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
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
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
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
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)™ 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
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
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

### Project Details

- **Developed an electronic platform to support evidence-based nursing practice (EBHC) in Taiwan (2015-2016)**
  - **TWNA Web-based EBHC Library (2018):** Share EBHC knowledge nationwide and applied in the clinical practice

- **Developed standards and core competencies for six clinical nursing specialties in Indonesia (2017-2018)**
  - To be implemented in a General Hospital in Indonesia (2019-2020): Implementing core competencies in clinical settings
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
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
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!
Thank you.

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

Now we will ask Dr Karen Bjøro 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 Bjørø
2nd Vice President, ICN Board
Norwegian Nurses Organization
Follow @ICNurses on Twitter and use #ICNcongress on Social Media!