



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**



### **Roadmap**

### **2023 to 2025**

## Foreword



The National Clinical Leadership Centre for Nursing and Midwifery (NCLC) team and I are delighted to present the NCLC Roadmap July 2023 to June 2025. Whilst this roadmap will guide and direct the work of the NCLC for the next 2 years, it is a working document and will be adapted if required to meet the emerging leadership needs of nurses and midwives during this time.

In preparing this roadmap, it has been our priority that the leadership development opportunities offered by the NCLC are in line with the ongoing health care reform process, national and international evidence based leadership development and that they will meet the needs of all grades of nurses and midwives. In order to achieve this, the NCLC team have undertaken an extensive literature review, an exploration of relevant national and international reports, consulted with key stakeholders and leadership experts from Ireland and abroad while also seeking feedback from all grades of nurses and midwives nationally. In addition to our own leadership expertise and experience, the information acquired from our in depth scoping review has provided rich data and evidence to inform the direction of the NCLC for the next 2 years.

During the review, it was reassuring that existing NCLC programmes, workshops and activities are meeting many of the identified recommendations. The review also provided a wonderful opportunity to identify new areas that will greatly enhance the work of the NCLC while enabling the team expand and enrich leadership development opportunities that will be offered going forward.

I would like to take this opportunity to thank the NCLC team members for their dedication, expertise and sincere commitment to ensuring that the work of the NCLC makes a positive difference to the professional lives of nursing and midwifery leaders. I wish to extend my gratitude to Dr Geraldine Shaw, ONMSD Director, the ONMSD Leadership team, NMPDU and CNME colleagues for your continuous support. Thank you to the NCLC governance group members for your ongoing expertise, experience and guidance. While there are too many people to name, much appreciation to the CNO, NMBI, facilitators and key national and international stakeholders for your collaboration and contribution to the work of the NCLC.

The NCLC team and I look forward to delivering the leadership development programmes, workshops and initiatives identified in our roadmap. We hope the learning opportunities that emerge from our work will support the ongoing contribution from nurses and midwives of all grades to service users, their teams, their organisations and the Irish health service.

*MA Kilduff*

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**Marie Kilduff**

**NCLC Director**

## Overview of the NCLC

The National Clinical Leadership Centre for Nursing and Midwifery provides leadership development opportunities to all grades of nurses and midwives on behalf of the Office of the Nursing and Midwifery Services Director (ONMSD), in collaboration with a range of partners.

## Our Vision

Our vision is to inspire innovative leadership through our competency framework, programme pathway, development initiatives and workshops.

## Our Values

The Values for Nursing and Midwifery in Ireland (DoH 2016) guide the National Clinical Leadership Centre for Nursing and Midwifery in all its activities and interactions. The NCLC will demonstrate:

### Compassion

We show respect, kindness, consideration and empathy in our communication and interactions with people

- ❖ We respect cultural sensitivity and diversity
- ❖ We provide services in which people can have trust and confidence and demonstrate professionalism at all times

### Care

- ❖ We are courteous, trustworthy and open in our communication with people and recognise their equal worth.
- ❖ We listen to the views and opinions of service users and staff and consider them in how we plan and deliver our services
- ❖ We use an evidence-based approach in the design and delivery of programmes and initiatives

## Commitment

- ❖ We foster learning, innovation and creativity
- ❖ We support and encourage our participants to achieve their full potential
- ❖ We foster supportive environments where staff build resilience, embrace change and commit to lifelong learning
- ❖ We show honesty, integrity, consistency and accountability for our decisions and actions

## Our Objectives are to:

- ❖ Support nurses, midwives and health and social care professionals to use the Clinical Leadership Competency Framework (CLCF) on [www.hseland.ie](http://www.hseland.ie) for their leadership development.
- ❖ Deliver NCLC clinical leadership programmes for all grades of nurses and midwives, which collectively provide them with a progressive clinical leadership pathway
- ❖ Deliver clinical leadership initiatives for all grades of nurses and midwives
- ❖ Support the individual and collective development of senior nurse and midwife leaders

## What we offer?

The NCLC offers virtual, blended and face to face modes of programme delivery to meet the leadership needs of nurses and midwives

## For the Individual

We offer a range of programmes and events for all nurses and midwives to develop their clinical leadership capability and/or further their career, including our:

- ❖ Clinical Leadership Competency Framework (CLCF) (available on [www.hseland.ie](http://www.hseland.ie))

- ❖ ICARE programme for all grades up to and including ADoNs and ADoMs
- ❖ Clinical Leadership Programme for Staff Nurses and Midwives (2 day virtual programme)
- ❖ Nursing and Midwifery Challenge Programme (as part of the Nursing Now Challenge Programme initiative) for staff nurses and staff midwives delivered in collaboration with the Chief Nursing Office (CNO) Department of Health (DoH) - 7 half days blended learning programme
- ❖ Clinical Leadership Programme for Clinical Nurse Managers and Clinical Midwife Managers 1 & 2 - 3 day virtual programme
- ❖ Clinical Leadership Programme for CNM CMM 3s, ADoNs and ADoMs – 4 day blended learning programme
- ❖ Director of Nursing and Midwifery Leadership Programme for those in the first 2 years of their roles – 2 day virtual programme
- ❖ Senior Director of Nursing and Midwifery Leadership Programmes for DoNs, DoMs, Chief DoNs & Chief DoMs – 4 day blended learning programme
- ❖ Workshops – Team Building Workshop for Managers

### **For the Organisation**

Every organisation is different, each with distinctive challenges and opportunities in developing the nursing and midwifery workforce. We can offer organisations the following:

- ❖ Bespoke leadership programmes (following in - depth consultation with the service to ensure that existing NCLC programmes would not meet their needs)
- ❖ Mentoring implementation support.

### **NCLC Scoping Review**

#### **Background**

From a strategic perspective, the Health Service in Ireland is in the midst of major reform with the implementation of Sláintecare and the move towards establishing the Health Regions. From a nursing and midwifery perspective, both professions are key to influencing this change process and while there are many challenges, there are immense leadership opportunities for all grades of nursing and midwifery. As we learn to live with managing COVID-19 in our society, we do need to consider the impact of

the pandemic in addition to the opportunities and challenges it presented, from a leadership perspective. It is evident from working with participants on leadership programmes and engaging with key stakeholders from services that the leadership needs of staff have changed significantly over the past 3 years. While the NCLC team have expertise in leadership development, it is imperative that we are informed by national policy, collaboration with experts in the field of leadership nationally and internationally, leadership research and by seeking feedback from all grades of nursing and midwifery. Therefore, the NCLC carried out a scoping review to plan our direction over the next 2 years.

### **Aim**

The aim of this review was to acquire information to inform the NCLC of the direction required to support the leadership needs of nurses and midwives over the next 2 years.

### **Plan**

This scoping review included:

1. A literature review on leadership in healthcare (being developed for publication)
2. Review of key documents (see Appendix 1)
3. Using the feedback from all grades of nurses and midwives who completed anonymous surveys on their leadership needs
4. Consultation with leadership experts nationally and internationally

### **Timelines**

The NCLC carried out this scoping review from January 2023 to June 2023.

### **Summary of Findings:**

This comprehensive scoping review provided an excellent opportunity for the NCLC team to gain an in-depth insight into contemporary nursing and midwifery leadership from a national and global perspective. The review was undertaken in consideration of the current health care reform process in Ireland which led to a focus on leading effectively in integrated care settings. The review provided reassuring evidence that the current NCLC offerings are aligned to many of evidence based recommendations in the literature and the recommendations of national and international reports. Feedback from nurses and midwives was extremely positive in relation to existing NCLC programmes, workshops and initiatives meeting their leadership needs. The review highlighted leadership development requirements that the NCLC are not currently offering but in light of the findings, have included into the NCLC plan for the next 2 years.

The main themes that emerged from the scoping review are:

### **Leadership in 2023:**

Over the past few years, the NCLC team has recognised that the leadership needs of nurses and midwives have changed due to influencing factors such as an over-stretched health system, a multicultural population, digital technology the implementation of an integrated health service, to name but a few. These factors were compounded by the impact of the pandemic which effected the physical, psychological, social, financial and/or emotional wellbeing of the global population.

Prior to the pandemic, it was evident that leadership was moving from an individual approach to a more collective and inclusive style which was grounded in improved well-being for staff and better service-user outcomes. During the pandemic, there was much evidence of collective leadership in the way professionals came together to manage the evolving crisis, using shared knowledge and expertise while supporting each other throughout. Compassionate leadership came to the fore as a style that supports staff to be their best selves which ultimately leads to better safer healthcare. West (2021) presents compelling evidence in his book on compassionate leadership which provides robust evidence of the positive impact it can have in all areas of healthcare. West (2021) uses case studies from clinical sites in the UK to demonstrate the effectiveness of compassionate leadership both before and during the pandemic. In light of the evidence presented in the review and from our own experience of the positive impact of compassionate leadership, the NCLC is committed to developing a compassionate leadership programme for nurses and midwives.

### **Compassionate Leadership:**

Whilst the NCLC has incorporated compassionate leadership into all our programmes, our recent collaboration with Health Education and Improvement Wales (HEIW) has provided an opportunity for the NCLC to include their compassionate leadership programme (to be adapted to the Irish context). The NCLC team are collaborating with colleagues from the HEIW and Professor Michael West to progress the latter.

### **Diversity, Equity and Inclusion (DEI):**

It is imperative that DEI is included as a key area to be addressed in all healthcare services. Key areas that have been highlighted are gender, neurodiversity, culture and generations. Consultation with the national lead for DEI in the HSE has commenced and a plan is in place to host a podcast or webinar series over the coming months.

In relation to cultural diversity, over 35% of nurses and midwives who are practising in Ireland have migrated from other countries (NMBI 2022). It is evident from liaising with both migrant and host nurses and midwives that there is a need to support both cohorts to understand and respect their differences. In doing so, they will have the opportunity to mutually support each other as colleagues for the benefit of themselves and the service users they care for. The NCLC has recognised this requirement and is currently



developing a leadership programme for migrant nurses and midwives who have been working in Ireland for over 12 months. A working group has been established with members of the NCLC team who have been joined by nursing and midwifery cultural advisors. The work of the group is being overseen by Professor Laura Serrant, Leadership Development and Inclusive Practice subject specialist. It is anticipated that this programme will be tested in autumn 2023. DEI will be included on all relevant leadership programmes to support host and migrant nurses and midwives.

In relation to generational diversity, there are currently 5 generations working together in our health service. Each generation brings different perspectives, expectations and beliefs which can result in positive outcomes e.g. mentoring and reverse mentoring opportunities. It is important that nurses and midwives from different generations are supported to understand the perspectives of other generations and to use this awareness to accept the differences while seeking opportunities to learn from and complement each other for the benefit of all. The NCLC plan to host Intergenerational workshops in the coming months.

### **Leadership development for Clinical Nurse Specialists (CNS) and Clinical Midwife Specialists (CMS) and Advanced Nurse Practitioners (ANPs) and Advanced Midwife Practitioners (AMPs):**

The feedback from the CNS and CMSs attending the leadership programme for NCLC CNM CMM 1 and 2 grades and equivalent has consistently demonstrated that their leadership needs are being met. Therefore, the NCLC will continue to support these specialist nurses and midwives to attend this programme. The ONMSD has developed a national standardised professional development programme for CNS and CMSs and the NCLC will be delivering a leadership webinar as part of this series. This will provide an overview of leadership and participants will be encouraged to attend the NCLC programme for their grade for further leadership development.

In the past few years, the NCLC have had an increasing number of requests to present to a number of ANP AMP groups nationally. From collaborating with group members, it is evident that ANPs and AMPs require leadership support that is slightly different to what is included in the NCLC leadership programme for CNM CMM 3s and ADoN ADoM grades and equivalent. In light of this, the NCLC have collaborated with the ONMSD ANP AMP National Lead and will carry out a scoping exercise in autumn 2023 with a cohort of ANPs and AMPs to identify their specific leadership needs. The feedback will be used to clarify if a specific leadership programme should be developed for this group and if so to inform the content of the programme.

### **Director of Nursing and Director of Midwifery Leadership Programmes:**

In 2020, the NCLC developed the first NCLC Director of Nursing (DoN) and Director of Midwifery (DoM) leadership programme and it was delivered annually until 2022. During this time, it was becoming evident that there were an increasing number of DoNs and DoMs attending the programme who were in the first 2 years of their roles. Their leadership development needs were different to the more senior DoNs and DoMs that were attending the programme. In light of this, feedback was sought from participants on the programme which confirmed the latter. The NCLC have therefore decided to offer 2 programmes for DoNs and DoMs, one for those in post for less than 2 years and one for more senior leaders who are in post over 2 years. The 2 programmes are currently being developed and will be delivered in autumn 2023.

### **NCLC Roadmap for July 2023 to June 2025:**

Further to the findings of the NCLC scoping review, a plan has been developed to include leadership development in the new areas that have been identified. Table 1 presents an overview of the NCLC programmes, workshops and activities that will be offered to nurses and midwives. It is important to highlight that the NCLC roadmap is a working document that will be amended should other priority leadership requirements emerge over the next 2 years.

**Table 1: Plan for NCLC Activity July 2023 to June 2025**

<b>Activity</b>	<b>Action</b>	<b>Number of per year</b>	<b>NCLC Lead</b>	<b>NCLC Co Lead</b>
<b>Clinical Leadership Competency Framework (HSELand)</b>	Collaborate with Health and Social Care Professions (HSCP) to update the CLCF resource section	N/A	Ms Niamh Lavin	Ms Claire Fagan
<b>2 day Leadership Programme for staff nurses and staff midwives</b>	NCLC will deliver this programme virtually  A number of CNMEs are delivering this programme locally under the governance of the NCLC	4 per year	Ms Claire Fagan	Dr Aoife Lane
<b>3 day Leadership Programme for CNM &amp; CMM and 2s or equivalent grades</b>	The NCLC will deliver this programme virtually	3 per year	Ms Niamh Lavin	Ms Claire Fagan

	A number of CNMEs will deliver this programme locally under the governance of the NCLC			
<b>4 day programme for CNM CMM 3s, ADoNs and ADoMs</b>	Programme is delivered using a blended approach of face to face and online delivery	2 programmes per year	Dr Aoife Lane	Ms Niamh Lavin
<b>2 day leadership programme for DoNs and DoMs in the first 2 years of their role</b>	This programme will be tested in Autumn 2023 using an online mode of delivery	2 per year	Ms Margaret Williams	Ms Marie Kilduff
<b>4 day leadership programme for DoNs and DoMs who have been in post for over 2 years</b>	This programme will be delivered using a blended approach of face to face and online delivery	1 per year	Ms Marie Kilduff	Ms Margaret Williams
<b>ANP AMP leadership development programme</b>	The NCLC will collaborate with the ONMSD National ANP AMP lead to host a	N/A	Dr Aoife Lane	TBC

	<p>consultation event with the aim of identifying the specific leadership needs of ANPs and AMPs. The feedback will clarify if a bespoke leadership programme is required for ANPs and AMPs and if so it will inform the content</p>			
<p><b>Nursing and Midwifery Challenge Programme (as part of the Nursing Now Challenge Programme initiative)</b></p>	<p>This NCLC CNO programme is delivered to 20 nurses and midwives in the first 10 years of their career</p>	<p>1 programme per year</p>	<p>Ms Claire Fagan</p>	<p>Ms Marie Kilduff</p>

<p><b>ICARE Programme for all grades of nursing and midwifery up to and including ADoN ADoM grades and equivalent</b></p>	<p>The NCLC will continue to deliver this programme until August 2024 when the license is due to expire. At that stage, the feedback from the programme evaluations and the numbers attending the programme will determine if the licence is renewed</p>	<p>TBC depending on demand for the programme for each grade of nursing and midwifery</p>	<p>Dr Aoife Lane</p>	<p>Dr Aoife Lane SN SM ICARE programme  Ms Claire Fagan CNM CMM 1 and 2 ICARE programme  Ms Niamh Lavin CNM CMM 3 ADoN ADoM ICARE programme</p>
<p><b>National NCLC Mentoring Programme</b></p>	<p>The NCLC supports services to implement mentoring into their organization by supporting them to establish the intervention, providing mentoring documentation,</p>	<p>N/A</p>	<p>Ms Margaret Williams</p>	<p>Dr Aoife Lane  Ms Claire Fagan</p>

	<p>delivering the mentoring training programme to all mentors and supporting the mentoring leads from each site through scheduled lead meetings and being responsive to their mentoring queries</p>			
<p><b>National Facilitation Education Programme</b></p>	<p>This programme was developed in collaboration with CNME Colleagues from Waterford and Galway. It is being delivered locally in those CNMEs and Nationally by the NCLC team</p>	<p>3 per year</p>	<p>Dr Aoife Lane</p>	
<p><b>2 day Direct Communication and Respectful Challenge Programme</b></p>	<p>This programme is delivered to senior leaders from individual services</p>	<p>4 per year</p>	<p>Ms Margaret Williams</p>	<p>Ms Marie Kilduff</p>

<p><b>Leadership Programme for Migrant Nurses and Midwives plus a Train the Trainers Programme for Facilitators</b></p>	<p>These programmes are being developed under the guidance of Professor Laura Serrant, Leadership development and Inclusive Practice subject specialist. A working group has been established with members of the NCLC team and nursing and midwifery cultural advisors</p> <p>A test programme will be delivered to a number of nurses and midwives who have migrated to Ireland and a test train the trainers programme will be delivered to</p>	<p>TBC</p>	<p>Ms Marie Kilduff</p>	<p>Dr Aoife Lane</p> <p>Ms Niamh Lavin</p>
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	facilitators from the Saolta hospital group			
<b>Leadership Diversity, Equity and Inclusion podcasts or webinars</b>	The NCLC plan to host a number of podcasts or webinars on Leadership and DIE. Gender, Culture, LGTB will be included	TBC	Ms Marie Kilduff	Ms Claire Fagan  Ms Margaret Williams
<b>Team Building Workshops</b>	The NCLC offer Team Building Workshops for Managers up to and including ADoNs and ADoMs	TBC	Ms Margaret Williams	
<b>Intergenerational Workshops</b>	The NCLC will commission an expert in the area of leadership and intergenerational working to develop and deliver workshops on this topic	TBC	Ms Marie Kilduff	

<b>Florence Nightingale Scholarship Programme</b>	The NCLC will continue to sponsor DoNs and DoMs (4 per year) to undertake this programme	1 programme per year	Ms Marie Kilduff	
<b>Compassionate Leadership Programme</b>	The NCLC are collaborating with the lead for the Compassionate Leadership programme in Health Education and Improvement Wales to develop the programme and introduce it to Wales and Southern Ireland. The benefit is that both countries will share their experiences of delivering the programme and will support each	TBC	Ms Marie Kilduff	Ms Margaret Williams

	other in its national implementation			
<b>Support for the implementation of the CNO Expert Review Board (ERB) report recommendations (2022) IAG 4</b>	The NCLC team are supporting the Leadership and Governance IAG 4 group to implement recommendation 39, 40 and 41 of the ERB	N/A	Ms Marie Kilduff	Dr Aoife Lane
<b>Collaborate with the CNO to develop and deliver a leadership and professional development programme for CNMs CMMs CNSs and CMSs from Malta</b>	The Maltese government have requested that Ireland to support the leadership development of 100 CNMs CMMs CNSs and CMS over the course of 3 years. The CNO is collaborating with the NCLC to support this request	N/A	Ms Marie Kilduff	TBC
<b>Leadership School for DoNs and DoMs</b>	The NCLC will host a 2 day residential	1 every 2 years	The NCLC Team	The NCLC Team

	leadership school			
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## Appendix 1

### Documents included in the review:

Business Case for the Implementation of Regional Health Areas (RHAs) 2022

CNO Report of the Expert Review Body 2022

HSE Corporate Plan 2021 to 2024

HSE National Service Plan 2023

HSE ONMSD Strategic Plan 2023 to 2025

HSE People Strategy 2019 to 2024

ICN Sustain and Retain in 2022 and Beyond

Sláintecare Implementation Strategy & Action Plan 2021 — 2023

WHO Global Strategic Directions for Nursing and Midwifery 2021–2025

WHO State of the World's Midwifery Report 2021

WHO State of the World's Nursing Report 2022

### Key Themes from Document Review

Theme	Topic	NCLC Actions
Accountability, Authority, Roles and Responsibility		Incorporated into all NCLC Programmes  NMBI present on these areas on NCLC Programmes
ANP AMP leadership development		While ANPs and AMPs are eligible to attend NCLC programmes for ADoNs and ADoMs, there is a very low attendance by this cohort of staff. They have expressed a need for clinical

		<p>leadership components specific to the demands of their roles</p> <p>The NCLC have presented to a number of ANP groups in response to requests for leadership development sessions</p> <p>The NCLC Director is liaising with the ONMSD ANP AMP National Lead to plan a consultation event with ANPs and AMPs to identify their leadership needs and if required to co-design an additional programme day (s) that those attending the NCLC ADoN ADoM programme could attend.</p>
Clinical Leadership	Clinical Leadership at all Levels	Programmes and Initiatives offered to all grades of nursing and midwifery
CNS CMS leadership development		<p>NCLC programmes for CNM and CMM 2 grades and equivalent grades are well attended by CNMs and CMSs</p> <p>The NCLC team are delivering a webinar on leadership development as part of the ONMSD CNS CMS webinar series</p>
Culture and Psychological Safety		The NCLC is developing a leadership programme for migrant nurses and midwives. They are also going to include Diversity, Inclusion and Equity (DIE) into all relevant NCLC programmes.

Digital Leadership		<p>The NCLC include digital healthcare into their programmes</p> <p>The NCLC Director is collaborating with Loretto Grogan, Chief Clinical Information Officer for Nursing and Midwifery</p> <p>The NCLC will collaborate with the Nursing and Midwifery Clinical Information officers to identify their leadership needs and support them in their roles.</p>
Diversity, Equality and Inclusion		<p>In 2022, the NCLC team have experienced situations where participants have spoken about challenges they have had in working with nurses and midwives from overseas. These situations were sensitively managed at the time but have led us to believe we need to seek guidance on Diversity, Equality and Inclusion (DIE)</p> <p>The NCLC team is collaborating with the HSE National Lead for DIE</p> <p>The NCLC is developing a leadership programme for migrant nurses and midwives. Diversity, Inclusion and Equity (DIE) will be incorporated into all relevant NCLC programmes.</p>
Effective Communication		Communication is incorporated into all NCLC Programmes

		<p>The NCLC team has undergone training in the area of Direct Communication and Respectful Challenge and holds a licence to deliver the programme. A test programme was delivered to senior leaders from CHI in Jan 2023. The feedback was used to inform the future delivery of the programme in Q3 and Q4 2023</p>
Health and Wellbeing		<p>Self-care is key to effective leadership. Health and wellbeing is incorporated into all NCLC Leadership programmes.</p> <p>The NCLC collaborate with the HSE Health and Wellbeing centre to ensure we are consistently updated as to what is available to staff.</p> <p>The ICARE programme supports the wellbeing of all staff and the demand is still quite high for this one day programme so the NCLC will continue to deliver it in 2023 and 2024.</p>
Intergenerational Working		<p>There are currently 5 generations working together in our workforce. This presents opportunities to learn from each other but it can pose challenges as a lack of understanding of each generation can lead to potential and actual conflict. The NCLC has incorporated intergenerational working into their programmes</p> <p>The NCLC will host intergenerational workshops to support staff from different generations to understand other generations. These workshops</p>



		would also support managers with team members from different generations.
Integration	Leadership Required to support process	<p>All programmes have participant representation from all disciplines</p> <p>Feedback was sought through the use of surveys from all grades of Nursing and Midwifery to identify their leadership needs for integration and the move to Health Regions</p> <p>The feedback is being used to inform the content of NCLC programmes, workshops and activities.</p> <p>The NCLC Director is liaising with international colleagues and leadership experts who have led or supported the leadership development of leaders in integrated care regions. This will inform the content of the sessions on leadership and integration on NCLC programmes.</p>

## References

Nursing and Midwifery Board of Ireland (2022) State of the Register, Dublin.

West, M. (2021) Compassionate Leadership, Sustaining Wisdom, Humanity And Presence in Health and Social Care. Swirling Leaf Press, UK.

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*Please note references used for literature review are available on request.*



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