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*The Uganda Palliative Care Nurse
Leadership Fellowship Program: a
model for developing nurse leaders*





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The Uganda Palliative Care Nurse Leadership Fellowship Programme: A model for developing nurse leaders

Saturday 7th March 2020

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5th Commonwealth Nurses and Midwives Conference

Friday 6 and Saturday 7 March 2020, London UK

Celebrate ...

nurses and midwives, breaking down barriers, leaving no-one behind

Background

- Since PC introduced into Uganda 25 years ago there is a growing workforce trained in generalist and specialist PC
- Nurses are the backbone of PC provision in Uganda and often working alone



Background Cont....



- Empowering nurses as leaders is key for UHC and a focus of Nursing Now Campaign
- PC nurses essential in the role out of UHC
- The Uganda PC Nurse Leadership Programme was developed

Uganda PC Nurse Leadership Programme

- March 2015-2017
- 20 Fellows from across Uganda
- Range of organisations
- Selection process
- Nurses who are trained in PC:
 - 2 exceptions



Aim of the Leadership Programme



- By developing PC nurse leaders it was anticipated that it will support the ongoing development and leadership of PC within Uganda.
- Helping them to 'step out of their comfort zone'

Uganda PC Nurse Leaders Fellowship Programme

Taught module (5 days Aug 15)

Work based learning and implementation of action plans

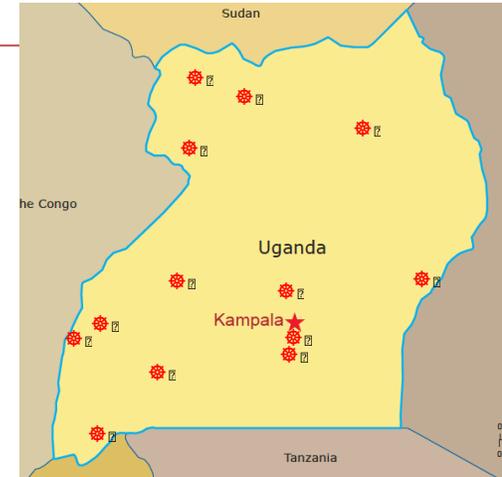
Taught module (5 days Jan 16)

Work based learning and National Level Projects

Update Day (1 day Aug 16 and APCA conference)

Work based learning and National Level Projects

Taught module (5 days Jan 17)



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Action Plans and Projects



- Leadership Action Plans:
 - *Individual*
 - *Local*
- National level research projects:
 - a) *Review of curriculum for nurse prescribing*
 - b) *Evaluation of nurse prescribing*
 - c) *Rapid appraisal of the system*
 - d) *Evaluation of the Link-nurse programme*

Mentorship

- Two types of mentors:
 1. *On-site mentoring*
 2. *Remote mentoring*
- Individuals/
organisations/
hospices/ PC
programmes
- Try and match
mentors to 'leaders'



End of Project Evaluation

- Conducted in March/April 2017
- *An exemplary nurse leadership training,*
- Can be used as a model for future leadership programmes
- Received the EAPC Leadership Award in 2017



Results

- Nurse leaders reported improved:
 - Knowledge
 - Skills
 - Self-confidence
- Discussed how the training enabled them to take on the leadership projects and projects since then



Impact Two Years Post Training

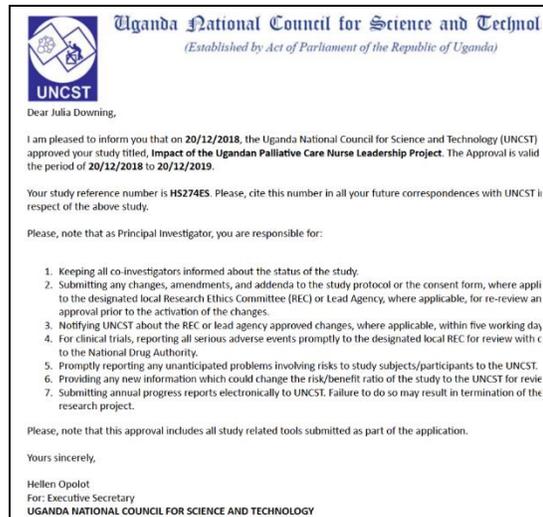
Aim:

- To gain an understanding of the on-going impact of the Ugandan PC Nurse Leadership Programme.
- National level project for a new cohort of leadership fellows

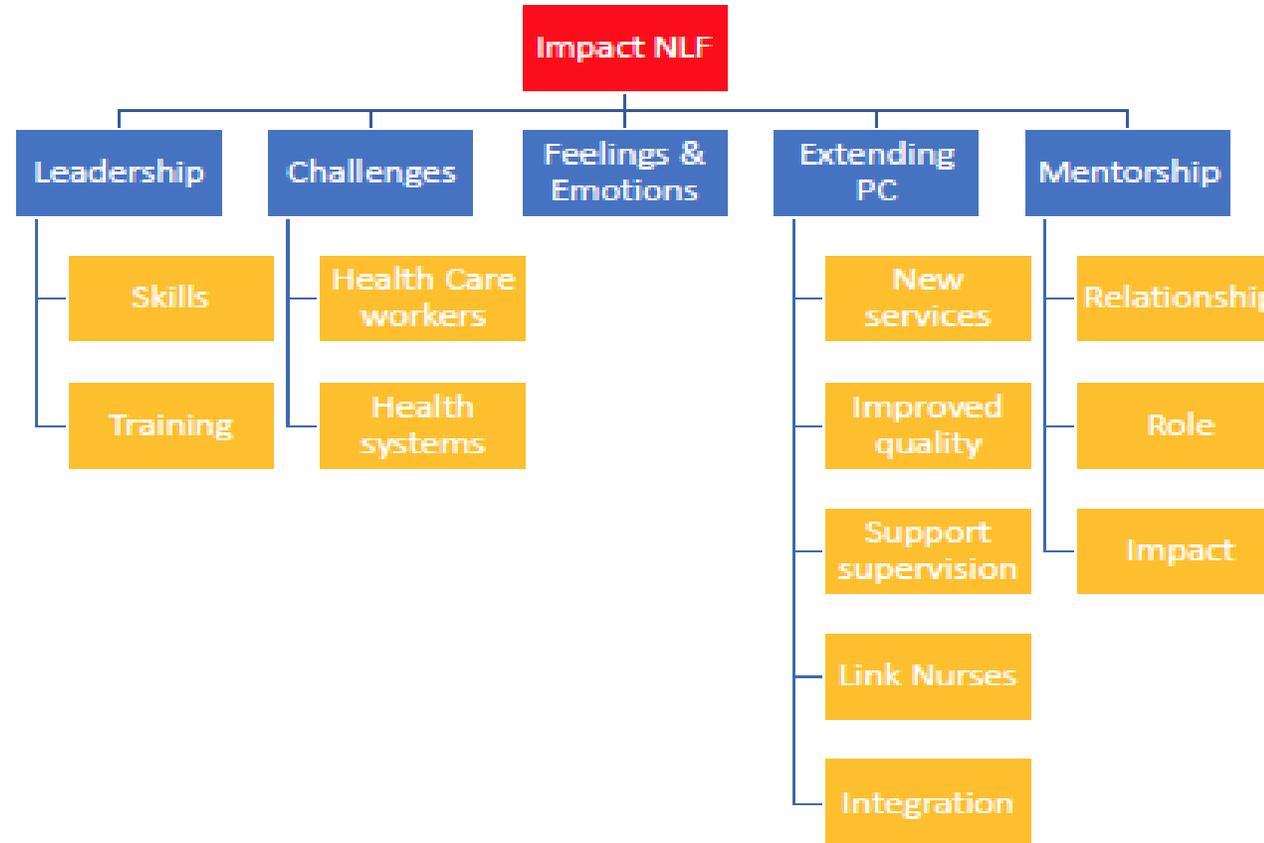


Methods

- Qualitative research methods
- Ethical approval from HAUREC and UNCST
- Focus Group Discussion
 - 5 participants from Kampala
- Interviews
 - 11 participants
 - 7 female, 4 male
 - 16/20 (80%) of those trained
 - 3 managers (2 female, 1 male).
- All conducted in English
- 9 interviews were undertaken by phone and 5 face-to-face.



Coding Framework



1. Leadership Skills and Training

“Since she had the leadership training she is eager to see that other nurses in the department also get the leadership training. So she realized that for you through acquiring knowledge and attributes of a good leader. For you to grow as a leader you need to grow others as a leadership team. That is why I think she really utilized it.”
(M02)

“Yes, and I found out that actually when you delegate and you share responsibilities work is done immediately within in a short period of time”. (NLF06)

“I am able to lead the people as a leader after imparting leadership skills in me and with leadership skills I have been able to do what I have never done before.” (NLF08)

“You need to inspire them, you need to model and be a role model”
(NLF01)

2. The extension of PC provision

“Yes and they are our ambassadors and as we know that we are few, they are trained ... and help us to do palliative care services and they work together with the medical team.”
(FGD02)

“I went back and formed a small palliative care team in each of the departments, the five core departments, medical, surgical pediatrics, gynae, and OPD. So we have developed and make sure that we have care at all those entry points.” (NLF02)



3.Challenges Experienced

- Health Care Workers
 - Attitudes
 - Conflict
- Health Systems
 - Data
 - Finances
 - Social care
 - Referral pathways
 - Linkages
 - Career pathways
 - Policy

*“Let me say that the attitude of some professionals is still a challenge... then I realised that despite this I am reaching more patients”
(NLF01)*

“There is a challenge that this leadership course was for only a few nurses yet it is very important to all professionals. If these other professionals also get chance to have the same training, I think it can make a great impact.” (FGD03)

4. Feelings and Emotions

"..when some one has just completed the course, the energy levels are very high. But as time goes on, the energy begins going down because they need to be supported even after the trainings..." (FGD03)

"The Junior staffs have actually admired me and have been inspired to join palliative care" (NLF07)

"I mean I think most of life is two steps forward and one step back ward. So I don't know what a disappointment is but the question is, have things been straight forward? NO of course not" (M01)

5. Mentorship

- Relationship
 - Friendship
 - Belonging
 - Duration
- Role
 - Supervision
 - Advice
- Impact
 - Mutual learning
 - Wider benefit
 - Organisational/ individual

“She advised us on how to introduce our projects to the officers and our work became easy. She also helped us much on budgets and advised us always to be transparent. And up to now we are still in touch and every time she comes to Uganda, she visits our work places to see how we do. So am grateful.” (FGD01)

“we shared knowledge and ideas. She must have learnt, particularly of the military in Uganda, she wanted to come” (NLF04)

Conclusion

- Long lasting impact on the participants.
- Ongoing mentorship and support for the leaders is important in order to support their ongoing growth and development
- They should be encouraged to mentor students in future cohorts of the leadership programme.
- Many have been promoted within their workplace and given more leadership responsibility, and the skills and knowledge acquired has been recognised.
- Important programme to develop further

Next Steps

- Programme has been extended to reach more professionals in Uganda
- Could be scaled up regionally and internationally
- Working with key stakeholders to look at building nursing and midwifery leadership capacity in Uganda



Thank You!



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