



Health Services
National Partnership Forum

Annual Report 2004

working together for a better health service

MISSION STATEMENT

“Working Together for a Better Health Service enables a new active relationship in managing change characterised by employee participation and consultation, the development of joint objectives, co-operation and trust and the delivery of patient-focused quality Health Services.”

VISION STATEMENT

“The Health Services National Partnership Forum will assist health agencies in the deepening of workplace partnership to achieve the highest quality service, care and working arrangements, by continuous improvement through management, staff and trade union collaboration.”

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IN 2004, WORKING TOGETHER IN PARTNERSHIP, WE:

- Administered:** The production of the Health Sector Performance Verification Report and the co-ordination of local agency reports
- Commissioned:** Research and case studies on partnership experience and best practice
- Developed:** Partnership Service Plans with thirty health agencies
- Facilitated:**
- Workplace partnership activity in thirty Health Service Agencies with nine thousand staff directly participating in seven hundred and ninety two projects
 - Ten national and cross-border conferences and events
- Initiated:** Training and Organisation Development change events
- Invested:** €3.9 million in partnership activity
- Involved:** Eight thousand seven hundred and seventy three staff across all disciplines at workplace level in multidisciplinary teams on seven hundred and ninety two partnership projects
- Organised:** National Exhibition and Conference
 “Excellence Through Workplace Partnership”

 A Future Search Conference “Workplace Partnership 2014” on the future of Health Service workplace partnership process and structures
- Published:** HSNPF Annual Report 2003
 Tools for Change through Partnership
 Future Search Conference – Workplace Partnership
 Learning in Partnership – A Review of Health Services Partnership
 Promoting Innovation and High Performance (with National Centre for Partnership and Performance)
 Reports and articles

JOINT CHAIRS' INTRODUCTION



Pat Harvey, *Joint Chair of HSNPF and CEO of North Western Health Board*

In 2004, HSNPF demonstrated its added value to the health service in the way that was intended when it was established some five years ago. Introducing a partnership model to the management of change in the health sector is based on the international evidence that partnership is a highly effective business model. Indeed, the social partnership model in Ireland, which led to the establishment of HSNPF, is an exemplar of good practice, looked upon with much interest by other economies in Europe and beyond.

The evidence shows that systems can improve from a baseline by twenty percent if you have partnership and in the absence of it you can drop back by twenty five percent. However, it is not just a matter of productivity and value for money from partnership, quality, trust and relationships also improve.

The year under review presented the health services with one of its biggest challenges, that of beginning the transition from the old health board structures to the reformed structures and unified system under the Health Service Executive (HSE). At partnership level, we played a positive role, supporting and facilitating the consultation and change processes in appropriate measure.

We took major initiatives to address the needs of our client system through systematic research and consultation with all of our key stakeholders, culminating in a Future Search conference in October and in our major exhibition and conference "Excellence through Workplace Partnership" in December 2004.

In 2004, we increased the level, quality and complexity of the partnership projects and processes that form the core of our activity. Partnership activity is now more closely integrated with agency service plans. Industrial relations at health sector level, while remaining complex and challenging, saw no days lost through industrial disputes in 2004. The partnership process, in keeping with the spirit and values of *Sustaining Progress* and Performance Verification, played a positive part in moving that agenda forward in the health sector.

As I step down this year from my role as Joint Chair of HSNPF, I wish to take this opportunity to thank my co-chair and my management and trade union colleagues on the Forum for their dedication and commitment to the work of the Forum since its inception in 1999. I also want to acknowledge the solid work of the Director and staff of HSNPF.

I wish HSNPF every success for the future and I am confident that it will continue to go from strength to strength as it leads and supports the building and deepening of workplace partnership in the health services in the coming years.

Pat Harvey
Joint Chair



Matt Merrigan, *Joint Chair of HSNPF and National Industrial Secretary, SIPTU*

We have continued in 2004 to make tremendous strides in how we are developing partnership in its role of supporting the improvement of health service delivery for patients and clients and improved working life for staff.

During the year the trade unions made it clear that they have a positive role to play in the development and improvement of our health services. Indeed the international and Irish evidence clearly shows the benefits of partnership working in this sector. HSNPF is already engaged in jointly measuring the effectiveness and outcomes of partnership work and in 2004 we initiated new projects to further develop this aspect of our work.

It is important, in the context of the changes taking place in the health service, to acknowledge the contribution of all groups of staff and the consistent, dedicated application of staff to the production of high quality services. Partnership has played an important role in this achievement.

As we move forward it is important that we pay attention to the general framework of agreements that have allowed us to work together in partnership in the health sector. It is equally important that we build new protocols and arrangements for handling change together in the new Health Service Executive.

The real, practical benefits of partnership were well illustrated when we brought the whole system together in partnership at the end of 2004 to demonstrate best practice change management and partnership successes and published our research findings. Our best prospect for achieving real reform and improvement in our health services is to work together to achieve our shared interests. We are all prepared to face change, but we must all have a real say in it.

Finally, I want to take this opportunity to pay tribute to Pat Harvey for the excellent leadership he has shown in his role as CEO of the North Western Health Board and as Joint Chair of HSNPF. We wish him well in all his future endeavours.

Mat Merrigan
Joint Chair

DIRECTOR'S REPORT



Larry Walsh
Director, HSNPF

The year 2004 was a transforming one for the health services and for HSNPF. The Health Services Reform Programme culminated in the abolition of the health boards and the merging of a large number of health agencies at the end of 2004. HSNPF played an active role, under the leadership of the social partners, in facilitating consultation with staff and with the public.

In terms of our core activity on workplace partnership development, significant progress was made relating to the quality and volume of work undertaken and completed. We grew the body of work and the number of clients, with seven hundred and ninety two active projects directly engaging eight thousand seven hundred and seventy three managers, union representatives and staff across thirty health agencies. In terms of complexity, we moved significantly from first generation partnership “something we do”, to second generation “the way we do things”.

We made a great deal of progress towards achieving our goals under the Action Plan for People Management, where HSNPF was the lead agency on twenty key activities.

We commissioned and published research into the effectiveness of partnership activity in the health services over the past five years.

We published research and case studies. We also published and promulgated our guidelines on Tools for Change Through Partnership.

We began to address the reconfiguration of our partnership structures and services to match the reforming health service. We did this through engagement with all of our stakeholder groups in a Future Search event and also through dialogue and consultation with our client groups and with HSNPF staff.

In keeping with best practice governance, in December 2004 the Health Services National Partnership Forum formally appointed an internal auditor who will also carry out a review of internal controls and a review of non-financial risks.

We coordinated the production of agency reports and the Health Services sectoral report under the *Sustaining Progress* Performance Verification process.

Towards the end of the year, we organised a major conference and exhibition of partnership work over the five years since the establishment of HSNPF. The event was opened by An Tánaiste and was attended by some three hundred and fifty participants from fifty two health agencies. The value of partnership work has been acknowledged across the system. The central role of partnership and the future of HSNPF as an organisation has been reaffirmed by the social partners.

Partnership work is now clearly integrated with the mainstream service planning activity at agency and national levels.

On the industrial relations front, all appropriate issues have been handled through agreed procedures and no industrial disputes have occurred in the health sector in 2004.

In 2004, close to nine thousand health services managers, staff and union representatives worked together on partnership activities, in many instances with service users, to improve service provision for patients and clients and also improve the quality of work-life for staff.

I would like to take this opportunity to thank the Joint Chairs and members of the Forum for their contribution to another successful year. Equally, I extend the thanks of the organisation to the Joint Chairs and members of all partnership committees who, together with the staff of HSNPF have succeeded in building a high quality partnership service that adds value for patients, clients, managers, staff and trade unions.

We look forward to working with employer and trade union colleagues and with staff and service users across the Health Services to support the building of a world-class health service.

Larry Walsh

Director

MEMBERSHIP AND STAFF

HSNPF is the joint management and trade union national steering group leading workplace partnership in the health services in Ireland. It has twenty-four members – twelve senior health service managers and twelve senior officials from the health service unions. It was established in 1999 under the terms of Partnership 2000, the national partnership agreement in place at that time.

HSNPF is supported in its activities by a directorate and twenty experienced and accredited partnership facilitators.



Back Row L to R: Des Kavanagh, General Secretary, Psychiatric Nurses Association; Brian O'Donnell, Chief Executive Officer, Federation of Voluntary Bodies; Terence Casey, Industrial Relations Executive, I.M.O.; Pat Harvey (Joint Chair), Chief Executive Officer, North Western Health Board; Martin Cowley, Chief Executive Officer, Mater Hospital; Larry Walsh, Director, Health Service National Partnership Forum; Martin McDonald, Assistant Chief Executive Officer, H.S.E.A.; Jack Kelly, President, Dublin Health Services Branch S.I.P.T.U.; Gerard Barry, Chief Executive, H.S.E.A.; Matt Merrigan, (Joint Chair), National Industrial Secretary S.I.P.T.U.

Front Row L to R: John Magner, Regional Manager, South Eastern Health Board; Eileen Keogh, Assistant Principal Officer, Department of Health & Children; Joe Byrne, Union Official, U.C.A.T.T.; Mary Kelly, Director of Human Resources, Northern Area Health Board; David Hughes, Deputy General Secretary, Irish Nurses Organisation; Phil O'Shea, Industrial Relations Officer, I.N.O.

Not Pictured: John Bulfin, Assistant Chief Executive Officer, Midland Health Board; Kevin Callinan, National Secretary, I.M.P.A.C.T.; Bernard Carey, Director of Personnel & Development, Department of Health & Children; Donal Duffy, Assistant Secretary General, I.H.C.A.; Gerry O'Toole, Chairman, M.L.S.A.; Elva Gannon, Assistant Chief Executive Officer, H.S.E.A.; Nicholas Keogh, Chairperson, Health Division, I.M.P.A.C.T.; John Lamont, Chief Executive Officer, Beaumont Hospital; Tom Street, District Officer, A.T.G.W.U.

HEALTH SERVICE NATIONAL PARTNERSHIP FORUM MEMBERS

Gerard Barry	Chief Executive	HSEA
John Bulfin	Asst. Chief Executive Officer	Midland Health Board
Joe Byrne	Union Official	UCATT
Kevin Callinan	National Secretary	IMPACT
Eileen Keogh	Assistant Principal Officer	Dept of Health & Children
Bernard Carey	Director of Personnel & Development	Dept of Health & Children
Martin Cowley	Chief Executive Officer	Mater Hospital
Donal Duffy	Assistant Secretary General	IHCA
Gerry O'Toole	General Secretary	MLSA
Elva Gannon	Industrial Relations Executive	HSEA
Pat Harvey (Joint Chair)	Chief Executive Officer	North Western Health Board
Terry Casey	Industrial Relations Executive	Irish Medical Organisation
David Hughes	Director of Industrial Relations	Irish Nurses Organisation
Des Kavanagh	General Secretary	Psychiatric Nurses Association
Jack Kelly	President Dublin Health Services Branch	SIPTU
Mary Kelly	Director of Human Resources	Northern Area Health Board
Nicholas Keogh	Chairperson, Health Division	IMPACT
John Lamont *	Chief Executive Officer	Beaumont Hospital
Martin McDonald	Asst. Chief Executive Officer	HSEA
Matt Merrigan (Joint Chair)	National Industrial Secretary	SIPTU
Brian O'Donnell	Chief Executive Officer	Federation of Voluntary Bodies
Phil O'Shea	Industrial Relations Officer	Irish Nurses Organisation
Tom Street	District Officer	ATGWU

* Replaced by Liam Duffy, Chief Executive Officer, Beaumont Hospital during 2004

HEALTH SERVICE NATIONAL PARTNERSHIP FORUM STAFF

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Liz White
Facilitator
Based in East Coast Area Health Board

Not Pictured:
Agata Lipinska Beyer
Administration
Based in Head Office

NATIONAL LEVEL PARTNERSHIP ACTIVITIES AND ACHIEVEMENTS

PARTNERSHIP IN THE HEALTH SERVICES – THE NATIONAL CONTEXT

In keeping with the commitments given to working in partnership, as set out in the National Health Strategy – *Quality and Fairness*, the National Agreement *Sustaining Progress* and the Health Services Partnership Agreement *Working Together for a Better Health Service*, HSNPF has followed its mandate to develop a new active relationship in managing change, characterised by employee participation and consultation, the development of joint objectives, co-operation and trust and the delivery of patient-focused quality Health Services.

THE HEALTH SERVICE REFORM PROGRAMME

In 2004, the Health Service Reform Programme was very much to the fore on the agenda for change, with the first meeting of the interim Health Service Executive (iHSE) Board in January 2004 and the commencement, early in the year, of significant consultation about the proposed Health Reform Programme. HSNPF responded to iHSE requests for support and facilitation at agency and national levels during the consultation process and had many fruitful interactions with iHSE during the year, culminating in the address by Kevin Kelly, Executive Chairperson of iHSE to the HSNPF “Excellence Through Workplace Partnership” conference in December 2004.

The Health Act 2004 will establish the Health Service Executive from 1 January 2005.

IMPLEMENTING THE STRATEGY & ACTION PLAN 2002-2005

The work of HSNPF in 2004 has been informed by the Forum’s Strategy and Action Plan “*The Way Forward*” 2002-2005.

The main thrust of this Action Plan is to position workplace partnership at the centre of the delivery of health services. It aims to move the workplace partnership process from one that engages in discrete initiatives and projects to one that is at the centre of service delivery – to make workplace partnership “the way we do business in the health service”.

Significant progress has been made in implementing the strategy and achieving its goals, as set out in this report.

This year, in the latter part of the strategy timeframe, we began the process of dialogue and planning for the next phase of HSNPF strategic development. Much of the ground work has been done in respect of commissioning a review of work over the past five years; carrying out a consultative future search with stakeholders into how best to shape HSNPF to meet clients needs up to 2014; and the preparation of strategy documents for review by the Forum, the incoming HSE corporate team and trade unions.

ACTION PLAN FOR PEOPLE MANAGEMENT (APPM) ACTIVITIES

Progress was recorded in the twenty areas where HSNPF is the lead agency, or has a lead role in delivering activity under APPM. These activities are closely aligned with the HSNPF Strategy and Action Plan, *The Way Forward* 2002-2005.

Areas in which notable progress was made under APPM during the year include:

Mainstream Partnership

Partnership Steering Committees now operate in thirty health agencies, involving very significant numbers of managers, staff and union representatives, across all disciplines and at all levels in a partnership approach to change issues.

Increase staff involvement in service planning

HSNPF invested heavily in encouraging and supporting this initiative in 2004 – primarily in raising staff awareness about the service planning process and in piloting activity. A range of service planning training programmes and pilot programmes involving staff more fully in the process were completed during the year. A number of service planning case studies were published.

A Partnership Approach to the Management of Change

HSNPF published “Tools for Change Through Partnership” and ran a series of regional workshops during 2004 to publicise alternative processes available for the successful management of change. Training courses and the application of organisational development interventions, Joint Problem Solving (JPS) and Interest Based Bargaining (IBB) approaches to addressing real issues were rolled out, with very positive feedback, during the year. (See list of project activities at Appendix 2)

SUSTAINING PROGRESS – PERFORMANCE VERIFICATION

With the biggest ever reform of the health services under way and in the challenging industrial relations climate that exists, it is worthy of note that the Central Statistics Office (CSO) recorded no industrial disputes in the health services in 2004.

A mid-term review of the national agreement *Sustaining Progress*, published in June 2004, reaffirmed the underlying principles and the acceptance by all parties that “an unequivocal commitment by all stakeholders to a culture of co-operation, collaborative working and partnership in the management of the industrial relations climate” is very important in maintaining stable industrial relations during the modernisation of the health service.

Specifically, it acknowledges that “this will require major changes by both sides and an unequivocal agreement by all the stakeholders to a culture of co-operation, collaborative working and partnership in the management of the industrial relations climate in the health sector” (Section 23.2).

Sustaining Progress also states that the mainstreaming of partnership in the health service will help realise its full potential in driving and managing the change and modernisation process.

Performance Verification is an important element in *Sustaining Progress* and HSNPF has played a central role in the facilitation and co-ordination of site visits and agency reports and in the production of the overall Performance Verification Health Sector Report for the Secretary General of the Department of Health and Children.

The Performance Verification Group (PVG) noted that where there has been involvement of local partnership committees in joint preparation for the PVG site visits, the site visits have been all the more successful.

In 2004, two rounds of PVG reporting were completed by HSNPF, in June and September and payments made in accordance with the agreed schedule.

MEASUREMENT AND EVALUATION OF THE PARTNERSHIP PROCESS

Significant progress was made in 2004 towards developing a greater awareness of the value of measuring our partnership processes and activities. In keeping with the plan to streamline and synchronise all elements of the measurement process and to web-enable the database, an off-line database is in operation since August 2004. This database includes details of current partnership project work and service plans across the thirty agencies served by HSNPF.

In addition, we commenced a project to evaluate the effectiveness of workplace partnership in the Irish Health Services (Evaluating Workplace Partnership Project). This project will pilot measurement, using a range of criteria, including the declared interests of stakeholders, across seven sites in Ireland and benchmark them with similar agencies in Northern Ireland and North America.

During the year, the effectiveness of a partnership approach to handling change in organisations was further elaborated through the publication by the National Centre for Partnership and Performance (NCP) of national and international evidence showing the productivity gains and other measurable advantages of partnership systems.

NORTH/SOUTH PARTNERSHIP

The North/South Partnership, representing employers, trade union and health service departments north and south, in its fourth year of activity, met on seven occasions in 2004. Membership of the steering group was expanded to include additional trade union and employer interests. Three cross-border conferences were organised during the year:

- Ethnic Catering for Patients and Staff in Hospitals
- Reducing Health Inequalities
- Access to Employment in the Health Service for People with Disability

Guidelines and recommendations in respect of these three areas are being prepared for publication in 2005.

HSNPF co-chairs the North/South Partnership and was actively involved in the organisation, design and facilitation of these events.

The North/South Partnership commissioned a health services workforce survey on health services staff north and south. This research is being undertaken through the Michael Smurfit Graduate School of Business, University College Dublin and is due for publication in 2005.

NATIONAL AND NORTH/SOUTH PARTNERSHIP EVENTS

We were involved during the year in the design and facilitation of ten national or cross-border events:

- Performance Management Conference
– in two venues
- ERHA Workshops on Change
- North/South – Catering Conference
- North/South – Creating Health Alliances Conference
- North/South – Access to Employment for People with Disability Conference
- National Consultative Conference on the Health Services Reform Programme
- Health Reform Conferences at agency level
- Future Search Conference – HSNPF Reform
- Future Search Conference – National Suicide Strategy
- Excellence Through Partnership – national conference and exhibition

MAJOR EVENTS IN 2004

HSNPF undertook two major events in 2004, designed to engage the whole partnership stakeholder system across the health services.

WORKPLACE PARTNERSHIP – FUTURE SEARCH CONFERENCE

The first major event involved a two-day Future Search Conference, held in October 2004. The event was held in order to find the common ground amongst stakeholders about the future direction that workplace partnership should take, in the light of the pending health services reform programme and to consider partnership structures appropriate to serving the new system. The question that the Future Search set out to address was:

“How can workplace partnership work best in the new health system?”

The ninety-two participants, Forum members, Partnership Committee Joint Chairs, iHSE staff, trade unions and HSNPF staff, took part in five main tasks of the two-day conference. The outcome, which included some 20 recommendations about the future of partnership development, was published in a conference report to all participants and the findings were endorsed by the Forum at a special meeting held on 20th October 2004.



EXCELLENCE THROUGH WORKPLACE PARTNERSHIP

The second major event was held in December 2004 when HSNPF organised a national Exhibition and Conference “Excellence Through Workplace Partnership” to mark five years of formal partnership work and to showcase best practice partnership product and process.



An Tánaiste and Minister for Health and Children, Mary Harney T.D. formally opened the event. Some three hundred and fifty people from fifty-two health agencies attended the exhibition and conference.

A detailed report and DVD recording the event will be published by HSNPF in 2005.

See www.hsnpf.ie for further information.



L to R: Larry Walsh, Director, HSNPF; An Tánaiste and Minister for Health & Children Mary Harney, TD; Matt Merrigan, Joint Chair HSNPF and National Industrial Secretary, SIPTU; Kevin Kelly, Executive Chairperson, Interim Health Service Executive; Pat Harvey, Joint Chair HSNPF and CEO North Western Health Board

PARTNERSHIP COMMITTEES 2004

Seven new Partnership Committees were established at health agency level during 2004, bringing the total number of partnership committees directly serviced by HSNPF to thirty.

In addition to these thirty steering committees, a large number of local partnership committees and local partnership working groups operate and report to the steering committees across the health services.

1. Adelaide Meath incorporating the National Children's Hospital (Tallaght)
2. An Bord Altranais
3. Beaumont Hospital, Dublin
4. Brothers of Charity Services, Galway
5. Cork University Hospital
6. East Coast Area Health Board
7. Eastern Health Shared Services
8. Eastern Regional Health Authority
9. Irish Blood Transfusion Service
10. Leopardstown Park Hospital
11. Mater Misericordiae University Hospital
12. Midland Health Board
13. Mid Western Health Board
14. National Maternity Hospital, Holles Street, Dublin
15. National Rehabilitation Hospital
16. Northern Area Health Board
17. North Eastern Health Board
18. North Western Health Board
19. Our Lady's Hospital for Sick Children, Crumlin
20. Portiuncula Hospital, Ballinasloe
21. Saint James's Hospital, Dublin
22. Saint Vincent's University Hospital, Dublin
23. South Eastern Health Board
24. Southern Health Board
25. Stewarts Hospital, Dublin
26. South Western Area Health Board
27. Temple Street Children's Hospital
28. The Galway County Association
29. Western Care Association
30. Western Health Board

For details of Partnership Committee Joint Chairs and Membership, please see Appendix 1 or www.hsnpf.ie

WORKPLACE PARTNERSHIP ACTIVITY IN 2004

In 2004, HSNPF extended the range and scope of its activity.

The facilitation service was extended to an additional seven agencies.

The range of partnership based projects and the number of people directly involved in partnership project teams has effectively doubled since 2003, with seven hundred and ninety two projects involving eight thousand seven hundred and seventy three project team members in 2004.

PARTNERSHIP COMMITTEES AND LOCAL WORKING GROUPS

Membership details of the thirty partnership committees are included at Appendix 1. Most of the larger agencies also operate a number of local partnership committees.

In order to support and build partnership in the health service, the initial focus of the HSNPF has been on training partnership committees and communicating the message of partnership. The HSNPF also supported project-based activities in which managers, trade unions and staff worked together to address workplace and service delivery issues.

More recently the focus of the HSNPF has been to mainstream partnership. Working in partnership means working jointly and inclusively in order to recognise each other's issues and to attempt to address them in a creative way that brings gain for all those involved. Many agencies in the health service are using partnership approaches involving inclusive consultation and participation to tackle mainstream issues such as service planning, the joint development of human resource policies, family friendly policies, extending service hours etc.

WORKPLACE PARTNERSHIP PROJECTS AND PROCESSES

Commencing partnership activity from a practical project base provided an opportunity for people to get to know each other, to build trust, to apply project management skills and to achieve tangible goals in a relatively short timeframe. In 2004 we extended the scope and range of projects undertaken, continuing the move from project led partnership to second-generation partnership, integrating local partnership service plans with each agency's service plan.

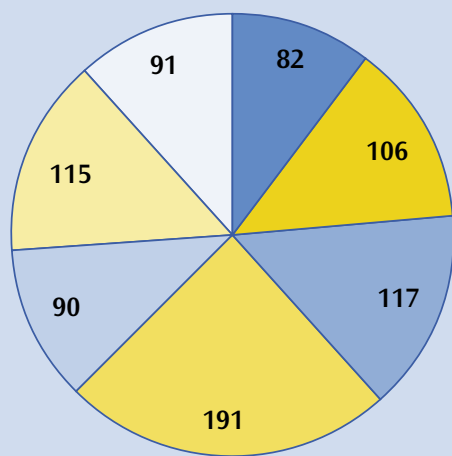
Comparing the 2004 level of activity in workplace partnership projects with the 2003 level, it is interesting to note:

- The level of recorded activity has doubled
- The shift in emphasis has been towards projects dealing with; Strategic Development, Patient/Client/Staff, Training and Development and New Ways of Working.

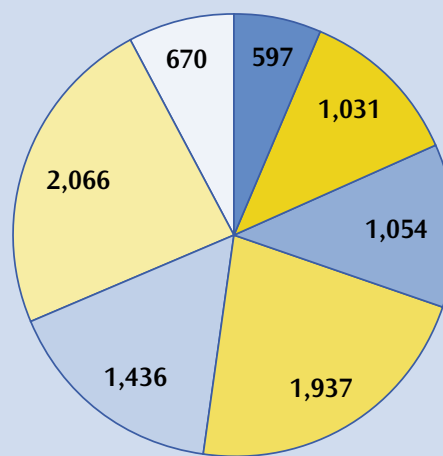
A detailed list of these projects across seven categories can be seen at Appendix 2.

Summary of Partnership Projects across all Health Agencies – 2004		
Broad Project Type	Number of Projects	Number of people directly involved
Improved patient/client services	82	579
Improved patient/client services and improved quality of life for staff	106	1031
Quality of work life improvements	117	1054
Strategic Development & Planning	191	1937
New Ways of Working	90	1436
Training, Development & Education	115	2066
Communications	91	670
Total	792	8773

Number of Projects



Number of People Directly Involved



- Improved patient/client services
- Improved patient/client services and improved quality of life for staff
- Quality of work life improvements
- Strategic Development & Planning
- New Ways of Working
- Training, Development & Education
- Communications

PATTERNS OF LOCAL PARTNERSHIP ACTIVITY

A review of partnership activity in health boards, hospitals and agencies during 2004 reveals an impressive range of work that can be categorised under a number of common themes.

Patient-centred service improvements

In line with the provisions of the national agreement *Sustaining Progress*, extended hours of service are being provided across a broad spectrum of health services.

Examples of extended hours of service from the **North Eastern Health Board** area include:

- A radiography service in Cavan General Hospital on Saturday mornings dealing with CT scans for oncology patients and GP referrals for ultra sounds;
- A Mental Health Home Based team set up in Meath Mental Health Service;
- Physiotherapy services commencing at 8.30a.m. in Louth County Hospital;
- Fetal Assessment clinics in Our Lady of Lourdes Hospital, Drogheda from 7.00 to 9.00p.m.

Similar extended-hours services have been put in place in every health service region.

Many other initiatives under the auspices of partnership have had a strong patient focus.

The Stroke Patient Support Group in **Portiuncula Hospital** is one such initiative. This is a multidisciplinary group of staff that provides ongoing education and information to stroke patients and their carers.

In June 2004, Portiuncula Hospital received the first ever "Baby Friendly Hospital" National Award, an initiative taken under the partnership process.

The **South Eastern Health Board**, at community level, involving the Health Promotion Unit established a partnership Working Group in the Waterford Hospice Movement.

The Mater Hospital has also initiated a range of patient-focused partnership projects. One such is described below:

Mater Hospital – Complementary Therapies (CThs) for Patients

This project was co-ordinated and funded through partnership and progressed via a multidisciplinary Local Partnership Working Group. The process included a wide and targeted staff consultation process. Awareness Days were run in May for the staff, with samples of CThs delivered alongside information briefings. Many protocols and procedures were drawn up and agreed in consultation with all relevant staff. The project completed a fourteen week pilot of delivery of patient treatments in November 2004.

Independent professional evaluation of the pilot project in CThs was conducted by the IPA and the findings indicated that participants obtained significant benefit from the CThs.

Patient benefits included: reduced anxiety; reduced resistance to hospitalisation; decreased agitation; more relaxed; relief from symptoms and fewer 'phone' consults for staff.

Joint training and development initiatives in human resource activities

Many partnership committees have recognised that much local conflict between management and unions is caused by differing interpretations of human resource policies. Right across the health service, partnership committees have addressed this difficulty by organising a range of joint training programmes for line managers and shop stewards. It has been found that line managers and shop stewards who train together are less likely to come into conflict when dealing with local issues under the relevant policies.

A partnership approach to management development, initiated jointly between Beaumont Hospital and the Royal Hospitals in Belfast won an Association of Healthcare Human Resource Management (AHHRM) UK/Ireland award in 2004 in recognition of the quality and innovative thinking behind the programme.

The Irish Health Services Accreditation Board accreditation process was a major change driver in the acute hospital sector in 2004. Partnership groups worked closely with the accreditation teams and were formally acknowledged in the external audit reports in a number of agencies. Relationships and co-operation between participating hospitals and their adjoining health boards has been enhanced through the accreditation process.

A great deal of communication, awareness building and formal training has taken place across the whole system on the implementation of the joint policy on Dignity at Work, developed through partnership, launched at national level in May 2004 and actively supported through partnership at agency level.

In **Adelaide & Meath incorporating National Childrens Hospital** significant work was done to enhance the Employee Relations/Human Resources interface with an audit of the HR and Training functions and a review and development of HR Policies.

Providing information packs for all clinical areas on interpretative services that are available for patients from different backgrounds, is a partnership initiative undertaken in **St. James's Hospital** in 2004.

The following is an example of good HR practice from the **Midland Health Board**:

Grievance Procedure Training in the Midland Health Board

In response to feedback from a union partnership forum which had identified the handling of grievances as one of the biggest impediments to good staff relations, the regional partnership committee commissioned training to be delivered jointly to line managers and staff representatives. The main problem had been the lack of shared knowledge and understanding of the grievance procedure especially by the parties involved once a situation has arisen. The National Joint Council Grievance provided the basis for valuable training in the grievance procedure under partnership.

To facilitate rosters and staff release, half-day training sessions were arranged. The training proved very successful with a high satisfaction rating recorded by individuals at the end of sessions. Because of this and other points raised, it is intended to resume training in 2005, with some modification in the model.

Joint problem solving, alternative dispute resolution and handling change

Partnership committees across the health service have led the way in developing the joint problem solving and alternative dispute resolution capabilities of managers and union representatives.

- In the **North Eastern Health Board**, for example, ninety four managers and one hundred and seventy four staff and union representatives underwent joint problem solving training.
- In **Beaumont Hospital** thirty managers and union representatives underwent training in alternative dispute resolution techniques.
- In the **South West Area Health Board** a comprehensive training programme has been put in place for managers and union representatives aimed at mainstreaming joint problem solving as an alternative to adversarial industrial relations.
In **St. Vincent's Hospital**, Athy, twenty managers and union representatives underwent this training and can now directly apply joint problem solving techniques to real issues at local level.

New ways of working and value for money

Value for Money initiatives have been undertaken through partnership in The Western Health Board and South Western Area Health Board.

Organisation Development type initiatives have also been undertaken in partnership. The Galway Regional Hospitals (GRH) wide scale consultation programme with hospital staff, staff in Community Services and voluntary agencies and patient advocate groups to design a mission and vision statement for GRH is an important example of one such successful initiative.

The North Western Health Board's initiative on Implementation of Agreements is an example of how a partnership approach can help to provide alternative approaches to implementing agreements that have proved difficult to move forward.

Communication

Activities aimed at improving internal communications are a staple of partnership committees across the system. Improving and enabling effective internal communications has been identified as a priority in almost every area and organisation. Initiatives in the area of communication include staff and partnership newsletters, cascade staff briefing systems and in Merlin Park Regional Hospital, Galway, a centralised information centre. In several areas, staff groups that have been left outside the standard communications loops have been targeted for inclusion. For example, support staff in Beaumont, the Mater, St. Vincent's University Hospital and Wexford General Hospitals have provided intranet and email access points, developed through partnership.

Staff acknowledgement and celebration

Staff morale in the health service suffered during the year from the constant and almost universally negative media commentary on the service. This had been compounded by the uncertainty created by the health service reform programme. In recognition of excellent service, several partnership committees sponsored staff celebration and acknowledgement activities such as long service awards, retirement acknowledgement initiatives, full attendance awards and the publication of health board histories and achievements.

Other common areas of activity

Partnership committees across the health service are engaging in activity across a range of areas besides the examples outlined above. Some common areas of activity include:

- activities to support a multidisciplinary team-working approach to service provision;
- supporting the development of Health and Safety awareness and best practice;
- providing workplace facilities for trade unions and their representatives;
- a joint approach to the implementation of the health service performance management process;
- hospital security policy and practice;
- hospital visiting times;
- staff and patient smoking facilities;
- car parking;
- recycling and waste management.

FINANCIAL STATEMENTS 2004

HEALTH SERVICES NATIONAL PARTNERSHIP FORUM

Non – Capital Income and Expenditure Account for the year ended 31 December 2004

	2004	2003
	€	€
Income		
Dept of Health & Children Grants	3,864,000	3,864,000
Action Plan for People Management	420,000	155,000
Other income	18,235	74,135
Transfer to Capital I&E Account	(38,810)	(21,377)
	4,263,425	4,071,758
Expenditure		
Grants to Partnership Committees	1,166,629	1,380,018
Partnership Committee Local Projects	-	-
National Projects	180,459	215,501
Special Projects	-	-
Action Plan for People Management	420,000	173,257
Salaries, training & recruitment	1,727,947	1,612,614
Travel, Subsistence & Meals	198,614	211,455
Printing, Stationery & Advertising	137,297	128,484
Library & IT support	32,516	5,202
Research & Study Tours	10,499	455
Monitoring & Evaluation of Partnership	36,572	14,285
Postage & Telephone	30,491	21,835
Rent & Insurance	85,086	79,708
Consultancy Fees	106,525	133,112
Conferences	75,044	96,634
Audit Fee	9,500	7,500
Accountancy Fees	16,686	9,699
Bank Interest & Charges	281	829
Sundries	3,997	3,700
	4,238,143	4,094,287
(Deficit)/Surplus for the year	25,282	(22,530)
Balance at 1 January 2004	(23,499)	(969)
Balance at 31 December 2004	1,783	(23,499)

HEALTH SERVICES NATIONAL PARTNERSHIP FORUM

Balance Sheet as at 31 December 2004

	2004	2003
	€	€
Fixed Assets		
Tangible assets	63,693	57,537
Current Assets		
Debtors	7,485	392,039
Cash at bank and in hand	471,451	993
	478,936	393,032
Creditors: amounts falling due within one year		
Bank Overdraft	-	(40,323)
Creditors	(477,153)	(376,207)
Total Current Liabilities	(477,153)	(416,530)
Net Current Assets/(Liabilities)	1,783	(23,499)
Total Assets Less Current Liabilities	65,476	34,038
Financed By		
(Deficit)/Surplus on Non Capital Income & Expenditure Account	1,783	(23,499)
Surplus on Capital Income & Expenditure Account	-	-
Capitalisation Account	63,693	57,537
	65,476	34,038

APPENDIX 1

LIST OF PARTNERSHIP COMMITTEES & MEMBERS 2004

In cases where agencies have more than one committee, membership of the regional or main committee is listed. For further details, see www.hsnpf.ie, the relevant agency website or contact the Partnership Facilitator in the location.

ADELAIDE, MEATH INCORPORATING THE NATIONAL CHILDREN'S HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Ian Daly	IHCA
Brendan Fagan, Joint Chair	SIPTU
Gabriel Hyland	MLSA
Teresa Hayes	INO
Ann Donovan	Management
Tim Lyne	Management
Michael Lyons, Joint Chair	Management
Catherine McDaid	Management
Shay McLoughlin	Craft Unions
Kathleen Murray	IMPACT
John O'Connor	Management
Stanley Koe	IMO

AN BORD ALTRANAIS PARTNERSHIP COMMITTEE

Name	Nominated by
Eugene Donoghue	Management
Deirdre Hogan	Management
David O'Flynn, Joint Chair	Management
Susan Fleeson Weller, Joint Chair	IMPACT
Sarah McCormack	IMPACT
Sheila McGuinness	IMPACT
Stephen Moloney	IMPACT
Tom Kearns	INO
Caroline Oldham	Secretary

BEAUMONT HOSPITAL PARTNERSHIP COMMITTEE MEMBERSHIP

Name	Nominated by
Martha Coyne & Jean Kirby	SIPTU
Celine Deane	Management
Fiona Edwards	Management
Christine Cully, Joint Chair	IMPACT
Lorraine Flynn	Management
John Lamont, Joint Chair, replaced by Liam Duffy	Management
Eileen Malone	Management
Anne McNeely	Management
Derek Murphy	Craft Unions
Tony McGaley	MLSA
Gus Mulligan	Management
Grainne Kearns	IHCA
Elaine Keane & Mairead Lyons	INO

BROTHERS OF CHARITY SERVICES, GALWAY

Name	Nominated by
Jesse Albertini	Management
Rita Brennan (Joint Chair)	INO (Replaced by Breege Neary)
John Broderick	Management
Sean Conneally	Management
Carmel Curran	SIPTU
Rory Douglas	Management
Bernie Healy	Management
Fiona Linnane	Impact
Danny McConnell	SIPTU
Breege Neary	INO
Mary O'Malley	INO
Bernard O'Regan, Joint Chair	Management
Sophia O'Reilly	Impact
Mary Barrett & Cheryl Hudson-Meehan	Secretaries

CORK UNIVERSITY HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Tim Buckley	Management
Michael Canty	TEEU
Martin Corbett, Joint Chair	SIPTU
Hilary Cotterell	IMPACT
Yvonne Davidson	Management
Noelle Dineen	Management
Ann Doherty	Management
Patsy Doyle	INO
Anne Marie Fanning	Management
Bernadine Cusack Fox	SIPTU
Anthony Hetherington	IMPACT
Mary Lynch Healy	MLSA
James Kelleher	Management
Eileen Kelly	Management
Dolores O'Donnell	INO
Anthony O'Leary	Management
Mary O'Regan	SIPTU
Kay O'Sullivan, Joint Chair	Management
Michael O'Sullivan	SIPTU
Margaret O'Shea	Secretary

EAST COAST AREA HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
Brendan Baker, Joint Chair	Management
John Broe	Management
Tom Cleary	Craft Unions
Margaret Coughlan	IMPACT
Nora Cummins	Management
Derek Doran, Joint Chair	PNA
Grace Fraher	Management
Martin Gallagher	Management
Barbara Mennis	Management
Rachel Mooney	Management
Celia Nichol	Management
Niamh Nolan	IMO
Freeda O'Connell	IHCA
Victor Shaw	MLSA
Paul Sheridan	SIPTU
Bernie Smith	INO
Louise Swan	Secretary

EASTERN HEALTH SHARED SERVICES PARTNERSHIP COMMITTEE

Name	Nominated by
Denis Prior, Joint Chair	Management
Philip Browne, Joint Chair	IMPACT
Paddy Byrne	Management
Tadhg Costello	Management
Helen Fox	IMPACT
Jim Fox	SIPTU
Miriam Keegan	Management
Ann Kennedy	Management
Paula Lawler	Management
Stanley Matthews	SIPTU
Tom Pierse	IMPACT
Matt Travers	IMPACT
Vanessa Pierce	Secretary

EASTERN REGIONAL HEALTH AUTHORITY PARTNERSHIP COMMITTEE

Name	Nominated by
Joe Barry	IMO
Thora Burgess	Management
Martin Devine	Management
Denise Dunne	IMPACT
Mark Fagan	Management
Mary O'Donnell	INO/PNA/SIPTU nursing
Maeve Raeside	Management
Helen Stokes	IMPACT
Jackie Irvine	Secretary

IRISH BLOOD TRANSFUSION SERVICE PARTNERSHIP STEERING GROUP

Name	Nominated by
Sharon Bailey, (Noel Murphy substituted for a time)	Management
Ann Brennan	AGEMOU
Dermot Brosnan	MLSA
Anne Collins Harrington, Joint Chair	AGEMOU
Bernie Conolly	Management
John Crowley	MLSA
Mary Fagan	SIPTU
Tony Finch	Management
Chantelle Fleming	Management
Frank Jones	AGEMOU
John Keating	Management
Andrew Kelly	Management
Brian Kirwan	Management
Martin McMorrow, replaced Bernie Lalor	Management
Marie O'Connell, Joint Chair	Management
Tina Selby	INO
Sonia Tuohy	SIPTU
Moirá Woolfson	IMO
Gillian McMahon	Secretary

LEOPARDSTOWN PARK PARTNERSHIP COMMITTEE

Name	Nominated by
Pat Smyth	Management
Anne Tolan	Management
Susan McMahon	Management
Marianne Byrne	Management
John Quinn	SIPTU
Ronan O'Cuilleainain	IMO
Orla Donoghue	IMPACT
Una O'Neill	INO
Jacinta Slattery	Secretary

MATER MISERICORDIAE UNIVERSITY HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Brian Conlan, Joint Chair	Management
Des McGoldrick, Joint Chair	MLSA
Eddie McCaffrey, replaced by Eamon Reid	SIPTU
John Stephens	SIPTU
Brid Cosgrove, replaced by Kevin Finnan	Management
Anne Cody	INO
Anne Dillon	Management
Ann Dolan	Management
Noel Gallagher	Crafts Unions
Seamus Hanney	PNA
Teresa Herity	Management
Martin Igoe	Management
Peter Kelly	IHCA
Mandy Lewis	IMPACT
Peter Murphy	Management
Mary O'Connor	Management
Dorothy O'Sullivan	INO
Mary Ferris	Partnership Administration

MIDLAND HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
Larry Bane, Joint Chair	Midland Health Board
Ordan Hynes, Joint Chair	St. Loman's Hospital, Mullingar
John Bulfin	Management
Alice Burke	Management
Mary Culliton	Management
Veronica Gavigan	IMPACT
Marie Houlihan	IMO
Seamus Hoye	PNA
Claire Mulligan	MLSA
PJ Lawlor	Management
Brege McCarrick	Management
Patrick Murphy	IHCA
Orlaith O'Brien	Management
Pat O'Dowd	Management
Catherine Samuels	INO
Breda Crehan-Roche	Management

MID WESTERN HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
Richard Fitzgerald	Staff Rep Impact
Paul Mc Kenna	IMO
Regina Egan	MLSA
Denis Mulcahy, Joint Chair	SIPTU
Pat Collins	UCATT
Anna Malone	INO
Brendan Hayes	PNA
Jim Fleming, Joint Chair	Management
John Hennessy	Management
Pat Brosnan	Management
Bill Meagher	Management
Noreen Spillane	Management
Rose Doyle	Management
Stiophan De Burca	Management

NATIONAL MATERNITY HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Lauri Cryan, Joint Chair	Management
Nicola Clarke, Joint Chair	INO
Mary Boyd	Management
Robin Farqharson, replaced by Marie Culliton	Management
Shay Higginbotham	Crafts Unions
Mary Hunter	MLSA
Michael Lenihan	Management
Belinda McCarthy	IMPACT
Marcella Maher, replaced by Pat Tobin	SIPTU
Bronwyn Redmond	INO
Tony Thompson	Management

NATIONAL REHABILITATION HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Clare Conway	INO
Derek Greene, Joint Chair	Management
Bernie Lee	Management
Sharon Morris	Management
Vivienne Moffitt, Joint Chair	IMPACT
Carol White	SIPTU
Colette Walsh	Management
James Wright	SIPTU
Liam Whitty	Management
Stephani Mac Darby	Management

NORTHERN AREA HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
Attracta Cannon, Joint Chair	SIPTU
Mary Kelly, Joint Chair	Management
Jack Buckley	Management
Phil McFadden	IMPACT
Carmel Keaveny	Management
Mary Shanahan	INO
Pat Kinsella	UCATT
Peter Smith	Management
Martin Connor	Management
Stephen McGrath	Management
Shay Smith	Management
Shay Ward	PNA

NORTH EASTERN HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
Eamon O'Brien, Joint Chair	Management
Aiden Coyle, Joint Chair	ATGWU
Declan Bedford	IMO
Jane Carolan	Management
Jim Conlon	Craft Unions
Gerry Cunningham	PNA
Marry Duff	Management
Geoff Day	Management
Roisin Maguire	Management
Kevin Molloy	Management
Rita Moran	IMPACT
Jim Mullery	SIPTU
Geraldine McCabe	INO
Anne Papworth	MLSA
Paul Robinson	Management
Eamonn Ross	Management
Anne Ryan	Management

NORTH WESTERN HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
William Murphy, Joint Chair	Management
Tommy O'Doherty, Joint Chair	SIPTU
Jacqui Clarke	MLSA
Niall Considine	IHCA
Austin Cribben	SIPTU
Mick Quinn	IMPACT
Aishling Gillen	Management
Paula Gilvary	IMO
John Hayes	Management
Martina Healy	Management
Tony Liston	Management
Jim McDonald	Craft Unions
Breda McHugh	INO
Dermot Monaghan	Management
Eithne O'Sullivan	Management
Paddy Rooney	Management
Kevin Little	Management
Sean Craven	PNA

OUR LADY'S HOSPITAL FOR SICK CHILDREN PARTNERSHIP COMMITTEE

Name	Nominated by
Gerry O'Dwyer, Joint Chair	Management
Jim Davenport, Joint Chair	IMPACT
Moira McQuaid	Management
Geraldine Regan	Management
Liam Farrell	Management
Terry Harvey	Management
Ita Saul	Management
Collette Tarrant	Management
Eileen Pope	IMPACT
Niamh O'Regan	INO
Helen O'Connor	INO
Tommy Sliney	SIPTU
Brendan Mc Coubrey	SIPTU
Joe Mc Namara	MLSA
Noel Galvin	Crafts
Stephen Kavanagh	Crafts

PORTIUNCULA HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Bridgetta Mc Hugh, Joint Chair	Management
Mary Shaughnessy	Management
Rosaleen Cahill	Management
Denis Minton	Management
Colm Kavanagh	Management
Phil Martin	Management
Rita O'Hara	MLSA
Fintan Mc Loughlin	IMPACT
Mary Mc Grath	INO
Willie Nevin	SIPTU
Aine Ni Chonchubhair	IHCA
Declan Sheppard	IMO
Siobhan Murphy	Secretary

ST. JAMES'S HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Martin Buckley	Management
Padraic Carolan	Management
Ian Carter, Joint Chair	Management
Caroline Liddy	MLSA
Ted Duff	Craft Unions
Brian Fitzgerald	Management
Brian Keegan, Joint Chair	PNA
Margaret Mac Guinness	INO
Eimear Ging	IMPACT
Gerry Heffernan	Management
Eilish Hardiman	Management
Jack Kelly	SIPTU
Eimear Brannigan	IMO

ST. VINCENT'S UNIVERSITY HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Nicholas Jermyn, Joint Chair	Management
Dave Britton, Joint Chair	MLSA
John Byrne, replaced Kevin Figgis	SIPTU
Noel Cassidy	Management
Dermot Cullinan	Management
Alan Doran replaced Sinead Ryan	PNA
Mary Duff replaced Raphael McMullin	Management
Fionnuala Duffy	Management
Eamonn Fitzgerald	Management
Nuala Gannon	Management
John Hickey	Crafts Group
Orla Maguire	IMPACT
Mary Shore	Management
Stephen Skehan, replaced Risteard Ó Laoide	IHCA
Bernie Stenson	INO
Anne Cawthorn	Secretary

SOUTH EASTERN HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
John Murray	PNA
David Clancy, Joint Chair	SIPTU
Seamus Moore	Management
Derek Doyle	Craft Unions
Patricia Sullivan	Management
Margo Flavin	INO
John Gahan	ATGWU
Ben Grogan	IMPACT
Geraldine Crean	MLSA
Jeanne Hendrick	Management
Audrey Lambourne	Management
Vivienne Tegg, Joint Chair	Management
Marguerite Guidera	Management
Tom Byrne	Management

SOUTHERN HEALTH BOARD PARTNERSHIP COMMITTEE

Name	Nominated by
Pat Healy, Joint Chair	Management
Gerry Christie, Joint Chair	MLSA
Michelle Bermingham	Management
Dolores Callanan	IMPACT
Helen Donovan	Management
Jer Reaney	Management
Margie Lynch	Management
Tom McCarthy	PNA
Mary O'Keefe	Management
Mary G. Murphy	INO
Jo O'Leary	SIPTU
Angela Reidy	Management
Pat Dorrington	Craft Unions

STEWARTS HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Sean Priestly, Joint Chair	Management
Patricia Grimes, Joint Chair	SIPTU
Laura Doyle, Partnership Co-ordinator	Stewards Hospital
Roslyn Behan	SIPTU
Ursula Billings	SIPTU
Mary Burke	Management
Tim Coakley	SIPTU
Eddie Denihan	Management
Michael Dunleavey	Management
Betty Flynn	Management
Mary French	SIPTU
Mick Gallagher	Management
Jeremy Jeffrey	SIPTU
Patricia Mehigan	Management
Patrick Moloney	SIPTU
Mary Murphy	Management
Conor Smyth	SIPTU

SOUTH WESTERN AREA HEALTH BOARD PARTNERSHIP STEERING GROUP

Name	Nominated by
Pat Donnelly, Joint Chair	Management
Adrienne Byrne, Joint Chair	IMPACT
Marie Faughey	Management
Enda Halpin	Management
Gerry O'Neill	Management
Noel Cassidy	Craft Unions
Nora Donagh	INO
Brendan Fagan	SIPTU
Fathel Laabei	IHCA
Edward McDonald	PNA
Tony McMahon	Management
Siobhan Boothman	MLSA
Brendan Dooley	Management
Mary Gorry	Management
Ade Oke	Secretary

TEMPLE STREET CHILDREN'S HOSPITAL PARTNERSHIP COMMITTEE

Name	Nominated by
Lucy Nugent	Management
Mona Baker	Management
Niall Charlton	MLSA
Paul Cunniffe	Management
Ann O Connor	IMPACT
Martin Brophy	Management
Siobhan Mc Kiernan	INO
Paul O Reilly	SIPTU

THE GALWAY ASSOCIATION PARTNERSHIP COMMITTEE

Name	Nominated by
Kay Chambers	IMPACT
Jackie Daly, Joint Chair	IMPACT
Adrian Harney	Management
Annalore Herbert	SIPTU
Tom Hogan, Joint Chair	Management
Denis Killian	Management
Therese King	Management
Angela McCormack	IMPACT
Maureen McDermott	SIPTU
Frances Smyth	Management
Bernie Coyne	Secretary

WESTERN CARE ASSOCIATION PARTNERSHIP COMMITTEE

Name	Nominated by
Pauline Brennan	Management
John Browne, Joint Chair	SIPTU
Anne Chambers	Management
Regina Chambers	IMPACT
Barbara Clinton	SIPTU
Tia Crowley	Management
Michael Kneafsey	SIPTU
Padraig Martin	INO
Noreen McGarry	Management
Maureen Muldoon	Management
Terry Nealon	Management
John O'Dea, Joint Chair	Management
Mike Rainsford	IMPACT
Mary O'Connell	Secretary

WESTERN HEALTH BOARD ROUNDTABLE

Name	Nominated by
Patricia Barrett O'Boyle	INO
Anthony Briody	IMO
Mary Courtney	Management
Paddy Creaven, Joint Chair	PNA
Una Devine	Management
Peter Greaney	TEEU
Breege Kelly	Management
Fiona McGrath	Management
Frank Murray	Management
Frank Murphy	Management
Helen Murphy	SIPTU
Sheelah Ryan, Joint Chair	Management
Dennis Rohan	IMPACT

APPENDIX 2

SUMMARY OF MAIN PROJECTS ACROSS ALL AGENCIES AND LOCATIONS

Project Category/Title	Number of Projects/Working Groups	Number of people directly involved in the Projects/Working Groups
Improved Patient/Client Services		
OPD work changes	7	81
Patient/client surveys	8	70
Service Improvement	35	79
Service Development	12	106
Quality of Service	5	70
Patient Waiting Area Environment	4	35
Medical Records/OPD	7	63
Multi disciplinary integrated working in community	1	30
Implementation of childcare strategy	1	15
Baby Friendly Hospital	1	20
Stroke Patient Support Group	1	10
Sub total	82	579
Improved Services for Patients/Clients and Improved quality of life for staff		
Anti-racism	11	105
Building/Grounds Improvements	7	66
Health & Safety	6	56
Recruitment/retention	9	84
Security	6	44
Service Planning	33	368
North/South Ethnic Catering	1	4
Non-smoking Policies	6	39
PDPs Portfolio	9	75
Car Parking	10	80
Lab Med LWG	1	8
Partnership working in acute hospital	3	66
Waterford Hospice	1	6

Project Category/Title	Number of Projects/Working Groups	Number of people directly involved in the Projects/Working Groups
International Cookbook for staff & patients	1	4
New Stroke Unit	1	20
Catering for night time	1	6
Sub total	106	1031
Quality of work life improvements		
Anti-bullying	17	314
Crèche/Childcare Facilities	6	44
Employee Benefits	8	50
Occupational Health	10	72
Staff Recreational Facilities	10	74
Staff Satisfaction	17	87
Staff Workplace Environment	19	97
Staff Rep. Facilities	3	22
Grievance Policy and Training	13	95
Work/Life Balance	5	94
Salary Information Cards	2	18
Employee Climate Survey	1	20
Staff Uniforms	2	8
Staff Handbook	4	59
Sub total	117	1054
Strategic Development/Planning		
Mainstreaming Partnership	39	521
Development of Policies	7	62
Attendance Management Policy	7	43
Planning for the future	4	31
Strategic planning	5	37
Managing Change	8	242
Sustaining Progress	30	332
Major Staff Group/Post Dispute	2	17

Project Category/Title	Number of Projects/Working Groups	Number of people directly involved in the Projects/Working Groups
Staff Relations	10	81
Corporate Strategy	1	6
HR	30	159
VFM	23	319
Policies and Procedures	21	67
Finance	2	11
Capital Development	1	3
EU Information and Consultation Directive	1	6
Sub total	191	1937
New Ways of Working		
Work Organisation	5	87
Service Re-organisation	10	117
Rosters	10	115
Teambuilding	13	162
Flexible Working	6	60
Joint Problem Solving	22	624
Teleworking	1	7
Attendance	4	47
Waste Management/recycling	14	167
Operational	4	40
Recruitment of facilitators	1	10
Sub total	90	1436
Training, Development & Education		
Training and Education	63	1305
Second Chance Key Skills	4	97
Evaluation & Development	4	51
Induction Programmes	44	613
Sub total	115	2066

Project Category/Title	Number of Projects/Working Groups	Number of people directly involved in the Projects/Working Groups
Communications		
Communication Internal	54	390
Communication External	2	8
Communication Internal & External	4	47
Staff acknowledgement	31	225
Sub total	91	670
Total	792	8773

APPENDIX 3

NORTH/SOUTH PARTNERSHIP STEERING COMMITTEE

Southern Members	Northern Members
William Beausang Department of Health and Children	Evan Bates Royal Group of Hospitals, Belfast
Dr Declan Bedford NEHB	Martin Bradley Royal College of Nursing
John Bulfin Midland Health Board	Joyce Cairns DHSSPS
Michael Kelly HSNPF	Brian Campfield NIPSA
Nicky Keogh (President IMPACT) Midland Health Board	Thomas Mahaffy UNISON
John McAdam HSNPF	Inez McCormack ICTU
Oliver McDonagh SIPTU	William McKee Royal Group of Hospitals
Phil O'Shea Irish Nurses Organisation	Patricia McKeown UNISON
Tom Street ATGWU	Calvin Spense BMA
Larry Walsh Director HSNPF	Jonathan Swallow UNISON
	Monica Wilson Disability Action

APPENDIX 4

HSNPF PUBLICATIONS IN 2004

Full details of all HSNPF publications are available on our website www.hsnpf.ie

The following documents were published by HSNPF in 2004

- ***HSNPF Annual Report 2003***
- ***Tools for Change through Partnership***
- ***Learning in Partnership – A Review of Health Services Partnership***
- ***Workplace Partnership 2014 – Future Search Conference Report***
- ***Promoting Innovation and High Performance – The Impact of Partnership Approaches to change in the Irish Health Services***

The latter document, a joint publication with NCPP, details the benefits of working in partnership and includes a representative sample of case studies from following six areas:

- Action Plan for People management
- Western Health Board
- Midland Health Board
- South Eastern Health Board
- St. James's Hospital, Dublin
- Western Care Association

APPENDIX 5

USEFUL WEBSITES

Department of Health and Children	www.dohc.ie
Health Service Executive	www.hse.ie
HSE Eastern Region HSE East Coast Area HSE South Western Area	www.erha.ie
HSE Northern Area	www.hsenorthernarea.ie
HSE Shared Services Eastern Region	www.ehss.ie
HSE Midland Area	www.mhb.ie
HSE Mid Western Area	www.mwhb.ie
HSE North Eastern Area	www.nehb.ie
HSE North Western Area	www.nwhb.ie
HSE South Eastern Area	www.sehb.ie
HSE Southern Area	www.shb.ie
HSE Western Area	www.whb.ie
HSE Project Management Unit	www.hebe.ie

HEALTH SERVICE AGENCIES

Health Service Employers Agency	www.hsea.ie
Office for Health Management	www.ncpp.ie

TRADE UNIONS

SIPTU	www.siptu.ie
IMPACT	www.impact.ie
Irish Nurses Organisation	www.ino.ie
Psychiatric Nurses Association	www.pna.ie
Irish Medical Organisation	www.imo.ie
Irish Hospital Consultants Association	www.ihca.ie
Medical Laboratory Scientists Association	www.mlsa.ie
ATGWU	www.tgwu.org.uk
Irish Congress of Trade Unions	www.ictu.ie

WORKPLACE PARTNERSHIP AND INDUSTRIAL RELATIONS

IRELAND

National Centre for Partnership and Performance	www.ncpp.ie
Workplace Partnership in the Local Authorities	www.lanpag.ie
Irish Productivity Centre	www.ipc.ie
Labour Relations Commission	www.lrc.ie
Labour Court	www.labourcourt.ie
Industrial Relations News	www.irn.ie

UK

TUC Partnership Institute	www.partnership-institute.org.uk
Involvement and Participation Association	www.ipa-involve.com

EUROPE

European Foundation for the Improvement of Living and Working Conditions	www.eurofound.ie
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FACILITATION AND TRAINING

Institute of Public Administration	www.ipa.ie
Resources for Meetings	www.effectivemeetings.com
Skillnets	www.skillnets.ie

