Invitation to Tender: Digital Health Leadership Programme Content, Design and Delivery (2024 to 2027)

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Director of Nursing and Midwifery Leadership Development
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1. Executive Summary

This invitation to tender is for the design and delivery of digital health leadership content for aspiring clinical leaders and established digital nurses and midwives. The Foundation is looking to partner with a high quality provider who can deliver the brief outlined below over the next three years from 2024 to 2027. The successful partner will design and deliver two components for our programmes:

- A one day programme for Aspiring Digital Clinical Leaders for nurses, midwives and allied health professionals wanting to pursue a career in digital health. This one day will form part of a 3 day programme facilitated by and with the Florence Nightingale Foundation. This programme is aimed at Bands 5-7 Agenda for Change or equivalent

- A four day residential programme for established Digital Nurse and Midwifery Scholars working towards or at Chief Nursing Informatics Officer (CNIO). This programme is aimed at Band 7 Agenda for Change and above. It forms a component of the Digital Health Leadership Scholarships which have historically been funded by Health Education England and Welsh Government. The repeat tender for this funding is imminent and we are seeking a delivery partner to submit a joint application.

2. Florence Nightingale Foundation

The Florence Nightingale Foundation (FNF) is a thriving and rapidly expanding charity both in the UK and globally. Its unique purpose is giving back to nurses and midwives in recognition of the enormous contribution they make to society. It is dedicated to providing personal development opportunities for nurses and midwives. Our UK beneficiaries work in the NHS, military, social care and in the charity and independent sectors. We enhance their leadership skills to fulfil their demanding roles and so maintain Florence Nightingale's legacy, improving care and saving lives. Our charitable funds enable us to offer scholarships and a range of leadership programmes tailored to all career levels from student and early career nurses and midwives to aspiring executives.

A focus on digital health leadership for nurses and midwives has been a strategic priority for FNF since 2020 when we developed a specific leadership scholarship pathway – the Digital Leadership Scholarship - for nurses and midwives who have an ambition to influence digital transformation in healthcare. This innovative pathway was established in response to a national commitment to invest in the digital competence of the workforce and a recognition of the central role nurses and midwives should play in leading the design and implementation of digital solutions.

The programme has supported 50 digital scholars in England and 20 in Wales who have now formed as a network to influence and mentor other aspiring digital leaders and this growing network is one of the keys to its success to date. These scholars represent all fields of practice and work across settings and sectors. The transformation projects they have undertaken as part of their Digital Leadership Scholarships have made a significant impact through things such as the efficiency of care pathways, sharing information and preparing for integrated care. Further, the scholars are utilised by the CNIO for England and Wales at regional and national level to inform the future requirements for a digital ready nursing and midwifery workforce and are regarded as the trailblazers of an emerging specialist career pathway. A number have won sector awards to recognise their contribution to this agenda. They have also been successfully invited

or elected to chair national networks and advisory groups.

An independent evaluation of the Digital Scholarships undertaken in 2022 on behalf of HEE indicated 96% of respondents agreed their participation had helped their development as digital leaders.

> *"To say this leadership programme has been life changing for me is not overstating things. Without the programme, the mentorship, networks and friendships I would not be where I am today. It has had a significant impact on me."*

Our learning from this programme has led to the development of an introductory programme for healthcare professionals looking to pursue a career in digital healthcare. To date we have delivered five cohorts with a reach of 100 nurses, midwives and allied health professionals, many of which have moved into dedicated digital roles and have also successfully applied for our digital scholarships. 80% of participants who attend our programmes are promoted within two years of completion.

3. Why a Focus on Digital Health Leadership is Important

A focus on digital health leadership is important for nurses and midwives due to several reasons:

- Positive Impact on Care: Nurses and midwives have the potential to benefit from and contribute to digital health and social care. Their involvement is crucial for effective digital transformation, as it ensures that care and support for patients' health and well-being are delivered effectively.

- Overcoming Challenges: Nurses and midwives face various challenges with digital health, including poorly designed technologies, variations in digital literacy, lack of involvement in technology purchase or development, limited interoperability between systems, complex data sharing issues, and inadequate education about working in digital health. Digital health leadership can address these challenges and provide solutions to enhance the use of technology in healthcare settings.

- Trust and Patient Safety: Nurses and midwives are trusted professions responsible for handling sensitive patient data. Digital health leadership plays a crucial role in building confidence among nurses and midwives in handling data and supporting patient choices. By prioritising data privacy and security, leaders can ensure that digital technologies are used in a way that protects patient safety and maintains trust.

- Enhancing Relationships: The nurse-patient and midwife-woman/ birthing person relationships are important aspects of healthcare. Poorly designed or used digital technologies can act as barriers to these relationships. Digital health leadership focuses on selecting and implementing technologies that support and enhance these relationships, ensuring that technology complements and enhances the human element of care.

- Inclusion and Equity: Digital technologies have the potential to support inclusion but can also reinforce exclusion, particularly among marginalised groups and communities. Digital health leaders can work towards ensuring that technology is accessible and inclusive, addressing the needs of all individuals and communities to promote equitable healthcare.

- Career Development and Retention: Many nurses and midwives are considering future career paths leading digital transformation. Investing in digital health leadership roles, such as Chief Nursing Information Officers (CNIOs), provides opportunities for career growth and development within the nursing and midwifery professions. This, in turn, can contribute to the retention of talented professionals and mitigate the workforce crisis faced by these professions.

By focusing on digital health leadership, nurses and midwives can address the challenges they face, improve the quality of care, enhance patient safety, promote inclusivity, and contribute to the ongoing transformation of healthcare delivery. This was highlighted in the recently published NHS Long Term Workforce 2023 plan which recognises the crucial role of leadership in healthcare, including digital health leadership, and highlights the need to cultivate and retain strong nursing and midwifery leaders who can lead and drive the adoption of digital solutions to meet the challenges and demands of modern healthcare.

4. Tender Content Design and Delivery Objectives and Outcomes

In order to continue to develop and grow the digital leadership capability and capacity of the professions, FNF are seeking a partner to lead the design and delivery of this subject specific content. Our selected partner will offer innovative approaches to meeting the following learning objectives and demonstrate a sound understanding of the application to a nursing and midwifery professional context.

One Day Programme: Introduction to Leading in a Digital Healthcare System

A one-day introductory program on digital health leadership for health care professionals should aim to provide foundational knowledge and skills to empower participants in their roles as leaders in the digital healthcare landscape. The program's learning outcomes could include:

- Understanding Digital Health Landscape:
  Gain an overview of the digital health landscape, including key technologies, trends, and their impact on healthcare delivery.
  Explore the potential benefits and challenges associated with digital health adoption.

- Role of Nurses and Midwives in Digital Health:
  Recognise the pivotal role of health care professionals in digital health transformation.
  Understand how digital technologies can enhance nursing and midwifery practice, improve patient care, and promote better outcomes.

- Leadership Skills for Digital Health:
  Identify the essential leadership skills required in the context of digital health.
  Develop an understanding of the unique competencies needed to lead digital health initiatives.

- Digital Health Strategy and Implementation:
  Gain insight into developing and implementing digital health strategies within practice.
  Understand the importance of stakeholder engagement and collaboration in driving digital health initiatives.

- Digital Health Ethics and Governance:

Explore ethical considerations and legal frameworks related to data privacy, security, and patient confidentiality in digital health.
Understand the importance of governance structures and policies to ensure safe and responsible use of digital technologies.

- Promoting Digital Literacy:
Recognise the significance of digital literacy for health care professionals in the digital health era.
Explore strategies to enhance digital literacy among healthcare professionals and patients.

- Patient-Centered Care in Digital Health:
Learn how to ensure patient-centered care in the digital health context.
Understand the importance of maintaining the nurse-patient and midwife-woman relationship in the digital age.

- Overcoming Challenges and Barriers:
Identify common challenges and barriers encountered in the implementation of digital health initiatives.
Explore strategies and best practices to overcome these challenges and promote successful digital transformation.

- Ethical and Inclusive Use of Digital Technologies:
Understand the importance of promoting equity, diversity, and inclusion in the design and use of digital health technologies.
Learn strategies to address disparities and ensure equal access to digital healthcare services.

- Personal Development and Future Opportunities:
Reflect on personal development goals and opportunities for growth as a digital health leader.
Explore potential career paths and roles in digital health leadership, such as Chief Nursing Information Officer (CNIO) positions.

Four Day Digital Leadership Academy Programme for Nurse and Midwifery Scholars

This four-day FNF Digital Leadership Academy Programme will equip, empower and enable Digital Nurse/Midwives to become the next generation of CNIO's. Participants will be on the prestigious Digital Leadership Scholarship working at CNIO level, towards CNIO or leading digital transformation within their organisation. It forms a component of the FNF Digital Health Leadership Scholarships which have historically been funded by Health Education England (now NHS England) and Welsh Government. The repeat tender for this funding is imminent and we are seeking a delivery partner to submit a joint application.

For established digital leaders participating in the four-day development program, the objectives should focus on advancing their existing digital leadership skills and knowledge. Building upon their foundational expertise, the program should aim to deepen their understanding and capabilities in leading digital transformation initiatives within healthcare settings. Additional objectives for the program may include:

- Strategic Planning and Vision:
Develop advanced skills in strategic planning for digital health initiatives.

Refine the ability to align digital strategies with organisational goals and objectives.
Articulate a compelling vision for digital transformation and effectively communicate it to stakeholders.

- Change Management and Organisational Leadership:
Enhance skills in change management to facilitate smooth adoption and implementation of digital health solutions.
Develop strategies to overcome resistance to change and foster a culture of innovation.
Strengthen leadership competencies to inspire and motivate teams during times of digital transformation.

- Data Analytics and Informatics:
Deepen knowledge of data analytics and informatics principles in healthcare.
Understand the role of data in driving evidence-based decision-making and improving patient outcomes.
Explore advanced analytics techniques and tools to derive meaningful insights from healthcare data.

- Collaboration and Partnerships:
Enhance skills in building and managing collaborative partnerships with internal and external stakeholders.
Develop strategies to engage multidisciplinary teams, fostering a culture of collaboration and shared ownership in digital health initiatives.
Foster effective collaboration with technology vendors, industry partners, and regulatory bodies to drive innovation and overcome barriers.

- Governance and Risk Management:
Understand the regulatory and legal frameworks governing digital health.
Strengthen skills in managing privacy, security, and ethical considerations in digital healthcare environments.
Develop strategies to identify and mitigate risks associated with the use of digital technologies in healthcare.

- Innovation and Emerging Technologies:
Stay abreast of emerging digital health technologies and trends.
Explore innovative solutions and their potential applications in improving healthcare delivery.
Foster a culture of innovation within the organisation, encouraging experimentation and continuous improvement.

- Patient Engagement and Empowerment:
Enhance strategies for promoting patient engagement and empowerment through digital health.
Develop skills in co-designing digital solutions with patients and incorporating their perspectives.
Explore methods to ensure equitable access to digital health services and address digital divides.

- Measurement and Evaluation:
Understand the importance of measuring and evaluating the impact of digital health initiatives.

Learn advanced techniques for assessing the effectiveness and outcomes of digital interventions.
Develop skills in using data and feedback to continuously improve digital health programs and strategies.

- Thought Leadership and Influence:
  Cultivate thought leadership in digital health through active participation in industry conferences, forums, and publications.
  Enhance skills in influencing policy decisions and shaping the digital health agenda.
  Develop strategies to inspire and empower others to become digital health leaders.

- Personal and Professional Development:
  Engage in self-reflection and identify areas for personal growth and development as a digital leader.
  Explore strategies for enhancing resilience, managing stress, and maintaining well-being in the face of complex digital transformation challenges.
  Foster a network of peer support and collaboration with other digital health leaders.

These additional objectives for established digital leaders in a four-day development program aim to deepen their knowledge, expand their skill set, and provide opportunities for networking and collaboration with peers in the field. The program should encourage continued growth and advancement in their digital leadership roles, enabling them to drive meaningful change and innovation within their organisations.

5. Governance

The provider will meet once per quarter with the Director of Nursing and Midwifery Leadership Development to review activity and ensure continuous collaboration. The administration of the content will be managed by the provider with support from the FNF Academy team to disseminate information to programme participants. The ability to provide information in a timely manner would be a key indication of quality. All learning materials will be shared with FNF prior to delivery and should include the FNF logo. An evaluation will be provided by the provider following delivery to understand key reflections on successes and improvements.

6. Contract Value

One Day Programme: Introduction to Leading in a Digital Healthcare System

1 cohort of 20. 3 times per year = £3,600

Four Day Digital Leadership Academy Programme for Nurse and Midwifery Scholars
The value of this aspect of the contract will be dependent on the success of the joint tender for the Digital Health Leadership Scholarships.
However, our approximately value is 1 cohort of 20 individuals per year= £45,000

Total contract per year= £48,600
Total tender over three years = £145,800

7. Tendering Process and Timeline

To tender for this contract, **we request you complete the online form**, please see the example below. This will be assessed by the Deputy CEO and Director of Nursing and Midwifery Leadership Development alongside one of the FNF Trustees. Shortlisted applicants will be invited for interview with a panel of FNF Executive team and National Digital Experts.

The submission of this tender application is 15th September 2023.
Shortlisting 18th to 22nd September 2023
Interviews 25th September 2023
Outcomes communicated by 29th September 2023

Delivery of Programmes commences from January 2024.

9. What our digital leadership scholars say

"The networking above anything else was superb. I believe the digital scholars helped to create a new nursing community which is second to none."

"The opportunity to link internationally widens the scope of knowledge and allows you the time and space to observe and connect with world class people, systems, future technology."

"The confidence I now have in my ability to lead digital change has grown exponentially."

"The foundation prepares and supports today and tomorrow's generation of healthcare leaders".

"You work on big and brave projects that really make a difference."

"Personally, you find your authentic self, understanding leadership styles, gaining confidence and pushing the imposter away. You build up friendships and networks, mentorship and coaching that create resilience and special bond to last a lifetime.

"I think the scholarship experience was transformational to me, both personally and professionally. It helped me have a greater depth of understanding of how I functioned as an individual and how I can influence those around me. It gave me a huge understanding of strategic positioning and how to work alongside other people within a busy NHS to influence patient care".

"The Florence Nightingale Foundation is outstanding at developing innovative curriculum for nurses such as in the leadership scholarship. The inspiring curriculum pushes people, grows skills and it is at the edge of contemporary leadership education"

"It brings together likeminded, driven professionals who are proud of their nursing profession and who want to lead to add value to patient care and influence the department of the health to local services in a positive way. 'It's a secret of nursing' – it's a competitive process and because of the kudos that it carries it's an elite group of professionals who is driven to give nursing a positive, professional voice"

Key Contacts:

Deputy Chief Executive Officer – Professor Gemma Stacey

Head of Nursing and Midwifery Leadership Development – Debbie Preston

Contact Us: **Email:** academy@florence-nightingale-foundation.org.uk

For all enquires please email academy@florence-nightingale-foundation.org.uk

We look forward to receiving your applications.

With very best wishes

Lucy Brown
Director of Nursing and Midwifery Leadership Development

Application Online Form

Company Name	
Company Address	
Company's representative name and title	
Contact telephone number	
Email address	
Address for correspondence	
Date of Submission	
Company Registration Number	
VAT Registration Number	
Has your organisation met all its obligations to pay its creditors and staff during the past year?	
If your answer to the above is No, have you rectified the situation resulting in your organisation now being able to pay its creditors and staff?	
Is your company or any group company (your Organisation) or are any of the directors/partners/proprietors in a state of bankruptcy, insolvency, compulsory winding up, and receivership, composition with creditors or subject to relevant proceedings?	
Does your organisation have a written health and safety at work policy? If yes, please provide a copy	
Has your organisation or any of it's directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?	
Does your organisation have a written Equal Opportunities policy? If yes, please provide a copy.	
In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?	
In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on ground or alleged unlawful discrimination	
Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or Authority (including local Authority)?	

Does your organisation have a recognised environmental management system ISO14001 or equivalent? If yes, please provide valid copy of the certificate.	
Does your organisation hold a recognised quality management certification for example BS/EN/ISO9000 or equivalent? If your answer is yes, please provide a valid copy of the certification.	
Will you be using a Sub-Contractor(s) at any point during this project? If so, please give full company details and state that you are willing to take responsibility for work performed by the sub-contractor(s).	
Please confirm that data is stored in line with the General Data Protection Regulations 2018 where applicable	
Please confirm the level of professional indemnity insurance and provide evidence that this is current.	
Please confirm that you accept Florence Nightingale Foundation's Terms and Conditions in full. This offer and any contract arising from it shall be subject to these Terms and Conditions and all other items or instructions as issued in this bidder response. **Link here**	☑ Yes ☐ No

Bidder's response:

Question 1	30%
Describe your experience of providing digital leadership development to nurses, midwives and clinical leaders.	

Question 2	20%
Describe relevant resources and thought leadership theory to underpin and evidence your digital leadership development	

Question 3	10%
What teaching, resources and learning methods would you use to facilitate learning and ensure relevancy?	

Question 4	20%
How would you adapt your approach and content to meet the development needs of the varied levels and cohorts of participants	

Question 5	20%
Please provide a costing overview for the design and delivery of the programmes	

PLEASE NOTE THAT THE MAXIMUM WORD COUNT FOR THIS PROPOSAL IS 1,000 WORDS.