



Department of  
**Health, Social Services  
and Public Safety**

An Roinn

**Sláinte, Seirbhísí Sóisialta  
agus Sábháilteachta Poiblí**

[www.dhsspsni.gov.uk](http://www.dhsspsni.gov.uk)

***DHSSPS  
Modernisation and  
Improvement Programme***

***Project Updates  
20<sup>th</sup> November 2008***

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## Introduction

The purpose of this document is to provide details of the MIP individual projects progress to date, next steps and final outputs.

## Background

The programme to implement the second phase of changes to the HSC organisational structures and the implementation of the programme of health and social care systems reform can broadly be grouped under three headings i.e. 'Overarching', 'Establishment of Organisations', and 'Supporting Work to Manage the Transition' Ref: Table 1 below

### MIP projects: Table 1

Modernisation and Improvement Programme		
Overarching	Establishment of Organisations	Manage the Transition
Systems Design	Regional Health and Social Care Board (RHSCB), Regional Agency for Public Health and Social Wellbeing and Social Wellbeing (RAPHSW), Regional Business Service Organisation (RBSO) Patient and Client Council (PCC)	Legislation Planning & Finance Information/ICT Communication Human Resources/Leadership Development Service Frameworks

In the main, membership of project groups and workstreams has been drawn from the DHSSPS and HSC organisations.

Project Title	System Design
Project SRO	Andrew McCormick
Project Director	Ray Martin

### Description and purpose of the project:

The project is overarching and aims to define system wide functions, roles and responsibilities and to describe interfaces and interrelationships between the constituent organisations and other stakeholders.

### Progress to Date

- Agreed proposals for top management structures for RHSCB, RAPHSW and RBSO for submission to Minister
- Agreed organisational roles and responsibilities within the new system for incorporation into proposed framework document
- A governance and accountability framework
- Corporate values for the new system
- Agreed location principles
- Agreed definition of commissioning

### Next Steps

Consideration of Framework document and other system wide issues as appropriate

### Final Output

To ensure that mechanisms are in place to facilitate the delivery of new structures in line with the Minister's timeframe.

<b>Project Title</b>	<b>Regional Health and Social Care Board (RHSCB)</b>
Project SRO	Andrew McCormick
Project Director	Ray Martin

### Description and purpose of the project:

The overall purpose of this project is to establish a Regional Health and Social Care Board (RHSCB) with effect from 1 April 2009. In addition it will:-

- Address the core functions of commissioning, resource management and performance management and improvement setting the framework for an orderly transition from existing structures and systems to the new RHSCB, as approved by the Minister.
- To take forward the necessary administrative arrangements to secure the transition, including relevant business cases, and to establish appropriate systems and processes for the proposed RHSCB to perform its functions.

### Progress to Date

- Development of key components of a Commissioning Framework – LCG Operating Framework, paper on Commissioning of Regional Services and guidance on Stakeholder Involvement.
- Drafted the RHSCB organisation and location business cases and Commissioner Development programme business case.
- Drafted the Standing orders and financial instructions.
- Establishment plan developed and work underway
- Work underway to develop a performance management framework
- Work progressing on shadow activity based funding and resource allocations.

### Next Steps

- Completion of commissioning framework
- Completion of performance management framework
- Completion of resource management regime
- Internal governance arrangements for RHSCB
- Implementation of establishment plan
- Approval of business cases by MIPB and DFP.

### Final Output

The successful establishment of an RHSCB organisation that is fit for purpose by April 2009.

<b>Project Title</b>	<b>Regional Agency for Public Health and Social Wellbeing (RAPHSW)</b>
Project SRO	Dr Michael McBride
Project Director	Dr Carolyn Harper

#### Description and purpose of the project:

The overall purpose of this project is to establish a Regional Agency for Public Health and Social Wellbeing with effect from 1 April 2009 which will put systems in place to

- reduce inequalities in health
- address the wider determinants of health with better inter-sectoral working, including enhanced partnership arrangements with local government,
- reduce the risk factors associated with ill-health and social wellbeing
- reduce the impact of major illness and other threats to health and social well-being
- promote positive health and well-being

#### Progress to Date

- Five workstreams have been established under a Project Board
- Draft papers completed in relation to roles and responsibilities, and business models for Health Protection and Population Screening functions, these papers are to be presented to MIPB on 20<sup>th</sup> Nov.
- Engagement with local government regarding the establishment of pilot health & well-being partnerships projects
- Work progressing on finalizing an establishment framework document
- Work on draft business case underway

#### Next Steps

- Completion of papers on Health Improvement and the Agency's input into Commissioning for submission to MIPB at December meeting
- Completion of papers on professional development and career framework and transition of R+D functions
- Completion of establishment framework
- Further work on transition planning
- Completion and approval of business case

#### Final Output

The successful establishment of a Regional Agency for Public Health and Social Wellbeing by April 2009.

<b>Project Title</b>	<b>Regional Business Service Organisation (RBSO)</b>
Project SRO	Mr Sean Donaghy
Project Director	Mr Peter Harvey

#### **Description and purpose of the project:**

- To establish a Regional Business Service Organisation (RBSO) capable of delivering in an efficient and effective manner some of the services currently provided by CSA, DHSSPS and other HSC organisations.
- To ensure that the design of this organisation maximises opportunities for users to control and influence the services through effective client liaison with HSC organisations.
- Through investment in new technology and business processes to increase the services offered by the RBSO, support improvements in service quality and reduced cost. This will include elements of HR, Finance, IT, Information Management and Estates

#### **Progress to Date**

- Completion of a Strategic Outline Case to support the investment in systems and business processes, and discharge of appropriate governance and communication requirements.
- Review of the business systems requirement to support planned investments and to inform the associated Outline Business Case
- Support to the planned establishment of the new RBSO

#### **Next Steps**

- Prepare and complete an Outline Business Case to support the procurement of new Information Technology and investment in business process by end of 2008 for approval by DFP
- Procurement of a new business systems commenced by spring 2009.
- Public Consultation on location of Shared Service Centres to begin following agreement of the Outline Business Case.
- Preparation of Business Case by the end of 2008 to support the establishment of the RBSO and secure interim accommodation.

#### **Final Output**

- The successful establishment of a RBSO by April 2009.
- To have systems and business processes in place to support the delivery of business support services to HSC organisations at agreed costs and quality in an environment of continuous improvement, contestability of supply and transparency of performance.

<b>Project Title</b>	<b>Patient and Client Council (PCC)</b>
Project SRO	Bernard Mitchell
Project Director	Ray Martin

### Description and purpose of the project:

The aim of project is:

- To agree the functions and determine the most appropriate structure to provide a powerful independent voice for patients, clients and carers within the proposed health and social care system.
- To secure the implementation, by 1 April 2009, of the proposed new structure.

### Progress to Date

- Three workstreams have been set up under the Project Board to take forward work on organisation and structures, systems and procedures and the PCC business plan for 2009/10.
- Organisation business case drafted. Location business case underway.
- Structures for regional and local offices; framework for delivery of statutory functions and job descriptions under consideration.
- Tier 2 structures submitted for consideration by Minister

### Next Steps

- Internal systems and procedures to be developed.
- PCC's separate corporate identity to be developed.
- Business cases to be finalised and approved.
- Relationships between PCC and stakeholders to be clearly defined with regard to the PCC's statutory functions.

### Final Output

The successful establishment of a Patient & Client Council by April 2009 underpinned by a high level operating framework.

Project Title	Legislation
Project SRO	Linda Devlin
Project Director	Ivan McMaster

### Description and purpose of the project:

The aim of this project is:

- To produce primary legislation to provide the legislative framework within which the proposed new HSC structures can operate.
- To produce subordinate legislation which sets out the governance and accountability arrangements for the various HSC bodies.

### Progress to Date

- HSC (Reform) Bill successfully introduced into the Assembly – 23 June 2008.
- HSC (Reform) Bill successfully passed 2<sup>nd</sup> stage reading – 1 July 2008.
- HSC (Reform) Bill completed scrutiny by the Health Committee – 13 November 2008.

### Next Steps

- HSC (Reform) Bill now due to go to Consideration stage.
- Draft subordinate legislation for comment and input.

### Final Output

- Production of primary legislation to provide the legislative framework within which the proposed new HSC structures can operate and to set out the high level functions of the HSC bodies.
- Production of subordinate legislation to establish the parameters within which each HSC body will be permitted to operate and to establish the necessary governance and accountability arrangements which will support the effective delivery of health and social care in NI.

<b>Project Title</b>	<b>Planning &amp; Finance</b>
Project SRO	Julie Thompson
Project Director	John McGinnity

### Description and purpose of the project:

The purpose of the project is to set down the planning, finance and accountability processes between DHSSPS and the Executive, DFP, the RHSCB, RAPHSW, RBSO, PCC & Other Agencies. It will identify and address the significant performance and financial management issues arising from the implementation of the reform and modernisation of the HSC.

### Progress to Date

The project has defined and made recommendations on:

- the planning & finance cycle as applying to the HSC
- the agreed approach on a range of performance and financial management issues;
- how priorities and targets will be established and monitored;

### Next Steps

Further key product to be finalised are:

- how resources will be distributed, monitored and performance managed by the Department; and
- how efficiencies/value for money, regularity and probity will be reviewed and secured.
- how performance against objectives will be reported back, thus closing the accountability loop.

### Final Output

- The conclusions and recommendations from the project, once agreed, will contribute very significantly to the development of the “Framework Document” that is referred to in the [draft] legislation governing the new HSC structures.
- The project will define how the new family of HSC organisations will interact in terms of all aspects of the planning and finance of health and social care for patients and clients.

Project Title	Human Resources (HR)
Project SRO	David Bingham
Project Director	Norma Moffett

#### Description and purpose of the project:

- The HR Project Board was established to take forward the 2<sup>nd</sup> phase of the implementation of the RPA in HSC.
- Its primary purpose is to identify the key HR issues that will have to be addressed to ensure the effective implementation of the reforms and to recommend the adoption of policies to support the change process.

#### Progress to Date

- Chief Executives advertised and arrangements being made to complete interviews and appointments.
- Job Descriptions for Director positions finalised with advertisements planned for November 2008.
- Recruitment pools agreed in line with PSC Guiding Principles.
- VsER and Voluntary Redundancy scheme finalised.
- Staff Transfer Scheme for HSC staff drafted and circulated for comment
- 3<sup>rd</sup> level structures work in progress
- Staff Mapping exercise underway to identify “who goes where”
- PSC report on communication of RPA changes published

#### Next Steps

- Arrangements for Chief Executive Interviews and appointments
- Arrangements for advertising and interviewing Director positions
- Agree Staff Transfer Scheme for HSC Staff
- Ensure a consistent approach to the transfer of staff to the new organisations in line with PSC Guiding Principles and Guidance notes.
- Complete job descriptions for 3<sup>rd</sup> level staff and plan arrangements for advertising and appointments
- Identify staff on individual basis for transfer to new organisation
- Implement HR Framework and ensure appropriate policies and procedures are in place.

#### Final Output

To ensure the new organisations are fit for purpose on 1<sup>st</sup> April 2009 through the Recruitment and Transfer of appropriately trained and experienced people.

Project Title	Communication
Project SRO	Linda Brown
Project Director	Noel McCann

### Description and purpose of the project:

The Project aims to:  
Ensure that all stakeholders, both internally and externally are informed about, and engaged with, the work of Modernisation and Improvement Programme.

### Progress to Date

- A Project Board oversees both the project and the Corporate Identity Sub Group work.
- A number of communication methods have been deployed to keep stakeholders up-to-date on the reform programme: these include letters from the Minister; workshops; a monthly reform e-bulletin, a Q&A facility for staff, documentation placed on intranet and internet sites, face-to-face briefings and external communications to the media when appropriate.

### Next Steps

The project aims to maintain a high level of communications activity, producing a monthly e-bulletin on topical developments and using other tools and techniques as appropriate; the redesigned Departmental intranet site will incorporate a message board facility which will be used to stimulate discussion on RPA issues; and issues relating to the corporate identity of the new organisations are being taken forward.

### Final Output

- Well-informed staff who clearly understand the vision for the future and their role; a strong.
- Instantly-recognisable corporate identity for the HSC;
- An understanding on the part of the public and service users of the benefits and outcomes of the modernisation and improvement programme.

Project Title	Information/ICT Project
Project SRO	Hugh Mullen
Project Director	Mark Eustace

### Description and purpose of the project:

The overall aim of the project is to identify and in partnership deliver the changes to ICT that will be required to support the 'Review of Public Administration' as it affects Health and Social Care within N.I

### Progress to Date

- Review of IAD complete and approved by MIPB.
- Risk Review of 4 Boards complete and approved by 4 Board CEs Forum
- ICT Convergence paper re RPA-2 organisations circulated to establishment groups, RPA-2 ICT managers group established to oversee convergence and ICT Co-ordinator post advertised. Business case complete for funding of supporting ICT infrastructure
- ICT Proposals paper re roles of new RPA-2 organisations drafted

### Next Steps

- Ongoing support to DHSSPS-IAD to implement the recommendations of the IAD review, including the establishment of the stakeholder board and detailed work on the process for defining monitoring requirements. (IAD review recommendation 8)
- Complete recruitment of ICT co-ordinator and commence work on establishment of email and internet solutions for the new RPA-2 organisations. NB confirmation of email domains to be used is required from the Communication project corporate branding group.
- Further detailed work to be completed on the roles of the RHSCB/RSSO and the arrangements for the transfer of DIS staff to the HSC.
- Commence review of information support arrangements for RPA-2 organisations
- Commence work on review of ICT capacity.
- Ongoing support to Establishment workstreams

### Final Output

1. Operational ICT support systems for the new RPA-2 organisations.
2. Recommendations for the roles and structures to support Information and ICT in the new RPA-2 organisations.

<b>Project Title</b>	<b>Professional Leadership Development</b>
Project SRO	David Bingham
Project Director	Levette Lamb

### Description and purpose of the project:

The purpose of this project is

- To develop and implement an organisational development programme to build capacity and leadership capability of 200 senior HSC professional Leaders to support the reform and modernization of services leading to improved patient and client care.

### Progress to Date

- The programme is being delivered by the Beeches Management Centre in partnership with the National Health Service Institute for Improvement and innovation in four cohorts with 50 participants in each. There are currently three cohorts underway with the fourth due to commence in December 08.
- Participants have been drawn from both DHSSPS and HSC organisations across the province and the spectrum of disciplines
- Service improvement and change initiatives are underway.
- Closing event for cohort one is planned for January 09
- Feedback from participants and provider organisations has been very positive.

### Next Steps

- Final Cohort to commence December 2008
- Procurement of independent evaluation

### Final Output

The successful delivery of a professional leadership development programme accessed by 200 senior HSC professional staff.

<b>Project Title</b>	<b>Service Frameworks Programme</b>
Project SRO	Dr Michael McBride, CMO
Project Director	Ms Veronica Gillen, S. F. Coordinator

### Description and purpose of the project:

The Department has commenced a programme for the development of a range of service frameworks which will set out explicit standards for health and social care that are evidence based and are capable of being measured. The programme brings together a wide range of stakeholders including representatives from all aspects of the service and service users and carers.

### Progress to Date

Work is ongoing on the development service frameworks for cardiovascular health and wellbeing; respiratory health and wellbeing; cancer prevention, treatment and care, mental health and wellbeing and learning disability. Work has also been initiated to develop service frameworks which are children and young people and older people.

Whilst service frameworks set standards of health and social care services, it is essential that we work in partnership with other government departments and their agencies to seek to optimise the health and social wellbeing of the public. In support of this an Interdepartmental Liaison Group on Service Frameworks has been established comprising of senior officials from OFMDFM, DHSSPS, DE, DEL and DSD. The purpose of the group will be to ensure that, when service frameworks are being developed by DHSSPS, appropriate linkages can be made with other Departments as and when required.

### Next Steps

Consultation on the cardiovascular health and wellbeing ended in September 2008 and it is anticipated that the final document will be launched later this year. It is anticipated that the respiratory and cancer frameworks will be launched for consultation in the New Year to be followed by the mental health service framework. Work will also continue to develop the service frameworks for learning disability, children and young people and older people.

### Final Output

A range of service frameworks which will improve the health and wellbeing of the people of Northern Ireland.

