Welcome to the first issue of the Florence Nightingale Foundation’s Alumni Magazine. I am delighted to be able to write the foreword for our first issue and officially welcome all of our Alumni. Past scholars told us how much they would value feeling a continued formal connection to the Foundation and being part of a community of scholars.

As one scholar said:
“FNF is a unique organisation that makes a difference to healthcare leaders across the Nursing, Midwifery, Allied Health Professional communities. Collectively there is a huge potential in terms of influencing power and networking that can be gained from having so many effective leaders with a shared purpose.”

And so with the support of the Burdett Trust in 2014 we launched an Alumni Association for former scholars. For me, this first edition of our Alumni Association Magazine is an important milestone in the establishment of our Alumni Association and in our continuing relationship with our Alumni. Our Scholars are the Alumni Association and so in this first edition we introduce you to a small selection of our Scholars and their work. We are delighted to profile their achievements and ongoing successes.

Despite the challenges facing healthcare currently their pride in their profession shines through.

We hope you enjoy reading about our Alumni and how their Florence Nightingale Foundation scholarships have impacted on them, their careers and more importantly on patient care and continue to do so.

Our Alumni are a vital part of the continued success of the Foundation. Please do get involved in the Alumni Association and send us your suggestions for and contributions to future editions of this Magazine.

And don’t forget to check out the Florence Nightingale Foundation website for further news and events.

Professor Elizabeth Robb
Chief Executive

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Charlotte McArdle – on political leadership and the importance of peers

Charlotte is Chief Nursing Officer for Northern Ireland. Charlotte, like her CNO colleagues in England, Wales and Scotland, provides professional advice and support on all matters relating to policy affecting Nursing, Midwifery and Public Health Nursing to the Minister of Health, Senior Civil Servants and Other Government Departments.

She is also head of the Nursing and Midwifery professions and is responsible for the professional leadership, performance, professional standards and development of these Professions in Northern Ireland. Charlotte says that her leadership scholarship provided her with great opportunities for personal and professional development and explains how she continues to use the learning she gained to improve safety, quality and patient experience.

All leadership scholars participate in the Westminster Experience as a core element. This one day course is designed to help senior healthcare leaders understand how Government works. Charlotte was a Director of Nursing when she applied for her scholarship and one of her aims in undertaking the scholarship was to develop her political and strategic influencing skills. The political influencing skills she learned on the Westminster Experience has proved particularly useful in Charlotte’s current role as CNO ‘Working in government is very different to the NHS. The culture is different. The Westminster Experience gave me a valuable insight into the work of politicians and the machinery of government.’

Leadership scholars also undertake the ‘Leading Change and Organisational Renewal (LCOR)’ programme as a group. This is a residential programme and helps in establishing and bonding the network of peer support that is so important both during the scholarship year itself and beyond. As Charlotte explains: ‘My first introduction to the other scholars took place in January 2011. We undertook a three day master class facilitated by Dr Peter Finkelstein. Meeting the group for the first time was an important step for me in building networks with other nurse leaders across the UK. These networks have continued to develop since then and I always look forward to meeting up with scholars both formally and informally. I know who to contact if I need help with a particular issue or am looking to make a contact through other scholars.’

For the bespoke part of her scholarship Charlotte visited the Institute for Healthcare Improvement in Boston to look at how to measure patient experience and use it to co design services. As Charlotte explains ‘This was important to me both as nurse but also because I have policy responsibility for patient experience as CNO. Since then I have been working closely with the CMO and together we are leading work on an unscheduled care task group for Northern Ireland – set up by the Minister to improve the experience of patients using EDs and eliminate any avoidable 12 or 4 hour delays.’

The scholarship gave Charlotte the opportunity to work on her leadership qualities with access to a range of diagnostics, a skilled coach and a mentor. She uses the learning from the scholarship every day in her work as CNO to provide strong professional leadership and influence healthcare policy ‘I have a passion for quality improvement and patient experience and utilize my position to successfully influence the health and social care system in this direction.’
Elaine Inglesby Burke is the Executive Nurse and Deputy Chief Executive at Salford Royal NHS Foundation Trust.

Elaine qualified as a registered nurse in 1980, specialising in critical care and general medicine. She sees her role as supporting and empowering all members of the team to optimise their talents and improve outcomes and experiences for patients. Elaine has been at the forefront of developments in quality and safety and suggests robust workforce planning is the challenge nursing must address next.

Elaine is twice a Florence Nightingale Foundation Scholar. As a leadership scholar Elaine undertook a Woman’s Global Leadership Programme at Harvard and attended the Executive Quality Academy at the Institute for Healthcare Improvement (IHI) in Boston. Within 12 months of returning from IHI, with Elaine acting as the Executive lead, Salford Royal NHS Foundation Trust launched its first Quality Improvement Strategy with an aim to be the safest organisation in the NHS. Last year, Elaine travelled to Australia and New Zealand, to investigate the correlation between mandated nurse staffing ratios and patient outcomes.

Reflecting on her scholarships Elaine said ‘when you are privileged to have dedicated study time it really helps you to appreciate what our proud nursing profession is able to achieve and plan for the continued challenge of enhancing our contribution to save and improve lives at what will have to be lower cost’.

To get the most out of a scholarship Elaine emphasised the importance of being able to both absorb new knowledge and adapt and contextualize it. She commented ‘when we launched our first Quality Improvement Strategy in 2008 we said we wanted to save 1,000 lives and reduce harm by 50%. A goal that was considered so off the wall at the time that it made the national press. We are now on our third iteration of that strategy and nurses and nursing in Salford are leading the way on the reliability of standards of care, leadership and patient experience. I also learnt and picked up a lot of additional information that is reshaping our thinking as to how we truly provide safe nurse staffing from the travel scholarship’.

Elaine and the Trust are currently working to reduce unwarranted variation in care and have implemented a Nursing Assessment and Accreditation System to support this. Elaine is clear that leadership attention and visibility, accountability, listening to staff and patients and being willing to hear the unthinkable and act, is fundamental to the delivery of compassionate care.

For Elaine, the biggest challenge nursing has still to address is ‘robust workforce planning. I don’t believe we have a robust standards based approach to staffing levels across all services and therefore what are you planning against?’.

If you could spend an hour with a key nursing figure who would you choose and why?

The CNO for England, Jane Cummings. To have a quality one to one discussion with Jane on her vision for nursing to understand how she believes that we can contribute to the Five Year Forward View for the NHS in England.
Debbie holds the Florence Nightingale Foundation Chair in Clinical Nursing Practice Research between the University of Birmingham and Heart of England NHS Foundation Trust. The Florence Nightingale Chairs are a joint clinical academic role designed to improve patient care and outcomes through research activity and developing research capacity in others.

Q: What to you defines a “good nurse” and why?
A: Insight, ability, confidence and compassion. Insight to know self and understand others, to see and appreciate what we do well, but also what we need to improve. Ability to know how to change and improve care and when and where to go for help and advice. Confidence to challenge self and others, but most importantly compassion and kindness to patients, carers and colleagues.

Q: Why is nursing so important to you? What fascinates you about it?
A: Nursing is the corner stone to healthcare. Nurses see the whole person and not just a body part. They don’t just focus on the dysfunction or repair of an organ or disease, but on its impact on the person, carer and family, taking into account the physical and emotional impact. They maximise wellbeing and the promotion of health in the presence of illness and disease. They do all this with care and compassion.

The fascinating thing about Nursing and Midwifery is the changing professional role and advancements in practice. At the same time as retaining important characteristics such as being compassionate and caring, the contemporary Nurse and Midwife assesses, diagnoses and treats illness and disease. We now have the best of all worlds, the future of Nursing and Midwifery is strong.

Q: What will change Nursing in the next decade and why?
A: The reorganisation of healthcare. In England ‘The five year forward view’ published in October 2014 proposes a radical model of change. Specialist care being delivered within tertiary units and the merger of secondary and primary care, further building on and focusing on community based care. Patients with long term conditions can and should be care for and supported closer to home, the challenge will be to develop and maintain specialist knowledge and skills within a dispersed but appropriate healthcare model.

Q: What in your view are the big challenges Nursing still has to address and why?
A: Nursing lacks an evidence base, a small proportion of nurses and midwives have the required knowledge, skills and interest to assess, challenge, test and reshape nursing and midwifery care. Innovation using robust methodology is key. Henry Ford, American founder of the Ford Motor Company said, ‘If you always do what you’ve always done, you’ll always get what you’ve always got.’ Challenge and change is critical to move Nursing and Midwifery forward.”
Jane Price is Lead Nurse for Patient Experience at Aneurin Bevan Health Board and has a passion for shared decision-making at the end of life. As Jane explains In the course of my career I have come into contact with a number of bereaved relatives who have expressed regret that they were unable to keep their loved one at home – particularly when this had been an expressed wish.

Having been admitted to hospital, particularly for people with non-malignant life-limiting-conditions, the likelihood of getting home again is inconsistent, as they are regarded as having ‘a set of medical problems to be solved’. This situation militates against growing evidence that the majority of us would prefer to spend the end of life in our chosen place in the community, yet speaking generally, health professionals and the public alike seem blind to the possibility of avoiding hospital admission that would enable the dying person and their family to spend the time left unencumbered by the challenges and constraints so often experienced in hospital.

Jane used her Travel Scholarship to visit the United States Dartmouth Hitchcock Medical Centre, Lebanon, New England and the Informed Medical Decisions Foundation, Boston, Massachusetts, and in the UK to visit the Health Foundation funded Making Good Decisions in Collaboration project centres in Cardiff and Newcastle on Tyne, and the Advancing Quality Alliance team in Manchester.

In the USA shared decision making for people with life-limiting conditions is employed at an earlier stage to initiate discussion and promote thinking about the future and planning for the end of life. Travelling to visit healthcare systems in other countries is a great opportunity for learning and it may also help us recognise what’s good about what we have in the UK. Jane was in New England in the lead up to the congressional decision being made about the Affordable Health Care Act (Obama Care), which gave her ‘a much clearer appreciation of how inequitable access to healthcare is in the US and that even while the NHS has imperfections and challenges, we are so very lucky to have it and need to hang on to it as the precious thing it is’.

Jane’s scholarship is already having an impact on her practice and the policies of her Health Board. ‘The scholarship has helped me to focus more sharply on making sure that the patient really is at the centre of what we do. Most recently I have contributed to the writing of our Choice of Accommodation Policy. Along with like-minded colleagues I have been significantly involved in the development of a pilot using volunteers to support people who are going to transition from hospital into residential or nursing home accommodation to ensure they have a voice. I have designed and successfully advocated with the Executive Team to support a health-board wide education programme for nursing staff, in order to embed a co-productive approach to what is a potentially stressful process and anxiety provoking time for patients, families and staff’.

She urges all nurses ‘to step up to the plate and ensure that dignity and respect for individuals in our care are not just words on a page or sound-bites. If we are going to promote and deliver individualised care in partnership with patient’s that reflect their needs and priorities we will have to adjust our practice to become information givers and facilitators and get to grips with the concept that what we may think is best for people might not always concur with their priorities’.
Natasha Phillips – an inquiring mind

For Natasha Phillips Assistant Chief Nurse at University College London Hospitals NHS Foundation Trust and visiting research fellow at the national Nursing Research Unit, King’s College London ‘a good nurse has an inquiring mind and therefore constantly challenges practice both their own and that of others. In so doing they never accept mediocrity and are not afraid to speak up when they witness bad practice.

Nurses need resilience in order to live their professional life in this way. I believe it is incumbent on us all to support each other in our daily practice thereby fostering a culture where a nurse is not dependent solely on her own resilience to keep asking questions. The result of not doing this is complacency’.

Natasha’s leadership scholarship enabled her to visit organisations in the USA where nurse led research flourished in the practice setting. It has helped her to grow a network of national and international colleagues and to start to carve a clinical academic path for herself and to support others in doing so. Natasha is using the learning from her scholarship in the work she is leading for the Trust on the exemplar ward programme, a programme of continuous quality improvement leading to accreditation.

Networking with other nurses, and disseminating and sharing her learning in publications and conference papers are really important to Natasha. Her network of fellow scholars are one of the ways she stays resilient when things get challenging. Natasha believes that ‘Nurse led research is vital to ensure we broaden the questions we ask about delivering the care our patients want, our practice as nurses and the challenges we face. Nurse led research currently makes up a tiny proportion of research happening in the NHS. That needs to change’. Nurses, she thinks, are well placed to lead many of the changes that need to happen to shift care out of hospitals and increase the focus on maintaining health rather than treating illness. For Natasha the biggest challenge is ‘the limits of our own thinking’.

Natasha reflected on the influence of her research supervisor Dr Geraldine Byrne and said she ‘encouraged me to use coaching and action learning in my practice. This has not only helped me to be a better nurse but it has helped me to help others to be better nurses. She encouraged me to start doctoral studies and to apply for the Florence Nightingale scholarship. I am still following her guidance by presenting my research at RCN International Research Conference this year as this was something she had wanted me to do’.

Many nurses have inspired Natasha including her mum – a hospice nurse, her aunt - a nurse lecturer with whom she had many stimulating debates as a student nurse and the many great colleagues she has worked with. If she could step back in time Natasha would love to have a conversation with Florence Nightingale because ‘She mastered seeing the bigger picture and finding a voice to not only contribute to but change the dominant discourse of the day. The results of which include the professionalisation of nursing, reduction in mortality, redesign of hospitals. I’d like to hear how she mastered these skills and found the resilience to keep going even when swimming against the tide’.

Natasha is an active member of the Alumni Association Steering Group and is on twitter @NatashaRoseP

‘I love the fact as nurses we have an opportunity to influence someone’s life for the better often in the most important moments of their lives just through the caring relationships we form with our patients’
Alison Leary is now Chair of Healthcare and Workforce Modelling at LSBU and was an independent healthcare consultant and researcher when she secured her scholarship. Alison works to help people understand the complexity of care and the implications of patient safety through the use of mathematics.

Alison embarked upon her leadership scholarship journey from a different angle – having her scholarship specifically tailored to being a technical expert not a Director of Nursing or CEO. Alison said she gained access to an amazing international educational & leadership programme, a network of supportive people, made connections in other safety critical industries and met mathematicians and modelers from other fields tackling difficult problems. As part of her scholarship Alison had a mentor who also had a background in a safety critical industry and who she says ‘really saw what I was trying to do and was a tremendous support’.

Alison attended an advanced study program at MIT in Boston and worked with world class modelers from many different safety critical industries. The learning from this course is used in Alison’s every day work, not just the techniques but also the approaches to problems and the importance of understanding a problem before trying solve it. While also gaining a higher technical knowledge from her scholarship Alison also developed areas such as communication skills, influencing, networking and understand the complexities of high level decision making.

Post scholarship, the work and learning from her scholarship has helped Alison in working with lots of different people aiming to make sure that nursing is seen as a safety critical occupation. She is also working on some of the problems from a more practical point of view - looking for patterns in data and thinks we can use this in different ways such as understanding what safe staffing looks like or caseload calculations. Since her scholarship Alison has built and co-authors the Apollo nursing resource-a free resource for the specialist nursing community: www.apollonursingresource.com.

When asked what made her apply for a scholarship Alison said she was inspired by Abigail Masterson ‘I think Abi thought I still had a lot to offer the profession and encouraged me to apply for a scholarship. At first I wasn’t keen-I didn’t want to be a director of nursing! After I was successful Abi, Liz and Elaine at FNF helped me carve my niche.’

Finally, when asked what advice Alison would give to potential FNF scholars she said ‘I’d say go for it-I don’t fit into a conventional leadership box but FNF gave me a scholarship - they are very open minded - be yourself’ and of course noted her inspiration being Florence Nightingale – the first nursing mathematician!

Alison is an avid tweeter and you can follow her on @alisonleary1
When Francis Fernando was awarded his travel scholarship he was a Senior Orthopaedic and Trauma Nurse Practitioner at Salisbury District Hospital NHS Foundation Trust. He used his travel scholarship to travel to Glasgow and Oxford to learn from the two most successful Fracture Liaison Services in the UK. Using the learning he gained on those visits Francis was able to produce a business case to establish a Fracture Liaison Service in Salisbury.

All scholars must produce a report of their scholarship for the Foundation and these are published on our website and so Francis’ learning, along with that of all our scholars, is also available to others nationally and internationally. As Francis says ‘producing a report for the Florence Nightingale Foundation and the sponsors means that other health care professionals can learn from my scholarship; hopefully inspiring them to help establish their own Fracture Liaison Services’.

All would be scholars need the support of their managers to apply for a Florence Nightingale Foundation Scholarship. This is because at the Foundation we are aware how important having a supportive manager is in enabling scholars to get the most out of their scholarship and put what they have learnt into practice. Francis is now a Nurse Consultant in Patient Safety at Surrey and Sussex Healthcare NHS Trust and attributes his career progression to his scholarship and having a supportive manager. As Francis explains ‘I learned so much from my former Directorate Senior Nurse in Salisbury, Colette Martindale. For me Colette embodies the meaning of nursing. She inspired me to do the very best for my patients. She always says to me that if “you put your heart and mind in everything you do, you will succeed in life”’.

In his new role Francis is able to develop clinical practice and improve standards of care not only in his own Trust but also regionally, nationally and internationally. This involves him working with and through many other individuals, services and organisations ‘as a Nurse Consultant in Patient Safety, I work collaboratively with key stakeholders of my Trust both strategically and at ward level. I chair committees on patient safety, quality and risk management which report to the Trust Board. In this way we can scrutinise trends and key themes in patient safety, share the lessons learned and review systems and processes to minimize the risks of events happening again. Regionally, I chair the Falls Prevention Group/Committee and co-chair the other patient safety and risk management committees. Internationally, I am member of the Fracture Fragility Network.’

For Francis roles like his are vital in addressing what he sees as the biggest challenge for everyone involved in the health and social care - ensuring patient safety. He says ‘those most at risk of avoidable harms are those who are old and vulnerable, the very young and the very sick. The systems, processes and clinical governance in every organization have to be constantly reviewed and evaluated to make sure that they are still evidence-based and that they are still fit for their purpose.’
The Florence Nightingale Foundation’s Leading Compassionate Care programme provides a space for senior clinical nurses to reflect, re-energise and refocus. The programme is short, focused and highly interactive. It has been especially designed to help participants explore how they can further improve the quality of care for frail older people in their care setting and how they can develop their leadership to enable this improvement to occur. The facilitators skilfully create a learning environment that enables nurses to learn together and draw on their collective wisdom, insights and experiences. Participants are exposed to current thinking on leadership for quality improvement and supported to enhance their personal skills and effectiveness by engaging in leadership development interventions which are grounded in best practice and known to be effective.

The Foundation’s Leading Compassionate Care programme can be commissioned and provided locally. It can be delivered over 3-4 days depending on local requirements and scheduling is decided in collaboration with the commissioners. Participants say they found the programme re-invigorating, that it increased their confidence and competence to lead and helped them get back in touch with their core nursing values.

Leading Compassionate Care is a low cost yet highly effective programme requiring minimal time away from the workplace. More than 120 nurses and their care settings have already benefited from this programme and another 200 are currently undertaking it.

Should you wish to discuss commissioning the Foundation’s Leading Compassionate Care programme, please contact Professor Elizabeth Robb on liz@florence-nightingale-foundation.org.uk

As a result of being on this programme I have been able to look at myself as a leader within my organisation and look at ways of moving forward. I have become more assertive in my working environment in regards to empowering staff in embracing the 6Cs. I feel that I have gained a voice and I have used that voice in the best interest of my staff and patients.
**Donations, legacies or sponsorships**

Donations, legacies or sponsorships make a great difference to the achievements of the Foundation’s aims and objectives.

As a charity we rely on raising funds to complete our work.

**Sponsorships**

We always welcome new sponsors and partnerships. If you would like to offer funding to support our scholarships or become a funding partner, please contact us at the address below.

**Donations and legacies**

If you feel able to assist in the valuable work of the Foundation, details of how to donate can be found on our website at www.florence-nightingale-foundation.org.uk or you can donate to the Foundation by:

- **Cheque** – please post to our office and make payable to “The Florence Nightingale Foundation” and also enclose your name and address
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