



Ordem dos Enfermeiros
Portugal

Leadership for Change™: Portugal

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Ordem dos Enfermeiros

ICN 24th Quadriennial Congress 2009 Durban

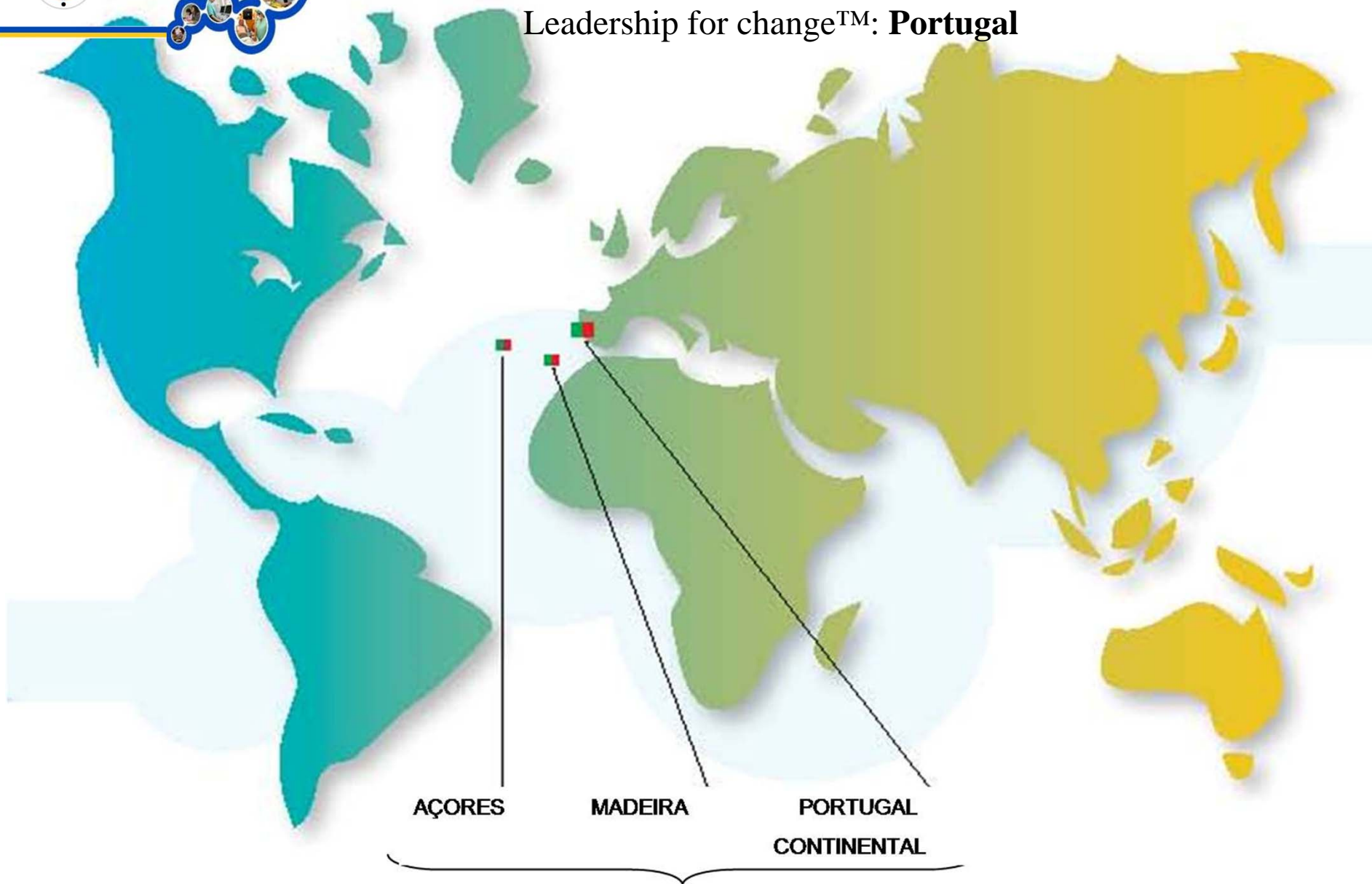


Overview

1. Ordem dos Enfermeiros
2. Why LFC™
3. Programme details
4. Group projects
5. Future plans



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AÇORES

MADEIRA

PORTUGAL
CONTINENTAL

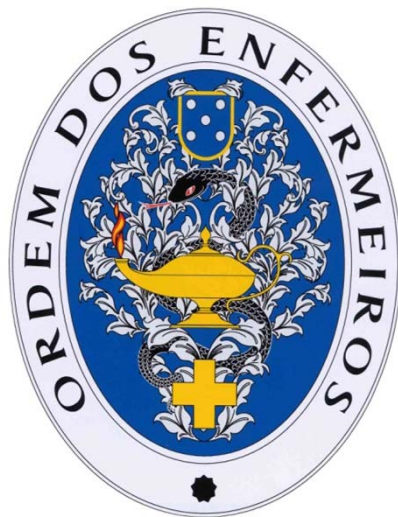
PORTUGAL

ICN 24th Quadriennial Congress 2009 Durban



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1. Ordem dos Enfermeiros



The **Ordem dos Enfermeiros** is a public association established in 1998, free and autonomous in the scope of its attributions, with juridical personality, independent of the State, competent authority and representative of nursing and midwifery graduates who practice in Portugal, in compliance with the principles of their constitution and the applicable legislation.



The main aim of the **Ordem dos Enfermeiros** is to promote the defence of the quality of nursing care rendered to the population, as well as to develop, regulate and control the practice of nursing and midwifery, guaranteeing that ethical and professional deontology rules are respected.



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2. Why LFC™

- Why leadership

40 years of hard work

Favourable framework: Education

Professional practice

Regulation

Continuing education

Research

Not a perfect world but...

- Health reform



2. Why LFC™

- Nurses need

Good perception of the context and objectives of the health reform

Vision to develop health and nursing at all levels

Ability to think critically, plan change strategically and manage it

The strength and confidence to be proactive and able to respond in a changing and demanding environment

- Difficulties

Professional education and training

Professional environment

No support from the health organizations/system



2. Why LFC™

- Board of Directors decision

Explore options

Geneva 2003 – ICN conference

Network meeting – Stephanie Ferguson

Assesment of programme

Contract with ICN

Self funded



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3. Programme details

- 2006 – Planning

Translation of all resources to Portuguese

Workshops conducted in English with simultaneous interpretation

Executive committee: 3 members of the Board of Directors

Advisory committee

North; Centre; South; Ministry of Health + ExecCom

- 1st edition: January 2007 /November 2008

- 2nd edition (decided after the 1st WS) – February 2008/February 2010

- 35 participants

-No fee (service to members)

- Letter of commitment



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3. Programme details

- Criteria for selection

Mandatory

- Member in good standing
- Minimum of 10 years of professional practice
- Minimum of 2 years of management experience
- At least 10 more years of professional practice (15 for the 2nd edition)

Preferencial

- Active member of associations (professional, civic or political)
- Post graduate education
- Previous experience in project management
- Professional experience (time)
- Other relevant activities



3. Programme details

- Criteria for selection

Specific

24 women and 11 men

2 from each of the Regional Sections of Azores and Madeira
8 from the RS Centre; 10 RS North; 13 RS South

16 from Primary Health Care
16 from Hospital Care

3 from Nursing Schools (invitation to appoint one sent to all)

More than 100 applicants to each of the editions



3. Programme details

Leadership Characteristics

1. Vision
2. External awareness
3. Customer-orientation
4. Political skill
5. Motivation
6. Confidence and trust
7. Influence and negotiation
8. Creative and strategic thinking
9. Interpersonal
10. Team building
11. Oral communication
12. Written communication
13. Self-direction
14. Decisiveness
15. Problem-solving
16. Review and change

Ranking by different people

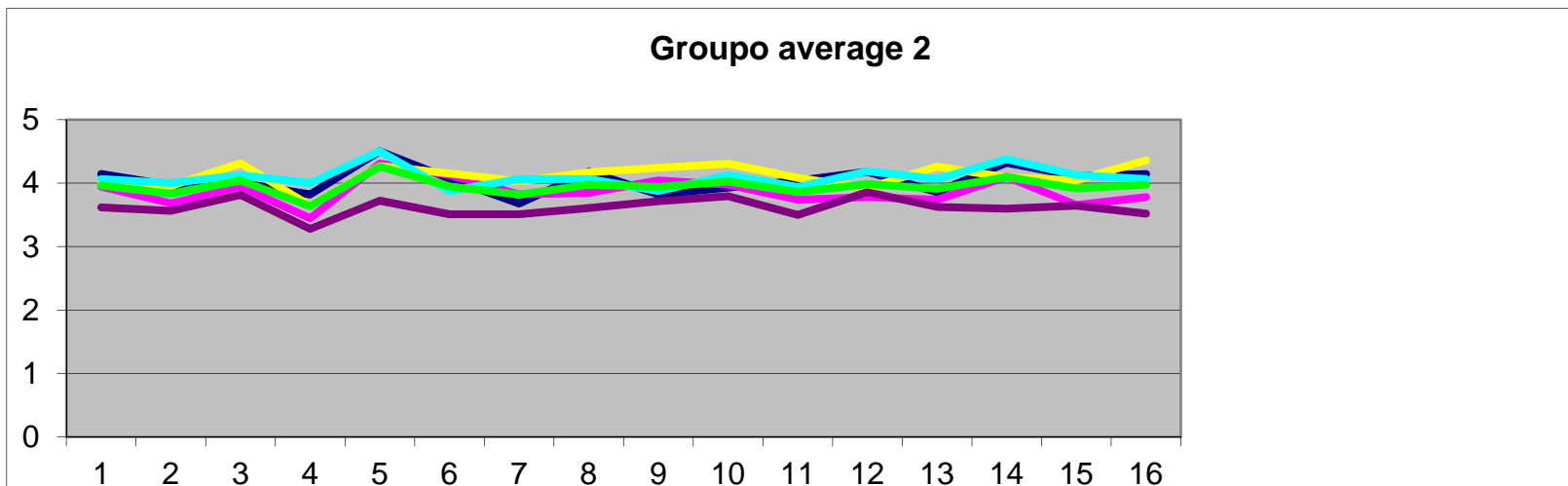
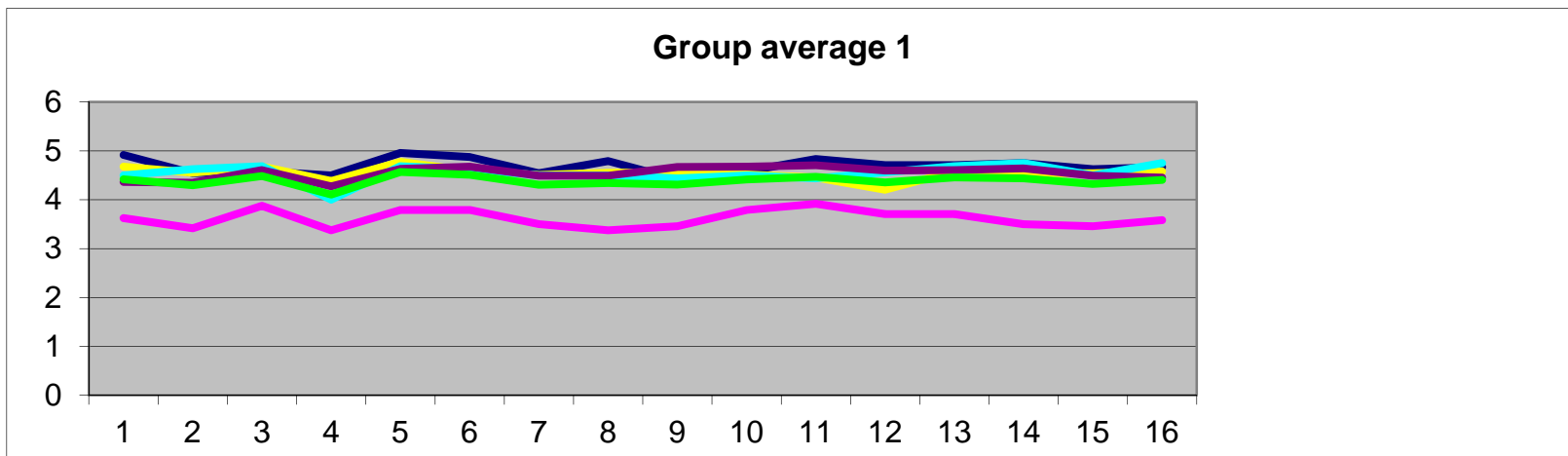
Self; Supervisor; Subordinate; Colleague; Mentor



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3. Programme details

Leadership characteristics ranking





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3. Programme details

Individual development plans

Political skills

“Extremely useful”

External Awareness

“Made me see the light at the end of the tunnel”

Influence and negotiation

“Innovative and challenging process”

Vision

“Self competition”

Creative and strategic thinking



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4. Group projects

<i>Telenursing in caring</i>	
Ideia & main objectives	<p>Proximity care, associating the new available technologies to nurses' competences in a setting of remote continuous care. Telecare, through interactive – diagnostic and therapeutic – consults and responding to patients' and families' effective needs.</p> <ul style="list-style-type: none">• Providing information and knowledge, aiming to facilitate the nurse's decision-making regarding care needs and promoting answers towards therapeutic attitudes• Making nurses' knowledge available to the society• Promoting continuous care provided to the citizen• Optimising technological means in the health institutions at the service of the community
Short description of the projects' pathway/ intervention	<p>The already installed resources were identified, as well as the human and technical resources, telecommunication and other partners were found, critical areas for supporting clinical intervention were identified and procedure protocols were made. From institutions with highly differentiated knowledge areas and care providing (Reference Units), a connection was established with health centres or other local structures (Proximity Units).</p>
Main results	<p>The objectives were met and the best strategies were selected regarding the stakeholders and the resources available. Indicators of success: user satisfaction, health gains achieved and proposals for continuity. Ten sessions were made in the pilot project. Areas of care: patients with stoma, COPD patients, cancer patients.</p>
Total investment	€743.14



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4. Group projects

Healthy Village	
Ideia & main objectives	<p>To develop abilities and competences in the population that will promote healthy life conditions in a village</p> <ul style="list-style-type: none">• Collaborating towards the fair and equitable development of a nearly abandoned village• Developing citizenship competences• Developing a project of community intervention according to the situation diagnosis• Give visibility to Nursing• Supporting families in the identification of positive aspects and healthy resources existing in the village• Involving the inhabitants in the development and follow-up of the project
Short description of the projects' pathway/intervention	<p>Choosing the village, contacting local and regional authorities and establishing partnerships. Use of National Health Plan indicators.</p> <p>Good integration of the LFC team in the village and partnerships established</p> <p>Identification of chosen informants within each age group and improvement focus</p> <p>Gathering of information, adequate for the health diagnosis and planning the intervention actions</p> <p>Promotion of mechanisms for the participation of citizens and planning interventions, through the creation of an association "Around the cauldron"</p>
Main results	<p>Improvement in the strategic area of promoting the environmental health setting with tree planting</p> <p>Implementation of selective waste collection for recycling through a partnership with a waste collection company</p> <p>Fight against inactivity/solitude through intergenerational gatherings, celebration of holidays and popular parties, walks, traditional games and active participation of the population</p> <p>Organisation of a seminar "Healthy Lifestyles" and a fair "Village Fruits" (socio-economic sustainability of the population)</p>
Total investment	€594



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4. Group projects

Centre for Opportunities and Research in Health – “The Thing” - COIS@	
Ideia & main objectives	<p>Providing, through a website, resources for nurses who want to be entrepreneurs in Portuguese speaking countries.</p> <ul style="list-style-type: none"> • Addressing health professionals' (mainly nurses') needs and contributing to reinforce the necessary competences for their interventions in the areas of health promotion and protection and of liberal practice, aiming for health gains. • Supporting the training given to these professionals, both as trainees and in the role of trainers of other audiences • Making working professionals familiar with the new information technologies, so that they can adequate their actions to the demands of nowadays' society and respond accordingly to the demands of a society whose needs are in constant change • Providing the public in general with information regarding the adoption of healthier behaviours • Fostering a sense of citizenship amongst health professionals and developing their interest towards a logic of globalisation in health interventions • Serving as a forum for debate, glossary of terms and queries by the intervening professionals
Short description of the projects' pathway/ intervention	<p>Dissemination in the NNAs of Portuguese speaking countries and the organisations representing those countries</p> <p>Poster presented at the 34th Atlantic Meeting of the , 14-18 October,</p> <p>Mailing to nursing teams in the several units of the Regional Health Service</p> <p>News about the project at IASAÚDE, IP-RAM and future lodging at their site</p> <p>Proposal for a symposium at the 24th ICN Congress, June 2009</p>
Main results	<p>Usage of the website: hundreds of visitors so far, but aiming for a larger dissemination</p> <p>Creation of an association [Association for Innovation and Opportunities in Health] (> 20 associates so far), first meeting still in 2008</p> <p>Interest shown by nursing associations in , and regarding the training programs proposed – TB, self-care in diabetes, HIV/AIDS</p>
Total investment	€2,450



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4. Group projects

Multiculturality– Perspectives in Nursing: a Contribution for Better Care	
Ideia & main objectives	<p>The promotion of humane care, respecting cultural values and individual diversity, can only be applied if there is, on the part of the nurses, an understanding based on knowledge being applied to the several intervention settings. Daily professional practice in the various health sector domains is increasingly processed in a framework of cultural coexistence. Having access to health care is amongst the most difficult aspects of integration for immigrating communities.</p> <ul style="list-style-type: none"> • Contributing for the development of health services culturally adequate to the population, addressing the main areas of health care, recognising and respecting cultural identity. • Contributing for the training and information of nurses, aiming for a better humanisation of health services/care, given the foreign communities currently living in . • Promoting and stimulating the inherent, cultural and social abilities of nurses, through nursing reflection/debate spaces in a context of globalisation as an aspect of a global and interdependent citizenship. • Understanding aspects of health and sickness from the multicultural point of view by getting to know some of the cultural, ethnic and religious realities more present in . • Decreasing communication barriers in health • Gathering in a book a set of recommendations and information to guide nurses' intervention regarding users with different ethnical backgrounds
Short description of the projects' pathway/ intervention	<p>Research, at the national level, of the existing publications in this area. After establishing the themes that would be included, an invitation was made to individuals who, by their academic and professional training, could contribute to those themes, including also the project team. Authors from non-nursing backgrounds were also included, which was an added value. Testimonies from immigrant health professionals were added, which enriched the contents. It was considered that the bilingual (Portuguese/English) presentation of the book was important to facilitate reading and widen the target audience. An agreement with a publishing company was achieved, so that the book was printed at no cost.</p>
Main results	<p>The book was published and was launched at the LFC Graduation Ceremony.</p>
Total investment	<p>€13,699.44</p>



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4. Group projects

Positive Practice Environments Promoting Quality in Nursing Care	
Ideia & main objectives	<p>An analytical, descriptive and cross-sectional study by the application of two questionnaires for nurses in three different care providing settings and five health organisations, using the ICN's evaluation tool for Positive Practice Environments. This was the International Nurses' Day theme in 2007. There is also an international campaign from the ICN, launched in January 2008, with the same goal: to assess working environments at the level of the various health professions. The project's aim is to motivate leader and manager nurses to assess their work settings, aiming to promote positive practice environments.</p> <ul style="list-style-type: none"> • Evaluating practice environments of nurses in different care providing settings, using the tool proposed by ICN • Evaluating the conditions for mentoring and coaching in different care providing settings
Short description of the projects' pathway/ intervention	<p>Three care providing settings were selected (hospitals, health centres, drug & drug addiction institute) in order to gather information about those environments.</p> <p>Besides the "Nurse Work Environment Assessment Tool", another tool was built, with a set of criteria and structure indicators of process and results: "Assessment of conditions for mentoring and coaching".</p> <p>There were meetings with the boards to make them aware of the relevant issues, motivate them to adhere to the project and promoting their involvement. The questionnaires were applied between February 26th and April 3rd, using email. Both questionnaires were sent to 58 nurses; 32 "Nurse Work Environment Assessment Tool" and 20 "Assessment of conditions for mentoring and coaching" were received back. All the information in the questionnaires was the object of quantitative and qualitative analysis.</p>
Main results	<p>The analysis made to the answers, looking at both the open questions and the Likert scale made it evident that there were inconsistencies and incongruences. The hypothesis of non-adequation to the Portuguese culture of the questions / of the data gathering tool proposed by the ICN was posed. Thus, we considered it impossible to assess the nurses' working environments based on this tool. The indicators gathered with the other tool allowed the recognition of the training potential of clinical practice settings. A positive convergence at the level of structure and process was seen.</p>
Total investment	€0



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4. Group projects

2nd edition (February 2008/February 2010)

- 3 WS

- 6 groups

- **Projects**

More information – Healthier societies

INOVA – Network for leadership and innovation

Bank of nurses to intervene in catastrophes

Community Health Unit – Model of implementation

Nursing image

Natural birth



5. Future plans

Training of trainers ?

Second phase

11 certified trainers (colaboration; meetings)

Regional scope

African portuguese speaking countries



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Thank you

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