An Introduction to Clinical Leadership for Health Care Professionals

Participant’s Handbook

Exploring core leadership concepts to improve the delivery of care
## Contents

Introduction ........................................................................................................................................... 3
Aim.......................................................................................................................................................... 3
Who is it for? .......................................................................................................................................... 3
Learning outcomes ............................................................................................................................... 4
Recommended Reading & References .................................................................................................. 5

### Course Materials

Definitions of Values, Attitudes, Beliefs and Behaviours ....................................................................... 6
List of Core Values .................................................................................................................................. 7
Organisational Values ............................................................................................................................ 8
Leadership Qualities ............................................................................................................................... 9
Balancing the Wheel of Life .................................................................................................................. 10
Mindfulness ............................................................................................................................................ 11
Professional Development Planning ...................................................................................................... 11
NLIC Professional Development Programmes .......................................................................................... 12
Introduction

Clinical leadership is concerned with demonstrating clinical excellence, giving support and guidance to colleagues and acknowledging the distinct contribution of Health Care Professionals within multidisciplinary contexts. It is not the sole responsibility of those occupying formal leadership and management roles and therefore should be demonstrated by Health Care Professionals across all clinical grades (HSE 2017).

The National Leadership and Innovation Centre (NLIC) has developed a suite of leadership programmes and stand alone workshops to enhance the leadership skills of Health Care Professional’s at all levels. The NLIC offers a blended approach to learning by promoting leadership and innovation capacity through a series of learning events and online resources that aim to support nurses, midwives and other health care professionals in Clinical Leadership development. Integrating Clinical Leadership development is a priority for the NLIC in line with the Slaintecare Implementation Strategy (DOH 2018).

An Introduction to Clinical Leadership is a foundation programme for Health Care Professional’s and it is underpinned by the 7 leadership competencies from the Clinical Leadership Competency Framework (CLC)\(^1\). The CLCF provides a solid foundation whereby participants are supported to critically think about their leadership capacity and challenge themselves to become more effective, competent clinical leaders in practice.

Aim

This one day foundation programme will introduce Health Care Professional’s to Clinical Leadership. It will support the participant to explore their own core values and encourage them to realize their own potential as leaders of care at the frontline. This is the first step on a Leadership development journey and it will assist the participant to increase their confidence and competencies through influence in the healthcare arena.

Who is it for?

This is a first step programme for Health Care Professional’s who are either in the early stages in their career or have a specific interest in leadership development. It offers the participant a foundation on Clinical Leadership development from which further learning can be explored.

---

\(^1\) The CLCF is an elearning resource that supports staff nurses, staff midwives, Clinical Nurse and Midwife Managers 1 & 2 (and equivalent grades) to identify and develop their clinical leadership competencies and to maintain a portfolio of evidence to demonstrate Continuing Professional Development (CPD)
Learning outcomes
The learning outcomes for An Introduction to Clinical Leadership programme are aimed at supporting participants to:

- Explore their understanding of the core concepts of Clinical Leadership
- Identify their personal and organisational values and their impact on care delivery
- Build confidence by cultivating a greater understanding of communication skills and influence
- Understand resilience by finding the balance between responsibility and self-care
- Increase awareness of the Clinical Leadership Competency Framework resource to guide further individual leadership development
Recommended Reading

References


**Definitions of Values, Attitudes, Beliefs and Behaviours**

**VALUES** - the regard that something is held to deserve; the importance, worth, or usefulness of something

Principles or standards of behaviour; one's judgement of what is important in life.

**ATTITUDES** - an attitude is our tendency to evaluate some symbol, object, or aspect of our world in a favourable or unfavourable manner.

It also can be defined as a state of mind or feeling with regard to some matter

**BELIEFS** - an acceptance that something exists or is true especially one without proof

Something one accepts as true or real; a firmly held opinion.

**BEHAVIOURS** - the way in which one acts or conducts oneself, especially towards others.

Behaviour is the result of a person’s values, attitudes, and beliefs.

Behaviour is the action or reaction to a situation, group or person
List of Core Values

Authenticity, Friendships, Popularity
Achievement, Fun, Precision
Adventure, Growth, Privacy
Advocacy, Happiness, Recognition
Authority, Honesty, Religion
Autonomy, Human Dignity, Reputation
Balance, Human Relationship, Respect
Beauty, Humour, Responsibility
Boldness, Influence, Security
Compassion, Inner Harmony, Self-Respect
Challenge, Justice, Service
Citizenship, Kindness, Spirituality
Commitment, Knowledge, Stability
Community, Leadership, Success
Competency, Learning, Status
Compassion, Love, Sympathy
Contribution, Meaningful Loyalty, Trustworthiness
Creativity, Work, Wealth
Curiosity, Openness, Wisdom
Determination, Optimism
Fairness, Peace
Faith, Pleasure
Fame, Poise
Organisational Values

Focus on Organisational Values

Nursing Values – CNO
Care, Compassion, Commitment

HSE Corporate Values
Care, compassion, Trust and Learning

HSE Values in Action

PERSONAL
Am I putting myself in other people’s shoes?
Am I aware that my actions can impact on how other people feel?
Am I aware of my own stress and how I deal with it?

WITH COLLEAGUES
Acknowledge the work of your colleagues
Ask your colleagues how you can help them
Challenge toxic attitudes and behaviours

WITH PATIENTS AND SERVICE USERS
Use my name and your name
Keep people informed – explain the now and the next
Do an extra, kind thing
Leadership Qualities

Exploring Clinical Leadership

This exercise will assist you in identifying leadership strengths and how they are used to influence others positively.

Working individually – Think about a leader that has had the most positive influence on your life? (Inside or outside your work environment).

Take 5 mins to make a note of your thoughts.

<table>
<thead>
<tr>
<th>Describe the person’s qualities in 3 words</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Identify 3 words that best describe what this person contributes to your life?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
</tbody>
</table>

Discuss at your tables for a further 5 minutes

Facilitators will illicit feedback and commentary from the group.
Balancing the Wheel of Life

https://wheeloflife.noomii.com (interactive assessment)
Mindfulness

Jon Kabut Zinn Breathing Meditation (10.39mins)
https://www.youtube.com/watch?v=SkAMaCZtXUI

Professional Development Planning

http://auriondemo.com/Digital_PDP_Explainer/Digital%20PDP%20Explainer-03.mp4
## NLIC Professional Development Programmes

### National Leadership and Innovation Centre Programmes 2019

<table>
<thead>
<tr>
<th>Who is it for?</th>
<th>Introduction to Clinical Leadership</th>
<th>Empowering Self and Others</th>
<th>'Peta Taaffe’ Clinical Leadership Programme</th>
<th>Future Nurse and Midwife Leaders Programme</th>
<th>National Facilitation Programme</th>
<th>Lead Mentor Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Health Care Professionals</td>
<td>Staff Nurses Staff Midwives</td>
<td>CNM, CMM CNS CMS PHN's</td>
<td>DoN, DoM A/DoN/M CNM 3 CMM3</td>
<td>Anyone interested in developing facilitation skills</td>
<td>Anyone interested in developing facilitation skills</td>
<td></td>
</tr>
<tr>
<td>Duration</td>
<td>1 day</td>
<td>2.5 days 3 days Over 6 weeks</td>
<td>8 day over 8-9months 2 days with a 4 week Interval</td>
<td>2 days with a 4 week Interval</td>
<td>2 days with a 4 week interval</td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td>1 contact day followed by self-directed learning</td>
<td>2.5 contact days CLCeP² assessment prior to attendance Work-based activity</td>
<td>3 contact days MBTI assessment Shadowing</td>
<td>8 contact days MBTI assessment Group Project Work</td>
<td>2 contact days + On site application</td>
<td>2 contact days + On site application</td>
</tr>
<tr>
<td>Learning Approach</td>
<td>Online CLCF assessment Experiential learning Interactive sessions</td>
<td>Online CLCF assessment Experiential learning Interactive sessions</td>
<td>Appreciative inquiry Experiential learning Interactive sessions Work-based activities</td>
<td>Appreciative inquiry Experiential learning Interactive sessions Action Learning Sets Coaching</td>
<td>Interactive sessions Role play</td>
<td>Interactive sessions Role play</td>
</tr>
<tr>
<td>Award</td>
<td>NMBI CEU’s</td>
<td>NMBI CEU’s</td>
<td>NMBI CEU’s RCSI Certification</td>
<td>NMBI CEU’s RCSI Certification</td>
<td>NMBI CEU’s</td>
<td>NMBI CEU’s</td>
</tr>
</tbody>
</table>