

**Leading for Health:  
ICN initiatives to promote  
competency development in  
nursing leadership**

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# Overview

- ICN concepts of leadership
- Global Nursing Leadership Institute (GNLI)<sup>TM</sup>
- Leadership for Change (LFC)<sup>TM</sup>
- ICN Nursing Policy Leadership Programme
- Issues for / in nursing education

# ICN now: A time of great opportunity

- Federation of over 130 national nursing associations representing over 20 million nurses worldwide.
- Founded in 1899, the world's first and widest reaching international organisation for health professionals.
- Works to ensure high quality nursing care for all; sound health policies globally; the advancement of nursing knowledge; and the presence worldwide of a respected nursing profession and a competent and satisfied nursing workforce.



## 13<sup>th</sup> ICN quadrennial congress, Frankfurt, Germany, 1965

6000 nurses from 63 countries

Watchword: **'Tenacity'**

As described by Daisy Bridges, ICN General Secretary 1948-1961.

'There is enrichment for all who participate, in the making of new friendships, the strengthening of past contacts and a broadening of outlook on the whole field of nursing.

There is a realization, possibly for the first time, that professional interests cannot be confined by the boundaries of any one country. Nurses are required to have **a statesmanlike outlook**, to denounce insularity and to appreciate that nursing is an international profession.

Nurses are citizens, not of one country, but of the world.'

Daisy Bridges (1967)

*A history of the International Council of Nurses 1899-1964*  
Lippincott



# The Year of the Nurse and Midwife 2020

... 'will raise the profile of nursing and highlight the importance of the need for more well-educated nurses, investing in recruitment and retention strategies and removing the barriers to the development of advanced nursing roles that are highly effective at expanding healthcare coverage.

This celebration offers a platform to recognise past and present nurse leaders globally, raise the visibility of the nursing profession in policy dialogue and **invest in the development and increased capacity of the nursing workforce**' – ICN 2019

# Nursing's four stages of political development (Cohen, Mason et al, 1996)

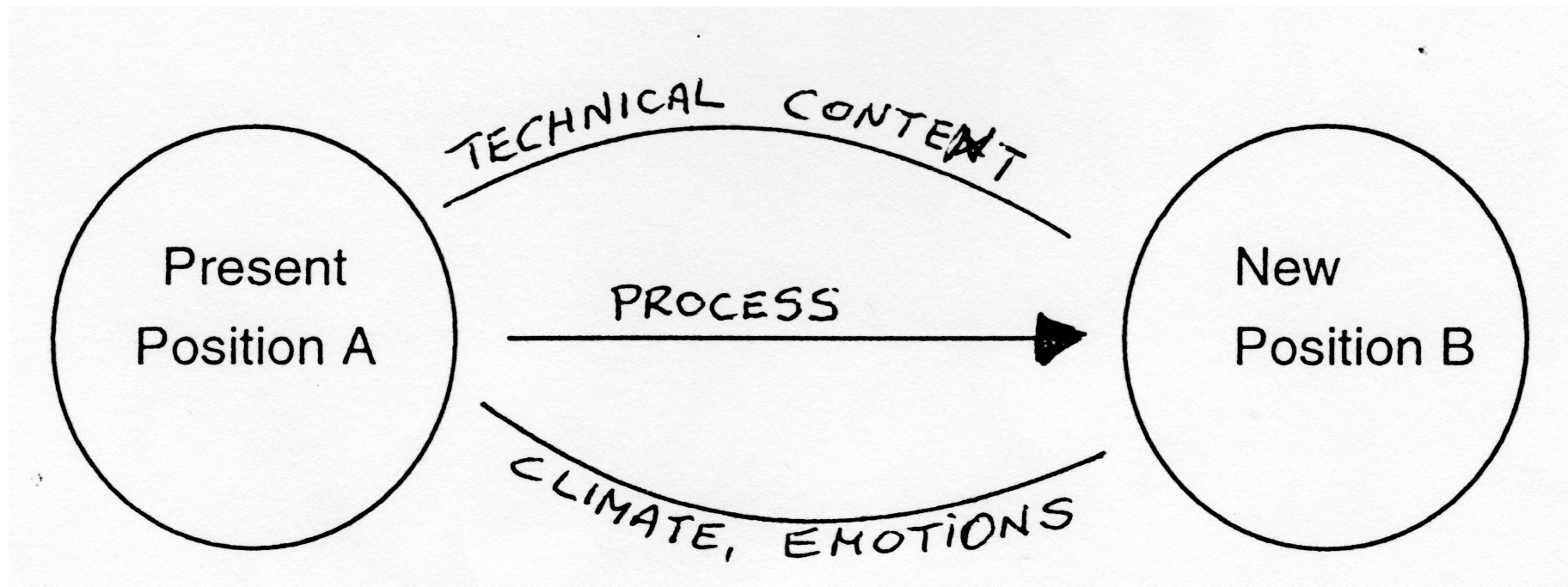
	<b>Stage 1 (Buy-in)</b>	<b>Stage 2 (Self-interest)</b>	<b>Stage 3 (Political Sophistication)</b>	<b>Stage 4 (Leading the way)</b>
<b>Nature of action</b>	Reactive, with a focus on nursing issues	Reactive to nursing issues (e.g., funding for nursing education) and broader issues (e.g., long-term care and immunizations)	Proactive on nursing and other health issues (e.g., Nursing's Agenda for Health Reform)	Proactive on leadership and agenda-setting for a broad range of health and social policy issues
<b>Language</b>	Learning political language	Using nurse jargon (e.g., caring, nursing diagnosis)	Using parlance and rhetoric common to health policy deliberations	Introducing terms that reorder the debate
<b>Coalition building</b>	Political awareness; occasional participation in coalitions	Coalition forming among nursing organizations	Coalition forming among nursing groups; active and significant participation in broader health care groups (e.g., Clinton task force on health care reform)	Initiating coalitions beyond nursing for broad health policy concerns
<b>Nurses as policy shapers</b>	Isolated cases of nurses being appointed to policy positions, primarily because of individual accomplishments	Professional associations get nurses into nursing-related positions	Professional organizations get nurses appointed to health-related policy positions (e.g., nurse position on ProPAC)	Many nurses sought to fill nursing and health policy positions because of value of nursing expertise and knowledge

# ICN policy leadership competencies

- There are many leadership programmes for nurses worldwide, but very few that explicitly build **policy competencies for nursing leaders**.
- ICN programmes focus on **developing both the individual and their organization**, and the synergy of both.
- Not academic programmes, but **development programmes**.
- Programmes are **co-created** with workshop partners & participants.
- For example: a **FINE leadership workshop** (let's dream...)

# Content and process example: working in small groups

Helping group members move from A to B



# ICN Global Nursing Leadership Institute is...

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





## **Empower, educate, mentor, develop**

Helping current and future nursing leaders to become more effective in bringing about policy changes that lead to health improvement for service users, communities and nations...

through increasing their political and policy competence...

while promoting nurses' safety, well-being and socioeconomic interests.

# Expected outcomes

- 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.



# ICN Leadership Assessment Tool (LAT)

## Policy leadership competencies

1. Vision and being strategic
2. External awareness
3. Customer focus
4. Political skills
5. Policy skills
6. Motivation
7. Confidence and trust
8. Influence and negotiation
9. Creative and analytical thinking
10. Accountability
11. Interpersonal relationships
12. Team-building
13. Networks, partnerships, alliances
14. Oral communication
15. Written communication
16. Self-direction
17. Decisiveness
18. Problem-solving
19. Managing change
20. Preparing future leaders

# GNI annual programme

- Six months long, comprising:
  - On-line preparation module - three months
  - Week-long residential workshop in Geneva, Switzerland.
  - One-line implementation module – three months.
- Afterwards:
  - Participation in a global network of over 300 alumnae from 80 countries, from previous 10 years' intakes

## Where GNLI participants work

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

# How we learn

- Cognitive: mind/brain
- Gustatory: eating and drinking together
- Kinetic: moving together

## What we need to understand

- The self: heart, soul, emotions
- Group dynamics: family/cultural inheritance, patterns, beliefs
- Society/culture: social science, e.g. sociology, social psychology



GNLi 2019 with Dr Tedros, WHO

# Why nurses attend GNLI – their words

- Nursing is a political act
- There has been no policy course, so 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 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
- The world is a smaller place these days, and increasingly we need to work together
- I want to do the best by the people we serve
- I want to change my health system to embrace innovation

# Global Nursing Leadership Institute

Find how to apply for GNLI 2020

<https://www.icn.ch/what-we-do/projects>

[gnli@icn.ch](mailto:gnli@icn.ch)

# **ICN Leadership For Change (LFC)<sup>TM</sup> Programme**

on behalf of Kristine Qureshi

ICN LFC Global Director



# 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 at system level

## Recent country participants and sample LFC projects

### **Republic of Korea:**

- Strengthened clinical nursing through leadership & management development of junior military nursing officers.
- Improved international student progression and graduation in selected nursing schools.

### **Lebanon:**

- Developed and implemented a policy for appropriate use of smartphones in the clinical setting among clinical staff in 7 hospitals.
- Implemented the ISBAR communication system in 7 hospitals to improve reporting of clinical information among the healthcare team.

### **China:**

- Project to reduce needlestick injuries.

# LFC programmes are offered through national nursing associations

- A country can use its own trainers who have undergone the LFC programme update.
- Otherwise, a regional trainer can be utilized.
- The host country applies to ICN for an LFC site licence.
- Funding must be secured by the NNA.
- For more information contact Claire Medd, [Medd@ICN.ch](mailto:Medd@ICN.ch)





# The new ICN policy leadership offer:

Short, tailored programme modelled on GNLI.

Supports the Nightingale Challenge.

Already partnered with governments, universities and international nursing networks.

**ICN** Leadership Programmes



**NURSING POLICY LEADERSHIP PROGRAMME**

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Already partnered with GNLI alumnae in governments, universities and international nursing networks:

**Government of Belize (2018)**

**CNAI (Italian nursing association) and two Milan universities (2019)**

**International Society of Nurses in Cancer Care (2019)**

**Others under development**

**ICN** Leadership Programmes



**NURSING POLICY LEADERSHIP PROGRAMME**

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# Issues in nursing education

- Leadership development for faculty
- Leadership in nursing curricula
- 'Graduateness' & nursing leadership development