End of Year Report 2015
National Leadership and Innovation Centre for Nursing and Midwifery

Office of the Nursing and Midwifery Services Director HSE

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ACKNOWLEDGEMENTS

The National Leadership and Innovation Centre for Nursing and Midwifery (NLIC), Office for the Nursing and Midwifery Service Director would like to acknowledge the following for their contribution and support:

- Directors of Nursing and Midwifery and Teams
- Nurses, midwives, Clinical Nurse and Midwife Managers
- National Leadership and Innovation Centre Governance Group
- Office for the Nursing and Midwifery Services Leadership Team
- Directors and Teams, Nursing and Midwifery Planning and Development Units
- Directors and Teams, Centres for Nursing and Midwifery Education
- Director and staff of the Institute of Leadership, Royal College of Surgeons Ireland
- The Chief Executive and staff, the Florence Nightingale Foundation
- Programme Manager and Programme Executive, Royal College of Physicians Ireland (RCPI) – HSE Quality Collaboratives
- HSE Human Resources, Leadership, Education and Development Team
- Speakers and facilitators who gave of their time and expertise to all programmes and events in supporting the work of the Centre
- The Quality Improvement Division, HSE
- The NLIC team who gave of their time and energy in organising the NLIC Summit and those who supported them. A special thank you to all the speakers and attendees who helped make it such a memorable day
Dear Colleagues,

On behalf of the Team, The National Leadership and Innovation Centre for Nursing and Midwifery (NLIC), I am delighted to present the 2015 Annual Activity Report. The Centre aims to nurture and develop leaders that are inspired, creative and innovative who will enable the delivery of safe quality healthcare in a transforming and integrated healthcare system. Our function is to work with nurses and midwives, and all sectors of the health service, in building leadership and innovation competencies and capacity, knowledge and networks to transform healthcare for patients and the people of Ireland.

We have come through many challenges in the last number of years as a country and as a health service. Although challenges will always remain, there are now more than ever, many opportunities for nursing and midwifery leadership to showcase their significant contribution to innovative and creative solutions enabling the provision of safe, quality healthcare that will have a positive impact on the health and well being of society. We believe that good leadership, from frontline to corporate level, makes a significant difference to the lives of all service users, communities and organisations and also the staff who work in them. With your collaboration and in partnership, the Centre will continue to support the development of creative and visionary leaders to ensure effective leadership in the implementation of integrated healthcare and sustainable system transformation.

I would like to take this opportunity to thank all nurses and midwives, Directors of Nursing and Midwifery, Area Directors, Directors of Nursing and Midwifery Planning and Development Units and Directors of Centres for Nursing and Midwifery Education for enabling and supporting the various leadership and innovative programmes and initiatives. I would also like to extend particular thanks to Ms Mary Wynne, Interim Director and the ONMSD Leadership Team for their continued encouragement and support. Sincere thanks to our very dedicated and hard working team, Teresa Moore, Marie Kilduff, Georgina Bassett, Michelle Frawley, Annette Connolly and Deirdre Lang.

The team would like to especially thank Annette Connolly for her hard work and contribution to the development of the Centre in the past number of years and wish her every success in her new role in the Nursing and Midwifery Planning and Development Unit, HSE West.

Best Wishes to Dr. Michael Shannon (previous Director ONMSD) in his new endeavours.

Kind Regards

Mary Mac Mahon
Deputy Director, National Leadership and Innovation Centre

Cora Lunn
Director, National Leadership and Innovation Centre (On Maternity Leave)

Office of the Nursing and Midwifery Services Director HSE
Clinical Strategy and Programmes Division
THE NATIONAL LEADERSHIP AND INNOVATION CENTRE TEAM

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Director

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Ms Teresa Moore
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Ms Annette Connolly
Leadership and Innovation Advisor

Ms Deirdre Lang
Joint Lead Director of Nursing for the National Clinical Programme for Older People (NCPOP) and leadership development older peoples nursing.

Ms Georgina Basset
Leadership and Innovation Advisor

Ms Marie Kilduff
Leadership and Innovation Advisor

Ms Michelle Frawley
NLIC Administrator
The National Leadership and Innovation Centre for Nursing and Midwifery (NLIC) was established in 2011, as part of a comprehensive investment in nursing and midwifery leadership by the Office of the Nursing and Midwifery Services Director (ONMSD), Health Service Executive.

**Aim**
To work with nurses and midwives in building innovation and leadership skills, knowledge and networks to transform healthcare for patients and the public.

**Vision**
The NLIC will pioneer the development of leadership and innovation competencies, knowledge and networks for nurses and midwives, which will support them in the provision of safe, quality healthcare thereby positively impacting on the health and wellbeing of society.

**The work of the Centre focuses on**
- Developing Leadership Competencies
- Building Leadership Capacity
- Supporting Innovation
- Influencing Cultural Change

The Centre does this through leadership and innovation strategies including programme development, collaborative working, supporting continuous personal and professional development, lifelong learning and service improvement activities.

**Strategic Objectives**
- To support nurses and midwives to develop their leadership and innovation potential thereby facilitating them to improve the health and wellbeing of the people of Ireland
- To promote excellence in leadership and innovation development by focusing on creating dynamic programmes and services which will strengthen the range of development opportunities for all nurses and midwives
- To develop a research profile by contributing to the evidence base for leadership and innovation
- To form international networks by developing key partnerships and strategic alliances.
NATIONAL LEADERSHIP AND INNOVATION CENTRE FOR NURSING AND MIDWIFERY

ACTIVITIES 2015
A strategic objective of the NLIC is to develop a research profile through networking and collaborating with national and international agencies. To this end the NLIC participated in the Virtual Teams Polarity Study facilitated by The Centre for Creative Leadership (CCL USA). Founded in 1970 the CCL is a top-ranked, global provider of executive leadership education and research. The study participants were 120 global teams from diverse industries and healthcare organisations. Like many of the teams in the study the NLIC are a virtual geographically dispersed team working remotely across time and organizational boundaries. For the study, polarities were broadly defined as ongoing dilemmas that arise due to the virtual nature of a team. Solutions may appear unsolvable or may contain seemingly opposing resolutions, but in truth, are complimentary and interdependent.

**Aim of the Study**

The aim of the study was to enable individual teams to understand and manage the polarities within their team in order to achieve greater success and effectiveness over time.

**Timeframe:** January 2015 to November 2015

**Study Format**

- Online introduction (via videoconferencing) to polarity thinking by CCL lead facilitator for the study
- Baseline assessment and feedback report
- Provision of tools and worksheet for identifying actions to manage polarities
- Mid study review by CCL
- End of study and final report

**NLIC Polarities and Actions**

Over the period of the study the NLIC Team identified and developed actions to manage 4 polarities. These were:

- **Team processes:** The team identified processes that support productivity and those that undermined productivity
- **Team cohesiveness:** The team identified actions to capitalise on the diversity and skills within the team and early warnings that may indicate a lack of cohesiveness
- **Communication:** The team identified structures that maintain positive team communications and the barriers that facilitate a breakdown in communication
- **Geographic Dispersion:** The team identified polarities that facilitate team working and those that facilitate ineffective team working
Outcomes for the NLIC team
The study enabled the team to develop an understanding of polarity thinking and to generate discussions on the dilemmas associated with virtual team working.

Outcomes included

• Processes and actions agreed to enhance information sharing within the team and the wider healthcare community, such as greater use of technology and greater use of information sharing tools, procedures and pathways
• Standard operating procedures reviewed and enhanced to support governance and cohesive team-working
• Directory of team skills, experiences and processes to ensure a clear linkage between skill sets and work distribution
• Dedicated time at team meetings to explore new ideas and to discuss team issues
• Marketing campaign to raise the profile of the Centre and to ensure stakeholder engagement

Long Term Impact
The NLIC will continue to monitor polarities and to use the Planning Worksheet and Actions Logs to leverage polarities as they arise.

For further information please contact

Teresa Moore, Leadership and Innovation Advisor
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The inaugural Nursing and Midwifery Leadership and Innovation Summit took place on 12th of May 2015, in Dublin Castle. The theme for the Summit was People Purpose, Passion. The primary aim of the Summit was to celebrate International Nursing and Midwifery day and to acknowledge the key role nurses and midwives play in the delivery of safe quality care for patients and their families. The Summit also aimed to identify and address some of the key leadership strategies and competencies necessary to enable nurses and midwives to resolve emerging issues and manage their ever-changing roles.

The day was opened by Mr Leo Varadkar T.D., Minister for Health, and followed with contributions by both national and international speakers. The focus of the summit provided insights into the context of leadership, innovation and the importance of building resilience in the complex world of healthcare. By way of video presentations, attendees had the opportunity to hear exemplars of leadership practices from staff working in front-line services.
What participants said

“Proud to be a nurse and very proud to be a clinical leader in my service”
“Summit left me feeling uplifted and energised”
“Inspiring and energising”

“Really appreciated the videos of colleagues from front line”
“Great day- More of the same”

“Excellent idea to have conference live streamed, and recorded so that those unable to attend can view later”

“Good to see that we are doing some things very well and got some great ideas on how to improve others”
PRESENTERS AT THE SUMMIT

Dr. Michael Shannon, Director, Office for Nursing and Midwifery Services, HSE

Minister Leo Varadkar, Minister for Health

Ms. Mary MacMahon, Acting Director, National Leadership and Innovation Centre for Nursing and Midwifery

Mr Tony O’Brien, Director General, HSE

Prof. Mary Jo Kreitzer, Director of the Centre for Spirituality and Healing, School of Nursing, University of Minnesota, United States

Ms. Michelle Mello, Head of Commissioning (Nursing) Nursing Directorate, NHS England
Ms Leslee Thompson, President & CEO
Kingston General Hospital, Ontario

Ms. Mary Brosnan, Honorary President
IADNAM, Director of Midwifery and Nursing,
National Maternity Hospital, Ireland

Prof Caroline Alexander, Chief Nurse NHS
(London Region), Professor of Nursing
Leadership - Visiting Professor, Buckingham-
shire, New University, NHS, England

Dr. Justin Brophy, Consultant Psychiatrist,
Clinical Director HSE Wicklow Mental Health
Services, Executive Clinical Director HSE South
East/Wicklow Mental Health Services

Prof Mary McCarron, Dean of the Faculty of
Health Sciences, Professor of Ageing and
Intellectual Disabilities, School of Nursing and
Midwifery Studies, Trinity College Dublin
SUMMIT PARTICIPANTS
The Clinical Leadership Competency ePortfolio (CLCeP) was launched on 12th May 2015, in Dublin Castle. Following the launch, phase one of implementation commenced in August 2015. This phase was comprised of the provision of information sessions to nurses and midwives nationally.

As the health care reform programme progresses, nursing and midwifery roles are changing and demands are growing. Given the associated challenges, effective leadership is critical to the delivery of safe quality care and it is the responsibility of all staff. It is therefore imperative that nurses and midwives are encouraged and supported to develop their leadership skills. The CLCeP is an ideal tool to provide this support as it is a flexible learning resource that supports nurses and midwives to develop seven core leadership competencies:

**Benefits of the CLCeP**

Learning and development is a lifelong pursuit and portfolios of evidence are becoming increasingly utilised to demonstrate Continuing Professional Development. The CLCeP facilitates staff nurses, staff midwives, Clinical Nurse and Midwife managers, and equivalent grades, to meet their professional responsibility and accountability as outlined in the NMBI professional code of conduct and ethics (NMBI 2014). It is an ideal mechanism to help nurses, midwives and organisations to support both an individual and group approach to learning and development. It also facilitates staff to record their learning in one simple to use location via www.hseland.ie.
Launch of the Clinical Leadership Competency ePortfolio
Dublin Castle
12th May 2015

From left to right: Marie Kilduff, Leadership and Innovation Advisor; Mary Brosnan, Honorary President IADNAM, Director of Midwifery and Nursing, National Maternity Hospital, Ireland; Annette Connolly, Leadership and Innovation Advisor, National Leadership and Innovation Centre for Nursing and Midwifery; Tony O Brien, Director General, HSE; Teresa Moore, Leadership and Innovation Advisor, National Leadership and Innovation Centre for Nursing and Midwifery; Leo Varadkar, Minister for Health; Dr Michael Shannon, Director, Office for Nursing and Midwifery Services, HSE; Pat Kenny, National eLearning Manager, HSE; Deirdre Lang, Director of Nursing NCPOP; Mary B Rice, NMPD Officer, Office of Nursing and Midwifery Services; Lorraine Murphy, RCSI Surgery and TPOT programmes.
CLCeP INFORMATION SESSIONS

Evaluations demonstrated that participants found the sessions to be extremely informative and beneficial. The information sessions were well attended in most areas.
What participants said

‘Very informative, motivates you to seek further education, very well presented, looking forward to using it’

‘Great resource, very informative session, easy to follow, made me want to go into the site, develop my CPD and engage with the CLCeP’

‘Very valuable resource, timely, will help develop confidence and leadership qualities for all nurses. Great resource for interview skills and reflective practice’

‘Wonderful to be given examples and understand how others use the resource. Sounds exciting and will aim to involve staff on the ward’

Future Direction
Phase two of the implementation process will begin in early 2016 and an implementation project plan will be developed. The evaluation and recommendations from participants who attended the information sessions will inform how the CLCeP is implementated.

For further information please contact
Marie Kilduff, Leadership and Innovation Advisor,
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The National Leadership and Innovation Centre for Nursing and Midwifery, ONMSD, commissioned the Institute of Leadership RCSI, to develop 2 national Leadership Development Programmes for 60 Directors and Assistant Directors of Nursing and Midwifery in 2014-2015. The overall aim of the programmes is to enhance individuals’ leadership capability and support strategic organisational development and reform in the healthcare system.

**Programme Structure**

The Future Nurse Leaders Development Programme was a modular programme and consisted of the following:

This 8 day programme consists of 3 modules followed by a Forum event at the end of the programme where participants present their Strategic Organisational Development projects. A number of guest speakers from the HSE, Department of Health as well as a number of other experts spoke on the programmes. Executive coaching is offered to each participant on the programme.

**Presentation of the Strategic Organisational Development Projects**

Participants worked together in action learning sets based on the new health care structures and identified ‘Strategic Organisational Development Projects’ that would directly impact on patient care organisations, staff and communities. When undertaking these projects, participants worked across many different boundaries e.g. organisational, professional and regional, which enabled them to model how their individual and professional leadership activities could be effective in the new health care structures. Action learning set facilitators worked with participants throughout the programme.
What participants said

‘I really enjoyed the Future Leadership Programme. Networking with all the ADONs from different disciplines was very interesting and gave me a greater understanding of the challenges we all meet. This programme for me has given me the tools to nurture the talents that I have and look at health care on a regional and national arena.... I would highly recommend this programme. Well done to all concerned’.

‘A remarkable programme where participants fine tune and confidentially build their leadership and management skills and competencies to reach their potential whilst continuously demonstrating professional and personal growth. Observing participants articulate and process their values and beliefs and change their leadership practices as a consequence has truly been humbling. A must do programme.’

‘The Future Nurse Leaders Programme has provided me with an excellent opportunity to consider all aspects of Leadership. It further developed positive working relationships with colleagues within and outside my own organisation. I really appreciate the time to reflect on my skills and abilities and to further develop them. The support from my coach has led me to change my career path for a while which I would not have considered a year ago. Thank you so much for the privilege of participating on this programme.’
Pre and post programme competency levels using retrospective evaluation

Participants were surveyed before and after the programme to ascertain their level of leadership competence as well as their development priorities using the HSE National Leadership Competency Framework. The aim was to determine if participants reported a change in their leadership competence as a consequence of the programme and whether their development priorities changed over time. Overall participants reported an increase for their post programme competency level (purple line Figure 1) as compared to pre programme competency level (red line Figure 1). The green line represents participants’ retrospective analysis of their competence at the beginning of the programme (retrospective pre-test). The retrospective pre-test showed that participants often overrated their level of competence at the beginning of the programme and have a greater understanding of their competence as they engage with the programme.

Figure 1: Pre and post programme competency levels

Change in Development Priorities

Participants were also asked to identify their developmental priorities at the beginning and again at the end of the programme. These also changed and expanded over time (See Table 1) with the greatest priorities being ‘Patient/Service User Focus’ and ‘Understanding the Health System’.
Table 1: Development Priorities

Conclusion
This multifaceted leadership programme sought to engage participants as adult learners and partners in the co-creation of their own development. Co-design was important to the success of this programme as it prompted individuals to engage with and socialise ‘what matters’ to them. The process enabled immediate feedback from peers and the opportunity to reach a common understanding of the social context for their leadership experiences and priorities. Regionally based action learning sets enabled participants model new ways of working across boundaries when completing their ‘Strategic Organisational Development’ projects and enabled them to rehearse potentially new roles within the evolving structures in the Irish system.

2 further programmes are ongoing for 2015-2016.

For further information please contact
Mary MacMahon, Deputy Director
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The Leaders for Compassionate Care programmes were launched on the 29th July 2015 by Mr Tony O’Brien, Director General of the Health Service Executive. The National Leadership and Innovation Centre for Nursing and Midwifery (NLICNM) in partnership with the Florence Nightingale Foundation UK, are facilitating the delivery of 6 three-day development programmes for Clinical Nurse and Midwife Manager’s 2 working in the acute hospital services. Each programme facilitates 30 participants with 2 programmes completed in 2015. The aim of the programmes is to support Clinical Nurse and Midwife Managers 2 (CNM/CMM2) to explore how they can further improve the quality of care within a variety of settings and how they can provide the leadership to their teams to facilitate this improvement.

Launch of the Florence Nightingale Foundation Programme
Farmleigh House Phoenix Park
29th July 2015

Dr. Michael Shannon (Former Director of the Office of Nursing and Midwifery Services); Ms. Annette Connolly, Leadership and Innovation Advisor, National Leadership and Innovation Centre for Nursing and Midwifery; Ms. Abigail Masterson, Deputy Chief Executive, Florence Nightingale Foundation; Professor Elizabeth Robb, Chief Executive, Florence Nightingale Foundation; Ms Eileen Whelan, Chief Director of Nursing and Midwifery, Dublin Midlands Hospital Group; Ms Mary MacMahon, Deputy Director, National Leadership and Innovation Centre for Nursing & Midwifery; Ms Sheila McGuinness, Group Director of Nursing and Midwifery, RCSI Hospitals; Ms Melissa Redmond, Patients for Patients Safety Ireland; Ms Bridie O’Sullivan, Chief Director of Nursing and Midwifery, South/South West Hospitals Group; Ms Laverne McGuinness, former Deputy Director General HSE and Mr Tony O’Brien, Director General HSE.
Each programme is delivered over three days with a 2 day residential module and a 1 day follow up module four to six week later. This programme gives participants a range of practical tools and techniques to enhance their leadership skills and effectiveness. Participants are introduced to quality improvement techniques, the management of change and are supported to increase their personal confidence, influence and impact as leaders. The programme is designed to draw on the collective wisdom, insights and experiences of the participants and promotes cross-organisational learning. With compassion as its focus, it is grounded in experiential learning and is highly interactive. The programmes will be independently evaluated which will inform further planning.

For further information please contact:

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Michelle Frawley, Leadership and Innovation Centre Administrator,
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(Annette Connolly was the previous lead for this programme)
Quality Improvement programmes in healthcare are crucial in supporting the development of a culture that ensures quality of care is at the heart of all health services delivered in Ireland. To support this, the National Leadership and Innovation Centre for Nursing and Midwifery (NLIC) in partnership with the RCSI Institute of Leadership, provided 2 programmes in Quality Improvement in Primary, Community and Continuing Care (PCCC) Leadership in 2015, for 60 Assistant Directors of Nursing and CNMs. The aim of these programmes was to facilitate participants to take an active role in providing a quality environment and safe practice in their organisation or service. Each programme is 5 days in duration and consists of 4 x 1 day modules and a forum day. Participant learning is underpinned by a Quality Improvement Project with defined outcomes and measurement, which is presented at the forum day at the end of the programme.

Benefits

1. Development of a QI ‘toolkit’ of skills, tools (including PDSA cycles, Driver Diagrams, Run Charts) and practices
2. Development of leadership skills
3. Development of team building/networking/stakeholder engagement skills

Participants at the Delivering Quality through Primary, Community and Continuing Care Leadership Forum November 2015
What participants said

'I learnt a new ‘language’ for verbalising and showcasing the work undertaken by our service'

'I gained knowledge to measure quality improvements and introduce it in clinical areas'

'The programme identified deficits in our service and enabled us to put an improvement plan in place'

'Verbalising and showcasing the work undertaken by our service'

'It gave me confidence to talk about the value and advancement of my service to corporate HSE personnel and senior HSE management'

'The use of data analysis skills enabled me to argue and report on QI initiatives'

For further information please contact

Deirdre Lang, Joint Lead Director of Nursing for the National Clinical Programme for Older People (NCPOP) and Leadership Development Older Peoples Nursing

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In partnership with the National Leadership and Innovation Centre for Nursing and Midwifery (NLIC), the RCSI Institute of Leadership provided 2 programmes, Delivering Quality Improvement through Midwifery Leadership, for 40 Assistant Directors of Midwifery and CMMs. The first of these midwifery programmes commenced in January 2015 and concluded in November 2015. A second programme commenced in September 2015 and will conclude in 2016. These programmes were primarily designed to enable participants to take an active role in providing a quality environment and safe practice in their service or organisation. They also aim to support participants to understand the broad context and demands of change and quality improvement in Irish Healthcare. This is a 5 day programme consisting of 4 x 1 day modules followed by a forum day at the end of the programme when participants presented their Quality Improvement Projects.

**Benefits**

1. Development of a QI ‘toolkit’ of skills, tools (including PDSA cycles, Driver Diagrams, Run Charts) and practices
2. Development of leadership skills
3. Development of team building/networking/stakeholder engagement skills

Participants at the Delivering Quality Improvement through Midwifery Leadership Programme
What participants said

‘Sharing experiences and ideas with colleagues generated ideas for future QI initiatives’

‘Applying new skills will lead to more efficient service, reduction in waiting times, reduction in unnecessary investigations and admissions-cost cuts’

‘Networking with people in similar positions and facing similar challenges was very beneficial’

‘It empowered me and gave me confidence to implement change’

‘Created a more efficient theatre and commenced discussions around further training’

For further information please contact

**Mary MacMahon, Deputy Director**

E mail: mary.macmahon@hse.ie Ph: 0876702250
The NLIC supported a bespoke Future Nurse and Midwife Leaders Programme (FNML) and Quality Collaborative for Clinical Nurse and Midwife Managers (CNM/CMM2’s). This was a bi-directional initiative with 2 components, a 5-day quality collaborative aligned with a 4-day leadership programme. This programme is the last of 3 programmes offered to this group in ULH’s. The aim was to facilitate the development of innovative leaders by promoting visible, collaborative leadership and supporting dynamic initiatives. As demonstrated in the previous 2 programmes, this approach enabled the CNM/CMM to become familiar with both the fundamentals of effective leadership and quality improvement methodologies.

Using the bi-directional approach facilitated integration across the Directorate, as it offered CNM/CMM’s a multidisciplinary forum to implement learning derived from the leadership programme. On completion of both components, the CNM/CMM’s, MDT and Directorate managers collectively reflected on their journey, celebrated their achievements and shared their learning and outcomes with the wider healthcare community.

The initiatives commenced in February 2015 and ran concurrently until completion in June 2015.

The NLIC in partnership with CNM/CMM’s and line managers co-designed the leadership programme component. The Collaborative elements were co-designed by the RCPI, HSE National Quality Improvement Team and the NLIC. The Centre of Nursing and Midwifery Education (CNME) HSE West/Midwest supported both elements.

**Key Outcomes**

- The production of a demonstration DVD, to support implementation of the ‘Safe Surgery Checklist’. The checklist used in the DVD was that recommended in the National Policy and Procedure for Safe Surgery (2013) developed for the HSE by the College of Anaesthetists of Ireland and the Royal College of Surgeons.
- Restructuring of processes within endoscopy and between endoscopy and wards to improve patient flow
- Improvement to patient flow at recovery phase (communication and other activities)
- Improvement to processes relating to theatre list
- Collection and analysis of data to facilitate future improvements relating to patient flow through theatres for both emergency and elective surgery.

Building on successes and lessons learned is the key to solidifying outputs from any PDSA process. To this end, the Quality Nurse Manager for ULH’s and the oversight group are collaborating to develop quality networks to sustain the improvements.
What participants said

“Using a bi-directional approach can positively influence both leadership development of staff and the culture of the clinical area”

“All nurses and midwives should have access to leadership development and quality improvement programmes and formal mentoring”

Katie Tierney, (Project Lead) for the Safe Surgery Collaborative and colleagues

Next Steps

Formal evaluation will take place in 2016.

For further information please contact

Teresa Moore, Leadership and Innovation Advisor,
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LEADING IN UNCERTAIN TIMES FACILITATOR PREPARATION PROGRAMME

This two-day Facilitator Preparation Programme supports participants to develop facilitation skills to deliver the ‘Leading in Uncertain Times Programme (LiUT)’ to front line staff. The aim of the programme is to support participants to develop facilitation skills by reflecting on their current style of facilitation, exploring new concepts and applying this learning when delivering the LiUT programme. A total of 4 facilitation programmes were delivered in 2015. A wide range of disciplines were represented including Mental Health, Paediatrics, Intellectual Disability, Acute and Older Person services. The highest response rate of facilitators who attended the programme came from Intellectual Disability Services (n=19).

What participants said
Facilitators spoke positively about the value of group interactions, discussions and topics presented. A number of facilitators noted the benefit of networking with other course participants, work colleagues and other key stakeholders.

‘Very enjoyable course, felt apprehensive prior to undertaking the training but feel very enlightened on completion’

‘Facilitator was excellent, really helped with learning, made the programme informative, fun and enjoyable’

‘Enjoyed the course, feel confident that I have been given the tools and resources to deliver the programme’

‘Enjoyed course, felt empowered and energised to bring back and act on information’
For further information please contact:
Georgina Basset Leadership and Innovation Advisor,
E mail: georgina.bassett@hse.ie Ph: (087) 6820559

(Annette Connolly was the previous lead for this programme)
MASTERCLASS SERIES

The National Leadership and Innovation Centre for Nursing and Midwifery in partnership with the RSCI Institute of Leadership provided a series of Leadership and Innovation Masterclasses which aim to support innovation and contribute to leadership capacity and capability.

The series consists of the following masterclasses:

1. Business Case Development for Directors and Assistant Directors of Nursing and Midwifery
2. Healthcare Commissioning for Directors and Assistant Directors of Nursing and Midwifery
3. Quality Improvement in Practice for Staff Nurses, Midwives, Clinical Nurse Managers and Clinical Midwife Managers 1 & 2

1. Business Case Development: A masterclass for Directors and Assistant Directors of Nursing and Midwifery

Nurses and midwives are increasingly becoming involved in making and presenting business cases to support the development of their services and staff. Expertise in business case development is crucial given the ongoing development of the hospital groups and CHOs and the axiom, 'money follows the patient'. This practical masterclass takes participants through a process of collecting, analysing and making effective cases. It also supports participants to further develop their skills in preparing and presenting effective business cases.

What participants said

‘Delivery was very good, clear and relevant and got information that was relevant. Took the fear out of producing a business plan’

‘The Masterclass in its entirety, excellent, really made me focus on systematic approaches to business case development’

2. Healthcare Commissioning: A masterclass for Directors and Assistant Directors of Nursing and Midwifery

These 2 masterclasses provided senior nurse and midwife managers with an overview of Healthcare Commissioning from both a national and international perspective. The aim was to ensure that participants are equipped with the necessary knowledge to understand the principles, concepts and models of healthcare commissioning. This is relevant with the ongoing development of the Hospital Groups and CHOs and the introduction of healthcare commissioning in the future.
3. Quality Improvement in Practice: A masterclass for Staff Nurses, Midwives, Clinical Nurse Managers and Clinical Midwife Managers 1 & 2

A total of 4 masterclasses took place in 2015 and with a number scheduled to take place in 2016. This masterclass aims to provide frontline staff with an introduction to quality improvement principles and frameworks that they can apply in their practice or workplace. Nurses at all levels are responsible for ensuring the delivery of a quality and safe service to their patients, clients, and communities. This masterclass takes participants through definitions of quality and quality improvement, introduces a quality improvement framework, measurement tools and action planning. The participants have the opportunity to apply series of measurement tools to a case during the masterclass.

What participants said

‘Most informative in relation to the strategic functions of commissioning and on themes and feedback of procurement loop back to commissioning’

‘All very good-well done to all, met all the objectives it set out to do, overall found it most beneficial’

‘I was not very confident in the whole process of quality improvement but this masterclass helped define and explain it to me - speakers excellent’.

‘The Quality Improvement process was well broken down and delivered. It was great to learn about the PDSA cycle so that I now have a model I can use’.

For further information please contact
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In collaboration with Healthcare Improvement Scotland, the National Leadership and Innovation Centre for Nursing and Midwifery provided sponsorship for a 10 month part-time fellowship programme in quality improvement. This initiative has been endorsed by the National Quality Programme, Quality and Patient Safety Division, HSE. The purpose of the programme is building on improving quality and patient safety through the use of evidence-based tools and techniques. The fellowship aims to develop and strengthen clinical leadership and improvement capability to support the development and delivery of patient safety and contribute to the development of long-term quality improvement and patient safety culture.

Candidate Experience of the Fellowship Programme 2015

Justin Kerr
Head of Nursing, Health Sciences and Social Care,
GMIT Mayo Campus
Castlebar
Co. Mayo

The Scottish Patient Safety Fellowship programme offered me the opportunity to build on my experience in quality and patient safety. The experience overall was very enriching and the chance to engage with clinicians from other disciplines including Speech and Language Therapy, Pharmacy, Occupational Therapy and Medicine resulted in great debate and discussion. Fellows from other countries such as Denmark and Norway put an international perspective on healthcare and patient safety issues which were explored in new and innovative ways.

The programme was delivered through residential, project surgeries, WebEx, and twitter! This led to dinner discussion and impromptu follow up sessions over the residential days and beyond. The key themes from the fellowship included patient centeredness, understanding data, change management and improvement methodology. The theories were very much grounded from the lived experience of the fellows often with very concrete examples of what worked well and the application of the learning to a variety of settings. The fellowship conversation continues today and I have no doubt the network of Cohort 7 will be called upon time and time again.