

Position paper for a National Standardised Development programme for Assistant Directors of Public Health Nursing

Introduction:

The ONMSD and Primary Care division established a National Quality Improvement /Practice Development Governance Framework for Public Health Nursing Services which aims to support and progress evidence based quality improvements/practice developments for Public health nursing services. The group have identified a lack of available development programmes for newly appointed ADPHN's, hence the need to consider a standardised approach to leadership and management development for all ADPHN's, newly appointed ADPHN'S and interim ADPHN's. A national standardised approach will ensure uniformity in terms of programme accessibility and availability across all CHO's.

Aim:

The aim of leadership and management development programmes is to enable all ADPHN'S (newly appointed and interim) to further develop the requisite knowledge skills and competence required to lead PHN teams and contribute to management teams within their role as ADPHN's

Progress to date

The national QI group recommended to the sub group to undertake a needs analysis with ADPHN's and a survey with DPHN's in July 2018 to ascertain the development programmes undertaken by ADPHN's and the requirement for programmes to be developed. (See Appendix 1 for full details of survey results). The tables below are a summary of the findings which indicate that people management, leadership and communication are the key areas identified for leadership development. The key areas identified for management development are people management, HR management and ICT skills

Needs Analysis – ADPHNS

Areas of leadership where you would like further development.

No	Areas for development	Number
1	People Management and Conflict	9
2	Leadership	8
3	Communication	4

Areas of Management where you would like further development

No	Areas	Number
1	People Management	7
2	HR management	5
3	ICT skills	4

Would you avail of the opportunity for coaching?

Yes	No
39	1

Would you avail of the opportunity for mentoring?

Yes	No
38	2

Survey with DPHN's

List in order of importance areas of leadership where you would like ADPHN's to have further development

No	Areas	Number
1	Leadership (styles, leading teams, what is leadership)	4
2	Teams (Building and development)	2
3	Managing people	1

List in order of importance the areas of Management where you would like ADPHN's to have further development

No	Areas	Number
1	HR	5
2	Team Building	2
3	People Management	2

Have the ADPHN's the opportunity to avail of coaching

Yes	No
8	6

Have the ADPHN's the opportunity to avail of mentoring

Yes	No
6	8

Discussion

The findings from the DPHN survey and the ADPHN needs analysis indicate that a development programme are a requirement for existing, newly appointed and interim ADPHN's. Additionally the majority of DPHN's and ADPHN's were strongly in favour of coaching and mentoring. The programme ideally would incorporate people management, leadership, and communication along with management development. The summary of findings from the survey and the needs analysis were presented to the national sub group and discussed.

The survey results from ADPHN's identify a vast array of development programmes undertaken at local level and national level with programmes ranging from 1 day programmes to level 8 programmes and masters programmes. The survey results showed a lack of consistency across all CHO's among newly appointed, existing and interim ADPHN's undertaking the People Management - the legal framework and the First Time Managers Programme with general variance in the uptake of leadership and management programmes.

Within the HSE the leadership education and talent development centre (LETD) provide an extensive range of in house learning and development programmes to support HSE staff around the country. There are regional teams located around the country who coordinate the development programmes along with a lead for coaching and mentoring. Discussion with the LETD confirmed that the uptake by ADPHN's for management and leadership programmes is very low. Places for ADPHN's can be reserved on these programmes. From the findings of the needs analysis and the survey conducted, the programmes that would meet the needs of ADPHN's, newly appointed ADPHN's and interim ADPHN's are as follows:

1. *People Management the legal framework – 2 days*
2. *First time managers programme – 4 days*
3. *Team Building with Myers Briggs Personality Type Indicator (MBTI) -1 day*

Recommendations

The National QI group and the subgroup who led on the review of development programmes for ADPHN's, prepared the following recommendations for DPHN's in relation to ADPHN's commencing in the role.

1. A structured induction programme on commencement of post with work shadowing for an agreed duration (see appendix five)
2. Named mentor/coach on commencement of post
3. Professional Development Planning – See link below for HSE ONMSD Professional Development Planning for Nurses and Midwives

<https://www.hse.ie/eng/about/who/onmsd/res/professional-development-plan-information-guide.pdf>

4. Commitment to undertake a personality assessment i.e Myers Briggs Personality Type Indicator or Belbin personality test within 6 months of commencement of post.
5. First Time Managers programme to be commenced within twelve months of commencement of post.
6. Legal Framework programme to be commenced within twelve months of commencement of post.
7. Clinical Supervision

Leadership Education and Talent Development in the HSE Pat O Boyle Assistant National Director

Contact: Catherine Doherty - catherine.doherty1@hse.ie

The leadership education and talent development centre in the HSE provide an extensive amount of in house learning and development programmes to support HSE staff around the country.

The Leadership Education and Talent Development teams are located in the following areas

Regional Education Centre, Ardee, Co. Louth	Email: betty.carolan@hse.ie Ph: 041-6857816
Unit 8A , Burlington Business Park, Sragh Road, Tullamore, Co. Offaly	Email: breda.collieran@hse.ie Ph: 057 9370611
An Clochar Health Campus, College Street, Ballyshannon, Co. Donegal & HSE Clinical & Administration Block A 1st Floor, Merlin Park, University Hospital, Galway	Donegal, Sligo & Leitrim Email: pdu@hse.ie Ph: Grainne Kerrigan 071 9822100 Galway, Mayo & Roscommon Email: leadershipeducation.development2@hse.ie Ph: Mary McHugh 091 775581 or Paula Duggan 091 775489
Office Complex, Kilcreene Hospital, Ballycallan Road, Kilkenny & Former Administration Building, St. Mary's Health Campus, Gurrabraher, Cork	Kilkenny. Email: leadershipeducation&development@hse.ie Ph: 056 7785501 & Cork. Email: Lillian.grandfield@hse.ie Ph: 021 4921213

Mentoring and Coaching

Lead for Coaching & Mentoring	Contact details
Angela Smiddy	Angela.buckley@hse.ie

People Management the Legal Framework (PMLF)

Aim & Objectives

This programme aims to;

- Give a brief overview of the legal framework governing employer/employee relations
- Illustrate how the various employment statutes impact on the people management role of the Line Manager
- Demonstrate how the effective use of HR policies not only serves to comply with the legislative requirements but is also central to the motivation and commitment of staff to the organisation and high quality performance

Content

- Employee Performance
- Managing Employee Grievances
- Managing Attendance
- Equal Opportunities
- Dignity at work
- Trust in Care
- Management of A-typical contracts
- Recruitment

Targeted Groups

All Line Managers with direct people management responsibilities.

Duration

2 days

First Time Managers Programme

This is a national programme developed for First Time Managers working in both clinical and non-clinical service areas delivered across the HSE. The programme will assist participants in developing the skills and techniques required to enable them to perform more effectively in their role.

Content

1. At the end of this programme managers will have a greater understanding of the following:
2. HSE Strategy and Structure
3. Quality and Patient Safety Personal Resilience
4. Influence and Motivation
5. Time Management and Delegation
6. Diversity Equality and Inclusion
7. Styles of Leading
8. Communication and Introducing Change
9. Giving and Receiving Constructive Feedback
10. Recognising Conflict Handling Styles
11. How to chair a productive meeting
12. Plan, delegate and review work

June 2019

Participants will have an opportunity to explore their preferences for decision making and communication using the Myers Briggs Personality Type Indicator (MBTI)

Targeted Groups

This programme is aimed at both newly appointed/promoted managers and less experienced managers.

Duration

4 days

Team Building with Myers Briggs Personality Type Indicator (MBTI)

The Myers Briggs Personality Type Indicator (MBTI) is based on a personality framework that will help you and your team explore their preferences for taking in information and making decisions. The framework also looks at where you prefer to focus your attention and how you prefer to live your life. It will give you information about your preferred style of working and interacting with other people.

MBTI can be employed not only as a team building tool but also it can assist teams to communicate more effectively with each other by addressing personality differences in six core areas.

- Communication
- Team Culture
- Leadership
- Change
- Problem solving/conflict resolution
- Stress

Duration 1 day

Appendix 1

Findings from Survey with DPHN'S

Q1 Responses from CHO areas.

CHO 1	CHO2	CHO3	CHO4	CHO5	CHO6	CHO7	CHO8	CHO9	Total
1	1	1	3	2	1	2	1	2	14

Q2 How many ADPHN's in your area

Total ADPHN's = 65

Q3 List in order of importance areas of leadership where you would like ADPHN's to have further development

1st most important

No	Areas	Number
1	Leadership (styles, leading teams, what is leadership)	4
2	Teams (Building and development)	2
3	Managing people	1
4	Change management	1
5	Supervision	1
6	Coaching skills	1
7	Accountability	
8	Self-development	
9	Personal effectiveness	
10	People management	

2nd most important

No	Areas for development
1	Team working
2	Conflict Management
3	Coaching and mentoring

3rd most important

No	Areas for development
1	Strategic planning/ strategic networking/ meeting strategy
2	Communication/Collaboration
3	Resilience training

Q4 List in order of importance the areas of Management where you would like ADPHN's to have further development

1st most important

No	Areas	Number
1	HR	5

2	Team Building	2
3	People Management	2

2nd most important

No	Areas	Number
1	Conflict Management	8
2	Workforce planning/Project management	2
3	Chairing meetings	1

3rd most important

No	Areas	Number
1	Managing performance	2
2	Financial management	2
3	ICT	1

Q5 Would the ADPHN benefit from further development in managing and developing teams

Yes	No
14	0

Q6 Have the ADPHN's the opportunity to avail of coaching

Yes	No
8	6

Q7 Have the ADPHN's the opportunity to avail of mentoring

Yes	No
6	8

Q8 What has worked well in guiding newly appointed ADPHN's

No	Programme	Number
1	Coaching/Mentoring	5
2	Good Induction	4
3	Buddy system	3
4	Open door	2

Q9 what has worked well in guiding experienced ADPHN's

No	Programme	Number
1	Coaching/Mentoring	3
2	Regular team meetings	3
3	Team mentoring	1

Q10 any other comments

1	There should be a development programme available to all ADPHN's
2	Coaching and mentoring is vital for growth and development
3	Protected time for regular face to face meetings

4	Standardised induction programme
5	Succession planning for DPHN role

Appendix 2

Findings from Needs Analysis with ADPHN'S

Q1 Responses from CHO areas

CHO 1	CHO2	CHO3	CHO4	CHO5	CHO6	CHO7	CHO8	CHO9	Total
2	2	7	6	5	5	5	2	6	40

Q2 Number of years qualified

Between 2 to 5 years	> 5 years	Between 6 months and 2 years	< 6 months
13	19	5	3

Q3 CPD List the activities/programmes that you have completed

No	Programme	Completed
1	First time managers Programme	7
2	People Management /Legal Framework	6
3	RCSI Quality Improvement	2
4	LEO programme	1
5	Diploma in child protection and welfare	1
6	Quality Improvement in PCCC	1
7	PPPG'S	
8	QC Metrics	
9	HIQA Inspection	
10	Safeguarding	
11	Risk Assessment	
12	Master Classes	
13	Conferences	
14	CPR instructor	
15	Train the Trainer	

Q4 (a) List in order of importance the areas of leadership where you would like further development.

No	Areas for development	Number
1	People Management and Conflict	9
2	Leadership	8
3	Communication	4
4	Change management	3
5	Team Building	3
6	Supervision and Coaching	2
7	10 day management development course	

8	Staff well being	
9	Guidance on new capacity act	
10	Self-empowerment	
11	Facilitation skills	

Q4 (b) Least Important

No	Areas
1	Team Mentoring
2	Vision of PHN
3	Motivational skills
4	Managing change
5	Training on supervision
6	IT Skills
7	Community Development and population health stas
8	HR
9	Dealing with complaints

Q5 (a) List in order of importance the areas of Management where you would like further development**Most important**

No	Areas	Number
1	People Management	7
2	HR management	5
3	ICT skills	4
4	Team management	4
5	Performance management/Time management	3
6	Leadership and motivating staff	2
7	Health and safety	1
8	Community profiling	1
9	Coaching	1

Q5 (b) Least important

No	Areas
1	PPPG's
2	Feedback as a manager
3	Legal issues
4	Team building programmes
5	ICT
6	Governance and Financial regulation
7	Report writing
8	Entitlements
9	Defining role

Q6 Would you like further development in managing teams

Yes	No
38	2

Q7 Would you avail of the opportunity for coaching

Yes	No
39	1

Q8 Would you avail of the opportunity for mentoring

Yes	No
38	2

Q9 What has worked well in guiding and supporting newly appointed ADPHN's

No	Programme	Number
1	Support from DPHN'S and ADPHN'S	10
2	Structured Induction programme	8
3	First time managers programme	6
4	Sharing a room	
5	Supervision	
6	Trusted systems	

Q10 Any other comments

1	Great to see this scoping exercise
2	Interested in undertaking an initiative
3	Tough Job
4	The role of the ADPHN is becoming unrecognisable
5	19 No responses

Appendix 3

QI group Membership

No	Name
1	Virginia Pye
2	Tara Mulleary
3	Concepta O Connell
4	Kathleen Heery
5	Margaret Sherrin
6	Mary Shanahan
7	Brenda Golden
8	Mary Murphy
9	Catherine Tracey
10	Paula Duignan
11	Gwen Regan
12	Catherine Considine
13	Cora Williams
14	Tara Curran
15	Sheena Hanrahan
16	Maureen Howley
17	Ina Crowley

Members of the sub group who lead on the review of a National Standardised Development programme for Assistant Directors of Public Health Nursing.

No	Name
1	Tara Mulleary
2	Catherine Whitty
3	Virginia Pye
4	Jean Whelan
5	Mary Shanahan
6	Mary Mc Mahon
7	Concepta O Connell
8	Niamh Dempsey
9	Ina Crowley

Appendix 4**NMPD Contact Details**

NMPD Region	NMPD Location	Director	Email	Telephone
Donegal, Sligo & Leitrim	Ballyshannon	Dr. Anne Gallen NMPDU An Chlochar Health Campus, Ballyshannon, Co Donegal	Anne.gallen@hse.ie	071 9822106
Mayo Roscommon, Galway, Clare & Limerick	Galway	Mary Frances O'Reilly NMPDU HR Building, Merlin Park University Hospital, Galway	Mary.oreilly4@hse.ie	091 775839
Cork & Kerry	Cork	Carmel Buckley NMPDU Administration Building, St Mary's Health Campus, Gurranbraher, Cork	Carmel.buckley@hse.ie	021 4921209
Waterford, Wexford, Tipperary	Kilkenny	Judy Ryan NMPDU Office Complex, Kilcreene Hospital Grounds, Kilkenny	judy.ryan@hse.ie	056 7785620
Dublin South, Kildare & Wicklow	Palmerstown	Susanna Byrne NMPDU Stewarts Hospital, Mill Lane, Palmerstown, Dublin 20	Susanna.byrne1@hse.ie	01 6201773

Longford, Westmeath, Laois & Offaly	Tullamore	Margaret Casey, NMPDU, Scott Building, Midland Regional Hospital Tullamore Campus, Arden Road, Tullamore, Co Offaly	margaret.casey@hse.ie	057 9357870
Louth, Meath, Cavan, Monaghan	Ardee	Joan Donegan NMPDU St Brigid's Complex, Kells Road, Ardee, Co Louth	Joan.donegan@hse.ie	041 6860732
Dublin North	Swords	Anne Brennan NMPDU Swords Business Park, Balheary Road, Swords, Co Dublin	Anne.Brennan4@hse.ie	01 8908765

Centres of Nursing/Midwifery Education –click on the link below for contact details

<https://www.hse.ie/eng/about/who/onmsd/cnmes/>

Useful contacts for information on Coaching

No	Department	Contact Person	Contact details
1	NMPDU's	Margaret Casey Chairperson NMPDU Forum	margaret.casey@hse.ie Tel: 057 9357870
2	NLIC	Niamh Mann Administrator NLIC	Tel061483301 Niamh.mann2@hse.ie
3	LETD	Angela Smiddy Lead for Coaching in LETD	Email: Angela.buckley@hse.ie

Appendix Five

Induction Checklist

ADPHN and Interim ADPHN Induction Check List

Name: _____	Address _____
Contact Numbers: (Work) _____	HSE Mobile: _____
DPHN: _____	Assigned Area: _____
NMBI Pin Number : _____	Personnel Number _____
Working Hours: _____ Permanent _____	Interim _____

No	Check list	YES / No/N/A	Action	Timeframe
A	Organisational Information			
1	Corporate Induction Handbook			
2	Network Staff Structure Specific to Post			
3	No of PHNs (specific to post)			
4	No of RGNs (specific to post)			
5	No of HCA's (specific to post)			
6	Day Centres			
7	No of Caseloads (specific to post)			
8	No of Health Centres (specific to post)			
9	Handover of Network Area Caseloads			
10	PHN Service Structure			
11	Organisational Structure/local			
12	Introduction to local team/staff			
13	Network Team meetings procedure			
B	Personnel Information			
14	ADPHN Job Description Issued			
15	Set up on PPARS /NIRPS/CHIS or other			
16	Personnel File Set up			
17	HR Informed of Staff Start Date			
18	SPC Form completed if relevant			
19	HR101 Completed			
20	NMBI Registration received and current			

21	Patient Safety Assurance Certification Completed			
22	HBS vendor form completed			
23	Dress Code			
24	Annual Leave Card			
25	Approval of Annual leave, TOIL, Sick Leave			
C	Operational Information			
26	ID Badge,			
27	Diary Issues			
28	Mobile Phone issued			
29	Email Set Up Form Completed			
30	PHN Dept Personnel File Details			
31	Major Accident Plan and location			
32	Management team meetings information/schedule			
33	Procedure for adding items to management team agenda			
34	Weekend Rota if relevant			
35	Share file or share folder information			
D	Travel Information			
36	Vehicle Registration Form			
37	Certificate of Car Insurance			
38	Indemnity Letter for Car Insurance Provided			
39	Employee declaration for use of own vehicle provided			
40	Process for claiming travel			
41	Base assigned for travel purposes			
E	Training Required/Mandatory			
43	Manual Handling Training			
44	BLS Training			
45	Children First			
46	Fire Training			
47	Hand Hygiene Training			
F	Training specific to Role			
48	Corporate Induction			
49	Risk and Incident Management Training			
50	Complaints Training YSYS			
51	Lone Working			
52	PPPG template training			
53	GDPR eLearning			
54	Trust in Care			
55	Open Disclosure			
56	Dignity at Work			
57	Supervision Training			
58	Excel Training Database			
59	Safeguarding Vulnerable Persons at Risk of			

	Abuse			
G	Development Programme for ADPHNs/Interim ADPHNs			
59	First Time Managers programme completed within 12 months of commencement in ADPHN or Interim ADPHN post			
60	Framework for People Management programme completed within 12 months of commencement in ADPHN or Interim ADPHN post			
61	Personality assessment i.e. Myers Briggs Personality Type Indicator or Belbin personality test completed within 6 months of commencement in ADPHN or Interim ADPHN post. (can be undertake in First Time Managers Programme)			
62	Identification of Buddy/ADPHN for first 12 months in post			
63	Identification of Mentor for first 12 months in post			
H	Local Policies and Guidelines (this is not an exhaustive list)			
64	Governance system for PPPGs			
65	Health and Safety / Risk Management			
66	Complaints Management/who is complaints officer for PHN service			
67	Procedure for managing verbal complaints			
68	Corporate Safety Statement			
69	Site Specific Safety Statement			
70	Risk Assessment Templates			
71	Policies & Procedures / Sign off procedure			
72	Refer to local PPPGs			
73				
74				
75				
76				
	National Policies & Guidelines			
77	HIQA Standards for Safer Better Health Care			
78	Refer to HSE website for HSE resources and National PPPG's			
79	NMBI Publications			
80	GDPR e learning module			
81	Complaints YSYS			
J	Data Collection Systems			
82	Primary Care Metrics Returns			

83	KPIs/system for return			
84	Weekend Payments - if relevant			
85	Excel Training Database/staff training			
86	Quality Care metrics			
K	Introduction to Local Services			
87	Introduction to Liaison Office and CIT			
88	Introduction to Disability Team			
89	Introduction to Finance Department			
90	Introduction to HR Department			
91	Introduction to PHN central admin staff			
92	Introduction to Team Leader Social Work/Tusla			
93	Introduction to Vulnerable Adult Team			
94	Introduction to MDT			
95	Others			
96				
L	Site Specific Induction issues			

Appendix 6

Action Plans

1. Action Plan 1 - Initial Meeting

Action Plan following initial meeting with DPHN /post commencement in post	Actions
Action Plan	Date to be completed:
DPHN Signature	ADPHN/Interim ADPHN Signature
Date:	

2. Action Plan 2 Three month meeting

Action Plan following three month meeting with DPHN	(follow up actions from initial meeting)
Action Plan	Date to be completed:
DPHN Signature	ADPHN/Interim ADPHN Signature
Date:	

3. Action Plan 3 - Twelve month meeting

	Action Plan following 12 month meeting with DPHN post commencement in post	(follow up actions from three month meeting)
Action Plan		Date to be completed:
DPHN Signature		ADPHN/Interim ADPHN Signature
Date:		

Appendix 7 Professional Development Planning

Professional Development Planning https://www.hse.ie/eng/about/who/onmsd/res/professional-development-plan-information-guide.pdf	
Action Plan from PDP	Date to be completed:

Final Sign off by DPHN	Date	
Signed by ADPHN	Date	

Copy for DPHN		
Copy for ADPHN		
Copy for Personnel File		

Induction Checklist prepared by;
 Sub Group of
 PHN Quality Improvement Group
 May 2019