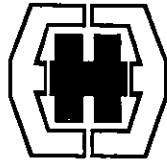


**Eastern Health Board
Bord Slainte an Oirthir**

Service and Operational Plans

2000

Personnel Department



Eastern Health Board

Service Plan 2000

Personnel Department

Personnel Department

Employment Control

The 2000 determination allows for the continuation of employment at the level approved for 1999. Our approved whole time equivalent employment ceiling is 10,188.33. The table below sets out our current employment position.

Grade	Total
Management/Administration	1,762.78
Medical/Dental	630.68
Nursing	3,252.19
Paramedical	1,153.83
Support Services	3,283.72
Maintenance	264.91
TOTAL	10,348.11

On foot of approved service developments in the 1999 Service Plan application is with the Department of Health and Children for adjustment to our employment control ceiling. Discussions are ongoing with the Department of Health and Children in this regard.

The employment of 619.5 additional whole time equivalent staff is required for service developments in 2000 as follows:

Additional Posts for 2000	Total
Acute Hospitals	98.0
Demographic Factors (Older Persons)	78.0
Children and Families	163.0
Health Promotion, Mental Health, Addiction and Social Development	175.0
Disabilities	5.0
Community Services	74.5
Personnel	8.0
Public Health	3.0
Finance	15.0
TOTAL	619.5

Service Provision

Through the provision of strategic human resource policies, procedures and activities the Personnel Department aims to provide the core skills and support necessary to enable all staff deliver an effective service.

The services provided include: Industrial Relations, Recruitment, Training and Development, Health, Safety and Welfare, Nursing Research and Development, Library and Information, Superannuation, General Administration and Staff Counselling.

Service Developments in 1999

- Two professional librarians were appointed to the Library and Information Service.
- The Library Management System was implemented on a pilot basis in Dr. Steevens' Hospital.
- The medical library service in James Connolly Memorial Hospital was established.
- The Staff Handbook was revised and improved.
- Intake for the academic year 1999/2000 in the General Nursing Registration / Diploma Programme was finalised.
- Intake for the academic year 1999/2000 in the Psychiatric Nursing Registration / Diploma Programme was finalised
- Intake for the academic year 1999/2000 in the Mental Handicap Nursing Registration / Diploma Programme was finalised.
- A policy on manual handling was adopted.
- The competency based interview system was consolidated.
- The major development of St. Brendan's Hospital was progressed under the Partnership model.
- The Bullying and Harassment policy was brought into operation.
- A Critical Incident Stress Debriefing service was implemented and debriefers trained.
- Baseline quality audit in nursing was completed in Crooksling, Clonskeagh, Baltinglass, St. Colman's and St. Vincent's Hospitals.

Table 13 Person Signes re
this

Planned Developments in 2000

The Personnel Department plans to further develop the services it provides by:

- ensuring open communication lines with the staff unions and associations in advance of March 1st 2000.
- reviewing the *Recruitment Policy*.
- continuing to explore opportunities to develop the partnership model in the development of services.
- the production and circulation of a procedural document for managers to deal with bullying/harassment.
- the implementation of our Board's Equal Opportunities Policy.
- providing access to training projects tailored to meet the needs of staff working with specific care groups.
- the continuation of the strategy to commission and provide post-registration programmes to meet the nurse education needs detailed in the *Report of The Commission on Nursing - A Blueprint for the Future*.
- carrying out a comprehensive review of the work of the Superannuation Section.
- developing training packages on significant risk issues such as manual handling and managing aggression
- the implementation of the main elements of the Safety Management Programme
- the continued implementation of the SAP-HR system and ensuring users receive basic IT training.

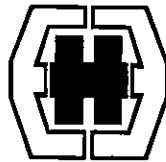
The Department of Health and Children's Letter of Determination sets out the following:

- Additional funding of £450,000 for Health, Safety and Welfare to be allocated as follows:

	<i>£m</i>
Additional staffing	0.060
Health and Safety Training Programmes	0.080
Occupational Health	0.017
Manual Handling Equipment	0.085
Improvements to Buildings and Equipment	0.121
Compliance with Enforcement Notices	0.035
Smoke Free Policy Implementation	0.012
Glutaraldehyde Monitoring and Equipment	0.012
Health and Safety Information	0.018
Critical Incident Stress Debriefing	0.010
Total	£0.450m

- Additional funding of £100,000 for the continual roll-out of the computerised human resource system (SAP-HR)
- Provision of £0.102m for the development of Library and Information services as follows:

	<i>£m</i>
Library Management System	£ 0.027m
Regional Library Service Developments	£ 0.040m
Naas Library Development	£ 0.003m
Systems Librarian	£ 0.020m
Library Assistant	£ 0.012m
Total	£0.102m



Eastern Health Board

Operational Plan 2000

Personnel Department

OPERATIONAL PLAN 2000

Personnel Department

1.1 Mission Statement

Through the provision of strategic human resource policies, procedures and activities the Personnel Department aims to provide the core skills and support necessary to enable all staff deliver an effective service.

1.2 Letter of Determination

The Department of Health and Children's Letter of Determination sets out:

- an additional £0.450m for health and safety. This sum includes £0.060m for the pay costs of an additional 2 posts in 2000 and once-off funding of £0.390m.
- a provision of £0.102m to allow for further developments in the Library and Information Services.
- a provision of £0.100m to support the full year cost of implementing the Personnel, Payroll and Recruitment (PPARS) elements of the computerised Human Resource system (SAP-HR).
- a sum of £1.167m for the continued implementation of:
 - the General Nursing Registration/Diploma Programme in James Connolly Memorial Hospital (£0.155m);
 - the Psychiatric Nursing Registration/Diploma Programme (£0.316m);
 - the Mental Handicap Nursing Registration/Diploma Programme (£0.114m);
 - the Psychiatric Nursing Registration/Diploma in St. John of God (£0.338m) and St. Patrick's Psychiatric Hospital (£0.244m)
- an amount of £0.169m to continue to commission and provide post registration programmes for nurse education.
- a grant of £0.035m to fund the post of Professional Development Officer for the Institute of Community Health Nursing.
- a training resource of £0.100m for clinicians in management training.

1.3 Core Service Provision

The Personnel Department provides the following core services to managers and staff: Industrial Relations, Recruitment, Training and Development, Health and Safety Co-Ordination, Nursing Research and Development, Library and Information, Superannuation, Counselling and Information, General Administration and Occupational Health.

1.4 Health and Social Gain Focus

The publication of a Recruitment Policy, the establishment of an audit trail for all competitions, the training of interview boards, the more timely provision of employment contracts and the design of preventive risk management strategies has improved the service to staff and contributed to their physical and mental well being.

1.5.Strategic Policy/Planning Documents

The national and/or board documents which influence our service are:

The Health Strategy - Shaping a Healthier Future,

A Strategy for Health & Personal Social Services in the 1990's;

Eastern Health Board Staff Training & Development Policy, ✓

Eastern Health Board Training Programme 1999. ✓

A Management Development Strategy for the Health and Personal Social Services in Ireland.

EHB Recruitment Policy 1999

EHB Policy on the Employment of People with Disabilities

Circular 10/71

Continuing Research Education and Development for Nurses - EHB, 1997

Continuing Professional Education for Nurses in Ireland: A framework - An Bord Altranais, 1997.

Staff Counselling and Information Service Policy, 1993

Commission on Nursing

The Local Government Superannuation Schemes

EHB Complaints and Appeals Procedures

Partnership 2000 Pay/Productivity Agreements

PCW Pay/Productivity Agreements

is there an Equal Opportunities Policy?

1.6 Health Promotion Focus

The Board's policy document on bullying/harassment, the provision of on-going training for line managers and the staff counselling service promotes the awareness, reduction and management of stress. Health promotion and safety policies are developed and implemented through a programme of activities including advice and training. The Occupational Health section works closely with our Board's Health Promotion Department in promoting healthy lifestyles.

1.7.1 Customer Focus

A system of communication is in place to ensure that new legislation, interpretations and board policies are circulated to the relevant staff.

A customer focus module is a fundamental component of all supervisory and management training programmes. The nursing quality assurance training programmes include a feedback component on service users perceptions of the quality of care and the Developing Excellence in Nursing Programme part of which involves nurses interviewing patients and relatives to find out their views.

1.7.2 Freedom of Information

A staff member has been selected as FOI Resource Person to co-ordinate and monitor responses to FOI queries and to ensure that the Act is applied in an open, fair and consistent manner, within the allotted time schedule. Two further staff members have been selected as FOI Routine Access Persons. A competency based interview system is now widely used throughout our Board and candidates are provided with their interview score results.

1.7.3 Complaints and Appeals

New staff employed by the Board receive a staff handbook which details employment policy, employee entitlements and services for staff. In addition, an expanded policy document on Bullying/Harassment in the workplace is widely available. Both of these documents provide guidance for staff and managers on the steps involved in lodging and dealing with complaints. The Department provides advice and support in dealing with complaints locally. Appeals relating to local industrial relations decisions are managed through the department and may involve recourse to the Labour Relations Commission.

The Board's formalised Complaints and Appeals Procedures detail the steps involved and responsibilities of staff in dealing with complaints and appeals from service users.

1.8 Global Priorities

- The division of the current Eastern Health Board area into three areas presents major industrial relations challenges. The Personnel Department's priority is to ensure the transition takes place on March 1st 2000.
- A key objective for Year 2000 is to provide developmental support for senior management to cater for the re-organisation of all health and personal social services in our region.
- To provide an effective recruitment service as part of the planned Eastern Regional Health Authority Shared Services Unit.
- The implementation of the main elements of the Safety Management Programme and the development of a greater strategic approach to managing safety.
- To encourage nursing practice development through the establishment and accreditation of nursing development units.

1.9 Priority Objectives

Our priority objectives are to:

- avoid and manage conflict through on-going open communication with staff, managers, staff representatives and associations.
- provide management and supervisory training for all new managers.
- begin a formal consultation process with top level management in order to formulate an Organisational Development Training Strategy.
- continue the implementation of the computerised human resource system (SAP-HR) and ensure users receive basic IT training.
- review the Recruitment Policy after one year
- carry out a comprehensive review of the work of the Superannuation Section.
- develop training packages on significant risk issues such as manual handling and managing aggression.
- commission and provide post-registration education to meet the education needs outlined in *Continuing Research Education and Development for Nurses - EHB, 1997* and the *Commission on Nursing*.

1.10 Monitoring and Control Mechanisms

Regular meetings between the Personnel Officer and Heads of Personnel sections ensure issues are followed through by the appropriate individual to designated target schedules.

All programme/sponsorships are fully approved and funding earmarked in advance. Strict monitoring of course evaluation reports ensures the effectiveness of all training programmes. A pre-planned financial expenditure schedule is reviewed on a monthly basis. Following an internal review of the Recruitment Office during 1999, a more systematic way of providing competition statistics is now being introduced. The implementation of the Safety Management Programme will be subject to monthly reviews.

1.11 Classification and Structure of Service

The Personnel Department is headed by the Personnel Officer, who is a member of the Board's Management Team.

The Department includes :

- Industrial Relations, headed by an Employee Relations Manager,
- Recruitment, General Administration/Records and Superannuation headed by a Senior Executive Officer
- Training & Development, headed by a Senior Executive Officer
- Health and Safety Co-ordination and Occupational Health, headed by a Health and Safety Co-ordinator
- Staff Counselling, headed by a Counsellor
- Nursing Research & Development, headed by a Director of Nursing
- Regional Library & Information Service, headed by a Regional Librarian

The Regional Librarian has a reporting relationship with the Senior Executive Officer for Training and Development

2.0 General Review/Overview of 1999

- A policy on Bullying/Harassment in the workplace was formalised and distributed to all staff. Emerging cases indicate that formal training for line managers in dealing with this sensitive area may be required. While it is extremely difficult to effect standardised managers' responses to individual bullying cases, a more expanded document on this issue is also necessary.
- Initial consultations have taken place with all unions in advance of the creation of three area health boards to replace the Eastern Health Board and an industrial relations protocol has been agreed.
- The *Training Programme 1999* document listed the targeted service plan for the year. As this programme was being run on its first year, some amendments to the original schedule were required. Basic computer skills training were superseded by SAP training which has created a particular demand in this area.
- Increased activity levels in Recruitment reflect the additional work engendered by the development of services throughout our Board and consequent increased

staffing levels. The shortage of some grades of staff, most notably nurses, childcare workers and clerical officers has necessitated greater efforts in recruiting these grades.

2.1 Summary Activity Out-Turn

Number of staff training days provided	3510
Number of applications for assistance with the cost of private study	255
Number of staff in receipt of sponsorships	58
Number of NCHD refunds paid	130
Recruitment Competitions	298
Job Applications	6430
Appointments made	1386
Career Breaks Applications	286
Job-Sharing Applications	541
Resignations	410
Workplace Safety Audits	180
Numbers undertaking Health and Safety Training	192
Nurses completed study programmes	733
Counselling Referrals	195
Retirements, Lump Sums, Pensions Annuities	155
Refund of Superannuation Contributions	222

A smoking policy was formulated, the Critical Stress Incident Debriefing Service was established and a preventive strategy on violence in the workplace was developed.

A briefing session for managers was conducted on the implementation of flexibility and productivity measures contained in the PCW Agreements. Through on-going advice and assistance productivity gains are beginning to be realised throughout the Board in areas such as co-operation with roster changes, duty changes, flexible working hours and co-operation with new technology.

2.3 1999 Summary Personnel Numbers

Personnel Officer	1
Industrial Relations	8
Training & Development	5
Recruitment	14
General Administration	7
Superannuation	6
Library & Information Service	3.5
Staff Health, Safety and Welfare	6.5
Staff Counselling	1
Nursing Research and Development	2.5
Computerised Human Resources Project (PPARS)	6
Total	60.5

**Industrial
Relations
Section**

3.0 Industrial Relations Section

3.1 Service Description

- Advising and assisting managers on industrial relations policy.
- Dealing with collective industrial relations issues, grievance, disciplinary proceedings and work performance.
- Advising and assisting on the management of conflict and change.
- Advising and assisting the implementation of national and local productivity agreements.
- Interpretation and implementation of national and Board policy and procedures.
- Communication and negotiation with trade unions and staff associations and national agencies.

3.2 Purpose/Objective of Service

To ensure the effective management of change, the management of conflict and the adoption of best practice industrial relations policies and procedures.

3.3 Policy/Planning: Documents

Health Strategy 1994, Bullying/Harassment Policy Document, Grievance Procedure.

National and local agreements

3.4 Regulatory Framework

Health Act, Organisation of Working Time Act, Minimum Notice, Terms and Conditions of Employment, Maternity Protection Act, Payment of Wages Act, Unfair Dismissals Act, Industrial Relations Act and other relevant labour legislation and codes of practice.

3.5 Service Review of 1999

- Co-ordinating responsibility for the Eastern Region for the duration of the nurses' strike.
- Finalisation of the movement of Acute Psychiatric Service from St. Loman's Hospital to Tallaght Hospital.
- Formalised bullying/harassment policy adopted and circulated to all staff.
- Implementation of productivity measures on Main Trade Makes Good/Craftworker's Agreement .
- Revision and improvement of staff handbook, which is available to new staff.
- Production and circulation of pro forma contracts of employment for use by local managers to ensure compliance with good practice and relevant legislation.

3.6 1999 Summary Activity Out-Turn

A briefing session for managers was conducted on the implementation of flexibility and productivity measures contained in the PCW Agreements. Through follow-up Industrial Relations' assistance and advice on implementation procedures, and with the assistance of the Labour Relations Commission, productivity gains are beginning to be realised.. As some PCW Agreements contain specific flexibility clauses such as staff co-operation with roster changes, duty changes, flexible working hours and co-operation with new technology, the current trend has been to focus on these areas.

3.7 1999 Summary Financial Out-Turn

See Board's overall Service Plan

3.8 1999 Summary Personnel Numbers

Industrial Relations

Employee Relations Manager	1
Grade VII	2
Grade VI	1
Grade V	1
Grade III	3

3.9 1999 Service Developments

In 1999 it was planned to revise the Board's Employee Handbook and to adopt a policy on bullying/harassment in the workplace. Assistance was provided to implement the national and local productivity agreements. Training sessions were held for line managers on employment policy, employee entitlements, grievance handling and conflict management.

3.10 Attainment of 1999 Targets

- The Staff Handbook was revised and circulated to all new employees.
- A policy document on bullying/harassment in the workplace was formalised and circulated to all employees.
- Training sessions on industrial relations' policies and procedures took place.

3.11 Service Evaluation

Emerging cases indicate that specialised, formal training for some line managers on the management of bullying/harassment may be required. Experience also suggests that a more practical 'step-by-step' guide needs to be drawn up and circulated to enable managers ensure natural justice to all parties.



Service Provision in 2000

3.12 Resource Utilisation

Financial and staff resources will be employed in 2000 to maintain services at 1999 levels.

3.13 Service Developments in 2000

- Ensure open communication lines with the staff unions and associations in advance of March 1st 2000.
- Produce and circulate an expanded document on bullying/harassment for managers. //
- Ensure that managers realise productivity gains in relation to recently introduced national and local productivity agreements. //
- Avoid and manage conflict through on-going open communication with staff, managers, staff representatives and associations.

3.14 Monitoring and Control of Service Provision

Twice monthly meetings of senior staff in the Personnel Department with the Personnel Officer facilitates the monitoring of the service provided and ensures that issues are assigned and reported upon by the relevant person.

It is planned to conduct the current informal Industrial Relations staff meetings on a more formal basis from January 2000 to ensure that the appropriate assistance and advice is provided to managers.

3.15 Service Evaluation

It is planned to evaluate in 2000 the effectiveness of Industrial Relations training provided to line managers.

3.16 Priority Objectives and Targets for 2000

3.16.1. Objective No 1

Ensure smooth staff transition to new health board areas.

3.16.1.1 Target No 1

Keep lines of communication open with staff unions and associations.

3.16.1.2 Planned Action to meet Target 1

- Keep staff associations/unions informed and up-to-date through meetings and discussions.
- Appraise staff of arising developments as they become known.
- Address any staff or union concerns through the normal industrial relations machinery.

3.16.1.3 Performance Indicator No 1

- To include articles in the Eastern Health News and/or information update in staff payslips early in 2000.
- To hold meetings with staff unions/associations prior to March 2000.
- Comprehensive staff briefings completed before and after March 2000.

3.16.1.4 Target attainment – Monitoring arrangements

It is proposed to monitor the situation via the established network of managers to limit conflict and manage any arising situations either through advice, direct assistance or through the intervention of a third party.

3.16.2 Objective No 2

To enable all managers to effectively manage bullying/harassment in the workplace.

3.16.2.1 Target No 2

To identify and train line managers to cope in service areas shown to be most susceptible to bullying/harassment claims.

3.16.2.2 Planned Action to meet Target 2

- Issue a detailed ‘practical guide’ circular to line managers as a supplement to the Board’s guide to bullying/harassment. Emphasis will be on the ‘step-by-step’ procedures to be followed to ensure natural justice to all parties.
- Identify a practical, specialised course for managers on this issue, possibly with the assistance of external human resources consultants
- Train key line managers.

3.16.2.3 Performance Indicator No 2

- To draw up and circulate a ‘step-by-step’ practical guide to handling bullying/harassment in the workplace by May 2000.
- To identify a suitable specialised training course.
- To identify line managers to attend training sessions and set a training schedule by July 2000.
- To train line managers in key service areas by September 2000.

3.16.2.4 Target attainment - Monitoring Arrangements

Comparison of the number and extent of bullying/harassment claims with 1999. Feedback from line managers on the value of the course and advice from the Industrial Relations section.

3.16.3 Objective No 3

To continue to explore opportunities to develop the partnership model in the development of services .

3.16.3.1 Target No 3

To select specific suitable projects.

3.16.3.2 Planned Action to Meet Target 2

Monitoring of service developments in close liaison with program and line management.

3.16.3.3 Performance Indicator No 3

The establishment of partnership initiatives.

3.16.3.4 Target Attainment - Monitoring Arrangements

Formal meetings of Industrial Relations staff and participation on development committees.

Training

&

Development

Section

3.0 Training & Development Section

3.1 Service Description

Services provided by the section include:

- Devising and organising Board wide in-service training programmes
- Assisting staff with the cost of private study
- Managing sponsorship schemes
- Refunding Non-Consultant Hospital Doctor exam fees
- Advising senior management of training and development matters

3.2 Purpose/Objective of Service

The training & development interventions arranged by the section are designed to enable participants to develop a range of skills that will enable them operate with increased effectiveness and efficiency to improve services to clients.

3.3 Policy/Planning Documents

The national and/or board documents which influence our service are:

Shaping a Healthier Future, A Strategy for Health & Personal Social Services in the 1990's; Eastern Health Board Staff Training & Development Policy, Eastern Health Board Training Programme 1999. A Management Development Strategy for the Health and Personal Social Services in Ireland.

3.4 Regulatory Framework

Health Act 1970,

Health Amendment Act 1997,

Freedom of Information Act 1997,

Prompt Payment of Accounts Act 1998.

3.5 Service Review of 1999

- The *Training Programme 1999* document listed the targeted service plan for the year. As this programme was being run on its first year, some amendments to the original schedule were required.
- Basic computer skills training were superseded by SAP training which has created a particular demand in this area.
- Tender Applications for an Assistant Director of Nursing Programme were requested for the first time. The effectiveness of this process will lead to similar schemes being organised in year 2000.

3.6 1999 Summary Activity Out-Turn

Number of training days provided	3510
Percentage of total training days devoted to Management Development	39
Number of applications for assistance with the cost of private study	255
Number of staff in receipt of sponsorships	58
Number of NCHD refunds paid	130

3.7 Financial Out-turn 1999

The broad distribution of the budget in 1999 was as follows:

Corporate Membership (IPA)	£0.005m
Clinical Psychologists Post Grad.	£0.054m
Training	£0.324m
Sponsorships	£0.101m
Assistance towards the cost of private study	£0.110m
Total for Section	£0.594m

3.8 1999 Summary Personnel Numbers

Training & Development

Grade VII	1
Grade V	2
Grade IV	1
Grade III	1

3.9 1999 Service Developments

The Training and Development Programme was launched in January 1999 and has proved to be an effective medium for promoting access to all programmes.

3.10 Attainment of 1999 Targets

Performance Indicators

- A Customer Service training strategy for our entire Board has been formulated according to regional requirements, as the structured information becomes available. A Pilot Customer Service training initiative is now taking place in a hospital based context.
- The Materials Management Programme has been tendered and the project team is considering the most viable option for commencement in January. The formulation of a strategic development policy for this service is a key aspect of this initiative.
- The video based training scheme has been availed of in several areas

3.11 Service Evaluation

Every training and development programme provided is evaluated by the participants following its completion. 1999 was the first year tender applications were sought for training programmes. The two programmes selected for tender were Materials Management and the Assistant Directors of Nursing Programme. Early indications suggest that this process has been very effective and will be employed to a greater extent in year 2000.

3.12 Resource Utilisation

Staff levels 2000

Training & Development

Grade VII	1
Grade V	2
Grade IV	1
Grade III	1

3.13 Service Developments in 2000

- The implementation of our Board's Equal Opportunities Policy
- Further development of the annual Training Programme
- Provide access to training projects tailored for staff working with specific care groups.

— such 9 drafted

3.14 Monitoring and Control of Service Provision

Effective monitoring and control mechanisms ensure that all programmes and sponsorships are fully approved and funding earmarked in advance. Strict monitoring of course evaluation reports ensures the effectiveness of all training programmes.

3.15 Service Evaluation

Monthly evaluations of training and development activities provide a mechanism where actual costs are compared with planned expenditure. Activity levels are measured in a similar process. The effectiveness of our programmes are evaluated via written and verbal reports completed by participants

3.16 Priority Objectives and Targets for 2000

3.16.1 Objective No. 1.

Materials Management Training Programme

3.16.1.1 Target No. 1

To ensure all staff working in the Materials Management Programme receive training in the fundamental principles of Materials Management in line with the department's strategic objective.

3.16.1.2 Planned Action to meet Target 1

Programme to commence Jan/Feb 2000. External Training Consultants to be selected and programme content to be agreed.

3.16.1.3 Performance Indicator No. 1

.Module One to be completed and evaluated before summer 2000.

3.16.1.4 Target attainment – Monitoring Arrangements

Monthly review of progress in association with the Regional Materials Manager.

3.16.2 Objective No. 2

Racial Equality Training Initiative

3.16.2.1 Target No. 2.

To provide training for approximately 400 frontline staff in the area of Racial Equality and awareness. Joint initiative with Dublin Corporation.

3.16.2.2 Planned Action to meet Target No. 2

Programme to start in January with external facilitators initially.

3.16.2.3 Performance Indicator No 3

Review to take place in conjunction with Dublin Corporation in March/April 2000.

3.16.2.4 Target Attainment – Monitoring Arrangements

To train staff at approximately 40-50 per month initially up to the target figure of 400.

3.16.3 Objective No. 3.

Provision of additional core computer literacy training

3.16.3.1 Target No. 3.

To provide core computer literacy skills for staff new to the I.T. environment on a priority basis.

3.16.3.2 Planned Action to meet Target 3

To offer introductory I.T. skills training to staff recommended for such a programme as early in 2000 as possible, pending venue allocation.

3.16.3.3 Performance Indicator No.3

Bi-monthly reviews to monitor progress in the early part of 2000

3.16.3.4 Target attainment – Monitoring Arrangements

Within the first quarter it is aimed to provide an additional 200 training days to meet this demand.

Recruitment

**General Personnel
Administration**

&

Superannuation

3.0 Recruitment / General Personnel Administration / Superannuation

3.1 Service Description

The Recruitment Section advertises for permanent posts, prepares interview documentation, provides training for interview boards, processes competition results, prepares documentation for the appointment of permanent staff and issues contracts of employment.

The General Administration Section processes probations, increments, special leave, secondments, long term appointments, maternity leave, adoptive leave, medical indemnity, retirements, resignations, employment controls, service for incremental credit and provides support to line managers for all general administrative procedures.

The Superannuation Section verifies reckonable service for pension purposes and provides a comprehensive range of services to our Board's employees concerning their entitlements, benefits and options.

3.2 Purpose/Objectives of Service

- To recruit permanent staff members to the Eastern Health Board as required
- To oversee procedures for the recruitment of temporary officers and non-officers throughout the Board.
- To administer the Local Government Superannuation Schemes for staff members.
- To support line managers in general administrative procedures relating to personnel issues.

3.3 Policy/Planning Documents

E.H.B. Recruitment Policy 1999

E.H.B. Policy on the Employment of People with Disabilities

Circular 10/71

The Local Government Superannuation Schemes

1999 E.H.B. Service Plans

Freedom of Information policy

Complaints and Appeals Procedures

3.4 Regulatory Framework

Health Act 1970

Circular 10/71

Employment Legislation

Freedom of Information Act 1997

3.5 Service Review of 1999

- The level of demand for the services has increased significantly over the last number of years. This has led to an increased workload with continuous demand for new and replacement staff and increased numbers of Superannuation and General Administration enquiries. The shortage of some

grades of staff, most notably nurses, childcare workers and clerical officers has necessitated greater efforts in recruiting these grades.

- A unit of three staff members was dedicated to the processing of all Clerical Administrative competitions. Over 400 appointments/promotions were made as a result.
- A recruitment drive for permanent nurses in London and Dublin resulted in 47 appointments and an additional 91 nurses for appointment in early 2000.
- During 1999 the main challenges were the consolidation of the Competency Based Interview System, and the introduction of the SAP HR system which had implications for the staff in all three sections. The second of these challenges will continue to have implications for staff in terms of time and skill into the year 2000.
- Recruitment has been devolved to five local Area Managers.

3.6 Summary Activity Out-Turn

The 1999 statistics provide actual activity data to end October '99 and estimated year to date for November and December.

Activity	Centralised	Devolved
Number of Competitions	170	128
Applications Received	4803	1627
Appointments made	1180	206
Career Breaks	286	
Job-Sharing (including extensions)	541	
Resignations (including Non Officers)	410	
Retirements, Lump Sums, Pensions Annuities	155	
Refund of Superannuation Contributions	222	

3.7 Summary Financial Out-Turn

See Board's overall Service Plan.

3.8 1999 Summary Personnel Numbers

Recruitment	General Admin	Superannuation
	1 x Grade VII	
1 x Grade VI	1 x Grade VI	
2 x Grade V	1 x Grade V	1 x Grade V
3 x Grade IV	1 x Grade IV	1 x Grade IV
7 x Grade III	4 x Grade III	4 x Grade III

3.9 1999 Service Developments

- The Recruitment Policy Document was finalised and circulated in May 1999.
- The competency based interview system is now widely used throughout the Board. Training for all interview boards is provided.
- The introduction of the computerised human resource system (SAP-HR) required the allocation of time and staff for training and implementation.
- A reorganisation of workload has resulted in more timely provision of Contracts of Employment.
- Departmental regulations concerning the granting of incremental credit to temporary nurses were implemented by the General Administration Office. This generated an extensive workload in the form of answering queries verifying service and drawing up decisions for the granting of incremental credit.

3.10 Attainment of 1999 Targets

There were five main targets outlined in the Service Plan for 1999 for Recruitment, General Administration and Superannuation:

1. To devolve recruitment to local Area Managers: Recruitment was successfully devolved to five local Area Managers as follows: Children and Families Programme, Aids and Drugs Service, St. Columcille's Hospital, Naas General Hospital and James Connolly Memorial Hospital. Plans for further devolution are now on hold pending the establishment of the ERHA Shared Services Centre.
2. To further enhance and develop the new Recruitment Procedures: Monitoring of the procedures is taking place. Communication between the five local Recruitment areas and the Central Recruitment office occurs continually. Training in Interview Techniques continues.
3. To finalise and circulate the Recruitment Policy: This was completed in May 1999. The Central Recruitment Office assists local staff in the running of competitions for temporary or non-officer staff and provides advice on training as required. Audits are carried out on local competitions at intervals by Recruitment staff.
4. Review of Superannuation System: Due to staff shortages and an increase in workload it has not been possible to undertake this review.
5. To implement the SAP-HR system: The new system went live in October 1999. Implementation is ongoing.

3.11 Service Evaluation

An internal review of Recruitment was carried out during 1999. One of the areas highlighted included the difficulty in obtaining regular statistics on recruitment competitions. New collating and reporting methods are now being developed.

Service Provision in 2000

3.12 Resource Utilisation

Financial and staff resources will be used in 2000 to maintain services at 1999 levels and to facilitate the service developments..

3.13 Service Development in 2000

The number of Recruitment competitions will rise sharply in the year 2000 as a result of the establishment of the Eastern Regional Health Authority. The three Area Health Boards will recruit through a Shared Services Centre, and staffing levels for this centre are currently being considered.

The Superannuation and General Administration Sections will also form part of the Shared Services Centre. However it is envisaged that in the long term and as SAP-HR develops most of the work carried out by General Administration will be completed at local level.

3.14 Monitoring and Control of Service Provision

The service plan will be monitored by reports to the bi-monthly meetings of senior managers within the personnel department. To facilitate improved monitoring of service provision, the provision of statistics regarding workloads is being streamlined. Budget out turn will continue to be monitored to ensure that service is provided at reasonable cost.

3.15 Service Evaluation

Any service evaluations required by the Director of Shared Services Centre will be undertaken. Due to the evolving structure of the Shared Services Centre it is difficult at this stage to outline how the services will be evaluated during 2000.

3.16 Priority Objectives and Targets for 2000

3.16.1 Objective No. 1

To facilitate the transition from Eastern Health Board to the Eastern Regional Health Authority Shared Services Centre.

3.2.1.1 Target No. 1

To restructure the Central Recruitment to increase the efficiency and effectiveness of the service.

3.2.1.2 Planned Action to meet Target 1

To restructure the workload in order to have groups of staff specialising in the recruitment of certain grades e.g. clerical, nursing, medical or paramedical.

3.2.1.3 Performance Indicator No. 1

The restructuring will be complete by October, 2000.

*one of my
revisions*

one of my recommendations.

3.2.1.4 Target Attainment – Monitoring Arrangements

Statistics will be collated and monitored on the length of time taken to complete the recruitment process, from advertising to appointment.

3.16.2 Objective No. 2

To continue the implementation of SAP-HR and to maintain the modules already implemented.

3.16.2.1 Target No. 2

To extend the SAP-HR System to the Children and Families Programme and to the Drugs/Aids Services, enabling recruitment at local level.

3.16.2.2 Planned Action to meet Target 2

— one of my recommendations was to improve training.
Carry out a training needs analysis and provide necessary training to staff. Ensure Information Technology structure is in place

3.16.2.3 Performance Indicator No. 2

Go live in the target areas by the end of June 2000.

3.16.2.4 Target Attainment – Monitoring Arrangements

A project plan will be developed and monitored by the project manager.

3.16.3 Objective No. 3

To review our *Recruitment Policy*.

3.16.3.1 Target No. 3

To make the necessary amendments after one year in operation.

3.16.3.2 Planned action to meet Target 3

To get feedback from all users of the *Recruitment Policy* by way of circular letter seeking suggestions.

3.16.3.3 Performance Indicator No. 3

Feedback to be sought during the month of April 2000. A revised edition of the *Policy* will be published in the autumn.

3.16.3.4 Target Attainment – Monitoring Arrangements

Feedback will be analysed in May and June resulting in a first draft review which will initially be circulated within the Personnel Department.

3.16.4 Objective No. 4

To provide a more efficient and effective service in the Superannuation Section.

3.16.4.1 Target No. 4

To carry out a comprehensive review of the work of the Superannuation Section.

3.16.4.2 Planned Action to meet Target 4

To establish procedures to enable a workload audit take place.

3.16.4.3 Performance Indicator No. 4

The publication of the Review.

3.16.4.4 Target Attainment – Monitoring Arrangements

The review should be prepared by June, and its recommendations implemented where possible in the final six months of the year. Monitoring of this process will be the responsibility of the Grade VI Officer in Superannuation/General Administration, who will report to the Grade VII Officer.

Staff Health

Safety

&

Welfare

Section

3.0 Staff Health, Safety and Welfare Section

3.1 Service Description

Responsible for co-ordinating our Board's activities in employee health, safety and welfare. The Department is tasked with the implementation of the main elements of the Safety Management Programme and developing a greater strategic and policy co-ordination role.

3.2 Purpose/Objective of Service

The overall aim is to accomplish a progressive reduction of risk by setting identified targets in all areas of health and safety management.

3.3 Policy/Planning Documents

A comprehensive legal framework under the Safety, Health and Welfare at Work Act 1989 and other statutory provisions exist for managing health and safety.

3.4 Regulatory Framework

Health, Safety & Welfare at Work Act 1989

Health, Safety & Welfare (General Provisions) Regulations 1993

3.5 Service Review of 1999

The overall achievements of 1999 are significant toward achieving our ultimate aim of a consistent and compliant level of health and safety management.

Predominant among these achievements are those involving policy and training development in relation to manual handling, risk assessment, smoking and the critical stress incident debriefing service.

A preventive strategy on violence within the Board has been designed. The strategy is developmental and will continue to be monitored and reviewed in the year 2000.

3.6 1999 Summary Activity Out-turn

The following Table shows the summary out-turn for 1999:

Activity	Numbers
Improvement Notice Compliance	2
Workplace Safety Audits	180
Managers completed UCD Certificate in Health & Safety	10
Managers commenced UCD Certificate in Health & Safety	14
'Managing Aggression' Training	96
'Managing Safely' Training	60
Instructors 'Manual Handling' Training	12
Attendance at Occupational Health Unit	1593
Hepatitis B and Mantoux Clinics	58
Glutaraldehyde Clinics	8

3.7 1999 Summary Financial Out-turn

See Board's overall service plan.

3.8 1999 Summary Personnel Numbers

Staff Health, Safety and Welfare

Doctor	1
Nurse	1.5
Health & Safety Co-ordinator	1
Health & Safety Advisor	1
Grade III	2

3.9 1999 Service Developments

The Board's disbursement of funding was allocated to training programmes in manual handling, managing aggression, health & safety management training, improvements to safety critical aspects of buildings & equipment, procurement of manual handling lifting devices and the establishment of the Critical Incident Stress Debriefing Service.

3.10 Attainment of 1999 Targets

- In March 1999 the revised Safety Management Programme for 1999 to 2001 was launched.
- An additional part-time occupational health nurse was appointed
- Regionalisation of the Occupational Health Service to the north side of the city was undertaken..
- A number of one-day 'Managing Safely' courses was provided
- A health surveillance and air-monitoring programme for staff exposed to glutaraldehyde was developed.
- Our Board's Smoking Policy was formally adopted in March 1999.
- The Critical Incident Stress Debriefing Service was established.

3.11 Service Evaluation

All training courses are evaluated as a method of assessing training suitability, the findings of which are used to inform the design of future training and policy initiatives.

Service Provision in 2000

3.12 Resource Utilisation

Service provision will be enhanced to meet the planned developmental needs for the Year 2000 by the addition of two full-time Health and Safety Advisor posts. In addition core resources will be concentrated on the development of a greater strategic and policy co-ordination role through a programme of activities involving training, education, risk management, inspection and auditing.

3.13 Service Developments in 2000

The addition of two posts in 2000 at a cost of £0.060m is a significant contribution toward the implementation of the Service Plan provisions.

3.14 Monitoring and Control of Service Provision

The implementation of this plan will be subject to monthly reviews with the principle aim of feeding information on progress back into the Safety Management Programme.

3.15 Service Evaluation

Evaluation of all training programmes will be evaluated by means of a post course questionnaire and through informal feedback from participants. Feedback on all other areas of service delivery will be gathered through the Boards consultative forums on health and safety.

3.16 Priority Objectives and Targets for 2000

3.16.1 Objective No 1

Development of a Board-based training programme on the 'Management and Prevention of Aggression in the Workplace'

3.16.1.1 Target No 1

Design and delivery of training programmes for different disciplines of staff i.e. psychiatric services, community workers etc.

3.16.1.2 Planned Action to meet Target 1

Identification of training needs for various disciplines of staff to support the design and delivery of training programmes

3.16.1.3 Performance Indicator No 1

30 instructors will be trained in 2000.

3.16.1.4 Target attainment – Monitoring arrangements

The establishment of a working group on 'Managing Aggression' will provide an opportunity for charting progress on the implementation of training programmes across all disciplines.

3.16.2 Objective No 2

The introduction of a risk management programme integrating the risk assessment, control and monitoring requirements of the legislation.

3.16.2.1 Target No 2

Design and introduce a risk assessment policy.

3.16.2.2 Planned Action to meet Target 2

Provide a training programme to support a consistent approach to risk assessment and increase awareness.

3.16.2.3 Performance Indicator No 2

50 training courses on risk assessment will be delivered to site specific locations.

3.16.2.4 Target attainment – Monitoring arrangements

The introduction and implementation of the policy will be verified by the results of the inspection audit programme.

3.16.3 Objective No 3

The development of a Board-based management audit system incorporating a rating scale to assess areas on their safety performance standards.

3.16.3.1 Target No 3

The introduction of a Board-based management audit system.

3.16.3.2 Planned Action to meet Target 3

Design, pilot and introduce the audit system.

3.16.3.3 Performance Indicator No 3

5% of Board locations will be audited by December 2000.

3.16.3.4 Target attainment – Monitoring arrangements

Progress and consultation on the introduction of the audit package will be monitored through the Safety Monitoring Committee.

Nursing
Research
&
Development
Section

3.0 Nursing Research and Development Section

3.1 Service Description

Core service provision includes:

- Ensuring the nursing research and development needs of the Board are identified
- Commissioning programmes of work to address these needs
- Promoting the use of research findings in the development of nursing practice
- Interpreting research findings to make appropriate recommendations on the effectiveness of healthcare interventions
- Identifying educational and training needs of staff and sponsoring staff on educational programmes run by other providers, where required.
- Planning, monitoring and evaluating the research and development team inputs and completing progress reports.

3.2 Purpose/Objectives of Service

The aim of the Nursing Research and Development Department is to identify, encourage and promote research, which addresses the health and healthcare needs of the general public, and support the development of innovative nursing practice that leads to outcomes measurable as health and social gain.

3.3 Policy/Planning Documents

Continuing Research Education and Development for Nurses – Eastern Health Board, 1997

Continuing Professional Education for Nurses in Ireland: A Framework – An Bord Altranais, 1997

The Health Strategy - Shaping a Healthier Future – Department of Health, 1994
A blueprint for the future' - Government of Ireland, 1998

10 Year Action Plan for Services for Older Persons 1999-2008 – Eastern Health Board, 1999

Report of The Commission on Nursing A blueprint for the future

3.4 Regulatory Framework

The section works within the given statutory framework for nursing which includes the following acts: Freedom of Information Act 1997, Child Care Act 1991, Health (Nursing homes) Act 1990, Safety, Health and Welfare at Work Act 1989, Data Protection Act 1988, Nurses Act 1985, Misuse of Drugs Act 1984 Medical Practitioners Act 1978, Misuse of Drugs Act 1977, Health Act 1970 Nurses Act 1943(UK)

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3.5 Service Review of 1999

The implementation of the 1999 service plan was overall successful however two main themes have emerged which will need to be addressed in 2000 namely:

- the lack of nursing manpower in the service has led to difficulties in releasing staff to attend nursing development study programmes.
- the establishment of a formal link with a local university is proving difficult, resulting in restricted access to the necessary research and educational facilities.

3.6 1999 Summary Activity Out-Turn

Course Title	Participants
“Goodbye Geriatrics” Hello Individualised Care	47
Advanced Nursing Practice	20
Applying Philosophy and Ethical Principles to Clinical Practice	40
Blood Borne Viral Infections	30
Care Planning	24
Changes in the Role of the Nurse	42
Communications - Developing the Nursing Agenda	40
Conflict Resolution & Negotiation	24
Developing Excellence in Nursing Practice (3 courses)	84
Emotional Effects of Childbirth	25
Quality Assurance in Nursing (2 cohorts)	48
Quality Initiatives in Services for the Elderly Project	230
Surviving Loss - Dealing with feelings of loss and grief	15
Writing Skills	64

3.7 1999 Summary Financial Out-Turn

Continuing Nurse Education Local Initiatives	£0.128m
Research Initiatives	£0.036m
Education/Management Programmes	£0.497m
Practice Development	£0.040m
Library	£0.030m
Total	£0.731m

3.8 1999 Summary Personnel Numbers

Director of Nursing	1
Lecturer Practitioner (RCSI)	0.5
Clerical Officer	1

3.9 1999 Service Developments

- Baseline quality audit was completed in Crooksling, Clonskeagh, Baltinglass, St. Colman's and St. Vincent's hospitals.
- The Royal College of Surgeons in Ireland accredited a part time Bachelors Degree in Nursing Studies (Practice Development) and a Developing Excellence course.
- A part-time Return to Practice Programme was completed, resulting in some new nursing staff being recruited to the service.
- Education budgets were devolved to Directors of Nursing Services. This resulted in resources being required to support managers developing and subsequently implementing educational programmes and in-service training.

3.10 Attainment of 1999 Targets

The implementation of the 1999 Service Plan was overall successful, despite some on-going difficulties previously described.

3.11 Service Evaluation

- The Millmount Public Health Nursing Team surveyed service users regarding their perceptions of the quality of the service provided, which led to the development of an information booklet, the implementation of an appointment system and the planning of a regular system of surveying client needs
- A literature review was undertaken into the use of non-pharmacological approaches to the management of pain in older people and a pain assessment scale was developed and implemented.
- Pain assessment in cognitively impaired people is currently being investigated.
- A falls risk assessment tool was implemented in the District General Hospital, Baltinglass. This led to changes in patient care management and a reduction in the number of falls.
- A Restraint policy has been published. Directors of Nursing Services have been asked to evaluate the use of patient restraints in their organisations following the implementation of the policy.
- New guidelines for the accreditation of Nursing Development Units (NDUs) will be published in December 1999. These will form part of a teaching pack, which will enable more formal review of both new and mature NDUs over the next 24 months.

Service Provision in 2000

3.12 Resource Utilisation

Financial and staff resources will need to be increased in 2000 to maintain services at 1999 levels and deal with the new priorities arising from the Commission on Nursing.

3.13 Service developments in 2000

The strategy to develop nursing in line with the Report of The Commission on Nursing *A blueprint for the future* will be continued. A second cohort of students will be scheduled to commence the Bachelor of Nursing Studies (Practice Development) Programme, and the Developing Excellence in Nursing course will be accredited to become the access module.

It is also intended to continue work on a university accredited Diploma Programme on Challenging Practice, and to recruit a second cohort of students for the Contemporary Issues in Nursing (Return to Practice) Programme.

3.14 Monitoring and Control of Service Provision

There has been an emphasis on promoting the widespread use of methodological evidence in assessing quality of care. These include:

- Collection of service data on the incidence and prevalence of pressure sores, sedation, restraint, incontinence and falls.
- Regular focus group work with staff groups engaged in clinical practice.
- Annual accreditation of NDUs which involves demonstration of service development and evaluation.
- Activity data on education provision and participant feedback from educational programmes and study days.

3.15 Service Evaluation

Analyse results of further quality audit at Crooksling, Clonskeagh, Baltinglass, St. Colman's and St. Vincent's hospitals.

Regional

Library

&

Information

Service

3.0 Regional Library and Information Service

3.1 Service Description.

The Regional Library and Information Service coordinates and develops library and information services at James Connolly Memorial Hospital, St. Ita's Hospital, St. Brendan's Hospital and St. Colmcilles Hospital. The services provided include:

- developing strategy and promoting best practice in library and information services
- advising senior management on library and information needs.
- lending and photocopying services; information / enquiry services; inter-library loans, document supply services; current awareness services; user-education ; access to databases on CDROM and internet.

3.2 Purpose / Objective of Service

The mission of the Regional Library and Information Service is to deliver and maintain a high quality health library information service to satisfy the needs of service providers, managers, administrators and healthcare consumers in the region.

3.3 Policy / Planning Documents

The national and Board policies which underpin the work of the Regional Library and Information Service are: *Shaping a Healthier Future, A Strategy for Health and Personal Social Services in the 1990s; Information for health, access to healthcare information services in Ireland; Well read, developing consumer health information services in Ireland; Standards for Irish Health Care Libraries.*

3.4 Regulatory Framework

The Regional Library and Information Service operates within legislation affecting the provision and storage of information, such as the Copyright Act and the Freedom of Information Act.

3.5 Service Review of 1999

Two professional librarians were appointed to the service at Grade V level. A new medical library was established in James Connolly Memorial Hospital. The library at St. Ita's hospital moved to a new, redesigned location within the hospital. The Regional Library and Information Unit was further developed in Dr. Steevens' Hospital. Emerging issues include the role of the Regional Library and Information Service in assisting hospital libraries reach the standard necessary for accreditation, and the roll-out of the Library Management System.

3.6 1999 Activity Out-Turn

Statistics were collected at regional level in April 1999. Summary statistics for the Regional Library and Information Service from April to end-of October are outlined on the table below.¹ Figures for November and December are estimated.

Queries received	2474
Loans Issued	1574
Inter-library loans sent	1514
Inter-library loans received	1027

3.7 Summary Financial Out-Turn

St. Colmcilles Hospital Library	£0.0045
James Connolly Memorial Medical Library	£0.020
Regional Library and Information Unit	£0.0845

3.8 1999 Summary Personnel Numbers

Regional Library and Information Service

Grade VI	1
Grade V	2
Grade III	0.5

3.9 1999 Service Developments

The 1999 Letter of Determination provided a sum of £0.121m for the development of a library and information service. The allocation was to facilitate:

- The employment of 2 whole time equivalent staff: one Grade III at Regional Library now employed; one Grade V at James Connolly Memorial Hospital now employed.
- The implementation of a library management information system.
- The compilation of central catalogue of all Eastern Health Board library holdings is an on-going process. A more sophisticated management system will make for a far more efficient cataloguing operation.
- Medical Library Services at James Connolly Memorial Hospital have developed significantly during 1999 with the appointment of a Librarian and the allocation of resources to purchase new material for the library.

3.10 Attainment of 1999 Targets

Target: To select and seek funding for a library management system that will be accessible remotely through the Intranet. The selection process is nearing completion; a project team will select the system.

Target: To develop regional co-ordination of existing library services. The regional librarian has maintained constant contact with libraries on a regional level

and has provided support and direction when required. Regional meetings of librarians have taken place and resource sharing measures have been initiated. A comprehensive list of journals provided in the library has been drafted. Provisional discussions with the Materials Management Department have indicated that there is potential to improve value for money in this area. Consultation with central purchasing has resulted in the consideration of a more cost effective policy in this regard.

3.11 Service Evaluation

Service evaluation took place in the form of statistics collected on a regional basis by the Regional Library and Information Service. This statistics will be used to form the basis of benchmarking for the year 2000. No formal customer evaluations took place in 1999.

3.12 Resource Utilisation

Financial and staff resources will be used in 2000 to maintain services at 1999 levels in addition to the developments outlined at 3.13 below.

3.13 Service Developments in 2000

- On-going development of the Library Management System
- Enhancement of library services in Naas General Hospital
- Co-ordination of Regional Libraries Management Systems including the upgrading of services and materials
- Provision of a Systems Librarian (Grade V) to implement the Regional Library Management System.
- Provision of a Grade III Clerical officer to assist in the implementation of the Regional Library Management System.

3.14 Monitoring and Control of Service Provision

Since April 1999, service delivery has been monitored through the collection of statistics on library usage. Statistics are provided on a monthly and quarterly basis to the Regional Librarian and the Training Officer since monitoring of performance indicators began. The service plan will be monitored and controlled by means of quarterly reports by the Regional Librarian to the Training Officer.

3.15 Service Evaluation

Service evaluations will take place at the same levels as 1999. It is also hoped to complete a customer satisfaction survey before the end of 2000.

3.16 Priority Objectives and Targets for 2000

3.16.1 Objective No 1

Implementation of Library Management System and roll-out

3.16.1.1 Target No 1

Set-up and implementation of the library management system at the Regional Library and Information Unit.

3.16.1.2 Planned Action to meet Target 1

Agreement and execution of project plan with system vendor

3.16.1.3 Performance Indicator No 1

Library management system cataloguing, circulation and Web Public Access. Catalogue modules to be fully implemented in the Regional Library and Information Unit before end 2000.

3.16.1.4 Target attainment - Monitoring Arrangements

Critical path as agreed with system vendor and overseen by Regional Librarian.

3.16.2 Objective No 2

Establishment of Library Service at Naas General Hospital

3.16.2.1 Target No 2

The commencement of basic library services at Naas General Hospital

3.16.2.2 Planned Action to meet Target 2

Appointment of part-time grade III library assistant to commence delivery of basic library services

3.16.2.3 Performance Indicator No 2

To establish a basic library and information service at Naas before February 2000.

3.16.2.4 Target attainment - Monitoring Arrangements

A two-stage project plan will be drafted for the development of the library. A report on stage-one will be delivered before February 2000. Stage-two will be reported on before December 2000.

3.16.3. Objective No 3

Development of existing library services

3.16.3.1 Target No 3

Enhancement of library services in all locations, especially development of collections in locations where important gaps in stock are identified.

3.16.3.2 Planned Action to meet Target No 3

Project plan to direct the enhancement of services before end January 2000

3.16.3.3 Performance Indicator No 3

To have assessed gaps in services and collections before June 2000. To allocate funding appropriately for purchase of materials etc. to address these gaps before end 2000.

3.16.3.4 Target Attainment - Monitoring Arrangements

Report to Training Officer on a regular basis.

Staff

Counselling

&

Information

Service

3.0 Staff Counselling and Information Service.

3.1 Service description

The service provides independent and confidential counselling and information for all Eastern Health Board employees. The service also includes a more general brief to identify issues and concerns affecting staff well-being, raising awareness of such issues and addressing them where possible.

3.2 Purpose/Objective of Service

The service is part of the overall aim of safeguarding and enhancing staff health, safety and welfare.

3.3 Policy/Planning Documents

Staff Counselling & Information Service Policy Document, 1993 forms the basis of the service.

3.4 Regulatory Framework

Not applicable.

3.5 Service Review 1999

Individual referrals for counselling overall remained at a high level. The decrease in numbers of new individual referrals over the previous two years was reversed following renewed publicity. A number of projects in which the staff counsellor was involved reached fruition. The finalised Bullying Policy was launched; the Critical Incident Stress Debriefing Service to support staff following a traumatic incident was established and processing of the survey on workplace bullying was completed.

The topic of stress in the workplace is increasing in importance, and health and safety authorities increasingly view it as a matter of concern. Following review of feedback from work with staff, the staff counsellor commenced work on identifying possible approaches to address this topic.

3.6 Summary Activity Out-Turn

Activity	Numbers
New counselling referrals (individual)	140
New counselling referrals (group)	37
Re-referrals (individual counselling)	18
Total	195

The level of service provision remained the same as last year, and outcomes are broadly similar. The increase in new referrals is probably related to publicity undertaken to draw attention to the service. Group referrals are lower, as some group referrals which would before have been dealt with by the staff counsellor are now referred to the new staff debriefing service.

3.8 1999 Summary Personnel Numbers

Staff Counsellor/Co-Ordinator	1
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3.9 1999 Service Developments

The Critical Incident Stress Debriefing Service commenced in May 1999 and a research survey on bullying will be completed shortly. A report on stress in the Eastern Health Board was completed as planned, and submitted to the Management Team, following which it was decided to establish a working group on workplace stress.

3.10 Attainment of 1999 Targets

The target of increased new referrals was achieved, following publicity undertaken at the end of 1998 to promote the service. Group referrals are lower, as some group referrals which would before have been dealt with by the Staff Counsellor are now referred to the new staff debriefing service. A staffing increase of an additional Counsellor was approved, but will not be effective until 2000.

3.11 Service Evaluation

The uptake of service is continually monitored.

Service Provision in 2000

3.12 Resource Utilisation

Resources will be used to maintain services at 1999 levels at a minimum

3.13 Service Developments in 2000

The increase in staffing will allow increased promotion of the service with a view to increasing referrals. It will also allow for improving links with line managers, and involvement in special projects such as the debriefing service.

3.14 Monitoring and Control of Service Provision

Monitoring of the number, frequency and work area of referrals will continue.

3.15 Service Evaluation

Individual projects (e.g. Critical Incident Stress Debriefing service), will incorporate evaluation measures.

3.16 Priority Objectives and Targets for 2000

3.16.1 Objective No. 1

To improve and expand service to staff.

3.16.1.1 Target No. 1

Increase in referrals for counselling.

3.16.1.2 Planned Action to meet Target 1

Integrate new staff counsellor by arranging accommodation and equipment as well as developing appropriate work practices. Active promotion of the service will need to be carried out.

3.16.1.3 Performance Indicator No.1

Timely response to any resulting increased referrals.

3.16.1.4 Target Attainment - Monitoring Arrangements

Referral statistics monitored on monthly basis through service's database.

3.16.2 Objective No. 2

Consolidate Staff Critical Incident Debriefing Service.

3.16.2.1 Target No. 2

Support volunteer debriefers in responding to significant numbers of critical incidents during the year. Establish two training days for debriefers in 2000.

3.16.2.2 Planned Action to meet Target 2

Participation in Steering Group to arrange individual and group meetings to support volunteer debriefers. Liase with contractors agency and arrange two training days.

3.16.2.3 Performance Indicator no. 2

Timely response to all critical incident referrals.

3.16.2.4 Target Attainment - Monitoring Arrangements

Statistics of response maintained on an ongoing basis. Other evaluation methods under active consideration.

3.16.3 Objective no 3

Progress on addressing workplace stress.

3.16.3.1 Target no 3

Report on workplace stress including quantifying the problem and identifying possible strategies for addressing it.

3.16.3.2 Planned Action to meet Target 3

Participation in Working Group on stress.

3.16.3.3 Performance indicator no. 3

Significant progress towards a draft report in 2000

3.16.3.4 Target Attainment - Monitoring Arrangements

Progress update to be supplied to the Personnel Officer on a regular basis.