

**FLORENCE  
NIGHTINGALE  
FOUNDATION**

# **FNF ACADEMY MEMBERSHIP**

**HIGHLIGHTS 2025-2026**



# A MESSAGE FROM OUR CEO

For more than 90 years, the Florence Nightingale Foundation has championed nurses and midwives as leaders and change-makers. That commitment shapes everything we do — and your membership sits at the heart of it.

The FNF Academy brings together Chief Nurses, Executive Directors of Nursing, Deans and senior nursing and midwifery leaders from across the UK and beyond — leaders who are actively shaping the future of health and care. Whether you work in the NHS, social care, higher education, the independent sector, charities, or the Armed Forces, you are part of a community built on collective wisdom, shared learning, and genuine mutual support.

This year, as in every year, membership of the FNF Academy has continued to deliver what matters most for nursing and midwifery leaders — the knowledge, connections, and development needed to lead with confidence, influence with impact, and deliver outstanding services.

Through your membership, you have access to a peer network that spans sectors and connects you with policymakers and thought leaders, development opportunities for you and your wider nursing and midwifery workforce, and a community that celebrates excellence.

Thank you for another outstanding year — for the teams you lead, the standards you uphold, and your commitment to developing nurses and midwives as leaders at every level. We can't wait to see what we achieve together in the year ahead.



**PROFESSOR GRETA WESTWOOD, CBE PHD RN**

Chief Executive, Florence Nightingale Foundation

# SECTION 1: NETWORK & INFLUENCE

**Your membership connects you to the most senior nursing and midwifery community in the UK and, increasingly around the world — and gives that community a collective voice in shaping national policy & practice**

# ANNUAL MEMBER SYMPOSIUM

Our Annual Member Symposium is a flagship moment in the membership year — bringing together Chief Nurses, Executive Directors of Nursing, Deans, and other senior leaders from across the UK for a day of honest, high-level dialogue. It is a rare space where the most senior voices in nursing and midwifery can think together, not just alongside each other.

Last year's Symposium marked the launch of our FNF Think Tank, establishing the FNF Academy Membership community as a driving force for thought leadership and evidence generation on the issues shaping the wider health and care system. We were privileged that Sir Robert Francis KC joined us to formally launch this significant initiative.

The 2026 theme, **“Leading Under the Spotlight,”** sets out to examine how leaders maintain integrity, compassion, and professional confidence under heightened scrutiny — during investigations, external reviews, and periods of intense public challenge.

With keynote reflections from Dame Ruth May, and an exceptional line-up of speakers, it promises to be our most compelling programme yet.

Sessions are shaped by the issues our members are living — and designed to strengthen collective leadership capacity across the entire system.



# INFLUENCING NATIONAL POLICY

A central part of what your membership enables is collective influence — ensuring nursing and midwifery expertise shapes the national decisions that affect your organisations, your staff, your students, and your patients and service-users. This year your workforce has helped us shape three big issues:

## **NHS Management & Leadership Framework**

FNF worked with the Chartered Management Institute, the Faculty of Medical Leadership, NHS England, and KPMG to develop a new national Framework for leadership and management for the NHS in England. Members contributed through focus groups, roundtables, and interviews — keeping nursing and midwifery perspectives central to a framework that will shape NHS leadership development for years to come. The final draft awaits ministerial sign-off.

[Access the latest draft via the membership portal](#)

## **Preceptorship Pulse Check 2024/2025**

Our third national Preceptorship Pulse Check drew on a national survey and member roundtables to examine how the profession supports the transition from education to practice. Members shaped the analysis and recommendations, which have directly shaped the Preceptorship National Quality Mark in England. An accompanying Case Study Library showcases what effective preceptorship looks like across different settings.

[Access the Case Study Library via the membership portal](#)

## **Global Talent, Local Impact**

FNF is leading a major national policy project on internationally educated nurses and midwives, due for publication in June 2026. Drawing on nearly 3,000 survey responses and member roundtables, the project addresses retention, career progression, and ethical global partnership — with recommendations spanning all four UK nations.

[For more information](#)



# MEMBER ROUNDTABLES

Exclusively for Chief Nurse and Executive Director of Nursing members, our confidential roundtables give you direct input into FNF's policy positions before they are published. They are a space for frank peer dialogue on the issues that matter most — and a direct channel into national influencing work.

This year's sessions covered three major system-level priorities.

## **Regulating NHS Managers**

Members informed our organisational response to the Department of Health and Social Care consultation on regulating NHS managers in England, ensuring a strong nursing and midwifery voice shaped the future direction of healthcare leadership and regulation. Our published response is available on the FNF website.

## **Dual Regulation and the Future of Nursing Leadership**

This session examined the Department of Health and Social Care's decision to introduce statutory regulation for NHS executive leaders, and the implications of potential dual regulation for the nursing and midwifery profession.

FNF's commentary, "The plan to regulate managers is well-intentioned but dangerous," was published in the Health Service Journal.

## **The 10-Year Health Plan for England**

Members received a concise policy overview on the 10-Year Health Plan and helped shape our organisational response — ensuring senior nursing and midwifery leadership perspectives informed national workforce policy at a critical moment.

**FLORENCE  
NIGHTINGALE  
FOUNDATION**

**AN EXCLUSIVE EVENT FOR FNF ACADEMY CNO MEMBERS**

**Exclusive Chief Nurse Roundtable:**

**Dual Regulation and the  
Future of Nursing Leadership**

**Thursday 20 November 2025**

**2:00-3.30 pm via Microsoft Teams**

## SECTION 2: LEARN & DEVELOP

**Your membership provides flexible, expert-led development designed to fit around demanding roles**

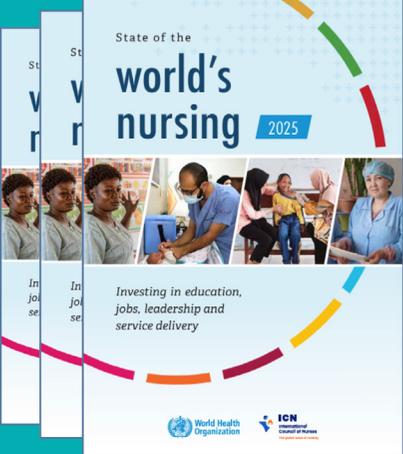
# WEBINAR SERIES

Our monthly webinar series provides timely, expert-led learning on the policy and leadership issues that matter most to our member organisations. All webinars are recorded and available on demand on the member portal. Topics over this past year have included:

- Fostering excellence through meaningful recognition
- Empowering the next generation
- Preparing a Stand Out FNF Scholarship Application
- Preceptorship
- State of the World's Nursing Report
- The new Management and Leadership Framework
- Supporting internationally educated nurses and midwives
- The Pursuit of Greatness – how to be an excellent nurse or midwife today

Upcoming webinars include:

- Improving Outcomes Through a Shared Governance Culture
- Leading with Compassion and Inclusion
- Leading Through Uncertainty



**FLORENCE NIGHTINGALE FOUNDATION**

**AN EXCLUSIVE WEBINAR FOR FNF ACADEMY MEMBERS, ALUMNI & SCHOLARS**

## State of the World's Nursing Report

Overview, implications & applications

Thursday 18 September, 2-3 pm

Investing in education, jobs, leadership and service delivery

World Health Organization | ICN International Council of Nurses

99

**99 member organisations participating**

**Over 2000 registrations across the year**

# FELLOWS PROGRAMME

The FNF Fellows Programme is a tailored eight-month leadership development opportunity exclusively available to FNF Academy Member organisations. Each year, Chief Nurses can nominate one early-career nurse or midwife — registered within the past five years — to take part, with a particular focus on individuals who haven't yet had access to this kind of development.

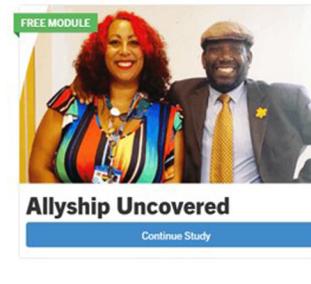
The programme combines expert-led learning sessions, Communities of Practice, and reverse mentoring with senior organisational leaders. Fellows are also invited to attend the annual Florence Nightingale Commemoration Service at Westminster Abbey.

Participants consistently report significant gains in confidence, leadership clarity, and professional networks. For member organisations, it represents a tangible investment in early talent — with Fellows going on to apply their learning to quality improvement, education, and patient care.

This past year:

- We celebrated the graduation of 56 Fellows
- 59 new Fellows began their journey
- Several member organisations purchased additional places to extend impact across their organisation

For 2026/27, the programme will be refreshed and rebranded as the **Rising Leaders Programme**, better reflecting its place within FNF's established leadership ladder.



# LEARNING AT YOUR OWN PACE

Alongside our live events, members have access to a growing library of self-directed online modules, giving your teams flexible development options to fit around their demanding roles. Developed with expert partners and designed specifically for our membership, modules are available via the member portal at any time.

This year we launched our newest module, **Clinical Supervision: Foundations for Practice**, expanding our online library to six modules in total.

In 2026/27 we will be launching a new model, *Clinical English: supporting communication skills and confidence for internationally educated professionals*.

# DISCOUNTED AND FREE LEADERSHIP PROGRAMME PLACES

Your membership enables real organisational savings and expanded access to development opportunities — giving more of your workforce access to high-quality leadership learning than would otherwise be possible.

## **Blended & Face-to-Face Leadership Development**

35 member organisations saved on 56 places across our Emerging Leaders, Established Leaders, and Safe Cultures of Care programmes — combining evidence-based learning, personal development, and peer connection.

## **Sponsored Early Career Online Programme Places**

Thanks to funding from the Sandra Charitable Trust, 45 member organisations each received a free place for an early career registrant in their workforce on our online Early Career Programme — expanding access to development at the start of a nursing or midwifery career.

## **Online Learning Discount**

As a new benefit launched in September 2025, members can access a 5% discount on our online programmes — with uptake growing as awareness builds across the community.

*45 member organisations  
each received a free place*

45

35

*Member organisations saved  
on programme places*

*Places taken across Emerging,  
Established & Safe Cultures of Care*

56

## SECTION 3: RECOGNISE & CELEBRATE

We know that feeling seen and valued is fundamental to sustaining the workforce. Through our membership community, we create meaningful moments of recognition — honouring the leaders who set the standard and the nurses and midwives at all levels that make it all possible.

# FLORENCE NIGHTINGALE COMMEMORATION SERVICE

On 12 May 2025, Internationals Nurses Day, we welcomed our members to this historic and moving event at Westminster Abbey: a powerful moment to honour our professions. This was made possible by the generous sponsorship of our member organisation, HCA Healthcare UK.



# FNF STUDENTS' DAY

Held on the same day as the Florence Nightingale Commemoration Service, our annual Students' Day 2025 brought together 100 student nurses, midwives, and nursing associates from across our higher education institution member organisations, alongside policymakers and other stakeholders, for a day of learning, networking, and development. This wonderful preamble to the Service was jointly sponsored by Anglia Ruskin University and HCA Healthcare UK.

***“It was great to connect with fellow professionals and reflect on the impact of nursing. I felt proud to be part of such a supportive and passionate community.”***

— Parminder Kaur, Adult Student Nurse, BPP University (HCA Healthcare UK).



# FNF DAISY AWARDS

We were proud to partner again with the DAISY Foundation to recognise outstanding leadership in nursing and midwifery. Each Chief Nurse / Executive Director of Nursing / Dean member was invited to nominate an exceptional leader from their organisation — celebrating the individuals who embody the very best of our professions.

## OUR 2025 HONOUREES

### Siziwe Turner, Quality Matron, Isle of Wight NHS Trust

Since joining the Trust in 2021, Siziwe has embedded the Quality Assurance Accreditation Scheme (QAAS) to empower and engage staff to improve standards and quality of care. Her commitment to excellence has seen 33 areas now holding Gold accreditation and 13 striving towards Platinum, a remarkable achievement that speaks volumes about her dedication, expertise, and ability to inspire change.

***“Receiving this award still hasn’t sunk in. To be honoured in this way means so much to me and ultimately it means recognition for what I strive to do every day as a nurse I love doing what I do, it’s my purpose. It’s a moment of reflection for me – and a spark – a reminder that there is still so much to do, and I’m ready!”***



### Jo Mahoney, National Lead for Preoperative Assessment Service, Circle Health Group

Jo has worked in the field of pre-operative assessment for 20 years. Since 2022, she has led the standardisation of the pre-operative assessment services across Circle Health Group’s 45 hospital sites. Jo has role modelled an excellence in behaviours to create a supportive environment for the nursing teams. Not content with just implementing a service, Jo has worked tirelessly to support and educate teams across the UK on the importance of pre-operative assessment, sharing best practice, personal experiences and running educational workshops to encourage her colleagues to develop their own skills and interests.

***“I am truly grateful and honoured to receive this award. To be recognised alongside such dedicated, extraordinary and compassionate nursing professionals is deeply humbling. My 40 plus years in nursing has been an incredible adventure. It’s more than a career – it’s my vocation and who I am as a person. But someone has to believe you can take that journey, and stand beside you. I am fortunate to work alongside some incredible people who share my passion for delivering outstanding, patient centred care. This award is as much theirs as it is mine.”***

# WHAT'S NEXT?

We have delivered a rich and impactful year for members — and there is even more ahead. Alongside everything you already have access to, we are excited to introduce three significant developments in the year to come.

## **Updated Member Portal**

We are redesigning the Member Portal to make it more intuitive, more connected, and more useful for your whole organisation. The new portal will feature a dedicated space for Chief Nurses / Executive Directors of Nursing, new cross-organisation networking options, interactive learning features for your wider workforce, and individual logins so every member of your nursing and midwifery team can access their benefits directly and you can track engagement levels.

## **Rising Leaders Programme**

Our Fellows Programme is being rebranded and relaunched as the Rising Leaders Programme — a renewed commitment to identifying and developing the next generation of nursing and midwifery leaders. Nominations will open in June, with the new programme starting in October. Further details to follow.

## **Policy Bulletins**

We will be launching a new series of concise, policy-focused bulletins designed specifically for nurse leaders — cutting through complexity to keep you informed on the developments that matter most, when they matter most.

## **Make sure you stay in touch!**

We refreshed our exclusive member newsletter this year, creating a version tailored specifically for Chief Nurses/Executive Directors of Nursing and your education leads, and introducing a separate Member Communicator newsletter for your nominated colleagues to cascade benefits to your wider nursing and midwifery teams. If you don't receive it, please let us know.

Join us to reach one million nurses and midwives, to improve care and save lives.

Tel: +44 20 77 303 030

[florence-nightingale-foundation.org.uk](https://florence-nightingale-foundation.org.uk)

[admin@florence-nightingale-foundation.org.uk](mailto:admin@florence-nightingale-foundation.org.uk)

 FNightingaleF

 [florence-nightingale-foundation](https://www.linkedin.com/company/florence-nightingale-foundation)

 [florence-nightingale-foundation](https://www.instagram.com/florence-nightingale-foundation)

 [florence-nightingale-foundation](https://www.facebook.com/florence-nightingale-foundation)

10-18 Union Street, London, SE1 1SZ

Florence Nightingale Foundation - Registered in England and Wales with Charity Reg No. 229229 and in Scotland with Charity Reg No. SC044341. A company Limited by Guarantee Registration No. 00518623

© 2026 Florence Nightingale Foundation