

# **Office of the Nursing and Midwifery Services Director Strategic Plan 2019-2021**



**Office of the  
Nursing and Midwifery Services Director  
Strategic Plan 2019-2021**



Seirbhís Sláinte  
Níos Fearr  
á Forbairt

Building a  
Better Health  
Service



Office of the  
**Nursing & Midwifery**  
Services Director



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## List of Abbreviations

CBAS-I:	Caring Behaviours Assurance System Ireland
CDI:	Clinical Design and Innovation
CCO:	Chief Clinical Officer
CNME:	Centre of Nursing and Midwifery Education
CNO:	Chief Nursing Officer
CPD:	Continuous Professional Development
HIQA:	Health Information Quality Authority
HSE:	Health Service Executive
KPI:	Key Performance Indicator
NMPDU:	Nursing & Midwifery Planning & Development Unit
NMBI:	Nursing and Midwifery Board of Ireland
NOCA:	National Office for Clinical Audit
NSP:	National Service Plan
ONMSD:	Office of the Nursing and Midwifery Services Director
PDP:	Professional Development Planning
QI:	Quality Improvement

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Figure 1: ONMSD Organisational Structure

Figure 2: Sláintecare Implementation Strategy Goals

## Foreword

I am delighted to present the new 3-year strategic plan for the Office of Nursing and Midwifery Services Director (ONMSD). We are entering an exciting, ambitious and challenging phase in the development of health and social care in Ireland.

Sláintecare is a 10-year strategy outlining the modernisation and reform of the Irish Health Service and offers a comprehensive approach to improving population health and delivering care closer to home. This policy supports people to lead healthy and independent lives whilst at the same time ensuring the delivery of safe, high quality health and social care, which is more responsive and appropriate to the changing needs of the population. The reform agenda means we are moving to a community led model of care, providing local populations with access to a comprehensive range of services at every stage of their lives.

The ONMSD is instrumental in preparing and developing nurses, midwives and health care assistants to play their part in realising these ambitious changes. We recognise the many opportunities that exist for nurses and midwives on various career pathways that will support innovation and influence change. The ONMSD is a key partner in leading change through informed clinical, corporate and strategic leadership across the Health Service Executive (HSE). Three core values of Care, Compassion and Commitment serve as the cornerstone of nursing and midwifery practice in Ireland. Taken together these values, represent the unique contribution of nursing and midwifery to quality safe patient care.

This strategic plan designed collectively by the constituent members of the ONMSD in collaboration and consultation with key stakeholders will guide the nursing and midwifery contribution to healthcare over the next 3 years. The ONMSD will work in partnership with our colleagues across the health and social care system to lead and enable nurses and midwives to strive for excellence and promote person centred practice that can have a real impact on health outcomes for our communities.



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# Office of the Nursing and Midwifery Services Director 2019-2021 Strategic Plan

## Introduction

This third Strategic Plan outlines the approach that will direct and inform the contribution of the Office of the Nursing and Midwifery Services Director (ONMSD) within the Health Service Executive (HSE) from 2019-2021. It reflects and is consistent with the vision, values and goals expressed in:

- The Sláintecare Report (2017) and Sláintecare Implementation Strategy (2018)
- The annual Health Service Executive (HSE) National Service Plan
- The Office of the Chief Clinical Officer Strategy 2019-2021
- The Department of Health (DoH) Chief Nursing Officer's (CNO) Strategic Policy Direction
- Patient Safety Strategy 2019-2024
- National Quality Improvement Team Strategic Plan 2020-2024
- eHealth Strategy for Ireland (2013)
- Creating a Better Future Together - National Maternity Strategy 2016-2026
- Relevant legislation pertaining to Nursing and Midwifery, Health and Social Care
- Nursing and Midwifery Board of Ireland (NMBI) Statement of Strategy 2017-2019
- Health Information Quality Authority (HIQA) Standards
- Review of Role and Functions of Health Care Assistants (2018)
- Health Services People Strategy 2019-2024
- Health Services Change Guide – People Needs Defining Change (2018)
- National Standards for Mental Health Services (Mental Health Commission)



## Purpose of the Office of the Nursing and Midwifery Services Director (ONMSD)

The purpose of the ONMSD, HSE is to strategically lead and support nurses and midwives to deliver safe, high quality, patient-centred healthcare that enables people to improve their quality of life and wellbeing. The ONMSD forms an integral part of the Office of the Chief Clinical Officer (CCO), HSE which provides the foundations for enhancing clinical leadership and enabling a multi-disciplinary approach to progressing improvements in care.

## Role and Function of the ONMSD

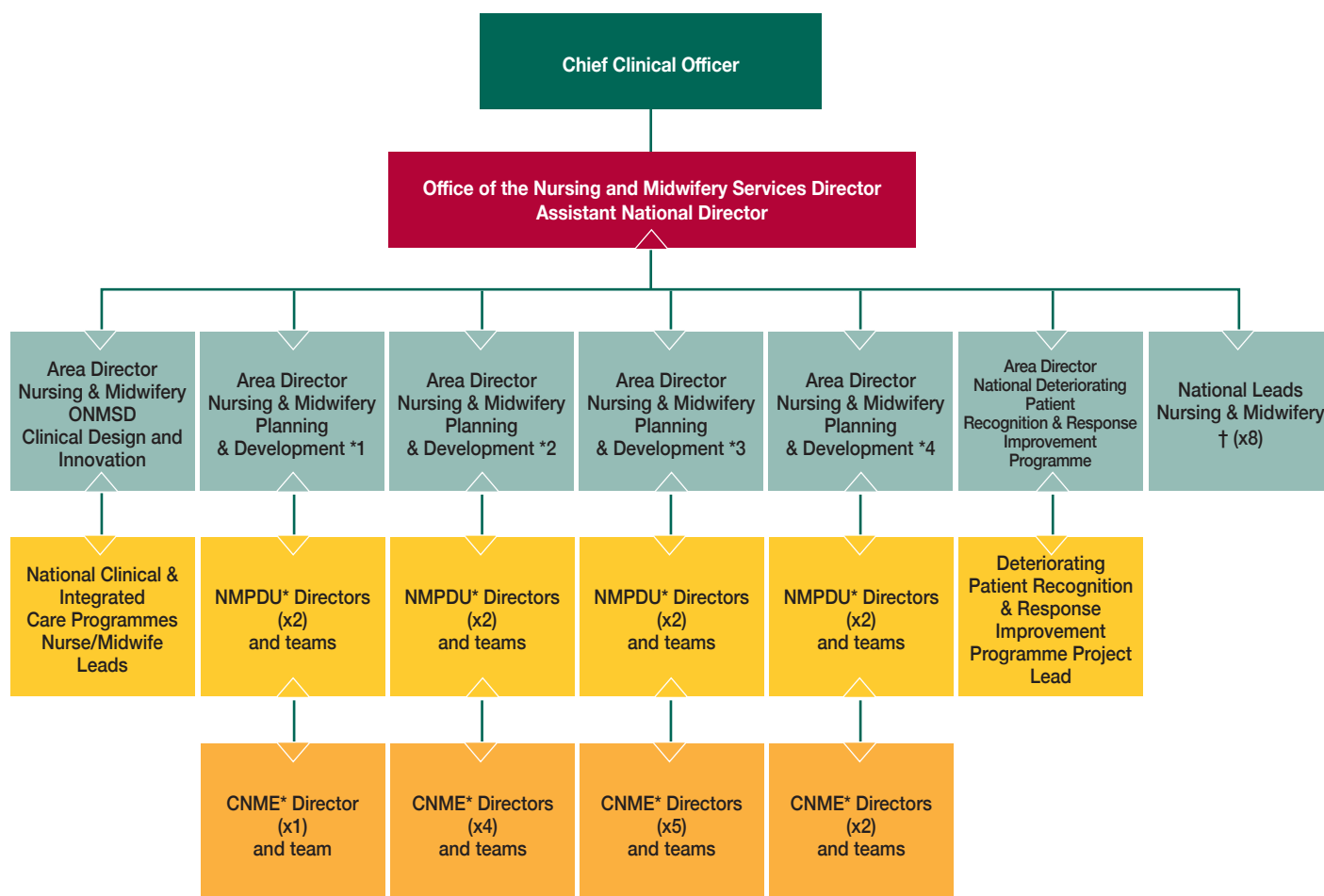
### Who we are

The ONMSD is led by a Director, supported by:

- 6 Area Directors
- 8 Directors of Nursing and Midwifery Planning and Development Units
- 12 Directors of HSE Centres of Nursing and Midwifery Education
- 8 National Leads for specific portfolios

Figure 1: Organogram

## Organisational Structure of the Office of the Nursing & Midwifery Services Director



\* **NMPDU** - Nursing & Midwifery Planning & Development Unit  
 \* **CNME** - Centre of Nursing and Midwifery Education  
 \* **Area NMPD Director 1** incorporating counties (Longford, Westmeath, Laois, Offaly, Kildare, Wicklow, Dublin South)  
 \* **Area NMPD Director 2** incorporating counties (Kerry, Cork, South Tipperary, Waterford, Wexford, Kilkenny, Carlow)  
 \* **Area NMPD Director 3** incorporating counties (Donegal, Sligo, Leitrim, Roscommon, Mayo, Galway, Limerick, Clare, North Tipperary)  
 \* **Area NMPD Director 4** incorporating counties (Cavan, Monaghan, Louth, Meath, Dublin North)

† **National Leads Nursing & Midwifery**  
 Nurse and Midwife Medicinal Product Prescribing Team  
 Nurse and Midwife Referral of Patients for Medical Ionising Radiation Procedures  
 National Clinical Leadership Centre for Nursing and Midwifery  
 Midwifery  
 Public Health Nursing  
 National Clinical Information Officer – Nursing and Midwifery  
 Quality Improvement, National QI Team  
 Older Persons Services, Clinical & Integrated Programmes for Older People

Up to date details on current ONMSD structure and changes can be accessed on the link below:

<https://healthservice.hse.ie/about-us/onmsd/onmsd/onmsd-organisational-chart.jpg>

## What we do

### The ONMSD:

- Supports the Office of the Chief Clinical Officer (CCO) by providing individual staff resources to lead on specific aspects of National Clinical & Integrated Care Programmes as well as the collective contribution of the ONMSD to the integration of care through Clinical Design and Innovation (CDI). The ONMSD has a key enabling and leadership function in realising this contribution
- Provides professional guidance and expertise at national, corporate and local level
- Provides a focal point for nursing and midwifery within the public health system
- Provides the critical professional link with the Department of Health, the Office of the Chief Nursing Officer, the Nursing and Midwifery Board of Ireland, all Directors of Nursing and Midwifery, the HSE Board and its Leadership Team, Higher Education Institutes, Office of Health and Social Care professionals and other stakeholders
- Provides expertise that is pivotal to the analysis, application, implementation and evaluation of legislation and health policy to nursing and midwifery practice, identifying key actions necessary for the implementation of policy in all the locations and services in which care is delivered
- Leads on the development and implementation of quantifiable measurements of care by nurses and midwives for assurance and quality improvement
- Supports the Office of the Chief Nursing Officer (CNO) in the development of safe nursing and midwifery staffing policy and facilitates policy pilot and roll out in services
- Supports quality improvement (QI) by providing individual staff resources to the National Quality Improvement Team providing nursing and midwifery expertise on specific projects, as well as the collective contribution to QI education, practice, project development, research and resources
- Collects and analyses data nationally to inform and support decision-making as it relates to nursing and midwifery
- Manages a budget and provides the design, development and delivery of continuous professional development (CPD) for nurses and midwives including education, clinical and leadership development, research, innovation, specialist and advanced clinical practice
- Supports strategy and planning through the commissioning process.

# The Strategic Context

## Sláintecare

The Sláintecare Report (2017) signals a new direction over the next ten years for the delivery of health and social care services in Ireland. The Sláintecare Implementation Strategy (2018) sets out four overarching goals, ten high-level strategic actions and eight principles (**see Figure 2**).

These underpin the first three years of the reform programme, and represent a mix of legislative, policy and service-level actions.

At its core, the strategy focuses on establishing programmes of work to move to a community-led model of care, providing local populations with access to a comprehensive range of non-acute services at every stage of their lives. This will enable our healthcare system to provide care closer to home for patients and service users, to be more responsive to needs and deliver better outcomes, with a stronger focus on prevention and population health improvement.

To facilitate these critical changes, six new health regions have been announced for Ireland, an important milestone on the way to implementing Sláintecare and improving our health service. The new health regions are an important step in enabling us to plan and provide better healthcare, with a shared budget to care for the people living in each region. It will mean that health service staff will have more autonomy to plan hospital and community services together, and will help us to provide more integrated care at both regional and local level.

The HSE is committed to working with the Sláintecare Programme Office and all stakeholders in successfully bridging the gap between the vision for health service transformation in Ireland and delivery of that change at the frontline.

**Figure 2: Sláintecare Implementation Strategy Goals**



## **HSE Annual National Service Plan (NSP)**

The NSP sets out the type and volume of health and social care services to be provided having regard to the funding available. The key deliverables for the ONMSD are set in the context of this annual plan.

## **The Office of the Chief Clinical Officer Strategy 2019-2021**

The Office of CCO focuses on creating a healthcare system informed and shaped by care pathways to meet the expectations of patients and service users in the 21st century signalled by the Sláintecare report. This involves delivering healthcare through a diverse workforce with strong clinical leadership skills, working as a single team across hospitals and communities in partnership with patients and service users.

Through this strategy, the Office aims to improve patient and service user engagement, promote a culture of patient safety, quality improvement and learning. The Office will continue to build on the work by the National Clinical Programmes, which includes driving improvement through continuous learning underpinned and informed by meaningful measurement and quality improvement methodology.

## **Office of the Chief Nursing Officer (CNO), Department of Health**

The Office of the CNO plays an important strategic and leadership role and provides professional policy direction and advice in relation to nursing and midwifery. The work of the ONMSD is predicated on the professional policy objectives of the Office the CNO.

## **The Nursing and Midwifery Board of Ireland (NMBI)**

The NMBI is the regulatory authority for the nursing and midwifery professions in Ireland as described in the Nurses and Midwives Act (2011). The ONMSD liaises with the NMBI on regulatory and professional nursing and midwifery matters.

# Strategic Approach of the ONMSD

This ONMSD strategic plan outlines the approach, purpose, role and function within which the ONMSD operates and is the blue print for the work of the ONMSD for 2019-2021.

The ONMSD will lead, support and develop the capacity and capability of the nursing and midwifery professions and health care assistants to meet the transformation and change agenda to improve healthcare services in Ireland.

## Vision, Mission, Values and Goals

The following vision, values, mission and goals that will guide and underpin the work of the Office from 2019-2021.

### Vision

Achieving excellence in nursing and midwifery patient care.

### Mission

Leading and enabling the nursing and midwifery professions to provide high quality care by:

- Strengthening capacity and capability within the workforce
- Supporting the delivery of service priorities and reform
- Influencing policy
- Promoting a person centred approach to care delivery.

## Values and Goals

### Care

- We will support the provision of care that is of the highest quality
- We will promote evidence based best practice
- We will incorporate the views and opinions of our patients and service users and consider them in how we plan and deliver our services.

### Compassion

- We will show respect, kindness, consideration and empathy in our communication and interaction with people
- We will be courteous and open in our communication with people and recognise their fundamental worth
- We will provide services with commitment, dignity and demonstrate professionalism at all times.

### Commitment

- We will have a person centred approach to professional practice
- We will have a commitment to lifelong learning
- We will have a work ethic that is underpinned by our professional obligation to patients and service users. We will enable the development of diligence and resilience within individual nurse and midwives and within our teams.

### Trust

- We will provide services in which people have trust and confidence
- We will be open and transparent in how we provide services
- We will show honesty, integrity, consistency and accountability in decisions and actions.

### Learning

- We will foster learning, innovation and creativity
- We will support and encourage our workforce to achieve their full potential
- We will acknowledge when something is wrong, apologise for it, take corrective action and learn from it.



## Operational Principles

The work of the ONMSD will be guided by the following operational principles:

- ➔ **Person Centredness:** This is an approach to practice established through the formation and fostering of relationships between all care providers, the person and others significant to them in their lives. It is underpinned by values of respect for person's individual right to self-determination, mutual respect and understanding. It is enabled by cultures of empowerment that foster continuous approaches to practice development
- ➔ **Professionalism and accountability:** Necessitates the use of professional knowledge, skills, and inter-personal behaviours together with informed judgement as the basis for delivery of quality care and to support responsible and accountable nursing and midwifery practice
- ➔ **Partnership:** Requires placing patients and service users and their families at the heart of all decisions in collaboration with agencies and services, to give effect to an ethos of shared responsibility and decision making
- ➔ **Empowerment:** This is enabling people through enhancing their skills, resources, authority an opportunity to extend their contribution to practice and to contribute to their motivation, competence, satisfaction and wellbeing
- ➔ **Transparency:** This is being consistently open and honest

As part of the Office of the Chief Clinical Officer (CCO) we will continue to work to support the delivery of sustainable high quality, effective, accessible, safe health and social care services to meet the needs of our population.

We will align our priorities and actions under the CCO's three strategic areas:

1. **Clinical Expertise:** Empower and deploy clinical leadership to ensure needs-based service design, reconfiguration, implementation and measurement that is innovative, integrated and equitable.
2. **Patient Experience:** Explore new ways of partnering with patients and service users to ensure they become an active participant in their care, building a culture of patient safety with robust clinical governance, measurement and continuous improvement.
3. **Improvement and Assurance:** Embed integrated governance systems based on data and evidence to drive service improvement and assure quality and safety.

# Priority 1: Clinical Expertise

## Our Ambition

The ONMSD will strengthen the capacity and capability of all nurses and midwives to meet the demands of the changing context for health and social care.

We will do this by developing, testing and demonstrating innovative approaches to leadership, quality improvement, professional development and specialist and advanced nursing and midwifery practice.

This includes responding proactively to the future workforce needs for nurses and midwives based on demographic and epidemiological changes and supporting the move to integration and community led models of care.

We will also take into account advances in technology and clinical treatments and care which will impact on nursing and midwifery numbers and practice.

## What we will do

Develop and deliver targeted education programmes and initiatives to enhance frontline clinical leadership and practice as well as providing programmes to support clinical nurses and midwife specialists and advanced nurse and midwife practitioners in key specialty areas.

## We will do this through:

- Working closely with our key stakeholders including patient and service users on educational priorities in order to support high quality leadership. Also support the implementation of policy, regulation and professional priorities to strengthen the capacity and capability of the professions of nursing and midwifery
- Providing and commissioning specific leadership programmes for nurses and midwives based on identified service need
- Providing leadership and strategic direction to the National Clinical Programmes / Clinical Design and Innovation in order to develop and drive organisational clinical strategy and practice and support the implementation of national healthcare policy
- Working with commissioning teams to design, plan and implement innovative solutions to new service transformation and integration in line with Sláintecare (2017)
- Developing, commissioning and delivering education and CPD programmes informed by service need and organisational objectives that are effective, of high quality, evidence based, offer value for money and utilise the best technologies available
- Collaborating with and supporting the national QI priority programmes including (i) falls and bone health, (ii) pressure ulcers, (iii) medication safety, (iv) deteriorating patient and (v) QI for Boards
- Supporting the expansion of the Scope of Practice and the role of nurses and midwives in response to the opportunities presented by the reforms for an enhanced and more complex contribution from the nursing and midwifery workforce. This will include the further development of advanced and specialist practice roles across the continuum of care
- Sponsoring health service employees to train as nurses and midwives
- Supporting and preparing nurses and midwives to integrate healthcare information and digital technologies into nursing and midwifery practice, education, research and management
- Supporting and preparing nursing and midwifery staff for the introduction of the NMBI Maintenance of Competence Scheme and credentialing through Professional Development Planning (PDP)
- Developing key directional nursing and midwifery plans in response to specific policy, strategy and legislation imperatives and support their implementation.

## Priority 2: Patient Experience

### Our Ambition

The ONMSD will develop and improve the ways in which we engage and form partnerships with patients and service users and their families so that their experience and ideas inform our work.

### What we will do

Seek to actively acknowledge and include the insights and experiences of patients and service users and their families within the work of the ONMSD by:

- Ensuring insofar as possible that the voice of the patient/service user and patient/service user experience are at the heart of decision making and in the design, planning and evaluation of the work of the ONMSD
- Utilising knowledge gained from the national patient experience surveys to inform our work
- Demonstrating care, compassion and commitment to patients and service users, families and staff by:
  - Championing the individual nurse/midwife partnership with their patients and service users within episodes of care
  - Continuing to champion Values in Action
  - Continuing to support Caring Behaviours Assurance System Ireland (CBAS –I) training for frontline staff
  - Continuing to support healthy, caring, compassionate and committed work cultures and environment through initiatives such as Cultures of Person Centredness
  - Continuing to build relationships with key stakeholders including advocacy and representative groups.

## Priority 3: Improvement and Assurance

### Our Ambition

The ONMSD will support nurses and midwives to provide and assure safe, high quality care to patients, service users and their families and carers in a variety of settings. We will continually strive to provide and improve this in innovative ways based upon the best available evidence.

### What we will do

Lead and support nurses and midwives to enable practice that is evidence based and responsive to patient safety and service user need by:

- Working with the Department of Health, National Taskforce on Staffing and Skill Mix for Nursing and Midwifery to develop a safe staffing policy which will include the emerging models for community nursing and midwifery
- Supporting acute hospital services (and other services as subsequent policy frameworks are developed) to implement the published frameworks
  - Framework for Safe Nurse Staffing and Skill Mix in General and Specialist Medical and Surgical Care Settings in Adult Hospitals in Ireland 2018 (Phase 1)
  - Framework for Safe Nurse Staffing and Skill Mix in Emergency Care Settings (Phase 2)
  - Other frameworks developed and published during the lifetime of this plan
- Working collaboratively with senior nursing and midwifery managers to support innovation and improvements in practice based on identified service need and in line with organisational goals
- Contributing to the development, review and monitoring of nursing and midwifery roles e.g. role expansion and development of Clinical Nurse and Midwife Specialists, and Advanced Nurse and Midwife Practitioners
- Facilitating training in partnership with the National Quality Improvement Team for frontline teams in quality improvement methods and applications
- Providing support for scaling up the new suites of Nursing and Midwifery Quality Care-Metrics on a phased basis in selected healthcare settings
- Continuing to support the work of the National Office for Clinical Audit (NOCA) through ONMSD and it's representation on the Board of Governors and Governance Committees

- Supporting and driving the implementation of our e-health infrastructure and improving nursing and midwifery data collection, research and evaluation capabilities
- Building awareness, capacity and innovation in nursing and midwifery workforce. The ONMSD will continue to proactively support research and develop capacity within nursing and midwifery in Ireland so that they can contribute to evidence based practice as part of the transformation agenda and delivery of high quality care
- Developing national standards for the educational management of nursing and midwifery continuous professional development programmes
- Developing inter-professional collaboration in education
- Continuing to support nurse and midwife referral for medical ionising radiation procedures and medicinal product prescribing
- Supporting the development and implementation of new and revised systems for the deteriorating patient (Recognition and Response) Improvement programme.

## How we will measure success

The ONMSD Annual Delivery Plan will set out in detail the work that the ONMSD will undertake.

- Each Annual Delivery Plan will set out the following for each project/work stream:
  - the responsible person
  - high level key performance indicators (KPIs)
  - deliverables
  - timeframes
  - risks
  - issues
- Project status that will be monitored on a quarterly basis by the leadership team.
- Detailed projects plans will be managed by each project manager/project lead. Selected ONMSD KPIs are published in the national HSE service plan and are reported in the HSE Annual Report.

## Conclusion

The ONMSD, operating within the Office of the Chief Clinical Officer (CCO) provides a focal point for the strategic development of nursing and midwifery clinical practice within the public health system in Ireland.

It is a critical professional link between the Department of Health, the Office of the Chief Nurse, Regulators, all Directors of Nursing and Midwifery, HSE Board & Leadership Team, Higher Education Institutes, Health and Social Care Professionals, patients and service users and other stakeholders.

This strategic plan, consistent with Sláintecare and the HSE's annual Service Plans, sets out our vision, mission, values, goals and ambitions. It explains what we will do to realise our mission of achieving excellence in nursing and midwifery for the years 2019-2021.

The ONMSD recognises the opportunity for the professions of nursing and midwifery to influence and give effect to operational, cultural and structural reform in the delivery of care to patients and service users. This is evident both in clinical leadership and management, as well as in leadership at a corporate and strategic level across the organisation.

We believe that this strategic plan will also guide the ONMSD in their contribution to quality and safety throughout the health service over the next three years.

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## Notes

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