Guide for Implementing Action Learning Sets (for use with NLIC Action Learning Set Guide)

Developed by National Leadership and Innovation Centre For Nursing and Midwifery/ONMSD
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**GUIDE FOR IMPLEMENTING ACTION LEARNING SET’s**

Whether you are exploring the idea of setting up an Action Learning Set (ALS) or in the process of setting up ALS’s across an organisation or directorate, this template provides a roadmap of how to set up, manage, and evaluate ALS’s. Taking time to carefully think through all aspects will enable you to establish a successful ALS or ALS programme.

<table>
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<tr>
<th>Key Questions</th>
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| 1 Rationale for setting up an ALS or an ALS programme | Identify the focus of the ALS e.g.  
- Leadership development  
- Supportive network for staff  
- To improve integration and cross-departmental working  
- Solution Focused or Problems Solving initiative |        |
| 2 How will ALS Programme or ALS contribute to the strategic vision for the organisation or vision for the service, unit or centre? | Agree and document a short statement which  
- Captures the strategic and/or local intent |        |
| 3 Commissioner or sponsor                         | Identify  
- Person/s responsible for commissioning and funding ALS or ALS Programme |        |
| 4 Person responsible for setting up and monitoring| Identify  
- The person/s responsible setting up, monitoring and evaluating outcomes |        |
| 5 Target audience                                  | Identify target audience e.g.  
- Staff Nurse/midwives  
- Clinical nurse/midwife managers  
- Directorate staff/ cross Directorate teams  
- CHO team, or cross CHO teams |        |
| 6 How to access the ALS Programme                  | Part of establishing an ALS programme or ALS is to agree a process for access by participants |        |
| 7 Key stakeholders                                 | Identify key stakeholders required to support ALS  
- Skilled facilitator or facilitators  
- Senior management team  
- Directorate managers/CHO manager  
- NMPDU/CNME/PD |        |
| 8 | **KPI’s for the programme and or for the ALS, KPI’s should be aligned to the rationale for the programme** | Align KPI’s, to  
- Individual: Personal, professional, leadership development  
- Set: Collective learning, insights, group maturity  
- Proposed gains for the organisation or team |
|---|---|---|
| 9 | **Evaluation Metrics** | Evaluation maybe directly related to the KPI’s or other metrics e.g.  
- Number participants attended per Set  
- Number of sets completed within the agreed timeframe  
- Facilitator’s input or skills  
- Impact on personal, professional or on key leadership competencies such as self-awareness, decision-making, teamwork, communication, quality and safety, empowerment and advocacy  
- Impact care or service |
| 9 | **Evaluation** | Agree how and when KPI/s or Metrics will be evaluated e.g.  
- Individual ALS survey (at end of each meeting or end of a Set)  
- ALS Focus Group (half way through or at the end of a set)  
- Impact evaluation- Survey staff prior to and post ALS to determine impact on, leadership development, retention, engagement, knowledge transfer, resilience  
- Survey line managers |
| 10 | **Education & Training Support** | Identify  
- Facilitator Training needs  
- Tools and Guides. e.g. NLIC ALS Guide,  
- Facilitator/s support |
| 11 | **ALS Database**  
*An ALS database can be used to record all activity and data relevant to individual ALS’s or the overall programme* | Identify  
- Person responsible for setting up and maintaining ALS Database  
- Database governance: Guidelines & policies |
| 12 | **Communication**  
*Effective communication is critical to the success of any programme* | Agree  
- Who is responsible for communication  
- What needs to be communicated, to who and when?  
- Communication tools and pathways |
|---|---|---|
| 13 | **Quality and Risk Management**  
*Early assessment and identification of risks or anticipated risks facilitates quality and preventative management strategies* | Identify and address risks associated key processes and structures e.g.  
- Funding  
- Preparation/training  
- Communication  
- Staff Release/Uptake of ALS  
- Programme sustainability |

A copy of the [NLIC Action Learning Set Guide](www.hse.ie/go/nursemidwifeleadership) and a word copy of the Template for *IMPLEMENTING ACTION LEARNING SET’s* is available on [www.hse.ie/go/nursemidwifeleadership](http://www.hse.ie/go/nursemidwifeleadership) or by contacting [nmleadership@hse.ie](mailto:nmleadership@hse.ie) or Tel +353(0)483301