



Transforming young nurse and midwifery leadership: a year in review June 2019–June 2020



Foreword

by Lord Nigel Crisp, Co-chair, Nursing Now

In May 2017, I was challenged by some young nurses to do more to support their development. “There are lots of programmes for senior nurses,” they said. “But what about young nurses? We are the future.”

The young nurses had a point. There are four and perhaps five generations in the nursing workforce and all are vital, as an inclusive global campaign Nursing Now has to involve them all.

I remembered the challenge much later when we were looking for big ideas to promote and develop nurse leadership. And in June 2019 we launched the Nightingale Challenge.

“What about young nurses? We are the future.”

Employers have a responsibility to develop and support all their staff and we used Florence Nightingale’s bicentenary and, subsequently, the Year of the Nurse and the Midwife, as a lever to persuade employers to join the Nightingale Challenge. Many have responded, with over 780 employers signed up to develop the leadership skills of young nurses and midwives.

The Nightingale Challenge was launched in June 2019 with the hope that 20,000 young nurses and midwives

would be enrolled in leadership development programmes over the course of 2020. Today, there are more than 30,000 nurses and midwives in more than 70 countries taking part in Nightingale Challenge programmes.

We have been impressed with how employers and their young nurses and midwives have responded to the challenge, even during the COVID-19 pandemic, and are beginning to see some innovative programmes developing and linkages across countries and continents. We have extended the Nightingale Challenge to the end of June 2021 so that we can really see its development with new ideas, new relationships and improved services.

The Nightingale Challenge will have been successful if in ten years time there are some tens, or hundreds, or even thousands of nurses in leading roles in their villages, towns and countries around the world who say that the Nightingale Challenge contributed to their development and to improving health in their country.

Lord Nigel Crisp

Acknowledgements

Nursing Now would like to thank The Burdett Trust for Nursing, Health Education England and NHS England for their support to the Nightingale Challenge.

Guy’s and St Thomas’s NHS Foundation Trust, Hospital Israelita Albert Einstein, Mulago National Referral Hospital, South Eastern Sydney Local Health District, Specialty Hospital and Queensland Health were early adopters of the Nightingale Challenge and

their early commitment contributed to the global launch of the initiative.

Nursing Now would also like to say a special thank you to the 785 employers from across 79 countries who have accepted the Nightingale Challenge to provide leadership development for over 30,000 young nurses and midwives.

Supporting leadership development

Nurses and midwives have the power to be leaders, advocates and innovators in their communities, health centres and hospitals but not enough of them occupy leadership roles where they can influence health policy and investment decisions.

A 2019 global survey of nurses¹ identified a lack of development opportunity and gender-related barriers as the key factors keeping them from pursuing higher-level positions.

The Nursing Now Nightingale Challenge encourages health employers globally to invest in the leadership and development of nurses and midwives right from the start of their careers.

By empowering a new generation, the Nightingale Challenge exists to enable nurses and midwives to work to the top of their license and play a bigger role in multi-disciplinary teams as practitioners, advocates and leaders in health.

¹ *Investing in the Power of Nurse Leadership: What will it take?* Intrahealth, Nursing Now and Johnson & Johnson, 2019.

Nightingale Challenge in numbers

30,530



early career nurses and midwives benefitted from leadership development training.

785



health employers across **79 countries** committed to supporting their nurses and midwives by providing opportunities for leadership development.

48



global employer partnerships created to share experiences and best practices connecting nurses and employers across **39 countries**.

100s



of resources created to inspire and share learning including webinars, blogs, case studies and a compendium of leadership resources and links to existing courses.



“We are delighted with the response from health employers globally. They have responded to the Nightingale Challenge and are taking bold steps to invest in the future of the nursing profession. The impact of this investment will be felt over time as nurses and midwives, with the support of their employers, develop new skills and confidence. We want to see a future that offers clear career progression pathways, a future in which nurses and midwives are recognised as leaders in their fields and play an active role in shaping policy to improve health for all.”

Lisa Bayliss-Pratt, Nightingale Challenge Lead, Nursing Now

“The Nightingale Challenge has supported us to elevate talent and help our young nurses to develop their expertise from the beginning of their careers.

The COVID-19 pandemic has brought with it some challenging times, but we have ensured that this learning programme is embedded in our system and so we have been able to continue, even at this difficult time. We have been able to do this thanks to a new work culture, use of technology like virtual meetings, on-line learning, videos etc. The self-motivation and ownership by young nurses has added sustainability and success of this programme. Peer support was overwhelming and that was a turning point for the success of the programme.”

Captain Neelam Deshwal, Chief Nursing Officer, Fortis Healthcare Limited, Mohali Hospital, Punjab, India

About the Nightingale Challenge

Nursing Now's goal is to raise the profile and status of nursing globally to improve health. The campaign created the Nightingale Challenge with the aim of developing a generation of early career nurses and midwives who are confident change agents in improving patient care, finding creative solutions and leading teams.

The Nightingale Challenge responds to the recommendations of the *State of the World's Nursing* report² which calls for an investment in the recruitment, education and leadership of nurses and midwives. With the right knowledge, skills, opportunities and financial support, nurses are uniquely placed to act as effective practitioners, health coaches, spokespersons, and knowledge brokers for patients and families at every stage of life.

The Nightingale Challenge represents a fresh and relatively low-cost approach which is encouraging employers to invest in the development of early career nurses and midwives.

Adapting the Nightingale Challenge

Each employer decides how best to respond to the Nightingale Challenge and, in this way, it is deliberately context specific and country-led. Employers have created programmes using a mix of approaches including formal programmes, mentoring, buddying, action learning sets and work shadowing. Nursing Now provides ideas, support and examples of what has worked elsewhere, as well as running webinars and facilitating partnerships.

With the Nightingale Challenge, Nursing Now has enabled connections across nursing and midwifery disciplines, across professions, across employers, across the globe and across generations.

² *State of the World's Nursing Report*, World Health Organization, International Council of Nurses and Nursing Now, 2020.

“Our first cohort are now equipped to lobby and advocate for nurses and nursing services at hospital level as well as at government level, but it is not only the young nurses and midwives who have benefitted. I have learnt a great deal from this experience of creating our Nightingale Challenge programme. I have developed my own skills in terms of how to negotiate and develop a capacity building programme to improve the status and profile of nurses.”

Beatrice Amuge, Nightingale Challenge Programme Lead, Mulago Hospital, Uganda

For employers and leadership teams, the Nightingale Challenge is providing an opportunity for all participating organisations to be recognised externally and with their own staff, for investing and championing nursing and midwifery at a time when the two professions have been under the spotlight because of the Year of the Nurse and the Midwife and the COVID-19 pandemic.

[Find out more.](#)



A year in review

The Nightingale Challenge held its global launch in Singapore at the International Council of Nurses Congress in June 2019. Read on for an update on progress made to date.

Supporting employers to create leadership programmes

The Nightingale Challenge provides a set of principles to enable health employers to design their leadership development programmes. Further support includes a range of resources including a

Compendium of Resources on management and leadership topics, case studies, and links to a selection of existing free and paid-for courses.

Creating partnerships involving employers and early career nurses and midwives

The Nightingale Challenge has enabled 48 partnerships between 96 health employers that have created global connections among nurses and midwives. These partnerships are providing opportunities for early career nurses and midwives to share knowledge, learning and experience with their peers globally.

The Nightingale Challenge Partnerships Platform provides a space for employers to connect, form and strengthen new and existing partnerships, and

to share best practices in developing early career nurses as leaders.

Conversations taking place have focused on clinical practice areas, managing stress in the workplace such as during the COVID-19 pandemic, and other development topics. Early career nurses are learning more about the mutual benefits of partnerships to their practice, careers and organisations, and to develop their own partnerships.

Shared experience and learning

Nursing Now has created opportunities for health employers and young nurses and midwives to share their experience of implementing the Nightingale Challenge through case studies, blogs and webinars.

Throughout there has been a series of thought-provoking webinars with global experts on topics to inspire and educate early career nurses and midwives. These topics have included compassion and stress management, mentoring, advocacy, careers advice, *State of the World's Nursing* report, and lessons learnt from the COVID-19 response.

“We have been able to meet our global partner organisation on two occasions and it feels that both sides can see a tangible benefit to the relationship. On the second occasion several nurses from both organisations attended and were able to share their current challenges, and development opportunities. The participants found that they had a lot in common with each other. We plan to continue with these meetings as an extension of the programme.”

Julie Pearce, Chief Nurse, Executive Director of Quality & Caring Services, Marie Curie UK

“South Eastern Sydney Local Health District currently has 63 participants enrolled in the Nightingale Challenge. As a nurse I’m so proud to be one of the coordinators of this exciting social movement. One of our Nightingale Challenge initiatives is to profile the participants to share their stories of why they joined the Nightingale Challenge and what leaders they aspire to be in the future. I am inspired by their commitment and willingness to develop themselves as our future nursing and midwifery leaders. I think the future of nursing and midwifery is in good hands.

As the Nightingale Challenge has been extended to 2021, we will continue to support our participants to connect with each other and grow as leaders, and encourage more nurses and midwives to join us.”

Keith Jones, Nurse Manager Leadership Initiatives, South Eastern Sydney Local Health District

Connecting early career nurses and midwives

In partnership with Health Education England, the Nightingale Challenge piloted the use of moderated groups to encourage young nurses to share knowledge, learning and experience, and to enhance leadership behaviours and capabilities. The pilot included the use of four private Facebook groups bringing together nurses from England, India and Uganda. Plans are underway to scale up

the rollout of the approach based on learnings and recommendations from the pilot.

Nightingale Challenge connects participants and employers through Nursing Now’s social media channels including 40.4k Facebook followers and 24.7k Twitter followers. Nursing Now’s young nurses Facebook group has 24.5k members.

Nightingale Challenge Global Solutions

The [Nightingale Challenge Global Solutions Initiative](#), launched in June 2020, aims to inspire and connect nurses to share nurse-led innovations to resolve global health issues.

The first challenge, in partnership with the SameYou Foundation focussed on the role of nurses and midwives in improving care for people recovering from brain injuries. The next challenge is to develop an initiative to empower communities to create and sustain health.

Nightingale Challenge evaluation

Nursing Now is conducting a survey and interviews to identify lessons learnt from the Nightingale Challenge.

The findings from the evaluation will be used to inform the further development of the programme.

Nightingale Challenge: one year on

Nursing Now organised a [virtual global conference](#) to mark the one-year anniversary since the launch of the Nightingale Challenge. The event brought together 67 speakers from across 21 countries, and 17 sessions. More than 2,570 registered for the event and a total of 1,022 attended on the day.

The opening session included a special video message from Dr Tedros Adhanom Ghebreyesus, Director General of the World Health Organization and a live address from Nursing Now Ambassador and Actor Emilia Clarke.

Focus on the future

Investing in the recruitment, retention, education, conditions and leadership of nursing and midwifery is one of the most important things that countries can do to improve health globally.

The Nightingale Challenge has been successful in galvanising employers to invest in the development of their early career nurses and midwives. The impact of the COVID-19 has meant that some employers had to delay the start of their Nightingale Challenge programmes, whilst others took steps to adapt their programmes with more virtual content and learning opportunities.

The Nightingale Challenge has been extended to June 2021 to enable its further development with new ideas, relationships and services. The evaluation currently underway by the Nursing Now team will enable lessons to be learnt and identify opportunities to further shape and increase the career development of young nurses and midwives. Nursing Now will continue to support the growing network of employers and young nurses and midwives with opportunities to learn, share and connect.

There will be further rounds of the Nightingale Challenge Global Solutions Initiative to encourage participants to share ideas for nurse- and midwife-led innovations to resolve global health issues.

Join Nursing Now in a global lobby of parliaments, ministries and decision makers.

Nightingale Challenge participants are invited to join a global lobby to raise the profile of nursing and midwifery and make the case for an investment in and support for nursing and midwifery. As a result of united advocacy efforts in the global lobby, the goal is for governments and health leaders to prioritise nursing and midwifery through policy change and commitments.

This is your chance to be heard!






About Nursing Now

Nursing Now is a campaign to improve health globally by raising the status and profile of nursing. We are global social movement with an active network of 704 groups in 126 countries working to influence global and local policy. Nursing Now is a programme of the Burdett Trust for Nursing run in collaboration with the International Council of Nursing and the World Health Organization.

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