

For further information contact

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Ionad Ceannaireachta Cliniciúil Náisiúnta
um Altranais agus Cnáimhseachais

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