



Building a Better Health Service

CARE COMPASSION TRUST LEARNING

Collaborative Leadership in Public Services

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Executive



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CYPSC – The intent

FRAMEWORK OVERVIEW

A Policy Framework for Improved Outcomes for Children and Young People

Our vision is for *Ireland to be one of the best small countries in the world in which to grow up and raise a family*, and where the rights of all children and young people are respected, protected and fulfilled; where their voices are heard and where they are supported to realise their maximum potential now and in the future.

TRANSFORMATIONAL GOALS

SUPPORT PARENTS

EARLIER INTERVENTION
& PREVENTION

LISTEN TO AND
INVOLVE CHILDREN
& YOUNG PEOPLE

ENSURE QUALITY SERVICES

STRENGTHEN TRANSITIONS

CROSS-GOVERNMENT AND
INTERAGENCY COLLABORATION
& COORDINATION

CROSS-CUTTING

STRENGTHENS THE SUPPORT
SYSTEM AROUND THE CHILD
AND YOUNG PERSON

BETTER OUTCOMES

ACTIVE &
HEALTHY

ACHIEVING
IN ALL AREAS OF
LEARNING &
DEVELOPMENT

SAFE &
PROTECTED
FROM HARM

ECONOMIC
SECURITY &
OPPORTUNITY

CONNECTED,
RESPECTED &
CONTRIBUTING

BRIGHTER FUTURES

DRIVING IMPLEMENTATION, ENSURING ACCOUNTABILITY

CABINET COMMITTEE
ON SOCIAL POLICY

CHILDREN AND
YOUNG PEOPLE'S
POLICY CONSORTIUM

ADVISORY COUNCIL

IMPLEMENTATION
TEAM

NATIONAL STRATEGIES
BY AGE & PRIORITY
AREAS

vi

➤ *“The central purpose of a Children and Young People’s Services Committee is to **ensure effective interagency co-ordination and collaboration** to achieve the best outcomes for all children and young people in its area.”*

Source: www.cypsc.ie



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Source: Better Outcomes, Brighter Futures the National Policy Framework for Children and Young People, 2014 - 2020.

Importance of Children and Young People's Health

The Impact of Early Childhood on Future Health¹

FACULTY OF
PUBLIC HEALTH
MEDICINE
ROYAL COLLEGE OF
PHYSICIANS OF IRELAND

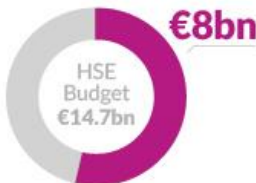
the PROBLEM

The origins of Chronic Disease – heart and lung disease, diabetes, mental health problems, obesity – often lie in the first 1000 days of life



“The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood”
Professor Michael Marmot

Costs of Chronic Disease



Main causes of hospital admissions

8 out of 11 causes of hospital admission due to chronic disease



the CAUSE

Adverse experiences – in utero and in the first 2 years of life – impact on the child's developing brain and other biological systems



How adverse childhood experiences (ACEs) influence health



Increase in ACEs increases health risk

As the number of ACE's increases, so does the risk for negative health outcomes



the SOLUTION

Interventions in early life are more cost-effective than those in later years



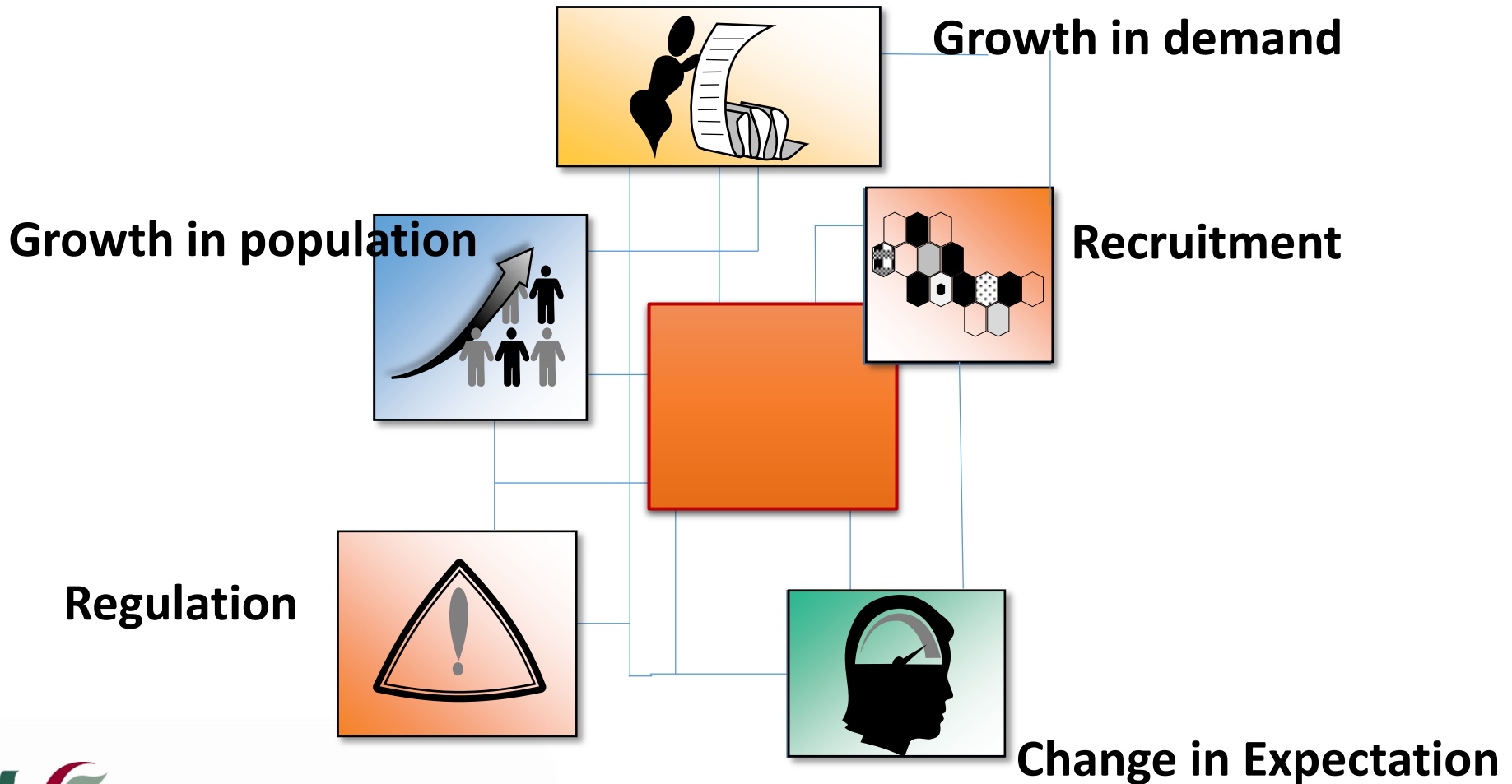
How can we support our children's future health?



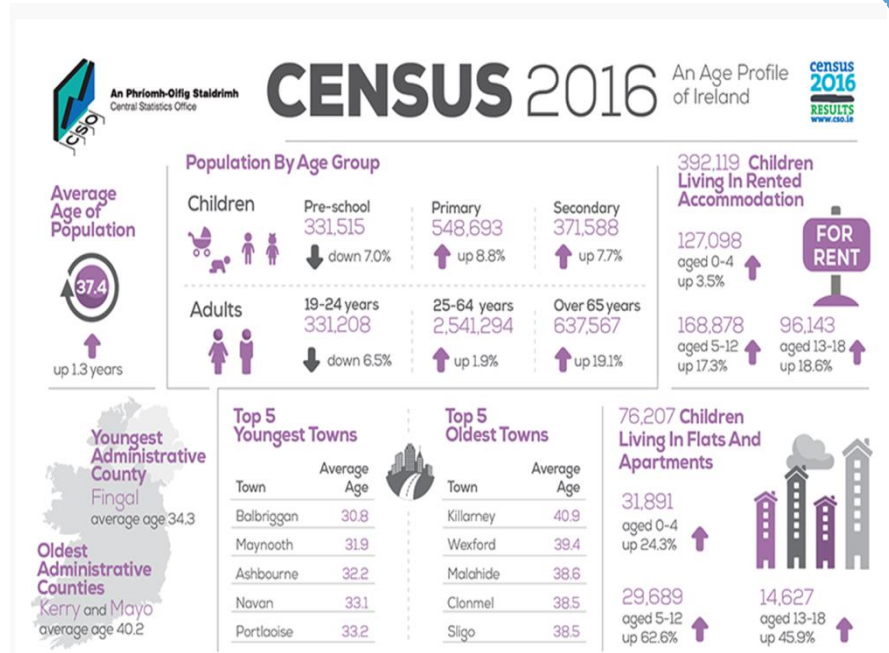
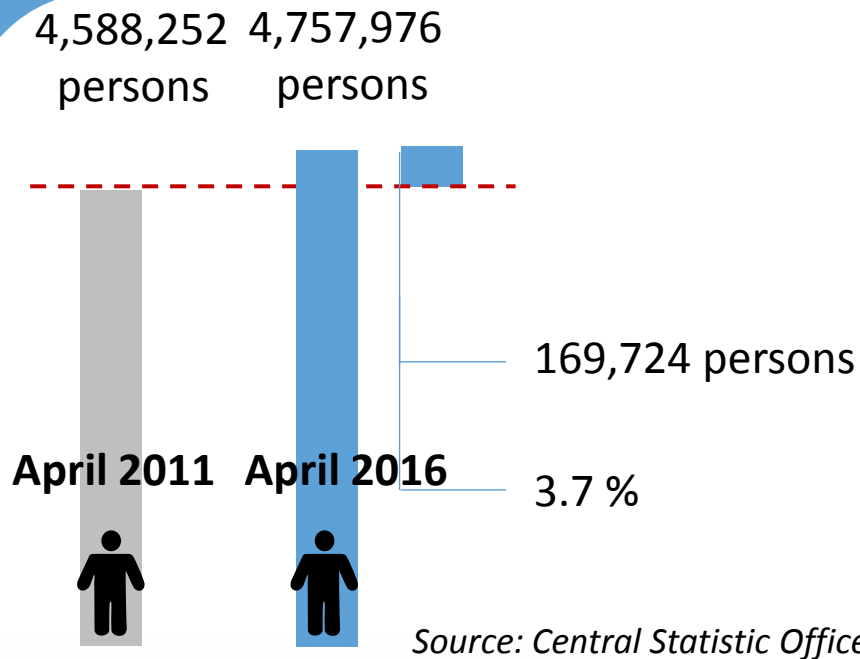
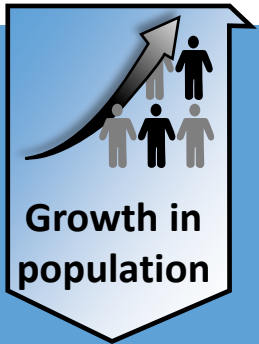
SUPPORT FOR PARENTS IS KEY

¹www.rcpi.ie/news/releases/faculty-of-public-health-medicine-calls-for-investment-in-early-childhood-health-services/

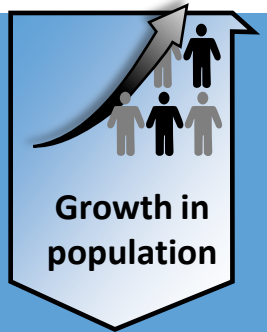
Increasing Complexity in Service Delivery



Increasing Complexity in Service Delivery



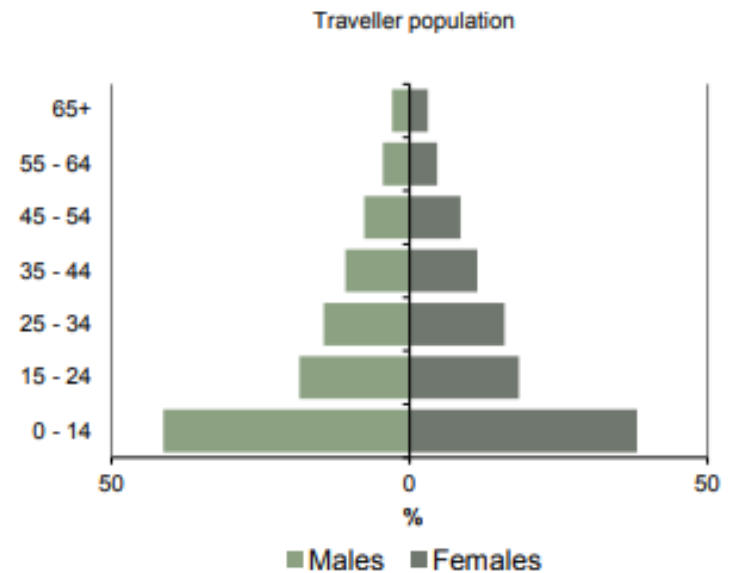
Increasing Complexity in Service Delivery



Usual residents by ethnic or cultural background, 2011-2016

Category	2011	2016	% change
White Irish	3,821,995	3,854,226	0.8
Irish Travellers	29,495	30,987	5.1
Other White	412,975	446,727	8.2
Black Irish or Black African	68,607	67,860	1.4
Other Black	6,381	6,789	6.4
Chinese	17,832	19,447	9.1
Other Asian	66,858	79,273	18.6
Other	40,724	70,603	73.4
Not stated	70,324	124,019	76.4
Total	4,525,281	4,689,921	3.6

Age distribution of Irish Travellers, 2016



Increasing Complexity in Service Delivery

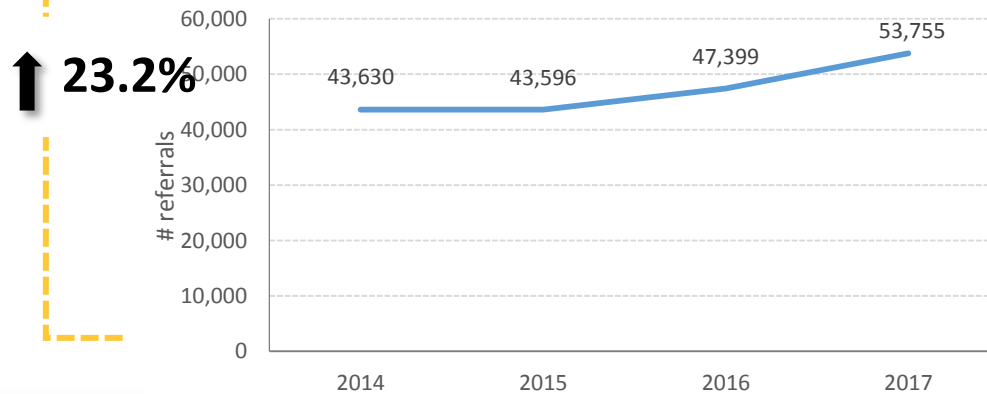


Growth in
population



Growth in
demand

Referrals to Child Protection & Welfare Services

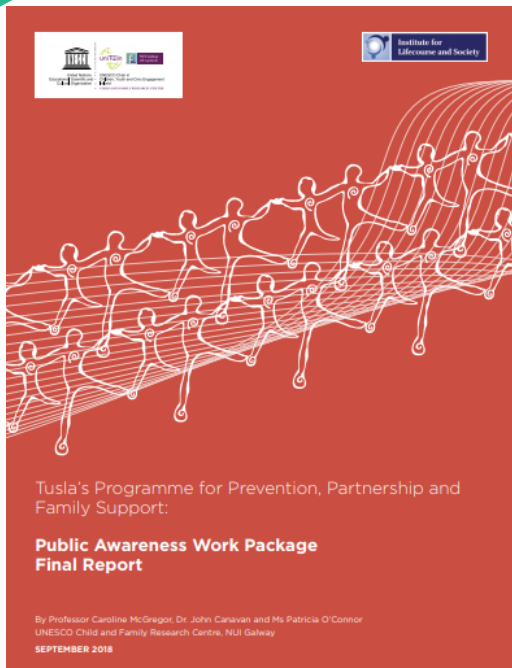
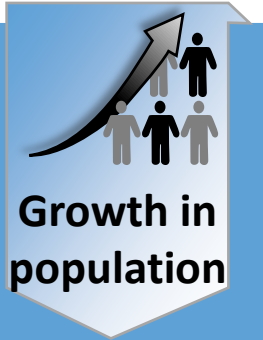


Child and Adolescent
Community Mental
Health Services (CAMHS)

Year	Referrals accepted	Wait lists
2012	10,705	2,422
2013	12,319	2,602
2014	13,062	2,869
2015	13,356	2,319
2017	12,988	2,513

↑ **21.3%**

Increasing Complexity in Service Delivery



Key Findings:

The role of schools in creating and maintaining greater awareness among young people should be considered in partnership with teachers and the Department of Education.

The most frequently mentioned service for improvement was mental health in 2015 (52.1%) and 2018 (53.5%).

Source: www.nuigalway.ie

The finding that emphasises that families rely mostly on their own networks should be used to advocate strongly for partnership working and improved general support services to families from other Government departments responsible for family and community support.

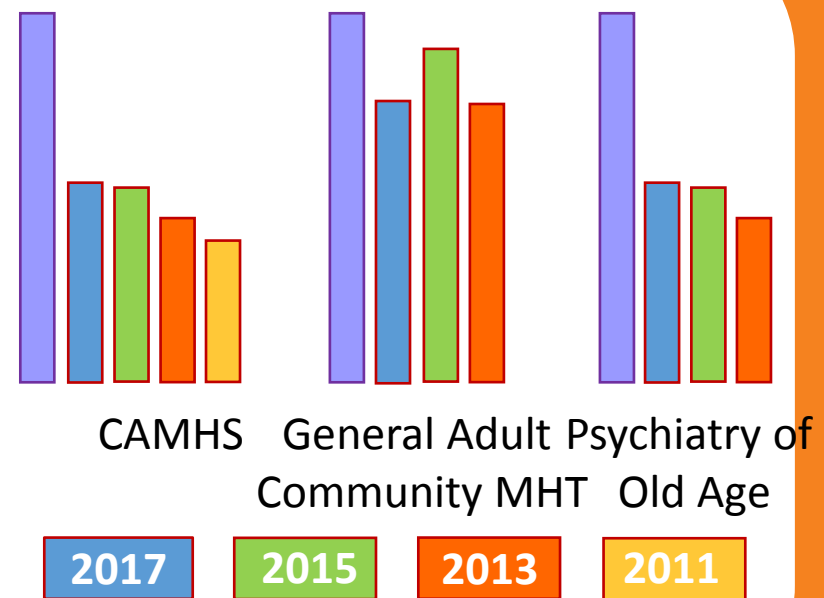
Increasing Complexity in Service Delivery



HSE Mental Health Staffing levels compared to recommended levels

	2017	2015	2013	2011
CAMHS	56.2%	51.6%	44.6%	38.5%
General Adult Community MHT	76.1%	80.3%	75.6%	NA
Psychiatry of Old Age	58.2%	52.9%	44.5%	NA

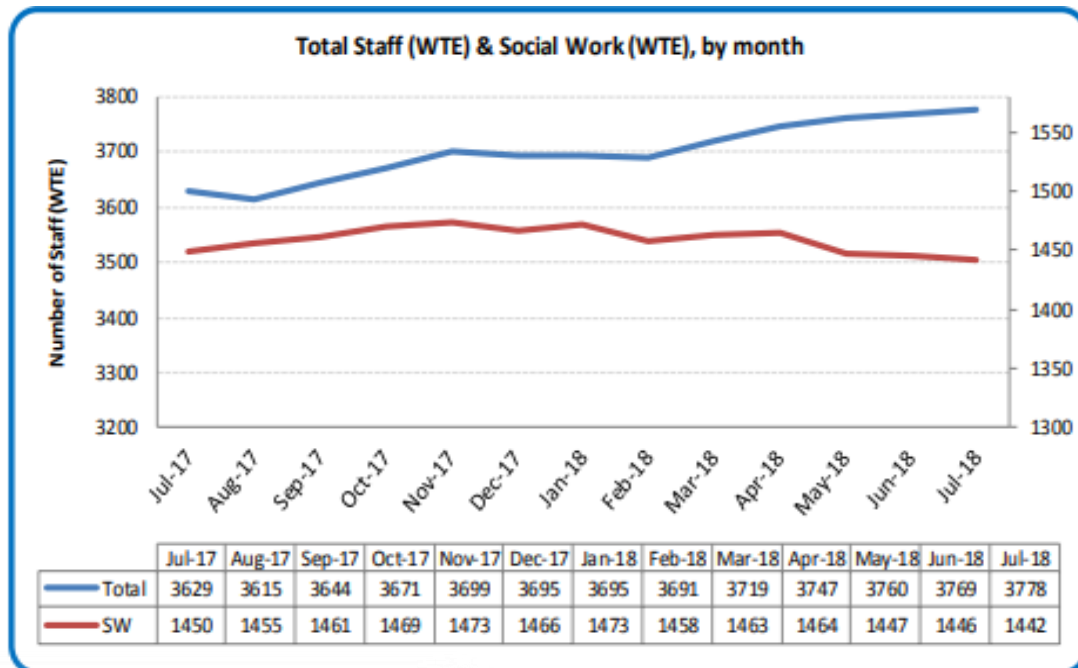
Recommended levels of staffing were considered according to **A Vision for Change Strategy**



Increasing Complexity in Service Delivery



TUSLA Staffing Levels and Recruitment Demands



- 3,769 (WTE) employed by the Agency at the end of Q2 2018; 50 more than Q1 2018 and 133 (4%) more than Q2 2017
- 240 new staff came on to the Agency's payroll in the first six months of 2018
- 146 staff left (incl. retirements) the Agency in the first six months of 2018

Source: Q2 2018 Service Performance and Activity Report_Draft V 03, Tusla

Source: Tusla Corporate Plan 2018-2020

Challenges to Delivering Service Improvement

**Resource
Shortage**

**Difficulty in
recruitment**

**Expectations
about service
delivery**

**Organisational
change
fatigue**

**Culture
and
Stigma**

**Communications
– internal
and external**



Leadership

Leadership in the Public Sector

- A complicated environment - people ,culture , power & processes (Rose & Lawton 1999)
- Emphasis on strengthened accountability
- Changing public expectation
- Constant articulation at a policy level for the need for change and improvement –multiple views on “the best way” to deliver services

Needs of Children and Young People: Policy Landscape

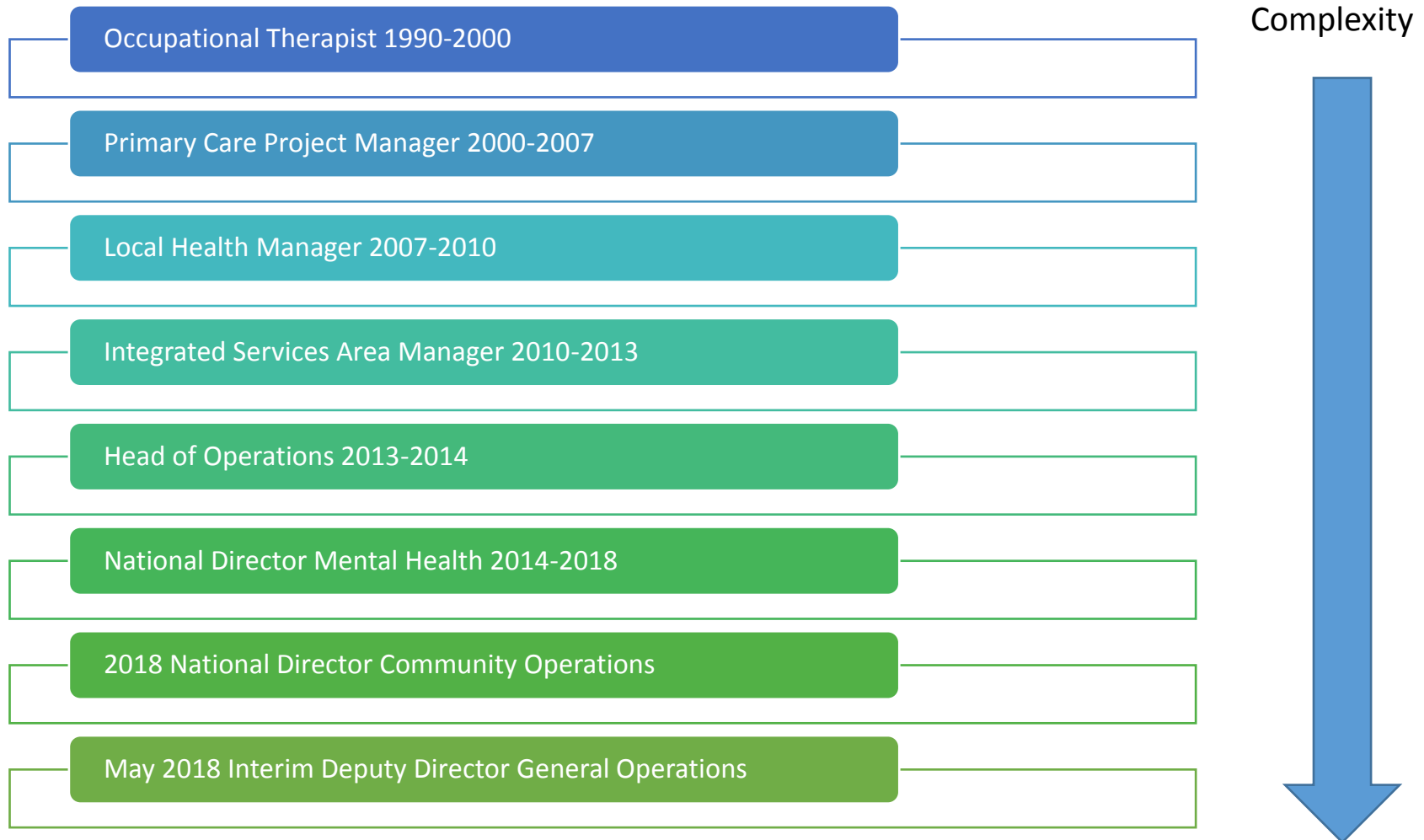


- Better Outcomes Brighter Future National Policy Framework for Children and Young People
- National Youth Strategy
- National Strategy on Children and Young People's Participation in Decision-making
- Healthy Ireland
- A Healthy Weight for Ireland
- Connecting for Life
- Action plan to expand apprenticeship and traineeship in Ireland 2016-2020
- DEIS Plan 2017
- Literacy and Numeracy Learning for Life
- Rebuilding Ireland Action Plan for Housing and Homelessness
- National Traveller and Roma Inclusion Strategy
- LGBTI+ National Youth Strategy

Public Value

- “Anything people put value to with regard to the public” (Meynhardt 2009)
- A commitment to goals that are more stretching as public managers have to question whether their actions are bringing a net benefit to society
- Leadership challenge must relate to a public value proposition

My Experience as a “Leader”



Why Change Fails

- Lack of clearly identified and/or achievable milestones & objectives
- **Lack of commitment** by senior managers
- Employee resistance
- **Poor communication**

(Boston Consulting Group)

Why Change Fails

- Poor implementation planning
- Failing to create buy in for ownership of the initiative
- **Ineffective leadership**
- Failing to create a realistic plan or improvement process

(Longnecker & Longnecker 2014)

- Real change and transformation takes place when the **human dimensions** of the change process are well managed in tandem with a meaningful and realistic plan

(Kotter 1995)

Public Services = Human Services

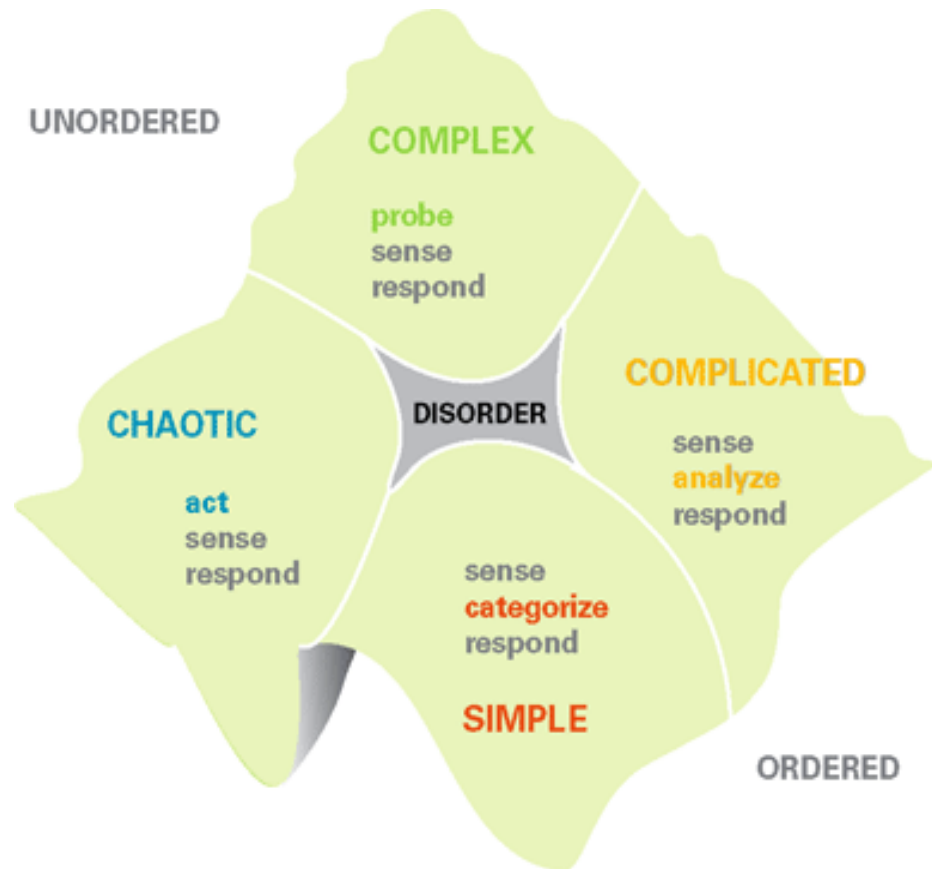
Provided *by* People *for* People

Leading in a complex world

Complex Systems need Simple Rules

A Leaders Framework for Decision Making – HBR 2007

Cynefin Framework (Snowden & Boone 2007)



Collaborative Leadership

“...the process of engaging collective intelligence to deliver results across organisational boundaries when ordinary mechanisms of control are absent. It’s grounded in a belief that **all of us together can be smarter, more creative, and more competent...** especially when it comes to **addressing the kinds of novel, complex, and multi-faceted problems that organisations face today.**” (Source: <http://www.oxfordleadership.com>)



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Systems Leadership

“Leadership across organisational and geopolitical boundaries , beyond individual professional disciplines, within a range of organisational and stakeholder cultures, *often without direct managerial control*”

NHS Leadership Academy 2016

How do you influence others ?

High Impact Leadership

High Impact Leadership Framework

New Mental Models

How leaders think about challenges and solutions

High-Impact Leadership Behaviors

What leaders do to make a difference

IHI High-Impact Leadership Framework

Where leaders need to focus efforts

Being a High Impact Leader

1. Person-centeredness

Be consistently person-centered in word and deed

2. Front Line Engagement

Be a regular authentic presence at the front line and a visible champion of improvement

3. Relentless Focus

Remain focused on the vision and strategy

4. Transparency

Require transparency about results, progress, aims, and defects

5. Boundarilessness

Encourage and practice systems thinking and collaboration across boundaries

Building Capacity in Mental Health Services

PMO

- Established in 2016
- MHD in partnership with the Centre for Effective Services (CES)
- Structured and Sustainable Programme of Change throughout MHS
- 5 Mental Health Strategic Priorities
= 5 Strategic Programmes

Service Improvement Leads

- Work as Change Agents
- The Service Improvement Leads link
 - the evidenced based work of the PMO
 - with local service delivery
- Project Managers for 12 Core Projects

Development of a Recovery Oriented Mental Health Service Improvement Framework

- Transformational – National & CHO
- Balance of Planned and Emergent Change
- Part of wider reform agenda
- Building capacity - SI Leads
- Peer Support Workers
- PMO & Programmatic Approach

Organisational Change

- Service User engagement
- National engagement structure / co production
- Eolas
- PrSW
- CHO Structure & Area Leads Input
- SI initiatives
- Working with external & agencies

Co Production

RECOVERY

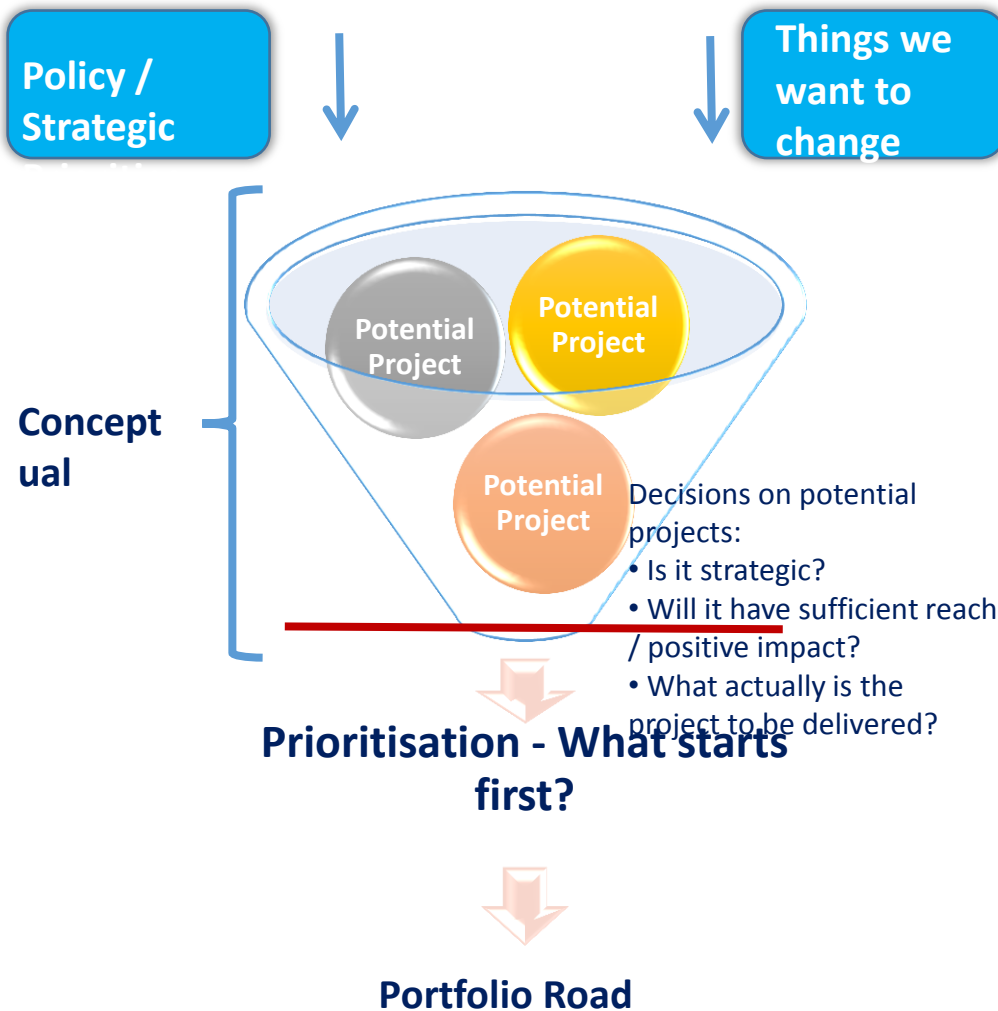
Approach to Leadership

- Transformational
- Applying complexity thinking
- Working through others-team based
- Communication of strategic intent of MHD
- Financial Support

Staff Engagement

- Enhancing Teamwork
- Recovery Principles Training
- Est of "Network Groups" of staff
- Internal Communication

Programme Management Office



Project ID	Project	Project Manager	Dependency	2016 Q3			2016 Q4			2017 Q1			2017 Q2		
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
C20161001	Project 1	CB		4	11	18	25	1	8	15	22	29	5	12	19
C20161002	Project 2	AD													
C20161003	Project 3	MMC													

Project Name

Strategic Priority

Connecting for Life Action Plans

Map service need to develop a pathway of care for people with Severe and Enduring Mental Illnesses and complex behaviours

Develop a National Model of Care for MHID in General Adult and Child and Adolescence Mental Health Services

Quality Assessment Implementation Framework, Mental Health

Develop Recovery Strategy and Implementation Plan

Training Plan for Quality Assessment Implementation Framework, Mental Health

General Adult Liaison Psychiatry- Increase 24/7 capacity mapping project

Implementation - Peer Support Worker

Implementation of Team Coordinators for Community Mental Health Teams (CAMHS, Gen Adult & Specialist Teams)

Develop Pathway of Care for Homeless Mentally Ill

CAMHS SOP

Mental Health Engagement - Research & Evaluation

1. Promote the mental health of the population in collaboration with other services and agencies including loss of life by suicide.

2. Design integrated, evidence based and recovery focused mental health services

3. Deliver timely, clinically effective and standardised safe mental health services in adherence to statutory requirements

4. Ensure that the views of service users, family

Conclusions

5 Qualities of Authentic Leaders

- Understanding their purpose
- Practicing solid values
- Leading with heart
- Establishing connected relationships
- Demonstrating self-discipline

(Source: Bill George, Authentic Leadership Rediscovered)



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My Learning ... To date.....

- Communication – Communication – Communication.....
- Value of “External Experts” to challenge and reinforce approach
- Additional capacity key to ensuring “Business as Usual” can continue while approach to service improvement developed and implemented
- Value of involving service users / families in planning, working groups etc ... “the technology of persuasion”
- Evidence base critical but focus should be on Impact
 - Trust and “letting go” ... but hold onto a sense of humour

“Your Great Mistake is to act the drama as if you
are alone”

David Whyte

Thank You