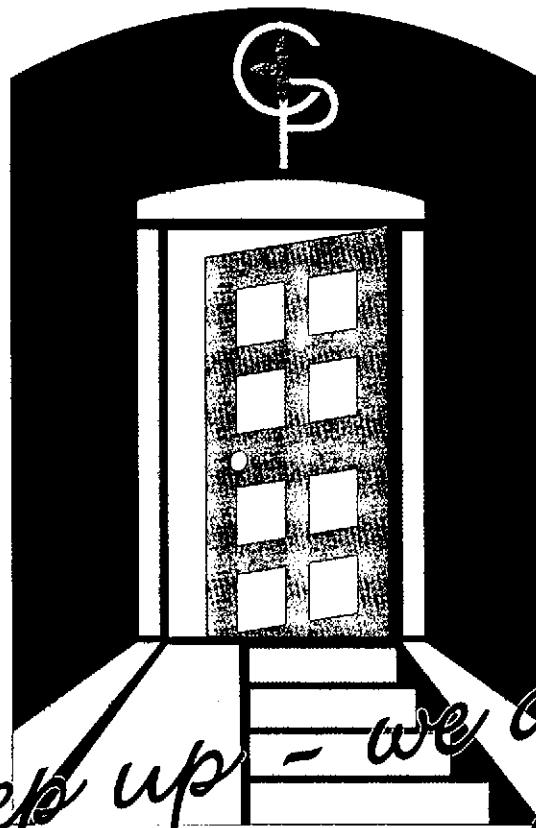


Change and Organisational Development



E C H A B Newsletter

NOVEMBER 2002



*Step up - we are
open for change*

C H A N G E A D E D



EAST
COAST
AREA
HEALTH
BOARD
Bord Siéinte
an Uimistáir
Chósta Thoir

Change Programme	ECAHB	Regional / National Developments
Induction	Corporate Induction Programme Launch January 2003	Action Plan for People Management (Health Strategy Action 108)
Mentoring	<input type="checkbox"/> Pilot Programme / OHM <input type="checkbox"/> 13 Mentors / 13 Mentees <input type="checkbox"/> Local evaluation by OHM (8th Oct) <input type="checkbox"/> National Presentation from Pilots (8th Nov)	Action Plan for People Management (Best practice initiative)
Client Participation	Study at CMH (Dundrum) / Improvements for patients	Best practice model for client participation / advocacy / Quality and Fairness
Recruitment	Process awareness and improvement <input type="checkbox"/> Service Managers <input type="checkbox"/> HR (ECAHB) <input type="checkbox"/> EHSS (recruitment team)	Regional Childcare Strategy Developing a model for childcare recruitment
Accommodation Audit	Assignment of staff member	Assessment of model by other AHB's
Staff Facilities	Crèche feasibility study (St. Columcille's, Loughlinstown) Proceed to design stage	
Communications	Staff Newsletter East Coast Post	

WORKPLACE BULLYING

- ❖ Identified in change programme as an impediment to change
- ❖ Awareness days - 400 Staff attended
- ❖ Partnership with Impact
- ❖ Message from CEO
- ❖ Guest Speakers (HSEA and HSA)
- ❖ Change Facilitators
- ❖ FAQ Booklet (End November 2002)

WHAT ELSE HAS BEEN ACHIEVED?

Multi-disciplinary Networking
Non-hierarchical new way of working

2002 REVIEW

'IDEAS INTO ACTION DAYS'

CMH St. Colmans Vergemount & St. Columcille's Newcastle
 Rathdrum Clonskeagh District Hospital

TASK GROUPS

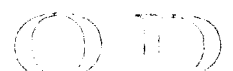
- ❖ Focused on particular change issues
- ❖ Regularly reviewed / Temporary Existence

PROGRAMME REVIEW GROUP

- ❖ Builds change projects into the mainstream
- ❖ Statistical analysis of delivery

Samples of key slides from a presentation on the ECAHB Change and OD programme by Pearse Costello, Director of Human Resources.

For a full version please contact Mairead Kelly on 01- 201 4210 or any of our ECAHB change facilitators whose names appear at the back of this newsletter.



THE PROGRAMME REVIEW GROUP REPORT IS UPBEAT AND KEEN (BUT NOT ACCORDING TO ROY)

THE REPORT STATES:

- ❑ Recent survey identifies the need for a comprehensive listing of active issue groups
- ❑ The need to learn from the survey and evaluation, particularly how to conclude the hard work initiated by the action teams
- ❑ The importance of building on work already done

While you all know about the Change Programme, you may not know about us, the PRG – Programme Review Group. Formed in April of this year, at Rathdrum, its job is to take stock of the Change Management Programmes achievements to date. Its first report for the 6 months ending October 31st is a review of the work of Action Teams in the programme. By the way, thanks to everyone who participated in the survey. Copies of the report are available on request. The business of the PRG is ongoing and important both to the Change Programme and to you. Remember, the PRG are working on your behalf: the last word is that there is no last word!

CHALLENGING OPPORTUNITIES AHEAD FOR CENTRAL MENTAL HOSPITAL

- ❑ Recognition of time for inclusive change
- ❑ Local experience of Change Programme (ECAHB) approach
- ❑ Request to ECAHB from staff, unions and management to explore a collaborative programme for Central Mental Hospital (CMH)
- ❑ Two facilitated events with cross section of staff disciplines from CMH / ECAHB
 - ❖ S.W.O.T.
 - ❖ Vision and values
 - ❖ Actioning the values
- ❑ Open event on 27th November for ALL staff at CMH

THE STORY SO FAR

CMH provides a national forensic psychiatry service. It employs 142 diverse staff with unique skills, experience and qualities.

Arising from the experiences and success of the ECAHB OD and Change Programme, it was recognised as a possible way to explore the collaborative development of the CMH.

The first steps have been taken with invited members of staff from all groups – unions, management and staff exercise their brains, drawing and word skills (facilitated by Alison Gardner) to achieve a set of values and aspirations that they believe should be striven for. What 25 people can produce, 142 can definitely improve upon.

An event will take place on the 27th November for all staff of the CMH. We need the involvement of all to input their views and create a programme of change designed by the staff of CMH for the benefit of the staff and patients of the CMH.



HOME GROWN IS NOT ALWAYS ABOUT GARDENS

FACILITATING THE FUTURE

- ❑ 18 facilitators in training
- ❑ In-house training programme launched spring 2002
- ❑ Trained in skills of
 - ❖ Assisting in delivering group solutions through medium of facilitation
 - ❖ Delivering awareness of group work
 - ❖ Helping groups think for themselves
- ❑ Work to date
 - ❖ Bullying awareness seminars
 - ❖ Organisational development conference (OHM)
 - ❖ Ideas Into Action Days
 - ❖ Now contracted to develop ECAHB strategy development Quality and Fairness

The seeds for the facilitation process came from the change programme. The availability of in house facilitators as a resource to the board will bear fruit in the form of issue resolution and a participative approach at all levels.

"May the Ground Force be with you"

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LOOKING OUT LOOKING IN

The former Eastern Health Board was a "grand" institution. People perhaps viewed the Board as signified by one building at Dr. Steeven's Hospital. Formal contact was the norm.

Since the formation of ECAHB, there has been a significant investment in developing new relationships, driven by the Organisational Development and Change Programme, and becoming less insular. As part of the programme during 2002 we have had the opportunity to visit the following sites

- ❖ Central Mental Hospital, Dundrum
- ❖ Newcastle Hospital
- ❖ Vergemount, Clonskeagh
- ❖ St. Colman's Hospital, Rathdrum
- ❖ St. Columille's Hospital, Loughlinstown

Groups of between 20 and 52 visited different wards and departments, spoke with patients/residents and staff from a variety of disciplines. We enjoyed the hospitality afforded to us everywhere. The visits were relaxed and informative and people were very friendly and welcoming. Through this, recognition of the diversity of work situations was gained within the East Coast through lateral communication.

As a result, the group now has some insight into the work being carried out by other people in the Board. In some cases it unlocked and changed some perceptions of places because of this opportunity to "look in".

This is only the beginning.
Can you take part? We hope you will.



CHANGE

