



## **TASK & FINISH GROUP - NURSING & MIDWIFERY LEADERSHIP FRAMEWORK**

**20<sup>th</sup> October 2023 - 10:00am - 1.00pm**

**NIPEC Conference Room, James House, Cromac Ave, Belfast**

### **DRAFT ACTION NOTES**

#### **In Attendance:**

Myra Weir, Chair  
Carole McKenna, NIPEC Project Lead  
Laura Jones, NIPEC Project Support Officer  
Brenda Carson (NIPEC)  
Patricia Ferguson (BHSCT)  
Roisin Devlin (SEHSCT)  
Elizabeth Graham (NHSCT)  
Elinor Welch (SET)  
Denise Boulter (PHA)  
Lorraine Parks (NIMDTA)  
Gail Anderson (QUB)  
Grace Hamilton (SHSCT)  
Janet McCusker (CEC)  
Sarah Penny (UU/Independent Sector)  
Ruth Thompson (RCN)  
Helen McVicker (NISCC)

#### **Apologies:**

Tanya McCance (UU)  
Donna Keenan (WHST)  
Barry Quinn (QUB)  
Eileen McEaney (Ards Federation)  
Angela Reed (SET)  
Katherine McElroy (PCC)  
Debbie Goode (Ulster University)  
Karen Murray (RCM)  
Caroline Diamond (NHSCT)  
Grace Edge (NHSCT)  
Heather Finlay (CEC)  
Ethel Rodrigues (Unite)  
Karen Hargan (HR Directors)  
Suzanne Martin (UU, AHPs)  
Karen Jenkins (NHSCT)

## N&M Leadership Framework Task & Finish Group Meeting – Live Action Log from 1<sup>st</sup> meeting of 3<sup>rd</sup> August 2023

Agenda Item	Date Action Proposed	Action	Lead/s	Status
1.0 Welcome & Apologies		List of attendees and apologies listed above.	Noted	
2.0 Reflections 31.08.23		Myra advised that the workshop held on 31 <sup>st</sup> August was very energetic and constructive. The information provided via post-its has been typed up and circulated to the group.	Noted	
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	Open
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&amp;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> <p>4. <u>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> <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>Carole</p> <p>All</p> <p>All</p>	<p>Open</p> <p>Open</p> <p>Open</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.	Carole & Laura	Open
4.0 The Leadership Framework	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 Enablers, Existing Activities and Resources and Key Influencing Documents.		
		a) The findings from this exercise to be typed up and circulated to Group members.	Carole	Open
		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.	All	Open
		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”.		
		c) Group members to consider this and forward any suggestions and supporting information to Carole in advance of the next meeting.	All	Open
5.0 Next Steps	20.10.23	<u>Recommendations:</u> <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"> <li>• alignment of the leadership framework to all levels of nurses and midwives</li> <li>• standardised processes and tools eg supervision and appraisals</li> <li>• education eg IT/e-rostering processes which support education and applying for study leave, conferences etc</li> <li>• building the framework into job descriptions</li> <li>• educators to include within pre-reg and post-reg modules.</li> </ul>		

		<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> <p>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.</p>	All	Open
		<p>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.</p>	Helen, Carole & All	Open
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>	Carole, Donna & Elizabeth	Open
		<p>a) consider how to include the development of management skills/how to manage – without losing the focus on leadership</p>	All	Open
		<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>	All	Open
		<p>8. Consider how this work can link with ROI and across the island of Ireland</p>	All	Open
7.0 Date of Next Meeting	20.10.2023	It was agreed that a final sign off meeting would be arranged on 18 <sup>th</sup> 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