

# PROGRAMME FOR PROSPERITY AND FAIRNESS

## EXECUTIVE SUMMARY

The Programme for Prosperity and Fairness (PPF) gave a commitment to implement changes in the health section that are designed to promote the modernisation of the health services. This document sets out examples of initiatives undertaken throughout the Health Services, under a number of specific headings, to achieve the modernisation agenda.

This executive summary is supported by more detailed submissions from each health board, which reflect the range, diversity and volume of modernisation initiatives.

### Service Planning

The PPF states, “The service plan process should be significantly improved through the contribution of staff who are in closest contact with the public”.

All Health Boards have recognised the importance of service planning as a core management activity, which will bring about the modernisation of the Health Services. Examples of initiatives undertaken by the Health Boards include: -

- In the East Coast Area Health Board (ECAHB), action teams have worked with heads of disciplines, general managers, staff and their clients in identifying and prioritising local needs as part of the service planning process.
- In the Mid Western Health Board (MWHB), a series of multi-disciplinary training days and workshops have been developed.
- In the Southern Health Board (SHB), four business managers were appointed to support the planning and strategic development process.

- The Western Health Board (WHB) continues to refine and improve its planning of services through a management-union partnership initiative.
- The South Eastern Health Board (SEHB) established a planning unit to develop the service planning process.
- The NEHB has developed a service planning template and a range of educational material to assist all staff in the development of their local plans.
- The MHB consults extensively with all staff when developing their service plan.
- A report of the service plan process assessment of needs was conducted in the ERHA for each care group based on epidemiological data, specific research projects and extensive consultations.
- In the North Western Health Board (NWHB) service plans are developed at a speciality department level by those staff responsible for service delivery. During this development input from all staff is actively encouraged in the process.
- In the Northern Area Health Board service planning is within the context of the regulatory and statutory provisions governing the responsibilities of the Board.
- The Eastern Health Shared Services has introduced a client relationship and governance model, which provides for cross-Board planning and monitoring of services which support the direct delivery of care.

## Setting Strategy

- 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 in the ECAHB.
- The MWHB initiated a consultation process to allow all stakeholders an opportunity to contribute to the development of the National Health Strategy.
- The SHB developed a Good Practice guide to strategy development.
- The WHB developed consultation methodologies to engage staff and users in the strategy formulation.
- The SEHB is establishing advisory panel/co-ordinating committees in response to the National Health Strategy to recommend policy and service changes for a fair and qualitative service.
- The NEHB has developed a Strategy and Policy Advisory Forum to guide Strategy formulation.
- The MHB has developed six strategies in the areas of communication, quality, human resources, risk management, clinical audit and child care.
- The ERHA is developing a corporate strategy in consultation with stakeholders to outline the vision and strategic plan for the authority for the next three years.

- The EHSS benchmarks their business strategy and development plans with best practice commercially, through membership of Shared Services networks, which represent multinational companies based in Europe and Ireland.
- During the life of the PPF significant regional strategies have been devised by the NWHB in the community services areas including Health and Social Gain for older people, primary care, consumer services and mental health.
- The Northern Area Health Board uses the principles which underpin The National Strategy, equity, people centredness, quality and accountability when planning and providing health services.

## **Managing Performance**

- All Health Boards, the Office for Health Gain and the Department of Health and Children have worked together to develop a single set of Performance Indicators for use from 1<sup>st</sup> January 2002. These Performance Indicators have replaced all previous published PI's, thereby providing a clear vision for the way forward on this initiative.
- In addition, all Boards have put in place mechanisms for comparing actual performance against plans in areas such as budgets, activity, service planning actions and manpower controls.
- A sub group has been established to progress the development of performance management in the health services as part of the development of a National People Management Action Plan under the National Health Strategy.

- The Eastern Health Shared Services was established by the ERHA with the objective to provide business and professional services to the three new Area Boards and ERHA in a manner reflecting best modern commercial practice.
- In the NWHB performance is measured against targets agreed and set out in the individual departmental and in the Board's Service Plan.

### **Service Delivery and Customer Quality**

- In developing strategic and service planning process in the ECAHB, the prime focus at all times has been to ensure an effective translation into improved service delivery and customer quality for patients and clients.
- Customer Services Units have been developed in the MWHB and NEHB.
- The central importance of providing quality services to customers is reflected in the SHB's corporate objectives.
- The WHB has developed a Quality Strategy.
- The SEHB has undertaken a range of initiatives to build on the quality of services for patients, especially improving access to services.

- The MHB continues to promote new service initiatives and quality developing to existing services.
- The ERHA places great emphasis on attracting, developing and retaining the regional staff and putting the necessary infrastructural systems in place so as to ensure that quality services are delivered to the client.
- Consumer panels have been established in the NWHB's hospital services providing a forum for patients to provide feedback and input into how services are delivered.
- There is a system in place within the Northern Area Health Board to consult with a wide range of clients with respect to service delivery.

### **Human Resources Management**

- A number of agencies have co-operated in the introduction of information systems in the areas of personnel, payroll, attendance, recruitment and superannuation (PPARS).
- The ECAHB is committed to working with staff to develop their individual capacity to contribute to the change agenda and to fulfill their personal potential as part of a wider Human Resources Management agenda.
- A review of organisational structure, a work schedule (roster) review and a training needs analysis has been conducted by the MWHB.

- The SHB addressed the challenge of attracting staff by financially sponsoring students in their final year at college in return for their work commitment.
- The WHB undertook a number of initiatives in order to expand its Occupational Health and Safety Services.
- In the NEHB a nursing and midwifery planning and development unit was established.
- The MHB launched a 10 year Human Resource Management Strategy in May 2001.
- An analysis of the existing human resource information systems in the ERHA is underway to identify optional solutions to addressing the information gaps that exist.
- A formal performance management mechanism has been put in place in the NWHB to address the issue of personal development plans.
- The NAHB succeeded in achieving full staffing in nursing in Services for Older Persons following a concerted overseas recruitment drive.

### **Organisational Flexibility**

- The ECAHB is pursuing organisational flexibility by bringing staff together from all services and discipline to plan the delivery of a top quality service.

- In the MWHB, a number of projects have been examined with a view to extending hours of services to the public.
- One of the SHB's corporate objectives is to create a customer organisation, through enhanced consultation, better information, acquiring the appropriate resources and by delivering services which are responsive to customer/patient needs.
- In the WHB, a variety of staff have demonstrated willingness to being available for customers outside normal working hours.
- The SEHB undertaken a range of initiatives to build on the quality of services for patients, especially by increasing the access to services.
- The MHB has restructured the organisation to meet the challenging and growing demands for services.
- The NEHB undertook a Direct Access Surgery (DAS) initiative, which increased the flexibility of elective surgical service for GP's and patients.
- The NWHB has been openly co-operative and has played a lead role in promoting inter-agency working towards common objectives in the north west.
- The NAHB continued its programme of de-institutionalisation of the Learning Disability Services.

## **Training and Development**

- In the ECAHB, a training and development action team is developing training and development programmes to respond to the needs of all staff.
- The MWHB is in the process of developing and establishing a Learning and Development Unit.
- In the SHB, the Human Resources Development Unit provides a co-ordinating regional role in all aspects of training and development.
- The WHB has focused on needs assessment, corporate learning, personal development plans, action learning sets and development of library services (including e-learning).
- The SEHB put in place a number of programmes to develop managers, develop their people skills and support all employees.
- The NEHB recruited a Corporate Learning and Development Officer to lead the Board's training and development agenda.
- The MHB allocated high priority to staff training and development and invests in both core skills and professional skills training for staff.
- The ERHA aims to spend 3% of payroll costs annually on training and development. In excess of 1200 staff were being supported to pursue external training programmes in July 2001.
- The NWHB's focus is to develop capacity by delivering learning and development opportunities to staff across a broad range of issues.

- In the NAHB a comprehensive programme in management training is in place.
- Implementation of the ECDL programme by the EHSS won a national award for innovation.

### **Organisational Capability**

- The ECAHB has a Transformational Change Management Team and a range of actions aimed at maximising its organisational capability
- In the SHB, a new Senior Management Structure is being implemented to assist in the delivery of more effective and integrated services whilst maximising the utilisation of available resources.
- During the life of the PPF, the capacity of the WHB has increased at an unprecedented pace.
- The MHB restructured its organisation to meet the challenges and growing demands for external and internal services.
- The NEHB developed a range of multi-disciplinary approaches to patient care as well as shared care protocols and multi-disciplinary, shared records.
- The ERHA aims to continuously build organisational capability and flexibility by drawing on staff from a range of diverse backgrounds and by actively building communication links with all stakeholders.

- Considerable efforts have been expended within the NWHB on defining structure, improving communications, developing openness and transparency around the publication and development of policy and on corporate services of organisational capability.
- The NAHB developed a provider plan incorporating a number of key objectives.

## **Conclusion**

This executive summary has given examples of modernisation initiatives underway at individual board level, in accordance with the PPF requirement for modernisation.