



The National Clinical Leadership
Centre for Nursing and Midwifery

Office of the Nursing and Midwifery Services
Director, HSE.

End of Year Report 2021

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 2021. As we look back on the past year, it is hard to believe that we are still living through the global pandemic, the impact of which was compounded by the HSE cyber-attack in June 2021. It has been a very uncertain challenging time for all but 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. As we come to the end of the year, there are definite signs of hope as evidenced by the significant uptake of vaccinations and thankfully we have overcome many of the challenges posed by the cyber-attack.

Throughout 2021, there was relentless pressure on services and it was therefore imperative that 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.

During the first half of the year the NCLC delivered virtual leadership programmes for all grades of nurses and midwives, however the impact of the pandemic and cyber-attack presented a number of challenges for the NCLC and participants. In the summer of 2021, it became evident that an alternative direction was required. One of the successful outcomes of our international collaboration was discovering 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 NCLC introduced this programme to Ireland in Sept 2021 and delivered it to over 450 nurses and midwives until December 2021. The feedback has been excellent to date.

This 2021 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 year. 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 of 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.

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 Catherine, Mags, Ann, Johanna and Niamh. Your commitment, support and dedication is commendable and the authentic, compassionate and adaptive leadership you consistently demonstrate is greatly valued and appreciated. Catherine has recently left the NCLC team to take up a new post, I would like to thank her for all her hard work and to wish her every success in her new role. I would also like to welcome Dr Aoife Lane, who is joining the team as a leadership advisor in January 2022. The team and I look forward to working with Aoife in the new year.

I hope you enjoy reading our 2021 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 2022.

Yours Sincerely

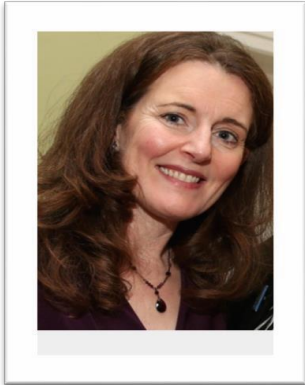
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Marie Kilduff
NCLC Director

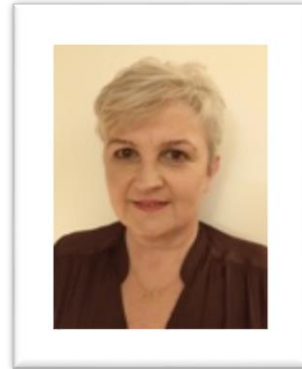
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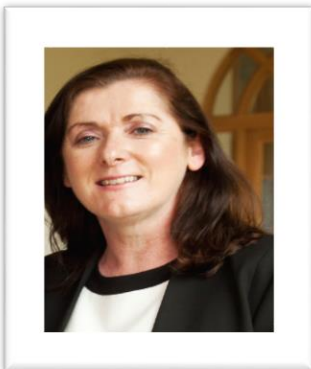
National Clinical Leadership Centre for Nursing and Midwifery Team 2021



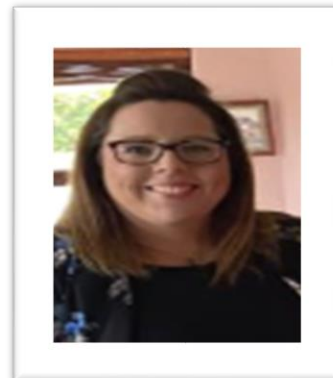
Ms. Marie Kilduff
Director



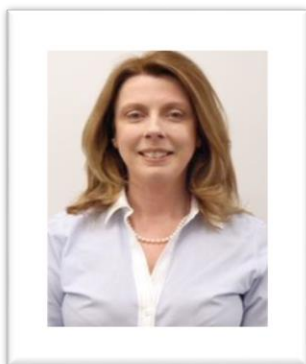
Ms. Ann Gilmartin
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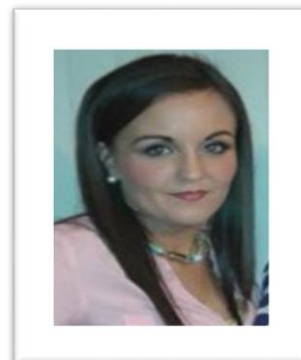
Ms. Johanna Downey
Leadership Advisor



Ms. Margaret Williams
Leadership Advisor



Ms. Catherine White
Leadership Advisor



Ms. Niamh Mann
Administrator

NCLC Team Redeployment to support the establishment of the City West Vaccination Centre

Jan 2021 to Mar 2021

In January 2021, Ireland was experiencing the significant impact of the 3rd wave of Covid 19 which put immense strain on our health service and sadly, resulted in the loss of many lives. During this time, the national vaccination centres were being developed at pace to meet the urgent need to vaccinate the Irish Population of Adults over the age of 18. It was imperative that every effort was made to support this process in the recognition that the vaccination programme offered the only defence available against Covid 19.

In response to the national need, the NCLC team were redeployed to support the establishment of the mass vaccination centre in City West, Dublin. We were joined by colleagues from the National Clinical Care programmes to work in collaboration with the Dublin Midland Hospital Group, in the area of recruitment of staff for the vaccination centre. This involved shortlisting applicants, planning and conducting a significant number of interviews (over 600) and managing the required documentation for the recruitment process. While it was challenging to meet the targets presented, the recruitment team established clear processes which led to the successful recruitment of skilled staff for the vaccination centre. The commitment and dedication of all involved was truly admirable.

The City West vaccination centre like the others that have been established, has been hugely successful and it was an honour to be involved in its development. The outcomes achieved in all the vaccination centres in such a short time is testament to the excellent leadership, commitment and dedication. When we finally emerge from the pandemic and reflect on these centres, it will be imperative to take time to use and share the learning for future initiatives. There is certainly much to learn from the experiences of all those involved.

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Programmes and Activities 2021

NCLC Clinical Leadership Programme Pathway

In April 2021, on return from redeployment, the NCLC recommenced the delivery of the virtual leadership programmes for nurses and midwives of all grades, as per the virtual clinical leadership programme pathway (Figure 1).

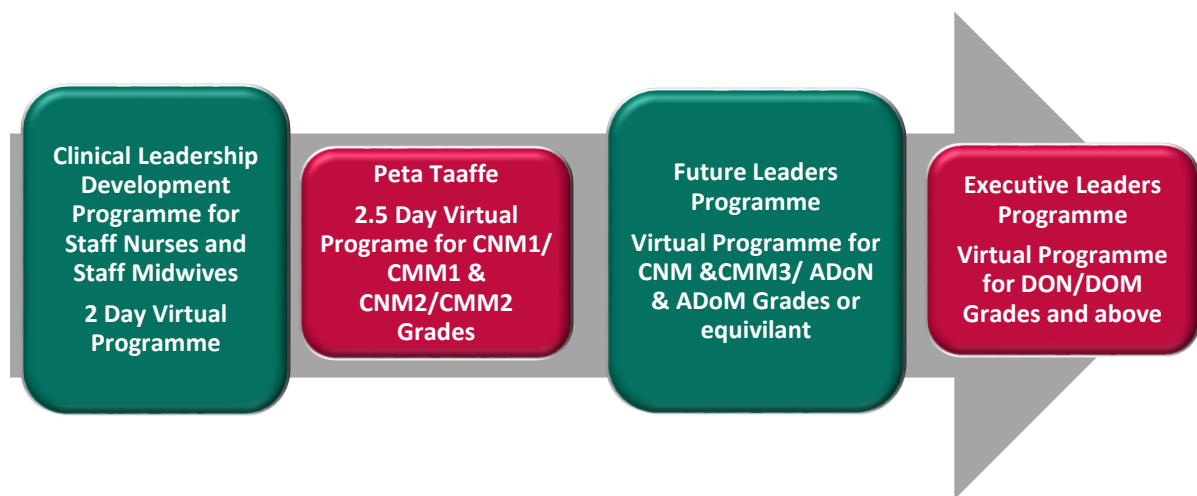


Figure 1: NCLC Virtual Clinical Leadership Programme Pathway

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 stages to meet their leadership development needs in their role. All programmes are delivered using an interactive style of facilitation with the use of breakout rooms 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 (CLCF)

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. They have therefore come together to develop the Clinical Leadership Competency Framework which builds on and replaces the Clinical Leadership Competency ePortfolio (CLCeP), developed by the NCLC in 2015. The CLCF consists of 7 clinical leadership competencies:



Who can use the CLCF?

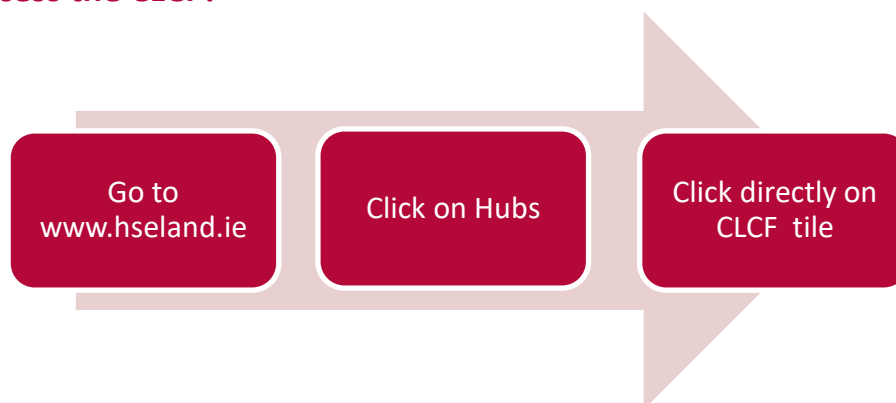
The CLCF is a virtual resource that has been designed to support all Nursing and Midwifery grades up to and including CNM and CMM Grades 2 or equivalent. Within the Health and Social Care Professions, the CLCF is applicable for those in Staff Grade and Senior Grade roles.

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). In an effort to support staff during the pandemic, the extensive suite of leadership resources was updated in 2021 to include a number of Covid 19 related items.

The CLCF underpins the NCLC virtual leadership development programmes for nurses and midwives up to and including Clinical Nurse or Clinical Midwife Manager 2 grades or equivalent. An official national virtual launch of CLCF took place in October 2021. The key note speaker was Professor Michael West, Professor of Organisational Psychology, Lancaster University, who presented an excellent overview on the importance of compassionate leadership in health care. The launch was attended by over 300 attendees and the feedback was excellent. Please click on https://youtu.be/EuaY_05d2Oo to view the launch.

How do I access the CLCF?



For further information please contact:

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Clinical Leadership Development Programme for Staff Nurses and Staff Midwives

Programme Overview

This two day virtual clinical leadership development programme offers staff nurses and staff midwives a clinical leadership foundation programme. A blended learning approach supports interactive online engagement and self-directed learning using a programme workbook. Facilitators guide participants to engage in group discussions, using breakout rooms to develop participant leadership skills and knowledge. Participants are provided with programme resources to support their leadership development.

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 tested in mid 2021 and feedback from participants (n= 12) and the NCLC governance group informed the final programme content, design and delivery. This programme will be delivered in 2022.

For further information please contact

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Peta Taaffe Clinical Leadership Programme For CNM & CMM 1& 2 grades or equivalent

Programme Overview

The Peta Taaffe Clinical Leadership Programme supports the leadership development of Clinical Nurse Managers and Clinical Midwife Managers 1 and 2 and equivalent grades. This Clinical Leadership programme aims to strengthen the leadership skills and behaviours of participants, thereby enhancing their impact in the workplace. The facilitators generate time for reflection on the participant's own personal style of leadership, evoke ideas around how to enhance their leadership skills and explore how they can empower leadership in others.

Programme Objectives

Participants will be given the opportunity to:

- Explore the concept of clinical leadership and reflect on their own leadership capabilities
- Reflect on personal effectiveness, emotional intelligence and political awareness to allow participants a greater insight into their personal leadership style
- Explore ways of supporting a team to optimise communication and care delivery
- Enhance skills for building relationships, negotiation & enabling critical conversations
- Build knowledge on quality improvement and change management
- Utilise peer support and shared learning
- Develop tools to support self-care and resilience.

Programme Delivery

This virtual programme, delivered over 2.5 days, takes a blended learning approach using a combination of online content delivery and offline self-directed learning. The programme was delivered to 40 participants in 2021 before the decision was taken to deliver the one day ICARE programme for Clinical Nurse and Midwife Managers 1 and 2 and equivalent grades. The evaluations were excellent and 91% of participants rated the programme as excellent.

Participants Comments

"All (topics) were relevant and interesting"

"The group interaction worked very well" and I "found breakout rooms very interesting"

"Found understanding Myers briggs very interesting & changed my thinking of how I lead & manage"

"Every aspect of the day was presented very well. It has definitely enhanced my practice going forward".

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Future Leaders Programme for CNM3/CMM3/ADoN/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
- Develop their understanding of the importance of cross-functional management and increase their capacity to lead effectively in different contexts, both corporate and clinical
- Critically evaluate and improve the business processes in their organisation to create a culture of accountability and good governance.

Programme Delivery

The programme commenced in April but was paused for a short period due to the HSE Cyber Attack, with the final workshop taking place in October. Action learning sets were introduced to the programme for the first time led out by trained facilitators and were positively evaluated by the participants.

Participant Comments

“Being involved in the action learning set helped me to gain a broader understanding of a variety of other potential workplace issues/challenges. It was very interesting to hear the views of others and explore possible solutions together.”

“Excellent to hear the wonderful speakers - huge leaning in listening to the lived experience. Workshops excellent.”

“I have a greater knowledge of dealing with a wide range of people and situations and feel better at coping with various situations”

“The programme facilitators were excellent and offered great discussions and opportunities to reflect on individual leadership style.”

“I have continued to use the Action learning sets with 3 others from the group, we find this a great support and have made us look at problems from different perspectives. We have learned from each other and can bring this learning into my own work environment.”

Graduation

A face to face graduation for the 2021 participants had to be deferred due to the pandemic. A joint graduation ceremony for the 2021/2022 Future Leader Programme participants will take place in 2022. This will provide participants with an opportunity to meet up, share their learning experiences and celebrate their achievement of completing the Future Leaders Programme.

For further information please contact

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Executive Leaders Programme

Programme Overview

The Executive Leaders programme was developed for Directors of Nursing and Midwifery and equivalent grades. The first programme commenced in Autumn 2020 but due to the impact of the pandemic, participants did not complete it until Spring 2021. Our second programme commenced in Autumn 2021 and will continue until early 2022.

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:

- Executive challenge action learning sets
- Facilitated interactive sessions e.g. dialogue and appreciative inquiry
- Guest speakers
- Psychometrics for personal development Professional Executive Leadership Coaching
- 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

'I really enjoyed the course, was in awe of presenters and the ease with which they imparted their knowledge. I would not change it as I feel honored to have participated and feel lucky to have been able to be in the presence of such Giants of Leadership'.

'The facilitators were very conscious of the changed working environment of participants and from the beginning compassionately demonstrated this by reaching out and co-designing the course to our needs. This resulted in a course that had huge relevance to

support and assisted us to manage and lead in a pandemic and reflected our real time challenges and priorities’.

‘The programme provided exceptional benefit with integration across Hospitals and Community & Acute sector also. It was wonderful to meet new people and the presentations were excellent’

‘Helped me stand back and review my leadership. I made several key changes that have been beneficial’

‘Networking was excellent in small groups. Enjoyed the approach taken sharing Problems and issues with each other. Really valuable to see what other leaders are facing some similar, some different from what you are facing. Great shared learning’

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ICARE Programme for all Nurses and Midwives

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 addition to this, the feedback from nurses and midwives informed the NCLC that there was a requirement for a different style of leadership at this challenging time. In light of this, the NCLC collaborated with colleagues nationally and internationally to identify the leadership supports being offered to meet these demands. 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.

The NCLC team collaborated with Lynda Holt, CEO, Health Care 360 to undertake the necessary training for the delivery of the ICARE programme in Ireland and began offering it in September 2021. It was evident from the interest in the programme and the uptake, that its content, structure and design met the needs of participants at this time. Therefore, the NCLC took the decision to hold on delivering all other programmes so that the team would be available to focus on delivering this programme for the remainder of 2021.

Programme Overview

The I CARE Leadership Programme supports the leadership development of all grades of nurses and midwives up to and including ADON and ADOM grades or equivalent.

Programme Aim and Objectives

Aim:

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 survive, but to be the best they can possibly be in these challenging times.

Objectives:

Participants will be supported to:

- Reflect on their leadership experience during the pandemic
- Use their learning to understand the challenges and opportunities they currently face as clinical leaders
- Engage with each component of the ICARE model to enhance their personal and professional leadership skills and knowledge
- Use the networking and collaboration to learn from each other and share their experiences.

Programme Delivery

This programme is delivered virtually with facilitators guiding participants to engage in self-reflection and group discussions. Participants are provided with an I CARE workbook to support them on their leadership journey during the pandemic.

The programme is delivered to groups of:

- Staff Nurses and Staff Midwives
- CNM CMM 1 and 2 Grades or equivalent
- CNM CMM 3 & ADoN ADoM grades or equivalent

From September to November 2021 the NCLC team delivered the I CARE programme to 420 nurses and midwives.

Nursing and Midwifery Grade	Total
Staff Nurses and Staff Midwives	97
CNM CMM 1 and 2 Grades or equivalent	184
CNM CMM 3 & ADoN ADoM grades or equivalent	139

Participants Comments

'I cannot say enough about this course and really needed it in the current climate. I feel recharged and energized after undertaking it. Compassion is so needed now and knowing that you can be strong and compassionate and say no just lifted a massive weight from my shoulders. Thank you so much, you actually don't know how much this has helped me.'

'The model itself was really helpful in forming a framework for leadership skills and a great reference for the future.'

'Great to share experiences and learn from being aware of my own values and what's important to me. That will reflect in my work life.'

'Thank you for giving me the opportunity to pause and reflect. Thank you also for inspiring us to move forward.'

'I think every person in the HSE should do this course'

'I thoroughly enjoyed this programme and would recommend other nurses to apply for it. It was a great learning opportunity to attend this programme'

'I wish this programme is mandatory for everyone'

Plans for 2022

Given the excellent feedback the NCLC has received from the ICARE programme and the increasing demand for places, we will continue to deliver the programme in 2022. The team are currently developing an ICARE programme for Directors of Nursing and Directors of Midwifery grades and above. It is anticipated that this programme will be available in early summer 2022.

For further information please contact

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Initiatives and Developments 2021

NCLC Mentoring Implementation Programme

a) The ONMSD/CNO/NMBI National Mentoring Implementation programme for New Graduate Nurses and Midwives 2021

Programme Overview

In May 2021, the Office of Nursing and Midwifery Services Director (ONMSD), Chief Nurse's Office (CNO) and Nursing and Midwifery Board of Ireland (NMBI) proposed that the 2021 nursing and midwifery graduates should be offered mentoring as an additional support, in recognition of the impact of the pandemic during the final two years of their undergraduate programme. The NCLC were requested to lead on this national initiative on behalf of the ONMSD, CNO and NMBI.

Mentoring is a process outside of 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 nursing and midwifery services the opportunity to establish and maintain a structured mentoring process within their organization.

Programme Delivery

The NCLC Mentoring Implementation Programme has been offered nationally to all services who have new graduate nurses or midwives as part of their workforce. 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 2021 over 300 nurses and midwives volunteered to become mentors within their services.

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 (Version 3, 2020)* and *the NCLC guide - Mentorship for Nurses and Midwives - A Guide to Implementation (Version 2, 2020)* and NCLC educational material.

A number of services have engaged with mentoring implementation and have officially launched the initiative in recognition of the value they place on it. The NCLC will continue to

support services who wish to offer mentoring to their 2021 nursing and/or midwifery graduates as part of this ONMSD/CNO/NMBI initiative.

b) The NCLC National Mentoring Implementation programme

Programme Overview

The NCLC has been offering mentoring support since 2016. Further to the ONMSD/CNO/NMBI National Mentoring Implementation programme for the 2021 nursing and midwifery graduates, a number of services have sought support with introducing mentoring to all nursing and midwifery grades within their organisation. The NCLC offer the same implementation process as mentioned above. Many services who have offered the programme to their new graduates are extending the support out to staff who are in the first 5 years of their career, staff who are on adaptation programmes and staff who are new to their role. Other services are implementing it for all staff.

For further information please contact

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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 on 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 November 2021.

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 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](#)

Feedback on Webinars

'That was a most wonderful presentation and makes me proud to be working in the Irish Maternity services. Please pass my congratulations to all involved'

'I would like to congratulate the presenters for representing public health nursing and demonstrating excellent leadership and innovation'

'It is wonderful to see the leadership that has been provided at this time, at many levels within acute care services. It is particularly gratifying to listen and witness such leadership in a newly qualified nurse'

'I am really impressed with the panelists stories and the changes they implemented. The messages that stood out for me was the leadership role'

'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'

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ONMSD NCLC 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.

Unfortunately, the programme was deferred in 2020 and on two further occasions in January 2021 due to the 3rd wave of the pandemic and again in May 2021 arising from the HSE cyber-attack. Despite these interruptions the programme successfully concluded on the 24th June 2021.

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 delivery in line with public health guidance due to Covid 19, It was delivered over 6 half-days, between October 2020 and June 2021. 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 in meetings with the Nursing and Midwifery Board of Ireland (NMBI). Participants availed of opportunities to shadow senior nursing and midwifery leaders in their own organisations.

Participants were also provided with opportunities to develop as leaders by participating in national conferences and webinars e.g. CNO Annual conference 2020: Shaping the future through Policy, Leadership and Resilience, The Nursing and Midwifery Clinical Leadership during COVID 19: Sharing the Learning Webinar Series, Joint CNO and NCLC final programme day and the NCLC Future Leaders Programme

Participant Comments

“This was an excellent opportunity, and a really educational and challenging programme. The knowledge and experience shared by the facilitators and presenters was in-depth and extensive. I would encourage anyone I meet to apply for this course as it would really allow them to advance in their chosen career path”

“I would like to say I enjoyed the Programme immensely. It has influenced me to move forward in my own career and I'm grateful to have had the opportunity to be part of a great bunch of people”.

“Thanks so much for this amazing opportunity. It has changed how I work day to day and given me so much confidence”

“I overcame my fears and did things I never thought I could. Public speaking is an example!”

“Loved the mentoring as it was very personal and I was pushed personally and professionally which I needed. Thanks to all! Amazing programme”

“Thanks for putting together and delivering an incredible programme. I learned so much and participated in things I never would have even considered before and I have certainly really grown from this experience”.

Virtual Graduation

A joint NCLC and CNO virtual graduation for the 2020/2021 Nightingale Challenge participants took place in October 2021. Dr Geraldine Shaw, Office of the Nursing and Midwifery Services Director and Ms. Rachel Kenna Chief Nursing Officer were keynote speakers at the event. Both speakers acknowledged the significant leadership demonstrated by the participants during the pandemic. They expressed their gratitude to all the participants for their response to the pandemic and congratulated them on successfully completing their programme, during such a challenging time. Invitations was extended to participants to visit both the ONMSD and CNO in 2022.

Graduating participants representing the NCLC and CNO were afforded the opportunity to reflect on their experience of engaging in the Nightingale Challenge Programme. They highlighted how their leadership development from the programme supported them in their leadership roles and that their leadership knowledge and skills had been enhanced from all aspects of the programme.

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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.

From 2017 to 2021, 8 senior nursing leaders were supported by the NCLC to engage in the programme including

1. Ms Eileen Whelan, Chief Director of Nursing, Midwifery and Quality, Dublin Midlands Hospital Group (2019)
2. Ms Mary Brosnan, Director of Nursing and Midwifery, National Maternity Hospital, Holles Street, Dublin 2 (2019)
3. Mr Neil Dunne, Director of Public Health Nursing, Dublin South City (2020)
4. Ms Eileen Caruthers, Director of Nursing Regional Specialist Palliative Care Services, Louth, Meath, Cavan, Monaghan (2020)
5. Ms Patricia O Gorman, Operational Director of Nursing, Ennis Hospital (2020)
6. Ms Breda Fallon, Assistant Director of Nursing, University Hospital Limerick (2020)
7. Mr Paul Gallagher, Chief Director of Nursing and midwifery, Ireland East Hospital Group (2021)
8. Ms Una Tomany, Regional Director of Nursing, Disability Services CHO1 (2021)

Testimonial



Mr Paul Gallagher and Ms Una Tomany,
FNF Scholars 2021

'It was a privilege to have been chosen as the two Irish participants for The Florence Nightingale Senior Leaders Programme (UK and Ireland). The Covid-19 pandemic required the majority of our learning to be conducted online and whilst this provided many opportunities and challenges, the Florence Nightingale Foundation facilitated our journey of learning and development to the highest level possible.'

'In our senior roles we wanted to participate in a programme of education, working with other senior nursing and midwifery leaders. The scholarship provided this significant opportunity to us and fellow scholars and to further develop both personally and professionally. The NCLC has been instrumental in supporting us on this journey and sincere thanks to Marie Kilduff and the team for enabling this.'

Mr Paul Gallagher and Ms Una Tomany, 2021 FNF Scholars

Business Case Development and Project Management Workshops

Workshop Overview

Nurses and midwives are becoming increasingly involved in making and presenting business cases as part of their daily roles to support service development. This workshop was offered to Clinical Nurse and Midwife Managers 2 or equivalent and above and Health and Social Care Professions Managers. The workshop is of particular interest to staff involved with or leading on local or national quality improvement projects or change management initiatives.

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 Mr. Gearoid Hardy, Hardy and Associates in partnership with the NCLC. Interactive sessions, group discussions, case studies and participant's project experiences forms part of the workshop. A total of 91 participants completed this workshop in 2021.

Participants Comments

'This was the best study day I have attended in recent times. The presenter was excellent and pitched it for everyone'

'I learnt so much form this this course'

'I thoroughly enjoyed the course. Gearoid was engaging and informative'

'Excellent day wonderfully delivered. Great analogies used. I will find the TOOLS shared very helpful

'The whole day moved well, it was interesting with a good mix of content discussion and interaction with other course participants. Being able to access the course remotely worked very well'

'Excellent Facilitator, ability to answer questions, group work'

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- NCLC Programme Participants
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- Chief Directors of Nursing and Midwifery
- Directors of Nursing and their Teams
- Directors of Midwifery and their Teams
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