

## The Health Manager's Life:

Health Service Stress

Management of Stress in our Health Services:  
Beyond Current Models?

Individual Wellbeing: A Humane Service?

A Psychological Understanding of our Health  
Services Management?

3

## Organisational Tensions in our Health Service

Mission

Vision

Legitimacy

Clinical

Financial

Coherence

Quality

Service

Governance

4

## Structure Process and Outcome of Healthcare

Avedis Donabedian



MARCH 7, 2015 Home Terms Contact Us About Us Subscribe Advertising Terms Of Use Privacy Policy

# Irish Medical Times

WILL YOU STEP FORWARD TO FIGHT POVERTY?

NEWS OPINION FEATURES EDITORIAL LETTERS BLOGS CLINICAL TIMES MIMS IRELAND LIFESTYLE SMALL ADS

Categories: You are here: Home / News / Latest News / Ireland ranked 15th out of 17 on health outcomes

**Ireland ranked 15th out of 17 on health outcomes**  
 November 18, 2013 by Gary Culliton Leave a Comment

By Gary Culliton

Ireland gets least 'bang for the buck' from the public health system, even though this country is one of the developed world's top spenders on health, notes the new National Economic and Social Council (NESCC) report on Ireland's Five-Year Crisis: Five Years On.

Ireland ranks 15th out of 17 countries in terms of health outcomes through public spending, which, adjusted for demographic profiles, was one of highest in the OECD (Thomhill, 2012). There has been an increase in the funding allocated to some services such as medical cards, which are mainly demand-led, "and have seen greater demand as a consequence of the crisis," the NESCC said.

The report outlines ways in which the reform agenda, "in a post-Troika context," will need to be extended and improved. It reviews progress on various economic indicators but also outlines some enduring concerns, both on the domestic and international fronts.

NESCC joined to a "silent revolution" in the regulation of many of our human services, for example through HIGA and others. They found that there is now "greater attention to the quality of services, and the standards underpinning them, due to increased oversight". While a number of reports and media articles recount that many citizens in Ireland seem to have lost trust in public services as a result of systemic failures in some areas, the main finding of NESCC's work was that there has been progress and reform in terms of the regulation of services by making them more accountable for quality, standards and outcomes. In particular, NESCC highlighted forecasts of an increasing number of older people (from 532,000 to 856,000 between 2011 and 2026), "requiring reconfiguration of the healthcare and pension systems".

gary.culliton@imt.ie

Filed Under: Latest News, News Tagged With: National Economic and Social Council (NESCC), public health system

Profile

Sign in with Twitter Sign in with Facebook

## Significant variation in hospital death rates, report reveals

Tullamore, Blanchardstown, Cavan, Naas and Cork rates are 'significantly higher'



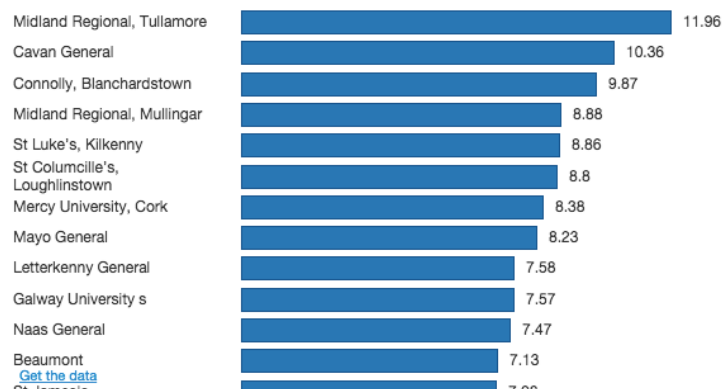
The figures are contained in the first annual report of the National Healthcare Quality Reporting System, which measures the performance of the health service across a number of indicators. File photograph: Reuters

Paul Cullen

Topics: [News](#) [Health](#) [Beaumont Hospital](#) [Department of Health](#)  
[Kerry General Hospital](#) [Midland Regional Hospital](#)

### In-hospital mortality within 30 days of admission for heart attack, 2011 – 2013

Rate per 1,000 cases



## Performance of some services now facing closer examination

Report shows what areas are working and where things can improve



Dr Tony Holohan, chief medical officer of the Department of Health: "The indicators in this report signal that certain services require further analysis and examination in order to identify if a problem exists." Photograph: Cyril Byrne

**THE LOURDES HOSPITAL INQUIRY**  
**An Inquiry into peripartum hysterectomy at**  
**Our Lady of Lourdes Hospital, Drogheda.**  
**REPORT**  
**Of**  
**JUDGE MAUREEN HARDING CLARK S.C.,**  
**January 2006**

BALD ÉITHIA CLÁIRTHÍ  
AONA FIORENTÍ AGUS GEPÍ AN GCOLTHAIR  
LE GÉARSAIR BÉIBHÍOÍ  
PÉIRÍ DREHÍ FA FÓRSEACHÁN RIALTAIS,  
TEACH SUN ALLIANCE, BRAS NA TRÉACHÍ LANSRÍAN, BAILE ÁTHA CLÁIRTHÍ 2,  
DUBLÍN 15  
FÓRSEACHÁN RIALTAIS AGUS BANNOGÍ FÓRTRACHTA,  
SÍ PACAÍ BÉIBHÍOÍ, BAILE ÁTHA CLÁIRTHÍ 2,  
(BAILE ÁTHA CLÁIRTHÍ) FÁS UÍ. GÉARSAIR  
AGUS AN GÉARSAIR BÉIBHÍOÍ

DUBLÍN  
PUBLISHED BY THE STATIONERY OFFICE  
25, THE PARLIAMENTARY ARCHES, DUBLÍN 2  
GOVERNMENT PUBLICATIONS SALE OFFICE,  
SUN ALLIANCE POSTAL, WOLFEBOOTH STREET, DUBLÍN 1,  
or by mail order from:  
GOVERNMENT PUBLICATIONS POSTAL TRADE SECTION,  
25, ST. STEPHEN'S GREEN, DUBLÍN 2,  
(DUBLÍN) GOMHARÁDÓIRÍ FÁS UÍ. GÉARSAIR  
AGUS AN GÉARSAIR BÉIBHÍOÍ

(Pric. A40246)

€10.00

W1 - 200 206 CASE (MFC26) G54



# Tullamore Tribune

Telephone 05793 21152

## NEWS

### Local Mothers Express Frustration At HIQA Report Debacle

Thursday, 26 March 2015

**THE mothers of two of the five babies involved in a HIQA report into the deaths of babies at Portlaoise Hospital have expressed their dismay and disappointment at the latest developments.**

Shauna Keyes, whose son Joshua died shortly after birth at Portlaoise Hospital in 2009, and Natasha Molyneaux, mother of baby Nathan Molyneaux, who also died at Portlaoise Hospital in 2008, are both from Tullamore. 'We got a letter last week to say the report was in the end stages, but there was no mention of any problems', said Shauna Keyes. 'The HSE had been open and honest, they told the families they were sorry, now they are trying to cover it up. They are trying to hide,' she said. Shauna believes the HSE should not have any input. 'The report has to be independent,' she stressed.

13



Professor Peter Drucker



“Management is about doing things right;  
Leadership is about doing the right things.”

15

Professor Charles O’Reilly



Reasons for Organisational success or failure?

Culture?

Resistance to Change, Inflexibility, Norms, Consensus,  
Enthusiasms.

“Ambidexterity”

16



Professor Aidan Halligan



“Leadership is about  
doing the right thing on a difficult day”

17

Captain Edward Smith



"Well boys,  
do your best for the women and children,  
and  
then look out for yourselves!"

18



The purpose of the organisation  
is to create value

$$\begin{array}{c}
 \mathbf{V} \\
 \text{(value)}
 \end{array}
 = \frac{
 \begin{array}{c}
 \mathbf{Q} \\
 \text{(quality)}
 \end{array}
 + \begin{array}{c}
 \mathbf{S} \\
 \text{(service)}
 \end{array}
 }{
 \begin{array}{c}
 \mathbf{\text{€}} \\
 \text{(cost)}
 \end{array}
 }$$

## Human Tensions in Health Care

Suffering                      Human Rights  
   Stigma  
 Moral                                  Recruitment  
   Recovery  
 Integrity      Mental Health      Character  
   Enduring Illness  
   Death

21



22

## Sir Michael Marmot

### Boyer Lectures 2016: Michael Marmot on the social determinants of ill health

Monday 18 July 2016 10:54AM



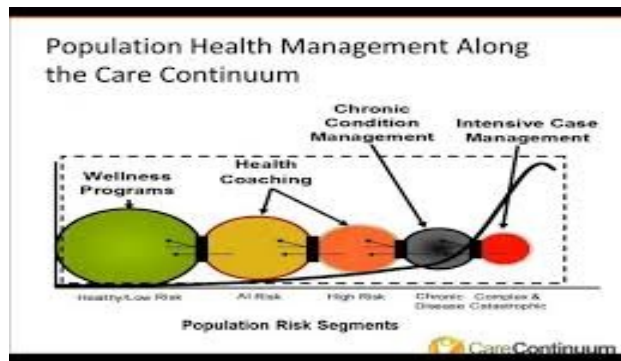
## The Social Determinants of Health

23



24

## Population Health



25



26

## THE AILMENT\*

By T. F. MAIN

When a patient gets better it is a most reassuring event for his doctor or nurse. The nature of this reassurance could be examined at different levels, beginning with that of personal potency and ending perhaps with that of the creative as against the primitive sadistic wishes of the therapist; but without any such survey it might be granted that cured patients do great service to their attendants.

The best kind of patient for this purpose is one who from great suffering and danger of life or sanity responds quickly to a treatment that interests his doctor and thereafter remains completely well; but those who recover only slowly or incompletely are less satisfying. Only the most mature of therapists are able to encounter frustration of their hopes without some ambivalence towards the patient, and

to create in ardent therapists something of the same gamut of feeling.

It is true that he who is concerned only with research and is less interested in therapeutic success than in making findings will not be frustrated by therapeutic failure; indeed, he may be elated at the opportunity for research it provides; but such workers are not the rule among therapists. In much of medicine it is not difficult to detect something of the reactions I have described, together with defences of varying usefulness against them. An omnipotent scorn of illness and death, the treatment of patients as instances of disease, the denial of feeling about prognosis, are devices some doctors use to reach at something of the detachment of a research worker, and which permit them to continue their work without too

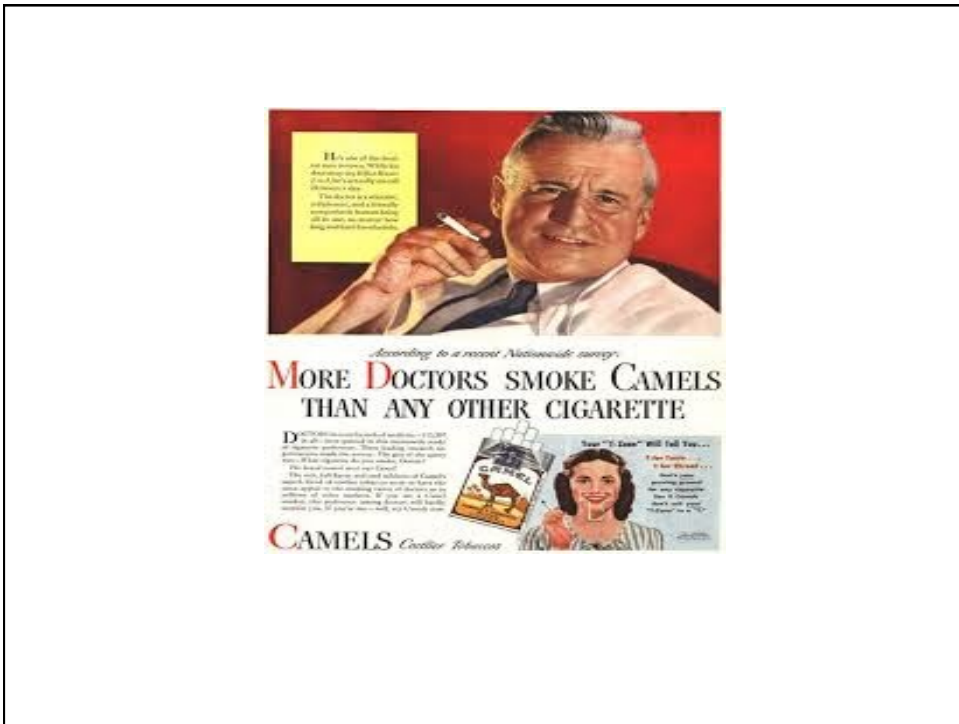


Comhairle na nDochtúirí Leighis  
Medical Council



## YOUR TRAINING COUNTS

RESULTS OF THE  
NATIONAL TRAINEE EXPERIENCE SURVEY, 2014



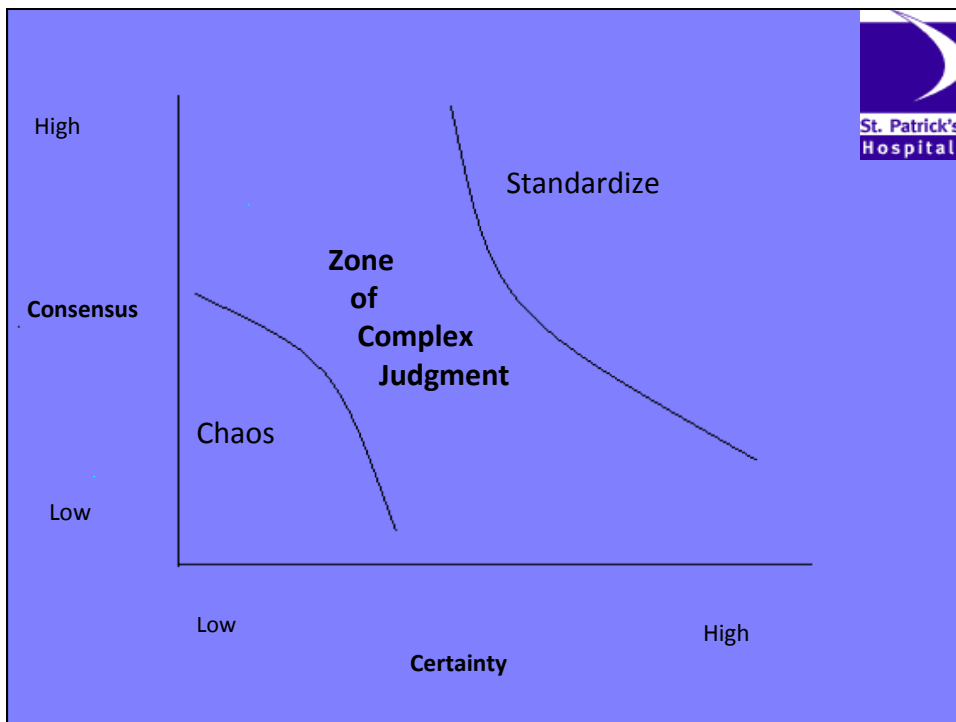
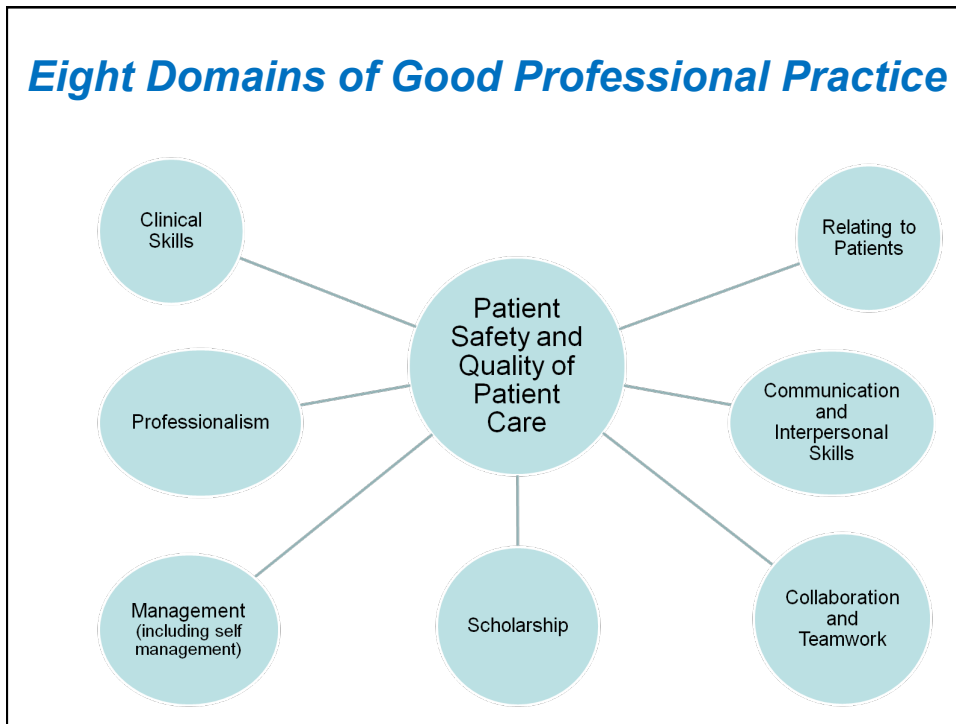
### Smoking skunk cannabis triples risk of serious psychotic episode, says research

Study of patients at south London hospitals finds those who smoked skunk every day had five times the normal risk of psychosis



A woman smokes cannabis during a party to mark sales of the drug - which has been cited in delusional episodes - in Denver, Colorado. Photograph: Brennan Linsley/AP

Smoking powerful skunk cannabis triples the risk of suffering a serious psychotic episode, scientists have found.





today's **students...**  
tomorrow's **specialists?**



33



- *Physician, heal thyself...*
- *Luke 4:23*

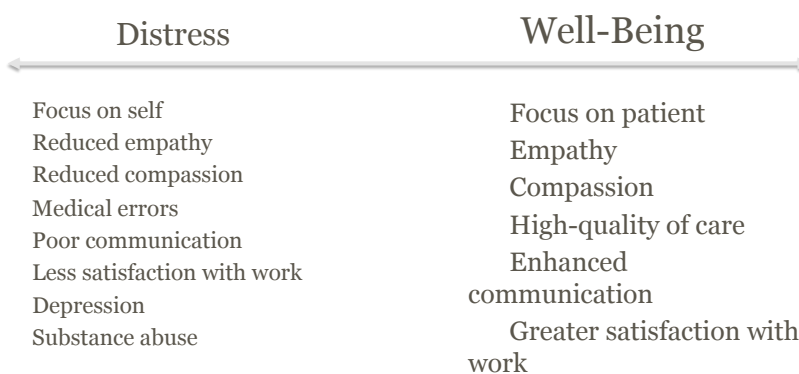




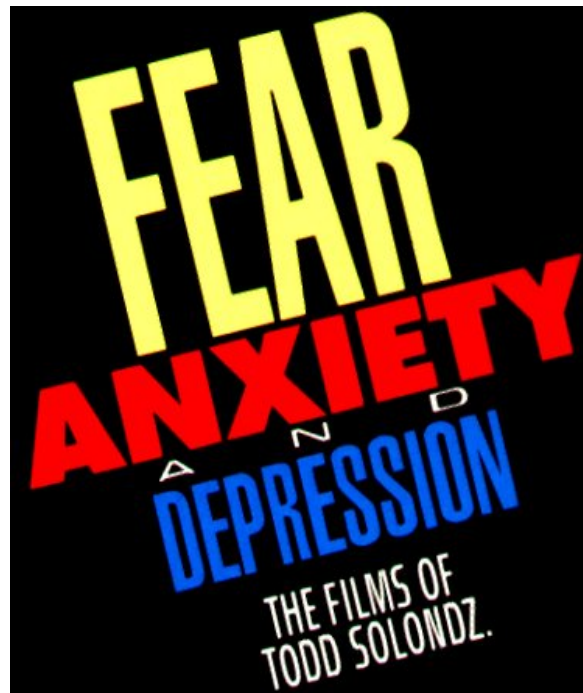
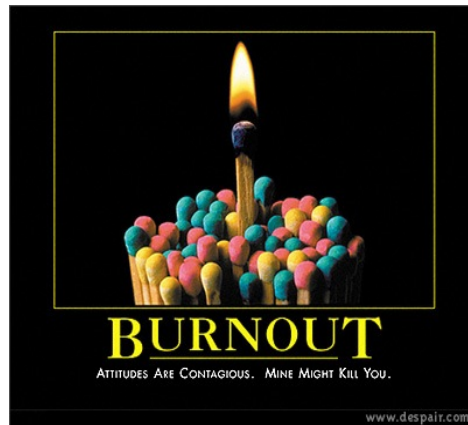
# Why Does Clinician Wellbeing Really Matter?

•Patient Care!

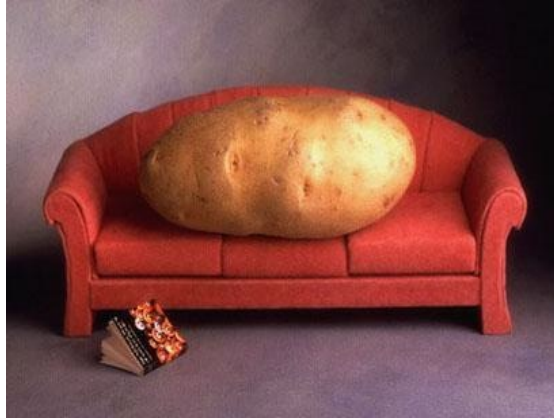
Staff Quality of Life Continuum as it relates to Professional Behaviour



## Burnout

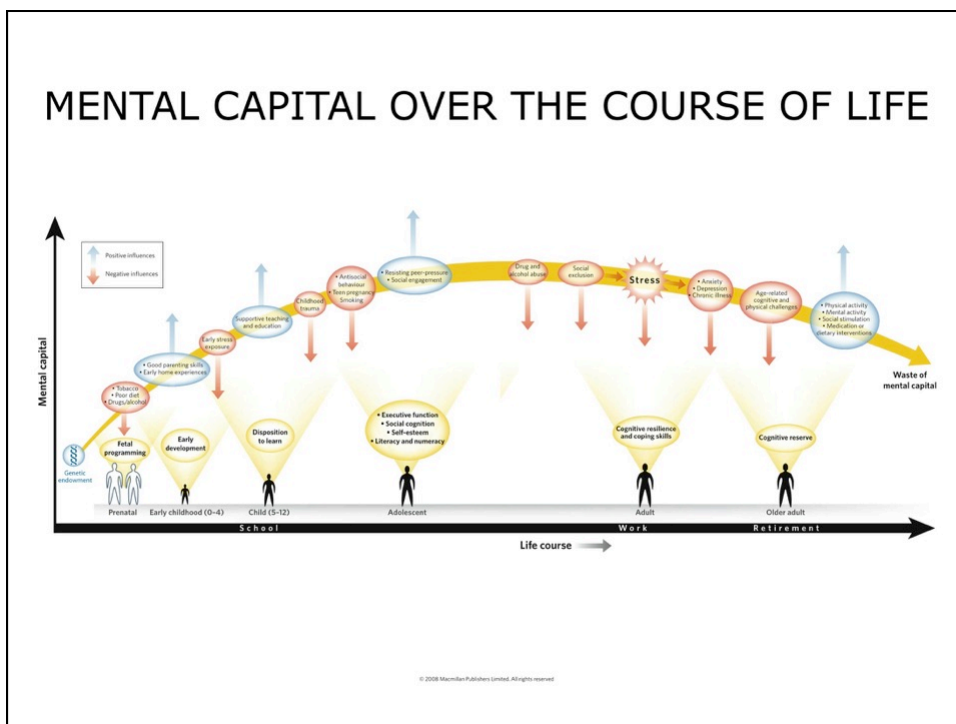
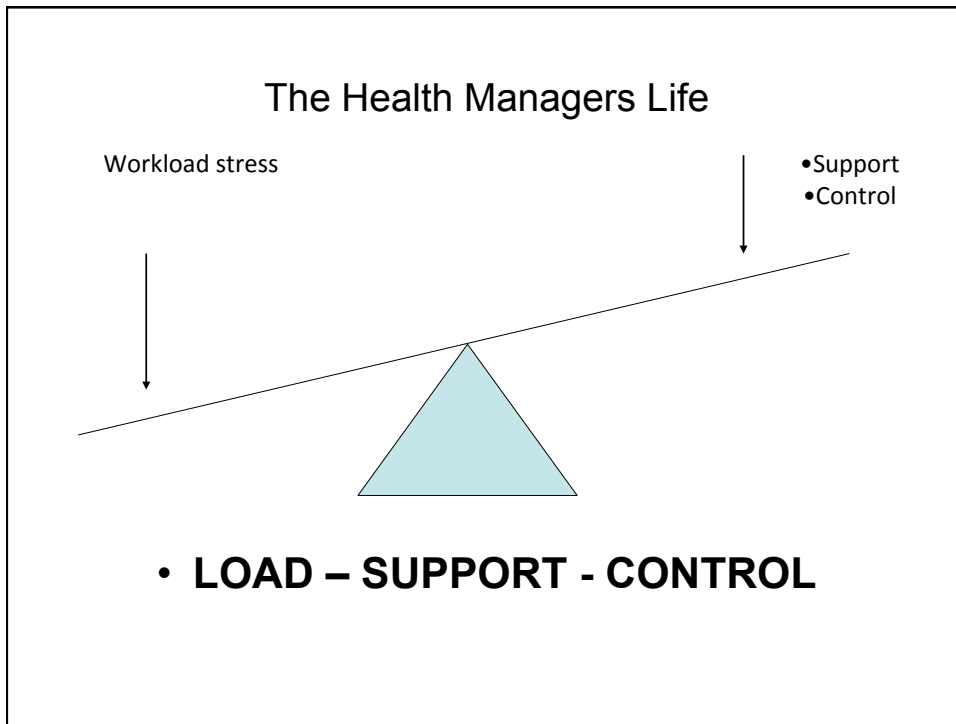


Lifestyle



The Gap?





## Wellbeing

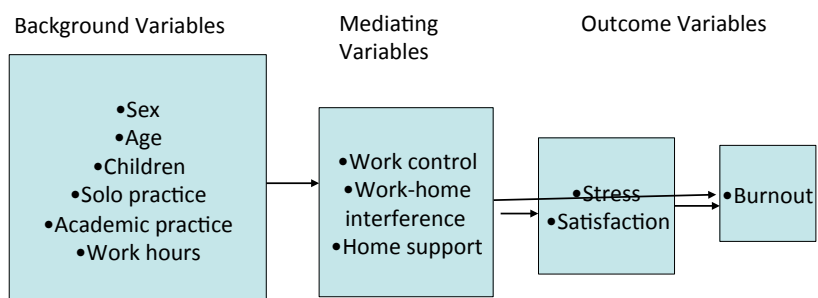
- **The Five Ways to Wellbeing** are a set of evidence-based actions which promote people's wellbeing. They are: **Connect, Be Active, Take Notice, Keep Learning and Give.** These activities are simple things individuals can do in their everyday lives.



See New Economic Forum "Five Ways to Wellbeing"

## Model: Physician Burnout.

(The American Journal of Medicine, August 2001, Vol. 111)





## Resilience

# RESILIENCE: An Operating System for the 21<sup>st</sup> Century?



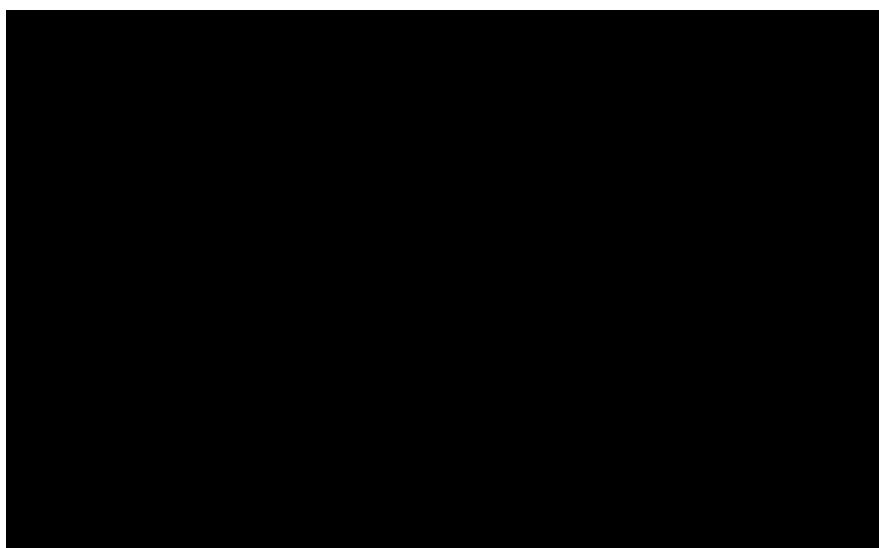
Sir Michael Rutter



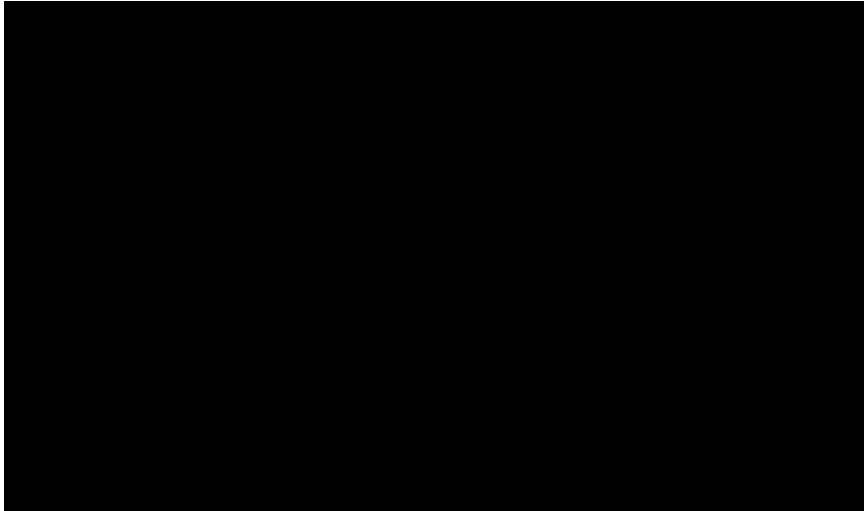
## Teamwork



## Daniel Barenboim



## West East Divan



53

### Conclusions

1. Modern HealthCare is an industry
2. It requires Management *and* Leadership
3. In it Human Beings provide *Enduring* HealthCare
4. A forgotten literature on this is to be found in Mental Health.
5. Managing Healthcare is about acknowledging "*The Ailment*"

54



**DON'T WAIT  
TO ENJOY  
LIFE AGAIN.**

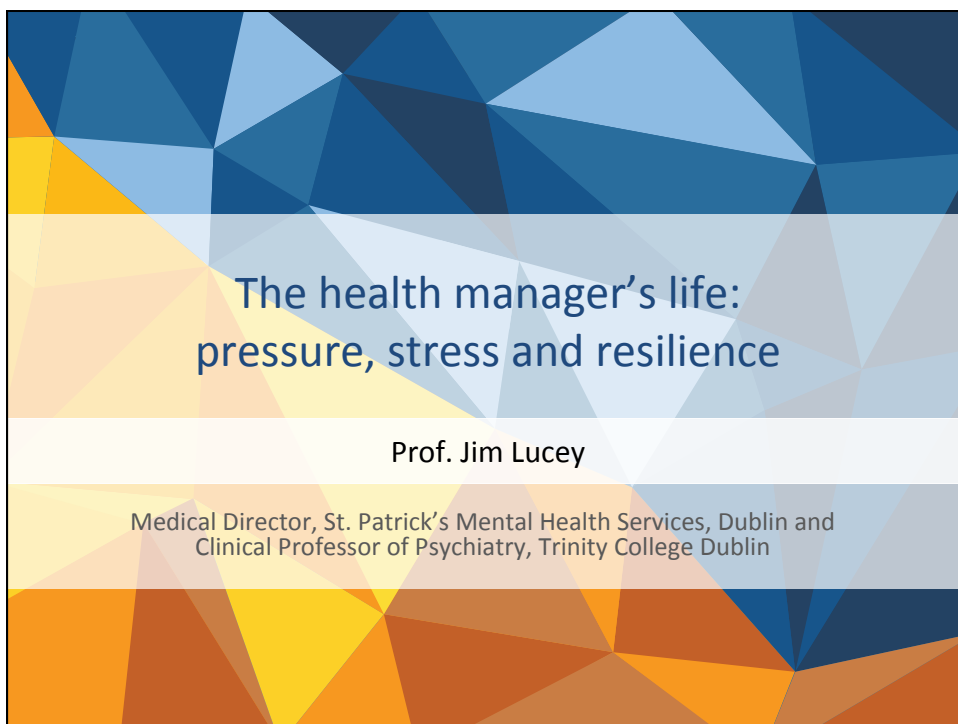
If you have concerns about your mental health don't wait before seeking help and support. Talk to your GP today or call St Patrick's support and information line on **01 249 3333**

Empowering recovery  
[www.stpatricks.ie](http://www.stpatricks.ie)

**St Patrick's**  
Mental Health Services



35



**The health manager's life:  
pressure, stress and resilience**

**Prof. Jim Lucey**

Medical Director, St. Patrick's Mental Health Services, Dublin and  
Clinical Professor of Psychiatry, Trinity College Dublin