

**FLORENCE
NIGHTINGALE
FOUNDATION**



FLORENCE NIGHTINGALE FOUNDATION®

ACADEMY

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As a charity, we rely on our partners, alumni, members, and supporters to help us continue our pioneering work. To find out how you can help support us, please visit our website: florence-nightingale-foundation.org.uk

WELCOME TO THE FLORENCE NIGHTINGALE FOUNDATION ACADEMY

Florence Nightingale Foundation (FNF) supports nurses and midwives to improve care and save lives.

As a UK-based charity, established 90 years ago, we are now expanding to reach one million nurses and midwives by 2027.

Experience shows us the transformation that is possible when FNF enable nurses and midwives to connect, lead, and influence healthcare.

Choose our Academy

The Florence Nightingale Foundation Academy provides your best choice for nursing and midwifery leadership development, ongoing support and independent thought leadership.

We tailor all our opportunities so they are directly relevant to you and your workforce needs.

And we cover all sectors – the NHS, military, social care, primary care and the charity and independent sectors.

As nurses and midwives, we have first-hand experience of your work and the challenges facing healthcare.

Our Academy will help develop, support and retain nurses and midwives by supporting and strengthening individuals, organisations and whole healthcare systems.

Tell us what you need – we will understand, and we will deliver a programme that's right for you.



Support, develop and transform compassionate leaders



Influence policy



Promote evidence-based practice



Ensure our members benefit from collective engagement, energy and influence



Create a financial, social, cultural & environmentally sustainable future

LEADERSHIP PROGRAMMES

Our leadership programmes have been described as ‘transformational’ – and with good reason.

We work with nurses and midwives at every level of their career, with programmes specifically tailored for your needs.

We accept commissions from organisations, regions and country wide. There is also opportunity for individuals or organisations to self-fund places on select open programmes.

Through our facilitated peer-to-peer learning, we will help your workforce strengthen their ability to lead and influence.

Working in small, medium or large cohorts, participants gain greater self-awareness, political acumen and emotional intelligence, enabling them to work more effectively and constructively with others.

Delivering healthcare today is complex and challenging, and that’s why our bespoke programmes focus on the

areas most needed to develop the healthcare systems of today and of the future: from digital healthcare to shared professional decision-making bodies to your specific needs, whatever they may be.

We offer two programme options as a starting point. The content and means of delivery (face-to-face, virtual or hybrid) can be adapted to meet your needs and budget.

EXAMPLE OPTION 1: Developing Self to Lead (3 days)

- ✓ **Personality Preferences and Performance in Teams.** Utilising Myer Briggs Type Indicator (MBTI) participants will explore how personality preferences influence personal leadership styles and how awareness can enable the promotion of high performing teams.
- ✓ **Personal Impact & Influence Programme.** Practical approaches to developing confidence and clarity in the delivery of key messages for a range of audiences.
- ✓ **Effective and Authentic Leadership.** Participants critically consider the principles of authentic leadership, paying attention to how we respond under pressure and support teams through crisis.

EXAMPLE OPTION 2: Stepping into Your Authority and Influencing Change (6 days, staggered over 6 months, plus time for the QI project)

All of the content from **option 1** plus:

- ✓ **Leadership and Influence.** A more in-depth session to that in our three-day programme. Participants learn to build a learning community and a robust network of peer support throughout the programme and beyond. They define and articulate a leadership signature underpinned by unique values, motivations, and a commitment to self-awareness. They critically explore the nature of power and its relevance to the professions and healthcare context, and then apply methods of engaging others to influence change and forge engagement.
- ✓ **Principles and Practice of Quality Improvement.** An introduction to QI including approaches to leading change management and measuring impact.
- ✓ **Change project.** Participants are asked to implement a change project aligned with the partner’s strategic and organisational objectives. (We recommend that participants are given 6 days of protected time in addition to the programme days.)
- ✓ **Award ceremony.** To celebrate participants’ success and showcase their learning and the impact of their change projects.

“Florence Nightingale Foundation prepares and supports today’s and tomorrow’s generation of healthcare leaders.”

SPOTLIGHT ON: Green Healthcare Leadership Programme

Over 4% of global carbon emissions can be attributed directly to healthcare. So, we offer a bespoke leadership development programme focusing on sustainability in healthcare: developing leaders to take this critical agenda forward, to become role models and advocates for sustainability. Participants undertake a quality improvement project focused on sustainability in healthcare, which aims to have a regional or national impact. Currently we offer this course in partnership with Nuffield Health and would be pleased to offer this programme to other organisations.’

SPECIALIST PARTNERSHIPS: The level of development we offer our participants is one of the unique aspects of our programmes:

- **RADA Business:** Since 1904, the Royal Academy of Dramatic Art has been a global leader in its field, with alumni becoming globally celebrated names on stage and screen. RADA Business harnesses this excellence and translates it to the world of work. RADA Business courses explore how to use the body, breath and voice – core elements of effective communication – to maximise your impact, hold your space in challenging situations, strengthen your influence, and lead with confidence.
- **Kings Fund:** As a charity working to improve health and care, The Kings Fund provide compassionate leadership development programmes. Through virtual or face to face events or residentials, learners share their experiences and engage in immersive learning activities to support growth and development. The tailored programmes explore strategic leadership, focus on self awareness, personal development of influence, negotiation and impact.

SPOTLIGHT ON: Directly Addressing Inequalities in Career Progression

Developed for nurses and midwives from all global majority backgrounds, this programme was launched in recognition of the contribution of Caribbean nurses and midwives who came to Britain on HMT Windrush in 1948 to support the NHS. It aims to help close the gaps in staff experiences and career opportunities across health and social care settings.

Participants gain greater self-presence and impact with improved confidence to speak up and tackle workplace issues and improve systems and health care, paying close attention to the experiences of discrimination often experienced by our global majority colleagues.

We currently offer this programme in partnership with NHS England and the Nursing and Midwifery Council.

“[The programme] brings together driven professionals who are proud of their nursing profession and who want to lead to add value to patient care and influence health services in a positive way.”

We evaluate each of our leadership programmes to measure the experience and the impact.

All participants will join the vibrant FNF alumni community and receive ongoing networking and leadership development opportunities.

Many of our alumni tell us they were considering leaving their profession. But with the renewed confidence and resilience they’ve gained from the FNF Academy, they chose to stay - and 80% are promoted within two years.

SCHOLARSHIPS OUR MOST IN-DEPTH DEVELOPMENT OPPORTUNITY

Our scholarships are a once-in-a-lifetime opportunity for nurses and midwives to develop their career while improving clinical and health outcomes. You can fund a scholarship place to support a nurse or midwife.

Delivered part-time over 18 months, scholarships are open to nurses and midwives working in the UK or globally (see page 11) at NHS Agenda for Change (or equivalent) band 7 and above.

Scholars follow an in-depth personal development plan with experiential learning and individual assessments throughout.

We are on hand to support scholars throughout the process. And they also have an experienced mentor and access to fellow scholars for support.

Whether scholars are looking for the next step or the opportunity to become a director, wanting to engage more with the executive board, striving for a systems leadership role or have reached a senior position and are keen to stretch themselves, this opportunity is perfect.

“The scholarship experience was transformational to me, both personally and professionally. It helped me have a greater depth of understanding of how I function as an individual and how I can influence those around me.”

As a scholar, participants will become part of a growing global alumni network of nurses and midwives, providing ongoing support and, in many cases, peers and friends for life.

80%

of scholars said their scholarship enabled them to impact positively on health and social care policy and practice

9/10

of scholars rated the overall scholarship experience as excellent

95%

of scholars identified that their scholarship had a positive impact on their career

The scholarship programme includes:

- ✓ Individual coaching including feedback on results of psychometric assessments
- ✓ Experienced mentor allocated
- ✓ Welcome day to meet fellow scholars and begin to build a learning community
- ✓ Compassionate leadership development programme (2 day-residential) delivered by The Kings Fund (see previous page)
- ✓ Personal Presence and Impact (3 days) delivered by the Royal Academy of Dramatic Art
- ✓ Bespoke development opportunities chosen by the scholar to meet their unique development priorities.
- ✓ Invite to the Florence Nightingale Commemoration Service at Westminster Abbey, London
- ✓ High-profile celebration event to mark the success of our FNF scholars

LEARN WITH US ONLINE

98%
SATISFACTION
for our online programmes

SPOTLIGHT ON: Internationally Educated Nurses and Midwives online programme

Developed in partnership with the Burdett Trust for Nursing, we offer this interactive online leadership programme to internationally educated nurses and midwives working in the UK, whether in the NHS, social care, or private healthcare. The course consists of 30-40 hours of self-directed study over four months with four interactive facilitated webinar sessions.

“For globally educated colleagues, being offered such opportunities facilitates their realisation of their leadership capability and provides them with the tools to enhance and hone. It is vital that these talents amongst our IENMs are nurtured and enriched here as they become a huge part of our present and, most importantly, future workforce. This is the possibility the programme presents.”

“I did not expect that the emotional struggle an internationally educated professional faced would test my breaking point... A huge THANK YOU to all the organisers and lecturers for recognising our struggles and finding ways to support and help us.”

Our online learning is innovative, engaging, and interactive, with meaningful clinical narratives and using a wide variety of multimedia.

Through online learning we reach larger groups and make our leadership opportunities more accessible, with tailored courses and modules aimed at specific groups of healthcare professionals or to address a defined learning need.

All online learning is hosted on our customised Learning Management System - a secure platform that enables learners to access materials and ongoing support, and to interact with each other and their facilitators.

The online learning has end-of-chapter quizzes but there are no long form essays or projects to complete. Participants will get the chance to develop their own authentic leadership style and to enhance their skills; enabling them to improve their service and boost their career opportunities.

We can offer bespoke commissions for your organisational needs and also topical online modules – available free to our members or at a fee for non-members. Visit our website to find out more details and pricing.

“I would like to congratulate the whole team behind this course for making such an online course which could easily understood, explained well with examples and for delivering without any issues.”

SPOTLIGHT ON: Early Career Online programme

Early career nurses and midwives represent the future of the professions. Investing in their leadership development is essential to ensuring a robust healthcare system. The course consists of 30-40 hours of self-directed study over two and a half months, with several live webinar events too.

CONTRIBUTING TO FRONTLINE CARE IN ALL WAYS

Nightingale Frontline® is our online, peer-support service that provides a psychological safe space for nurses and midwives to explore professional and personal challenges, guided by our expert facilitators.

Research shows a strong connection between the quality of patient care and the emotional and mental well-being of health and care staff.

Launched in April 2020 in response to the Covid-19 pandemic, Nightingale Frontline has had a positive impact on those using it in terms of development and confidence – outcomes confirmed by a study in The British Medical Journal (BMJ)*.

“I saw immediate results and it equipped me with the skills to ease my anxiety during intensely busy periods, gave me the confidence I need to provide support to my colleagues and my team who have never experienced the likes of Covid-19 before. The session itself allowed me to express my thoughts and provided a safe, confidential space to talk to my peers. We discussed issues we faced and discussed ways to provide emotional well-being support to staff during difficult times.”

Today there is still a high demand for the service as our workforce continues to manage the direct and indirect effects of the pandemic, as well as ongoing challenges of seasonal pressures and staff shortages.

Our expert facilitators create a secure and confidential environment for staff at all levels to come together, to decompress and reflect on leadership challenges, as well as learning new approaches to difficult situations. In a time of constant change, attendees have welcomed this calm and supportive environment.

We are now also offering a practical group coaching programme to enable organisations to support the psychological safety of their workforce in an ongoing way. Our co-consulting Facilitator Masterclass will enable us to reach as many nurses and midwives as possible. By completing this programme participants will develop the knowledge, skills and confidence to go on to facilitate supportive sessions in their own workplace, using a problem solving approach.

To find out more visit our website:
florencenightingalefoundation.org.uk



INFLUENCING POLICY

“By developing leaders with the knowledge and confidence to influence policy at all levels and providing a dedicated Think Tank to capitalise on the expertise of and give voice to these leaders, FNF are playing a pivotal role in ensuring tangible change is delivered by and for nurses and midwives.”

Dr Natasha Philips – Former CNIO England

Florence Nightingale Foundation (FNF) is increasingly recognised as a think tank providing independent analysis of issues impacting on the nursing and midwifery professions. Our Academy provides a vehicle for strengthening and mobilising the professional contribution to international, national, regional, and local health policy agendas and decisions about the workforce.

It harnesses the intelligence and expertise of our alumni and membership network to generate evidence and commentary that will: promote political behaviours and intelligence across the nursing and midwifery workforce; influence workforce related policy development; inform workforce related policy implementation; and evaluate translation of workforce related policy into practice.

Together we can make change happen and impact the professions' ability to deliver high quality care.



SPOTLIGHT ON: Digital healthcare

Digital transformation of health and social care is a top priority for the sector, and the system's long-term sustainability depends on it. A new era of digital transformation will mean embedding new technologies and maximising data through improved digital literacy among leaders, the workforce and the public.

In August 2022 NHS England commissioned FNF to undertake a national survey to understand the 'digital maturity' of our workforce. Our network of Digital Leadership Scholars has enabled a high level of engagement with the professions to understand digitally enabled person-centred care. Our data has informed recommendations for focused activity for digital nurse and midwife leaders working at national, regional and local level to take forward. They now have the information to focus on preparing our workforce to maximise the potential technology and data offers to improving person-centred practice.

We have five main areas of activity:

- **Development of political acumen and the skills to influence change** as a core learning outcome of all FNF leadership programmes, scholarships and a theme within the FNF webinar series available to members.
- **FNF Subject Expert Groups (SEGs)** comprising of established thought leaders from education, research, practice, policy and unions.
- **Distinct projects** commissioned by national/regional bodies to provide independent thought leadership to inform workforce related policy.
- **Partnerships with other organisations** to draw attention to and stimulate debate around key nursing and midwifery workforce issues.
- **Significant contribution to national steering groups/committees, consultations and reviews.**

Get Involved

FNF Academy membership or undertaking one of our programmes provide an opportunity for all nurses and midwives to engage in influencing policy. We are also interested to collaborate with partners who want to commission us to undertake policy influencing thought leadership projects. Please get in touch to discuss further: academy@florence-nightingale-foundation.org.uk

FNF ACADEMY MEMBERSHIP – JOIN US

Becoming a member of our Academy makes you and your team part of a rapidly growing community of like-minded nurses and midwives, giving you more access to top-quality leadership development and learning.

A quarter of a million nurses and midwives have already benefitted from the collective engagement, energy, and influence that membership brings. By 2027, we aim to reach a million nurse and midwife leaders worldwide.

Academy membership is open to senior nurse leaders, and all their team then receive the benefits of membership too.

Current FNF Academy members include Integrated Care Systems, healthcare organisations, military, charity, private and voluntary care providers, and higher education institutions.



What do you get?

As an Academy member, you and all your nurses, midwives and students will develop leadership knowledge and skills through free unlimited access to exclusive online resources, contributing to continuing professional development (CPD) hours.

You will influence policy and practice through our expert groups and networks; and you will be able to attend events, build your networks, enjoy discounts and more. All through our new, dedicated online engagement platform.

“Joining the FNF Academy has been a great opportunity for us an organisation. The Academy’s openness and curiosity about what nurses and midwives across multiple healthcare sectors need in practice, and their willingness to design and develop programmes, has created a collaborative approach that really addresses the needs of contemporary nursing and midwifery practice.”

Dr Louise Bramley – Assistant Director of Nursing
Institute of Care Excellence, Nottingham University
Hospitals NHS Trust

We also offer a 12-month Fellowship programme to nurses and midwives employed at our FNF Academy member organisations. Chief Nurses are able to nominate one FNF Academy Fellow annually.

Eligibility for this is not based on banding or length of service. We want to close the gap in professional leadership development opportunities across health and social care settings.

Membership costs are tiered according to the number of nurses and midwives in your organisation.

Please visit florence-nightingale-foundation.org.uk for more details and the latest offers.

TAKING A GLOBAL PERSPECTIVE

With almost a century's experience of supporting and developing the UK's nursing and midwifery workforce, and more recently supporting internationally educated nurses and midwives in the UK, we are now exploring how we can best support these professions around the world.

There are huge challenges facing healthcare and the health workforce globally. Nurses and midwives are critical to deliver on the United Nation's promise to "leave no one behind" and the global effort needed to achieve its Sustainable Development Goals. And we are playing our part.

"FNF needs to reach out to global colleagues. Nurse and midwife leaders everywhere need to be better able to inform and affirm our contribution and make our voice heard. With FNF we are growing and learning together, we are co-designing projects."

Elizabeth Pearson – President and co-founder of the Uganda Nurses and Midwives Association UK

Building on the global momentum generated by the World Health Organisation's Year of the Nurse and Midwife in 2020, we are now working with partners to pilot leadership development support and Academy membership to nurses and midwives outside the UK.

Global scholarships and leadership programmes

By offering scholarships to nurses and midwives based around the world, and by working with partners globally to commission leadership development programmes, we will support and develop even more nurse and midwife leaders. They deserve their place at political decision-making tables as leaders of healthcare delivery, health promotion and prevention. The same transformational content (see pages 4-6) will be available and, as with all our programmes, tailored to meet the needs of the participants and their context.

Global membership

Global membership means that more nurses and midwives can come together and learn from each other, leading to more inclusive working cultures locally, and the spread of innovative practice globally. It also means that we can strengthen our offer to existing members. We want to support nurses and midwives based in diverse settings to foster a learning culture of evidence-based practice by connecting leaders across the world and developing them for the future.

"We can see the immense benefits of a global approach - connecting people with different knowledge and experiences but with the same language of nursing and the same purpose. And then take that back to wherever it is we are working and make those systems stronger."

Karrie Long – Director of Nursing Research at The Royal Melbourne Hospital, Australia



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