World Health Organization Western Pacific Region
WORLD HEALTH ORGANIZATION COLLABORATING CENTRE FOR NURSING, MIDWIFERY & HEALTH DEVELOPMENT

UTS UNIVERSITY OF TECHNOLOGY SYDNEY

DFAT: Fellowships Program

Research to explore Nursing and Midwifery Leadership in the South Pacific

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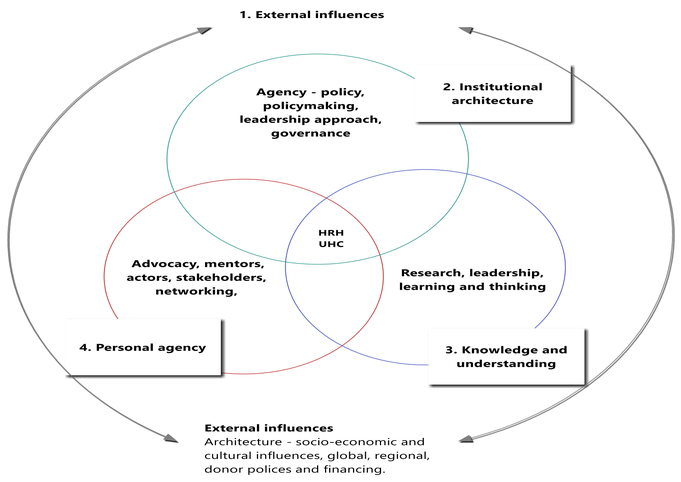
Using a conceptual framework - *external influences, institutional architecture, knowledge and understanding, and personal agency* - which factors serve to strengthen or reduce leadership and adaptive capacity of nurses and midwives in the collectivist cultures of the Pacific?

Introduction: From 2009 – 2017, 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 for the WHO CC UTS Fellowships (AAF) Program **which aims to develop leadership to address SDGs, UHC and priority country issues, and build partnerships across the Pacific.** The AAF was carried out in partnership with SPCNMOA who are leading health professionals across 12 countries in the South Pacific. **A qualitative study is now being carried out with participants from 9 countries in Pacific.**

Background: Many Pacific nations suffer shortages of qualified health workers, inequitable distribution of workers and inefficient skill mix, training and education poorly matched to patient and population needs, and financial constraints with poor motivation and retention [2, 11]. **In the Pacific 78% of health workforce delivering care and providing access to care, especially in remote and rural areas, are nurses and midwives** [1 10-12]. It is also recognised that:

- strong, leadership and skill development is needed at all levels of health workforce in Pacific [2, 11, 13-18, 23]
- very few leadership programs in the Pacific for health professionals [19-21, 22].
- traditionally, leadership programs for the Pacific have not been culturally contextualised [19-21 24 -28].

A conceptual framework was developed to guide the research questions, interviews were carried out with 142 participants. **Figure 1:** Adapted RAPID conceptual framework to examine health leadership within collectivist cultures in the Pacific [29-35]*.



Country and Regional Partners - External Influences (1) (n=32)

- World Health Organization (WHO) regional and country, World Bank (WB), South Pacific Community (SPC) and Pacific Islands Development Forum (PIDF)
- Country staff for Department of Foreign Affairs and Trade Australia (DFAT) and New Zealand (MFAT)
- Institutes: Solomon Islands National University (SINU), National University of Samoa (NUS), Fiji National University (FNU), Nursing School Kiribati Institute of Technology (KIT), Vanuatu College of Nursing Education (VCNE).

Senior health country representatives - Institutional Architecture (2) (n=35)

- Ministry of Health, Permanent Secretaries/Secretaries for Health, Medical Superintendents, Clinical Directors, Hospital Managers, and Chief Nursing and Midwifery Officers (CNMO), Human Resource Manager, Training Officers, Health Service Managers, Association representatives

SPCNMOA and Mentors - Knowledge and Understanding (3) (n=25)

- South Pacific Chief Nursing and Midwifery Officers Alliance (SPCNMOA) and Mentors,

Leadership Fellows – Personal Agency (4) (n=49)

- Fellows from nine visited countries

Moving towards better health - UHC stories from the field:

One Fellow, now a Provincial Director of Nursing, reviewed MMR data and negotiated with MOH for funding to get 6 Midwives trained, and then placed 1 MW per HC to reduce MMR rates.

One Fellow set up community meetings with a greater balance of women, in order to discuss needs and access of pregnant women in a more informed manner. The nurse manager had also noticed that most women only came to antenatal clinics (ANC) once and never returned, against WHO recommend actions. The women said they wanted their partners to be able to visit and stay with them in hospital, and were not previously allowed to do this due to local historical policies. The nurse manager changed this and noticed an increase from 25%-60% in attendances at ANC with partners. Partners attending allowed the staff at the clinic to discuss, monitor and educate them about family issues, as well as review the current support mechanisms for women.

A Fellow nurse PNO negotiated funding from WHO for a community day on an outer island for HIV and AIDs patients. A total of 17 communities set up local talent contests involving activities such as drumming to get everyone out and about. The communities produced educational material, providing instructions for a follow up 5 day visit in the future.

One Fellow developed a system of supervision for outer island nurses, to improve equity and quality service coverage. This system was set up following a pharmacy audit that showed many of the drugs were out of date and errors were occurring. The project's success is linked to central government and is being run through out the country..

A Fellow hospital NUM set up a system of collecting data daily to categorise patients. This enabled effective staff allocations in hospital to provide individual based needs, improving health system matching nurses with individual, family and community health needs.

*References available

"The foundation of this programme is to produce **excellent, strategic, resilient, visionary** nursing and midwifery leaders who are committed to **sustainable** positive health outcomes for **all** populations."

Amelia Afuha'amango, Chief Nurse & Midwifery Officer, Tonga

Pic: SPCNMOA members at WHA 2018
L-R Michael Larui, Solomon Islands; Debra Thoms, Australia; Antonnette Merur, Palau; Ngakiri Teaea, Cook Islands; Helen Murdoch, Kiribati; Dr Amelia Afuha'amango, Tonga

Country Action Plans, Progress and Outcomes

Country	Year (# AAF's)	AAF Action Plan Scope 2009 – 2015	Progress	Leadership Promotion
Cook Islands	2009 (2)	Establish a professional development program for nurses	Completed and part of CPD framework for whole workforce	CNMO and President of Nursing Association
	2011 (2)	Establish midwife-led antenatal clinic	Ongoing	
	2013 (2)	Development of clinical nursing standards and competencies for clinical nursing orientation	Ongoing	
	2015 (2)	Strengthening Palliative Care Services	Ongoing	
Fiji	2009 (3)	Develop a program for sustainable succession planning for Nursing Leadership	Implemented: Succession Planning for Nursing Policy	Matron- Western Health District; Recruited by World Bank
	2012 (2)	Improve clinical services	Completed	
	2014 (2)	Improve MoH Data Literacy	Ongoing	
	2016 (1)	Cervical screening to reduce cancer rate in Fiji	Ongoing	
Kiribati	2009 (2)	Produce draft Nursing Standards	Completed	CNMO
	2011 (2)	Develop nursing and midwifery competencies	Continued :previous Standards work	
	2013 (2)	Development of Health Promotion program to reduce diabetes incidence and complication	Ongoing	
	2015 (2)	Standard Support Supervisory Guidelines – Primary Health Services (prevention)	Ongoing	
Nauru	2009 (3)	Develop a national infection control manual and scope-of-practice for nursing role in infection control	Completed, manual produced ratified by Government	AAF Fellow promoted to MOH
	2011 (2)	Establish succession planning committee	Ongoing	
	2014 (2)	Discharge planning	Ongoing	
	2016 (2)	Help control the biggest killer in Nauru, diabetes, through dialysis management policy	Ongoing	
Niue	2009 (2)	Strengthen responses to emerging infectious disease and pandemic task force; improve pandemic plan	Completed	
	2012 (2)	Increase number of trained nurses	Ongoing	Acting Supervisor for Niue
	2015 (2)	Standard Operational Procedure for Triaging Patients of Niue Foou Hospital	Ongoing	
PNG	2009 (5)	Develop protocol guidelines for data collection and cleansing on nursing information systems	Ongoing (due to lack of HRH)	Dean of SON; Head of Medical Standards; Project Leader- OSHF Technical Advisor, HRH Training NDoH
	2011 (1)	Establish training on maternal health care skills for community health workers	Ongoing	
	2012 (20)	Strengthen maternal and child health	3 projects ongoing throughout PNG, ratified by NDoH	
	2013 (1)	Develop a standard tool for registration of new graduates by the PNG Nursing Council	Ongoing	
	2015 (2)	Preceptorship Training for Clinical Supervisors and Unit Managers for training hospitals in PNG	Ongoing	
Samoa	2009 (3)	Implement the Nursing & Midwifery Practice (Clinical) Governance Framework	Completed	
	2012 (2)	Develop discharge plan to comply to National Standards.	Ongoing	
	2014 (2)	Nurse Credentialing	Ongoing	
	2016 (2)	Transition to practice – Getting newly registered nurses ready for work in Samoa	Ongoing	
Solomon Islands	2009 (2)	Develop a training program to strengthen supervisor leadership performance	Completed	
	2011 (2)	Conduct KAP survey with the aim of improving performance of health workforce	Report published; presented at SPNF 2012, Melbourne	Director of Nursing, MHMS, Guadalcanal
	2013 (2)	Conduct KAP survey of Nurse's Aides in order to inform planning of nurse aide refresher courses	Ongoing	
	2014 (2)	Nurse Workload Analysis	Ongoing	
	2016 (2)	Building leadership and management skills in nursing in Solomon Islands	Ongoing	
Tonga	2009 (3)	Develop leadership competencies	Completed	
	2012 (2)	Strengthening family planning education for Maternal and Child Health	Implemented & on-going	CNMO; Dean of SON
	2013 (2)	Leadership development for Nursing supervisors	Ongoing	
	2015 (2)	Development of Code of Ethics and Conduct for Tongan Nurses and Midwives	Ongoing	
Tokelau	2009 (1)	Develop and implement the Tokelau National Standards for Nursing Practice	Completed ratified by Government	CNMO
	2012 (2)	Expanded Program on Immunization	Completed	
	2014 (2)	Obstetric Emergencies	Ongoing	
	2016 (2)	Reducing childhood obesity to minimise the incidence of NCDs in Tokelau	Ongoing	
Tuvalu	2012 (2)	Update and standardise existing emergency obstetric protocols	Substantial work progressed	CNMO
	2014 (2)	Reproductive Health Care Policy	Ongoing	
	2016 (2)	Maternal transfer guideline in Tuvalu, to keep women at risk safer	Ongoing	
Vanuatu	2011 (2)	Develop standard operating procedure manuals for all wards	Ongoing	
	2013 (2)	Implement immunisation program for rural province	Ongoing	
	2015 (2)	Reducing Incidence of Reports of Negative Attitude at Northern Provincial Hospital	Ongoing	

Total WHO CC UTS SPCNMOA DFAT Fellows 2009-2017 114

Early findings: They reported improved knowledge and skills resulting in broader outlooks, greater self awareness, confidence and motivation. Fellows were able to apply new knowledge and skills in using data to produce policies and improve practice. They reported sharing information learnt, using leadership skills to motivate others, improve quality, build partnerships, public health preparedness, and community capacity. They understood the role of government leadership and translation of data to create health systems that meet population needs. Many articulated using skills and SPCNMOA mentors to develop and complete other projects many years after completing the leadership program. Some individual career progression success stories include:

- **Cook Islands:** AAF Fellows promoted to Chief Nursing and Registrar
- **Fiji:** AAF Fellow promoted to Chief Matron & Global Fund
- **Nauru:** AAF Fellow promoted to Chief Nurse
- **Vanuatu:** AAF Fellows promoted position of Chief Nurse
- **PNG:** AAF Fellow promoted to senior HRH position in NDoH
- **Tonga**: AAF Fellow promoted to Chief Nursing and Midwifery Officer MOH
- **Kiribati:** AAF Fellow promoted to Chief Nurse
- **Tuvalu:** AAF Fellow promoted to Chief Nurse

FELLOWS' QUOTES

Photo: Miliana Tadai

"I really learned a lot from the 2 week program. I now have a lot of collective ideas about **leadership and networking to** boost my knowledge and skills. Now it is a big challenge as we have to do the action plan when we go back home."

Miliana Tadai, Fiji
AAF Round 16, 2016

"What we learned here is very important for our country and even for us too as **leaders in our country.** We will be going home and sharing everything we have learned - not keeping it in our suitcase for next generation. We have to share with all the staff **to improve the health system**."

Jane Dowabobo, Nauru
AAF Fellow Round 16, 2016

Photo: Nancy Temaki and Jane Dowabobo

Photo: Tamali Neilsen and Jill Tafau

"The whole training enabled me to gain **confidence and be able to apply new knowledge** into practice so that I can help improve the status of my country."

Tamali Nielsen, Samoa
AAF Fellow R16, 2016

"I feel so proud to represent my country, my small dot country on the map. I have learned a lot and know I have to go back and work towards **improving quality of health care** with strong community engagement"

Valisi Filo-Rikim, Tokelau
AAF Fellow R16, 2016

Photo: Valisi Filo-Rikim and Tekave Reulu

Photo: Augustine Bilve and Gordon Vahimolo

"Thank you for identifying me and my colleague to be part of this training. Otherwise **my people would be left without the kind of services and information** that we want to provide."

Gordon Vahimolo, Solomon Islands
AAF Fellow R16, 2016

Round 16 AAF Fellows

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