

## World Health Organization Collaborating Centre for Nursing, Midwifery & Health Development

### South Pacific Fellowships in nursing and midwifery: Supporting today's talent to become tomorrow's leaders

The successful Australia Awards Fellowship programs conducted by WHO CC UTS have revealed an urgent need to scale-up leadership capacity-building and professional development among nurses and midwives in the South Pacific.

**Background:** In 2009, 2011, 2012, 2013, 2014 and 2015 the World Health Organization Collaborating Centre for Nursing, Midwifery and Health Development at the University of Technology, Sydney (WHO CC UTS) secured Australian Government funding to become a designated "Australian host organisation" under the Australian Government's Australia Awards Fellowships (AAF) program. The AAF "aims to develop leadership, address priority regional issues and build partnerships and linkages with developing countries". WHO CC UTS' practical approach seeks to develop the Fellows' skills, expose them to expertise and best practice, and requires them to implement an action plan that both benefits their country and earns them academic credits.

**Application process:** The WHO CC UTS is the secretariat to the *South Pacific Chief Nursing and Midwifery Officers Alliance* (SPCNMOA), and supports leaders in nursing and midwifery, directly assisting the governments of 14 South Pacific Island Nations. The WHO CC UTS nominated SPCNMOA as its AAF "counterpart organisation" and put out the call for applicants. Through wide collaboration and with the full participation of SPCNMOA, in-country mentors and external experts, the initial call for applicants saw the identification of 90 outstanding individuals who met the program criteria. They were either leaders or mid-career professionals in nursing and midwifery who had the potential to assume leadership roles. Each exhibited a capacity to influence policy reform and drive development outcomes, both in their own countries and the region.



The AAF process revealed the extent of undeveloped leadership capacity in Pacific nursing and midwifery.

AAF Participant Countries	2009	2011	2012	2013	2014	2015
Cook Is.	✓	✓		✓		✓
Fiji	✓		✓		✓	
Kiribati	✓	✓		✓		✓
Nauru	✓	✓			✓	
Niue	✓		✓		✓	
PNG	✓	✓	✓	✓		✓
Samoa	✓		✓		✓	
Solomon Is.	✓	✓		✓	✓	
Tokelau	✓		✓		✓	
Tonga	✓		✓	✓		✓
Tuvalu			✓		✓	
Vanuatu		✓		✓		✓

**Program implementation:** By the end of 2015, 103 participants from 12 Pacific countries will have been supported by available AAF funding which meets the costs of the 12-day study program and workshop hosted at UTS. Resources to conduct the extensive pre- and post-study program activities are provided by UTS Faculty of Nursing, Midwifery and Health, WHO CC UTS, SPCNMOA, in-country mentors and technical experts, and the Fellows themselves. Before attending, Fellows establish Country Teams and then use the 12 day study program in Sydney to devise actual projects with action plans that are implemented upon returning to their home country. Post-workshop, WHO CC UTS evaluates the Action Plan implementation to award academic credits to the Fellows for their achievements.

**Program design:** The program is aligned with SPCNMOA's five priority areas: leadership, evidence-based policy, human resources for health, strengthened regulation, and data literacy skills. WHO CC UTS and its partners have devised a project component (action plans) and capacity building course in which Fellows are introduced to these priorities and given access to the tools, strategies, knowledge and expertise that enables them to:

- develop effective strategies to increase capacity to meet changing population and health system needs;
- establish supportive professional networks in nursing and midwifery across the region;
- devise a credible and detailed Action Plan which addresses identified priority issues in their home country.



"There are two winners in this situation - they are the patients and community and the nurses and midwives themselves. For the latter, gaining such skills equips them to demonstrate leadership wherever they may work in years to come."

*Rosemary Bryant, Chief Nurse & Midwifery Officer, Australia*



## DFAT Australian Leadership Awards Fellowship Program:

### Strengthening Nursing and Midwifery Leadership in the South Pacific

**Outcomes:** In follow up surveys, our Fellows praised the group approach and the opportunities to hear from experts, to network with peers, and to share knowledge and experiences with other Pacific cultures. They reported improved knowledge and skills resulting in broader outlooks, and greater self awareness, confidence and motivation.

Fellows were able to apply new knowledge and skills in using data in action plans and applying data to practice. They reported sharing information about the program content back home, and acting as role models, coaches or mentors to others, using teamwork to motivate others.

Completion of the short course and related assessments enabled the Fellows to gain credit points towards a UTS award and Fellows chose to be involved in this process. Some tangible individual success stories arising directly from the program include:

**Tokelau:** AAF Fellow promoted to Chief Nurse MOH

**Fiji:** AAF Fellow promoted to Chief Matron & Global Fund

**Nauru:** AAF Fellow promoted to MOH

**PNG:** AAF Fellow promoted to senior HRH position in NDoH

**Tonga:** AAF Fellow promoted to Chief Nursing and Midwifery Officer MOH

**Kiribati:** AAF promoted to Chief Matron

**Cook Islands:** AAF Fellow promoted Chief Nursing and Midwifery Officer

**Review:** WHO CC UTS and its partners devoted extensive extra resources and added significant value to ensure not just the overall success of the program but to deliver long-term benefits to both the Fellows and their countries, going well beyond the scope of the AAF-funded component. DFAT has recognised the benefits of the WHO CC UTS AAF program and WHO CC UTS will continue program as long as funding allows. Ongoing evaluation will enable SPCNMOA and WHO CC UTS to develop other appropriate programs, projects and research based on the successes and lessons learnt from the AAF programs.



Country	Year	AAF Action Plan Scope 2009 - 2015	Fellows
Cook Islands	2009	Establish a Professional Development Program for Nurses	2
	2011	Establish Midwife-led Antenatal Clinic	2
	2013	Continued Professional Development	2
	2015	Strengthening Palliative Care Services	2
Fiji	2009	Develop a Program for Sustainable Succession Planning for Nursing Leadership	3
	2012	Improve Clinical Services	2
	2014	Improve MoH Data literacy	2
Kiribati	2009	Produce Draft Nursing Standards	2
	2011	Develop Nursing and Midwifery Competencies	2
	2013	Improve Diabetes Health Care	2
	2015	Standard Support Supervisory Guideline—Primary Health Services (prevention)	2
Nauru	2009	Develop a National Infection Control Manual and Scope-of-Practice for Nursing Role in Infection Control	2
	2011	Establish Succession Planning Committee	2
	2014	Discharge Planning	2
Niue	2009	Strengthen Responses to Emerging Infectious Disease and Pandemic Task Force; Improve Pandemic Plan	2
	2012	Recruitment and Retention	2
	2015	Standard Operational Procedure for Triage Patients of Niue Fook Hospital	2
PNG	2009	Develop Protocol Guidelines for Data Collection	5
	2011	Establish training on maternal health care skills for community health workers	1
	2012	Strengthen Maternal and Child Health Faculty Development and Education Capacity	20
	2013	Improve Registration Processes	1
	2015	Preceptorship Training for Clinical Supervisors and Unit Managers for training hospitals in PNG	2
Samoa	2009	Implement the Nursing & Midwifery Practice (Clinical) Governance Framework	3
	2012	Develop Discharge Plan to Comply National Standards.	2
	2014	Nurse Credentialing	2
Solomon Islands	2009	Develop a Training Program to Strengthen Supervisor Leadership Performance	2
	2011	Conduct KAP Survey with the aim of Improving Performance of Health Workforce	2
	2013	Nurse Workload Analysis	2
	2014	Nurse Workload Analysis	2
Tonga	2009	Develop leadership Competencies	3
	2012	Educate on Family Planning	2
	2013	Building Leadership Skills	2
	2015	Development of Code of Ethics and Conduct for Tongan Nurses and Midwives	2
Tokelau	2009	Develop Tokelau National Standards for Nursing	1
	2012	Expand Immunization Program	2
	2014	Obstetric Emergencies	2
Vanuatu	2011	Develop Standard Operating Procedure Manuals	2
	2013	Increase Immunization Coverage	2
	2015	Reducing Incidence of Reports of Negative Attitude at Northern Provincial Hospital	2
Tuvalu	2012	Update Existing Emergency Obstetric Protocols	2
	2014	Reproductive Health Care Policy	2
<b>Total WHO CC UTS SPCNMOA DFAT Fellows 2008-2015</b>			<b>103</b>

"The case studies in this publication are inspiring. They demonstrate that leadership at all levels is vital to reforming the health system and especially nursing and midwifery. Many health professionals have the desire to make change and indeed can often see where changes should be made to produce a better health system for the community. But with the best will in the world they may not have the skills to effect change. The SPCNMOA AusAID ALA program developed by WHO CC UTS provides these skills and this is amply demonstrated by the case studies cited."

*Rosemary Bryant, Chief Nurse & Midwifery Officer, Australia*

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