

Leading for Health: ICN's Leadership Programmes

Moderator:

Alessandro Stievano, ICN Associate
Director Nursing and Health Policy



Overview

- **Global Nursing Leadership Institute (GNLI)™**
 - Jane Salvage
 - Michelle Gunn, Australia
 - Jed Montayre, New Zealand
- **Leadership for Change (LFC)™**
 - Kristine Qureshi represented by Kathy Moelstad
 - Hsiu-Hung Wang, Taiwan Nurses Association
 - Huilin Zhang, Chinese Nursing Association
- **Synergies between GNLI and LFC**
 - Karen Bjøro

ICN's Global Nursing Leadership Institute

Jane Salvage
GNLI Programme Director



GNLI is...

A **strategic leadership** programme for
nurse leaders
who **think globally**
and **act locally**



GNLI annual programme

- Six months long, comprising:
 - Orientation module completed on line.
 - Week-long residential workshop in Geneva, Switzerland.
 - Implementation module completed on line.
- Afterwards:
 - Participation in a global network of 300 alumnae from 80 countries



Where GNLI participants work

- Government, civil service and national nursing regulatory bodies.
- International, national and regional health organisations, including health service providers and nongovernmental organisations.
- Professional nursing associations and trade unions.
- Education, research and development.
- Advanced practice roles.



ICN Leadership Programmes

Global Nursing Leadership Institute



2018

GRADUATES

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What participants gain

- Better understanding of how to influence policy.
- Improved ability to identify, understand and work with stakeholders within and beyond nursing.
- Greater awareness of the competencies needed to negotiate with policy stakeholders.
- Enhanced ability to review and frame the evidence base in a wide range of contexts.
- Enhanced ability to create clear policy messages that appeal to politicians, policy-makers and the public.



**Nurses don't just
make tea –
they also make
policy!**

Hear from two GNLI participants:

1. Michelle Gunn
GNLI 2017 Scholar, Australia



2017 Scholars



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Why attend GNLI?

- Nursing is the universal language
- Nursing is a political act
- There has been no policy course, so currently I use the old nursing model of 'see one, do one'
- To advance the practice of nursing
- Nursing currently responds to policy rather than makes it
- I want to increase how I impact on policy
- While the policies were there, we were not consulted or told
- I want to work out how we get a seat at the table
- I am here to gain strength
- I am here because I have a dream
- I want to be selfish. I am here to find a friend to help me
- I always knew I was a leader
- The world is a smaller place these days, and increasingly we need to work together
- I was the first PhD in the department in my country. It was a struggle, because they said they didn't need PhD nurses
- Nursing is about advocacy
- I want to do the best by the people we serve
- I want to change my health system to embrace innovation



Personal growth through GNLI

- Recognition of:
 - increasingly global nature of healthcare
 - importance of being politically astute
 - importance of education
 - essential nature of collaboration and partnership
 - need for effective leadership.
- Awareness of my inherent capability and capacity
- Confidence in my ability to lead locally, nationally and internationally
- A global network to support, mentor and coach me

The transformative effect

- Locally
 - Building capability and capacity through regulation, education, leadership and partnership
- Nationally
 - Supporting changes to legislation & professional governance
- Internationally
 - Collaborating & connecting to lead policy, e.g.
 - World Health Assembly
 - A global network





The 300 Words Project

Reported as friends

Why did the GNPLI 17 Scholars join the program?

On the first day of the residential we were asked why we had joined the program. The following quotes were captured which provide more than just why we joined the program, but why we continue to do the work we do. Why? Because:

- Nursing is a political act
- Nursing is the universal language
- There has been rising concern, so certainly I use the old nursing model of use, do, teach, to advance the practice of nursing
- Nursing currently responds to policy rather than makes it
- I want to increase how I impact on policy
- While the policies were there we were not consulted or told
- I want to work out how we get a seat at the table
- I am here to gain energy
- I am here because I have a heart
- I want to be useful, I am here to find a hand to help me
- Always know I am a leader
- The world is a smaller place these days, and increasingly we need to work together
- We are the first WHO in the Document in my country. It was a struggle, because they said that they didn't need PhD Nurses
- Nursing is about advocacy
- I want to change my health system to embrace innovation

What was involved in GNPLI?

The GNPLI 17 program ran over five months from June to November where we worked through three key modules focused on the development of policy leadership education, skills and competence. The program was chaired by Professor John Whitton and Professor Jane Sargeant, who from day one worked tirelessly to inspire and challenge us. They generously shared their experiences, observations and their belief in nursing as a force for universal change.

The program included a week long residential in Geneva, Switzerland in September where scholars participated in an intensive program, which included presentations by global nurse leaders and a visit to the World Health Organization (WHO). The staff of the ICN and Chateau de Besses hosted us as if we were in our own homes, welcoming us and going to extraordinary lengths to ensure our stay was enjoyable and memorable. Our visit to the WHO saw us meet with senior policy makers and being invited into the Executive Boardroom which underscored us of the importance of our contributions to policy at the highest level.

Upon return from Geneva we were challenged to undertake an intensive piece of work in partnership with another GNPLI scholar. This involved undertaking a comparative study between the two scholars' leadership education for a specific health issue. This module provided a demonstration of our education, skills and competence in policy leadership, which may see some points published in the near future. It was also a deepening of links between scholars and further connections to work collaboratively.

In addition to the formal aspects of the program, we regularly took on challenges from one another and formed working groups around identified policy issues. Several of these groups have evolved into ongoing groups, with regular meetings and emerging work plans. Central to all of this work was a strong sense of individual choice and belief in the value of nursing and the utmost respect for the contribution of all scholars and others who joined us on our journey.

What impact did GNPLI have?

The ultimate measure of whether a program has been successful is not just words but actions. How has it changed its participants and what they do as a consequence. The time each scholar spent on their journey as GNPLI scholars, and in fact their 300 words, have been a catalyst for change. The positive ripple effects on nursing in global nursing policy leadership.

Conclusion

When we each applied to the GNPLI we were strangers to one another, possessing limited understanding of policy leadership and the global context. Many of us lacked the knowledge, experience and competence necessary to influence to our maximum potential. Many of us doubted our abilities and felt alone in our struggles with ever increasing health care challenges and complexities.

Because of GNPLI this is no longer the case. The program has tracked our learning and with the support of each other we have all demonstrated that we are increasingly capable and have much to offer. The program has tracked our learning and with the support of each other we have all demonstrated that we are increasingly capable and have much to offer. The program has tracked our learning and with the support of each other we have all demonstrated that we are increasingly capable and have much to offer.

300 Words Project

Michelle Gunn (Brisbane, Australia)

Participation in the GNPLI 2017 was both rewarding and challenging in equal measures. The program was beautifully crafted, bringing together nurses from around the globe to learn with and from each other, in a respectful professional environment. It has opened my eyes to my own ability to influence and lead locally, nationally and globally, and given me access to a world of expertise and wisdom. From the start, I had a learning opportunity, both the chance to contribute to the group and to learn from others. I have gained a wider perspective on health care, established the GNPLI 2017 as a platform for global nursing leadership, and have been able to share my own experiences and insights. I have been able to share my own experiences and insights. I have been able to share my own experiences and insights.

Frank Cho (Canada)

As a Global Nursing Policy Leadership Institute (GNPLI) was an extraordinary opportunity for me to learn from and with others. The program provided me with a unique series of opportunities to learn from and with others. The program provided me with a unique series of opportunities to learn from and with others. The program provided me with a unique series of opportunities to learn from and with others.

Haniya Mikhla Ahmed (Kurdistan Region / Iraq)

The GNPLI 2017 was a fantastic experience for me as I was the first nurse leader from my country to participate. The program was a fantastic experience for me as I was the first nurse leader from my country to participate. The program was a fantastic experience for me as I was the first nurse leader from my country to participate.

Elizabeth Hultgren (Albuquerque, United States of America)

Attending GNPLI 2017 was a great honor and an amazing experience in my personal and professional development. The experience was a great honor and an amazing experience in my personal and professional development. The experience was a great honor and an amazing experience in my personal and professional development.

Sameera Suleman (United Arab Emirates)

The GNPLI 2017 has brought an amazing change in my leadership perspective. I feel proud to be part of the GNPLI 2017. The program has brought an amazing change in my leadership perspective. I feel proud to be part of the GNPLI 2017. The program has brought an amazing change in my leadership perspective.

Charlotte McAviney (Northern Ireland)

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Mariana Romero Pereira (Chile)

My participation in GNPLI 2017 was a very important moment in my life. The program gave me the skills to understand the global health context.

Jeremiah Manah (Nigeria)

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Kate Vase (Brisbane, Australia)

Being part of the GNPLI 2017 has been instrumental in strengthening my knowledge and capacity in professional action. Since completing the program, I feel more confident in my ability to identify ongoing policy issues and to contribute to the development of policy. The program has been instrumental in strengthening my knowledge and capacity in professional action.

Sriyani Padmalatha (Si Lanka)

It was an amazing experience and my dream to participate in GNPLI 2017. The program was a great honor and an amazing experience in my personal and professional development. The experience was a great honor and an amazing experience in my personal and professional development.

Charles McAviney (Northern Ireland)

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Elizabeth Rustin (United States of America)

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Helen Kirk (United Kingdom)

The principal challenges faced by nurse leaders in different countries are not the same nor are the methods to address them. However, there are many common elements that emerge when nurse leaders come together. The GNPLI 2017 provided me with an opportunity to learn from and with others. The program provided me with an opportunity to learn from and with others.

Laure Serant (England)

My participation in GNPLI 2017 was a very important moment in my life. The program gave me the skills to understand the global health context.

Benson Ploti (Malawi)

Engaged in Geneva during GNPLI 2017, I came back to Malawi with a renewed sense of purpose and a renewed sense of purpose. The program was a great honor and an amazing experience in my personal and professional development. The experience was a great honor and an amazing experience in my personal and professional development.

Eva Said (Kurdistan)

When I started working as a nurse education in the Kurdistan Region of Iraq, some years ago, I had a vision of a better future for my country. The program was a great honor and an amazing experience in my personal and professional development. The experience was a great honor and an amazing experience in my personal and professional development.

Laure Serant (England)

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Jarvis Smolowsky (United States of America)

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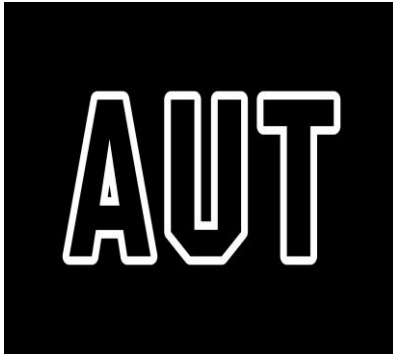
Hear from two GNLI participants:

2. Jed Montayre

GNLI 2018 Scholar, New Zealand



Jed Montayre



Senior Lecturer-Nursing Department, Auckland University of Technology (AUT), New Zealand

Chair, Nursing Research Section New Zealand Nurses Organisation

Executive Committee Member, New Zealand Association of Gerontology

National Committee Member, NZ Gerontology Nurses Section

Registrant Quality Committee Member, Nursing Council of New Zealand

Twitter: [@JedMontayre](https://twitter.com/JedMontayre)

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Global Nursing Leadership Institute

Find how to apply for GNLI 2020
Programme at

<https://www.icn.ch/what-we-do/projects> or
contact us at
gnli@icn.ch

ICN's Leadership For Change (LFC)TM Programme

on behalf of Kristine Qureshi
ICN LFC Global Director

Presented by Kathy Moelstad, LFC Trainer



Overview

- Established in 1995
- Prepares nurses to implement organizational change
- Aims to improve practice and achieve better health outcomes
- Targets nurses in management roles
- Revised 2018



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How it works

- Highly interactive
- The content spans a broad range of management and leadership concepts
- Format:
 - 3 face to face workshops over 18 months
 - Team based projects
- *Note: Most learning occurs in the group work and collaboration on the change project*



(Pictures from Norwegian Nursing Association LFC programme in 2015, and Ted talks from the revised programmes)



Outcomes

Highly successful

“It was a clear evidence to me that I have valuable knowledge levels”

“I emerged as a “polished” leader who can implement a change project with a group of other leaders”

“It helped me in my individual development plan as well as the interaction/ confidence with others”

Recent countries & sample projects

- Republic of Korea:
 - *Strengthened clinical nursing through leadership & management development*
 - *Improved international student progression and graduation in selected nursing schools*
- Lebanon:
 - *Developed and implemented a policy for appropriate use of smartphones in 7 Beirut hospitals*
 - *Implemented a communication system in 7 hospitals to improve reporting of clinical information*



How you can host an LFC programme

- See ICN website
- Leaflet available
- lfc@icn.ch



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NEXT.....

Now you will hear from two nursing associations that have conducted multiple LFC programmes using the newly revised content.

- Taiwan Nurses Association

Dr. Hsiu-Hung Wang, RN, FAAN



- Chinese Nursing Association

Prof. Huilin Zhang



LFC Taiwan Experience



Hsiu-Hung Wang, PhD, RN, FAAN
President, Taiwan Nurses Association



Three LFC Cohorts

- TWNA has hosted 3 highly successful LFC programmes since 2015
- TWNA has also sponsored colleagues from other countries to participate in the Taiwan LFC: Myanmar, Indonesia, Vietnam programme

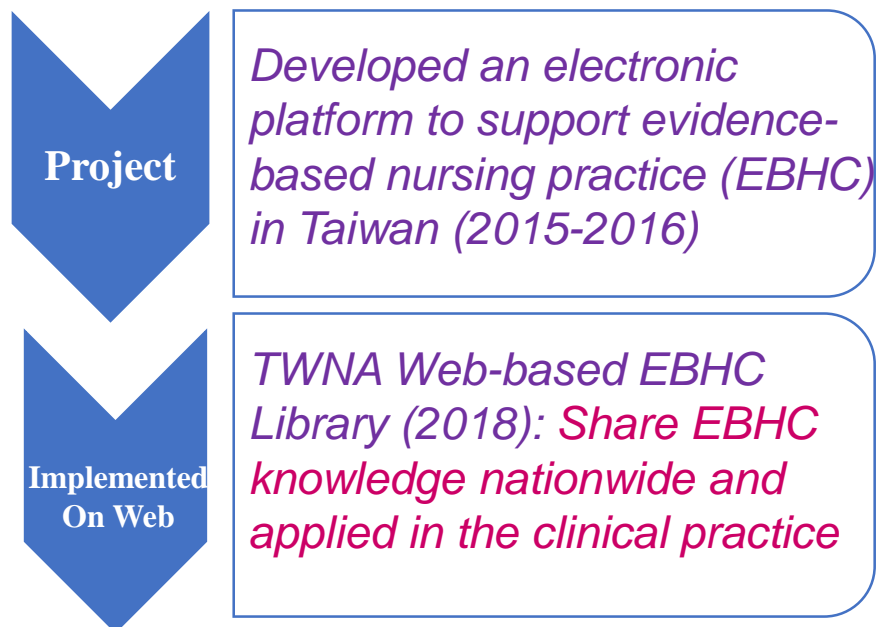


- All programmes rated highly by participants (≥ 4.5 , on a scale of 1-5, with 5 the highest)
- **Number of total graduates: 42**
2015-2016: 23 (Taiwan 18, Myanmar 5)
2017-2018: 19 (Taiwan 15, Myanmar 2, Indonesia 2)
- **2019-2020: 22 participants in progress**
(Taiwan 16, Myanmar 2, Indonesia 2, Vietnam 2)

Sustainability of Team Projects

The change projects have had a remarkable level of sustainability

- 12 Team Projects:
 - 2015/16 (Taiwan 4, Myanmar 1)
 - 2017/18 (Taiwan 5, Myanmar 1, Indonesia 1)
 - 2019/20 -- in progress



Development



Implementation

LFC Impact on the Individual Level

The LFC programme has transformed the participants.

- Quotes from three LFC graduates:



Ms. Khin Mar Kyi (Myanmar)

"The LFC program is very effective and needed for nurses. We gained a lot of knowledge and experience about leadership and management skills which support nursing personal and professional resilience."



Dr. Hung-Da Dai (Taiwan)

"LFC helped me boost my self-confidence, increase courage, grab the chance, and make changes."

Dr. Yati Afiyanti (Indonesia)

"I learned much more about how to be a good leader and have more confidence in leading a research project."



Capacity building: TAIWAN has developed additional ICN LFC Trainers!

- A cadre of 13 senior expert LFC trainers from TWNA have been trained.
- All will have gone through the newly revised LFC programme three times at the end of the current programme.
- These TWNA trainers are available to provide regional training in Asia.



Taiwan LFC trainers with their mentor,
Dr. Kris Qureshi



On behalf of the TWNA, Thank you!

Now we will hear from our colleagues from the Chinese Nursing Association.

Prof. Huilin Zhang

Deputy Director of the Nursing Department
Second XiangYA Hospital of Central South University



The Chinese Nursing Association Experience

- CNA has hosted 2 highly successful LFC programmes during 2018
- The LFC programme has been rated highly by CNA participants. (Most recent programme rated: 4.8, on a scale of 1-5, with 5 the highest)
- The change projects have had a remarkable level of sustainability

国际护士会领导力变革培训项目启动仪式

International Council of Nurses Leadership for Change (LFC) Programme Launching Ceremony 2017.6.19, 北京





CNA ICN LFC: Impact on sustainable change

Two examples:

A project to reduce workplace injuries among nurses in China

- Of 699 nurses surveyed, 76.38% reported they sustained at least one injury during the past year
- A standardized process for the prevention of needle stick injuries was constructed and is being implemented in Hunan hospital China

A project to improve the professional identity & retention intentions of nurses during orientation training

- After the intervention, the retention intention of newly hired nurses increased, and the turnover rate has fell within one year



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CNA ICN LFC: Impact on the *individual*

Examples of comments from participants:

- “*Leadership changes the environment in which nurses practice*”
- “*Leadership is the soul of a team*”





CNA now has many ICN LFC trainers!

- A cadre of 23 senior expert LFC trainers from CNA have been trained
- All have gone through the newly revised LFC programme
- These CNA trainers can train nurses across China. China has 4 million nurses!



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Thank you.



We hope many more countries will consider hosting an LFC programme in their own country.

Now we will ask Dr Karen Bjørø to make some concluding remarks about these two ICN programmes.

Leadership For Change

Find more information on the programme at

<https://tinyurl.com/LFC>

or contact us at

lfc@icn.ch

Synergy between GNLI and LFC: Norwegian Nurses Organization's Experience

Karen Bjøro
2nd Vice President, ICN Board
Norwegian Nurses Organization



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Singapore
International Council of Nurses

20th ANNIVERSARY 1899-2019
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