



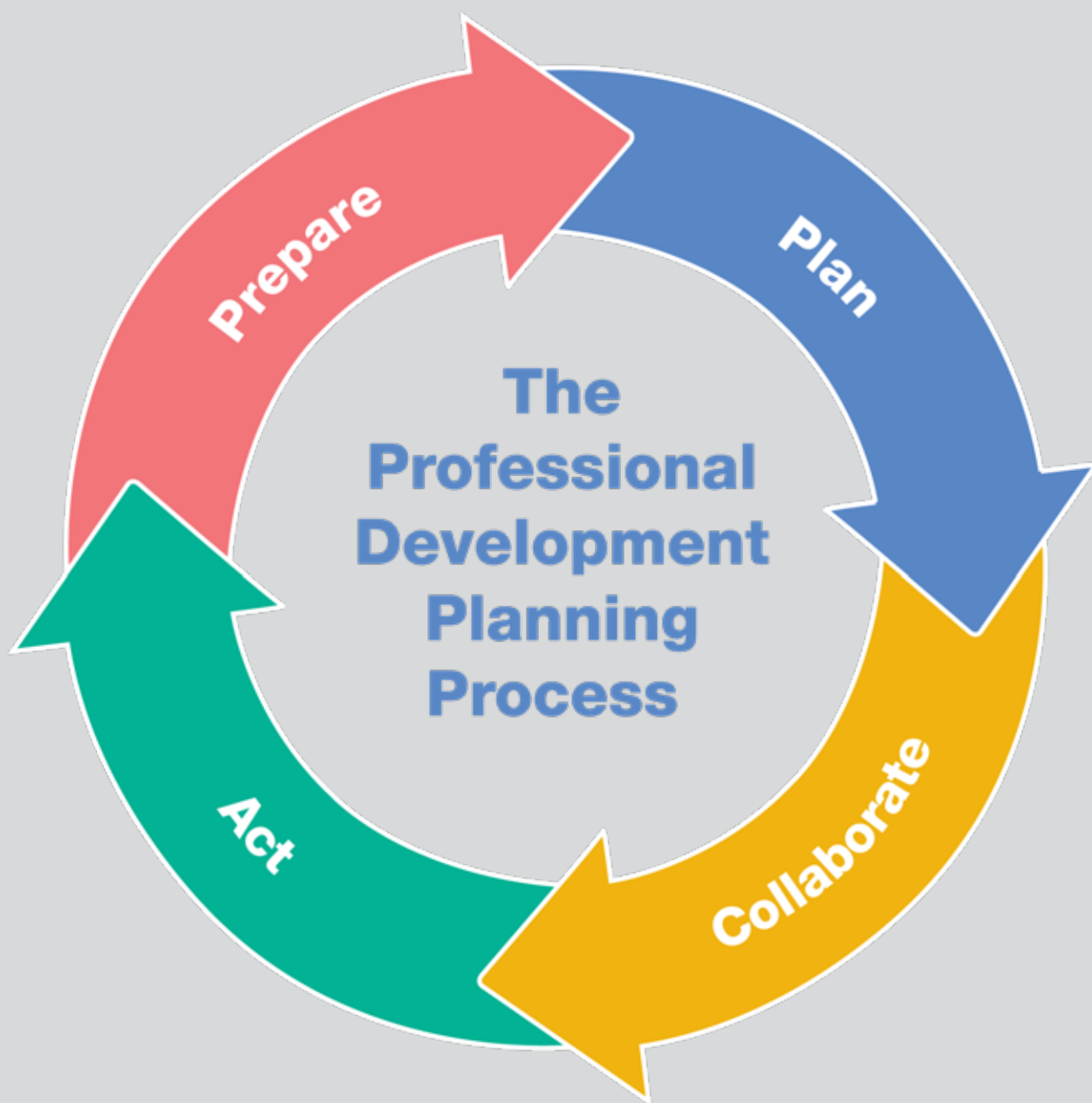
Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



Office of the
Nursing & Midwifery
Services Director

Professional Development Plan For Nurses & Midwives

INFORMATION GUIDE



Introduction

Professional development planning is a continuous development process that enables nurses and midwives to make the best use of their skills and helps advance both their individual plans and the strategic goals of the organisation [1]. A Professional Development Plan (PDP) is a tool that supports the nurse or midwife to identify professional goals, both short and long term for the benefit of themselves, their service users and the organisations in which they work.

Professional development planning is a mechanism that facilitates the nurse or midwife and the line manager to recognise and focus on the individual's accomplishments, strengths and development needs. In collaboration with their line manager, the nurse or midwife can create goals and objectives to meet their professional development needs. Goals must be aligned to the guiding principles from the Nursing and Midwifery Board of Ireland Code of Professional Conduct and Ethics (2014) [2] and other policies and guidance relevant to nursing and midwifery professions. The process also supports the organisational goals and objectives thereby contributing to the delivery of safe quality care and improved patient experience.

Context

The Health Service Executive is committed to providing a learning culture that prioritises development to ensure staff are equipped to confidently deliver, problem solve and innovate safer better healthcare. In the Irish healthcare sector, there are many professional opportunities for nurses and midwives to develop their knowledge and skills and advance their careers. However, there are also challenges due to factors such as staff recruitment and retention difficulties. There are changing health needs of service users, an increasing prevalence of chronic illness and an aging population presenting with complex needs. In addition, there are increased public expectations for the provision of high quality accessible integrated health and social care. To meet these challenges, nurses and midwives are required to develop and maintain up-to-date knowledge, skills, competencies, practices, attitudes and values to enable them to adapt to changes in the way healthcare is provided.

One of the key approaches to achieving this is to create a Personal Development Plan (PDP) that is available and accessible to every nurse and midwife. This will ensure that professional development planning is a core management practice that focuses on the knowledge, skills, competencies, practices, attitudes and values of staff [3]. In order to achieve this, the HSE has developed a Professional Development Planning Framework for Nurses and Midwives for all grades of nurses in midwives (Dec 2017). The development of this PDP is timely as when Part II of the Nurses and Midwives Act 2011 [4] Maintenance of Professional Competence is enacted, nurses and midwives will be obliged to demonstrate that professional competence is maintained, therefore, all goals documented in the HSE PDP must be aligned to the principals of the Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives (NMBI, 2014) [2].

Continuing Professional Development and Life Long Learning

Continuing Professional Development¹ (CPD) and Life-Long Learning² (LLL) are key to identifying learning opportunities and supporting nurses and midwives to provide effective high quality care and ensure patient safety. CPD is a joint responsibility of the employee and the employer where employers, given their legal responsibility for high quality care delivery, should provide the required infrastructure and facilitate sufficient and adequate training possibilities. CPD and LLL initiatives should be considered as an investment in current and future qualifications and competences of the health workforce instead of as a cost factor. The employee is responsible for participating in CPD schemes or activities to maintain the competencies and qualifications required for their professional career. Therefore CPD is largely dependent on the motivation of employees to invest in their own development and on the employer to provide the resources and support, in the interest of quality safe patient care. Professional development planning is a planned approach which is cyclical by its nature and thereby supports the concept of CPD and LLL [5].

¹ "CPD is defined as the process, through which an individual maintains, enhances and widens his/her knowledge, abilities, competencies and skills linked to his/her current profession or occupation and professional/employment needs, throughout his/her career." [5, p.2].

² "LLL is defined as learning activities, formal or informal, undertaken throughout the life cycle, with the aim of acquiring, updating and improving knowledge, skills and competencies. It covers content that is broader than qualifications, skills and competencies needed for a current or future occupation. In an employment context, LLL is an element of adult education which is driven by the individual employee" [5, p.2].

What is the Purpose of a Professional Development Plan?

The purpose of a PDP is to identify clear, achievable goals to meet the individuals' professional developmental needs which are also aligned to the department's or organisation's objectives. It is a structured method of recording identified professional development goals which are discussed and agreed with the line manager. It provides an opportunity for acknowledgement of the nurse or midwives strengths and accomplishments while identifying their future development needs [5].

What are the Benefits of a Professional Development Plan?

To the Service User

- Supports improvements in quality and safety of care and health outcomes
- Contributes to improved organisational performance which supports improved care delivery and service user experience
- Contributes to service user confidence in care received

To the Nurse or Midwife

- Provides an opportunity for the recognition and acknowledgement of strengths
- Facilitates the nurse and midwife to identify and meet their developmental needs
- Provides an opportunity for one to one engagement with the line manager and the nurse or midwife to give and receive feedback
- Provides an opportunity to engage in continuing professional development
- Builds confidence and credibility
- Enhances job satisfaction
- Facilitates career planning and promotional opportunities
- Gives greater control over one's own professional development

To the Organisation

- Supports a culture of learning and development
- Supports nurses and midwives to further develop the knowledge, skills and competencies required to work in their professional roles
- Provides a structure for improved staff communication
- Provides an opportunity to give and receive feedback
- Focuses resources and activities on job related learning needs
- Supports job satisfaction
- Supports recruitment and retention
- Facilitates succession planning
- Facilitates quality improvement in service delivery
- Supports the achievement of organisational goals

Is it compulsory to engage in the Professional Development Planning process?

At present professional development planning is not compulsory. However, there is a professional responsibility on all nurses and midwives to maintain and update their skills to enable them to provide the best care they can. The Professional Development Plan is a simple and effective means of doing this. As previously stated when Part II of the Nurses and Midwives Act [4] is enacted, this Professional Development Plan may provide evidence of continuing professional development as required by the Nursing and Midwifery Board of Ireland.

How do I go about writing my Professional Development Plan?

You can start by completing Section A of your digital Professional Development Plan (Digital PDP) where you can document your personal details. If you have previously completed the Digital PDP, your agreed goals will automatically be entered into section B. Section B includes information on the factors that supported and inhibited you in the process of achieving your goals. If this is your first time using the Digital PDP, Section B will remain blank. The professional development planning process (Figure 1) will support you to complete Sections C and D prior to your PDP meeting. It will facilitate you to develop your PDP to meet your professional development needs while also contributing to the goals of your organisation. The professional development planning process consists of 4 main stages; prepare, plan, collaborate and act.

The Professional Development Planning Process



Figure 1

Stage 1: Prepare (Prior to the PDP meeting)

The prepare stage is required to complete your PDP and involves taking time to explore the knowledge, skills, experience and attitude required to fulfill your role effectively. Reflection is an integral part of this stage as it will assist you to critically evaluate where you are with your professional practice and development needs. It also supports you to clarify your strengths and accomplishments in addition to areas that may require further development. You may feel sufficiently confident to prepare for your PDP and complete it yourself or you may require guidance to reflect and consider all of the factors that will affect your future decisions. A PDP workbook³ has been designed to provide this guidance (located in the resource section) and is totally private to you, unless you wish to share it. The PDP workbook is NOT mandatory and you are NOT required to bring your PDP workbook to your PDP meeting, unless you choose to.

At the end of this stage, Section A, B (unless this is your first Digital PDP) and Section C will be completed of your PDP.

Stage 2: Plan

Having completed the prepare stage, you are now ready to plan your professional goals and complete section D. Remember your goals will be discussed and reviewed at your professional development planning meeting. In order to plan them, you may like to consider the following questions:

- What am I good at?
- What do I need to work on or do differently?
- What would help me?
- What could stop me?
- What do I want to achieve?
- What steps do I need to take to achieve my goals?
- What resources will I require?
- How will I measure success?

When planning your professional goals, as stated previously, they must be aligned to one or more principles of the NMBI Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives [2]. In order to maximise your chance of successfully achieving your professional goals, you may consider using the SMART acronym (6) when planning and setting your goals and objectives (Appendix 1). When developing your action plan you should consider resources that will support you to achieve your goals. These resources will be agreed with your line manager at your PDP meeting. Examples may include reflective practice, shadowing, journal clubs, mentorship, skill development, workshops, self-directed learning, e-learning, education programmes and blended learning [7]. Your PDP will be discussed and agreed with your line manager at your PDP meeting prior to finalising and signing the document.

³ Adapted from the National HR, Leadership, Education and Development (2015). The key to your success: Personal Development Planning in HSE.

Stage 3: Collaborate

You are now ready to meet with your line manager to collaborate, discuss and agree your PDP. You or your line manager can initiate the professional development planning meeting. A professional development planning meeting is a collaborative process between you and your line manager and requires scheduled uninterrupted time. If you are using the hard copy PDP, you should provide your line manager with a copy of your PDP in advance of the meeting, to give them time to prepare. At the meeting, you will have an opportunity to give and receive feedback, discuss your strengths and accomplishments, discuss areas for further development and discuss and finalise goals and actions.

Career or promotional opportunities may also be considered at this meeting. The support that you will require will also be discussed. The line manager and/or the nurse or midwife may document relevant details from the PDP meeting in the comments/discussion text box in Section D. At the end of this meeting, your final PDP is agreed and signed on the electronic PDP. If using the hard copy PDP, the document should be signed by both your line manager and yourself.

Stage 4: Act

A Professional Development Plan is a live working document and as such you should review your professional goals and actions on a regular basis to ensure they are being achieved. This will also provide an opportunity to identify and evaluate supports, opportunities and challenges that may arise. Your Digital PDP has been designed to enable you to enter your reflections on your progress in the act stage. If you are using the hard copy PDP, you can use the Professional Development Plan: Reflections on the Progress and Development template, to support you with the 'Act' stage of your professional development planning process.

"Reflection enables individuals and teams to engage in a structured intellectual activity that critically evaluates experiences and practices, promotes change and results in self-awareness, deeper understandings, learning that is meaningful and memorable, and enhanced clinical outcomes."

NMBI, 2018. [8].

The act stage of your Digital PDP or the 'Reflections on Progress and Development template' (if using the hard copy PDP) can be used to capture personal reflections on how you are progressing with achieving your goals. This may assist you when completing your next PDP. The PDP reflections are intended to demonstrate your progress, leading to the achievement of your PDP goals. Your PDP can be reviewed again by you and your line manager at the next planned PDP meeting to inform your next PDP.

What is the role of the nurse or midwife?

The Professional Development Plan is unique to you. It is your responsibility to ensure that it meets your development needs while also being aligned to your service or organisation goals

Your role entails:

- Taking responsibility to initiate and lead your PDP process.
- Reflecting on your current role, previous PDPs and future development needs
- Developing and documenting your PDP
- Submitting a copy of your PDP to the line manager prior to this meeting within a reasonable time
- At your meeting, discussing and finalising your PDP with your line manager
- Following the meeting, implement the agreed actions, review your PDP regularly and seek support if necessary
- If using the hard copy PDP, retain a signed copy of your PDP
- If the line manager changes the nurse or midwife will invite their new line manager to engage in the PDP process with them. This is achieved by entering the new line manager's email address on the Digital PDP and if you are using the PDP hard copy, you can ask your new line manager to engage in the PDP process with you.

What is the role of the Line Manager?

The line manager is crucial to providing a positive learning culture conducive to the successful implementation of professional development planning. It is the function of the line manager to facilitate the development of a PDP that meets both your needs and the organisational objectives. Please note line managers must be registered on HSELand to engage in the Digital PDP process themselves and/or with staff. The line manager can support the professional development planning process by:

- If requested, facilitating the nurse or midwife to develop their PDP prior to the meeting
- Reviewing the PDP prior to the meeting
- Allocating uninterrupted time for the meeting
- Reviewing the PDP at the meeting, in collaboration with the nurse or midwife
- Giving and receiving feedback
- Discussing strengths, accomplishments, challenges and opportunities
- Discussing and agreeing the PDP goals, actions and review date
- Supporting the staff member to achieve their professional goals
- The line manager and the employing organisation will keep the signed copy of the final PDP secure and retain the data for no longer than is deemed necessary as per the policy and procedures of their organisation,⁴
- The line manager retains a copy of the PDP for professional development planning purposes only. If the line manager leaves the work location the line manager will relinquish access to the PDP.
- The PDP will only be used for the purpose of professional development planning
- See Appendix 2 for PDP Process Line Manager Access and Responsibility

⁴ The Professional Development Plan and personal identifiable data is managed within the General Data Protection Regulations (GDPR) 2018 and HSE information management guidance. The Employee number and NMBI PIN are recorded for identification purposes only.

How often should I complete the Professional Development Planning Process?

The date of your Professional Development Plan meeting with your line manager is considered as the start date of the professional development planning cycle.

It is suggested that you should seek to complete the professional development planning process annually, if possible, but no more than 2 years should elapse without formal review.

Please note, the PDP should be jointly signed off at least every 2 years in order to ensure it is active and current.

Can my line manager view my old PDPs?

You can choose to give your line manager access to some or all of your previous Digital PDPs by giving your line manager permission to access your archive Digital PDP folder.

What do I do if my line manager changes?

If your line manager changes (either you change jobs or they leave their post), you will need to change the details of your line manager in the profile section of your Digital PDP. If you had given access to your former line manager to view previous Digital PDPs, once you change the details to your new line manager, your old line manager can no longer access your previous Digital PDPs. You now have the option to give permission to your new line manager to access some or all of your archive Digital PDPs or not.

If I am using the hard copy PDP, where should the Professional Development Plan be stored?

You should keep a copy of your completed PDP after your meeting when it has been agreed, finalised and signed by your line manager and yourself. Your line manager will retain a copy of your final PDP in line with your local organisational policy and procedure on storage of employee information.

How do I know that my Digital PDP is confidential and private?

- Please see HSELand Privacy Policy and other GDPR related compliance supports and processes in place to protect your data, clickable from each page of HSELand, and in addition the Privacy Policy specific to the Digital PDP presented at registration
- Your Digital PDP on HSELand can only be accessed by you using your individual HSELand password
- Your Digital PDP is stored securely on HSELand within your individual learning account
- Access to your Digital PDP by a line manager is only through direct invitation by yourself to that identified line manager through e-mail
- An electronic or hard copy of the PDP and PDP documents may be retained and stored by each individual nurse or midwife.
- An electronic or hard copy of the signed PDP may be retained by an identified line manager (above) as per retention and storage of employee HR records.
- PDP's are for use for professional development planning purposes only
- PDP's will not be used for performance management or in any disciplinary context
- PDP's will not be included in Health Information and Quality Authority (HIQA) inspections of designated centres

“In the context of staffs qualifications, competence, garda vetting, skill mix, staffing numbers and supervision, inspector’s review and assess the assurance arrangements the provider has in place to effectively meet the needs of patients and residents. The PDP would not be specifically requested under our regulatory or monitoring framework”.

Chief Inspector Social Services, Director of Regulation, HIQA (July, 2018)

- HSELand will provide the central point of contact for requesting data reports. Reports can be provided at national level and local level. Reporting will be at each level for grade group as currently recorded on HSELand, no personal details or identifiable data will be reported at any of the levels.

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Appendix 1

Using the 'Smart' Guide for Goal Setting

The SMART guide will support you to successfully achieve your goals and objectives. It provides a clear and structured approach for you to plan your goals.

When you are writing each goal, ask yourself is it:

Specific	Does it clearly state what is required?
Measurable	Can you measure improvements?
Achievable	Is it a goal that you can achieve?
Realistic	Is the expected outcome from your goal realistic for you and your line manager?
Time bound	Have you set a target date to achieve the goal and can it be achieved in that time frame?

Appendix 2

PDP Process Line Manager Access and Responsibility: Digital PDP

Digital PDP PDP Process Line Managers Access & Responsibilities

Nurse Midwife registers on PDP HSeLand



Nurse/Midwife completes Sections A – C and part Section D



Nurse/Midwife identifies Line Manager (LM) by entering LM email address and thus invites them to review PDP and proposes PDP Meeting. Nurse/Midwife can make previous PDPs available to the line manager through PDP Archive function.



Nurse/Midwife and LM meet at PDP Meeting and sign off PDP (through Nurse/Midwife HSeLand PDP account). The PDP is locked-in and cannot be amended or changed.

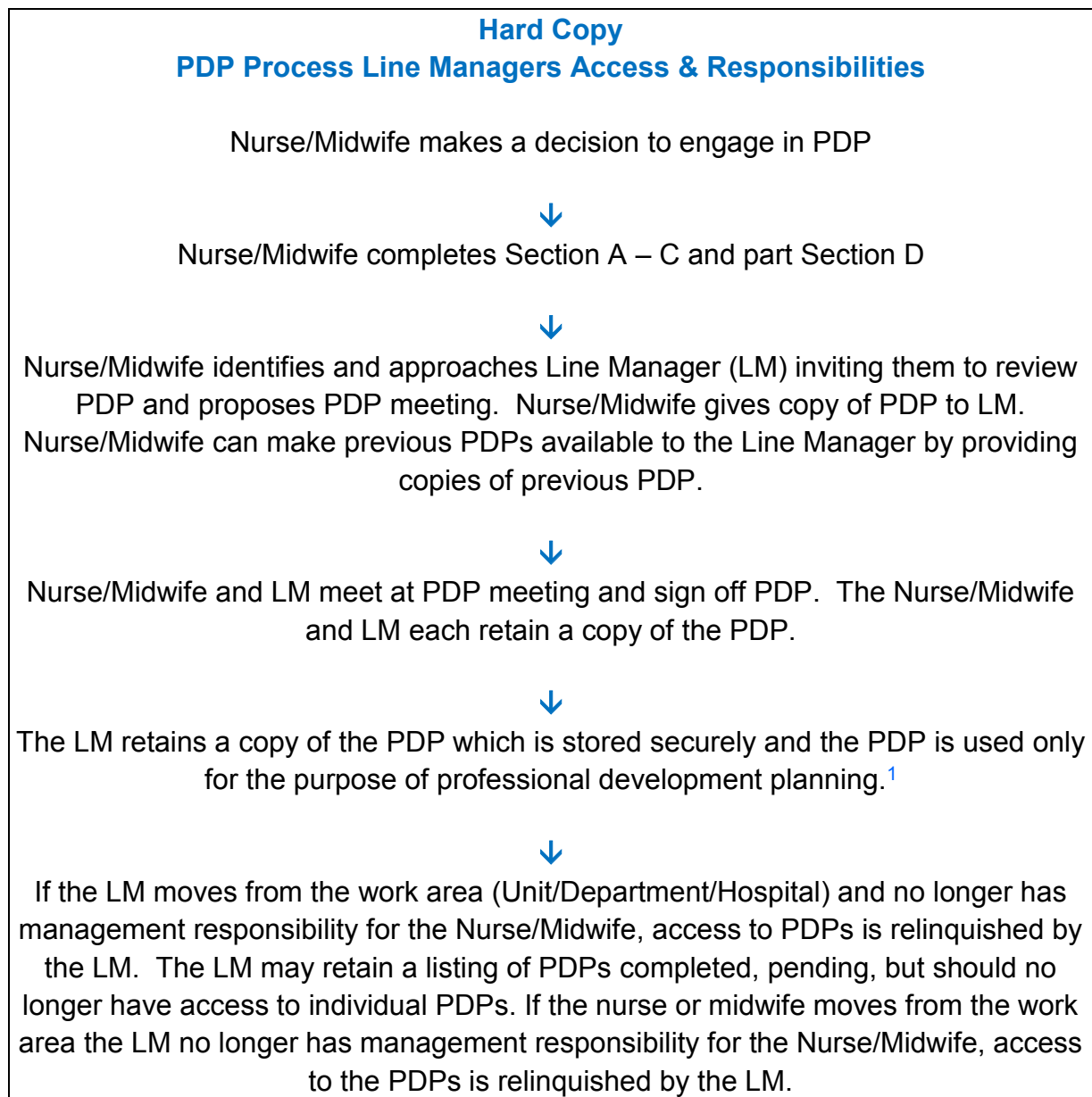


LM has access to completed PDP on LM Dashboard. Access to an individual nurse or midwife's PDP is only available for period when LM is the identified LM. The LM retains a copy of the PDP (save as PDF for printed format) which is stored securely and the PDP is used only for the purpose of professional development planning.¹



If the LM moves from the work area (Unit/Department/Hospital) and no longer has management responsibility for the Nurse/Midwife, access to the PDPs is removed from the LM Dashboard when the nurse or midwife changes line managers details on PDP HSeLand. A listing of PDPs is available on the LM dashboard; completed, pending, but access to individual PDPs is removed. If the nurse or midwife moves from the work area the LM no longer has management responsibility for the Nurse/Midwife, access to the PDPs is removed from the LM Dashboard (change activated when the nurse or midwife changes line managers details on PDP HSeLand). The nurse will identify their new line manager by entering the LM HSE email address on the HSeLand PDP platform.

PDP Process Line Manager Access and Responsibility: PDP hard copy document



¹The Professional Development Plan and personal identifiable data is managed within the General Data Protection Regulations (GDPR) 2018 and HSE information management guidance. The Employee number and NMBI PIN are recorded for identification purposes only. The PDP is use for the purpose of professional development planning only. LM relinquishes access to PDPs when s/he no longer has management responsibility for the Nurse/Midwife. The PDP is stored securely in compliance with GDPR and HSE guidance, and in alignment to hard copy HR document storage process locally.