



**National Leadership and Innovation Centre**



**Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive**

## **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.

	Key Questions	Actions	Status
1	<b>Rationale for setting up an ALS or an ALS programme</b>	Identify the focus of the ALS e.g <ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Supportive network for staff</li> <li>• To improve integration and cross - departmental working</li> <li>• Solution Focused or Problems Solving initiative</li> </ul>	
2	<b>How will ALS Programme or ALS contribute to the strategic vision for the organisation or vision for the service, unit or centre?</b>	Agree and document a short statement which <ul style="list-style-type: none"> <li>• Captures the strategic and / or local intent</li> </ul>	
3	<b>Commissioner or sponsor</b>	Identify <ul style="list-style-type: none"> <li>• Person/s responsible for commissioning and funding ALS or ALS Programme</li> </ul>	
4	<b>Person responsible for setting up and monitoring</b>	Identify <ul style="list-style-type: none"> <li>• The person/s responsible setting up, monitoring and evaluating outcomes</li> </ul>	
5	<b>Target audience</b>	Identify target audience e.g <ul style="list-style-type: none"> <li>• Staff Nurse/midwives</li> <li>• Clinical nurse/midwife managers</li> <li>• Directorate staff/ cross Directorate teams</li> <li>• CHO team, or cross CHO teams</li> </ul>	
6	<b>How to access the ALS Programme</b>	Part of establishing an ALS programme or ALS is to agree a process for access by participants	
7	<b>Key stakeholders</b>	Identify key stakeholders required to support ALS <ul style="list-style-type: none"> <li>• Skilled facilitator or facilitators</li> <li>• Senior management team</li> <li>• Directorate managers/CHO manager</li> <li>• NMPDU/CNME/PD</li> </ul>	

8	<b>KPI's for the programme and or for the ALS,</b> <i>KPI's should be aligned to the rationale for the programme</i>	Align KPI's, to <ul style="list-style-type: none"> <li>• Individual: Personal,professional, leadership development</li> <li>• Set: Collective learning, insights, group maturity</li> <li>• Proposed gains for the organisation or team</li> </ul>	
9	<b>Evaluation Metrics</b>	Evaluation maybe directly related to the KPI's or other metrics e.g. <ul style="list-style-type: none"> <li>• Number participants attended per Set</li> <li>• Number of sets completed within the agreed timeframe</li> <li>• Facilitator's input or skills</li> <li>• Impact on personal, professional or on key leadership competencies such as self-awareness, decision-making, teamwork, communication, quality and safety, empowerment and advocacy</li> <li>• Impact care or service</li> </ul>	
9	<b>Evaluation</b>	Agree how and when KPI/s or Metrics will be evaluated e.g. <ul style="list-style-type: none"> <li>• Individual ALS survey(at end of each meeting or end of a Set)</li> <li>• ALS Focus Group (half way through or at the end of a set)</li> <li>• Impact evaluation- Survey staff prior to and post ALS to determine impact on, leadership development, retention, engagement, knowledge transfer, resilience</li> <li>• Survey line managers</li> </ul>	
10	<b>Education &amp; Training Support</b>	Identify <ul style="list-style-type: none"> <li>• Facilitator Training needs</li> <li>• Tools and Guides . e.g NLIC ALS Guide,</li> <li>• Facilitator/s support</li> </ul>	
11	<b>ALS Database</b> <i>An ALS database can be used to record all activity and data relevant to individual ALS's or the overall programme</i>	Identify <ul style="list-style-type: none"> <li>• Person responsible for setting up and maintaining ALS Database</li> <li>• Database governance: Guidelines &amp; policies</li> </ul>	

<b>12</b>	<b>Communication</b> <i>Effective communication is critical to the success of any programme</i>	Agree <ul style="list-style-type: none"> <li>• Who is responsible for communication</li> <li>• What needs to be communicated, to who and when?</li> <li>• Communication tools and pathways</li> </ul>	
<b>13</b>	<b>Quality and Risk Management</b> <i>Early assessment and identification of risks or anticipated risks facilitates quality and preventative management strategies</i>	Identify and address risks associated key processes and structures e.g. <ul style="list-style-type: none"> <li>• Funding</li> <li>• Preparation/training</li> <li>• Communication</li> <li>• Staff Release /Uptake of ALS</li> <li>• Programme sustainability</li> </ul>	

A copy of the **NLIC Action Learning Set Guide** 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