

## **RCN Nurse in Management and Leadership Forum Annual Report 2024**

The Nurse in Management and Leadership Forum (NMLF) steering committee's work aims to represent and serve our forum membership as nurse managers and leaders across the health and social care system.

The forum saw some significant changes which included new members appointed to the committee, appointment of a new chair and also a new professional advisor. The report details the changes and activity of forum over during 2024. The forum has been very active in the last twelve months.

The steering committee is comprised of seven members and all seven places were fully recruited to, and in January 2024 we welcomed Jo Lyle, Nicky Yiasoumi, Ivo Carvalho da Silva and Philip Winterbottom to the committee. All of whom are a huge asset, bringing a wealth of diverse experience to both the forum and steering committee. Each of them has taken a proactive role in the work of the forum during their first year in post.

Following the end of her term, (December 2023) we bid a fond farewell to Sally Bassett, former chair of the forum who was replaced by myself as Chair. Sally had been hugely instrumental in leading the forum over the past few years, which grew both in membership and reputation. We would like to thank Sally for her energy, drive and hard work.

In March 2024 we also bid farewell to Christine McKenzie the professional advisor to the forum and welcomed Andrea Childs as the new advisor.

The committee held its annual strategy day in April and held eight formal meetings times during the year which were held at 6pm on teams. The committee was compliant with quoracy requirements for majority of the meetings. Non quoracy was related to work pressures for some committee members and whilst actions were discussed at non quorate meetings were cascaded to all steering committee members via email to progress the work of the forum and gain agreement. Additional project, conference and Congress planning meetings were also held.

At the strategy day in April 2024, we reviewed the committee's progress and reflected on our achievements in 2023. There was a strong emphasis on opportunities to increase forum activity that align with the four pillars of the RCN, working closely with the leadership academy.

The strategic priorities are:

- Provision of education and learning
- Setting clinical standards and supporting practice
- Active personal and workplace support
- Influencing and shaping policy

As a committee we reviewed and agreed that in accordance with our terms of reference, as a forum our purpose remains to continue to:

- Formulate thinking and responses to current health care challenges.
- Interpret information to influence practice and care delivery.

- Be a conduit for management and leadership information to our members.
- Influence and challenge professional thinking and responses relating to management and leadership policy and development.
- Recognise and advance the capabilities and potential of our members to deliver excellent leadership and management.
- Connect forum members and encourage engagement across all networks.

The steering committee agreed to continue to focus on our two previously agreed priority areas:

- Contributing to cultural intelligence and inclusive leadership through equality, inclusion, and diversity
- To support the development of the emergent and the maturing of peoples of leadership regardless of role and throughout their career pathway

Key areas of focus at our strategy day were:

1. What went well for the forum steering committee and forum members in 2023. How we would work to achieve our goals and engage with our members.
2. We evaluated the delivery of our conference, leading for inclusion: Turning the tide which was held in March 2024.
3. We reviewed our plan for contribution at Congress 2024.
4. We agreed to continue to increase engagement with our members and to grow the membership to meet needs of senior and executive nurses.

**Our objectives are:**

- Support members in recognising and developing capabilities to demonstrate their leadership qualities regardless of their position.
- Connect forum members and encourage collective engagement to share information and unlock their potential.
- Provide forum expertise to RCN working group and projects.
- Engaging with the forum membership to inform the 2024 forum work plan and support the development of the RCN's Academy for Leadership.

**Forum Membership**

Membership numbers for the forum remain strong, increasing from 13,574 in 2023 to 14,006 from 2023 numbers.

in terms of social media, the forum continues to be proactive with 4,355 members on X formerly known as Twitter and 1,100 followers on Facebook.

This report details below the work of the committee for 2024.

## **RCN Nurses in Management and Leadership Forum Activity 2024**

### **Conference Leading for inclusion: Turning the tide was held on 5 March 2024 at RCN HQ, Cavendish Square London.**

Inclusion is core to the NHS Constitution, yet it remains one of the biggest challenges that health systems face globally, nationally and systemically.

In the face of a growing body of evidence, which demonstrates the critical role that inclusive leadership plays in ensuring that health and care systems operate most effectively for patients and public, it is incumbent upon us to ensure that leaders at all levels are equipped and capable of leading inclusively and effectively. The Nurses in Management and Leadership Forum felt it was important to be at the forefront of this agenda to support and drive change for the benefit of both patients and front-line teams, particularly in the wake of recent high-profile cases and reports which suggested we still had significant work to do if we are to indeed “turn the tide”.

The forum committee were delighted to have the opportunity to design such a hugely important conference, working with some high-profile speakers in delivering what was a thought provoking and powerful event.

RCN Management and Leadership Conference Leading for inclusion: Turning the tide was held on 5 March 2024 at RCN HQ, Cavendish Square London.

Learning outcomes and objective of the conference were for participants to:

- Understand more about how oppression is operationalised
- Recognise that there are pre-requisites to inclusion
- Have thought about their own role in creating inclusive cultures
- Recognising Race Discrimination in the workplace
- Amplify your voice, and the voice of others
- Describing Employment Tribunals - lawyer and nurse perspectives
- To feel empowered to challenge and drive change to promote inclusion.

The conference was chaired by Richard Desir, MA, BSc, RN is Nursing Officer Patient Experience and Safeguarding within the Office of Chief Nursing Officer, Welsh Government.

Richard has held various senior clinical and leadership nursing roles which includes Director of Nursing, Primary and Community Clinical Board within the Cardiff and Vale University Health Board, All Wales lead- All Wales District Workforce Programme, involved in Welsh Government’s Train, Work, Live campaign; Nursing Now Wales/Cymru, contributed to the First Minister’s COVID19 BAME (Black, Asian and minority ethnic) Advisory Group and more recently the Anti Racist Wales Action Group.

Richard is passionate about widening gender and diversity in Nursing, working and encouraging and increasing diversity in nursing and midwifery to positively influence inclusion of underrepresented groups promoting social and economic developments.

### **Summary of sessions:**

#### **Leading for inclusion - mission critical**

Despite our efforts, inclusion, still seems a long way off. As our organisations become even more diverse, it seems like we find new ways to exclude and get further away from our ambitions to create a more inclusive culture. This session engaged participants in understanding more about the pre-requisites for inclusion and why without paying attention to these, efforts on inclusion, will be no more than empty promises.

The session was delivered by Joy Warmington MBE, CEO brap, she is a nationally renowned equalities practitioner, who has grown brap from a fledging organisation whose main focus was Birmingham, to a national charity that has solid track record of trying to do the right thing in the complexity and chaos of our society. brap's portfolio now includes, research, innovative programmes of learning and organisational development, methods to engage productively in conflict and programmes of experimentation, in keeping with the need for more vision and progress on societies 'wicked' issues.

Joy has been at the forefront of designing innovative anti-racism programmes for NHS organisations (such as the white allies programme for NHS England, delivered in partnership with the King's Fund) and supported many public and third sector Boards through the process of critically examining their approach to anti-oppression, including anti-racism.

This was then followed by a number of cases studies.

### **Case Study One: Different not less: supporting neurodivergence & learning disabilities in patients and colleagues**

Speakers: Ben Thomas, Professor of Mental Health Nursing, London South Bank University and Mental Health & Learning Disabilities Adviser, RCN Wales Suzy Thomas, The Healthy in Schools Project.

Suzy Rowland has enjoyed a 20+ year career in corporate communications working with arts & government agencies, PR firms and charities, organising press briefings, new business pitches and crisis communications. When Suzy's son was diagnosed with autism and ADHD after a protracted diagnosis process and many school exclusions, Suzy founded the #happyinschoolproject in 2018 to challenge established thinking about how neurodivergent children are engaged and included in classroom learning and the school environment, especially those with autism and ADHD.

Having previously worked with UK disability charity SCOPE, Suzy augmented her skillset with IPSEA training, and a British Psychological Society recognised, CBT practitioner qualification for Children and Adolescents. Suzy captured her experiences of her son's school experiences and the diagnosis process in her first non-fiction book S.E.N.D. in the Clowns 'Essential Autism, ADHD Guide'. Before that Suzy self-published an acclaimed poetry collection, Songs of my Soul.

Ben Thomas is a professor of mental health and learning disabilities at London South Bank University, where he is the co-lead for the National Institute for Health and Care Research (NIHR), Integrated Clinical Academic Post-Doctoral Bridging Scheme.

Ben also works as the research and policy co-ordinator for the charity, Opening Doors, UK. The charity provides support and services for older LGBTQ+ as well as the 'Pride in Care' quality standard which includes specialist training for statutory and voluntary organisations, such as care homes, housing associations and hospitals.

Ben's research interests include addressing health inequalities and improving the mental health of minority and disadvantaged groups. He is currently co-investigator for an Economic and Social Research Council (ESRC) funded project examining the intersectional perspectives for community inclusion of older marginalised people with learning disabilities and ageing LGBTQ+ people.

### **Case study two. Menopause: leading a supportive environment**

Speakers Katherine Gale, Consultant Nurse, FluxState Ltd and Major Christine Duffy, Advanced Clinical Practitioner, Derbyshire Community Health Services NHS Foundation Trust.

This session explored the impact of menopause at work using a case study to illustrate, examining the organisation and management's role in creating a supportive environment for healthcare workers impacted by menopause at work.

Katharine Gale is an independent consultant nurse with nearly three decades of working in the NHS as a senior nursing leader in women's health. She is the former chair of RCN Women's Health Forum and received charity funding to research 'The Working Lives of Menopausal Women in the NHS'. Katharine is the Founder of Fluxstate, supporting women around menopause and a certified coach supporting female healthcare leaders to step up rather than step out of their healthcare roles.

Christine Duffy completed her nurse training in Kenya, qualifying in 1994. This was followed by appointments with various NGOs and working as a refugee health nurse in Kenya, Tanzania and Zaire (presently DRC), before moving to South Africa to work and advance her studies and nursing career.

Outside of her clinical role, Christine is a champion for equality and inclusion, and is currently the chairperson of EMbRACE, the trust's Ethnic Minority staff network. She was previously chairperson of the armed forces and veterans staff network and remains the Reserves workforce champion and Veterans Health clinical champion.

### **Case Study Three - Global Majority: a legal quest to achieve racial equality in nursing Ferguson Doyle, Senior Legal Officer, Royal College of Nursing and Michelle Cox, Race Equality Consultant**

Cases of race discrimination and harassment are rising within the nursing workforce, with recurring themes of being excluded from professional and social events, passed over for promotions, subject to micro aggressions and in civil behaviours. The day-to-day impact of systemic racism is hard to express, partly because each act in itself can appear small, but it's the repeated and sustained accumulation of these acts which can amount to humiliation, isolation, loss of confidence, and serious harm to mental, physical, emotional and spiritual wellbeing.

The session explored a real-life case study by RCN lawyer and a black senior nurse who in their quest to achieve racial equality in nursing for all, ended up in an Employment Tribunal to achieve a landmark decision. The case study discussed the case from initial grievance to ET judgement covering a five-year period and how as nurses, we can be part of the change that needs to happen from understanding the routes and barriers to reporting incidents and pursuing complaints, to help rebuild relationships and tackle unacceptable behaviours.

Michelle Cox is more than passionate about challenging discrimination and injustice and her positions as a nurse has enabled her to use this as a platform for social justices. Michelle until recently was also Chair of Steve Biko Housing Association ensuring that the elderly and vulnerable in the local community have access to quality affordable homes free from race discrimination. She has been described as authentic, honourable, and faithful to all causes.

It came as no surprise to hear of Michelle's landmark win in a recent tribunal taking on her employer, the largest NHS organisation in England for race discrimination, racial harassment, victimisation, and detriments for whistleblowing. The Employment Tribunal Judgement captures just an element of the fight she took on for all black and ethnic minorities in the NHS and wider employment sectors.

Ferguson Doyle left school at 15 with few qualifications and joined the Merchant Navy as a deck boy. He studied hard at sea and became an onboard trade union convener for the National Union of Seamen. He won a scholarship to Ruskin College in Oxford at 21 where he studied politics, law, and economics. He went to the University of Sheffield after that to complete his academic

training. He qualified as a lawyer in 2000 after training at a prominent human rights firm in London.

He has been employed by the RCN NW region as an in-house legal officer/solicitor since 2004 and specialises in the field of employment law. He provides advice and representation to RCN members in the NW.

#### **RCN Congress 2024 ICC Wales 2<sup>nd</sup> June – 6<sup>th</sup> June 2024**

The funded voting congress places included two forum committee members, the aim had been to support four members, however last minute personal and professional commitments resulted in two remaining places, which were allocated by the congress team.

- Rabina Tindale
- Phillip Winterbottom

#### **World Café Event**

This was an all-forums event; the Nurses in Management and Leadership Forum participated in the event and were visited by a number of delegates. The Forum committee members were able to show case their work over the past year, giving delegates insights into the future work of the forum and how they could contribute and participate, encouraging delegates to join the forum as well as making it their primary forum.

The forum hosted a number of learning events and participated on behalf of its members in the debates for both discussion and resolution.

The forum also seconded the following resolution, submitted by the CYP Continuing and Community Care Forum, which was successfully passed by congress:

**That this meeting of RCN Congress recognises the value of, and need for, senior nursing leadership within social care across the UK.**

Social care covers many different areas. Support is given in everywhere people live and work, whether this is a residential setting, a person's home, workplace, college or school. There are no restrictions on where social care is provided, and it will likely affect every one of us at some point in our lives.

The type of care can range from short term, for example, supporting daily activities such as meal preparation, to the care of complex long-term conditions.

Many nurses who work in social care are not managed/supported by a senior nurse and can be lone workers. This means they often do not have the clinical support and guidance so badly needed when looking after some of the most vulnerable in our society.

Historically, there has been a lack of representation of senior nurses working in social care, but this has changed. In 2023, Deborah Sturdy, Chief Nurse for Social Care in the Department of Health and Social Care, set up Social Care Nursing Advisory Councils (SCNACs) across England to represent nurses working in social care. Specific social care research and higher education are also now being recognised though more work is needed.

### **Learning Events**

#### **Is this the end of clinical supervision?**

Hosted by the Nurses in Management and Leadership Forum in collaboration with: RCN Ophthalmic Nursing Forum, Mental Health Forum, Nursing in Justice and Forensic Healthcare, Gastrointestinal Nursing Forum, Professional Nursing Committee, TUC and Student Committee

Active member engagement has influenced RCN nursing policy on clinical supervision and positioned critical reflection as the core component of graduate professional nursing practice. The RCN is committed to promoting critical reflection and integrating it into its strategic work; clinical supervision is only one method and risks being used by some as a checklist. Reflective practice is already a characteristic of the safety-critical work nurses provide to the public. It is a central component of Nursing and Midwifery Council revalidation and is fundamental to safe and effective care.

The session explained how the policy was developed, explored the different approaches to critical reflective practice that can be used for developing all levels of practice and invite members to contribute to influencing the development of future resources.

This inclusive professional issue is relevant to the independent sector and the NHS, all grades, specialties, including student nurses and nursing support workers.

#### **The RCN Definition of Nursing – why it matters**

Hosted by: RCN Leadership and Management Forum in collaboration with: RCN Fertility Nursing Forum, Women's Health Forum, Professional Nursing Committee, Trade Union Committee

The publication of the revised RCN definition of nursing represents a landmark moment for the profession. The definition underpins the quest for safe, effective staffing and appropriate employment recognition and reward.

This interactive session showcased the new definition in the context of the overarching RCN Professional Framework. Sharing the importance of articulating the essence of nursing work in order to change perceptions about nursing within the profession and other disciplines as well as with the public and politicians.

Delegates were able to gain a deeper **understanding** of the context of the definition, enabling them to explain how the new definition shows that nursing provides safety-critical work based on the values that have led to nursing being one of the most trusted professions.

## **The principles of effective leadership and management – meeting NMC Standard 5**

Hosted by: RCN Oxford Branch in collaboration: RCN Nurses in Management and Leadership Forum, Education Forum, Newly Registered Nurse Network, Southeast – Oxfordshire Branch, RCN Trade Union Committee

The NMC Future Nurse standards specify the knowledge and skills registered nurses must demonstrate. Standard 5 – the principles of effective leadership and management expect leadership to be provided by acting as a role model, being responsible for managing nursing care and being accountable for the appropriate delegation and supervision of care.

To meet the standard, registered nurses and the care team in any setting must understand the difference between leadership and management, how to apply this to their decision making, understand their approach's impact on team dynamics, patient safety and facilitation of sustained improvements in delivering high-quality care and their career progression.

The aim of the session was for attendees to be able to:

- explain the NMC definition of leadership
- explain the differences between leadership and management practice and how team dynamics create a culture receptive to providing safe care
- critically reflect and self-assess against the knowledge and skills needed to lead safe and effective care
- identify how to apply this knowledge to support their leadership development and advance their confidence in meeting the principles of leading and managing nursing care and working in teams.

## **Presentation at RCNi Live Liverpool October 2024**

### **Moving into a management position: developing your leadership skills with the RCN Nurses in Management and Leadership Forum 24 October**

Speakers from the committee included: Liam Williams, Jo Lyle, Eleanor McManus, Nicky Yiasoumi and Ivo Carvalho da Silva

The forum recognises that moving into clinical leadership and managerial positions can be daunting and require different skills, experience and qualifications depending on the route a person may wish to take. This session offered delegates the opportunity to gain top tips and considerations from the RCN Nurses in Management and Leadership Committee in planning for their future careers. The session was very well attended receiving excellent feedback.

## **Conclusion**

The forum has had a successful year and is incredibly proud of its achievements and members. It is looking forward to the year ahead and would like to thank its members for their continued support and contribution.

**Rabina Tindale - Chair**

**Andrea Child – Professional Advisor.**