Dear Colleagues

It is hard for me to believe that a year has passed and we are once again about to celebrate the Festive Season. This is the time when we can reflect upon the past year, learn from our experiences and look forward to opportunities and the New Year.

As nurses and midwives, we are working in challenging times. I take this opportunity to acknowledge this and assure you that your efforts are appreciated and that the extraordinary contribution of our professional nurses and midwives to the services on each and every day of the year is recognised. The “Future Health” A Strategic Framework for Reform of the Health Service 2012 – 2015 is an important document and is now in circulation. It outlines important changes and the ONMSD continues to support this document into 2013 as it enables the strategic development of nursing and midwifery to provide the highest quality of care through a focus on:

- Corporate and Clinical Governance
- Safe, Quality Care
- Leadership and Innovation
- Professional and Educational Development
- Practice Development

I welcome the appointment of Dr Áine Carroll as the HSE’s National Director of Clinical Strategy and Programmes. I would like to acknowledge the nursing and midwifery professional support for the design and introduction of the National Clinical Programmes. The ONMSD will continue to align our priorities to ensure the programmes are introduced in a manner that will improve the quality, access and efficiency of clinical service delivery across a broad range of clinical services. We will continue in our support of, and commitment to, the implementation of the National Clinical Programmes.

There are so many projects and nursing and midwifery initiatives that I cannot acknowledge them all individually, but through Area Directors NMPD I am very aware of the great work being done nationally.

I look forward to continuing to working with you in developing a shared leadership and vision for nursing and midwifery care in Ireland. I wish everyone a Happy Christmas and New Year especially those of you who are working over the Festive Season.

Kind Regards

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ONMSD Organisational Information

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ONMSD Website
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HSE Dublin North East Productive Ward:

*Releasing Time to Care™ Phase 1*

The Productive Ward: *Releasing Time to Care™* is a quality improvement initiative aimed at empowering frontline staff to drive improvements in the health service through redesigning and streamlining the way they deliver care. Ireland joined this NHS initiative in January 2011. The Office of Nursing and Midwifery Services Director (ONMSD) and the Director of the National Clinical Programmes (NCP) and Clinical Strategy Programmes Directorate, established a National Advisory Group to oversee the implementation of the Productive Ward in the four HSE regional areas. In December 2011, 17 pilot sites commenced their Productive Ward journey.

In HSE Dublin North East five wards were selected:

- Adams McConnell Ward, Beaumont Hospital
- Elm Ward, Connolly Hospital
- Second Floor Medical, Our Lady of Lourdes Hospital
- Third Floor Surgical, Our Lady of Lourdes Hospital
- Lillie Suite, Rotunda Hospital.

Process Module training, facilitated by the National Health Service Institute (NHSi), took place in October 2012. The teams took this opportunity to prepare and plan for Process Module implementation and to practice skills applicable to their own ward requirements. To date, ward teams have implemented the three Foundation Modules of the programme and have begun implementing Productive Ward Process Modules. All wards provide monthly progress reports to the NCP.

*Releasing Time to Care™ Phase 11*

Site Selection for Phase II of the Productive Ward: *Releasing Time to Care™* national initiative took place in HSE Dublin North East during the autumn of 2012. A further six wards have been selected:

- Third Floor Orthopaedic, Our Lady of Lourdes Hospital
- Paediatric Floor, Our Lady of Lourdes Hospital
- Male Medical, Our Lady’s Hospital, Navan
- Rowan Ward, Connolly Hospital
- St Lukes Ward, Beaumont Hospital
- St Laurences’ Ward, Beaumont Hospital.

NHSi facilitated Productive Ward training in HSE Dublin North East region took place in November 2012. A Regional Project Leaders Forum was established during Phase I of the project. The Forum provides an opportunity for Ward Teams to network within DNE to share progress, improvements and learning. Phase II sites will now join the Forum and benefit from the past experiences of their colleagues.

In 2010 Cavan General Hospital independently engaged with the Productive Ward programme. Their Productive Ward team have completed implementation of the Foundation Modules and are actively involved in Process Module Implementation. Cavan General Hospital Project Leaders and Ward Leaders have joined the HSE DNE Project Leaders Forum and have developed collaborative working relationships with the Phase I and Phase II Productive Ward sites supported by ONMSD.

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Executive Professional Development for Directors of Nursing, Midwifery and Public Health Nursing in the North East

In May 2012 the Directors of Nursing/Midwifery/Public Health Nursing in the North East requested support from Nursing & Midwifery Planning & Development (NMPD) Ardee for their Continuing Professional Development. It was agreed that a series of Executive Professional Development events would be organised for the Directors by NMPD with the support of the National Leadership and Innovation Centre.

Needs Analysis
A needs analysis was undertaken in June 2012 to identify the Director’s key professional development requirements. The immediate needs identified centred on professional networking, executive coaching and aspects of senior executive management development.

Master Classes
A series of half day Master classes were arranged which coincided with regional meetings. The first Master class took place in September 2012 in the Regional Education Centre, Ardee, facilitated by Dr. Mary Boyd, Special Delivery Unit, Department of Health. This event was very positively received by the Directors. The November and December Master classes were facilitated by a specialist in coaching and leadership. These Master Classes provided the Directors with a forum to network with peers and develop strategies and skills to operate and lead at executive level within their services.

2013
A further series of master classes are scheduled for 2013 on topics including Finance, Budget Management, Developing Business Cases, Clinical Governance and Risk Management, Fitness to Practice, and attendance at the Labour Court.

Conclusion
Directors of Nursing/Midwifery/ Public Health Nursing are confronted with professional and executive management decision making, negotiating and influencing challenges on a regular basis. By supporting them with their continuing professional development we will empower them in their role at senior management executive level.

For further information contact: Rose Lorenz, NMPD, HSE DNE, Email: rose.lorenz@hse.ie Tel: 041 6850658 / 0872864075

Pictured left to right: Ms Eileen Mc Guigan, Ms Catherine Smyth, Ms Elaine O Connell, Mr Padraig Byrne, Ms Anne Mc Murray (facilitator), Ms Joan Donegan, Ms Maura Coyle Meade, Ms Paula Hand, Ms Rose Lorenz, Ms Una Tomany, Ms Rose Mooney. (Missing from the picture is Ms Deirdre Mulligan)
Mighty oaks from little acorns grow

In early December 2012 a HSE National Procurement Team won a major innovation award for having achieved savings of over €6m by using E-auction to complete a tender process for disposable continence products. The genesis for this initiative goes back to 2004 when HSE West/Mid West NMPD Units partnered with a local Procurement Team to develop product specification to enable the first single supplier contract to be implemented in the region. Having a single supplier in a region not only encourages cost saving but also facilities standardisation and quality improvement.

Since 2004 a number of quality improvements have stemmed from that partnership. These included the development of a home delivery service, through which continence products based on the assessed needs of patients are delivered to their home or place of residence, the securing of two Continence Advisors and the development of Continence Advisory services in Roscommon and Mayo Primary, Continuing & Community Care (PCCC), as well as the establishment of continence clinics and care-pathways.

In the latest initiative HSE West/Mid West NMPD staff partnered with Continence Advisers and the National Procurement team to develop the specifications which underpinned the national framework agreement and E-auction. There is little doubt that collaborative partnerships can bring about value for money but the real value in collaborative working is when those most in need have easy, equitable access to quality products and services.

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Deconstructing reflective practice: a research study

A research study was recently undertaken on reflective practice by Ms. Moya Comer from the Centre of Nursing and Midwifery Education, Sligo/Leitrim as part of her PhD studies. The study entitled “Deconstructing reflective practice: a research study” aimed to examine reflective practice and its meaning and purpose within nursing education.

Introduction
Professional knowledge in nursing is recognised as complex and multifaceted. From grand theories to evidence-based practice, the nature, origins and scope of nursing knowledge remains a source of on-going debate among nursing scholars and practitioners. Reflective practice has proved a popular model of professional knowledge in nursing education. Its appeal may be understood in its valuing of practice knowledge and in the possibility of generating knowledge from practice. However, the literature on reflective practice in nursing indicates that the term is understood and utilised in many different ways.

Aim of study
The aim of the study was to undertake a deconstructive reading of selected texts illustrative of reflective practice as a model of professional knowledge in nursing education.

Methodology
Deconstruction is described as a patient, fine-grained, close reading of texts. It is an approach concerned less with what an author may have intended than with what a text achieves.

Findings
The outcome of the study may be summarised as follows: “reflective practice is not what you think it is”. Paradoxes, contradictions and tensions inhabit its textual construction. Such a reading enables a more complex, nuanced understanding of reflective practice and may help to explain how different meanings are made possible.

For further information, contact Moya Comer, Centre of Nursing and Midwifery Education, Sligo/Leitrim
Email: moya.comer@hse.ie  Tel: 071 9177090
The aim of the Productive Ward programme in 4 South is to ‘release time to care’ leading to increased staff and user satisfaction, improved productivity, efficiency and financial benefit.

**Patient Status at a Glance:**
A dry-wipe board has been introduced to visually manage communication. This helps by:
- Making shift handover quicker and safer. Time saving of 3.5 hrs per week.
- Saving time looking for patient information.
- Staff interruptions reduced by 3.5 hrs per week.

**Well Organised Ward:**
The Kan-Ban system of stores management was introduced and is being audited. It is envisaged that significant savings will be demonstrated.
- LEAN principles are applied reducing the time staff spend locating equipment.

**Knowing How We Are Doing:**
- The use of productives ‘Safety Cross’ measures inform the staff of areas that require attention.

**Medication Management**
- Staff are undertaking HSE LAND Medication Management e-learning.
- Wearing of ‘Blue apron’ during medication rounds reduce interruptions and potential for distraction and errors.
- Peripheral Intravenous Venous Canulation Care Bundle – an audit, education and re-audit process has been used showing policy compliance increasing from 0% to 75%.

**South East Welcomes Leading International Expert on Community Reinforcement Approach (CRA)**

The Regional Centre of Nursing and Midwifery Education (RCNME), HSE South (South East) recently organised a very successful international education programme for 66 delegates on the Community Reinforcement Approach (CRA). CRA is a broad-spectrum behavioural intervention for treating substance misuse problems which has been empirically supported in numerous international random controlled trials (RCT’s). The model is compatible with and supports the community based approaches to substance misuse currently under development in the HSE-SE. The programme represented a collaborative initiative between the RCNME, the South East Substance Misuse Service and Waterford Regional Youth Service.

Professor Robert J. Meyers, founder of, and the worlds leading expert in the CRA, delivered the programme. Prof Meyers has worked in the addiction field for 37 years and is currently Research Associate Professor Emeritus in Psychology at the University of New Mexico’s Centre for Alcoholism and Substance Misuse. The programme provided participants with a comprehensive overview and introduction to the use and benefits of the approach.

Participants who completed the programme will now be offered the opportunity to become certified as CRA practitioners. The RCNME and the Substance Misuse Service plan to support participants who want to become certified CRA practitioner during 2013. The rigorous certification process incorporates clinical practice and supervision and will support learners in enhancing their competence and ensure learning transfer to the clinical environment.

**For further information contact:**
Jim O’Shea, Director, RCNME, Email: james.oshea@hse.ie Tel: 051 848534 or 087 9850507.
In response to feedback received during the evaluation of the national generic dementia education and awareness Programme, a one day education module titled **Responsive Behaviour: Supporting and Understanding the Person with Dementia** has been developed. It is part of a suite of programmes addressing educational needs of staff working with people with dementia developed as part of the ONMSD National Dementia Education Project. The programme builds on the three day educational awareness programme. The module will involve two strands:

- One day programme to prepare facilitators for the delivery of the module to participants
- One day education programme for participants

The programme will allow participants to revisit the subject of behaviours that challenge at a deeper level of development. The facilitator’s module has been developed to facilitate the development of reflective self directed learners using a spiral curriculum approach. Utilising Blooms taxonomy, it allows facilitators the opportunity to assist participants move from knowledge and comprehension to application and, using self directed learning, for analysis, synthesis and evaluation. There is a need to ensure a competent workforce to support the person with dementia in a person centred way when they present with behaviours that challenge.

**A pre requisite for participants to attend the one day participant’s programme will be that they must have attended either the generic 3 day programme or have received education in person centred dementia care.**

The one day programme can be delivered on site by the facilitator to a group of staff or in a Centre for Nurse Education (CNE). All participants will be expected to complete a workbook which will help to demonstrate knowledge and skills in providing care and support for people who have dementia. Adhering to the governance of the dementia programmes, managers input on the outcomes of the programme will also be sought.

The programme has Nursing and Midwifery Board of Ireland Category One approval. It will be reviewed annually as part of the overall governance structure established as part of the ONMSD National Dementia Project.

The facilitators module is scheduled for delivery in HSE West, HSE South; St James’ Hospital in Feb/March 2013.

**Dementia Champion Education Project**

One of the programmes available as part of the suite of programmes in the National Dementia Education Project is the HETAC Level 8 Dementia Champion module developed and accredited by Dublin City University.

The most recent group of champions who have just completed the module are pictured below with Mary Manning, Project Lead, ONMSD National Dementia Education Project and course facilitator, Dr Kate Irving, DCU.

We are also delighted to be launching the dementia network/hub which will be available on HSEland. This website/network will provide the champions and likeminded people with an excellent support platform to reflect on their knowledge and skills and share good practice with colleagues across the country. Raising awareness and sharing good practice is an integral part of the website.

It will provide:

- A forum for online collaboration
- A place to seek and offer help to colleagues
- A repository of knowledge and information on issues and topics relating to Dementia
- A communication hub
- Learning resources and research information

**For further information contact** Mary Manning, Project Lead, ONMSD National Dementia Education Project

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Following the publication of the HSE national best practice and evidence based guidelines for wound management in 2009, the requirement to develop a national standardised education programme for nurses and midwives in the HSE was identified to support their implementation.

This programme has been developed by the ONMSD to provide a standardised, evidence based educational update for nurses and midwives in relation to wound management. The programme incorporates theoretical and work shop learning and has Category 1 approval along with 35 CEU’s from the NMBI.

The programme was developed by a national multidisciplinary group of wound care experts and educationalists and has been endorsed by the Wound Management Association of Ireland, the European Wound Management Association and the Office of Nursing & Midwifery Services Director.

This programme is available through the Regional Centres of Nursing and Midwifery Education in the HSE from January 2013. The programme may be submitted for accreditation by HETAC and/or Higher Education Institutes at local level as appropriate.

The HSE national best practice and evidence based guidelines can be downloaded from the HSE website at www.hse.ie or they can be requested in CD format from the address below.

For further information contact: Eithne Cusack, NMPD HSE DN
Email: Eithne.cusack@hse.ie Tel: 01 8908765.

New appointment to National Emergency Medicine Programme (EMP)

Ms Geraldine Shaw, Director of Nursing, ONMSD has been appointed by Dr Michael Shannon to join the National Emergency Medicine Programme. Geraldine will be working with the team in the implementation of the EMP and the development of quality improvement in emergency care. She brings a wealth of experience in nursing leadership, health service management, supporting patient participation in services, Lean improvement methods, developing education and training programmes for nurses and is currently undertaking a Doctorate in Governance.

Appointment of Designated Midwifery Officer HSE Dublin North East

Ms Michelle Waldron, Project Officer, NMPD, HSE DN has recently been allocated the role of Designated Midwifery Officer (DMO) for the HSE DNE region under the direction of the Lead Integrated Service Area Manager, Ms Anne O’Connor. Michelle will be responsible for all aspects of the management of the Home Births Service in HSE Dublin North East.

Principle responsibilities of the DMO include engagement in a variety of duties in connection with the development and coordination of a single unified home birth service within DNE. This includes, on behalf of the HSE and in consultation with the Community Midwives Association, the development of policies, procedures, protocols and guidelines to cover all aspects of the service. The DMO will assist in the monitoring of standards of care and facilitate in the identification of measurable outcomes to ensure quality care for women and their babies.

The DMO will also act as a resource for the provision of information to women who enquire about a home birth service and will provide leadership, support and guidance on a range of professional midwifery matters to the self employed Community Midwives, Directors of Midwifery and Directors of Public Health Nursing.

For further information contact: Ms Sheila Sugrue, National Lead Midwife, ONMSD
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New Publication

Quality and Patient Safety Prompts for Multidisciplinary Teams

The purpose of the prompts is to provide a practical, easily accessible guide, for any multidisciplinary team to use in discussing quality and safety at regular team meetings.

Achieving safe quality care requires the vigilance and cooperation of the whole workforce including patients and members of the public. The National Standards for Safer Better Healthcare (2012) provide direction and guidance for improving the quality, safety and reliability of healthcare. For mental health services the Quality Framework for Mental Health Services in Ireland (2007) provides the direction. The development of the prompts is aligned with the national standards and the twenty-seven questions are grouped under the themes: (i) leadership, governance and management; (ii) person centred care; (iii) effective care; (iv) safe care; and v) better health and wellbeing. The prompts are provided to support multidisciplinary teams in understanding and applying elements of the national standards within their service area.

We would like to extend our thanks and acknowledge the contribution of the many nurses and midwives who are members of the working group and steering group for clinical governance development and particularly the members of the twenty multidisciplinary teams who tested the prompts during the summer months.

Further information and a copy of these prompts can be located at www.hse.ie/go/clinicalgovernance

For further information contact: Maureen Flynn, National Lead for Clinical Development, Email: Maureen.a.flynn@hse.ie Tel: 087-9317014.

Quality and safety prompts for multidisciplinary teams

4. How to use the quality and safety prompts?

The prompts included below provide a guide on how to use the prompts related to leadership and management. The prompts are used in a quality and safety audit using the (PDCA) cycle. Your team will be able to get feedback on the implementation of the National Standards and the Quality Framework for Mental Health Services in Ireland.
Nurse and Midwife Medicinal Product Prescribing Update

Implementation Update
To date 884 nurses and midwives have been funded by the ONMSD to undertake the education programmes currently provided by the Royal College of Nursing Ireland, University College Cork, University College Dublin, National University of Ireland Galway, Trinity College Dublin and University of Limerick. A total of 168 health service providers (49 acute and 119 primary and continuing care) are supporting the introduction of medicinal product prescribing. The candidate and Registered Nurse Prescribers are from 85 clinical areas.

Number of Registered Nurse Prescribers (RNP)
The number of Registered Nurse Prescribers has now increased to 518. Congratulations to all those who are registered across the country, this is a wonderful achievement for both you and your service.

Prescribing Activity 2012
Since the first prescription was written on the 24 January 2008, RNPs have reported writing 91,284 prescriptions for 73,164 individuals involving 134,558 items.

Education Programme
Look out for the advertisements for the Spring 2013 programme which will be offered by the Royal College of Surgeons Ireland; closing dates is 15 February 2013.

A total of eight colleges continue to offer the education programmes in 2013:

- Dublin City University
- National University of Ireland Galway
- Royal College of Surgeons Ireland
- Trinity College Dublin
- University College Cork
- University of Limerick
- Waterford Institute of Technology
- University College Dublin

The team would like to take this opportunity to sincerely thank all our colleagues who have supported us during the year. We look forward to working with you in 2013 and wish you all a very Happy Christmas and a Peaceful New Year.

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In collaboration with Corporate HSE HR’s -Succession Planning Team, the NLIC has supported the development of a Management Development Centre (MDC) for the Galway, Roscommon University Hospitals Group (GRUHG).

A Management Development Centre (MDC) provides a framework for the delivery of HSE HR Corporate Succession Planning Strategy. The MDC enables CEO’s, RDO’s or a Group Director of Nursing & Midwifery to identify staff with the right skills set and potential, and prepare and support them to work at higher management levels in the future. Each programme delivered through the MDC is carefully designed to ensure that the measurement process is objective, and reliable as a predictor of future performance.

In November the first “Future Leaders” Succession Management Programme was delivered through the GRUHG- MDC. Eleven senior managers from across HR, Clinical Directorates, Nursing, Allied Health Professionals and Business Management Grades attended the 2 day event. Key elements of the GRUHG programme included group and individual strategic planning exercises, a presentation on a service development initiative, and career application interview. Post the MDC programme participants receive a comprehensive report and a summary report is sent to line managers. The participant and line manager, then meet with the CEO, Group DoNM, HR Manager and relevant others and agree the most suitable development plan. Potential development interventions include: coaching, mentoring, shadowing, engaging with a development facilitator, action learning sets (ALS) project work.

The development aspects of the programme will continue into 2013, including project work is aligned to the needs of the GRUHG services. 

For further information contact: Teresa Moore National Leadership and Innovation Adviser / Regional Coordinator for GRUHG –MDC, National Leadership and Innovation Centre.

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