



The National Clinical Leadership  
Centre for Nursing and Midwifery

Office of the Nursing and Midwifery Services  
Director, HSE.

**End of Year  
Report 2020**

## Foreword



As we reflect back on 2020, it was a year like no other that presented significant personal and professional challenges for all of us as we attempted to navigate our way through the days, weeks and months of uncertainty. Covid 19 has had an immense impact on the world and in some ways has stopped us in our tracks and forced us to change many aspects of our lives to manage as best we could. From a leadership perspective, many of these changes have resulted in positive outcomes as we saw teams, new and old, coming together and demonstrating admirable collective leadership in response to the pandemic. In spite of the significant challenges presented, there has been an exemplary response to the emerging and ongoing crisis from both nursing and midwifery professions.

The clinical leadership demonstrated at all levels, across all disciplines was commendable and the integration across acute and community services enabled a sharing of knowledge and expertise leading to enhanced patient care.

While it has been a very difficult year, Covid 19 has facilitated many leaders nationally and internationally to embrace the concepts of compassionate leadership resulting in them embracing a kinder and more accepting style of leadership, for themselves and others. Quieter leaders have emerged as opportunities arose for them to come forward and take over in the absence of others. As the pandemic accelerated and the urgency of situations presented themselves, many leaders did not have the time to be concerned with the obstacles that often prevent them from going against the status quo. For many, this was liberating as they trusted themselves and their teams to make those decisions which supported them to achieve the required results.

From an NCLC team perspective, 2020 was a year of immense change and challenged us to draw on our adaptive leadership knowledge and skills during a period of redeployment and on returning, in redesigning and developing all NCLC activities to meet the changing leadership needs of nurses and midwives. Like everyone, we had to quickly familiarise ourselves with using online platforms and adapting all NCLC programmes to a virtual mode of delivery. It was a steep learning curve but with the support of digital experts, we gradually became competent in digital platforms and virtual delivery.

The 2020 NCLC End of Year report provides an overview of the NCLC activities, programmes and initiatives before and during the pandemic. It has been a pleasure to support nurses and midwives to develop their leadership knowledge and skills, during what was an extremely challenging time for them. I would like to thank all programme participants for their commitment, motivation and engagement. 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. Our panellists are a credit to the professions of nursing and midwifery and it was an honour to work with you all and to hear how you demonstrated exemplary clinical leadership during the past year.

I would like to thank all those who support the work of the NCLC and enable 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 and Niamh. Your commitment, support and dedication is admirable and while it was a very challenging year for all of us both personally and professionally, working with a team of compassionate, authentic leaders made every day brighter and easier.

I hope you enjoy reading our 2020 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.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'MA Kilduff', written in a cursive style.

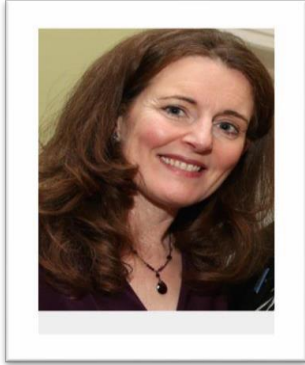
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Marie Kilduff  
NCLC Director.

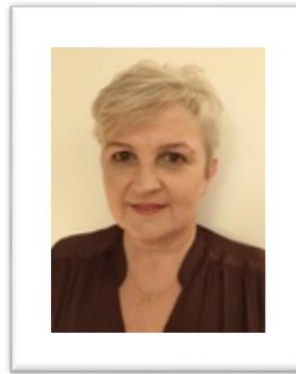
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## National Clinical Leadership Centre for Nursing and Midwifery Team



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Director



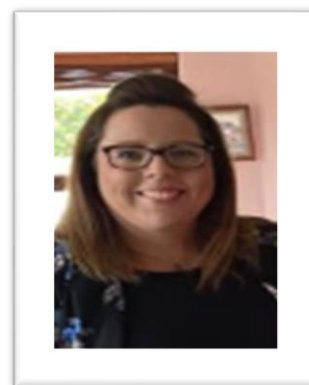
Ms. Ann Gilmartin  
Leadership Advisor



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Administrator



Ms. Catherine White  
Leadership Advisor



Ms. Margaret Williams  
Leadership Advisor

# National Clinical Leadership Centre For Nursing and Midwifery

## Introduction

The National Clinical Leadership Centre for Nursing and Midwifery (NCLC) supports leadership development for all grades of nurses and midwives nationally. The NCLC comes under the Office of the Nursing and Midwifery Services Director (ONMSD), HSE. Our vision is to inspire innovative leadership through our Clinical Leadership Competency Framework, Clinical Leadership Programmes, Development Initiatives and Workshops.

## Impact of the Pandemic on the NCLC

Like all colleagues working in the HSE, Covid 19 had a significant impact on the work of the NCLC. In response to the emerging crisis, the NCLC team were redeployed from March to May 2020 to work in collaboration with members of the Quality Improvement Team in establishing and implementing the training aspect National Contact Management Programme. On returning to the NCLC, it was evident that we needed to redesign all NCLC programmes and initiatives for virtual delivery while also adapting the content to meet the changing leadership needs of nurses and midwives. In order to ensure that we achieved the latter, a scoping exercise was carried out which included:

- Collaborating with representatives from all grades of nursing and midwifery to identify and understand their changing leadership needs
- A desk top review of the leadership supports being offered nationally and internationally to Health Care Professionals
- Collaboration with leadership organizations and experts in Ireland, the United Kingdom, Australia and New Zealand to explore how they were meeting the leadership needs of Health Care Professionals, during Covid 19
- Reviewing national and international reports and literature

The findings from this scoping exercise were used to inform our programme redesign which were then reviewed by the NCLC governance committee, whose members represent midwifery and all disciplines of nursing. There was also a need to complete outstanding programmes that had commenced in the first 2 months of 2020, prior to the pandemic. By September 2020, all outstanding NCLC programmes and initiatives were completed on line. In October 2020, NCLC programmes resumed with the virtual delivery of the Nightingale Challenge programme and there was a gradual recommencement of all programmes by the end of 2020.

## **Structure of the 2020 NCLC End of Year Report:**

Given that 2020 was a very different year for the NCLC, this report has been structured to reflect the work of the NCLC during 3 main phases

- Pre Covid 19 Pandemic (Jan to Mar 2020)
- Covid 19 Pandemic to include the NCLC redeployment period (Mar to May 2020) and
- Covid 19 Pandemic NCLC programmes and activities (May to Dec 2020).

It is anticipated that this format will support the reader to gain a greater insight into NCLC activity prior to the pandemic and how the NCLC team responded to the pandemic through redeployment and leadership programme development.

# *NCLC Programmes and Activities 2020*



# Pre Covid 19 Pandemic: NCLC Programmes and Activities

## January to March 2020

From January to March 2020, the NCLC were delivering programmes included in the NCLC Clinical Leadership Programme Pathway (Figure 1) in addition to programmes that were not part of this pathway. A face to face mode of delivery was used for all NCLC programmes.

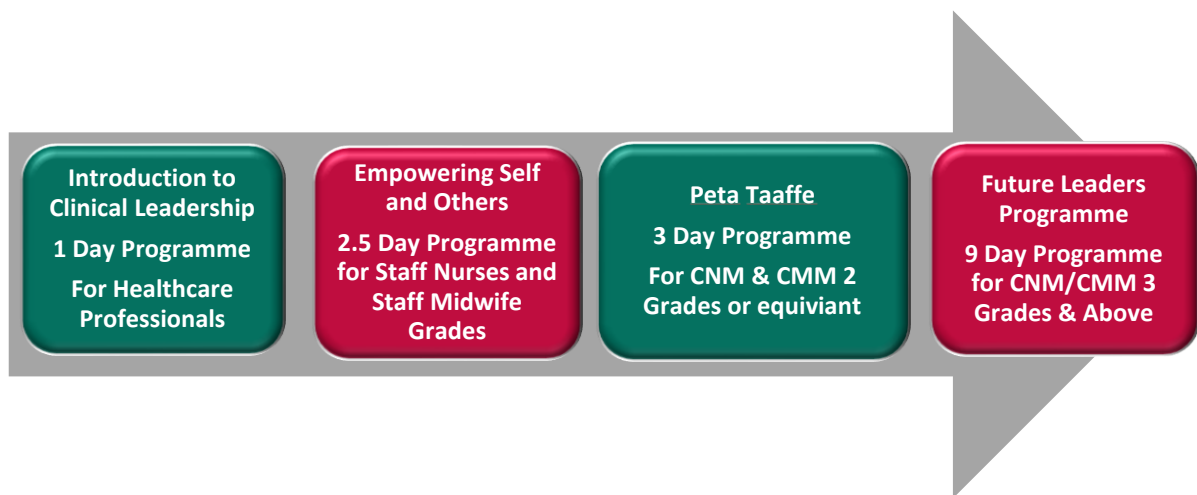


Figure 1: NCLC Clinical Leadership Programme Pathway

In March 2020, when the pandemic began, the following programmes were in progress:

- 2.5 Day Empowering Self and Others Programme, 1 programme (n = 31 participants)
- 3 Day Peta Taaffe Programme, 3 programmes (n = 90 participants)
- Future Leaders Programme, 1 programme (n = 33 participants)
- Executive Leaders Programme, 1 programme (n = 20 participants) due to commence in March
- Nightingale Challenge Programme, 1 programme (n = 15 participants) due to commence in March

The work of the NCLC was suspended from March to May 2020, as the team were redeployed to respond to the pandemic. From May until Sept 2020, all participants on outstanding programmes were supported and facilitated to complete their programmes virtually.

# **Covid 19 Pandemic NCLC Team Redeployment to the National Contact Management Programme**

## **March 2020 to May 2020**

The National Contact Management Programme (CMP) was established by Dr Colm Henry, HSE Chief Clinical Officer and commenced on 13<sup>th</sup> March 2020, led by Mr Killian McGrane in collaboration with the National Quality Improvement (NQI) Team and Public Health professionals. The aim of the CMP was to notify results to people tested and identify and manage contacts of people known to be Covid-19 positive.

The CMP Training Team was established on the 16<sup>th</sup> March 2020 to manage, deliver and oversee CMP training nationally. During phase 1 (16<sup>th</sup> March to 17<sup>th</sup> April 2020) Dr Mary Browne led the education and training CMP work streams and the NCLC team were redeployed to the CMP training team with the NCLC Director taking on the role of National Coordinator and NCLC team members taking on the roles of Regional Coordinators. Ms Lorna Peelo Kilroe, ONMSD National Lead took on the role of Assistant National Coordinator. Colleagues from the ONMSD and NQI also supported this initiative.

Phase 1 (16<sup>th</sup> March to 17<sup>th</sup> April 2020) involved the establishment of the CMP training team and the delivery of the CMP training programme in response to the urgent demand in Contact Tracing Centres. Over 1800 contact tracers were trained by the CMP training team during this time. While it was a challenging period for all involved, it was a time when collective leadership was demonstrated with the ultimate aim of doing our absolute best to support the development and implementation of this vital programme. It was a pleasure to work on this initiative with ONMSD and NQI colleagues and to form new connections that will have mutual benefit for future collaboration.

A full report providing a comprehensive overview of phase 1 of CMP training is available on request.

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# Covid 19 Pandemic

## NCLC Programmes and Activities

May 2020 to December 2020

### NCLC Clinical Leadership Programme Pathway

As previously explained, in May 2020, on return from redeployment, the NCLC conducted an extensive scoping exercise to identify the emerging leadership needs of nurses and midwives due to the impact of the pandemic. This led to all NCLC programmes being redesigned and developed in relation to both the content and mode of delivery. As a result, the NCLC Leadership Programme Pathway was adapted to support the required changes.

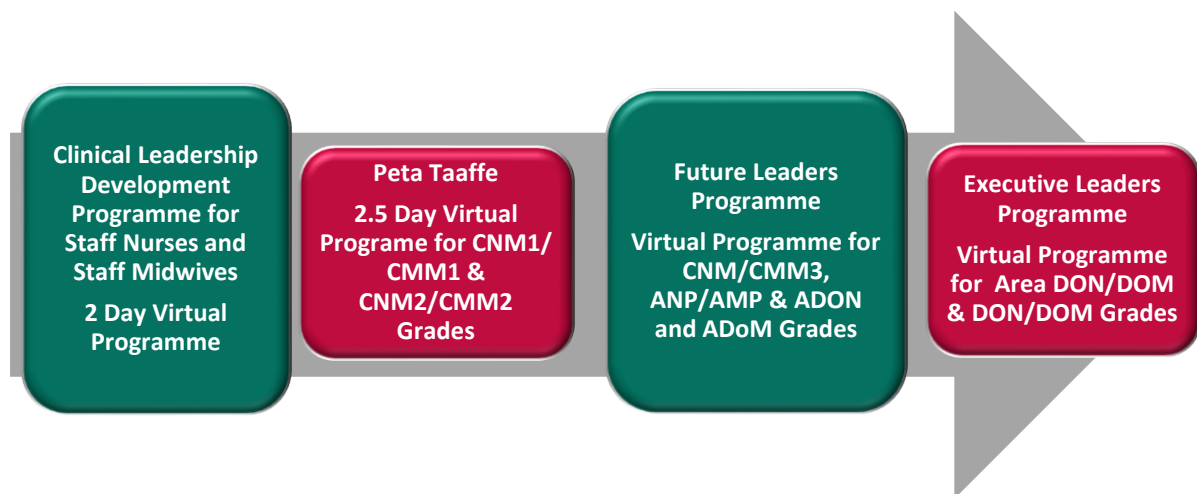


Figure 2: NCLC Virtual Clinical Leadership Programme Pathway

In relation to the adapted pathway, it continues to provide an opportunity for nurses and midwives of all grades to engage in leadership development. The adapted pathway will still support participants to take part in some or all of the stages to meet their leadership development needs in their current role. The pathway has been adapted to facilitate the virtual delivery of the clinical leadership programmes using an interactive style of facilitation with the use of break out rooms. This will continue to support the active engagement through group work to encourage shared learning and collaboration. Participants are still provided with programme materials and links to leadership resources to support their development. All programmes remain open to nurses from all disciplines and 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?

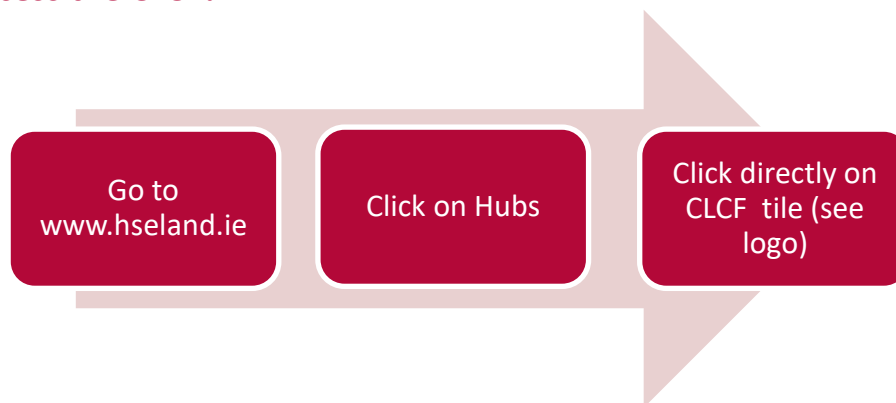
The CLCF is a virtual resource that has been designed to support all Nursing and Midwifery grades up to and including CNM and CMM Grades 2 or equivalent. Within the Health and Social Care Professions, the CLCF is applicable for those in Staff Grade and Senior Grade roles.

## 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 has been updated to include a range of Covid 19 related items.

The CLCF underpins the NCLC virtual Leadership Development programmes for nurses and midwives up to and including Clinical Nurse Manager or Clinical Midwife Manager 2 grades or equivalent. An official launch of CLCF is planned to take place in 2021.

## 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 break out rooms to develop their 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 patient care
- Recognise the importance of self-care as a clinical leader

## Programme Delivery

The programme will be tested in early 2021 and feedback from participants will inform the final programme content, design and delivery. It is envisaged that the programme will be advertised in following this formal evaluation.

## For further information please contact

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# **Peta Taaffe Clinical Leadership Programme for CNM and 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 or 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.

In Autumn 2020, the Peta Taaffe Clinical Leadership Programme was redesigned and developed for virtual delivery. In Q4 of 2020, the NCLC was tested with 10 participants representing various disciplines in Nursing and Midwifery. The first 2 days were delivered in November and December 2020 with the remaining half day planned for February 2021.

## **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 2.5 day virtual delivery programme uses a blended learning approach with a combination of online content delivery and offline self-directed learning. At the time of writing this report, the formal evaluation of the test programme was underway and will be finalised following the completion of day 3 of the programme. The preliminary feedback has been extremely positive as

demonstrated by the following:

*“It was excellent”*

*“Very insightful and enjoyable course”*

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# **Future Leaders Programme for CNM3/CMM3/ADON/ANP grades or equivalent**

## **Programme Overview**

The Future Leaders Programme programme has been designed and delivered by the NCLC in collaboration with the Institute of Leadership, RCSI for CNM 3, CMM 3, ADoN and ADoM grades or equivalent. The 2019/2020 programme was paused in March 2020 due to Covid 19 and like all other NCLC programmes, participants were supported to complete it virtually. The programme was then redesigned and developed for virtual delivery.

The Future Leaders Programme uses a variety of learning approaches to support senior nursing and midwifery leaders, including facilitated interactive sessions, guest speakers, and reflective leadership practice. 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 contribute to a culture of accountability and good governance.

## **Programme Delivery**

The 2019/2021 programme began in November 2019, using a face to face mode of delivery and continued using that mode of delivery until March 2020. Given the on-going impact of the pandemic and having consulted with programme participants, it was agreed that they would be supported to complete their programme virtually using a Future Leaders Programme learning hub containing links to relevant webinars, podcasts and reading materials.

## Participant Comments

*“The fact that we have a say in the content is excellent as it is relevant and real for us”*

*“Fantastic, satisfying, rewarding”*

*“The entire programme is amazing”*

*“Great to meet others and network. Speakers were brilliant and very relevant”*

*“I learned that even in our current healthcare system restraints, using the correct techniques to support yourself and colleagues and get things done is achievable using the tools we learned about”*

## Virtual Graduation

A virtual graduation for the 2019/2020 Future Leader Programme participants took place in October 2020. Dr Geraldine Shaw, Office of the Nursing and Midwifery Services Director opened the event and in her opening address acknowledged the significant leadership demonstrated by these senior leaders during the pandemic. She expressed her gratitude to all the participants for their response to the pandemic and congratulated them on successfully completing their programme, during such a challenging time.

Graduating participants were afforded the opportunity to reflect on their experience of engaging in the Future Leaders Programme. Many of them spoke of how their leadership development from the programme supported them in their roles, during Covid 19. Others said that their leadership knowledge and skills had been enhanced from all aspects of the programme.

The NCLC and RCSI facilitators thanked all of the participants for their willingness to complete the programme virtually while also offering them ongoing support should they wish to avail of it. The graduation ended by wishing all the graduates every success in the future nursing and midwifery careers.

## For further information please contact

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# Executive Leaders Programme

## Programme Overview

In late 2019, the NCLC had received a number of requests from Directors of Nursing and Midwifery to develop a programme to meet the leadership needs required for their role. In response to these requests, the NCLC and RCSI worked in collaboration with representatives from Chief Directors of Nursing and Midwifery, Directors of Nursing from all disciplines and Directors of Midwifery to identify their specific needs and design an Executive Leaders Programme for these senior leaders. This face to face programme was due to commence in March 2020 but due to the impact of the pandemic on services, it was postponed.

In June 2020, the NCLC and RCSI contacted programme participants to offer support and explore when and how they would like to proceed with the delivery of the programme. Following consultation, it was agreed to reschedule the programme for virtual delivery in late 2020. From collaborating with participants, it was evident that their leadership needs had changed since the original programme was designed. Therefore, a co design meeting took place with the participants to explore and identify their leadership requirements. Feedback was used to inform the content, design and delivery of the programme. Given that the delivery of the programme was changing to a virtual mode and taking into consideration the immense pressure that these senior leaders were under due to pandemic, it was agreed by the participants and the facilitators that the programme would be delivered over 4 half days.

## 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.

## Evaluation

As the Executive Leaders Programme will not be completed until early 2021, the overall formal evaluation will be included in the 2021 NCLC End of Year Report.

To date, we have received excellent preliminary feedback as evidenced by the following testimonials:

*'An excellent programme and approach to leadership development and personal growth; The NCLC Executive Leaders Programme builds on the commitment and perspective of the NCLC and RCSI leadership faculties, participants and coaches to equip modern nursing and midwifery leaders to guide their organisations through any and every challenge. It has helped me to rediscover a level of authenticity and renewed passion for new challenges and opportunities into the future'*

*'The Executive Leaders programme has provided me with a level of support and knowledge to enhance my navigation as a senior leader through the current challenging and complex time in healthcare. I have come away with improved knowledge and insight into resilience, compassion, courage, digitalisation, self-awareness and leadership which are all very transferable into everyday practice and in addition I got to network with colleagues from around the country'*

**For further information please contact**

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# National Facilitator's Education Programme

## Programme Overview

Facilitation is a process in which a trained facilitator plans, develops and conducts a structured learning session that is interactive and connects new knowledge to past experience by building on participant's own knowledge. The National Facilitators' Education Programme is designed for clinicians who wish to enhance their knowledge and skills in the delivery of short in-service education programmes in health and social care and related settings. This Facilitator's Education Programme is designed to augment any experience a participant might have of working with groups, of presenting, of helping people improving their performance and of giving feedback.

The programme steering committee convened a review of this programme in late 2019 with a view to updating the content of the programme in January 2020. Amendments were approved pending a full programme review by the National Steering Committee in 2020.

## Programme Objectives

Participants have the opportunity to:

- Understand the principles of effective facilitation and co-facilitation
- Understand the process of planning and designing facilitation sessions and workshops
- Develop the skills to manage group dynamic and environmental challenges
- Develop the skills to critically review evaluation feedback provided by participants.

## Programme Delivery

The amended Facilitators Education Programme was delivered in January and February 2020 to 15 participants, in Mercy University Hospital CNME, Cork.

## Participants Comments

*'It has been 20 years since I've had an update in this area. This course covered all the key aspects of adult learning and facilitation for me as well as acknowledged the knowledge we already had in this field'*

*'Very well thought out and delivered'*

*'Thoroughly enjoyed this programme. Very knowledgeable experienced facilitators made both days interactive and engaging'*

*'This course brought a light bulb moment to presenting and facilitating'*

**For further information please contact**

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# Clinical Leadership Programme for Managers from Intellectual Disability Services

## Programme Overview

This Clinical Leadership programme (at level 9 NFQ) is designed to support managers with HIQA Person in Charge (PIC) responsibility, to develop their leadership knowledge, skills and competencies with the core objective of enhancing care and service delivery to people with a disability. The programme was developed by the NCLC in collaboration with the University of Limerick.

## Programme Objectives

Participants will have the opportunity to:

- Explore leadership models and styles that support their development and demonstration of the responsibility, authority and accountability associated with the role of a Manager with PIC responsibilities
- Describe the principles of change management and strategic planning
- Appreciate key influences in leadership styles and understand the importance of resilience for personal and professional well-being
- Demonstrate team building skills and networking abilities
- Foster and embed a culture of empathy in delivering person-centred care and support.
- Develop clinical leadership competencies and actively engage with the Clinical Leadership Competency Framework (CLCF), on HSELand

## Programme Delivery

The programme was designed and delivered over 5.5 days and included opportunities for discussion, work-based activities and needs-led sessions. The final element of each programme was a half day presentation and evaluation forum day.

The facilitators from University of Limerick are currently completing a report on the programme "Design Management and Evaluation of a Clinical Leadership Programme for Persons in Charge (PIC) for Children and Adults from Intellectual Disability Support Services" which will be published in January 2021. Initial findings indicate very positive feedback from programme participants.

## Participants Comments

*“An excellent programme which has greatly increased my confidence and knowledge, great learning and shared opportunities’*

*‘This course has highlighted the importance of leadership and it has developed my way of thinking, the language I use’*

*‘It was very good and interesting with a good balance given between information and reflection’.*

## NCLC leadership support to Intellectual Disability Services during Covid 19

The NCLC supported the National Lead for implementing the Shaping the Future of Intellectual Disability Nursing in Ireland report, in the development of a guidance document *“COVID-19 Intellectual Disability Nursing Support to Regional COVID-19 Response Teams Framework”*.

The NCLC also supported the development and delivery of a presentation for Intellectual Disability Services webinar *“Providing Comfort care at the end of life Supporting People in Intellectual Disability in Residential Services”*. This webinar was delivered in May 2020 by the All Ireland Institute of Hospice and Palliative Care (AIHPC) in collaboration with University College Cork, The Cope Foundation and the Office of Nursing and Midwifery.

## For further information please contact

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*NCLC Initiatives and Developments  
2020*

# Mentoring Support for NCLC Programme Participants

## Programme Overview

Further to our scoping exercise in the summer of 2020, it was evident that nurses and midwives were seeking support especially due to the impact of the pandemic. It was agreed that the NCLC team would offer mentoring to all programme participants. Given that our team is quite small, support was sought and obtained from NMPDU team members to undertake the NCLC mentoring programme and become mentors. In order to support the mentors and provide governance over the mentoring process, an NCLC Mentor Network Group was established.

## Programme Delivery

The mentoring process is supported by a NCLC Mentoring Guide, NCLC educational material, a Standard Operating Procedure and peer support within the NCLC Mentor Network Group.



The members of the NCLC Mentors Network Group have vast experience in healthcare from all disciplines of Nursing and Midwifery. As mentors, they have a lot to offer from past experiences and can use their professional network to assist the mentee with career

progression. Although mentoring is ideally carried out face to face, the pandemic has resulted in mentors engaging with their mentees using virtual platforms. Each Mentee enters into a contract with their mentor and is offered 3 to 4 mentoring sessions, which are of one hour duration. In Q 4 2020, 15 NCLC Florence Nighthingale Challenge participants were each offered the support of a mentor and they all choose to engage in the mentoring journey. Feedback so far has been very positive from both the perspective of the mentee and the mentor.

The NCLC would like to take the opportunity to sincerely thank our NMPDU colleagues for supporting us with this initiative. It is much appreciated.

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## Nursing and Midwifery Clinical Leadership during Covid 19, Sharing the Learning Webinar Series



In 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 the significant 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 to be delivered* from September 2020 to February 2021. The series included representation from the CNO office, ONMSD, midwifery and all disciplines of nursing. All grades of nurses and midwives were included in the series. Submissions were sought from midwifery services and from each discipline of nursing nationally and an expert panel reviewed and 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 every 2 weeks from September to December 2020 using e mail, social media and the NCLC, CNO and RCSI websites. Webinars can be accessed by clicking on the links below:

**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](#)

To date, there has been significant learning from the panelists for each webinar as they spoke of the impact of Covid 19 on service users, themselves, colleagues and services. The demonstration of exemplary responsiveness to the evolving crisis has been admirable and the feedback from listeners has been excellent.

### 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'*

### Future webinars

We look forward to continuing with this webinar series in 2021, when Webinar 7: Learning from Intellectual Disability Services and Webinar 8: Learning from Children's Nursing Services, will be presented.

### For further information please contact

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# NCLC Nightingale Challenge Programme

## Programme overview

As part of the Nursing Now campaign, the Nightingale Challenge aims to 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 are being 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.

## NCLC Nightingale Challenge Programme

### 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 an operational and strategic 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 postponed until October 2020 due to the pandemic and was designed for virtual delivery. The programme consists of 6 interactive facilitated virtual 2 hour sessions delivered from October 2020 to March 2021. An opportunity to seek the support of a mentor was offered to all participants in addition to shadowing and engaging with a senior leader from their specific discipline of nursing or midwifery. The programme has been designed to support participants to develop their leadership competencies and enhance their understanding of nursing and midwifery in Ireland from an operational and strategic perspective.

The programme supports participants to share their ideas and experiences which enhances their learning and development and supports network formation with colleagues. To date participants have had opportunities to participate as panelists in national conferences and webinars e.g. *CNO Annual conference 2020: Shaping the future through Policy, Leadership and Resilience* and the *Nursing and Midwifery Clinical Leadership during COVID 19 Sharing the Learning Webinar Series*.



Ms Marie Kilduff, NCLC Director with Nightingale Challenge Programme participants at the CNO Annual Conference.

### **Participants Comments**

*'Excellent speakers and presentations'*

*'Interactive and informative, its great to be able to work as a group to gather ideas and share them'*

*'Really enjoyed content. Talks on quality and change very informative and relevant. The invited speakers were so engaging and inspiring'.*

### **For further information please contact**

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# Florence Nightingale Scholarship Programme

## Programme Overview

The NCLC have been working in collaboration with the Florence Nightingale Foundation in the UK since 2018, to support senior nursing and midwifery leaders undertake the prestigious Florence Nightingale Leadership Scholarship. This scholarship offers a unique and world-renowned programme of leadership deliberately designed to promote excellence in practice. On completion of their scholarship, Florence Nightingale Foundation 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 a web 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.

The first two Irish Florence Nightingale Foundation Scholars, Ms Eileen Whelan, Chief Director of Nursing and Midwifery, Dublin Midlands Hospital Group and Ms Mary Brosnan, Director of Midwifery, National Maternity Hospital, Holles Street graduated in September 2019. The NCLC are delighted to have supported Eileen and Mary as our first two senior



nurse and midwife to have completed the FNF Scholarship Programme.

In 2019, 4 more senior nursing leaders were supported by the NCLC to engage in the programme including

1. Mr Neil Dunne, Director of Public Health Nursing, Dublin South City;
2. Ms Eileen Caruthers, Director of Nursing Regional Specialist Palliative Care Services, Louth, Meath, Cavan, Monaghan
3. Ms Patricia O Gorman, Operational Director of Nursing, Ennis Hospital and
4. Ms Breda Fallon, Assistant Director of Nursing, University Hospital Limerick.

The participants were due to complete their programme in Spring 2020 but due to the impact of the pandemic, this was delayed until late 2020.

## Testimonial



*'The Florence Nightingales leadership programme enabled me to become part of a 'life-changing' experience with peers and leaders from across the UK, Northern Ireland and Ireland. The Scholarship supported leaders to understand and define leadership, to find our authentic leadership style and have the confidence to hold that style. This has been profound in the last year when we have been tested through patient and staff outbreaks, staff absenteeism and manage a quality patient focused service.'*

*In addition to the leadership focus was the networking within the FNF group and maintaining the networks during the pandemic to share policies, procedures, methods and ideas. Just to have a zoom call or what's app to say hello and know we are all in this together while oceans apart supported me in decision making and maintaining my path and focus. In the past year I noticed that no scholar has left the service and worked diligently for improvement in patient and health outcomes, which is positive for the teams and beneficial for all staff. It has also allowed recognition of employer's commitment to leadership development and succession planning. The leadership programme enabled me to look at my career path and supported me to look at further education in areas that I felt would support me in my role and future roles.*

Ms Patricia O Gorman, Operational Director of Nursing, Ennis Hospital, UL  
& Florence Nightingale Scholar.

## For further information please contact

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# Sláintecare Readiness Workshop



## Workshop Overview

The NCLC recognise that nursing and midwifery leaders at all grades are key to the successful implementation of Sláintecare. In March 2020, the NCLC hosted a scoping workshop to provide an opportunity for senior nursing and midwifery leaders from all disciplines to explore their leadership development needs in relation to Sláintecare Implementation and the services they lead.

## Workshop Objectives

The purpose of the workshop was to explore how the NCLC could support nurses and midwives from a leadership perspective to prepare for their role in the implementation of Sláintecare.

## Workshop Delivery

Ms Marie Kilduff, NCLC Director welcomed all participants and provided an overview of the purpose of the workshop, its key objectives and its structure. She then welcomed Ms. Tanya King, Deputy Chief Nursing Officer, Department of Health who gave a comprehensive overview of Sláintecare. This presentation set the scene for the workshop that followed. Participants were assigned into groups where facilitated discussion took place to explore what was currently working well, identify challenges and explore supports required from a leadership perspective, to positively influence Sláintecare implementation.

After the workshop, all feedback was collated to provide a comprehensive overview of the responses from all participants. This feedback was circulated to participants to verify its accuracy and will provide the NCLC with a foundation to support services with Sláintecare implementation. It was intended to host more workshops for all grades of nurses and midwifery using the same format. Unfortunately, the pandemic developed shortly after the first workshop resulting in the postponement of this initiative. It is anticipated that this work will recommence should the pandemic end, in 2021.

***For further information please contact***

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# 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 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 32 participants completed this workshop in November 2020.

## Participants Comments

*'Excellent facilitator. Virtual Platform worked brilliantly really good use of breakout sessions. The overall programme was extremely interactive and engaging'*

*'This programme really met my needs and I feel more confident in relation to business case development and project management, thank you!!'*

*'Really useful practical tools and ideas provided'*

### **For further information contact**

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- Directors of Nursing and their Teams
- Directors of Midwifery and their Teams
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