



TASK & FINISH GROUP - NURSING & MIDWIFERY LEADERSHIP FRAMEWORK

24th November 2023 - 10:30am - 1.00pm

NIPEC Conference Room, James House, Cromac Ave, Belfast

DRAFT ACTION NOTES

In Attendance:

Myra Weir, Chair
Carole McKenna, NIPEC Project Lead
Linda Kelly (NIPEC)
Rose McHugh (NIPEC)
Brenda Carson (NIPEC)
Laura Jones (NIPEC)
Roisin Devlin (SEHSCT)
Elizabeth Graham (NHSCT)
Gail Anderson (QUB)
Janet McCusker (CEC)
Karen Murray (RCM)
Katherine McElroy (PCC)
Sarah Penny (UU/Independent Sector)
Ruth Thompson (RCN)
Lisa Houlihan (SHSCT)
Patricia Ferguson (BHSCT)
Helen McVicker (NISCC)

Apologies:

Tanya McCance (UU)
Debbie Goode (Ulster University)
Denise Boulter (PHA)
Lorraine Parks (NIMDTA)
Gail Anderson (QUB)
Heather Finlay (CEC)
Angela Reed (SET)
Karen Jenkins (NHSCT)
Ethel Rodrigues (Unite)
Caroline Diamond (NHSCT)
Eileen McEaney (Ards Federation)
Barry Quinn (QUB)
Donna Keenan (WHSCT)
Grace Edge (NHSCT)
Grace Hamilton (SHSCT)
Karen Hargan (HR Directors)
Suzanne Martin (UU, AHPs)
Elinor Welch (SEHSCT)
Lesley Dornan (UU)
Orla Lavery (SHSCT)

N&M Leadership Framework Task & Finish Group Meeting 24th November – Live Action Log

Agenda Item	Date Action Proposed	Action	Lead/s	Status
1.0 Welcome & Apologies	24.11.23	Attendees and apologies listed above.	Noted	
2.0 Agree Action Notes from 20 th October	24.11.23	The group agreed action notes from 20 th October.	Noted	
3.0 Matters arising from 20 th October	24.11.23	<p><u>a) Terms of Reference and PID</u> Updated with changes agreed and signed off on 20th October.</p> <p><u>b) Leadership Programmes</u> NHSCT, WHSCT and the CEC provided existing leadership programmes.</p>	Noted	
4.0 The Leadership Framework	24.11.23	<p>Those in attendance were allocated to two groups. Each group was presented with a table mat exercise to review the draft leadership framework structure and language used across two domains/components: Shared Leadership in and across teams and Compassionate leadership.</p> <p>a) Based on the feedback from this exercise, the draft framework will be updated and circulated with the group.</p> <p>b) The two outstanding domains/components: Leadership is the responsibility of all and Systems Leadership – working across boundaries will be drafted following the same structure.</p> <p>c) Once NIPEC has shared the draft framework, the group agreed to engage</p>	<p>Rose and Laura</p> <p>Rose</p> <p>All</p>	<p>Open</p> <p>Open</p> <p>Open</p>

		<p>wider stakeholders within their organisations for feedback. NIPEC would like to attend the focus group sessions that the T&F Group members run. The focus groups should include members of all bands/levels.</p> <p><u>Discussion on the framework language:</u></p> <ul style="list-style-type: none"> • The group noted the importance of not losing sight of lower bands/levels when considering the terminology used throughout the framework • The group representatives from Education Institutions noted how this framework could be used within the curriculum for both pre-reg and post-reg courses • Positive language should be used throughout, that will allow the framework to form the basis of many practice conversations e.g. appraisals • The sub-group that reviewed the ‘Shared Leadership in and across Teams’ component suggested that valuing difference and diversity should be integrated throughout the other enablers and built into the narrative of the framework rather than being an additional enabler • If a member of staff feels they do not achieve one of the measures/indicators, additional guidance or advice could be referenced within the framework. 	All	
5.0 Next Steps	24.11.23	<p><u>Recommendations</u></p> <p>Myra highlighted that the recommendations will form a checklist that will be used against the final framework and project report.</p> <p>a) Recommendations for the final framework</p> <ul style="list-style-type: none"> • Ensure wording in the framework reflects that leadership development is not always about training programmes. Highlight that other leadership opportunities and building skills are important • Consider how to include the development of management skills and how to manage (without losing focus on leadership) • Consider the language used to describe nurses and midwives working at different levels within the leadership framework – rather than using titles or 	All	Open

		<p>AfC Bands e.g. “Levels of Experience”.</p> <ul style="list-style-type: none"> Align leadership framework to all levels of nurses and midwives Engage with wider groups. The Task and Finish Group members should consult on the draft framework with: <ul style="list-style-type: none"> different levels/bands within their organisation minority and ethnic diversity representatives within their organisations Consider how to present values and behaviours within the framework as it’s important not to lose sight of these. An additional layer could be added to the leadership diagram that includes values. <p>b) Recommendations for the project report to CNO</p> <ul style="list-style-type: none"> Standardise processes and tools e.g. supervision and appraisals Support education i.e. build additional capabilities into IT/e-rostering processes to support applying for study leave, conferences etc Build the framework into job descriptions Educators should include framework within pre-reg and post-reg modules Consider how this work can link with ROI and across the island of Ireland Develop framework into an interactive digital resource and include links to other key resources and material. Particularly important where there are overused words/phrases e.g. kindness and self-care Consider running a culture assessment and align language to the framework. 	All	Open
6.0 AOB	24.11.2023	Set-up a meeting with Robin Arbuthnot to discuss alignment of the leadership framework at a regional level and invite Robin to the final Task and Finish Group meeting on January 18 th 2024.	Myra	Open
7.0 Date of Next Meeting	24.11.2023	Final sign-off meeting scheduled for Thursday 18 th Jan 2024 at NIPEC Offices, James House, Belfast.	Laura	Open

Status of Actions from 20th October 2023

Agenda Item	Date Action Proposed	Action	Lead/s	Status
3.1 Project Initiation Document	20.10.2023	1. PID to be updated following changes from the comments below and recirculated to the Group.	Carole	Closed
3.2 Draft Terms of Reference	20.10.2023	<p><u>3. Draft Terms of Reference:</u></p> <p>a) Following discussion, it was agreed that rather than adding a definition of leadership the PID, final report and leadership framework will include the following ambition statement from the T&F Group:</p> <p><i>“our ambition is for all nurses and midwives in NI to contribute to creating a health and social care leadership community in which we all take responsibility for developing a competent and confident workforce which will deliver high quality, continually improving, compassionate care and support”.</i></p>	Carole	Closed
		<p><u>4. Membership:</u></p> <p>a) Band 5/6 representation – group members agreed to consult with nurses and midwives within their organisations on the draft framework Dec/Jan and provide feedback.</p>	All	Open
		<p>b) Inclusivity and diversity– group members agreed to consult with minority and ethnic diversity representatives within their organisations on the draft framework Dec/Jan and provide feedback.</p> <p>c) Lesley Dornan (UU) has agreed to join the T&F Group. Papers to be sent to Lesley and her name added to the circulation list.</p>	Carole & Laura	Closed
4.0 The Leadership	20.10.23	Those in attendance were allocated to 4 groups. Each group was presented with a table mat exercise which focused on identification of Leadership Cultures and		

Framework		<p>Enablers, Existing Activities and Resources and Key Influencing Documents.</p> <p>a) The findings from this exercise to be typed up and circulated to Group members.</p> <p>b) Group members to consider the findings from the above exercise and forward any suggestions and other information/additions to Carole in advance of the next meeting, which will aim to strengthen the leadership framework and/or its implementation across all levels of nursing and midwifery.</p> <p>Myra asked the Group to consider the language used to describe nurses and midwives working at different levels within the leadership framework – rather than using titles or AfC Bands e.g. “Levels of Experience”.</p> <p>c) Group members to consider this and forward any suggestions and supporting information to Carole in advance of the next meeting.</p>	<p>Carole</p> <p>All</p> <p>All</p>	<p>Closed</p> <p>Closed</p> <p>Open</p>
5.0 Next Steps	20.10.23	<p><u>Recommendations:</u></p> <p>It was agreed that the project report sent to CNO with the final leadership framework would include recommendations to support:</p> <ul style="list-style-type: none"> • alignment of the leadership framework to all levels of nurses and midwives • standardised processes and tools eg supervision and appraisals • education eg IT/e-rostering processes which support education and applying for study leave, conferences etc • building the framework into job descriptions • educators to include within pre-reg and post-reg modules. <p>a) Members of the Group to consider recommendations to support the leadership framework implementation and send suggestions to Carole in advance of the next meeting.</p>	All	Closed

		b) Helen to send a Compassionate Leadership Quote for consideration re inclusion in the framework document – linked to making tough decisions, when needed, in a compassionate way. Carole to circulate to members to consider and provide feedback in advance of the next meeting.	Helen, Carole & All	Closed
6.0 AOB	20.10.2023	<p>Follow up on outstanding items from previous meetings:</p> <p><u>Existing Leadership Programmes</u></p> <p>a) request details of existing leadership programmes in WHSCT and NHSCT.</p> <p><u>Development of Leadership Framework / Project Report</u></p> <p>a) consider how to include the development of management skills/how to manage – without losing the focus on leadership</p> <p>b) ensure the wording included in the framework and report reflects that leadership development is not always about training programmes but other leadership opportunities and building skills are important</p> <p>8. Consider how this work can link with ROI and across the island of Ireland</p>	<p>Carole, Donna & Elizabeth</p> <p>All</p> <p>All</p> <p>All</p>	<p>Closed</p> <p>Open</p> <p>Open</p> <p>Open</p>
7.0 Date of Next Meeting	20.10.2023	It was agreed that a final sign off meeting would be arranged on 18 th Jan 24 at NIPEC Offices, James House, Belfast.	Laura	Open

		join the Group	Patricia	
3.3 HSC Collective Leadership Strategy	03.08.2023	<p>5. Myra gave a comprehensive overview of the content and ethos of the HSC collective leadership strategy and advised:</p> <p>a) the next meeting will focus on collective leadership enablers and the must's, should's and could's for inclusion in the final leadership framework</p> <p>b) the Sept meeting will focus on the different nursing and midwifery levels / bands</p>	Myra	Closed
3.4 Leadership Programmes	03.08.2023	<p>6. Share WHSCT leadership programme which includes different levels</p> <p>7. Group members to forward details about any local or in-house leadership learning, training, development courses or activities – including Leadership Now, Florence Nightingale Programme etc to inform the project</p>	Donna All	Open Open
4.0 Next Steps	03.08.2023	<p>8. <u>Leadership Framework / Project Report</u></p> <p>c) consider how to include the development of management skills/how to manage – without losing the focus on leadership</p> <p>d) ensure the wording included in the framework and report reflects that leadership development is not always about training programmes but other leadership opportunities and building skills are important</p> <p>8. Consider how this work can link with ROI and across the island of Ireland</p>	All Myra & Carole All	Open Open Open
5.0 AOB	03.08.2023	<p>9. <u>Circulate via email:</u></p> <p>a) HSC Collective Leadership Strategy</p> <p>b) Mike West's <i>Courage of Compassion</i> document to the members</p> <p>c) reference for Mike West's book - <i>Compassionate Leadership</i></p>	Carole	Closed