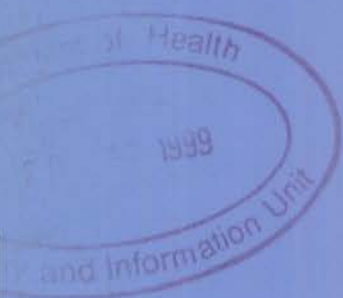


Office
for
Health
management



Annual Report 1998

Facilitating management development
for the health services in Ireland



Introduction

This was the first full year of operation for the Office for Health Management. It has been a busy year, indicating that there is a great interest in, and demand for, management development amongst health services staff. This report outlines briefly our main activities during 1998. Figures in brackets refer to issues of our newsletter where the activities concerned are outlined in greater detail.

Identification of needs and formulation of strategy

As in 1997, a great deal of effort was expended in identifying the needs of staff within the health and personal social services and in consulting with employers and other groups in developing our strategy in response to those needs.

Stocktaking Exercise (5/98)

The main vehicle used to identify the management development needs of staff was a survey of all staff with managerial or supervisory responsibilities within the health service. All employers were invited to participate in the survey.

Over 10,000 questionnaires were circulated to eligible staff and also to personnel departments. Almost 3,500 completed questionnaires were returned, giving a response rate in excess of 30% which is about average for surveys of this nature.

Some of the key findings are indicated in the box below:

- The majority of respondents felt that they had most skill, knowledge and experience in the following areas:
 - Consumer care
 - Leadership and managing people
 - Group facilitation
 - Objective setting
 - Change management
- The priority areas they identified for their career development were:
 - Strategic management
 - Resource use
 - Project management
 - Data analysis
 - Quality management
- The vast majority of respondents had some type of post secondary school qualification.
- Over 75% of respondents indicated that they had a professional qualification.
- The higher the managerial grade the higher the level of educational qualification.
- Males tended to be more highly educated.
- Over 80% of respondents had received some form of management development in the last five years.
- Over 70% said they would be interested in acting as a mentor to more junior staff.
- Over 80% said they would like to participate in an exercise to develop a personal development plan.

International Contacts

During the year a meeting was held with our counterpart agencies in the UK. There was ongoing liaison with healthcare managers in Northern Ireland and they were invited to participate in a number of our Master Classes. In addition, we participated in the annual conference of the European Healthcare Management Association and a number of UK conferences on topics such as clinical governance and developments in healthcare information technology.

Programmes/Events Initiated

Leadership Development

A number of programmes commenced during 1998 under the broad theme of leadership development. Chief of these were the two leadership development programmes, one of which is specifically for nurses. The fifty-four participants on these programmes were selected following a rigorous selection procedure during 1997 that was designed to measure their leadership potential. Both programmes started early in 1998 and will be completed in spring 1999. Participants are exposed to a range of learning tools including mentoring, learning sets, shadowing and personal development planning (1/98)(2/98)(3/98)(4/98)(5/98).

The CEOs of the health boards also requested the Office to commission development programmes on their behalf for the newly appointed General Managers of Community Services and the Child Care Managers (4/98).

As part of the design of the programme for General Managers, Community Services, they participate in action learning sets. Staff from the health services that were specially trained for that purpose are facilitating these learning sets. In fact, a total of 14 staff from across the health services were trained to act as action learning facilitators. This represents part of the Office's strategy to

develop the internal capacity of the health service to address management development issues (5/98).

At the request of the health boards and the voluntary hospitals a further programme of development was commissioned for the newly appointed Regional Materials Managers. A preliminary diagnostic workshop to facilitate needs assessment was held during 1998. The development programme will commence early in 1999.

Nursing Programmes:

A major part of the work of the Office during 1998 has been involved in the commissioning of development programmes for nurse managers. This was deemed to be a priority given the comments of the interim and final reports of the Commission on Nursing.

As part of the partnership programme, the Department of Health and Children and the Irish Nurses Organisation co-funded the following pilot management development programmes for nurse managers (3/98).

Managing and Leading Nursing

This programme is designed for nurse managers of medium sized hospitals. It aims to expose nurse managers to new frameworks, understandings and experiences in order to develop their capacity to lead and manage change. Each participating nurse manager undertakes a project in collaboration with other clinicians, works with a mentor and participates in a learning set. The programme commenced in September 1998 and will continue into 1999.

Action Learning Programme

This programme is designed for nurse managers from smaller hospitals and welfare homes. The programme uses an action learning approach to enable participants to establish and implement action plans for the improvement of their skills and their capacity to develop their staff. One cohort of nurse managers completed the

story of some of the more than 60 quality improvement projects at Intermountain Health Care that have resulted in better patient care, greater patient satisfaction and annual savings of about 3% of total operating costs.

Wilma MacPherson (1/98)

Wilma MacPherson, the Director of Quality and Nursing at Guy's and St Thomas' Hospital Trust made a return visit to lead another Master Class for Directors of Nursing of the larger acute hospitals. Arising out of that, she invited a number of the nurse managers to spend a week on a study visit in her hospital trust. Four Directors of Nursing took up the invitation in November and a further four are also to spend a week there early in 1999. The visits are being subsidised by the Office. The initial four who undertook the study visits are to share the fruits of their learning with their colleagues at a Shared Learning Workshop in January 1999.

Alison Kitson and Sue Antrobus (2/98)

Professor Alison Kitson and Sue Antrobus from the Royal College of Nursing led two Master Classes for Superintendent Public Health Nurses during the year. In the first of these they worked to develop further the vision for the future of community nursing. The second focused on developing their strategic management and leadership skills.

Jan Titley (2/98)

Jan Titley, Directorate Nurse Manager of Wolverhampton and Midland Counties Eye Infirmary lead a Master Class on clinical directorates for Directors of Nursing of the larger acute hospitals. She and Jill Elliott, a Sister, discussed their experiences within a devolved management structure. Bernard Finnegan and Yvonne O'Shea also reported on developments in Wexford General and St James's Hospitals, respectively.

Ian Davies (3/98)

Ian Davies, Deputy Head of the Health and Social Care Department at the University of Wales College, Newport, led a Master Class on the topic of Managing Professional Services. The purpose of the day was to identify ways in which professionals with a managerial role can be supported and developed. It was attended by almost 30 healthcare professionals spanning a range of occupational groupings, organisations and sectors. They voiced their frustration at not being perceived as managers and valued for the management tasks they are carrying out.

In response to the needs identified in this workshop, the Office has commissioned a training package for first time managers, many of whom are professionals. This package will be developed and piloted with two groups of first time managers early in 1999.

Paul Tarplett (5/98)

Paul Tarplett, from the Office for Public Management led a Master Class on developmental issues in personnel. As mentioned above, this was held for the members of our consultative group. It examined the evolving personnel function and the shift from personnel management to Human Resource Management.

Other Events

Governance Workshops

At the request of the Department of Health and Children, two workshops on corporate governance in the acute sector were held. Professor John Murray of Trinity College Dublin facilitated these. The invited participants were the Chairs, Chief Executives, Medical Directors and Directors of Nursing of the major Dublin hospitals, together with officials from the Department of Health and Children.

five of the eight health board regions. Each of these groups is expected to report back to the Office in the first half of 1999. Our future strategy on equal opportunities will be based partly on these consultations.

Dissemination of Best Practice

Part of the Office's mission is to disseminate best practice in relation to management and management development generally. We use a number of methods to achieve this.

Newsletter

We published 6 issues of our newsletter in 1998. Twelve thousand copies of it are printed and circulated throughout the health services, through employers. It is our intention that every staff member with management or supervisory responsibility within the health services should receive a copy of our newsletter. We also have a substantial mailing list of private individuals who receive our newsletter directly.

Guidelines on Management Topics

During the year work started on the development of guidelines on topics of interest to managers. By the end of the year, guidelines had been prepared on the following topics:

- Preparing a CV
- Preparing for Interview
- Job Analysis

These will be made available through our website to all interested managers. In addition, hard copies of these guidelines will be made available to all health board and hospital libraries where staff can consult them.

Web Site

Our web site went live in December and contains information on the Office and its activities. A copy of the current newsletter and the annual report can be downloaded from the site.

Intranet

The Office recognises the need to promote knowledge management within the health services. Accordingly, towards the end of the year work started on a scoping exercise to examine the need for and the use that could be made of an Intranet for the health services, managed by the Office for Health Management.

Provision of Advice

During the year, staff of the Office have advised a number of health boards and health agencies on issues relating to management development. Office staff have also served on a number of interview boards for management positions at the invitation of health service employers and the Local Appointments Commission.

Participation in Groups

Staff of the Office also participate in a number of groups of relevance to our function. Chief of these in 1998 were as follows:

- The Director of the Office was elected President of the newly formed Healthcare Management Section of the Royal Academy of Medicine in Ireland. The Deputy Director is a member of the Section Committee.
- The Director was a member of the Commission on Nursing that presented its report during 1998.
- The General Manager is on the Expert Group on Paramedics, which is due to report in 1999.
- The Director was appointed in 1998 to the Medical Manpower Forum by the Minister for Health and Children.
- The Deputy Director was appointed Chair of the Nursing Education Forum by the Minister for Health and Children.
- The Deputy Director is on the Council of the Irish Society for Quality in Healthcare and chairs their Publications Committee.

Appendix

Office for Health Management Staff

Director: Denis Doherty
 Deputy Director: Laraine Joyce
 General Manager: Alan Smith
 Senior Administrative Assistant:
 Claire Moyles
 Administrative Assistant:
 Siobhan Walsh

Members of Consultative Group

Larry Bane, Personnel Officer,
 Midland Health Board
 Martina Behrendt, Personnel Officer,
 Beaumont Hospital
 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, Personnel Officer,
 Eastern Health Board
 Willie Murphy, Personnel Officer,
 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
 John Sullivan, Personnel Officer,
 Western Health Board
 Vivienne Tegg, Acting Personnel Officer,
 South Eastern Health Board
 Larry Walsh, Personnel Officer,
 North Eastern Health Board

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

Meetings with Providers of Management Development

Brighton University
 Buchanan Ingersoll
 Century Management Consultants Ltd
 CHKS
 Chrysalis
 Corporate Consultants
 First Consulting Group
 H Training
 Hay Management Consulting Ltd
 Houghton Institute
 IMI
 International Organisational
 Leadership Ltd
 IPA
 KPMG
 Logicrite
 NHS Staff College, Wales
 Prospectus
 Prosper
 Provider Support Unit
 Radcliffe Medical Press Ltd
 Saville and Holdsworth Ltd
 Sector-Wide Europe Ltd

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, Programme Manager
 Eastern Health Board
 Geoff Day, Programme Manager
 North Eastern Health Board
 John Cregan, Programme Manager
 Midland Health Board
 John O'Brien, Programme Manager
 Mid Western Health Board
 Nicky Jermy, Chief Executive Officer
 St Vincent's Hospital
 Pat Gaughan, Programme Manager
 North Western Health Board
 Pat McLoughlin, Chief Executive Officer,
 Eastern Health Board
 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, St John of Gods
 John Brehony, Training Officer,
 Eastern Health Board
 Jackie Crinion, A/Personnel Officer,
 North Eastern Health Board
 Willie Murphy, Personnel Officer,
 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
 Eamonn Fitzgerald, Deputy CEO,
 St Vincent's Hospital
 Pat Smyth, Secretary Manager,
 Leopardstown Park Hospital
 Mary Sheehan, Staff Facilitator,
 Eastern Health Board
 Vivienne Tegg, A/Personnel Officer,
 South Eastern Health Board
 Sean Conroy, Programme Manager,
 Western Health Board

Notes