

Redacted minutes of the meeting of the Nursing and Midwifery Board of Ireland (NMBI) on Friday, 12 December 2025 starting at 11.00hrs in the Royal Marine Hotel.

### **Members present**

Dr Louise Kavanagh McBride, President of NMBI  
Ms Áine Lynch, Vice President of NMBI  
Dr Gráinne Gaffney  
Ms Mary Leahy  
Ms Muireann Ní Shúilleabháin  
Ms Louise Collins  
Mr Ray Dolan  
Mr John Horan  
Dr Conan McKenna  
Prof Nadine Farah  
Ms Marie Lavelle  
Ms Mittu Alungal  
Ms Anne Marie Duffy  
Dr Aileen Lynch  
Mr Terry McGonigal  
Ms Niamh Murphy

### **In attendance**

Ms Carolyn Donohoe, CEO  
Ms Kathyann Barrett, Head of Operations  
Ms Yvonne Kennedy, Interim Director of Fitness to Practise  
Ms Lorraine Clarke-Bishop, Interim Director of Education, Policy and Standards  
Dr Karn Cliffe, Acting Director of Education, Policy and Standards and Director of Midwifery  
Dr Ray Healy, Director of Registration  
Ms Lisa Manselli, Programme and Strategy Manager  
Ms Orla Coady, Governance and Secretariat Manager

### **Item 1 – Apologies and Conflicts of Interest**

- 1.1 Apologies were received from Mr Mark Johnston, Ms Kate O’Halloran, Dr Lydia Buckley, Ms Sonia Shortt, Dr Margaret Murphy and Ms Somy Thomas.
- 1.2 The President reminded Board members of the provisions of the conflict-of-interest policy. The President then asked Board members to review the agenda to identify any conflicts of interest. No interests were identified.

### **Item 2 – Executive team: End-of-year strategic review**



Members of the senior management team gave an overview of the work of each functional area in 2025 and presented updates on how NMBI was performing in the context of the strategic objectives set out in the Statement of Strategy 2025-2028. The following areas were covered:

- Operations
- Midwifery
- Education
- Registration
- Fitness to Practise

These presentations were followed by a question-and-answer session with the Board.

### **Item 3 – Chief Nurse presentation to the President of NMBI**

The following members of the Department of Health joined the meeting on the conclusion of the presentations by the management team: the Chief Nurse, Ms Rachel Kenna, Principal Officer, Professional Regulation Unit, Ms Alessandra Fantini and Ms Kelly Mofflin, Deputy Chief Nursing Officer.

Ms Kenna made a presentation and brief speech to Dr Kavanagh McBride whose term on the Board and as President would conclude on 14 January 2026. In her remarks, Ms Kenna thanked Dr Kavanagh McBride for her valuable service and leadership, particularly acknowledging her role in strengthening NMBI's relationship with the Department of Health and advancing the work of the Board. As a token of appreciation, Ms Kenna presented Dr Kavanagh McBride with flowers. The members of the Department of Health then joined Board members for lunch.

Ms Duffy left the meeting.

Ms Murphy joined the meeting.

### **Item 4 – Board end-of-year self-reflection session**

NMBI staff members left the meeting.

Ms Manselli facilitated a discussion on the outputs from the Board self-evaluation questionnaire, interviews with the President, Vice President and CEO, and the development of an action plan for the year to come.

At the end of the session, NMBI staff members returned to the meeting.



## **Item 5 – Statement of Strategy (SOS) 2026-2029 and Business Plan 2026**

The Head of Operations presented the SOS 2026-2029 which had been approved by the Board at its meeting on 25 November 2025.

The Head of Operations also presented Year 1 of the four-year Business Plan which was informed by the principles set out in the SOS 2026-2029. The presentation included an overview of the following three strategic objectives and associated key actions:

Objective 1 – Public protection through right-touch regulation

Objective 2 – Support and empower professions of nursing and midwifery

Objective 3 – Organisational agility

Each member of the senior management team then presented the top priorities for their respective areas.

Following this, the next steps outlined were:

- To finalise the draft Business Plan 2026 for submission to the Business, Strategy and Finance Committee, and the Board at their meetings in January.
- To design the Business Plan 2026 following Board approval.
- To submit the approved Business Plan 2026 to the Minister for Health pursuant to section 20 of the Nurses and Midwives Act 2011 (as amended).

## **Item 6 – Presentation to the President**

On behalf of the Board and management team, the CEO presented a gift of a print by artist Cora Murphy, a framed photographic collage and a certificate of appreciation to the President to mark the end of her term of office.

Board members expressed their appreciation to the President for her leadership, compassion and the personal approach she brought to the role, particularly her practice of taking the time to engage with members individually. It was noted that her contribution would be greatly missed.

In response, the President thanked the Board, the CEO and management team for their support and kind words.

There being no further matters for consideration, the meeting ended at 17.30hrs.



Bord Altranais agus  
Cnámhseachais na hÉireann  
Nursing and Midwifery  
Board of Ireland

**Signed:** \_\_\_\_\_

**Dr Louise Kavanagh McBride  
President**

**Date:** \_\_\_\_\_