



**The National Clinical Leadership  
Centre for Nursing and Midwifery**

**Office of the Nursing and Midwifery Services  
Director, HSE.**

***Inspiring Innovative Leadership***

**Information Booklet  
2021**

**April 2021**



## Overview

The National Clinical Leadership Centre for Nursing and Midwifery (NCLC) provides leadership development opportunities for 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 Clinical Leadership Competency Framework, Clinical Leadership Programme Pathway, development initiatives and workshops.

## Our Values

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

### Compassion:

- ❖ We will show respect, kindness, consideration and empathy in our communication and interactions with people
- ❖ We will respect cultural sensitivity and diversity
- ❖ We will provide services in which people can have trust and confidence and demonstrate professionalism at all times

### Care

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

### Commitment

- ❖ We will foster learning, innovation and creativity
- ❖ We will support and encourage our participants to achieve their full potential
- ❖ We will foster supportive environments where staff build resilience, embrace change and commit to lifelong learning



- ❖ We will show honesty, integrity, consistency and be accountable for our decisions and actions.

## Our Objectives

The NCLC facilitates the individual and collective development for all grades of nurses and midwives by:

- ❖ Supporting nurses and midwives to use the NCLC Clinical Leadership Competency Framework (CLCF) on [www.hseland.ie](http://www.hseland.ie) for their leadership development
- ❖ Providing nurses and midwives with a progressive clinical leadership pathway, which offers them the opportunity to engage with a programme suited to their role and grade
- ❖ Delivering a variety of clinical leadership development initiatives and workshops

## What we offer?

Prior to the current pandemic, the NCLC Clinical Leadership Development Pathway (*Figure 1*) supported nurses and midwives to engage in a programme that best suited their role and grade.

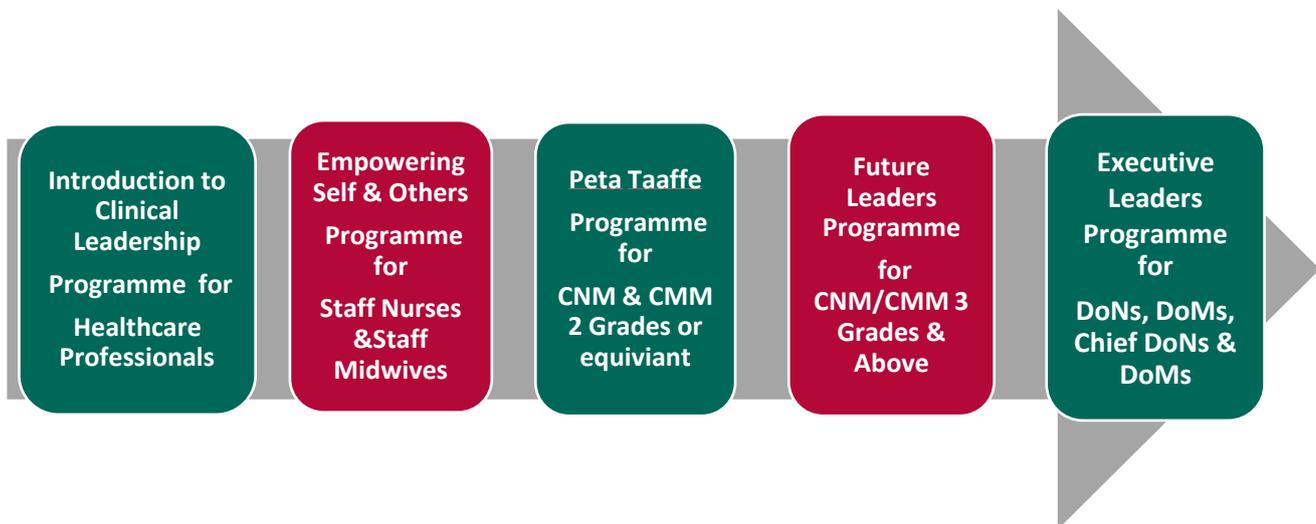


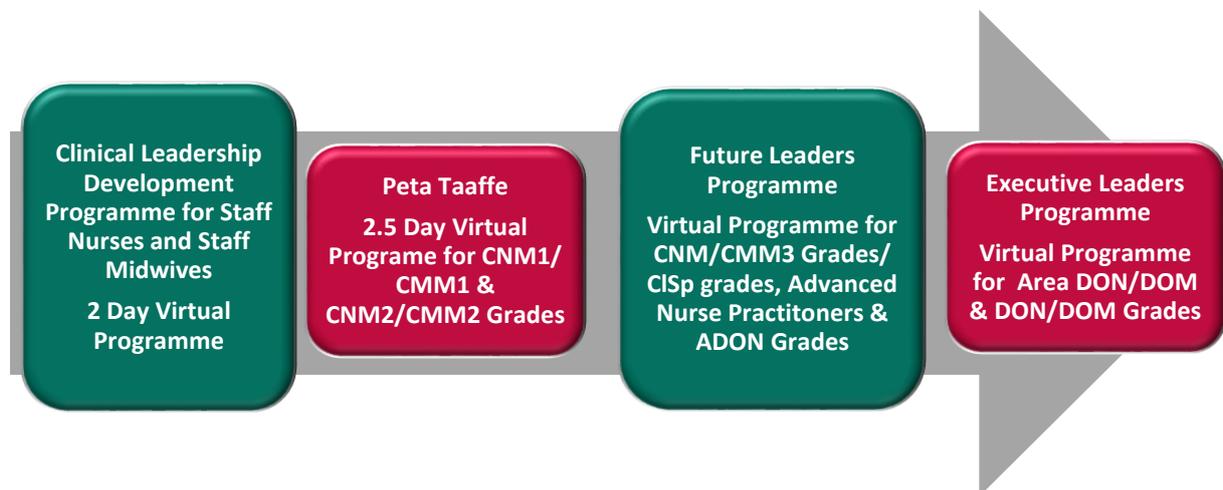
Figure 1: NCLC Clinical Leadership Development Pathway

The programmes on the above pathway were designed for face to face delivery with some using a blended approach (online and face to face). However, due to the impact of the



pandemic, the NCLC had to redesign and redevelop all of programmes for virtual delivery and to meet the changing leadership needs of nurses and midwives. As a result, the NCLC Leadership Programme Pathway was adapted to support the required changes (*Figure 2*)

### NCLC Virtual Clinical Leadership Programme Pathway



**Figure 2: NCLC Virtual Clinical Leadership Programme Pathway**

The NCLC virtual pathway will continue to support the leadership development of participants, in their roles at whatever grade they are at. The clinical leadership programmes for grades up to and including Clinical Nurse and Clinical Midwife Managers 2 are underpinned by the Clinical Leadership Competency Framework (CLCF). An overview of the CLCF is presented on page 5. The virtual programme pathway has been adapted to facilitate the delivery of interactive clinical leadership programmes through the use of break out rooms. All programmes are designed to support active engagement through group work thereby offering opportunities for shared learning and collaboration. Participants are provided with programme materials and links to a diverse range of leadership resources to support their personal and professional leadership 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.



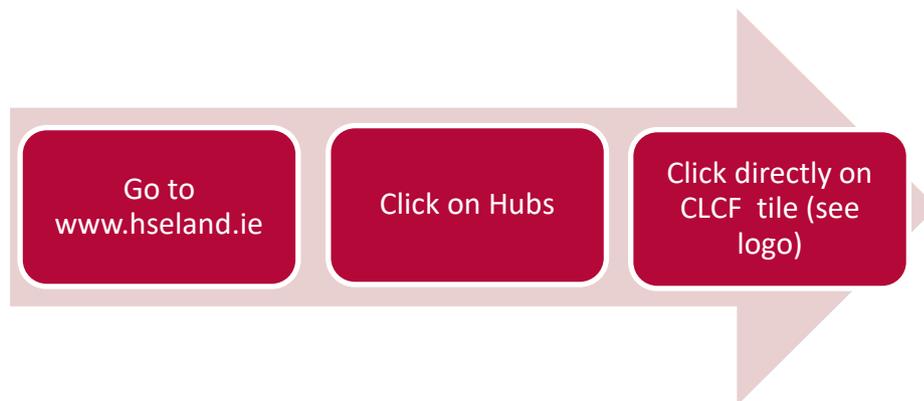
## What are the benefits of using the CLCF?

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 provide support 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.

## How do I access the CLCF?



***For further information, please contact:***

**Catherine White, Leadership Advisor**

Email: [catherine.white3@hse](mailto:catherine.white3@hse)



## **NCLC Virtual Clinical Leadership Programmes**



## **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 reflective learning using a programme workbook. Facilitators guide participants to engage in group discussions, thereby providing opportunities for shared learning and collaboration. Participants are provided with programme resources to support their leadership development.

### **Programme Objectives**

Participants 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.

### **When will the programme be advertised and delivered?**

The Clinical Leadership Development Programme for Staff Nurses and Staff Midwives will be delivered a number of times in 2021 and will therefore be advertised regularly throughout the year.

***For further information, please contact:***

**Catherine White, Leadership Advisor**

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## **Peta Taaffe Clinical Leadership Programme for Clinical Nurse and Clinical Midwife Managers 1 & 2 or equivalent grades**

### **Programme Overview**

The Peta Taaffe Clinical Leadership Programme is a 2.5 day virtual delivery programme using a blended learning approach of online content delivery and offline self-directed learning. This Clinical Leadership programme aims to strengthen the leadership skills and behaviours of participants, thereby enhancing their impact in the workplace.

### **Programme Objectives**

Participants have 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.

### **When will the programme be advertised and delivered?**

There will be a number of Peta Taaffe programmes delivered in 2021 and they will be advertised regularly throughout the year.

### ***For further information, please contact:***

Ms Margaret Williams, Leadership Advisor

Email: [margaret.williams1@hse.ie](mailto:margaret.williams1@hse.ie)



## **Future Leaders Programme (FLP) for Clinical Nurse Managers 3 & Clinical Midwife Managers 3 and Assistant Directors of Nursing & Assistant Director of Midwifery or equivalent grades.**

### **Programme Overview**

The Future Leaders Programme has been designed, developed and is delivered by the NCLC in collaboration with the Institute of Leadership, Royal College of Surgeons Ireland (RCSI) annually over a 6 month period. The programme uses a variety of learning approaches to support senior nursing and midwifery leaders, including facilitated interactive virtual delivery, 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 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.

### **When will the programme be advertised and delivered?**

This programme will be advertised in early spring and delivered from April to October in 2021.

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

Ann Gilmartin, Leadership Advisor

Email: [ann.gilmartin@hse.ie](mailto:ann.gilmartin@hse.ie)



## **Executive Leaders Programme for Directors of Nursing & Midwifery and Chief Directors of Nursing & Midwifery or equivalent grades**

This 4 day virtual programme has been designed, developed and is delivered in collaboration with the Institute of Leadership, RCSI annually, over a 3 month period. It aims to use a variety of learning approaches considered helpful for people operating at senior executive level.

### **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.

### **When will the programme be advertised and delivered?**

This programme will be advertised in summer 2021 and delivered in autumn 2021.

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

Marie Kilduff, NCLC Director

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## **NCLC Virtual Clinical Leadership Workshops and Development Initiatives**



## **Business Case 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 has been designed for Clinical Nurse and Midwife Managers 2 or equivalent, or all grades of nursing and midwifery above. 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
- 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.

### **When will the workshops be advertised and delivered?**

There will be 4 workshop days in 2021, in May, June with the remaining 2 being delivered in Autumn 2021 (dates TBC). Workshops will be advertised in advance of each one.

### **For further information contact**

**Catherine White, Leadership Advisor**

Email: [catherine.white3@hse.ie](mailto:catherine.white3@hse.ie)



## **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 in 2020, 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 share the significant leadership skills and knowledge demonstrated during this challenging time but would also facilitate learning across disciplines and services.

The NCLC in collaboration with the Chief Nursing Office (CNO) and the IoL, RCSI are delighted to present our webinar series *Nursing and Midwifery Clinical Leadership during Covid 19, Sharing the Learning*. The series includes representation from the CNO office, ONMSD, midwifery and all disciplines of nursing and all grades of nurses and midwives. It has been a pleasure to work with the colleagues from the CNO and the RCSI on this initiative and it has been an honour to collaborate with all of the panellists who were so committed and dedicated to supporting us with each webinar.

Please note that each webinar was circulated every 2 weeks from September to December 2020 using e mail, social media and the NCLC, CNO and RCSI websites. The final webinar, *Sharing the Learning from Children's Nursing Services* will be available in May 2020. 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](#)**

**Webinar 7: [Learning from Intellectual Disability Services](#)**



There has been significant learning from the panellists 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.

**For further information please contact**

Marie Kilduff, NCLC Director

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## The NCLC Team

### Director

**Ms Marie Kilduff RGN, RNT, MSc Nursing (Education), H Dip Oncology Nursing, Grad Dip Psychotherapy and Counselling, Advanced Dip in Personal, Leadership and Executive Coaching (ICF Accredited), Dip Management, MBTI Facilitator, Lean Six Sigma Green Belt in Process Engineering.**



Marie is a highly experienced senior leader with significant expertise in clinical practice, leadership, education and management. In her current role as Director of the NCLC, she uses her professional and academic experience to provide strategic oversight and direction for the work of the NCLC. Marie is committed to using her knowledge and expertise in her role as Director of the NCLC and as a member of the ONMSD leadership team.

Prior to her current role, Marie held the position of Assistant Director of Nursing at the Mater Misericordiae University Hospital where she demonstrated professional leadership to progress and enhance oncology and haematology nursing. In her career, Marie has also worked as a Lecturer in Nursing in University College Dublin which enabled her to develop her academic, leadership and organisational knowledge and experience. She is a past president of the Irish Association of Nurses in Oncology (IANO) and during her term, her strategic vision and collaborative approach contributed significantly to the development of the association and its members. Marie has published in peer reviewed journals, presented as a guest lecturer in many universities and spoken at national and international conferences.

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### Leadership Advisor

**Ms. Ann Gilmartin, RNID, Diploma in Nurse Management, Higher Diploma in Community Intellectual Disability Nursing, MSc in Health Sciences, Diploma in Leadership and Quality in Healthcare (RCPI)**



Ann is the NCLC Lead for the Nightingale Challenge Programme and the Future Leaders Programme. She has extensive leadership and senior nurse management experience, with significant expertise in HSE Disability Services. She has worked in the Quality & Patient Safety Division of the HSE as a Healthcare Auditor and was seconded to the Quality Improvement Division of the HSE working as a Quality Improvement Advisor with the SCD/QID Quality Improvement Team.



In her role as Quality Improvement Advisor, Ann worked with residential services for adults with intellectual disabilities to advise and support the enhancement of structures and processes, to improve the delivery of quality person-centred services. She has also led out on regional projects. In her current role she uses her quality improvement knowledge and experience along with her leadership skills to support nurses and midwives. Ann is committed to enabling nurses and midwives to develop and improve their clinical leadership skills to optimise the delivery of high quality safe person centred nursing services.

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### Leadership Advisor

**Ms. Catherine White, RGN, BSc Nursing (General), Post Graduate Diploma in Gerontology, Diploma in People Management, MSc Leadership (Healthcare)**



Catherine is the lead for the Clinical Leadership Development Programme for Staff Nurses and Staff Midwives. As a leadership Advisor, Catherine strives to enable all nurses and midwives to recognise their full potential as clinical leaders. Catherine embraces the development of clinical leadership competencies in all the NCLC programmes as the NCLC lead for the Clinical Leadership Competency Framework (CLCF). Catherine also leads out on the Business Case Development and Project Management Workshops.

Catherine has over 12 years senior executive leadership experience as a Director of Nursing in Older Persons Services, HSE South. It was during this period that Catherine's authentic passion for clinical leadership development flourished as she delivered on significant quality improvement projects through team engagement and collaboration. This included the introduction of the first National HSE trans-disciplinary pilot project on Professional Development Planning in Older Persons Services, HSE South. Catherine also directed an innovative safeguarding project in HSE South that contributed significantly to promoting safeguarding awareness in vulnerable older adults through staff training and development. This received national recognition with a Health Care Achievement Award and Catherine has presented this project at two national conferences.

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### Leadership Advisor



**Ms Margaret Williams, RGN, MSc Healthcare Management, H Dip Wound Care Management and Tissue Viability, Grad Dip Gerontology, Certificate in Nurse Medicinal Prescribing, Professional Certificate in Lean Six Sigma in Healthcare & MBTI Facilitator**



Mags is the NCLC lead for the Peta Taaffe Clinical Leadership Programme and the NCLC Mentoring Programme. Mags is a Registered General Nurse since 2002. She worked in acute services in various leadership roles as a CNM 2, Directorate Nurse Manager and Operational Nursing Administration. During this time Mags was dedicated to optimal service provision to improve the quality of patient care delivery and staff experience and skills in an ever-changing and unpredictable environment.

In 2017 Mags became a Nursing and Midwifery Planning and Development Officer for the Dublin South, Kildare and Wicklow region where she supported nursing and midwifery services on Service Improvement Innovation, Practice Development and Clinical Nurse/Midwife Specialist development. During this time she worked on various quality improvement initiatives in service provision, professional development for healthcare staff and clinically-led research collaborations between services and Higher Institutes of Education. Mag's commitment to positive leadership, continual professional development and quality improvement including the use of lean methodologies assisted her greatly in leading healthcare teams to flourish in challenging times.

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## Administrator

**Ms Niamh Mann**



Niamh has held the post of administrator at the National Clinical Leadership Centre for Nursing and Midwifery, HSE, since early 2018. Niamh is responsible for providing administrative support to the Director of the NCLC and working with NCLC team members in the planning the delivery of national clinical leadership programmes. Niamh is the main contact person for Nurses and Midwives seeking information on NCLC programmes and activities.

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