

EAST COAST AREA HEALTH BOARD

Partnership for Prosperity and Fairness

Modernisation Programme

Following on its establishment in March 2000, a Transformational Change Management Programme has been underway within the East Coast Area Health Board for the past eighteen months. This internally driven participative programme has been aimed at

- achieving collaboration, in partnership with staff throughout the organisation, to create a sense of ownership of the organisation.
- fostering an inclusive and listening culture as a building block for human resource management development
- empowering managers to act as advocates and agents for change
- enabling decisions to be made as close as possible to the point of contact with clients
- recognising and acknowledging achievements.

The programme is lead by the Board's Director of Human Resources and involves all members of the senior management team, the wider corporate team, other managers, heads of discipline and front-line staff from throughout the Board. A copy of a November 2001 report on the first year of the programme is available (attached).

Participative Action Teams have been established to drive change as part of the programme on a number of fronts -

- Accommodation
- Communications
- Care Group Involvement in Service Planning
- Induction Process
- Facilities
- Recruitment and Retention
- Mentoring
- Client Participation
- Area/Senior Management Communication
- Retention
- Training and Development
- I.T. development to improve service delivery

The development of broad level objectives and goals for the Board, to form the basis of an integrated **organisational strategy**, has been central to the process of organisational change and development involved in the programme. This has been underpinned in respect of service delivery to the Board's client groups by the creation of roles of Director of Planning for each of the main Care Group areas. These Directors, freed from operational line management responsibilities, have been engaged in

- objective assessment of need,
- consultation with users,
- consultation with staff
- consultation with voluntary and other statutory provider agencies,
- identification and development of evidence based best practice procedures and protocols,

to inform the medium term establishment of objectives and resource requirements for the improvement and development of services delivered by the Board. Individual care group medium term strategies are in place for the East Coast Area for child care services and health promotion services and are at advanced stages of completion for acute services, mental health, older persons, intellectual disabilities, addiction services and services for older persons.

Annual **Service Planning** through the production and agreement of an annual Provider Plan is the means through which these medium term strategies are translated into detailed work programmes which govern the day to day activities of the Board, enable resource allocation decisions to be made in a planned, transparent and accountable manner and support the establishment of **performance indicators** to enable progress against objectives to be clearly measured and monitored. The Board has worked closely with staff throughout the organisation, with the Eastern Regional Health Authority, the Department of Health and Children and the other health boards on a conjoint basis to develop an agreed suite of performance indicators for all services. In addition to this the Board has engaged with the Monitoring and Evaluation Directorate of the ERHA at a number of levels in building ongoing suites of routine monitoring information and undertaking a number of service specific evaluations into the quality and effectiveness of **service delivery** in a number of areas. This process of engagement with the Authority and staff has been aimed at fostering a culture of accountability for organisational and service unit performance and facilitating the development of informed routine feedback on progress in pursuing organisational objectives. The development of this process and culture is seen as being key to **Managing Performance** in both an organisational and individual context within the Board. Significant progress has been made in this regard since the

establishment of the East Coast Area Health Board and this continues to be a key focus of the Board's annual Provider Plan.

In terms of the development of the service planning process itself, the Action Team on the involvement of Care Groups has been engaged in detailed work with heads of discipline and general managers on enhancing the function and role of locally based care groups, and in turn all staff from all disciplines and their clients, in identifying and prioritising local need as part of the service planning process. This has involved working with the care groups themselves in an information campaign on the service planning process and identifying the training and other development needs of staff to enable them to participate fully in it. The development of the service planning process in the Board has involved integrating this process of local consultation and prioritisation with the outcomes of -

- wider consultation processes involving voluntary organisations, community groups and Board members,
- objective needs assessment and conjoint planning with the Authority, other Boards and voluntary agencies on a partnership basis, and
- the interpretation and application of regional and national policy and strategies for the East Coast area.

In developing the Board's strategic and service planning processes as outlined, the prime focus at all times has been to ensure an effective translation into improved **Service Delivery and Customer Quality** for patients and clients in the East Coast area.

Work in progress in the East Coast Area Health Board over the past eighteen months has included significant developments aimed at service delivery improvements through -

- Three to five year care group strategies
- New developments and investment across care group areas
 - Consultant paediatrics, A&E, urology and cardiology services at St Columcille's Hospital
 - Cardiac rehabilitation and other cardiovascular health initiatives as part of the implementation of the 'National Cardiovascular Health Strategy'
 - Development of palliative care services in line with recommendations of National Strategy on Palliative Care, including the development of a new hospice unit in the Board's area
 - Development of psychological and counselling supports for cancer patients
 - Investment in emergency ambulance services

- Major expansion in services for extended care and community based services for older persons in line with regional strategy
- Enhancement of early intervention and prevention services for children including Springboard Family Support Project, teen counselling, family centres, supported lodgings pilot project and family group conferencing
- Implementation of measures to improve identification, reporting, management and treatment of child abuse in line with 'Children First'
- Improved residential care services for children
- Improvements in Foster Care in line with recommendations of the Report on Foster Care
- Child health initiatives in line with the recommendations of 'Best Health for Children'
- Establishment of a new orthodontic unit at Loughlinstown
- New community dental teams
- Establishment of GP run minor injuries and direct GP access physiotherapy clinics
- Expanded vaccination programmes in line with national programmes
- Provision of significant additional residential, respite and day places for intellectual disability clients together with the development of day activation, vocational training and other supports
- Development of home support and therapy services for physical and sensory disability clients as well as assumption of rehabilitative training function previously carried out by the NRB
- Expanded community based mental health services and the development of advocacy services for mental health clients
- Implementation of recommendations of the Report of the National Suicide Task Force, including the appointment of a Suicide Resource Officer
- New consultant forensic psychiatry teams
- Expanded Addiction services, including mobile clinics, improved counselling services, needle exchange programme
- Establishment of new counselling service for adult survivors of child abuse
- Enhanced food control and hygiene services
- Detailed Planning work on major capital infrastructural developments :
 - St Columcille's Hospital
 - Central Mental Hospital
 - Community Mental Health Facilities
 - Network of Polyclinics

The Board, through its Care Group Directors, has been actively engaged with service managers and partner voluntary organisations in putting in place

protocols for managing care on an individual basis across the continuum of need. The aim of this has been to ensure that an individual's holistic requirements are identified and planned for in an integrated way that ensures access to the various elements of service are simplified and facilitated for the client or family. This is underpinned by the introduction of the key worker concept and individual care planning for the key care groups of children, persons with intellectual or physical and sensory disabilities, older persons and those with mental health or addiction problems. Managers of Services for Older Persons have been appointed in each Community Care Area, joining the existing posts of Child Care Managers, with appointments to the posts of Disability Manager also planned. These post holders have responsibility for ensuring that services are planned and organised around individual need and for ensuring that the inputs of the various organisations and service units involved in an individual case are effectively co-ordinated and integrated on the basis of an evidence based, person-centred, quality approach to the delivery of care. The Managers have a key role in encouraging and overseeing the introduction of local innovations and responses that ensure need is met in a flexible, quality manner. Examples of innovations and quality initiatives being lead by the Board's Managers of Services for Older Persons during 2001 include -

- Comprehensive Review of Day Care Services with a view to identifying gaps in services and opportunities for further development of services across the Board.
- Review of Catering Services in ECAHB undertaken by a multi-disciplinary committee to review quality of existing services in the Board.
- Development of booklet, *Guidelines for Safe Administration of Drugs*, for use in the Board's hospitals and long-stay units. Published December 2001.
- Training courses on safe administration of drugs for Board staff in residential settings.
- Participation in a patient disposition group with the main hospital providers to establish 'care packages' for individual patients ready for discharge from an acute setting.
- Development of Activity Nursing post in Clonskeagh Hospital to lead in therapeutic and social activities for long-stay patients in the hospital.
- Seminar on diversional therapy involving private nursing home staff and health board staff from across the Region.
- A Review of the Disabled Person's Grant system for over 65's to solicit information about consumer satisfaction with the system, type of

adaptation funded, and how long the recipient was able to use the adapted facility.

- A Joint Venture pilot project on consumer participation for older people with involvement from Dublin Corporation, the Department of Social, Community and Family Affairs and representatives of several groups of older people from the area in addition to Board staff.
- Extension of chiropody services for medical card holders
- Piloting of a computer training project for staff and residents of The Orchard Welfare Home in Bray. 10 residents, most of them over 80 years of age, are currently involved in the project.
- Establishment of a Stroke Club, supported by the Board's Physiotherapy and the Speech and Language Department.
- Organisation of a course for carers out of which a support group for carers was established.

The Transformational Change Management programme and the range of actions being progressed by teams under it are aimed at developing the **Organisational Capability** of the East Coast Area Health Board, through the staff who comprise it, to respond innovatively and flexibly to the needs of the population served.

Organisational Flexibility is being pursued through the removal of old professional and sectoral boundaries by bringing together staff from various locations and disciplines in a shared effort to identify and address the issues that impinge on their ability to deliver a top quality service and to directly support them in finding the means to achieve this. The development of individual care planning approaches to service delivery, through the use of key workers, is also aimed at improving the responsiveness of the Board's services to individual circumstances presenting. This fundamental shift in the orientation of service delivery from a functionally managed and delivered approach to a patient centred one requires a high degree of flexibility and innovation from staff across all disciplines to make it work. The development of the structures, processes and protocols to underpin this in the East Coast Area Health Board is empowering staff to respond in this flexible way to individual need.

The overall programme of change underway within the Board also involves working with staff in developing their individual capacity to contribute to the change agenda and to fulfil their personal potential as part of a wider **Human Resource Management** agenda. The Board's **Training and Development**

Action Team is developing a programme, through an inclusive process, to address the needs of all staff in this regard. The Board will work closely with the Training and Development function of the Eastern Health Shared Services Centre (EHSS) in rolling out this programme.

(See attachment "Keep the Change! 2000-2001 - the first year of the East Coast Area Health Board's Transformational Change Management Programme).