



Facilitating management  
development for the health  
services in Ireland

## *Annual Report 2000*



## Introduction

The year 2000 was another very active year for the Office for Health Management. Highlights of the year included the initiative in promoting and facilitating personal development planning within the health services, the launch of two new leadership programmes and a programme of executive coaching for top and senior managers. A stimulating cross-border conference on working with diversity in the health services is likely to lead to further developments on this topic in the years ahead. A full programme of Masterclasses widened perspectives on healthcare management in Ireland. Finally, the identification of nursing management competencies stimulated great interest within the nursing profession.

Figures in brackets throughout the report refer to issues of our newsletter where the activities concerned are outlined in greater detail.

## The Role of the Office for Health Management

The Office for Health Management was established by the Minister for Health and Children to implement the **Management Development Strategy for the Health and Personal Social Services in Ireland**, published in 1997. The role of the Office is primarily a facilitative one, to commission management development programmes on behalf of employers for staff in the health and personal social services. We recognise that employers have primary responsibility for the management development of their staff and the Office intervenes only when a gap is identified in existing service provision or when a programme is best provided across the health services rather than within individual organisations. The Office may however support management development initiatives by individual employers when the initiative is felt to be of interest to the service as a whole as a demonstration project. The Office also seeks to identify and promote best practice in management

development and management generally through its newsletter, website and management guidelines on selected topics.

The Office is currently confining its role to facilitating management development and has not intervened in relation to healthcare management education. Although not itself a provider of management development services, the Office for Health Management does directly offer a small number of Masterclasses on management topics every year to selected or invited groups of managers.

The staff complement of the Office is small, deliberately so, as the Office calls on staff of the health service to participate in projects, steering committees and development programmes. This has a dual benefit; it ensures that we are in constant touch with the needs and issues for health service managers and it provides an opportunity for health service managers to reflect on developmental issues for the service as a whole.

Many of the Office's commissioned programmes are held in regional locations around the country. This is to ensure outreach to the regions outside Dublin and also to minimise and equalise travel costs to some extent across the regions.

# Strategic Development

## Management Competencies

Management competencies can be a useful tool in the recruitment, selection and development of staff. They must however be identified in a rigorous manner and described in terms that are understandable and acceptable to key stakeholders. The Commission on Nursing recommended that the Office undertake a study to identify the management competencies required of nurse managers at front line, middle and senior management levels. Accordingly, a study to identify those competencies was commissioned and completed during 2000. Copies of the report were widely circulated and are available for downloading from our website. In addition, the Office offered employers the option of availing of briefing seminars on the use of the competencies. (4/2000)

In order to facilitate nurse managers who wished to develop their managerial skills, the Office took steps during the year to further develop the competencies and make them available as assessment tools. Questionnaires to measure levels of performance of each competency were developed and are being piloted. It is planned that these will be available online on our website.

Nurse managers who wish to do so can then assess themselves in terms of each competency. They will also be able to get their colleagues/staff to assess them in a 360-degree feedback exercise. In addition, a development pack of resources to enable nurse managers to develop themselves will be available. It is planned that this service will be available online during 2001.

Recognising the benefit of management competencies for all managers, the Office, towards the end of 2000 commissioned two further studies to identify management competencies. One is to identify the management competencies for staff engaged in general management in the health services (excluding the most senior level) and the

other is for managers of professional services. It is expected that these studies will be completed in the latter part of 2001. They will, subsequently, be available for use online.

## Personal Development Planning

The Personal Development Planning Strategy Group was established to work with the Office to identify resource materials and tools to facilitate personal development planning and to test the viability and acceptance of this approach to development. It was tested at a number of pilot sites comprising multidisciplinary staff in discreet management units at diverse health and personal social service settings. (1/2000)

The objective of this process was to enable the strategy group identify the critical success factors which could be used to gain commitment and support from top and senior management and staff to the concept of personal development planning as a method of staff development. The recommendations of the first pilot exercises resulted in a second wave of pilot sites being established in 2000. This was to test the validity of the critical success factors identified through the first exercise. Simultaneously, research has been undertaken to evaluate if this form of staff development has a measurable improvement on the service being provided and on the individuals themselves. The second group's findings will be evaluated in early 2001. (5/2000)

## International Contacts

The Institute of Policy and Management in Health Care, Erasmus University Rotterdam contacted the Office for Health Management to arrange a four-day study trip to Ireland at the request of thirty-one directors. The aim was to enable the directors to learn more about the Irish health care system because they felt there were parallels between Ireland and The Netherlands. The

directors represented different healthcare institutions, ranging from hospitals to elderly homes.

A briefing meeting was held in the Office for Health Management, in association with the European Health Management Association. Site visits were arranged to the Department of Health and Children and St. James's Hospital to look at the structures and systems of the Irish health sector.

The Office participated in the European Health Management Association's annual conference in Sweden, where the Deputy Director chaired workshop sessions on enhancing the role of the consumer and also presented a paper on the role of the Office.

## Organisation Development

The Office has been supporting the development of a small cross-service network of persons engaged in organisation development (OD) and change facilitation. The purpose of the network is to share experiences and learning and to further develop OD skills. Ultimately, the network aims to heighten awareness of the benefits of OD for the health and personal social services. During the year the Office sponsored four members of the OD network to attend and present papers at a European seminar on organisational change in health in Bayonne, France. The seminar was organised by the European Society of Projectics.

## Consultative Process

The Office continued to consult during the year with key actors in the healthcare system in order to identify emerging developmental needs and to obtain feedback on its existing services. Discussions have been held with the following agencies and associations.

## Consultative Group

Our consultative group comprises representatives of all health service employers (see appendix for group membership). During 2000 the group met regularly to review the operation and future plans of the Office.

## Department of Health and Children

Meetings were held during the year to present and review the Office's service plan and to discuss potential new developmental initiatives.

## Health Service Employers Agency

Discussions were held during the year with senior officials of the Health Service Employers Agency on matters of mutual interest.

## Representative Associations

Contacts were maintained during the year with senior officials of the main representative groups.

## CEOs of Health Boards and Voluntary Hospitals

Consultations continued with the Chief Executive Officers of the health boards and the voluntary hospitals.

## Personnel Officers of the Health Boards

The Office commissioned a consultancy firm, on behalf of the health board personnel officers, to carry out a study to facilitate the standardisation of some aspects of staff training policy across the health boards. This study was carried out in consultation with training and personnel officers in all the health boards and was nearing completion at the end of the year.



# Central Development Initiatives

## Clinicians in Management

The Clinicians in Management initiative is about giving health professionals a greater say in the planning and management of health services. The Office has a central role in supporting this initiative through training and development interventions and through supporting health agencies in the change process.

In 2000 the Office undertook to review the progress of the Clinicians in Management (CIM) initiative in the pilot sites involved. The overall purpose of the review was to collate best practice to date and to enable further support to be targeted accurately. The Office commissioned this work from a varied group of management consultants and a qualitative survey exercise was undertaken in thirty-one hospitals over several months with the following objectives:

- to assess progress with regard to the involvement of clinicians in management in each pilot site
- to decide the best way forward, and
- to identify the support and development needs of each site, differentiating between those needs best addressed locally and those to be met centrally by the Office for Health Management.

Following the review exercise, the Office commissioned two further Clinicians in Management discussion papers. The purpose of the first paper is to distill the findings from all the pilot sites into one comprehensive report in order to inform interested parties of the state-of-play of the initiative and to contribute to the progression of the involvement of clinicians by identifying barriers to and enablers of progress. The second paper focuses on the area of clinical leadership for

doctors. The purpose is to explore what it means to be a clinical leader, to identify the skills essential for effective clinical leadership and to assess how organisations can make it easier for doctors to perform effectively as clinical leaders. Both papers will be published and made available to interested parties in 2001.

During 2000 the Office further facilitated the Clinicians in Management initiative by supporting management consultancy assistance in many hospitals. The Office also convened regular consultative meetings of CIM project leaders. These meetings provide a forum for the project leaders to share experience and learn from each other as well as ensuring that the Office keeps in touch with what is happening on the ground. (1&5/2000)

## Top/Senior Management Development

The Office established a strategy group on top and senior management development to advise it on appropriate development initiatives for this group. In 1999 pilot programmes of action learning and executive coaching were provided for senior managers. These were evaluated this year and a report presented. Following a process of discussion and consultation it was decided to offer a programme of executive coaching to senior health service managers. Accordingly, the Chief Executive Officers of all health agencies were invited to nominate either themselves or a member of their senior staff to participate in the programme. The programme itself consists of ten one-to-one coaching sessions spread out over twelve months with a professional coach chosen from a panel nominated by the Office. Towards the end of the year approximately thirty top and senior managers had signed up to participate in this programme that will be evaluated by the Office.

# Managing Diversity and Equal Opportunities

## North / South Conference “Embracing Diversity - the Development Agenda”

The Office for Health Management and Opportunity Now in the Health and Personal Social Services in Northern Ireland, jointly organised a conference in October 2000 that focused on embracing the issues of diversity, equality and leadership within the workplace. One hundred and forty delegates from the health services North and South attended the conference to create a mandate for undertaking joint work between the two host organizations. The conference keynote address was given by Ms. Gunnila Masreliez-Steen, a leading Swedish management consultant specialising in management and organisational development. Her address focussed on culture and difference in an increasingly global economy and the way this challenges existing frames of reference and demands new approaches to managing people. Male and female management styles were outlined and her concluding challenge was for health service managers to work constructively with these differences to create effective leaders for the future.

Ms. Irene Kingston, Director of Policy and Information, Northern Ireland Equality Commission, in the conference's second paper, highlighted the context of equality within the modern day workforce. This included the new Equality Commission for Northern Ireland, the business case for gender equality, the issue of dignity in the workplace and the organisational responsibilities to actively examine and investigate human resource practices.

The third paper presented by Ms Johanna Fullerton, a leading specialist on managing diversity and managing partner with Pearn Kandola, Dublin, identified the organisational “diversity drivers” facing managers and employees. A vision and model for organisational diversity was

shared and in concluding Johanna challenged all organisations to be flexible to accommodate difference and shift from equality to equity, from conformity to flexibility, from compliance to competitive advantage and from “nice to have” to a business imperative to implement.

The conference also had “think tank” workshops to consider action learning, mentoring and organisational systems that challenge traditional thinking to positively manage diversity and create real equality in all aspects of organisational life. In synthesising the messages and learning, Rabbi Julia Neuberger closed the conference suggesting that there was a clear conference mandate for cross-border mentoring, mentoring sets and learning sets. (6/2000)

## North / South Contacts

During 2000, existing links with the “Opportunity Now” Equal Opportunities Committee for the Health and Personal Social Services in Northern Ireland were strengthened further. While the main focus of this cross-border linkage was the planning and organising the North / South conference above, opportunities for sharing learning and benchmarking best practices were also identified and these will be explored in 2001.

## Business Case

Work continued as planned in 2000 on researching the business case for equal opportunities and managing diversity in the health services. Whilst it had been anticipated that the business case would be complete in early 2000, in the course of researching and planning the North / South conference, it became apparent that the strategic way forward was about managing talent and difference in the health services. It was decided therefore, to draw up a position paper to make the case for managing diversity in the health services. To this end, further research and exploration of the issues has commenced and it is expected that this process will be complete in mid 2001. (1/2000)

## Women's Regional Networks

The Office has been supporting the formation and development of regional women's networks since June 1998 and this continued in 2000. The Office funds professional facilitation of the first four meetings of each regional group and during 2000 also funded additional facilitation when requested by some groups.

By the end of 2000, regional networks were established in five health board regions. These were all at various stages of development. In particular, January 2000 marked the presentation of the North Eastern Regional Women's Network action plan to the health board's Chief Executive and members of the North Eastern Health Board. Following acceptance of the action plan, Ms. Mary Wallace T.D. Minister of State at the Department of Justice, Equality and Law Reform, officially launched the network in February 2000 and the network has been very active in its health board region since. In addition, the North Western Health Board presented its action plan to employers during 2000 and the official launch of the network is planned for the first half of 2001. (2/2000)

In order to further develop the diversity networks and to meet the needs identified in some of the action plans, the Office commissioned a "Core Skills for Professional Facilitation" programme for the North Eastern Health Board. This two-day programme, which commenced in November 2000, was followed by six days of action learning and these continue into 2001. Half the programme participants were members of the regional network. A similar programme has been commissioned for the Midland Health Board and this will commence in early 2001.

A meeting of the Women's Regional Networks representatives was held in August 2000 to review progress, share experiences and facilitate networking across health boards.

## New Millennium Leadership Development Programmes

Following an independent evaluation of the two 1998-9 programmes carried out by the Office for Public Management, the Office for Health Management offered the programmes again placing more emphasis on line manager involvement. The two new programmes have a multi-disciplinary mix of participants and were open to all employees in the health and personal social services with demonstrable leadership potential. The programmes were advertised at the end of 1999 and nine hundred expressions of interest were received for the sixty places on the programmes. Participants were selected following a rigorous selection procedure. During the programmes they are exposed to a range of learning tools including mentoring, learning sets, shadowing and personal development planning.

A workshop on career planning has been arranged for participants of the 1998-9 programmes in March 2001. Further workshops will continue on an annual basis.



## Programmes Commissioned for Specific Groups

### First Time Managers

The management development strategy recognised the necessity to address the development needs of managers entering into a managerial role for the first time. The Office accordingly commissioned a training package for first time managers. This initiation programme for health service managers has been developed, piloted and was launched in 2000. Employers have been informed of the options open to them in providing this programme to their staff, including having the programme delivered by their own staff. (1/2001)

### Training Package- Front Line Supervisors in the Ancillary Services

As part of a partnership initiative the Office, at the request of the Department of Health and Children and SIPTU commissioned a training package for frontline supervisors.

The package has been developed and piloted with three cohorts of 15 frontline supervisors and will be available to employers as a finished product in early 2001.

### General Managers - Community Services

The Office continued to support the development of community services general managers during the year following an evaluation of their development in 1999. This indicated a positive reaction to both the formal programme, the learning sets and a desire for ongoing development from this group. At the participants' request, a two-day workshop was organised in September. This workshop was designed to share experiences in change management, integrated services planning and to develop skills in matrix management. Following this workshop the group

requested continued support from the Office for Health Management in the form of annual workshops. A workshop has been scheduled for March 2001, and Programme Managers/Assistant Chief Executives/Regional Managers have been invited to participate in this two-day event.

### Capital Project Managers

With the advent of the National Development Plan, which involves projected spending of £2 billion over the next five years in the health services, the Office commissioned a training course on managing capital projects which was run four times in 2000. This was at the request of Chief Executive Officers of the health boards. The four day course covered a broad range of capital project management topics including option appraisal, brief preparation, tender design and construction, compilation of project handbooks, design risk assessments, technical and operational commissioning and project evaluation. The demand for participation on this course has led to plans to run it on further occasions in 2001. (1/2001)

### Nursing Programmes

During 2000, the Office was involved in the commissioning of management development programmes for middle nurse managers and clinical nurse managers 2 and 3. This was carried out on behalf of the "Empowerment of Nurses and Midwives Steering Group - An Agenda for Change". The content and design of these development programmes is congruent with and tailored to the nursing management competencies framework. A total of 140 participants have been selected and the first pilots are due to commence in January / February 2001. Two provider groups have been selected for each of the three levels of nursing management. One provider group comprises a consortium involving I.P.A., U.C.C., University of Leeds and University of York. The other provider is SectorWide Europe Ltd. The programmes will be quality assured through an



agreed evaluation process that will be carried out by Saville and Holdsworth Ireland Ltd. The result of the evaluation will inform the second set of pilot programmes which are planned for the autumn of 2001. (1/2001)

In addition, the Office continued to support the development of the directors of nursing of the major academic teaching hospitals and of directors of nursing of Band 3 hospitals. The support was provided in the form of sponsoring developmental workshops for these groups.

### Supervisors of Inter Country Adoptions

On behalf of the Chief Executive Officers of the health boards, the Office for Health Management commissioned a one-day needs assessment workshop for the supervisors of workers involved in inter-country adoption procedures in July 2000. This was followed by a two-day management development workshop in September 2000.

### Benchmarking Seminar

A half day seminar on benchmarking in the acute sector was organised for the chief executives of the major academic teaching hospitals during the summer. The seminar was led by staff from CHKS in the UK.

### Workshop on Strategy for Elderly Services

The Office commissioned a pilot workshop for managers to consider strategies for better serving the needs of the elderly. The workshop was led and facilitated by Dr Cyprian Devine-Perez from the United States of America. Dr Devine-Perez has a Ph.D in Health Policy and Finance. The main focus of her work has been in the area of strategic planning, operational improvements and knowledge management. The workshop was attended by a multi-disciplinary group of managers from all facilities in the Midland Health Board with responsibility for aspects of the continuum of care including acute services, long

term services, rehabilitation services and day care services. This event was planned in the context of the National Development Plan and a proposed new strategy on services for the elderly from the Department of Health and Children. (5/2000)

## Masterclasses

During the year a programme of Masterclasses was offered to different groups of managers.

### *Meredith Belbin*

Dr Meredith Belbin, an internationally recognised expert and author on teamwork, led the first Masterclass of the year entitled 'Beyond the Team: Changing the Way We Work'. Dr Belbin, who is regarded as the father of teamwork theory, is a graduate of Cambridge University and is now Senior Associate of the Institute of Management Studies at Cambridge University as well as Visiting Professor in Leadership at Exeter University.

During the Masterclass participants had the opportunity to consider the various kinds of team role contributions and the factors that help and hinder the effective working of teams. (2/2000)

### *Wayne Taylor*

Dr D Wayne Taylor, Director of the Health Services Management Programme at McMaster University in Canada, came to Ireland for two weeks at our invitation. During that period nine Masterclasses were held on a regional basis throughout the country on the subjects of Corporate Governance and Results Management. Dr Taylor is an expert in the area of strategic planning, health service management and total quality management.

The aim was to improve the outreach of the Office's Masterclass programme. Feedback from health agencies was positive particularly as it facilitated groups of people who work together to take time out and work through issues together. (2/2000)

### *Edward Hubbard*

Colonel Edward Hubbard delivered two Masterclasses entitled 'Human Potential: A State of Mind'. Colonel Hubbard has retired from the US airforce and is now an author and international speaker on motivational thinking and behaviour. During the Masterclass he shared the valuable lessons he learned during 2,420 days as a prisoner of war in North Vietnam. From that harrowing experience he distilled a set of positive lessons for the fuller realisation of human potential. Beyond helping him survive as a prisoner of war, they helped him achieve success following his release from prison. Participants had the opportunity to discuss his theories on human capacity and to explore how to motivate and get the best from themselves and their staff. (3/2000)

### *Rennie Fritchie*

Dame Rennie Fritchie DBE, a leading consultant on organisational change, led a Masterclass on the subject of managing change through organisation and management development. Dame Rennie is a portfolio worker who has a number of positions, which include Honorary Visiting Professor with a chair in Creative Leadership at York University and Chair of Council and Pro Chancellor of Southampton University. She is a Civil Service Commissioner and has been appointed Commissioner for Public Appointments. She is also co-author of a number of books and publications. The key issues covered in the Masterclass included organisation development, managing partnerships and conflict in organisations. (3/2000)

### *Aidan Halligan and Jacqueline Geoghegan*

Clinicians and managers from health agencies countrywide attended the Masterclass entitled 'Team Based Decision Making for Better Patient Care' delivered by Professor Aidan Halligan and Ms Jacqueline Geoghegan. Aidan Halligan is a

graduate of Trinity College Dublin and Professor of Fetal Maternal Medicine at the University of Leicester and Leicester Royal Infirmary. He has been appointed to the post of Director of Clinical Governance for the NHS. During the Masterclass he explored the meaning of clinical governance and the link to quality patient care. (4/2000)

Jacqueline Geoghegan trained as a nurse and had a clinical career in the field of gynaecology before becoming Director of Nursing of Southmead Health Services Trust in Bristol and then Nurse Advisor for Kingston and Richmond Health Authority. Jacqueline developed and implemented the first British model of Shared Governance and helped other Trusts to develop such models. She is a member of the board of the European Shared Governance Network and a Visiting Fellow of the School of Health and Social Care, University of West of England. During the Masterclass she outlined the definitions and models of Shared Governance as well as demonstrating the potential benefits to organisations and professionals from this way of working. (4/2000)

### *Linda Aiken*

Dr Linda Aiken, Director of the Centre for Health Outcomes and Policy Research and Professor of Nursing and Professor of Sociology at the University of Pennsylvania in Philadelphia addressed the subject of retention strategies for nurses and midwives. The Office organised the Masterclass, at the request of the Department of Health and Children, to explore the workforce retention strategies of American magnet hospitals in the context of turnover issues in the Irish health service. Magnet hospitals are defined as organisations, which are consistently able to retain well-qualified nurses even during periods of acute shortages. A broad representation of senior nurse management from health service providers as well as from the Department of Health and Children and nursing education attended this event. (1/2001)

## Maureen Dixon Lecture

The second annual Maureen Dixon lecture took place in October. This lecture series was inaugurated by the Office to commemorate the late Dr Maureen Dixon, one of the authors of the management development strategy for the health and personal social services that the Office was established to help implement. Rabbi Julia Neuberger, Chief Executive of the King's Fund, delivered the 2000 lecture. She addressed the topic of "Working with Difference". She examined the range of differences between people that affect the health services, differences such as ethnic, religious, age, professional and gender. In a challenging address, she argued that health services should aim to ensure that they reflect the populations they serve at all levels of their organisations, both in terms of building responsive services and by acting as responsible employers. (6/2000)

## Dissemination of Knowledge

### Knowledge Centre

The Office's website is being developed as a knowledge centre for managers wishing to develop themselves. A cornerstone of that development will be the management competencies that are being identified for all managerial staff (see above).

Managers who wish to develop their management skills/knowledge will be able to enter our website and complete a diagnostic questionnaire in relation to the set of competencies for their management level/type. They may also get a number of their colleagues to complete the questionnaire on them thereby giving them 360-degree feedback.

Alternatively, they could just go straight to the section under each competency where a range of learning materials are identified, such as articles, books, links to other appropriate sites, suggestions of courses on or off line, learning activities, etc. It will then be up to them to pursue a personal development route of their choice.

We are also in the process of setting up a database of information on providers of management development for the health services. Providers will be invited to input and regularly update information on their services. This information will be accessible on our website.

The Office's guidelines on management topics can also be downloaded from our website. These are on job analysis, how to prepare for interview and how to prepare a CV. Discussion papers on clinicians in management can also be accessed through our website. A workbook on personal development planning was also in preparation during the year.

### Newsletter

The newsletter was published on six occasions in the year 2000. Thirteen thousand copies of each newsletter were printed and circulated throughout the health services, through employers. We intend that every staff member with management and supervisory responsibility within the health services should receive a copy of our newsletter. We also have a substantial mailing list of individuals who receive the newsletter directly.

### Guidelines on Coaching and Mentoring

The Office prepared guidelines on coaching and mentoring during 2000; these guidelines are intended to provide health service staff with an overview of what is involved in mentoring and coaching. Again, these guidelines can be obtained from the Office directly or can be accessed through our website. (1/2000)

### E-Learning / Financial Literacy

It is our belief that e-learning has a major role to play in management development programmes initiated by this Office. Whether it is as a stand alone method of learning or integrated with traditional development techniques will depend on the nature of programme being delivered.

With this in mind the Office will be taking the opportunity in 2001 to introduce e-learning to health service managers, who indicated during a stocktaking exercise commissioned by the Office, that they were concerned about their skills in relation to the management of financial resources.

The Office is currently developing a web-based package and CD Rom from what initially was to be a traditional training package in financial literacy. This e-learning product is expected to be available by 2001.



## Other Activities of the Office

### Provision of Advice

During the year Office staff advised employers on issues relating to management development. Members of staff also served on a number of interview boards at the request of the Local Appointments Commission and health service employers.

### Participation in Groups

Staff of the Office also participated in a number of fora and groups of relevance to our function. Chief among these in 2000 were:

Denis Doherty, Director, was a member of the Medical Manpower Forum and also President of the Healthcare Management Section of the Royal Academy of Medicine in Ireland.

Laraine Joyce, Deputy Director, was the Chair of the Nursing Education Forum, and Ann Judge served as Secretary to the Forum.

Alan Smith, General Manager, was a member of the Expert Group on Paramedics.

Alan Smith and Ann Judge were members of the Empowerment of Nurses and Midwives Steering Group.

Jacqueline Crinion was a member of the steering group for the Study of the Nursing and Midwifery Resource.

## Presentations

The following presentations were made during the year by Office staff:

### Denis Doherty

“Clinicians in Management - The Irish Experience,” presentation to Chartered Society of Physiotherapy Managers Conference, ‘Frontieres and Beyond’.

“Ireland - Reforms and Opportunity,” presentation to Institute of Healthcare Management - A Council of the Isles.

“Embracing Diversity - the Development Agenda”, opening presentation at the Office for Health Management / Opportunity Now, North/South Conference.

### Laraine Joyce

“Nursing Education: Changing by Degrees?” Guest Speaker at the opening of the Royal College of Surgeons in Ireland Annual Nursing and Research Conference.

“Nursing Education for A Practice Discipline” Guest Speaker at the graduation of student nurses, Adelaide and Meath, Incorporating the National Children’s Hospital, Tallaght.

“Developing Managers: A Push for the Centre”, presentation of a paper at the European Health Management Association Annual Conference.

“The Role of the Office for Health Management” presentations to directors of nursing in the Eastern Health Board and to band 3 directors of nursing.

### Alan Smith

“The Role of the Office for Health Management,” presentation to the Association of Psychiatric Nurse Managers.

### Ann Judge

“Pre-registration Nursing Education in Ireland - Agreeing a Strategy for 2002”, Guest speaker at the graduation of Waterford Regional Hospital nurses presentation and co-presenter of a paper with Dr. Laraine Joyce at the Nurse Education Today Annual Conference in Durham, England.

“The Role of the Office for Health Management” presentations to:

- St Luke’s Hospital, Rathgar, Dublin
- Principal Speech and Language Therapists

### Jackie Crinion

“The Role of the Office for Health Management”, presentation to Our Lady of Lourdes Hospital, Drogheda and St. Lomans Hospital, Dublin.

# Appendix

## Office for Health Management Staff

Director: Denis Doherty

Deputy Director: Laraine Joyce

General Manager: Alan Smith

Development Specialists:  
Jacqueline Crinion, Ann Judge,  
Caroline O'Regan

Information Specialist: Pat Smyth

Senior Administrative Assistant:  
Claire Moyles

Administrative Assistants: Siobhán  
Walsh, Kay Ellis

## Members of Consultative Group

Larry Bane, Personnel Officer,  
Midland Health Board

John Byrne, Personnel Officer, Mid  
Western Health Board

Noel Cassidy, Personnel Officer, St  
Vincent's Hospital, Elm Park

Mary Crowe, Personnel Officer,  
Mater Misericordiae Hospital

Denis Fenton, Personnel Officer,  
Southern Health Board

Mary Kelly, Director of Human  
Resources, Northern Area Health  
Board

Willie Murphy, Director of Human  
Resources, North Western Health  
Board

Michael O'Hagan, Personnel  
Officer, St James' Hospital

John Pepper, Human Resource  
Manager, Hospitaller Order of St  
John of Gods

Mairead Shields, Human Resource  
Manager, Tallaght Hospital

Personnel Officer, Beaumont  
Hospital

John Sullivan, Personnel Officer,  
Western Health Board

Vivienne Tegg, Acting Personnel  
Officer, South Eastern Health  
Board

Larry Walsh, Personnel Officer,  
North Eastern Health Board

Pat O'Byrne, Assistant Principal of  
External Personnel, Department of  
Health & Children

Tony McMahon, Director of  
Human Resources, South Western  
Area Health Board

Pearse Costello, Director of Human  
Resources, East Coast Area Health  
Board

In addition, two representatives of  
the Association of Hospital Chief  
Executives and two representatives  
of the Disability Federation of  
Ireland attend.

## Members of Top/Senior Management Development Strategy Group

Sheelah Ryan (Chair)  
Chief Executive Officer  
Western Health Board

Brian Conlan, Financial Controller  
Mater Hospital

Brid Clark  
Assistant Chief Executive Officer  
South Western Area Health Board

Geoff Day  
Assistant Chief Executive Officer  
North Eastern Health Board

John Cregan  
Deputy Chief Executive Officer  
Midland Health Board

John O'Brien  
Assistant Chief Executive Officer  
Mid Western Health Board

Nicky Jermyn  
Chief Executive Officer  
St Vincent's Hospital

Pat Gaughan, Programme Manager  
North Western Health Board

Pat McLoughlin  
Director of Planning &  
Commissioning  
Eastern Regional Health Authority

Tom Beegan, Programme Manager  
South Eastern Health Board

Tom O'Dwyer, Programme Manager  
Southern Health Board

## Members of Personal Development Planning Group

John Pepper (Chair)  
Human Resource Manager  
Hospitaller Order of St John of  
Gods

John Brehony, Training Officer  
Northern Area Health Board

Willie Murphy  
Director of Human Resources  
North Western Health Board

Ger Boland, Training Officer  
St Michael's House

John Bulfin, General Manager  
Midland Health Board

Gerry O'Dwyer  
Deputy General Manager  
Southern Health Board

Catherine McDaid  
Director of Programmes  
Tallaght Hospital

Michael O'Hagan, Personnel Officer  
St James's Hospital Board

Eamonn Fitzgerald  
Deputy Chief Executive  
St Vincent's Hospital

Pat Smyth, Chief Executive  
Leopardstown Park Hospital Board

Mary Sheehan, Staff Facilitator  
South Western Area Health Board

Vivienne Tegg, A/Personnel Officer  
South Eastern Health Board

Sean Conroy, Programme Manager  
Western Health Board

# Office for Health Management

## Financial Data 2000-1999

### Income and Expenditure Account

	Year ended 31/12/2000 IR£	Year ended 31/12/1999 IR£
<b>Income:</b>		
Department of Health and Children Allocation	1,375,000	925,000
Allocation deferred	-475,000	-47,722
Other Income	217,229	317,822
	<u>1,117,229</u>	<u>1,195,100</u>
<b>Expenditure:</b>		
Pay expenditure	272,344	121,833
Non-pay expenditure	824,511	1,044,900
	<u>1,096,855</u>	<u>1,166,733</u>
<b>Surplus for the year</b>	<u><u>20,374</u></u>	<u><u>28,367</u></u>

### Balance Sheet

	2000 IR£	1999 IR£
<b>Tangible Fixed Assets</b>	<u>109,073</u>	<u>89,575</u>
<b>Current Assets:</b>		
Debtors	150,980	225,347
Bank	693,758	261,128
	<u>844,738</u>	<u>486,475</u>
<b>Creditors</b>	<u>-795,139</u>	<u>-437,752</u>
<b>Net Current Assets</b>	<u>49,599</u>	<u>48,723</u>
<b>Total Net Assets</b>	<u><u>158,672</u></u>	<u><u>138,298</u></u>
<b>Represented By:</b>		
Income and Expenditure Account	<u>158,672</u>	<u>138,298</u>



# Meetings with Providers of Management Development

John Barnard, Learning Systems Ltd

Maria Betts, Success Coaching

Alan Clayton, Amadeus International

Helene Coyne and Tom Jones, MHC Associates

Suzanne Goodband, Sectorwide Europe

Steve Gorton, Enabling Development

Geraldine Grindley,  
Group and Interpersonal Training

Jane Keep

Hilary Maher, Limetree Consulting

Shane McQuillan, Capita Ltd

Rosie Miller and Lollie Tuckey, The Success Group

Donal O'Farrell

Brian Smyth, Synectics Ireland Ltd

Katy Sweeney, Galway Mayo Institute of  
Technology

# Notes

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