



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 2024



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 2024. The past year has brought much change to our health service with the establishment of the Regional Health Authorities and the ongoing development of an integrated health care system. As with any major reform, both opportunities and challenges have been presented and leaders were required to draw on their knowledge, skills and experience to manage this change effectively. New ways of working have and are being adopted to optimise the benefits of being cared for in an integrated health care system.

As we continue to engage in the implementation of Sláintecare, it is important to reflect on the significant commitment and dedication demonstrated by nurses and midwives over the past year. It has been our pleasure to support the leadership development of all grades of nurses and midwives and experience their commitment, care and compassion during our interaction with them on our programmes. Given the significant changes that the restructuring has brought, and will continue to bring in 2025, participants attending our programmes were supported to engage in the reform process to enable them to positively influence operational and strategic decisions for the benefit of service users and staff. Much emphasis was placed on the need for self care as leaders cannot support others if they do not have the reserve to mind themselves. It was evident from working with participants and from their evaluations that they experienced immense personal and professional leadership development from attending their chosen NCLC programme.

This 2024 NCLC End of Year report provides an overview of all NCLC activities, programmes and initiatives. I would like to thank Dr Geraldine Shaw, Office of the Nursing and Midwifery Service Director, ONMSD, NMPDU, CNME colleagues and NCLC governance group members for their support and commitment to the NCLC. Sincere gratitude to all NCLC programme participants for their engagement, enthusiasm and contribution. 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 NCLC team members Mags, Aoife, Claire and Niamh. Their dedication, motivation, expertise and experience is commendable both individually and collectively and the authentic leadership that they consistently demonstrate is greatly valued and appreciated. I would also like to acknowledge Niamh Mann who was our NCLC administrator until August 2024, for her hard work, commitment and significant contribution to the NCLC over the past 5 years. Much appreciation to Claire Fagan who left the NCLC team in December 2024, for her expertise, dedication and support as a leadership adviser over the past 2 years. Both Niamh and Claire will be missed.



I hope you enjoy reading our 2024 NCLC End of Year Report and I look forward to continuing to work with the NCLC team to support the leadership development of nurses and midwives of all grades, over the coming year.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'MA Kilduff', written over a horizontal line.

Marie Kilduff
NCLC Director



Contents

National Clinical Leadership Centre for Nursing and Midwifery Team	5
NCLC Clinical Leadership Programme Pathway	7
Clinical Leadership Programme for Staff Nurse and Staff Midwives.....	8
Clinical Leadership Programme for Clinical Nurse Managers/Clinical Midwife Managers 1& 2 and equivalent grades	9
Clinical Leadership Programme for CNM3/CMM3/ADON/ADOM/ADPHN/ANP/AMP equivalent grades.....	10
Leadership Programme for Directors of Nursing and Midwifery in the first two years of their role	11
Advanced Senior Leadership Programme for DoNs, DoMs, Chief DoNMs.....	12
I CARE Leadership Programme for all Nurses and Midwives	13
NCLC National Mentoring Implementation Programme.....	15
Mentoring Collaboration with University College Dublin and Mzumbie University Tanzania	16
National Facilitator Education Programme for Nurses and Midwives	17
NCLC and CNO Nursing and Midwifery Challenge Programme.....	19
Florence Nightingale Foundation Scholarship Programme	22
Clinical Leadership for Internationally Educated Nurses and Midwives.....	24
Engaging an Intergenerational Engaging an Intergernational Workforce.....	26
NCLC Presentations.....	27
NCLC Publications	28
Acknowledgements.....	29



National Clinical Leadership Centre for Nursing and Midwifery Team



Ms Marie Kilduff
Director



Ms Margaret Williams
Deputy Director



Dr Aoife Lane
Leadership Advisor



Ms Niamh Lavin
Leadership Advisor



Ms Claire Fagan
Leadership Advisor



Ms Niamh Mann
Administrator



National Clinical Leadership Centre For Nursing and Midwifery Programmes and Activities 2024



NCLC Clinical Leadership Programme Pathway

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



Figure 1: 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 support participants to actively engage in group work while sharing their learning and experiences. Participants are provided with programme materials and links to leadership resources to support their development.



Clinical Leadership Programme for Staff Nurse and Staff Midwives

Programme Overview

This two day clinical leadership foundation programme is offered as a virtual programme by the NCLC and is also delivered in collaborating Centres of Nursing and Midwifery Education (CMNEs) and Centres for Learning and Development (CLDs), 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 breakout rooms where group discussions support the development of participant leadership knowledge and skills. 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 delivered virtually in 2024 by the NCLC and face to face in several CNMEs and CLDs. Evaluations were excellent.

Participant Comments

"I now feel empowered to change daily habits, I feel confident to implement change in working habits and identify useful traits in colleagues"

"Great course. Can be used being a nurse in charge doing clinical decision every day. To be able to become an effective leader and a team player as well."

For further information please contact

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



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

Programme Overview

This three day Clinical Leadership Programme for Clinical Nurse Managers/Clinical Midwife Managers 1& 2 and equivalent grades has been developed and designed by the National Clinical Leadership Centre (NCLC) for Nursing and Midwifery and provides a leadership development opportunity for nurses and midwives who have responsibility for leading care delivery across all services. This programme is also delivered by collaborating Centres of Nursing and Midwifery Education (CMNE).

Programme Objectives

Participants will have the opportunity to:

- Learn self-care strategies for themselves and others
- Further develop their self-awareness and emotional intelligence
- Explore the concept of clinical leadership in practice
- Use clear direct communication as leaders
- Explore the management of conflict using respectful challenge
- Develop skills in leading cohesive and effective teams
- Develop their negotiation, influencing and political awareness skills.

Programme Delivery

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

Participant Comments

"I learned so much about myself as a leader and the areas I need to grow and develop."

"The course was a fantastic engaging experience."

"Very informative and enjoyable."

For further information please contact

Niamh Lavin, Leadership Advisor, Email: niamh.lavin@hse.ie



Clinical Leadership Programme for CNM3/CMM3/ADON/ADOM/ADPHN/ANP/AMPs or equivalent grades

Programme Overview

The Clinical Leadership Programme for CNM 3, CMM 3, ADON, ADOM, ADPHN, ANP and AMP or equivalent grades is delivered over four days; three virtual and one in-person. Learning approaches include interactive facilitation with guest presenters, large and small group discussions and self-directed learning.

Programme Objectives

Participants will have the opportunity to:

- Interact, network and learn from other senior leaders
- Enhance leadership capacity by developing personal awareness, confidence, authority and organisational awareness
- Reflect on leadership in contemporary healthcare organisations
- Explore opportunities and challenges of transitioning into senior leadership roles
- Build professional capacity to lead effective, cohesive teams
- Enhance capacity for building negotiation and conflict management skills
- Develop insight into, and understanding of the importance of self-care for oneself and others.

Programme Delivery

A blend of virtual and in-person delivery to facilitate both ease of access and in-person networking.

Participant Comments

“Exceeded my expectations. Great opportunity to network and listen to how others navigate leadership in their organisations”

“I found this so beneficial in my leadership development. Great speakers sharing their knowledge and experience. Comfortable, open environment.”

“Very interesting topics, small group of people who could communicate and support each other well. On-line platform effective and well organised”

For further information please contact

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



Leadership Programme for Directors of Nursing and Midwifery in the first two years of their role

Programme Overview

The aim of this leadership programme is to support participants to further develop their senior leadership skills and knowledge in the first 2 years of their role through the programme content and their application of learning to practice.

Programme Objectives

Participants will have the opportunity to:

- Explore the strategic leadership skills and knowledge required for the role
- Develop and maintain professional boundaries
- Understand how to build and sustain their senior nursing or midwifery team
- Develop executive presence, negotiation and influencing skills
- Network, collaborate and share knowledge with peers
- Learn self-care strategies for themselves and others.

Programme Delivery

This three day virtual programme was delivered in Q 1 and 2 2024 using a co-design methodology. The programme is delivered using a number of teaching and learning strategies including interactive facilitation and group discussion as well as sessions delivered by subject-matter experts. Day 3 of the programme is delivered face to face to enhance the development of networks and alliances.

Participant Comments

“The programme was very engaging and it was great to hear experiences from other sites.”

“The topics covered were very pertinent and delivered well. The networking opportunity was very helpful as was hearing the group’s experiences.”

“The programme was very welcome, a great opportunity to reflect and consider the transition to higher post.”

For further information please contact

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



Advanced Senior Leadership Programme for DONs, DOMs, Chief DONs & Chief DOMs

Background

Over the past few years, it has become evident that the leadership needs of Directors of Nursing and Midwifery who are in the first few years of their role differ to those who have been in post for longer. In light of this, the NCLC have developed 2 distinct leadership programmes, one for those in the first 2 years of their roles and an Advanced Senior Nursing and Midwifery Leadership programme for those who have been in post over 2 years. This 4 day programme was designed and developed by the NCLC in collaboration with Professor Lynda Holt and Professor Brian Dolan, Health Services 360, UK.

Programme Objectives

Participants will have the opportunity to:

- Reflect on their personal calibration, impact, and how they lead others
- Explore their leadership role in shaping culture, incorporate inclusion and embrace cross generational working
- Create senior leadership teams fit for the future
- Further understand how to use systems leadership to bring people together
- Explore how to enable people to be at their best across an integrated system
- Reflect on behaviours, enablers and blockers that impact organisations
- Engage in peer mentoring

Programme Delivery

This four day interactive programme was delivered from September to December 2024, using an interactive engaging style of facilitation. All participants were offered the opportunity to partake in 2 facilitated peer mentoring groups to enable them to mutually support one another while sharing experiences and learning in a safe space.

Participant Comments

“Heartfelt gratitude for this programme, it enabled me to gain deeper insights into advanced leadership and develop my mind set, skillset and habits.”

“This course has opened my eyes to new areas, challenges and opportunities in healthcare and I have a renewed sense of belonging to a wider network of leaders.”

“Empowering programme providing a valuable toolkit for myself and my team”

For further information please contact

Marie Kilduff, Director, Email: marie.kilduff@hse.ie

ICARE Leadership Programme for all Nurses and Midwives



Background The ICARE (Inclusion, Compassion, Attitude, Resilience and Engagement) programme was developed by Health Services 360 UK. This licenced programme has been reviewed and amended to match current needs and the updated programme was delivered in 2024.

Programme Aim

The aim of this one day virtual leadership programme is to support nurses and midwives of all grades to take time to pause and reflect on their leadership journey and to use this learning to help themselves and others to be the best they can possibly be in these challenging times.

Target Audience

All grades of nurses and midwives

Participants' Comments

"I really enjoyed this programme and feel it should be necessary for all staff to complete. Great content and very enthusiastic presentations. Good references and guidance in the chat box and slides."

"The example the instructors given for every aspect of the course was absolutely great"

"Supported the theme we all lead through our practice & relationships"

For further information please contact

Niamh Lavin, Leadership Advisor, Email: niamh.lavin@hse.ie



National Clinical Leadership Centre For Nursing and Midwifery Initiatives and Developments 2024



NCLC National Mentoring Implementation Programme

Programme Overview

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 organisation.

Programme Delivery

The NCLC Mentoring Implementation Programme is offered nationally to all HSE and Section 38 nursing and midwifery services. Nursing and Midwifery Directors who wish to implement the mentoring initiative, nominate a service Mentoring Lead. The NCLC Mentoring Lead links with the service Mentoring Lead to support the organisation with the implementation of a structured mentoring process. Uptake from services is optional and mentoring is voluntary. In 2024 164 Nurses and midwives trained to become mentors within their services and 24 services have implemented the NCLC mentoring initiative. Those who wish to become mentors attend a 2 hour online NCLC mentoring training programme. Services and mentors are provided with NCLC mentoring documentation including:



NCLC (2023) Mentoring: A Guide for Mentors and Mentees and

NCLC (2023) A Guiding Framework for Mentoring Implementation

NCLC (2023) Mentoring: A Guide for Mentors and Mentees and

NCLC (2023) A Guiding Framework for Mentoring Implementation

For further information please contact

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

NCLC Collaboration with University College Dublin and Mzumbie University Tanzania

The National Clinical Leadership Centre for Nursing and Midwifery (NCLC) were invited to deliver their mentoring programme to Health Care Professionals (HCPs) in Tanzania as part of a University College Dublin (UCD/Mzumbe University Tanzania Gendered Leadership Advancing Systems and Structures (GLASS) research project. The purpose of the research is to support the leadership development of female Health Care Professionals working in the Tanzanian Health Care System. As part of the research, female HCPs in Tanzania participate in a leadership programme during which they engage in a mentoring process to support their professional and personal development.

Marie Kilduff, NCLC Director and Mags Williams, NCLC Deputy Director travelled to Tanzania with members of the UCD research team on the 19th February 2024 and were met by members of the Tanzanian research team. They then visited two health care facilities where they met clinical leaders who showed them around each service and provided an informative overview of the Tanzanian health care system. On the 20th of February the GLASS Programme was officially opened by Dr Wilson M. Charles (Deputy Permanent Secretary). Over the following days, Marie and Mags delivered the NCLC mentor train the trainer programme to the mentor leads for the research programme. During their visit, they had the pleasure of meeting with the Tanzanian Chief Nursing Officer, Dr Ziadh Sellah which provided an opportunity for the mutual sharing of knowledge and experiences of nursing and midwifery in Ireland and Tanzania. Since this visit, mentoring leads have successfully implemented mentoring into the services engaged in this research project and all participants are engaging in a mentoring process. This research is in its final year and the NCLC team continue to contribute as members of the GLASS advisory committee.



Meeting with the Health Faculty Management team at Majengo Health Centre, Moshi.



National Facilitator Education Programme for Nurses and Midwives

Programme Overview

This two day National Facilitator Education Programme is offered as a virtual programme by the NCLC in collaboration with two Centres of Nursing and Midwifery Education (CNMEs); The Regional Centre of Nursing and Midwifery Education, South East and the Centre of Nursing and Midwifery Education, Galway. The programme is also delivered, virtually and/or in-person, in collaborating CNMEs, Centres for Learning and Development 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 for 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 have the opportunity to:

- Define facilitation and describe the key skills necessary to be an effective facilitator
- Utilise multiple educational resources
- Critically discuss complementary learning activities
- Demonstrate the application of IT skills to support facilitation
- Identify target audiences and their educational needs
- Develop 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

Two programmes were delivered by the NCLC virtually in 2024. An additional 12 Programmes were delivered by participating Centres of Nursing and/or Midwifery Education, Centres for Learning and Development and the National Quality and Patient Safety Directorate.



Participants' Comments

'It is very beneficial for specialists/preceptors equally in clinical practice situations'

'It was an excellent course. I learned so much that I can apply to my practice'

'Evaluation of learning provided was very informative and something I will definitely be doing in the future'

For further information please contact

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

NCLC and CNO Nursing and Midwifery Challenge Programme

Programme Overview

The Nursing and Midwifery Challenge Programme (as part of the Nursing Now Challenge Programme) is delivered collaboratively between the Office of the Nursing and Midwifery Services Director (ONMSD) and the Chief Nursing Office (CNO). It aims to support and optimise the leadership and development needs of 20 nurses and midwives who are in the early stages of their career, through the delivery of core leadership topics, mentoring, networking and shadowing opportunities.

Programme Objectives

Participants 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.



Nursing and Midwifery Challenge programme participants are their graduation with members of the CNO and NCLC team.



Programme Delivery

The programme was delivered using a blended learning approach over seven sessions (four half-days online and three full face to face sessions) between April and November 2024. All participants were provided with the opportunity to seek the support of a mentor. A networking opportunity was provided to engage with senior leaders from participants' specific disciplines of nursing or midwifery. Participants also visited the Office of Nursing and Midwifery Service Director (ONMSD) Chief Nursing Office (CNO) and the Nursing and Midwifery Board of Ireland (NMBI) where they met the respective team members.

Participant Line Manager Comments

'This program has been very beneficial to the team member that completed it. I can see an increase in their confidence and self-esteem. It has resulted in them having increased skills and knowledge around problem solving and critical thinking. I also believe it has given them a deeper insight into different aspects of nursing leadership and sparked a passion for innovation moving forward in their nursing career.'

Participant Comments

'Completing the Nursing and Midwifery Challenge programme with the NCLC has significantly enhanced my leadership skills, improved my communication abilities, and boosted my confidence. I now feel better equipped to make decisions that strengthen team dynamics and improve patient care. The practical insights and professional connections I gained have been invaluable to my development and will only further benefit myself and the team I work in.'

Challenge Programme Participant

Testimonial

**Mr Patrick Fulfilled, Staff Nurse, Emergency Department,
St Vincent's Hospital, Dublin**



'The National Clinical Leadership Centre and Chief Nursing Office leadership programme for early career Nurses and Midwives offers opportunities for learning, knowledge exchange, networking, career guidance and practical solutions to real-world challenges. Participating in the programme has transformed my understanding of leadership and its core principles. Through this experience, I have gained self-awareness, honed my communication skills, developed an authentic leadership style, and achieved better outcomes for my patients.

The programme nurtured, crafted and shaped the leaders of tomorrow by well equipping them for tomorrow's challenges such as climate change, sustainability, work life balance.

The NCLC Director and programme leads were supportive, professional, well prepared, facilitated great conversation, participants were not being talked at, but encourage great contribution from the participants. We all came from different healthcare settings, nursing divisions and midwifery and across Ireland. The conversation was very rich and allow for networking, with the cohort of participants learning from the nursing and midwifery leadership who are experts in their fields.

The leadership development support I received has significantly enhanced my practice and positively impacted my colleagues and patients. This improvement is the result of education provided by experts in the field, gained through visits to NMBI, the Office of the Chief Nursing Officer, ONMSD, and various esteemed facilitations both domestically and internationally. I came away with confidence that I am adequately prepared for leadership role in my practice'.

For further information please contact:

Marie Kilduff, NCLC Director, Email: marie.kilduff@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 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 nursing and midwifery 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.

In 2024, the NCLC sponsored 2 Nursing and Midwifery Clinical Information Officers (NCIOs) to undertake the Digital Leadership Scholarship. These 2 NCIOs will be the first Irish nurses to undertake the FNF Digital Leadership Scholarship. Given the advancements in digital health, it is imperative that nurses and midwives develop knowledge and skills in this area.



The NCLC FNF digital scholars will guide the NCLC as they incorporate digital leadership into their programmes and initiatives.

FNF Scholar Testimonial

Ms Deirdre Feehily, NMIO, South West, HSE



“In 2024, I had the opportunity to participate in a Digital Leadership FNF Global Scholarship. I undertook the programme to further develop my leadership skills and build networks with Global Nurses in the digital space at a time when the healthcare digital transformation agenda is progressing its journey in Ireland.

As part of the programme, I had the opportunity to meet with other global nurse leaders from the United States, Australia, Ghana, India, Philippines, Nigeria, Singapore and the United Kingdom. My leadership skills and executive presence skills were further developed through work with RADA and King's Fund. My attendance at the Digital Health Leadership Academy provided by CHIME International grew my digital health leadership skills in practical ways. A highlight of the programme was the opportunity to visit Rady Children's Hospital in San Diego where future vision and valuable insights into digital healthcare were observed.

I look forward to sharing these skills, insights and networks with fellow nursing colleagues in the digital field and further informing the digital transformation healthcare journey”

For further information please contact

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

Clinical Leadership for Internationally Educated Nurses and Midwives

Background to Programme Development:

One of the main findings of the NCLC scoping review in late 2022 was the need to develop a leadership programme for internationally educated nurses and midwives while also incorporating cultural diversity, equity and inclusion (DEI) into all NCLC leadership programmes. This would support both internationally educated and host nurses and midwives to understand their personal and professional differences and explore how both groups can work together to support and learn from each other for their benefit and the benefit of service-users. The programme was developed in collaboration with Professor Laura Serrant, DEI subject matter expert, and members of an advisory group. It was officially launched in April 2024.



Members of the Advisory Committee (Left to Right): Ms Anyim Chinemerem, Staff Midwife; Ms Dorcas Mafuva, CNS Rheumatology; Ms Niamh Lavin, NCLC Leadership Advisor; Ms Marie Kilduff, NCLC Director, Professor Laura Serrant, DEI Subject Matter Expert; Ms Anne Mc Carthy, Researcher NMPDU West and Dr Aoife Lane, NCLC Leadership Advisor.



Aim of the Programme:

The aim of this programme is to use an evidence-based, participatory and pragmatically focused approach to support the leadership development of internationally educated nurses and midwives who have recently moved to Ireland.

Programme Overview

The programme is designed to give participants time to reflect on their previous professional experiences and determine how to apply this learning to their future leadership practice in Ireland.

Learning Objectives:

Participants will have the opportunity to:

- Explore their own personal and professional experiences as an internationally educated nurse or midwife
- Reflect on similarities and differences between their own culture and Irish culture
- Explore leadership qualities and identify their own strengths and areas of development
- Reflect on similarities and differences in relation to leadership from their country and Ireland
- Receive guidance on how to further develop their leadership skills in Ireland
- Clarify what would help them to be their best self
- Develop knowledge on supports that are available in Ireland.

Participants' Comments

“Really appreciate to conduct this leadership course for two days, for international nurses. Through two days, got a lot of information how to upgrade nursing career...”

“Well, all I wanted to say is this 2 day programme was really fantastic and very supportive and give us great opportunity to talk about our experiences and thoughts that was really appreciable.”

For further information please contact

Niamh Lavin, Leadership Advisor, Email: niamh.lavin@hse.ie

Engaging an Intergenerational Workforce Webinar Series

The National Clinical Leadership Centre were delighted to host this webinar series in 2024 which was presented by Dr Mary Collins, Chartered Psychologist, Author and Executive Coach during which participants had the opportunity to:



- Understand what a workplace generational cohort is
- Explore the challenges and opportunities of different generations in our workforce
- Understand the 4 key generations in the workforce (Baby boomers, Gen X, Gen Y, Gen Z)
- Learn practical strategies to leverage the strengths of an intergenerational workforce in the HSE

The workshops ran from January to April 2024 and the feedback from participants demonstrated that the content and delivery was really beneficial, informative and interesting.

Webinar Topic	Date
Multigenerational Workplace – Introduction Webinar	January 26 2024: 12.00 – 13.00
Gen Y & Gen Z – Deep Dive into the Younger Generations	February 23 2024: 12.00 – 13.00
Gen X & Baby boomers – Deep Dive into the Older Generations	March 22 2024: 12.00 – 13.00
Leveraging the Strengths of the Multigenerational Workplace for Nurses & Midwives in Ireland	April 26 2024: 12.00 – 13.00



NCLC Presentations

Leadership presentation:

- On the Induction Programme for Internationally educated Nurses working in Residential Care Facilities
- On the Person in Charge Programme in Disability Services; Centre of Nursing and Midwifery Education Donegal
- To Advanced Practice Candidates and MSc Education Scholars; University of Galway
- To CNM CMM 1 & 2 managers in the Centre of Nursing and Midwifery Sligo
- On the RCSI Ukrainian Nurse Leaders Programme
- To members of the American Organisation for Nurse Leaders (AONL) meeting, RCSI
- On the Clinical Leadership Development Workshop; Naas General Hospital
- On the Children's Health Ireland, Chief Director Of Nursing's Junior Leadership Fellow's Programme
- On the Mastery for ANPs working with Chronic Diseases
- To Rheumatology Advance Nurse Practitioners Leadership Workshops
- Focussing on mentorship to Children's Medicine Consultants; Children's Health Ireland
- On the Bespoke Clinical Leadership and Management Development Programme for CNM/CMM 1&2 Grades; Centre of Nursing and Midwifery Education Limerick
- On the Bespoke Clinical Leadership and Management Programme for CNM3s/CMM3s/ADONs/ADOMs/ADPHNs Centre of Nursing and Midwifery Education Mid-West
- On the Return to Practice Nursing Programme
- On the MSc Nursing Programme, University of Limerick
- During a facilitated workshop on the Future Direction of Nursing in Children's Disability Network Team (CDNT) for the National Group of Nurses on CDNT's
- To Internationally Educated Nurses working in Long Term Residential Care Services
- For a webinar for Advanced Practice Webinar Series
- For a Mental Health Services Workshop: Clinical Leadership in Specialist Practice
- For the key note presentation at Cork University Hospital Annual Nursing Conference.



NCLC Publications

- Doody, O., O'Halloran, M., Carey, E., Kilduff, M., A, Gilmartin and R, Ryan (2024) Leadership in intellectual disability practice: design, development, and evaluation of a programme to support practice. BMC Health Service Research 24 (674)
- Giltenane, M., Murphy, L., McNamara, C, Chatzi, A., Nowell, L. and Doody, O. (2024). Evaluation of the experiences of the Mentors and Mentees engaging in a National Mentoring Programme, Limerick: University of Limerick, National Clinical Leadership Centre for Nursing and Midwifery
- Ryan, R., Doody, O., Carey, E., Gilmartin, A. and Kilduff, M. (2024) Exploring practice leadership in intellectual disability services, a concept analysis, Learning Disability Practice. Doi:10.7748/ldp.2024.e2252



Acknowledgements

The National Clinical Leadership Centre for Nursing and Midwifery (NCLC) would like to acknowledge the following for their contribution and support:

- Dr Geraldine Shaw, Office of the Nursing and Midwifery Service Director and the ONMSD team
- NCLC Programme Governance Group members
- Speakers and facilitators who support NCLC programmes and events
- ONMSD Mentors and Action Learning Set Facilitators
- NCLC Programme Participants
- Area Directors, Directors and Teams, Nursing and Midwifery Planning and Development Units
- Directors and Teams, Centres for Nursing and Midwifery Education
- Directors and Teams, Centres for Learning and Development
- Chief Nursing Officer and Team, Department of Health
- Chief Directors of Nursing and Midwifery
- Directors of Nursing and their Teams
- Directors of Midwifery and their Teams
- National Quality and Patient Safety Directorate, HSE
- Director and Team, National Health and Social Care Office, HSE
- National Lead and team, Diversity, Equality and Inclusion Office, HSE
- The Chief Executive Officer and Team at the Florence Nightingale Foundation, UK
- Professor Lynda Holt and Professor Brian Dolan, Health Services 360, UK

- Department of Nursing and Midwifery Team, University of Limerick, Limerick
- Department of Positive Psychology team, RCSI
- Maynooth University, Maynooth, Co Kildare



Ionad Ceannaireachta Cliniciúil Náisiúnta
um Altranais agus Cnáimhseachais

National Clinical Leadership Centre
for Nursing and Midwifery



National Clinical Leadership Centre for Nursing and Midwifery

Email: nmleadership@hse.ie

Web: HSE.ie/ONMSD (search for NCLC)

ONMSD hub on www.hseland.ie

Follow us on Twitter [@NCLChse](https://twitter.com/NCLChse)