



Leading management and
organisation development for
the health services

Annual Report 2004

Mission Statement

We contribute to a better health service by

- supporting people development
- stimulating change in the way things are done
- helping the whole system to improve

Introduction

This year is one in which health service reform has been to the forefront of the agenda for health service managers and policy makers. As part of the Health Service Reform Programme the OHM will be mainstreamed into the Health Service Executive on the 1st Jan 2005. As with the rest of the health service, the implications of the reform programme for the work of the Office was examined. It is clear that the work of the OHM must continue but at an enhanced pace within a reformed health service as the need for personal, management and organisation development will only increase.

In 2003, Dr Alison Baker, one of the authors of *A Management Development Strategy for the Health and Personal Social Services in Ireland*, published in 1997, which had recommended the establishment of the OHM, concluded that the OHM had fully addressed its remit as intended in the management development strategy and that it had done so in an impressive way. It has

been concerned to deliver a shift towards a more accountable managerial culture in the Irish health services. OHM has given particular attention to the processes of managing learning, linking it with organisational needs and managers' career structures, creating awareness among opinion formers and leaders and supporting local change agents.

In the seven and a half years of its existence, the OHM can claim to have contributed greatly to the development of policy and practice in relation to personal, management and organisation development in the Irish health system. In that time, the OHM established itself as an influential and reliable advisor on management development issues. Staff working in the service turned to it for information and advice. Judging by the volume of telephone calls, emails, requests for OHM publications and website hits, its services were much in demand. The work of the OHM, its values and its emphasis on encouraging managers to continually develop themselves and their staff with a view to enhancing patient care and client service will continue with the HSE.

Consultations

As in previous years, close contact was maintained with all our stakeholders.

Consultative Group

Our consultative group comprised of representatives of all health service employers (see appendix for group membership). During 2004 the group met four times to review the operation and future plans of the Office. These meetings focused, in addition, on topics such as the implications of the Action Plan for People Management, personal development planning and the impact of the initiatives on nurse leadership and management development.

Department of Health and Children

Meetings were held during the year to present and review the Office's service plan and to discuss potential future development initiatives.

Health Service Employers Agency

Discussions were held with senior officials of the Health Service Employers Agency (HSEA) on matters of mutual interest, particularly the management of diversity and equal opportunities. The OHM was also represented on the HSEA working group on the introduction of a team-based performance management system.

Trades Unions

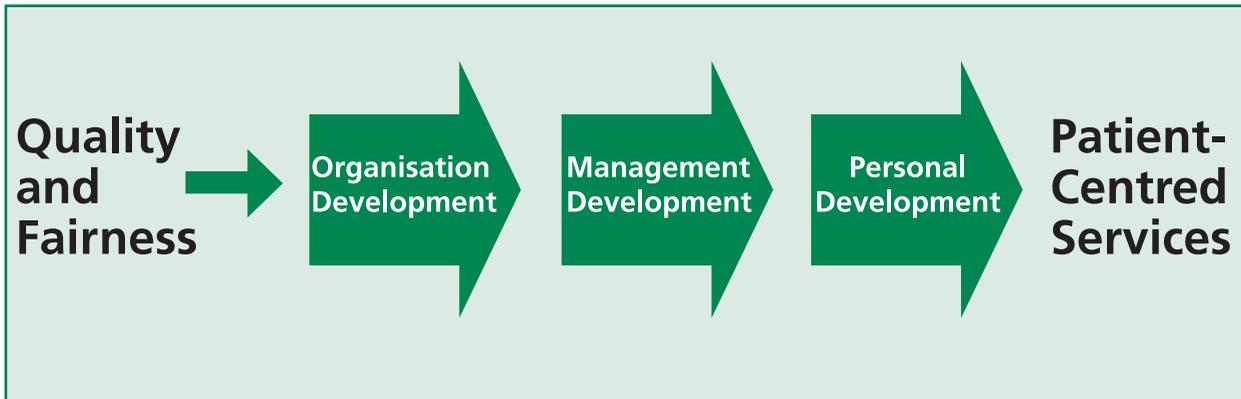
Contacts were maintained during the year with senior officials of the main trade unions.

CEOs of Health Boards and Voluntary Hospitals

Consultations continued with the chief executive officers of the health boards and the voluntary hospitals.

Activities in 2004

The work of the OHM was divided into three main types of activities, personal development, management development and organisation development.



Personal Development

The Office provided specialist programmes, assessment and diagnostic tools and other professional resources to managers throughout the health services to enable them to develop their leadership skills and competencies. As a key part of our work we sought to foster recognition among managers of their responsibility to develop themselves and their staff continuously. Central to our work on personal development in 2004 was the identification and dissemination of management competencies and our tools to facilitate personal development planning.

Management Competencies for Health & Social Care Professionals and Admin grades

Management competency frameworks for managers in the health and social care professions and for clerical/administrative

managerial grades were formally launched in June 2003. User packs for the competency frameworks were then developed and distributed. An online assessment tool was developed and is available on the Office's website.

In 2004, the Office published Guidelines for designing and commissioning a three day development programme in 'people management skills' for line managers. The programme was pilot tested and evaluated in the Northern Area Health Board and AMNCH Group. This initiative supported the competency frameworks and is referred to in the implementation plan. Copies are available from the Office website. Work will continue to link this programme with the HSEA training initiative on the legal framework for managing people. A development directory outlining development options for each of the competency sub-headings was published at the end of 2004 as part of the implementation plan. It is available on the website.

A steering group comprising unions, management, Department of Health and Children and OHM (see appendix) led this initiative throughout the process of researching the competency frameworks and monitoring the implementation in local areas.

Nursing Management Competency Framework

In 2004, the Office redesigned and distributed its 2000 publication, entitled *Report on Nursing Management Competencies*. This publication and competency user pack is now in line with the design and format of the management competency user packs developed in 2003 for the health and social care professions and for clerical/administrative managerial grades.

Management Competencies for Support Service Managers

In early 2004, the Office commenced work on a new initiative to identify the management competencies i.e. the knowledge, skills and attributes required for managers of support/ancillary staff in the health services. This initiative is part of the strategy to enhance skills for managers working in various parts of the health services and is one of the steps highlighted in the Action Plan for People Management (APPM), published at the end of 2002. A Steering Group comprised of management, unions, Department of Health and Children and the OHM was established to oversee the project. The Office commissioned a firm of occupational psychologists to undertake the research on the management competencies. This project will conclude in 2005.

Personal Development Planning

The OHM continued to promote personal development planning (PDP) among health service employees. PDP is a continuous development process that enables people to make the best use of their skills and helps advance both the individual's plans and the strategic goals of the organisation. The goal is that every staff member will eventually be working to a personal development plan. Among the benefits of this initiative are a greater fit between personal development and organisational development and increased dialogue between line managers and their staff on development issues.

Development and testing of tools and guidelines for Personal Development Planning

The OHM led out on a series of pilot programmes to test the applicability of Personal Development Planning to the Irish health system. Over two pilot phases a range of tools and guidelines for staff and line managers in relation to Personal Development Planning were developed and were made available throughout the health service. Personal development planning tools and an elearning module are available in hard copy format and on line. It was formally launched in 2001 and is anchored in the Action Plan for People Management. It is a process whereby individual(s) /teams set development objectives which are aligned to the strategic organisation objectives. The process was also integrated into the team-based approach to performance management piloted by the HSEA. Going forward Personal Development

planning should form an integral part of best practice for all staff in the health services resulting in more effective service delivery.

Further Development of the OHM Website

With close to 100,000 staff members in the health services, spread around the country, the Office continuously refined and expanded the website in order to disseminate information to health service managers. The website contains a digest of the latest health management news, a calendar of OHM events and activities, copies of newsletters, published reports and documents, papers and resource materials from OHM masterclasses and other events. The website was developed during 2004 to provide more information, make it more readily accessible to health service staff, improve navigation and to comply with an even higher international standard of accessibility. Statistics for the website showed a continual increase in usage for 2004. Pages downloaded from the site increased by over 75% during the year. Several health boards who do not allow Internet access for their staff continued mirroring the website on their local intranets. Through this initiative the resources and information provided on the website are available to an even wider audience within the Irish health service.

Learning Centre

During 2004 the Office phased in several major changes to the online eLearning initiatives. Firstly, we merged OHM's two major initiatives, the Learning & Self-Discovery Centre and the OHM Knowledge Centre, into one resource and re-launched them as the Learning Centre. As part of this re-launch, we

upgraded our online Competency Assessment Tool and Personal Development Workbook to make them more comprehensive and user-friendly. We also expanded our Knowledge Centre by adding several new topics. By July of 2004 users who logged onto the Learning Centre had access to the following OHM resources:

- **Competency Assessment Tool for managers in Clerical/Admin, Nursing and the Allied Health and Social Care Professions.** This tool can provide significant assistance to over 12,000 health service managers within the administrative, nursing and health and social care professional grades in developing their own personal skills and attributes. Managers can assess their managerial performance online against the management competency frameworks already developed. They can also invite their colleagues to complete the same rating scales from their perspective. In this way they can get a free, confidential 360-degree assessment of their managerial performance. From that information they can then use the online tools and resources to prepare a personal development plan to discuss and agree with their line manager.
- **Personal Development Planning eLearning Programme and Workbook.** Users can both learn about Personal Development Planning by completing the online programme as well as fill out their own Workbook to create their own development plan.
- **Knowledge Centre** is a compendium of resource material relating to personal, management and organisation development designed to enable health service managers to access the latest management thinking and tools in these

areas. This resource was re-designed during 2004 to create links with the Competency Assessment Tool and PDP workbook. Several topics were upgraded and new topics were also added during the year.

- ***Service Planning eLearning Programme.*** The Office for Health Management co-funded the service planning online development tool with the North Western Health Board, which piloted the initiative. The first module, 'Setting the Context of Service Planning', was completed and evaluated throughout the health services in 2002. It was launched formally in June 2003.
- ***An Introduction to Financial Management - for non financial managers***

In 2004 the number of registered users rose to over 2,100. The Learning Centre can be accessed at

<http://www.tohm.ie/learningcentre>

The learning centre was shortlisted against Private and Public Sectors for the "Watson and Wyatt" awards for Excellence in eLearning". The next phase of development of the Learning Centre was guided by the National eLearning Group and resulted in a second major upgrade in December 2004. Details are given in the next section.

National e-Learning Group

In line with Action 5.3.2 of the Action Plan for People Management the Office for Health Management established a project team to further develop the potential for e-learning in the health service. The project group membership (see appendix) comprised representatives of the OHM, the Directors of Human Resources and Corporate Learning and

Development Managers of Health Boards, CEOs of the Voluntary Hospitals and the National Federation of Voluntary Bodies, the Director of the eGovernment Group and ICT personnel.

This group worked on developing the Learning Centre and, as a result, the Learning Centre was expanded and re-launched in December 2004. The new resources included an online Clinical Audit Programme (developed and piloted by the North Western Health Board), a suite of ICT skills programmes as well as other programmes such as Coaching, Project Management and Team Leadership. Some key objectives were set out for the project team by the National eLearning Project, as follows:

- The continued development of online learning centre in response to service needs
- The implementation of the national eLearning project
- The design and rollout of a national eLearning pilot and robust evaluation throughout the health service
- An analysis of the technical implications of an enterprise-wide managed online learning environment.
- Development of a strategic plan for the ongoing rollout of eLearning and a blended learning environment in co-operation with key stakeholders in the Irish health system.

In order to ensure best return in investment, and to confirm that the Learning Centre, and its constituent eLearning programmes were meeting the needs of learners, a comprehensive evaluation study is being carried out by the project team of the National eLearning Group. It is expected that this evaluation report will be published mid-2005 together with a National eLearning Development Plan.

Provider Database

The Office provided human resource personnel and health service staff with information on the range of courses and programmes available on management and organisation development through the provider database on its website. At the end of 2004, there were 82 providers registered on the database. Each of the providers has a full profile on their organisation together with details of courses and programmes. In 2004, information on 267 courses was available. Providers themselves update the data provided.

Publications

Newsletters

The OHM newsletter was published five times during the year. Each edition of the newsletter had a print order of 13,000 copies and these were circulated throughout the health services. Our aim was that every staff member with management and supervisory responsibility received a copy of the newsletter. Distribution was through employers or directly via an extensive mailing list of individual employees. The newsletter is also available on the OHM website.

In addition, a monthly electronic 'e-zine' was circulated via our electronic mailing list. It contained the latest news and events from the OHM and directed readers to OHM publications and features on our website.

During 2004, the following titles were published.

1. Performance Management in the Health Service (Website only) presentation by Dr. Laraine Joyce-January, 2004
2. Final Report of the Empowerment of Nurses and Midwives Steering Group – An Agenda for Change (Website Only)- March, 2004
3. Action Plan for People Management - 1st Annual Progress Report (Website Only)- April, 2004
4. An Evaluation of the “Understanding and Managing Self” Management Development Module among Directors of Nursing/Equivalent Nursing Management Grades (Website Only) -May, 2004
5. Learning and Development Needs Toolkit for Managers in the Irish Health Service- June, 2004
6. Women in the Boardroom: a bird's eye view (CIPD, UK)- July, 2004
7. Clinicians in Management: Charter of Rights and Responsibilities for hospital Managers and Consultants (Website Only)-Draft Document for Consultation Purposes- July, 2004
8. Report: Programme of Support for the Primary Care Strategy Implementation Teams (Website Only) September, 2004
9. Management Competency User Pack for Nurse and Midwife Managers- September, 2004
10. Guidance on the Commissioning of a 'Managing People' -Management Development Programme – November, 2004
11. Directory of Competency Development Options-December, 2004

Over 19,000 copies of our publications were distributed in hard copy in 2004, a high percentage of this figure following direct requests to the Office. Health services staff members were encouraged to download OHM publications from our website.

Management Development

Our management development work comprised

- leadership programmes
- development programmes for top and senior managers
- management development programmes commissioned for specific groups
- masterclasses and lectures.

Leadership Development Programmes

From Strategy to Action 2003-2005

The Leadership Development Programme 'From Strategy to Action' which commenced in 2003 progressed as planned during 2004. The programme providers commissioned were a partnership between Beeches Management Institute, Belfast and the Centre for Creative Leadership, Brussels. The programme placed a heavy emphasis on understanding and developing individual leadership styles, with an element of the programme where participants received one to one executive coaching. In addition, the twenty seven participants worked on service improvement projects under the direction of the programme providers and their employers. The final module of this programme was scheduled for spring 2005 after which an independent evaluation will be commissioned.

Modernising the Health Service 2004-2006

The fourth in the series of Leadership Development Programmes, 'Modernising the Health Service', commenced in autumn 2004, with thirty participants. The providers were similar to the 'From Strategy to Action' programme above. The programme will

continue during 2005 and conclude in early 2006.

'Where Are They Now'

- *Survey of Past Participants from Earlier Leadership Programmes*

During the year, the Office conducted research with participants from the first two leadership development programmes (1998-2002) to ascertain the impact of the programmes in terms of their career progression. The research found that a significant majority maintained that the programmes had a positive influence on their career progression i.e. 93% from the 1998-1999 programme and 69% from the 2000-2002. In addition, it was found that the programme was beneficial to those who remained in their existing role. Overall it was felt that consideration should be given to ongoing future investment in similar programmes for staff working in the Irish health services.

During the period 1998-2002, 111 health service employees successfully completed Leadership Development Programmes and by 2006, an additional 57 employees will have completed the third and fourth programmes.

Management Development for Nurses and Midwives

The Office's involvement with the 'Empowerment of Nurses and Midwives High Level Steering Group – An Agenda for Change' continued during early 2004 with the completion of the independent evaluation of the "Understanding and Managing Self" development module for directors of nursing/equivalent nursing management grades. This document was published on both the OHM and DoHC websites.

The steering group and its four sub-groups

disbanded in early 2004 and April marked the launch of the final report of the *Empowerment of Nurses and Midwives Steering Group – An Agenda for Change*. This report summarises the activities of the four sub-groups since 2000 and outlines the overall recommendations. It is also available on both the OHM and DoHC websites. Personal and management development interventions for nurse and midwife managers under this initiative have now concluded. However, in response to requests from the system, the Office continued to collaborate with the Directors of Nursing and Midwifery in the regional Nursing and Midwifery Planning and Development Units (NMPDUs) to provide advice and assistance in respect of the personal, management and leadership skills development needs of nurse and midwife managers.

Executive Coaching

In 2004, the Office launched a further programme of executive coaching for over 80 top and senior managers which will conclude in 2005. Coaches were selected, participants nominated and the initiative is well underway. The programme consists of five one-to-one coaching sessions conducted by a professional coach chosen from a panel nominated by the Office. These managers act as important role models for staff and, in effect, determine the culture of the organisation. Initiatives to support the development of top and senior health service managers were a priority for the OHM.

Modernising Staff Rostering

The Office met with the Directors of Nursing and Midwifery in the regional NMPDUs at the end of 2004 to discuss the outcome and next steps in relation to the Modernising Rostering Initiative and the *Facilitator Support Programme for the Rostering*

Workshops commissioned by the Office during 2004. In order to facilitate the roll-out of this initiative at a local level a database of rostering facilitators was provided and a national networking event will be held for them in January 2005. In addition, a repeat of the survey on rostering practices is planned to ascertain the progress and impact of this initiative since its inception.

Commissioned Management Development Programmes

A large part of the Office's work programme entailed the commissioning of management development programmes for specific groups of staff at the request of employers. We outline below the main programmes commissioned in this way in 2004.

Front-Line Supervisors Programme

In 2004, the Office received nominations from health agencies to have their own staff trained in the delivery of this programme. This work was completed for six agencies who participated in the training programme.

Heads of Psychology Services

Early in the year, the Office commissioned a Diagnostic Exercise on behalf of the Heads of Psychology Services to identify their leadership and management development needs. The final report was accepted by the group and the Office's work in relation to this initiative is now complete.

Social Workers Workload Management Project

At the request of the Department of Health and Children the Office commissioned a training needs analysis in relation to the piloting and introduction of a new social

work workload management system. It was recognised that the new system could offer considerable potential benefits to social work managers and staff but realising these benefits would require the development of new skills and competencies. It was with this in mind that the formal training needs analysis was conducted in April 2004. A report outlining the findings and recommendations emanating from the analysis in the identified pilot sites was forwarded to the DoHC. The Office's work in relation to this initiative is now complete.

Masterclasses and Lectures

During 2004, the Office provided six events under this banner: five masterclasses and the annual Maureen Dixon Memorial Lecture. The total attendance at these events was 637, made up of health service managers and clinical leaders from predominantly middle-level and top-level grades. The gender breakdown was 296 male and 341 female.

Hugo Bague

Hugo Bague is Vice President with the New Hewlett Packard, Europe, Middle East and Africa. At this Masterclass, entitled 'Manage the Change or Change will Manage You,' he presented his experiences of the merger of the Hewlett Packard and Compaq companies, involving 140,000 employees in 160 countries.

Hugo Bague outlined for participants the critical success factors to the merger. He also discussed the problem issues and how they were overcome. During the Masterclass, Hugo stated that a well defined strategy engaging with both customers and employees was a key to the successful merger, the principles of which could offer

learning for everyone involved in the Health Service Reform Programme.

Richard Olivier

Richard Olivier, son of the great Shakespearean actor, Laurence Olivier, has been a leading theatre director for over ten years. He has worked extensively in the fields of Organisational and Personal Development. His work today is in bringing the world of theatre and the arts into the development of authentic leaders. He is an Associate Fellow at Templeton College, Oxford, and Master of Mythodrama at Shakespeare's Globe Theatre.

During this Masterclass, participants were taken on a journey into inspirational leadership based on Shakespeare's play Henry V. He led the Masterclass participants through the great leadership challenges faced by Henry V in the 400 year old play.

Dame Rennie Fritchie

As a 'portfolio' worker Dame Rennie Fritchie has a number of jobs and positions. Her principal post is Commissioner for Public Appointments in the UK. She is an independent consultant on Strategy and Leadership and is an Honorary Visiting Professor with a chair in Creative Leadership at York University, Vice Chair of the Stroud and Swindon Building Society and Pro Chancellor of Southampton University. She is the recipient of honorary degrees from several Universities; she is involved with a number of charities and is co-author of a number of books and publications, most recently 'Resolving Conflicts in Organisations'.

In the Masterclass, Dame Rennie shared experiences of her own career journey. She focused on some current issues relating to career management and shared tools and

techniques to use in analysing personal and professional career direction, identifying skills necessary for navigating the journey and developing mental possibilities for the future.

This Masterclass was the first of two 'Women in Leadership' special focus Masterclasses for 2004.

Annual Maureen Dixon Lecture

The sixth annual Maureen Dixon Memorial Lecture held in June was delivered by Kevin Kelly, then Chairman of the Interim Health Service Executive. Kevin Kelly outlined his own career experiences, having started originally as a chartered accountant; he worked in a variety of private sector organisations, gaining wide experience in accounting, small businesses, working in Europe and management development. In the seventies, he was appointed by the Government of the day to oversee the transition when the motor insurance firm, PMPA, ran into operational difficulties. He subsequently worked as Managing Director with the AIB Group, where he led many changes.

There was an unprecedented level of interest in the lecture among healthcare managers due to the current Health Service Reform Programme, with almost 200 managers attending.

Michael Sachs

Michael Sachs is a noted health care industry strategist and visionary. Based in the USA, his organisation analyses the impact of changes in the business and technology of health care. In this highly interactive lecture he examined the changing trends in demand for care, particularly due to aging populations. He outlined some of the latest technological innovations in healthcare and he explored the

adoption of technology by organisations and the kinds of organisations that are more likely to adopt technology at an early stage.

He noted that in the United States, as in Ireland, the population is growing overall and the aging population is also increasing. The need for cardiovascular, cancer and neurological disease care will increase in coming years. In combination with this increase in demand for care is an increase in consumer expectations. Patients are very well informed about healthcare issues and methods and want the latest technology.

Liz Carter and Sean O' Kelly

The focus of this Masterclass was Championing Change in the Health Services in Turbulent Times. Elizabeth took the group through highlights of her own leadership journey from her career in the Royal Air Force, to her role as Director of the Agency Associates Scheme. Sean provided the clinical leaders point of view. Together they explored with the group their personal and collaborative approach to championing change with examples drawn from their work in the Associates Scheme. They discussed topics including collective leadership, social networking, leadership without authority and the key role that they have jointly played in growing a grass roots movement at a national level, of individuals passionate about improving services for patients.

This was the second of the Office's special focus 'Women in Leadership' Masterclasses and represented the last Masterclass for 2004.

Organisation Development

Health Service Reform Programme

In June 2003, the government announced the Health Service Reform Programme, initiating an era of unprecedented change in the health system. During 2004, Office for Health Management staff worked closely with the interim Health Service Executive (HSE) Change Management Team in planning for the implementation of the reform programme and in making transition arrangements for the establishment of the HSE on 1st January 2005.

SpR Leadership Programme

A steering committee comprising representatives of the Department of Health and Children, the IMO and the OHM has been providing direction and oversight to this project since its conception in 2002. Between then and 2004, a total of six programmes were commissioned and provided. The numbers of applications and the profile of applicants would indicate that the backlog of candidates has been accommodated. The Office, at the request of the steering group, will continue to monitor the level of interest in the programmes. In 2004, a report on this initiative was presented to the Medical Training and Education Group. The Office will continue to work with the group in relation to management training and development for doctors in higher training.

CIM Doctors and Managers Discussion Group

This group, which convened early in 2004, produced a draft document entitled *Charter of Rights and Responsibilities for Hospital Consultants, Managers and Clinical Directors*, which was circulated to the system as a consultation exercise. There were many and varied responses from both individuals and organisations. These are being considered by members of the discussion group. The Charter document will be revised and published in 2005.

Return On Investment (ROI) Framework for Training and Development initiatives

The APPM 5.1.5 outlines the need for a comprehensive evaluation/ROI framework for training and development initiatives for the Irish Health Services, which is part of the development of a strategic approach to education, development and training. In 2004, the Office working in collaboration with representative groups of agencies commissioned Watson Wyatt to design a measurement methodology and toolkit. A number of HR interventions were selected to test the robustness of the model and toolkit. The first phase of the project focused initially on recruitment at the National Rehabilitation Centre, Dun Laoghaire and management development at the North Western Health Board to design this model. It is envisaged that this model will be an integral part of best practice for all development/HR interventions as it will provide users with the tools to make the strong business case. It is expected that this work will be completed in 2005.

Quality and Fairness: Making Change Happen— Change Facilitation Development Programmes

This programme came to a close at the beginning of the year and the post programme phase of the independent evaluation by Pearn Kandola was undertaken during spring 2004. In addition to the independent evaluation, the programme providers, Savage Young and Associates submitted their final evaluation report. In response to a request from programme participants the OHM commissioned a networking event for participants in June, facilitated by Savage Young and Associates. Due to lack of usage and given that no further interventions will be commissioned under this initiative the 'Making Change Happen Microsite' was discontinued in autumn 2004.

Primary Care Strategy

The Primary Care Strategy, *Primary Care: a New Direction*, was launched in November 2001. In October 2002, the Minister for Health and Children gave approval for the establishment of an initial ten implementation projects, one in each health board area. The Office for Health Management was asked at that time by the Department of Health and Children to develop a programme of support for these Primary Care Strategy implementation teams. The work of the Office continued throughout 2004 and included the following:

- Facilitating national meetings of nominated liaisons, managers and Directors of Primary Care across the country. These meetings were attended by members of the Primary Care Task Force from the DoHC as well as Project Managers from the individual teams.
- Providing a development programme for the Project Managers which is now completed.
- Providing facilitation for the teams for team development purposes.
- Visiting the teams prior to this facilitation to assess their development needs.

In September 2004, the Office published a report entitled 'Programme of Support for the Primary Care Strategy Implementation Teams,' which summarises OHM's support and provides conclusions from this work to date.

Managing Diversity and Equal Opportunities

In keeping with established practice, during 2004, the Office continued to liaise with the Health Services Employers Agency (HSEA) in regard to assisting managers in meeting their obligations under equality legislation and the equal opportunities/diversity aspects of their people management role. Networking opportunities with similar cross-border initiatives – for example Opportunity Now in HPSS, Northern Ireland – and international best practice in this regard were also explored during the year.

Women's Regional Networks/Women in Leadership

The Office continued to provide support, advice and meet, as required, with members of the women's regional networks during 2004. As already highlighted under the Masterclass section of this report two 'Women in Leadership' special focus Masterclasses were held. The first was with Dame Rennie Fritchie on the topic 'Career Management in Turbulent Times' and the second was facilitated by Liz Carter and Sean Kelly, UK Modernisation Agency, and the theme was 'Championing Change in the Health Service'.

OD Network

For several years the OHM supported a network of people throughout the health service who are working in organisation development (OD) and change management. The OHM funded professional facilitation for the group, as required. The group met quarterly and shared learning and intelligence on OD approaches.

Other Activities

Central Resource

The Office for Health Management acted as a central resource on personal and management development for the health services. Queries were received from managers and employers daily on development activities and resources available. Office staff were actively involved in advising employers and their staff on development issues.

Office staff participated on interview boards for health service management posts advertised by the Local Appointments Commission or by local employers.

The Office influenced national policy on management and organisation development issues through its participation in national groups. Staff acted as members of the following groups in 2004.

- National Steering Group for the Action Plan for People Management in the health services
- High Level Steering Group on Empowerment of Nurses and Midwives - An Agenda for Change
- Irish Nursing Research Interest Group
- Advisory Group for Belfast City Hospital, St James's Hospital, Dublin, and the University of Ulster Collaborative Leadership Development for clinical nurse leaders in oncology and haematology services
- Inquiry into the Handling of Allegations of Clerical Sexual Abuse in the Diocese of Ferns.

Presentations in 2004

Presentations were made during the year by OHM staff on topics such as the role and work of the Office for Health Management, personal development planning, performance management, management development, nurse empowerment and the clinicians in management initiative. These presentations were made at national and international conferences and other events to varied professional groups.

APPENDIX

Members of Office for Health Management Staff

Director: Denis Doherty

Deputy Director: Laraine Joyce

General Manager: Alan Smith

Development Specialists: Ann Judge, Jacqueline Crinion, Caroline O'Regan, Tina Joyce

Management Services Officer: Rena Dooley

Senior Administrative Assistants: Sinead Farrell and Ruth Fuller

Administrative Assistants: Grainne Hunt and Susan Keegan

Technical Services Specialist: Dearbhla Casey

Information Specialist (part time): Pat Smyth

Members of Consultative Group

Larry Bane, Director of Human Resources, Midland Health Board

Michele Bermingham, Corporate Learning and Development Officer, Southern Health Board

Lorcan Birthistle, Chief Executive Officer, St Luke's Hospital

Mary Crowe, Human Resources Manager, Mater Hospital

D'Arcy Donnelly, Human Resources Manager, Cheshire Ireland

Rose Doyle, Corporate Learning and Development Manager, Mid-Western Health Board

Elva Gannon, Head of Advisory Service, Health Services Employers Agency

Derek Greene, CEO, National Rehabilitation Centre

Declan Hynes, Training and Development Manager, Eastern Health Shared Services

Mary Kelly, Director of Human Resources, Northern Area Health Board

Colm Kinch, Corporate Learning and Development Manager, North Eastern Health Board

Tony Liston, Corporate Learning and Development Manager, North Western Health Board

Kieran Loughran, Management Resource Services, Disability Federation of Ireland

David Maguire, Department of Health and Children

Rosaleen McCabe, Acting Human Resources Manager, Order of St. John of God

Brian McElroy, Learning and Development Manager, St James's Hospital

Anne McNeely, Personnel Officer, Beaumont Hospital

Catherine Neary, Corporate Learning and Development Manager, South Eastern Health Board

Eamonn O'Brien, Director of Human Resources, North Eastern Health Board

John O'Connor, Acting Director of Human Resources, AMNCH, Tallaght

Sorcha O'Quigley, Personnel Officer, St Vincent's Hospital

Jackie Reed, Corporate Learning and Development Office, Western Health Board

Josephine Roche, Learning & Development Officer, HSE East Coast Region

Francis Rogers, Director of Human Resources, North Western Health Board

John Ryan, General Manager, Coombe Women's Hospital

Pat Smyth, CEO, Leopardstown Park Hospital

Vivienne Tegg, Director of Human Resources, South Eastern Health Board

Maria Walls, Director of Research and Membership Services, National Federation of Voluntary Bodies

Larry Walsh, Director of Health Service National Partnership Forum

Members of Steering Group on Study of Management Skills and Attributes

William Beausang, Department of Health and Children

Jane Boushell, SIPTU

Kevin Callinan, Impact

Jacqueline Crinion, OHM

Joan Hodgins, Pearn Kandola (until June 2003)

Laraine Joyce, OHM

Mary Kelly, Director of Human Resources, Northern Area Health Board

John Loughran, Pearn Kandola (until June 2003)

Caroline O'Regan, OHM

Mairead Shields, Director of Human Resources, Tallaght Hospital

Alan Smith, OHM

Members of the Steering Group on Management Competencies for Support Service Managers in the Irish Health Services

Alan Smith, Chairperson, General Manager, OHM

William Beausang, Principal Officer, Department of Health and Children

Ann Judge, Management & Organisation Development Specialist, OHM

Matt Merrigan, National Secretary, SIPTU

John O'Connor, Acting Director of Human Resources, AMNCH

Sé O'Connor, Acting Assistant Chief Executive, Change Management, Health Service Employer's Agency

Caroline O'Regan, Management & Organisation Development Specialist, OHM

Francis Rogers, Director of Human Resources, NWHB

Jillian Sexton, HR Training & Development Coordinator, National Federation of Voluntary Bodies

Return on Investment Steering Group

Alan Smith, Chairperson, General Manager, OHM

Jim Byrne, Training & Development Manager, AMNCH

Ruth Fuller, Senior Administrative Assistant, OHM

Derek Greene, Chief Executive Officer, National Rehabilitation Hospital

Tim Kennelly, Chief Executive Officer, St John's Hospital

Tony Liston, Corporate Learning & Development Manager, North Western Health Board

Tony McMahon, Director of Human Resources, South Western Area Health Board

Willie Murphy, Director of Human Resources, North Western Health Board

National eLearning Steering Group

Alan Smith, Chairperson, General Manager, OHM

Lorcan Birthistle, Chief Executive Officer, St Luke's Hospital

Geraldine Boland, Training & Development Manager, St. Michael's House

Dearbhla Casey, Technical Services Specialist, OHM

Ruth Fuller, Senior Administrative Assistant, OHM

Pat Kenny, ICT Change Manager, North Western Health Board

Tony Liston, Corporate Learning & Development Manager, North Western Health Board

Damien Mc Callion, Director of Information Systems, North Western Health Board

Eamonn O'Brien, Director of Human Resources, North Eastern Health Board

Caroline O'Regan, Management & Organisation Development Specialist, OHM

Dennis Prior, Senior Project Manager, Eastern Health Shared Services

Jillian Sexton, HR Training & Development Co-Ordinator, National Federation of Voluntary Bodies

Office for Health Management Publications

Office publications were circulated widely to staff throughout the health services. The following are brief summaries of the contents of each publication. Copies of publications can be downloaded from our website at www.officeforhealthmanagement.ie.

Job Analysis

This document highlights the benefits of Job Analysis, a structured technique in designing job descriptions, person specifications and other criteria as a basis for most human resource systems.

Preparing a CV

Guidelines on preparing a C.V. offers valuable information on how to market yourself where you are both the product and the salesman. A CV is often the first and only information a prospective employer will receive about you so its importance should never be underestimated.

Preparing for Interview

Areas covered include the selection process, interview agendas and types of interview, interview preparation, types of questions, the interview itself, and dealing with the aftermath.

Coaching and Mentoring

These guidelines are intended to provide an overview of what is involved in mentoring and coaching, what benefits accrue and who should mentor and coach.

Spotlight on Mentoring

This report assesses the attitudes and perceptions of mentees, mentors, line managers and pilot mentoring co-ordinators with regard to mentoring as a development intervention for staff. Also identifies best practice approaches. The objectives were to evaluate how successful mentoring has been, to measure satisfaction levels and to identify key lessons learnt.

Executive Coaching – A Briefing Note for Potential Users

Provides answers to the most frequently-asked questions about executive coaching, which is a one-to-one process of support, challenge and personal development for senior managers. Executive coaches are usually external to the client organisation.

Action Learning – The OHM Guide for Users and Potential Users

This guide is particularly good for managers who need to focus on their own jobs and on their own work, rather than on 'ideal world' issues. Covers management and change development; standard elements, uses and benefits of action learning; and some pitfalls associated with it.

Best Practice Guidelines for Developing a Human Resources Strategy

'How to' manual intended as a best practice template for directors of human resources and their teams across health boards and hospitals. It explains the rationale for a human resources strategy and how to develop the most suitable strategy for a health board or hospital, with tips for effective implementation, monitoring and review.

Managing Talent and Difference in the Health Service: The Case for Diversity

Puts forward a case for a more people-centred service, one that recognises the diversity of those we work with and those for whom we care. The case for diversity has never been stronger than it is now: legislative, demographic and economic changes all reflect this. Making a success of diversity will help us achieve higher standards of patient care.

Nursing Management Competencies

Commissioned by the Office in 1999 following the report of the Commission on Nursing, which recommended 'competency based approaches to management'. Three levels of nursing and midwifery management with specialist competencies for each level as well as eight 'generic' competency areas are identified.

Senior Nursing Managers Competency Development Pack

Helps top/senior-level nurse managers to identify and plan their personal, professional and management development. Available online only.

Guidance on the Commissioning of Nursing Management Development Programmes – Front-Line and Middle-Level Nurse Managers

Explores ways in which nurses and midwives can be further empowered through management and personal development. The guide aims to ensure consistency and uniformity in the commissioning of nursing management development programmes.

Evaluation of Nursing Management Development Programmes – Front-Line and Middle-Level Nurse Managers

This report examines attitudes and perceptions in relation to the management development programmes, with a view to discovering whether these programmes for middle nurse managers and front-line nurse managers were effective.

A Report on the Acorn Programme

The OHM commissioned the Acorn Programme from the Office for Public Management (UK) as part of its mission to foster equal opportunities within the health services. The results were both interesting and surprising. A comprehensive commentary on the Acorn Programme, representing the views of all involved.

Clinicians in Management: Introduction and Case Studies – Discussion Paper 1

This is an introduction to the clinicians in management initiative for professionals across the health services, providing a broad background to what is involved. The report presents a variety of case studies from organisations which have already made significant progress in this area. The CIM initiative heralds the biggest change to the management of Irish hospitals for many years.

Clinicians in Management: A Framework for Discussion – Discussion Paper 2

The second discussion paper examines a range of areas: business planning; procedures; organisational structure; human resource management; management development and training; change management issues; systems support; funding; resource requirements and evaluation. Examines practice in Canada and New Zealand.

Clinicians in Management: A Review of the Initiative and Pointers to the Way Forward – Discussion Paper 3

Discussion paper three is a comprehensive coverage of the background and context of the CIM programme. It includes topics such as the review process, managing change, and the enablers of further progress.

Recommends some change management techniques and the development of new and improved competencies.

Clinicians in Management: A Review of Clinical Leadership – Discussion Paper 4

This discussion paper seeks to inform and stimulate discussion on clinical leadership. It explores the views of hospital doctors, their attitudes to participation in the leadership and management of their organisations and how leadership and management processes can be facilitated. The exploration includes whether doctors think CIM is a good idea in the first place, what would encourage or dissuade them from getting involved, and what can organisations do to facilitate them in taking on leadership roles.

Clinicians in Management at Work in Mayo General Hospital: Choices in CIM – Discussion Paper 5

Mayo General Hospital was chosen as a pilot site for the CIM initiative and the hospital authorities began the piloting process with the establishment of two project groups: a clinical policy and strategy group to define the concepts and structures of CIM and present a final CIM design for implementation; and a consultation and advisory group to manage the complex consultation process involving Mayo General's staff and their trade unions. The progress of CIM at the hospital is charted.

Clinicians in Management: Charter of Rights and Responsibilities for hospital managers and consultants (Website Only)-Draft Document for Consultation Purposes.

In 2003 a small and informal discussion group of hospital managers and consultants was convened to focus on the goal of increasing cooperation between doctors and managers at both hospital and national decision making levels. This involves building a framework for effective working partnerships between clinicians and managers. This document is intended to set out the principles on which understanding between clinicians and managers can develop and grow in a spirit of genuine partnership. We consider it to be a consultation document where clinicians and managers throughout the system were invited to consider the charter, reflect on the spirit as well as the letter of it and let us have the benefit of their views.

Learning and Development Needs: Identification and Planning Toolkit

This toolkit provides users with the opportunity to play a part in ensuring that learning and development in organisations is targeted and cost-effective. Defines and analyses corporate learning and development needs, service learning and development needs, and unit/departmental learning and development needs.

Patient Satisfaction Surveys: Issues to Consider

A part of the implantation process of a national standardised approach to measurement of patient satisfaction. Patient satisfaction does not solely derive from the measure of clinical care delivered. Rather, it reflects of patients' approval of their global experience within the health service, from their time of entry into the system until their final exit. Thus, clinical care will form only one component of their overall experience; satisfaction will also be influenced by issues such as waiting times, access to services, emotional support, etc.

Public and Patient Participation in Healthcare: A Discussion Paper for the Irish Health Services

Describes international thinking on public and patient participation activities in order to assist health managers to place in context the proposals set out in the national health strategy and to provide them with examples of good practice models for doing so.

Women's Regional Networks Research Project

This report presents comprehensive and valuable research on networking, a crucial ingredient of success in any professional career because of the many advantages to be gained by its practice, including information

exchange, collaboration, career planning, professional support and encouragement and upward mobility.

Women's Regional Networks – Network Audit Instrument

This network audit is an instrument designed to provide insights into how the network is performing and how successful it is. The audit examines the network against the five-factor model in order to identify which aspects are working well and which need more attention.

Modernising Staff Rostering: An Imperative for Progress – A Facilitator's Guide to Running a Workshop

The facilitator's guide to running the specially designed workshop entitled 'Modernising Staff Rostering: An Imperative for Progress' is based upon the practical experience of running two such workshops. The workshops were conducted by the Centre for the Development of Healthcare Policy and Practice at the University of Leeds, together with contributions from the North Western Health Board. The workshops were initiated and funded by the Office for Health Management.

Dialogue on Implementing Reform – Communication and Consultation Programme: July-Sep 2003 (available online)

The Office was requested by the DoHC to carry out a communication and consultation exercise with staff throughout the health service regarding the Health Service Reform Programme. This report summarises the views and concerns of staff in relation to implementation of the Reform Programme.

Report on an Evaluation Study of the Leading an Empowered Organisation Programme (LEO) for Clinical Nurse Managers 1

This study was conducted by the Centre for the Development of Nursing Policy and Practice, University of Leeds, for the Management Development Sub-group, Empowerment of Nurses and Midwives Steering Group – An Agenda for Change.

Report on the Diagnostic Exercise for Directors of Nursing/Equivalent Nursing Management Grades

This report summarises the Diagnostic Exercise for nursing/equivalent nursing management grades commissioned by the Management Development Sub-group of the Empowerment of Nurses and Midwives Steering Group – An Agenda for Change and conducted by the King's Fund. The report is set within the strategic context of the modernisation and reform of the Irish health service and the political and professional aspirations for the empowerment of nurses and midwives. It examines what can be done to strengthen that contribution through the education and development of top-level nurse managers.

Learning from the NHS in Change: A study on the management of major structural change in the NHS

This report, compiled by OPM (UK), explores how learning from the UK experience can assist strategic planning and organisational development in the Irish health services as they move into a period of unprecedented structural change. In detailing the nature of organisational change in the NHS over the last fifteen years, OPM have included an analysis of the change management approaches used.

Personal Development Planning: Guidelines and Workbook

The PDP workbook provides a clear framework that allows people to identify where they have come from in terms of personal development, how they are getting on in their job at present, where they would like to be in the future and how they propose to get there. The information contained in this pack is available in more depth in the e-Learning section of the Office website. You can register online, access the PDP elearning programme, and work through an interactive PDP workbook online.

Good Practice in Leading and Managing Change in Health Service Organisations: 11 Case Studies

The experience of introducing change in the Irish health service has been, by and large, both very good and very successful. This report provides qualitative evidence of examples of this experience in leading and managing change. The purpose of this documenting of good practice is to provide guidance and insights to other potential leaders and managers of change in the health service.

Management Competency User Pack for Managers of Health and Social Care Professions

The competency user pack is the result of research commissioned by the Office in response to a need identified in a report from the Expert Group on Various Health Professions. This pack is available on the Office Knowledge Centre.

Management Competency User Pack for Clerical/Administrative Grades IV to Senior Management

The Office competency user pack for clerical administrative grades ensures that their

management development needs are also considered and are available on the Office Knowledge Centre. Competencies have been identified for managers of the clerical/administrative grades IV to senior management teams inclusive.

Management Competency Frameworks for Health and Social Care Professions and Clerical/Administrative Grades IV to Senior Management inclusive: Technical Report (available online)

The competency frameworks are the result of research commissioned by OHM in 2001 in response to a need identified in a report from the Expert Group on Various Health Professions. The Office decided to extend this research to include the clerical administrative grades to ensure that their management development needs could also be considered.

Directory of Competency Development Options

This Directory is intended to complement the existing OHM competency-related tools and initiatives and is intended to help managers (from all disciplines/functions) who are seeking to develop different aspects of their management competency. This help is in the form of direction and guidance in relation to a wide range of readings, courses, initiatives, and other activities that are designed to develop or enhance different aspects of management performance.

Guidance on the Commissioning of a 'Managing People' -Management Development Programme

This document provides a design template for a three-day management development programme for line managers encompassing an introduction to the competency frameworks, an introduction to Personal Development Planning and some skills

training in the 'Managing People' competencies. The programmes are intended to be organised and delivered locally. This initiative is part of the implementation plan for the management competency frameworks for Health and Social Care professions and Clerical/Managerial grades.

Management Competency User Pack for Nurse and Midwife Managers.

This is an updated version of the Report on Nursing Management Competencies, originally published in 2000. The 'new' publication now has the same 'look and feel' as the competency packs introduced by the OHM for other groups of health service managers e.g. health and social care professions and clerical/ admin grades.

Report: Programme of Support for the Primary Care Strategy Implementation Teams (Website Only).

The Primary Care Strategy, *Primary Care: A New Direction*, was launched in November 2001. In October 2002, the Minister for Health and Children gave approval for the establishment of an initial ten implementation projects, one in each health board area. The Office for Health Management was asked at that time to develop a programme of support for these Primary Care Strategy Implementation teams. This short report summarises the work of the Office.

Women in the Boardroom: a bird's eye view (CIPD, UK).

This publication, from the Chartered Institute of Personnel and Development in the UK, looks at why so few women are making it into the boardroom. It is based on case studies from ten high-potential women reflecting on their career choices. Go to the CIPD website to download this PDF file.

Learning and Development Needs Toolkit for Managers in the Irish Health Service.

This Toolkit will aid in the identification of learning and development needs which are in line with the requirements of the organisation, the service, and the department/unit. Based on these requirements, individuals can better plan for their own learning and receive the development that they require — rather than having to resort to the all too common and costly process of individuals attending training which, although personally satisfying, may not be in line with the needs of the organisation.

An Evaluation of the “Understanding and Managing Self” Management Development Module among Directors of Nursing/Equivalent Nursing Management Grades (Website Only).

The UCD Marketing Development Programme was approached by OHM to evaluate the “Understanding and Managing Self” Development Module for participating Directors of Nursing/Equivalent Nursing Management Grades. The research was conducted in three phases: Pre-Programme; Immediately Post Programme and Post-Programme. This report is the result of that evaluation.

Action Plan for People Management - 1st Annual Progress Report (Website Only).

The Action Plan for People Management (APPM) which was launched in 2002 provides all stakeholders in the system with the direction and actions required to bring people management to the standard needed to successfully achieve service imperatives. The Department of Health & Children requested an update in relation to progress made under the seven themes identified in the Action Plan. The progress report outlines

achievements, current activities and areas which may or may not have progressed as intended, during the first year of the operation of APPM. It is envisaged that a progress report will be produced each year over the life cycle of the APPM.

Final Report of the Empowerment of Nurses and Midwives Steering Group – An Agenda for Change (Website Only)

This report points to a positive future for nurses and midwives and demonstrates that the growth of nurses and midwives into empowered professionals is a natural progression in the development of nursing and midwifery in Ireland, and an essential element in structuring a confident, effective health service. Through the activities of the Steering Group and Sub-groups on management development, service planning, and the meaning of empowerment, new visions and directions have been established. The work of the Steering Group reflects the vision expressed in *Quality and Fairness: A Health System for You* (2001) and has regard for the relevant activities outlined in *Action Plan for People Management in the Health Service* (2002).

Hard copies of the report are available from the Department of Health and Children.

Performance Management in the Health Service (Website Only-presentation by Dr. Laraine Joyce.

This document is a presentation given by Dr. Laraine Joyce of the Office for Health Management at the QMW Public Policy Seminar which was held in Dublin in December 2003. This publication is only available in PDF format on the Office website.

26 Harcourt Street, Dublin 2 | Tel: 01 475 4044 | Fax: 01 475 4066
e-mail: info@tohm.ie | web: www.officeforhealthmanagement.ie