



Health Business Services

Business Partnership/Customers



Health Business Services (HBS) is the business division of the Health Service Executive (HSE) and provides high quality business services and solutions globally across the health sector.



Who are we?

- HBS Finance
- HBS HR/Payroll Systems & Analytics
- HBS Human Resources
- HBS Procurement
- HBS Estates



Why are we here?

• To provide high quality business services to the Irish health system



What do we want to be?

A customer focused provider of leading practice business services



What are our goals?

Health Service Improvement –
Support the implementation of the vision outlined in Future Health

4

Operational Excellence – Deliver a quality set of well-defined services to a high standard

Enabling Environment –
Address key enablers for a successful innovative HBS environment

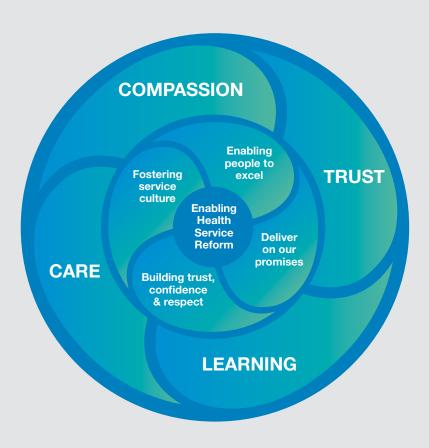
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Effective Resource Usage – Deliver services that represent value

3

Service Culture – Fully understand and deliver the service expectations of our business partners

What are our values?





What is a Global Business Service?

A global business service is the consolidation of business operations used by multiple parts of the same organisation. This is delivered by the streamlining of processes, elimination of duplication, improving the quality and consistency of services provided and delivery of economies of scale whilst freeing up the remaining organisation to concentrate on their own core business.

The funding and resourcing of the service is shared. Services are delivered by an internal service provider at cost, quality and efficiency that is competitive with external alternatives. The quantity and quality of services to be supplied is determined by the funding level provided by the internal customers. The services in scope are generally those that can be shared among the various business units of a company.



Providing services that are:

- High quality
- Mission critical
- Repetitive or professional with high efficiency
- At low / competitive cost



This is achieved by:

- Leveraging organisational realignment
- Technology
- Standardisation and best practice
- Adding value



Benefits of a Global Business Service



Cost Efficiencies Standardisation, consolidation, optimisation



Service Quality Clarity of service offering – Service Catalogue, Business Partnerships Arrangements, Relationship Management, Performance Reviews and show-back/ charge-back



Standards and Consistency

Uniform processes and information, common shared understanding of the business



Focused Management

Access to subject matter expertise in non-core activities, Business Intelligence (BI) and Unique Expertise Analytics, Enterprise Resource Planning and others



Access to Special Services

Compliant service and reduced risk





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Foreword from the Chairman of the HBS Governance Committee

Established in February 2014, Health Business Services (HBS) is the global business services provider of choice for all publically funded health and social care services. Underpinned by a strong mandate from Government, the development of a shared model of delivery for common business functions is a key enabler for the wider health reform agenda. Over the course of the first three years HBS has created a strong identity within the health environment. Many challenges have been overcome, knowledge acquired and achievements realised by HBS, its Governance Committee and business partners during these formative years. It is with a significant level of confidence that the organisation can now look forward to the next phase of its development during the period 2017 to 2019.

This three year strategy is the second such document prepared by HBS and sets out the vision and direction of travel for the organisation as it partners with and supports the Irish Health System's service improvement journey. The contents have been compiled following extensive consultation, engagement, best practice industry research and supported by the experience gained over the first three years of operation.

The creation of HBS has and will continue to facilitate an operationally sensible approach to the delivery of critical business support services to the wider health landscape. Maximising a business partnering approach, HBS supports the evolving health structures as they mature.

HBS will continue to grow and develop its customer centric business model with its business partners. This will ensure that the 'voice of the customer' is listened to and that services will be provided by partnering with the customer base to ensure that HBS services are relevant and aligned to need.

HBS is mandated to provide its services across the full health portfolio and will progressively grow as capacity for change and available funding allows. The organisation is steadfast in its pursuit of maximum global shared business service optimisation in accordance with Government direction.

Like its predecessor, this strategy will be a 'living' document providing clarity of purpose for HBS and its stakeholders. It will act as a reference point for the 22 key strategic actions which are at the heart of this strategy. The successful implementation of these actions will significantly modernise the business infrastructure that supports the delivery of health services. These transformational actions include national coverage for a single HR and payroll platform aligned with the HSE Finance Reform Programme, the completion of the national logistics plan, a three year procurement sourcing plan for health – including a compliance improvement plan, enhanced national recruitment and pensions services and a strategic plan for healthcare physical infrastructure. HBS will continue to develop its operating model through the introduction of customer relationship management technology and maximising the use of digital across key service elements.

On behalf of the Governance Committee, I would like to thank the staff of HBS for their dedication and commitment to date and wish them well in the next phase of their journey.

Tony O'Brien
Director General,

Health Service Executive and

Chairman

of Health Business Services Governance Committee



Introduction from the National Director of HBS

This strategy document represents a status report outlining the first three years of Health Business Services (HBS) and sets out the strategic and operational objectives which will drive the next phase in its journey. During the first three years, HBS has concentrated on the stabilisation of key business services. Now, the HBS team must build on that foundation, confident in the knowledge that the contribution we make in HBS will impact positively on the work of the delivery of frontline health and social care services. This strategy has been developed in full consultation with our business partners and other stakeholders. The Health Service is continually changing as it reacts to the health needs of a modern society and HBS will be agile to ensure we are providing for our customers' business needs within this changing environment. Our strategic direction will be aligned to the strategic objectives of our customers delivered through approved national frameworks.

The HBS operating model represents a significant change from how we have traditionally operated and requires dynamic leadership, partnership working, cultural change and investment to be delivered. We will continue to build on the progress achieved as we grow and evolve over the next three years. We will be maintaining our commitment to the pursuit of consistency in the delivery of services and our established key strategic goals:

- Supporting the vision for Health Service Improvement
- Investing in the development of an Enabling Environment
- Continuing the emphasis on embedding a Customer Service Ethos
- Striving for the creation of Operational Excellence
- Maximising the Effective Use of Resources.

Achieving our aspirations will only happen through a further radical shift towards an embedded business partnering approach with a continued focus on service delivery. The relationship we maintain with our business partners is key to understanding their requirements and our Business Relationship Management (BRM) team is central to this. Their role is to liaise with HBS Business Units and customers with a view to growing and enhancing existing relationships and strengthening partnerships. We will continue to provide our customers with stability as they manage the significant changes taking place at service delivery level. We have developed a suite of Business Partnership Arrangements and are committed to supporting the development of 'Smart Customers' to maximise what HBS can offer.

Our Business Relationship Management (BRM) team has undertaken a baseline customer survey identifying the customers' view of HBS and the services provided. The outcome of this survey provides us with a baseline that we can benchmark against at a future date. A CRM digital solution is a key enabler in further developing our customer centric business model and a project to support this implementation is now underway. Indeed, optimising the potential of digital technologies is central to all parts of HBS.

HBS recognises success has been achieved and can only continue when our people are engaged and mobilised. The HBS People Plan, aligned to the HSE People Strategy will continue to be an important feature of the strategy. I would like to acknowledge the work and commitment of the HBS team over the past three years. It is with great optimism and anticipation that we enter this second three year cycle, armed with the knowledge, experience and successes achieved during the period of our first strategy.

Jane Carolan,

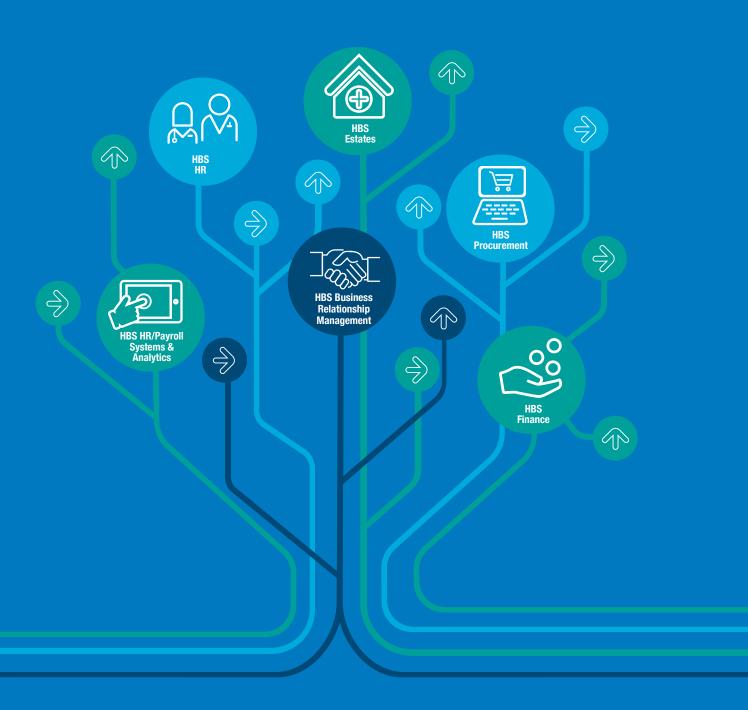
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National Director of Health Business Services,

Health Service Executive

Health Business Services

The business division of the HSE





Executive Summary

This is the second Health Business Service (HBS) strategy which sets out the planned vision, actions and implementation pathway for the next three years, 2017-2019. It is very much built on the foundation established in the period 2014-2016 and, as such, is a reference framework for all employees of HBS, our business partners and stakeholders as the further development of HBS advances.

It describes the strategic and operational agenda which is needed to further develop and consolidate HBS as the global business provider of choice for the health sector. The actions identified in this strategy are consistent with and underpinned by the overall health service improvement programme.

As with the first HBS strategy, this document will be a dynamic roadmap to be used to guide and challenge HBS in the next three years. It will be supported by a robust implementation plan and framework and will also be subject to continual review and adjustment to ensure that it meets the emerging needs of our business partners and stakeholders.

Our key strategic goals remain as:

- Supporting the vision and objectives for Health Service Improvement and the work of the Programme for Health Service Improvement (PHSI)
- Investing in the development of an Enabling Environment. Continuing to build a strong and resilient environment from which HBS can deliver its services
- Continuing our emphasis on embedding a Customer Service Ethos and responding to the changing needs of both current and future HBS customers
- Striving for the creation of Operational Excellence by continuing to implement the HBS business model
- Maximising the Effective Use of Resources, delivering efficiencies in all of our operations

The work completed since the inception of HBS provides an excellent foundation from which to address the challenges to be faced over the next three years.

The past few years have seen strong Government support for the development of robust and emerging shared business services across much of the public sector. Health is different to many other parts of the public sector as we were not starting with a green field site. This has presented both opportunities and challenges as we focus on the building of a multifunctional global approach to the provision of business services. The HBS business model is exciting and is in line with best global business service models internationally, freeing up organisational capacity to concentrate on core, frontline and other health and social care functions i.e. the delivery of safe health services.

Given the ambitious service improvements underway in the health sector, the maximisation of shared business services is a critical component to support a more decentralised health system whilst retaining the benefits of the centralisation of business supports with its economies of scale and critical mass of experience and expertise.

The first three years focussed on establishing and stabilishing existing services coupled with a modest level of expansion in a number of priority areas. The next three years will allow HBS to strengthen its service footprint in line with Government and HSE corporate mandate. Operational successes achieved in the early years have provided a strong foundation to support the future development of the HBS model.

Critical Drivers

This strategy outlines a number of critical drivers for the successful consolidation and enhancement of HBS including:

- A customer service culture
- Standardised national processes supported by data
- Multifunctional
- Dedicated management focus
- Centres of excellence
- Global service provision
- Compliance
- Communication



HBS Strategic Enablers

There is a broad breadth of strategic enablers that are required to ensure success in a multifunctional business services organisation which operates in a complex environment. Some of those identified for HBS include:

Mandate - HBS was set up in response to strong Government direction that all public sector bodies would pursue the use of shared services as the preferred delivery model for a range of business support services. This has included the complete HR/Payroll Systems & Analytics, Estates and Procurement business units as well as the transactional components of Finance and Human Resources. The use of a shared business entity is particularly important as the health system continues to reorganise to a more decentralised model with Hospital Groups, Community Healthcare Organisations (CHOs) and the National Ambulance Service (NAS). Although operating under strong mandate, HBS continually strives to be competitive and the supplier of choice for its customers. A significant challenge for HBS is its capacity to expand. It is acknowledged that there is a dynamic tension between the autonomy of the emerging service delivery organisations and the nationally delivered HBS solutions. The experience to date has been marked by significant achievements and high levels of trust between HBS and many of its business partners.

Governance – A robust governance process is in place which is in line with international best practice for global business service organisations. This ensures that there is a clear line of sight from the 22 strategic actions contained in this strategy right through to implementation at business unit level. HBS is delivering services on behalf of our business partners and must be held to account. Equally business partners must be clear about what they require and understand the impacts associated with their decisions and behaviours. Individual Business Partnership Arrangements (BPA's) have been developed and form a key component of our service performance framework.

Health Service Improvement – HBS will continue to support the new health structures through the provision of professional global business services to the new health environment.

Focus on Transformational Actions - HBS will focus on a number of specific 'flagship' projects such as the introduction of cross functional CRM technology, the implementation of a national HR and payroll business services programme, the development of a strategic investment plan for healthcare infrastructure, the completion of a national building (2,500 buildings) condition survey, e-Invoicing and e-Procurement in addition to the full implementation of the logistics plan and the three year procurement sourcing and compliance plan. HBS will also play a key role in the progression of HSE strategically significant programmes of change such as the Finance Reform Programme and will equip the HSE with critical management informational sources through the full implementation of the HR/payroll business intelligence product and the HSE Estate condition survey.

Scope – The first HBS strategy identified that the scope of services within the HBS remit was narrow by international comparison. HBS is working with all business partners as they finalise their new operating models and is adapting its scope as required. We are open to opportunities that present to expand our portfolio and consider such options in a measured way.

Customer Service – HBS will only be successful if we meet the needs of our business partners. Embedding a service oriented culture into the fibre of HBS is critical to the success of our model. We will continue to pursue active and continuous customer engagement at all levels, led by our Business Relationship Managers (BRM's) and in line with best practice will seek to harmonise respective behaviours of HBS and those using our services.

Compliance – Given the increasing focus on regulatory compliance requirements for both HBS and our business partners the issue of compliance remains a priority. A HBS Standards and Compliance Committee has been established to drive this agenda.

Value Proposition – The development of HBS has prevented the establishment of multiple support services structures across the health environment. Gains in efficiency have been achieved through wider adoption of new technology, leveraging the benefits of scale, process redesign and harmonisation, and the adoption of a shared service approach which have prevented further fragmentation. Our next phase will continue to focus on common business platforms and related infrastructure which will release value.

Data Analytics – The production and management of analytics and metrics is a key standard element of global business service implementation. We will continue to develop our capabilities in this regard placing a particular emphasis on measurement and benchmarking, which in turn will allow for reassured dialogue with business partners.

Digital – The pursuit of the use of digital methodologies features highly in our development path. The objective is to make HBS easy to do business with through the use of CRM technologies and customer facing applications.

Funding for services – HBS is funded centrally as part of the HSE annual service planning process. The type and level of service provided is directly related to the funding available. During the past three years, capacity challenges in a number of key areas have been highlighted following focussed HBS management attention. The role of the HBS Governance Committee in establishing the global HBS budget will expand in the next few years. Preliminary work completed on the cost to serve model will be further developed to support future business cases for expansion of services. A decision will be needed as HBS matures regarding its future funding model which could include full or partial charge-back.



Innovation – A focus on innovation will continue to drive efficiencies. HBS has and will seek to develop connections with similar organisations internationally. Considerable work continues with the National Shared Services Office and the Office for Government Procurement in the Department of Public Expenditure and Reform (DPER) as part of the overall Government shared services agenda. In addition care must be taken to ensure HBS maintains continual alignment with other key strategies being pursued in health such as Healthy Ireland and the HSE People Strategy.

People and Skills – Development, engagement and mobilisation of the HBS team is important. During the course of the first three years, particular emphasis has been placed on creating a team that collectively delivers.

Creating a strategic service portfolio requires familiarity with the business, its opportunities and challenges, and a structured approach to services. This is an enterprise's collaborative endeavour, involving the leadership on two sides, the business and the shared service organisation (Gartner).

HBS must maintain a competitive mindset and will continually ask the question of itself "Is there a better way to source this?"



Summary of Key Actions 2017-2019

No	Description	Responsibility
1	Develop and implement National HR and Payroll Business Services Programme	Programme Director
2	Continue to work in partnership with Corporate Finance and other stakeholders to design and implement the National Finance Reform and Stabilisation Programmes	Head of Finance and Head of Procurement
3	Develop a Strategic Plan for Healthcare Physical Infrastructure	Head of Estates
4	Implement the three-year Procurement Sourcing Plan, incorporating a compliance improvement plan	Head of Procurement
5	Continue the implementation of the Procurement National Logistics Service across the health environment, including a purchasing strategy for the HSE	Head of Procurement
6	Implement a Pensions Improvement Plan	Head of HR
7	Continue to Implement the HSE Recruitment Strategy with Corporate HR and other stakeholders	Head of HR
8	Source and Commence the implementation of a Customer Relationship Management Technology Solution	Head of BRM
9	Implement the central governance structure for HBS HR (Recruitment, Pensions, Personnel Records) in line with HSE People Strategy 2015-2018	Head of HR
10	Continue to implement and enhance the HBS Customer Business Intelligence product	Head of HR/Payroll Systems & Analytics
11	Implement new SAP HR and Payroll Systems Structures and Optimisation Programme	Head of HR/Payroll Systems & Analytics
12	Implement HBS Digital Programme (e-Business) solutions including: Customer Relationship Management Technology National Estates Information System Pensions Administration System E-Procurement Invoice Capture E-Recruitment Employee and Manager Self-Service Communications Business Intelligence Personnel Files	All Business Units
13	Complete the condition survey of all HSE properties	Head of Estates
14	Complete a report on the maintenance requirement for HSE facilities	Head of Estates
15	Implement the Health Services Sustainability Strategy through energy efficiency, water conservation, waste reduction, sustainable transport, green procurement and the built environment.	Head of Estates
16	Continue the implementation of Point of Use stock management across the relevant health locations	Head of Procurement
17	Develop and Implement the HBS Measurement and Performance Plan	Deputy Director HBS
18	Continue to develop and implement our HBS Customer Centric Business Model	Head of BRM
19	Continue to implement our HBS People Plan	Deputy Director HBS
20	Continue to implement our HBS Communications Plan	Head of BRM
21	Continue to develop and implement our HBS Compliance Model	Head of Compliance
22	Develop and support service improvement initiatives aligned to appropriate methodologies e.g. LEAN	Head of BRM
-10	Transformational Actions 11-17 Delivery Actions 18-22 Internal HBS Actions	



Chapter 1: Achievements 2014-2016



Achievements 2014-2016

Health Business Services (HBS) was established in 2014 in response to the then Government's Public Service Reform Plan which included the implementation of shared service models within each public sector as one of fourteen public service improvement initiatives. The adoption of shared service business models for support function delivery and some specialist services has a strong Government mandate and remains a key aspect of reform policy across the public service. The HBS Strategy 2014-2016 was fully aligned to the work of the National Shared Services Office (NSSO) in the Department of Public Expenditure and Reform (DPER).

Over 85% of the HBS Strategy 2014-2016 has been successfully implemented with remaining actions brought forward for implementation in this strategy.

HBS is the global business services provider of choice for the public health system providing a range of services across the five business units of Estates, Procurement, Human Resources, Finance, and HR/Payroll Systems & Analytics. Much effort has been placed in the bringing together of these five areas to form a one stop shop customer centric operating model. HBS places a high value on understanding its customers' needs and challenges. The success of HBS as a shared business service provider has been as a result of the collaborative approach with our business partners.

Key Successes 2014-2016

There has been and remains a strong unequivocal mandate from Government to create shared service models in support function delivery across the public sector. It was against this background that HBS was initially established in 2014 as a separate division in the HSE tasked with driving the agenda of shared services across a diverse range of business support services which were previously delivered separately in a predominantly non-standard manner and via geographically unconnected locations and management.

The first HBS Strategy 2014-2016 set out the case for the introduction of a global business service model and served to describe the journey in progressing both Government and the HSE's intentions for shared services.

The first three years of HBS have been characterised by a period of significant change within HBS itself, in the external environment of the HSE and in the wider health sector where the customer groupings into which HBS supplies its services began to evolve and mature. When HBS was established only two Hospital Groups were known. Now there are seven Hospital Groups and nine Community Healthcare Organisations (CHO's), the National Ambulance Service (NAS) plus a number of corporate and other national service divisions. Increasingly HBS is a supplier of services into the voluntary sector. HBS has had to adapt quickly to be in a position where it deals with this multi-customer landscape.

During the formative years, HBS successfully consolidated a diverse set of functions previously managed separately, and formed a singular, cohesive multi-functional business services structure. Immediately following its establishment, HBS management set about the task of stabilising its service portfolio, designing and implementing its business model.

HBS Business Model

The first three years have marked a period of significant development of the structures and frameworks required to support the success of the new global business service delivery model. New HBS specific **governance structures** were put in place to ensure appropriate organisational oversight, input and support.

Recognising the business partnership as being the key to the success of any enterprise of this nature, HBS set about the early development and implementation of a comprehensive **Customer Relationship Management Model (CRM)** to support the HBS portfolio of functions to deliver their customer's needs and ensure appropriate mechanisms were in place to support pro-active and responsive customer engagement.

In these early years, HBS has made significant strides in embedding this new way of working. Including:

- Launching a Customer Relationship
 Management Strategy 2014-2017
- Developing individual customer specific
 Business Partnership Arrangements (BPAs)
- Developing a Customer Charter
- Providing a HBS Service Catalogue clearly setting out the service offering to our customers which is continually verified and supported by the BPAs
- Appointing Business Relationship Managers
 who are present on the ground and are pro-actively
 driving connectivity between the customer and
 individual HBS Business Units at a strategic, tactical
 and operational level
- Developing a Customer Query Management System and rolling it out across procurement in line with the National Logistics Services implementation plan
- Facilitating of service improvement projects through Customer Survey, Business Process and Customer Journey Mapping in conjunction within HBS and the customer base
- Carrying out a Baseline Customer Survey 'the voice of the customer' to gain an understanding of how the customer perceives the current level of service from HBS. This baseline data will be used as a benchmark at a future date

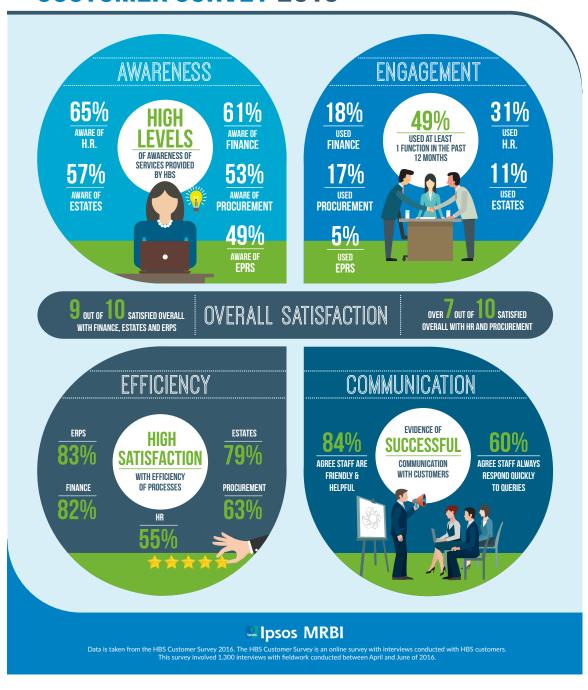


Figure 1: HBS Customer Survey 2016





CUSTOMER SURVEY 2016





Business Partner



Health and Wellbeing Division and HBS

Dr. Stephanie O'Keeffe, National Director, Health and Wellbeing Division, HSE

Improving the health and wellbeing of Ireland's population is a national priority and a key element of healthcare reform.

Within the HSE, the Health and Wellbeing Division is responsible for driving and coordinating the health service response to this agenda in partnership with key stakeholders, with leadership distributed across the organisation for implementation.

HBS is a key partner in this regard, engaging with the Division across a range of areas, of common cause in 2016. Earlier this year, HBS Procurement approached the Division with a proposal that would assist in the promotion of public health campaigns, a key platform in supporting behaviour change. With over 30 trucks on the road each day, they offered to work in partnership with us to exhibit our campaign artwork on the sides of HBS vehicles.

HBS Procurement operates a fleet of HSE delivery vehicles daily between the National Distribution Centre in Tullamore to Limerick, Sligo, Letterkenny, Cherry Orchard and Naas, with plans to extend to Tralee, Cork, Wexford, Drogheda, and Galway.

The messaging from the successful 'Little Things' and 'Under The Weather' campaigns were featured on selected vehicles which provided further support to delivery of these innovative communications.

This initiative is a good example of how Healthy Ireland can be advanced through a strong business relationship with partners.

We hope to continue to work closely with HBS to develop similar innovative opportunities in the future, building on the areas of collaboration already underway such as the work on health sustainability and a range of Healthy Ireland initiatives.



Left to right: Mr. Brian Long, Assistant National Director, HBS Procurement, Ms. Finn Ryan, Business Relationship Manager, HBS, Ms. Jane Carolan, National Director, HBS and Dr. Stephanie O'Keeffe, National Director, Health and Wellbeing Division



HBS GREAT PLACE TO WORK TEAM IN PLACE

NATIONAL BUSINESS WAREHOUSE DELIVERED FOR HR & PAYROLL

3 YEAR SOURCING PLAN DEVELOPED

IMPLEMENTED HBS LEADERSHIP PROGRAMME

DELIVERY OF CAPITAL PLAN

HBS STAFF CULTURE WORKSHOPS COMPLETED

EXTENDED POINT OF USE LOCATIONS PRIVATE INSURANCE

NATIONAL SINGLE **CLAIMS SOLUTION ACROSS 43 ACUTE**

MID WEST PROJECT

BPA's

ROLLOUT OF STABILISATION NATIONAL LOGISTICS SERVICE ON TARGET

HBS GOVERNANCE STRUCTURE ESTABLISHED **HOSPITALS** STABILISATION OF

FINANCE SYSTEMS

DEVELOPMENT AND ROLLOUT OF HR & PAYROLL ANALYTICS

INCREASED RECRUITMENT ARRANGEMENTS

ACTIVITY

BUSINESS PARTNERSHIP

ONLINE PAYSLIP SOLUTION AVAILABLE TO 40,000 EMPLOYEES

HBS PEOPLE PLAN DEVELOPED

HBS Strategy 2014-2016

ELECTRONIC PERSONNEL RECORDS TO 33,000 STAFF

TRANSITION REMAINING **HSE ACCOUNTS PAYABLE & PAYROLL TEAMS INTO HBS** FINANCE STRUCTURE

HBS NEWSLETTER, WEBSITE, AND BASELINE SURVEY

CRM STRATEGY DEVELOPED & BEING IMPLEMENTED

> **ROLLOUT OF EQUIPMENT** REPLACEMENT **PROGRAMME**

ESTABLISHED A PORTFOLIO OF SFRVICE FOR TUSI A

DEVELOPMENT AND ROLLOUT OF HR & PAYROLL ANALYTICS HBS SENIOR MANAGEMENT FORUM ESTABLISHED

NEW SERVICE MODEL & SUPPORTING FRPS STRUCTURE DESIGNED

IMPROVED RECRUITMENT **CUSTOMER REPORTING**

COMMENCED TRANSITION OF REGIONAL HR STAFF IN LINE WITH PEOPLE STRATEGY

> 7 BRM'S **APPOINTED**

NEW LT RECRUITMENT SYSTEM INTRODUCED TO RECRUITMENT OPERATIONS FINANCE REFORM **PROGRAMME SUPPORTED**

ESTABLISHMENT OF NATIONAL HEALTH SUSTAINABILITY OFFICE

STAKEHOLDERS ENGAGEMENT MODEL IN PLACE

ESTABLISHMENT OF NATIONAL PROPERTY DATABASE

EXTENDED PROCUREMENT **QUERY MANAGEMENT SYSTEM**



Business Partner

Tusla and HBS





Fred McBride, Chief Executive, Tusla

On January 1st 2014 the Child and Family Agency "Tusla" was successfully established as a national independent legal entity with responsibility for improving wellbeing and outcomes for children. This was an ambitious and challenging task bringing three agencies (HSE Children and Family Services, National Educational Welfare Board, and Family Support Agency) into one dedicated agency. Tusla adopted many of HSE Policy and procedures and our strong ties with HSE are underpinned by integrated services and supported by a memorandum of understanding (MOU).

Providing a single payroll was key to the establishment of Tusla and HSE Health Business Services (HBS) supported the migration of the 4000 staff from 10 legacy payrolls into one dedicated payroll. HBS were identified as our shared services provider and we are their first independent agency outside of the HSE. Through regular engagements at strategic, tactical and operational level we continue to work and develop our working business relationship.

Today HBS provide TUSLA with key services in the areas of HR, ERPS, Finance, Procurement and Estates. Initially the HBS service provision to TUSLA was governed by individual service level agreements which has now been refined into a detailed service catalogue and an overarching Business Partnership Agreement, supported by a dedicated Business Relationship Manager.

On behalf of TUSLA, I look forward to continuing to work in partnership with HBS as our both our organisations mature and grow.



Delivery of the HBS Strategy 2014-2016

The HBS Strategy 2014-2016 contained 43 specific actions which were deemed to be critical to the successful implementation of a shared business platform for the health services. These actions have been tracked and monitored throughout the past three years and are 85% implemented at this point. Several actions will take longer to fully implement and will therefore roll over into the action plan for the next three years. (See Section 2)



Many of our services experienced significant challenges in the first three years in terms of the balance of available capacity, the demand for services delivered and the need for service improvement interventions. This is very similar to the experience of global business services in other sectors which highlights the impact that focussed management attention brings to these specific business areas. Dramatic increases in demand for key service areas such as in recruitment and procurement have tested the model but have also helped to prove the viability and underpin the business case supporting the shared service model of working.

Figure 2: HBS Key Facts 2016

	Key Facts 2016
€101.6m	HBS Budget
1,469	Number of HBS staff (WTE)
5	HBS Business Units
33	HBS Strategic Business Partners
€2.56bn	Capital budget managed by HBS Estates

HBS Human Resources (HR) recruitment service has seen the number of campaigns launched increased by 203% and the number of posts being filled has increased by 55% (including intern posts) over the course of 2014-2016. This activity was coupled with an improvement in hiring times of 30%. This has been realised through the introduction of improved enabling technology and an improved focus on a partnership approach to the process with our business partners and key stakeholders. Significant progress has been made in the rollout of electronic personnel records across the HSE. To date 30% of personnel files are now stored electronically and this project is continuing at pace to ensure full coverage by end of 2017. A strategic improvement plan for a National Pensions Unit has been completed. Over the lifetime of this strategy the number of pensioners paid through the national pensions unit will have doubled. In line with the HSE People Strategy 2015-2018, the transition of regional HR staff has commenced.

HBS Procurement has supported the organisation in the achievement of over €260 million procurement savings over the last six years and has moved from a reactive service to a strategically based sourcing organisation. This has required a change in behaviours of both HBS and our business partners.

The implementation of significant projects such as the National Distribution Service and 'Point of Use' procurement initiatives have been extremely successful and are amongst 'best in class' and will continue during the period of this strategy. A three year procurement sourcing plan for the HSE has been developed.



HBS Procurement Logistics & Inventory Management, National Distribution Centre, Tullamore

HR/Payroll Systems & Analytics completed a systemic review of the existing service model and as a result have fundamentally re-engineered the manner in which services will be delivered to our customers. This is the first such change since the establishment of the HSE. In parallel, a major initiative to remap the new HSE structures in the SAP system and the implementation of a number of significant migrations onto the national SAP platform were completed. In the area of business intelligence a critical HR and Payroll Business Intelligence (BI) capability was developed which addresses a significant deficit in the availability of HR and payroll data.

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HBS Finance transitioned HSE accounts payable and payroll services into the HBS structure (with the exception of Primary Care Reimbursement Service). This facilitates the development of a single transactional finance model for HBS. HBS have and continue to play a significant role in support of the HSE Finance Reform Programme. A private insurance claims system (Claimsure) was successfully implemented across 48 acute hospitals yielding significant progress in the area of income reporting in partnership with Corporate Finance colleagues. Successful technical SAP system upgrades and archiving projects were completed and the development of business intelligence projects in Accounts Payable and procurement contracts were delivered.

HBS Estates continued to deliver the complex HSE capital programme of works. A comprehensive property database was completed for the first time and a condition survey of 2,459 properties in the health service estate has commenced. A full audit of the multiannual equipment replacement requirements for the HSE was completed. The National Health Sustainability Office (NHSO) has been established within the Estates function with a focus on promoting sustainable development and reducing waste and energy usage in the health sector. A programme of fire safety and water quality works has also been established.



Ballyfermot Primary Care Centre, Dublin

A number of very successful capital projects have been planned for or delivered over the period of the last strategy including:

- 19 New Primary Care Centres completed over the period 2014 -2016
- Major Government priority projects progressed, including:
 - The National Children's Hospital
 - Redevelopment of the National Maternity Hospital at St. Vincent's University Hospital Campus
 - Phase two of the National Programme for Radiation Oncology (NPRO) in Cork and Galway
 - The National Forensic Mental Health Service Hospital



Ashlin Centre (Acute Mental Health Unit), Beaumont Hospital Campus, Dublin

- Continuing with Health Information Quality Authority (HIQA) compliance works in older people long term care facilities
- Implementing the programme for construction of 32 new Community Nursing Homes and refurbishment of 57 more
- New Regional Residential Child and Adolescent Mental Health Service (CAMHS) units providing a total of 66 beds delivered in Galway, Cork and Dublin. CAMHS day hospitals have also been delivered in Galway, Dublin and Sligo

Tusla: HBS as an **external service provider** successfully developed, on boarded and now provides a full range of services inclusive of pay and HR records management to Tusla, the Child and Family Agency.



43 Actions 2014-2016

A key feature of the 2014-2016 Strategy was the identification of 43 specific actions which HBS would drive as part of its early development. These actions were actively pursued and it is significant achievements that in excesses of 85% of the actions identified has been completed or are on track to be completed as per the original plan.

Figure 2: HBS Key Facts 2016

	Strategic objectives	Key actions	Status
Enabling	Support the delivery of the Health Reform Programme	New Finance Operating Model	
Health Service Reform		New model for Enterprise Resource Planning-HR to support emerging structures	
		National Logistics Implementation	
		Payroll Transformation	
		Electronic HR document and record management system	
		Extend scope to wider health system including agencies funded by the Department of Health	
		Support Patient Safety Agency, commissioning agency and other emerging health entities	
		Provision of services to the new Child And Family Agency	
		Work with Office for Government Procurement	
Enabling .	Address key enablers	Communicate the mandate for HBS	
Environment	for a successful HBS environment	Garner a core of customer support for the future Health Business Services organisation	
		Establish a governance structure and new corporate form	
		Implement critical enabling technologies to support common business platforms	
		ICT Infrastructure	
		Integrated Services Framework	
		Single Finance System	
		National Recruitment System	
		National Pensions System	
		National Procurement System and National Distribution Centre System	
		Health Insurance Private Insurance Management System	
		Invoice capture project	
		Payroll system	
		Develop a people plan to maximise the synergies and scale of HBS with a particular focus on a training and development plan	
		Develop a communication plan	
		Develop a change management transition plan	



	Strategic objectives	Key actions	Status
Serving our customers	Fully understand and meet the service expectations of our customers	Develop and implement a Customer Relationship Management (CRM) Strategy	
		Establish a formal customer oversight process	
		Facilitate a collaborative approach to planning, service management and Service Level Agreements with our customers	
		Develop a Complaints Procedure	
		Develop KPIs through which our performance will be managed	
		Implement a CRM technology solution	
		Establish a customer dispute resolution mechanism	
		Evolve to a service orientated culture based on a customer charter	
Operational Excellence	Deliver a quality set of well-defined services to a high standard	Develop a single integrated operating model based on a service catalogue	
		Define the market for HBS services	
		Develop functional strategies to meet client needs	
		Develop a geographic strategy for HBS	
		Establish structures to drive continuous improvement across each functional area.	
		Encourage innovation in all areas	
Effective Resource Usage	Deliver services that represent value	Achieve cost efficiencies through centralisation, increased economies of scale and automation and improved business processes.	
		Understand our cost-to-serve to meet customer needs and benchmark costs	
		Complete implementation of Kanban	
		Develop sustainability office	
		Avoid cost and risk by achieving greater compliance with policy and regulation	
		Deliver specialist services by building clusters of expertise	
		Identify and coordinate equipping requirements	
		Review of Pensions Service	
		Review of National Recruitment Service	
		Undertake assessment of HSE Estate	
		Enable the engagement of third parties	
		Develop a sourcing strategy	



Business Partner



Working together, caring for you

University of Limerick Hospitals and HBS



Noreen Spillane, Chief Operating Officer (COO), UL Hospitals

As Chief Operating Officer of UL Hospitals, I have overall responsibility for the day-to-day operational management of five hospitals within the Group while ensuring that we deliver a quality patient service. Of course, this brings with it a host of challenges but a key focus for me has been to ensure we have correct structures and processes in place to deliver this frontline service.

HBS are our key partner in ensuring the smooth and efficient running of our hospitals, providing many of the business support services which are essential, including recruiting and paying our staff, buying and delivering goods and services, processing payment to suppliers and the construction/redevelopment of our facilities. We work closely with HBS on a day-to-day basis across all levels of the organisation and in doing so have developed great working relationships.

At strategic level, the HBS Senior Management team proactively engages directly with the Executive Council of UL Hospitals, the decision making body for the UL Hospital Group. These engagements focus on strengthening sustainable positive working relationships and driving service improvement initiatives while also ensuring that there is clarity around the services being provided by HBS. A Business Relationship Manager (BRM) has been appointed to work with the group and we meet regularly. This facilitates an easing of our journey through various HBS processes and has also resulted in the progression of many issues.

While the establishment of HBS has seen the delivery of recruitment and procurement services move from local to a national basis, our concerns around losing control and visibility have been listened to. HBS have made great strides in ensuring we are kept informed, developing dashboards and reports which issue frequently. As COO, this has the added advantage of giving me a complete picture of the service requests UL Hospitals have placed with HBS which in turn allows me to prioritise and identify/resolve any roadblocks.

Recent HBS Procurement service development initiatives (transition to provision of supplies from the National Distribution Centre and the roll out of Point of Use systems) have been examples of where working together, we can ensure the delivery of a better service and free up valuable frontline resources for patient care. HBS Procurement Logistics services are backed up by HBS CRM Solutions Team who provides a Query Management System (QMS) which logs and resolves our questions/ issues. This is an effective customer support tool and I welcome the plans to expand this across all HBS functions.

Continuing development by HBS HR/Payroll Systems & Analytics and HBS Procurement of Business Intelligence tools and reporting are providing key data to our Finance and Directorate Managers enabling more effective cost analysis and is facilitating the development of activity based costing within the group.

On behalf of UL Hospital Group, I look forward to continuing to work with HBS as both our organisations evolve and grow.



2

Chapter 2: The Next Three Years 2017-2019



The Next Three Years 2017-2019

HBS seeks to ensure its goals are continually aligned to the values and goals of its business partners. This section of the document sets out a three year strategy that ensures continued delivery of the HBS vision. This will further embed HBS as a key enabler for the successful transformation of the health system and deliver the Government mandate for the maximisation for the use of shared services.

The Next Phase in Our Evolution

The **vision** for HBS as first articulated in our inaugural strategy is still valid. We want to be:

 A customer focused provider of leading practice business services

Our mission also remains to:

 Provide high quality business services to the Irish health system

The first HBS strategy identified five strategic components of success or strategic goals:

Figure 3: HBS Strategic Goals



Future Health Vision

These continue to define the HBS journey and underpin the focus of this our second strategy document. Our strategic goals require us to:

- Support the vision and objectives for Health Service Improvement and the work of the Programme for Health Service Improvement
- Invest in the development of an Enabling Environment. Continuing to build a strong and resilient environment from which HBS can deliver its services
- Continue our emphasis on embedding a Customer Service Ethos and responding to the changing needs of both current and future HBS customers
- Strive for the creation of Operational Excellence by continuing to implement the HBS business model
- Maximise the Effective Use of Resources, to ensure we add value and deliver efficiencies in all of our operations

Over the next three years, HBS will further strengthen our business model, offering a fit for purpose set of business services that are accessible and underpinned by:

- Extended and enhanced business relationship management
- Appropriate use of Business Partnership Arrangements (BPAs)
- Strong collaborative working relationships with our corporate partners
- Responsive, compliant, knowledge based global business support services

The HBS business model represents a significant change from how our HBS Business Units operated pre HBS and will require dynamic leadership, a partnership approach, cultural change and investment to be further strengthened.



Global Business Services Operating Principles

The continuing development of a specialist business services division with the health system is in line with best international practice for many large scale organisations both in the public and private sectors. It is also a government mandated priority across the wider public services.

The drive to consolidate selected functions under a focused management structure coupled with an objective to transform the way in which business services are accessed is strong. The challenge exists to progress this imperative in a manner that maintains service delivery, exploits synergies and avoids cost. The key principles for the establishment of HBS were outlined in detail in the HBS Strategy 2014-2017. In summary, there are a number of key principles underpinning all successful global business services as shown in Figure 4.

Figure 4: Key Principles of Successful Global Business Services



The shared services journey based on industry experience typically follows a path that requires early additional investment as performance issues are highlighted post migration.

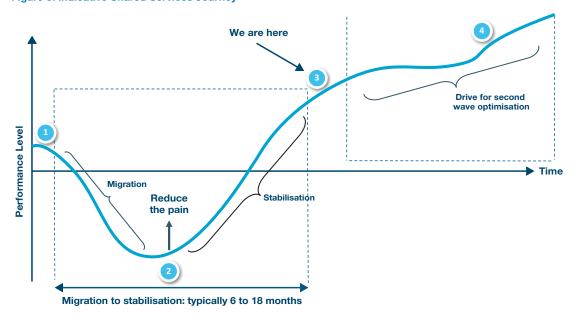
Having successfully maintained focus and the imperative for change beyond these early challenges, the timing is right to consider appropriate real investment and range of service to be included in HBS to ensure the organisation optimises the potential of what we can offer.

Our Business Partners

A critical principle for all successful global business service organisations is the extent to which global business services and customers can work in partnership to ensure delivery of high quality business services. Within HBS there is a requirement to have a system of interconnected elements comprising of governance, staff, customers, processes and technology to assist in delivering a streamlined service. This ensures that customers have their views represented, services are fit for purpose and are aligned to customer requirements in our ever changing health environment.

The HBS Business Relationship Management focus is central to our innovative business model and the progress made since its establishment will continue. Opportunities for HBS will be pursued to grow and collaborate with the customer using improved customer intelligence from the CRM technology solution. Increasing customer satisfaction levels is a key target in the context of accessibility, responsiveness and time and cost to serve. Customer data will be benchmarked against baseline data and key metrics will be developed.

Figure 5: Indicative Shared Services Journey





Our Business Partners

Director General

Secretary Generals

National Divisions:

- Social Care
- Primary Care
- Health and Wellbeing
- Mental Health
- Acute Hospitals
- Emergency
 Management and the
 National Ambulance
 Service
- Quality Improvement
- Clinical Strategy and Programmes
- Communications
- National Cancer Control Programme
- Internal Audit
- Finance
- Human Resources
- Office of the Chief Information Officer
- Programme for Health Service Improvement
- Quality Assurance and Verification

Hospital Groups:

- RCSI Hospitals (Dublin NE)
- Ireland East Hospitals
- Dublin Midlands
- South/South West
- Saolta University Healthcare Group
- University of Limerick Hospitals
- National Children's Hospital Group

Community Health
Organisations (CHO):

- Area 1
- Area 2
- Area 3
- Area 4
- Area 5
- Area 6
- Area 7
- Area 8
- Area 9

Local-based non service divisions (including HBS itself)

Child and Family Agency (Tusla)

Head of business units in:

- Hospital Groups and Community Healthcare Organisations
- Voluntary agencies
- Agencies funded by the Department of

 Hoolth
- Government Agencies
- Department of Health and other Government Departments

Figure 6



Business Partner

Community Healthcare Organisations and HBS



Martina Queally, Chief Officer Community Healthcare Organisation 6 (Wicklow, Dun Laoghaire and Dublin South East), HSE

Working in partnership with all stakeholders, the new Wicklow Primary Care Centre has been a welcome development for the people of Wicklow, Rathnew and Ashford areas. Since the last census, the population of Wicklow County was shown to have increased by 4.2%. This further highlighted the requirement for investment in the current and future health of the community as a whole, including new physical infrastructural facilities.

The €10 million investment in the Wicklow Primary
Care Centre was delivered via the HSE's Primary Care
Operational Lease Mechanism. Its development was
overseen by HBS Estates working in partnership with us
in the community. The building works were completed in
December 2014, with the centre becoming operational in
early 2015. It is one of the largest Primary Care Centres in
the country, with an area of approximately 55,000 square
feet.

The new centre has brought about great benefits to the community. A number of vital HSE services are delivered out of the centre including primary care services, 'Caredoc', and mental health services. It is also the location of an ambulance base for Wicklow. The centre also includes several GP practices, physiotherapy services and a pharmacy.

Having such a skilled and varied multidisciplinary team in one centre means that an array of individual healthcare services can be accessed. We are delivering comprehensive, more efficient and better quality care, closer to home for many people.

Working with the ongoing support of our HBS business service colleagues, we will continue to be to the fore in the community in delivering the best quality care to those who need it most.



Wicklow Primary Care Centre



Our Structure and Governance

HBS is a key support division within the overall HSE architecture and is governed via the HBS Governance Committee (See appendix 1 and 2). The organisation structure of HBS is shown in appendix 3.

Alongside the HBS Governance Committee, the HSE's Audit and Risk Committees fulfill oversight roles for HBS on behalf of the HSE Directorate.

Whilst part of the HSE, HBS operates within its overall management structures. The HBS Governance Committee allows for a focused level of oversight, support and challenge and is a formal mechanism that ensures it is customer led.

Figure 7 describes the structures that are in place. Our structures have developed over the course of HBS's formative years into a robust framework that ensures there is a direct line of sight of all strategic actions right through to the implementation of the business at operational level. The successful implementation of the 2014-2016 HBS Strategy has been driven through this governance structure, as will this strategy also.

A key aspect of the benefits which HBS offers customers is compliance. A Head of HBS Compliance was appointed in 2015 along with a small but focussed compliance team. Their work will continue to be central to the HBS commitment 2017-2019 to ensure maximum compliance of all HBS services.

HBS Service Catalogue

As an organisation, we must maintain clarity of purpose and scope when it comes to our portfolio of services. At an operational level HBS represents the coming together of five previously distinct business services: Estates, Procurement, HR/Payroll Systems & Analytics, HR and Financial transaction processing. Many stabilisation challenges across these functions have been faced and

significant focus will be placed by HBS over the course of this strategy to ensure HBS develops as an integrated set of services, operating as a one-stop-shop for business services in health.

Enhancement of the breadth and depth of services provided can be considered over time with care taken to ensure integrity of current service provision remains unaffected and appropriateness of fit of services being considered is carefully managed. HBS is open to opportunities that may present to expand the HBS portfolio but must consider such options in a measured way that ensures the ongoing integrity of existing service offering and does not interfere with the appropriateness of fit to the shared services model of business.

Creating a strategic service portfolio requires familiarity with the business, its opportunities and challenges, and a structured approach to services. This is an enterprise's collaborative endeavour, involving the leadership on two sides, the business and the shared service organisation (Gartner).

HBS must maintain a competitive mindset and will continually ask the question of itself "Is there a better way to source this?"

HBS Funding Model

The provision of services using a global business shared service model provides a methodology that allows an organisation to deliver a range of services which maximise the exploitation of savings whilst maximising service quality. However, there must be recognition that the shared service requires adequate funding and investment to enable it to perform.

Figure 7: Structure and Governance

HBS Governance Committee HBS Business Units HBS Customers National/Corporate Divisions Finance Business CHO's **Procurement Human Resources Partnership Hospital Groups Estates National Ambulance Service Arrangements HR/Payroll Systems** Tusla & Analytics Other stakeholders **Mandate from Government and HSE**



Similar to the experiences of other start up global business services, many of the services delivered by HBS continue to be challenged when it comes to available capacity and resourcing. HBS has concentrated a great deal of effort and management focus on understanding these services in terms of process, demand and throughput and additional investment has been pursued to size functions appropriate to demand.

International evidence supports the HBS experience that frequently customer behaviours exist which are less than optimal in the overall sense and do not encourage the consumers of the service to plan and invest in achieving a full understanding of what their true demand is at any given time.

Challenges occur when the shared resource is finite and competing demands of consumers exceed capacity (a scenario being experienced today in most HBS functions). Additional funding has been allocated in the past three years to increase the capacity of a number of services most specifically recruitment and procurement sourcing.

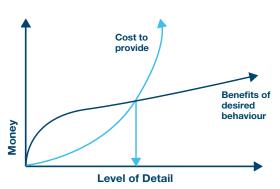
As HBS enters its fourth year in operation and begins to mature as a global business services provider, it is important to consider an optimum funding methodology which is equitable, secure and promotes efficiencies in both demand and supply of HBS services. A number of funding approaches are in use across global business services internationally including:

- Charge-back model for services provided
- The establishment of a basis for funding based on supply (show-back)

In implementing a charge-back model care must be taken to avoid the imposition of overly complex charging mechanisms which require inordinate resource investment to design and manage and can create an industry of their own, which in turn can fuel already existing tensions (See Figure 8).

Figure 8: Cost to Serve Model (Gartner)

Recharge Model - Setting the right level of detail



The ideal objective to be pursued is the achievement of a state of understanding for the customer of the value and benefit of the service being supplied along with possession of control of the volume of service being consumed.

Measurement

We recognise the importance of understanding how our service offering measures up competitively and will be placing a particular emphasis on measurement and benchmarking across its scope of service. This will allow for dialogue with customers and corporate partners and support the ability of HBS to pursue a policy of charge-back or show-back when it comes to service performance.

Implementation and Monitoring of HBS Strategy

HBS has always sought to pursue its goals in a practical and transparent manner. An important and integral component of the first HBS strategy was the inclusion of 43 identified actions which together laid the groundwork and shaped the development of HBS in a very real way across all our functions.

These actions were tracked and monitored and formed the basis of a regular progress report in a process which is overseen by the HBS Management Team and Governance Committee. The results can be seen on pages 19 and 20.

Over 85% of the actions identified within the first strategy document have been completed with the remainder representing longer term activities which have delivery dates stretching beyond the lifetime of the first strategy. These remaining actions will continue to be progressed to completion under the auspices of this new strategy alongside new actions that will define the next chapter for HBS from 2017-2019.



The HBS Team

Key to the success of the implementation of this strategy is the mobilisation and engagement of the HBS team. Our people deliver our services daily in a professional and understated manner. Although HBS represents less than one and half per cent of the staffing resource within the HSE, the services our people deliver impacts across the wider health service.

During the course of the last strategy, we have and will continue to place a significant focus on driving positive engagement and involvement of our people. The HBS People Plan sets out a clear direction of proactive communications ranging from regular 'town-hall' meetings with the HBS team, our senior management forum and the use of our newly developed Intranet (http://ihbs.healthirl.net/) and HBS Newsletter.

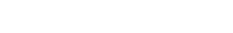
We place significant importance on developing our people's skill-base and are working closely with the HSE's Leadership, Education and Development resources to put appropriate development solutions in place and make them available to our people. This will ensure they are well equipped and confident in their knowledge and ability to deliver responsive, compliant and efficient service to our customers.

The Energy of Innovation

Innovation is at the heart of how we operate and we will continue to involve our staff and customers in progressing new ideas. Interlinked with our people agenda, we have established a self-managed staff innovation team who are actively engaged in the business of creating ideas and working up proposals which can then be considered by the HBS Management Team. We subscribe to the bimodal approach to change, ensuring that both 'big' and 'little' change gets progressed.



Graduates of the first HBS Leadership Development Programme held in partnership with the Royal College of Surgeons Ireland



Business Partner



National Ambulance Service and HBS



Damien McCallion, National Director, Emergency Management and National Ambulance Service

The **HSE Emergency Management** function works at national and regional levels with all HSE services and on an inter-agency and inter-departmental basis to maintain and improve the capability of the health service to prepare for, respond to and recover from major emergencies. Working through an enabling model it provides managers with the tools and techniques to develop plans to work with the other principle response agencies and respond effectively and efficiently to a major emergency.

Working in tandem with our assigned Business Relationship Manager (BRM) and our HBS HR colleagues, we have been able to progress a competition to recruit Emergency Management Officers which will allow us to augment the capabilities of community and hospital services and all areas of the HSE in an emergency response. We work with our BRM on an ongoing basis to resolve HBS queries.

HR/Payroll Systems & Analytics have aligned Emergency Management personnel to the new Emergency Management geographical structures which will allow us to receive business intelligence reporting by region when the new structures are implemented in 2017.

Our colleagues in HBS Logistics provide us with an invaluable and efficient service in relation to the purchase, storage and distribution of emergency supplies. Significant successful actions were taken with these partners during the Ebola planning response effort. Considerable savings have been made by using particular national procurement contracts.

We depend on HBS Finance to enable us to manage our payments to suppliers, to manage the receipt of monies from Seveso companies and from agencies supporting the Inter-Agency Emergency Management office, and in respect of claims for Major Emergency Management funding. Support and advice has always been available from HBS Finance, particularly management accounts who are very proactive in expert proposals to us aimed at streamlining our accounts procedures making them more transparent and easier to track.

The National Ambulance Service (NAS) is the statutory pre-hospital emergency and immediate care provider for the State. Its mission is to serve the needs of patients and the public as part of an integrated health system through the provision of high quality, safe and patient-centred services.

Following a series of major reviews a single cohesive strategic plan for NAS has been developed called Vision2020. Integral to the success of the plan are clear strategic actions for NAS development under the areas of:

- People
- Technology
- Fleet and Equipment
- Estate

People – NAS is continually working to improve the care provided to patients. Innovations in ambulance service provision, such as the introduction of the Advanced Paramedic training programme and a system of up-skilling for the 1,200 Paramedics have produced significant improvements in patient care. Working collaboratively with our HBS HR and BRM colleagues, our HR and Education Units have successfully continued to recruit suitable candidates to supplement our professional workforce.

Technology – The configuration of a Business Intelligence tool for NAS by HBS HR/Payroll Systems & Analytics facilitates reporting on key management data enabling detailed analysis of resource usage and management. We will also upgrade our payroll and rostering systems to the HBS solution.

Fleet and Equipment – Working in close collaboration the national fleet has been upgraded in recent times. This was done with the support of our HBS Procurement and Operations colleagues. HBS Procurement engaged a SME supplier to provide an inventory stock management system for ambulances resulting in significant savings and efficiencies for the service.

Estates – A well thought out estate strategy that ensures the provision of safe, secure, high quality fit for purpose healthcare buildings and vehicles capable of supporting current and future service needs is critical for the NAS. HBS Estates, in conjunction with NAS, have recently completed an analysis of existing ambulance stations and are preparing a plan for the replacement and upgrade of these facilities.



3

Chapter 3: Key Implementation Actions 2017-2019



Key Implementation Actions 2017-2019

HBS has a strong track record of setting out a clear strategic vision which is supported by tangible actions and a strong implementation and monitoring framework. This approach will be maintained for the period 2017-2019. Similar to our last strategy, this strategy sets out a number of actions and activities which will be carried out both collectively and by individual HBS Business Units over the next three years. Twenty two actions have been identified as of such strategic importance to the overall HBS model that they merit a particular focus. Within these key actions, ten have been identified as transformational. All 22 will be the subject of focussed implementation and monitoring as was the case of the 43 actions of the previous HBS strategy. The second part to this strategy outlines these in detail by HBS Business Unit and, as previously, will serve as a three year operational plan for HBS.

Transformational Actions (1-10)

 Develop and commence the implementation of a National HR and Payroll Business Services Programme

This is a very important programme for HBS and the HSE with particular significance to **HBS HR and Finance.** It sits at the heart of the global business service model and includes the provision of a single HR platform, a single payroll platform, the consolidation of payroll and personnel records offices to fewer sites, and a high level of automation of certain employee transactions through the introduction of employee and manager self-service. It will drive efficiencies in human capital management in the services we support and enable the provision of robust management metrics for the HSE. The programme will be established with strong governance arrangements, drawing on the learning from the Finance Reform Programme. A plan will be agreed and implemented to 2019.

2 Continue to work in partnership with HSE Corporate Finance and other stakeholders to design and implement the Integrated Finance Management System

There has been significant progress made over the past three years in advancing the Finance Reform Programme. HBS is a key stakeholder in this programme, particularly the **HBS Finance** and **HBS Procurement** teams. This is a priority for HBS and considerable projects will continue during the period 2017-2019.

3 Develop a strategic plan for Healthcare Physical Infrastructure

The health sector has a large property portfolio (2,459 properties) which brings very significant responsibilities regarding the safety and welfare of staff and public using those buildings. To date there has never been a long term strategic plan to develop and transform our healthcare estate which is so central to world class services delivery and patient wellbeing, comfort and safety. Estates are currently developing a rationalisation strategy for the physical environment across each service division. This will be completed by the **HBS Estates** team in 2017 and will serve to support evidence-based decisions over the life of this strategy.

HBS Transformational Actions

- Develop and commence the implementation of a national HR and Payroll Business Service Programme
- 2. Continue to work in partnership with HSE Corporate Finance and other stakeholders to design and implement the Integrated Finance Management System
- 3. Develop a Strategic Plan for Healthcare Physical Infrastructure
- 4. Implement the three-year Procurement Sourcing Plan, incorporating a compliance improvement plan
- 5. Continue the implementation of the Procurement National Logistics Service across the health environment, including a purchasing strategy for the HSE
- 6. Implement the Pensions Improvement Plan
- 7. Continue to implement the HSE
 Recruitment Strategy with HSE
 Corporate HR and other stakeholders
- 8. Source and commence implementation of CRM Technology Solutions
- Implement the central governance structure for HBS HR (Recruitment, Pensions, Personnel Records) in line with HSE People Strategy 2015 – 2018
- 10. Continue to implement and enhance the HBS Customer Business Intelligence product



4 Implement the three-year Procurement Sourcing Plan, incorporating a compliance improvement plan

The issue of contract coverage for all of the goods and services used by the health sector has been the subject of much discussion over the past few years as compliance with procurement policy becomes a priority. A three year sourcing plan has been developed by **HBS Procurement** and is commencing implementation. This will be very carefully monitored with a particular focus on increasing contract coverage from the current baseline of 35% to near full coverage. This is in partnership with the Office of Government Procurement (OGP).

5 Continue the implementation of the Procurement National Logistics Service across the health environment, including a purchasing strategy for the HSF

This is a flagship project, offering considerable efficiencies and increased procurement compliance to the HSE. It is closely connected to the work of the Finance Reform Programme. This is being implemented on a phased basis by **HBS Procurement** and will continue over the next three years.

6 Implement a Pensions Improvement Plan

A review of the administration of pensions within the HSE has taken place and a specific improvement plan recommended. This will be implemented by **HBS HR** during the next three years.

7 Continue to Implement the HSE Recruitment Strategy with Corporate HR and other stakeholders

In 2016, the HSE developed a new Recruitment Strategy to support the needs of the organisation. **HBS HR** is a critical partner in the delivery of the strategy and will continue to build on the significant service improvement work already underway.

8 Source and commence the Implementation of a Customer Relationship Management (CRM) Technology Solution

HBS BRM will source and implement a CRM technology solution to support the ongoing development of the customer centric business model. This is a proactive approach to responding to customer need through a variety of technology supported channels and greater visibility of customer intelligence.

9 Implement the central governance structure for HBS HR (Recruitment, Pensions, Personnel Records) in line with HSE People Strategy 2015-2018

HBS HR was established as a business unit three years ago to focus on three specific areas of HR. Having considered the processes involved as part of the development of the HSE People Strategy 2015-2018, a need has been identified to transition staff currently working in Corporate HR to HBS. This will ensure we have optimal use of the overall HR resource to deliver best models of services for our

mutual customers. As part of this process, very strong governance arrangements will be put in place to support the hub and spoke model.

10 Continue to implement and enhance the HBS Customer Business Intelligence (BI) product

A very significant HBS output has been the BI product currently being rolled out by **HBS HR/ Payroll Systems & Analytics**. This is an enabler to managers as it supplies information based on their organisation structure related to their staff. The roll out of this will be completed by 2017 and the product will be enhanced over the next few years.

Delivery Actions (11-17)

11 Implement new SAP HR and Payroll Systems Structures and Optimisation Programme

A very significant review of the HR and Payroll Systems model has been carried out and an implementation roadmap agreed. This will be put in place during 2017-2019 ensuring that the team is organised to best use its skills and expertise to meet the needs of the health sector.

The National HR and Payroll Business Services Programme will result in the migration of additional staff records to the SAP HR and SAP Payroll platforms. It is therefore necessary to ensure that over the life of this strategy and beyond, the system/software will operate to acceptable user expectations through system infrastructure upgrades.

12 Implement HBS Digital Programme (e-Business) solutions including:

- Customer Relationship Management Technology
- National Estates Information System
- Pensions Administration System
- E-Procurement (Sourcing)
- Invoice Capture
- E-Recruitment
- Employee and Manager Self-Service
- Communications
- Business Intelligence
- Personnel Files

Digital enablement is critical to all businesses and no more so than in the type of services provided by HBS. An ambitious programme of digital enablement is set out building on the work carried out to date in HBS and aligned to many of the transformational/service improvement actions identified. A digital lead has been appointed to a particular focus on the implementation of the CRM Technology platform led by **HBS BRM**.



13 Complete the condition survey of all HSE properties

A survey of the condition of the entire HSE estate has commenced and will be completed by the end of 2019. This is being led out by the **HBS Estates** team and will allow us for the first time to have a database of the condition of all properties. This will show which buildings are fit for purpose and which will need capital investment to bring them up to current standards for healthcare use. It will inform the use of capital funds and how we are meeting our legal obligations regarding our estate.

14 Complete a report on the maintenance requirement for HSE facilities

A working group led by **HBS Estates** will complete a review of the maintenance model (s) currently used in the health sector and will propose a model to ensure that maintenance is prioritised and adequately managed into the future. At present maintenance is fragmented across HBS Estates and the Services Divisions.

15 Implement the Health Services Sustainability Strategy through energy efficiency, water conservation, waste reduction, sustainable transport, green procurement and the built environment.

Sustainability is an area where there are clear connections with an overarching theme contained within the Healthy Ireland framework. A Health Sustainability Strategy has been developed for the health sector. Its implementation will be prioritised and led by **HBS Estates**.

16 Continue the implementation of Point of Use (POU) stock management across the relevant Health locations.

This is an ongoing programme bringing point of use logistics to the end users. A phased plan for the next three years will be developed and implemented by **HBS Procurement** in conjunction with our customers.

17 Develop and implement the HBS Measurement and Performance Plan

A critical success factor for global business services is the availability of meaningful metrics to support discussions in relation to the type, volumes and efficacy of our service offerings. Considerable data does now exist as a result of work during the past three years but this needs to be further expanded and embedded in our business model.

Internal Actions (18 - 22)

18 Continue to develop and implement the HBS Customer Centric Business Model

In line with all successful global business organisations, HBS has been built on an operating model which is customer centric. Led by the **HBS BRM** team, this model will further evolve and develop in all of our HBS Business Units during the period 2017-2019 with a particular focus on service culture, metrics, Business Partnership Arrangements (BPAs) and customer engagements.

19 Continue to implement the HBS People Plan

Considerable focus has been put on the development of the HBS Team, without whom this strategy will not be delivered. The HBS People Plan is in line with the HSE People Strategy 2015-2018 and we will continue to prioritise its implementation in all of our HBS Business

20 Continue to implement HBS Communications Plan

Strong communications are needed to deliver any strategy with the HBS team, our business partners and customers. We will continue to focus on both internal and external communications including staff and customer engagements, newsletters as well as strengthening our digital communication channels.

21 Continue to develop and implement the HBS Compliance Model

Ensuring that the services we offer comply with all necessary legislation and regulation is of the utmost importance to HBS and our business partners. The **HBS Head of Compliance** will co-ordinate and monitor this. Further developments during 2017-2019 will strengthen our compliance agenda.

22 Develop and support service improvement initiatives aligned to appropriate methodologies e.g. LEAN

Process excellence is pivotal to much of what we do. During the period 2017-2019, an increased focus will be put on the introduction of LEAN methodology. This will be led by **HBS BRM**. The identification of specific service improvement projects which will benefit from this approach will be embedded as a way of working. Where possible these will be joint projects with our business partners.



Summary of Key Actions 2017-2019

No	Description	Responsibility
1	Develop and implement National HR and Payroll Business Services Programme	Programme Director
2	Continue to work in partnership with Corporate Finance and other stakeholders to design and implement the National Finance Reform and Stabilisation Programmes	Head of Finance and Head of Procuremen
3	Develop a Strategic Plan for Healthcare Physical Infrastructure	Head of Estates
4	Implement the three-year Procurement Sourcing Plan, incorporating a compliance improvement plan	Head of Procuremen
5	Continue the implementation of the Procurement National Logistics Service across the health environment, including a purchasing strategy for the HSE	Head of Procuremer
6	Implement a Pensions Improvement Plan	Head of HR
7	Continue to Implement the HSE Recruitment Strategy with Corporate HR and other stakeholders	Head of HR
8	Source and Commence the implementation of a Customer Relationship Management Technology Solution	Head of BRM
9	Implement the central governance structure for HBS HR (Recruitment, Pensions, Personnel Records) in line with HSE People Strategy 2015-2018	Head of HR
10	Continue to implement and enhance the HBS Customer Business Intelligence product	Head of HR/Payroll Systems & Analytics
11	Implement new SAP HR and Payroll Systems Structures and Optimisation Programme	Head of HR/Payroll Systems & Analytics
12	Implement HBS Digital Programme (e-Business) solutions including: Customer Relationship Management Technology National Estates Information System Pensions Administration System E-Procurement Invoice Capture E-Recruitment Employee and Manager Self-Service Communications Business Intelligence Personnel Files	All Business Units
13	Complete the condition survey of all HSE properties	Head of Estates
14	Complete a report on the maintenance requirement for HSE facilities	Head of Estates
15	Implement the Health Services Sustainability Strategy through energy efficiency, water conservation, waste reduction, sustainable transport, green procurement and the built environment.	Head of Estates
16	Continue the implementation of Point of Use stock management across the relevant health locations	Head of Procuremen
17	Develop and Implement the HBS Measurement and Performance Plan	Deputy Director HBS
18	Continue to develop and implement our HBS Customer Centric Business Model	Head of BRM
19	Continue to implement our HBS People Plan	Deputy Director HBS
20	Continue to implement our HBS Communications Plan	Head of BRM
21	Continue to develop and implement our HBS Compliance Model	Head of Compliance
22	Develop and support service improvement initiatives aligned to appropriate methodologies e.g. LEAN	Head of BRM





Chapter 4: The Implementation Journey



The Implementation Journey

Health Business Services has demonstrated a capability and capacity for successfully implementing its first strategy. Building on this experience, this strategy will be supported by a robust implementation and monitoring framework which will ensure the actions contained in the strategy are implemented through a tight project implementation process. The ten transformational actions will also be subject to oversight by the HSE Programme for Health Service Improvement (PHSI).

Detailed operational plans for each of our HBS Business Units are set out in the next section.

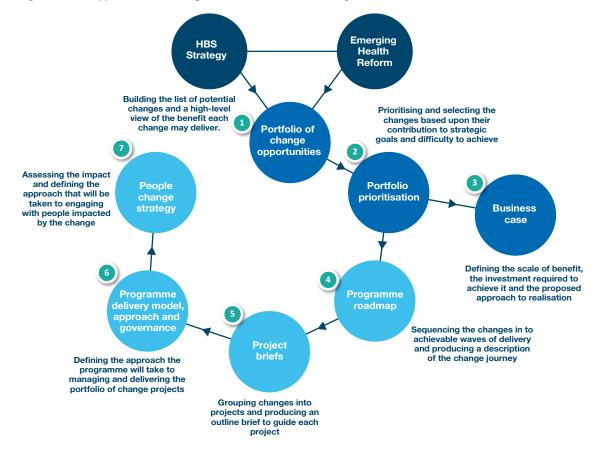
Monitoring Implementation

The performance monitoring process used in the period 2014-2016 will be replicated to ensure we maximise all opportunities to implement this, our second strategy. We have broken down our strategy into 22 key actions which will all in turn be mapped out using appropriate project methodology and tools with clear phases, actions and timelines. Ten actions have been identified

as transformational and will be tracked through the Programme for Health Service Improvement (PHSI).

A critical enabler to date has been the positioning of the strategy on each of our HBS team meetings where we used a peer review and challenge approach to our progress. This provides a degree of pressure and pace to drive the required change. This will be replicated for 2017-2019. Figure 9 summarises the HBS approach to planning and performance monitoring.

Figure 9: HBS Approach to Planning and Performance Monitoring





Communicating the Strategy

Earlier in the strategy we identified that a key enabler for a successful global business service solution for health would be in the communication of this strategy.

We communicate with the health system on a number of levels from Government to individual staff who are delivering front line care as part of our daily operations. Communicating effectively is seen as an essential ingredient in developing an effective global business service model.

We are committed to putting in place a proactive communication approach for all our staff, customers and the wider health sector. In order to continue to implement the HBS Communication Plan developed as part of the initial strategy 2014-2016, working with HSE Corporate Communications the strategy will be supported by:

- Branding: From its design, development and introduction, the HBS brand has been a strong element in representing global business services across the HSE. The HBS brand is an important element in ensuring that customers recognise HBS as a professional business service provider which they have confidence in to support delivery of their services. For the staff of HBS, the brand has developed a customer focused culture and created a unified approach which staff are proud to be associated with. Amalgamating HBS and HSE branding strengthens and signposts the connectivity to the business division of the HSE and supports the requirements set out within the 'Interim Branding Guidelines for HSE and Funded Agencies 2016'.
- Publications HBS Staff and Customer
 Newsletter: Quarterly newsletters will circulate
 to all stakeholders. This will provide timely
 information on activities, developments and ongoing
 achievements. The newsletter creates connectivity
 and an opportunity for feedback. It supports the
 enhancement of the HBS culture.
 - CONTRACTOR Appetric Alburry

- Publications Health Matters: We are committed to regularly featuring HBS positive news stories within the HSE national staff magazine Health Matters.
- Digitally Connect to HBS: Effective use of HBS intranet, internet and social media are critical communication tools to support a self-help environment and allow for timely and appropriate HBS messaging.

In association with the HSE Communications Division, we will strengthen and grow the digital presence of the business division by further enhancing the intranet and internet as the shop window for accessibility to the professional business services available.

Social Media will be further progressed to support HBS messaging in terms of news and developments. The use of social media has a range of business benefits along with complementing other communication channels. It is an opportunity to bring to life the HBS brand and gives followers a sense of the culture and businesses that exists across the HSE.

A HBS Content Managers Communications Group: A group has been established to assist with driving out effective communications across HBS, providing valuable expertise on their individual HBS Business Units. The Content Managers provide a variety of news on developments and achievements on behalf of their respective units, communicated through various media channels including newsletters, HBS intranet, Health Matters and any other relevant publications.



HBS Content Managers attending a Media Communications Workshop



Risks to Implementation

During the implementation of this strategy, we will assess and actively manage risks to ensure the strategy's success. As is our current practice, the HBS Risk Register will be used as well as individual registers for each component HBS Business Unit. The HBS Risk Register is also linked to the HSE Corporate Risk Register. The register is a living document which is formally discussed and updated biannually. A RAG (Red Amber Green) approach is used to assess key threats and mitigating actions which are actively monitored.

Key risks that have been identified to date include:

Maintaining stakeholder buy-in and commitment

Expectation of stakeholders may be unrealistic given the increasing and complex service needs of the emerging health landscape and the upfront investment required to deliver change.

Staff and employee engagement

- HBS staff support of the strategy and related change practices is dependent on strong initiatives to communicate the changes, deliver on projects and the training and up-skilling of staff.
- Stability of the HR environment in areas such as staff retention, succession management, silos of expertise may impact on capacity/ willingness to deliver.

Capacity/capability to delivery transformational change

- A lack of capacity and/or capability in HBS may mean that transformational activities are delayed or not implemented.
- Current staff may be deflected from transformational activity by having to cover business-as-usual activity.
- Implementation of the strategy is influenced/ dependent on external stakeholders which can have the effect to delay or change direction of the strategy actions.
- Lack of adherence with policies, procedures, guidelines, standards and laws that govern the new changes and existing services may lead to non-compliant practices.

Customer engagement and support

- Customer buy-in and support may not be present across the sector.
- Customer expectations with regard to service quality and service levels may not be achievable with the available funding and infrastructure.
- The emerging landscape of devolved health service providers is leading to a proliferation of different solutions.
- Variation in processes and standards across the customer base, leading to the difficulties in maintaining control over what and how services are delivered.

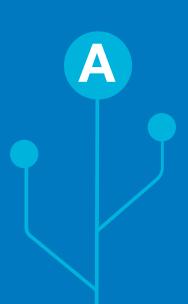
Adequate investment to deliver the strategy

- Adequate funding, appropriate project management and technical skill sets may not be available throughout the design, implementation and delivery of the strategy and its enabling technologies.
- Overreliance on other parts of the health system to support the HBS agenda e.g. ICT.

Actions to mitigate these risks

This strategy has been developed with these potential risks in mind. All of the identified actions and priorities outlined for HBS would, if implemented, help to reduce or alleviate the identified risks. Managing these and new emerging risks on an ongoing basis will be part of the operational model for HBS. The current governance arrangements for HBS with a particular emphasis on our partnership with other corporate functions most particularly Finance and HR are pivotal to the successful implementation of this strategy.





Appendices



Charter of the Health Service Executive Health Business Services Committee

1.0 Introduction

This document sets out the Charter and Terms of Reference of the HSE Health Business Services Committee ('the Committee')

It should be read in conjunction with the HSE Code of Governance (August 2011)

2.0 Authority

The Committee is authorised by the HSE Directorate ('the Directorate') to:

 Ensure that the high level objectives contained in the HBS Strategy are implemented and appropriate resources put in place to achieve its objectives

3.0 Scope

The scope of the Committee's duties covers the following:

- HBS and anything it directly controls
- Other HSE divisions in terms of their role in the successful delivery of the HBS strategy as adopted by the Directorate
- Bodies totally or partially funded by the HSE

4.0 Advisory Role

The Committee is not responsible for the executive functions of HBS but will exercise a governance, advisory and assurance role in relation to its duties.

5.0 Duties

The Committee will focus principally on ensuring:

- That appropriate arrangements exist to deliver a governance framework which ensures a clear line of sight from high level objectives on a programmatic basis to implementation at business operational level
- That the working of HBS is supported by strategic planning, delivery, review and assessment of service performance
- That HBS is based around the provision of shared business services in line with government policy
- The promotion of a customer service culture throughout HBS

In particular, it will:

- Advise the Directorate on HBS's overall progress in the implementation of its strategy
- Advise the Directorate of the risks to its implementation and communicate the HBS Risk Register, taking account of the current and prospective macroeconomic and healthcare environment drawing on the overall healthcare reform agenda
- Advise the Directorate on the dependencies and behaviour requirements of the retained organisation
- Advise the Directorate of the arrangements in place to support HBS employees to deliver on their obligations
- Advise on appropriate action to maintain the highest standards of probity and honesty throughout HBS in accordance with the Code of Governance
- Review, at least annually, and if necessary propose changes to, the HSE's Governance Framework relating to risk management
- Review and advise the Directorate on all the HBS
 Divisional risk registers and advise of the risk
 management process in operation in HBS. Advise
 of issues which need to be raised for inclusion
 on the HSE corporate risk register
- Advise executive management about the maintenance and promotion of a culture that enables the delivery of the HBS Strategy
- Provide regular reports on the annual work programme of the HBS Division and advise the Directorate on the adequate resourcing and appropriate standing of this function within the HSE

6.0 Independence

The Committee will be independent in the performance of its duties and will not be subject to direction or control from any other party in the exercise of its duties.

7.0 Membership and Quorum

The Directorate will appoint members of the Committee.

The Committee will consist of:

- Director General (Chairperson)
- National Director of HBS
- Deputy Director General
- Chief Financial Officer
- National Director for Social Care



- Director of HR
- National Lead for Transformation and Change
- A Hospital Group CEO and an ISA Manager to be nominated from persons who, in the opinion of the Directorate, have the relevant skills and experience to perform the functions of the committee.
- Deputy Director HBS
- Tusla nominee

The Director General will ensure that the Committee is provided with an officer to act as Secretary to the Committee and with other resources to enable it to perform its functions.

A quorum will be three members.

8.0 Tenure

The members of the Committee will hold office for the period determined by the Directorate when appointing that person.

A member of the Committee may resign from the committee by letter addressed to the Directorate or may at any time be removed as a member of the Committee by the Directorate for stated reasons.

Any external members of the Committee will hold office on such terms and conditions as determined by the Directorate, with the consent of the Minister for Health and the Minister for Public Expenditure and Reform.

9.0 Meetings

9.1 Frequency

The Committee will meet as required, determined at its own discretion, but not less than four times a year. Additional meetings will be held as the work of the Committee demands.

The National Director of HBS may request a meeting if she considers that one is necessary.

The Directorate Secretary, or his/her nominee, at the request of the Chairperson of the Committee, will summon meetings of the Committee. Notice will be given to each member of the venue, time and date of the meeting normally one week in advance.

9.2 Agenda

The agenda will be finalised by the Chairperson of the Committee and circulated with appropriate briefing papers by the Secretary to the other members of the Committee (and other attendees, as appropriate) two working days in advance of each meeting.

9.3 Attendance

Only members of the Committee will be entitled to attend Committee meetings. Others may be invited by the Chairperson to attend as needed.

9.4 Minutes

The Secretary will circulate the minutes of meetings of the Committee to all members of the Committee and of the Directorate.

10.0 Reporting

At the beginning of each year the Committee will receive and approve an annual operating plan which will include a set of key performance indicators and measures for itself and for the HSE's HBS Division for the forthcoming year.

At the end of each year the Committee will prepare a report on its role and responsibilities and the actions it has taken to discharge those responsibilities for inclusion in the annual report. Such a report should specifically include:

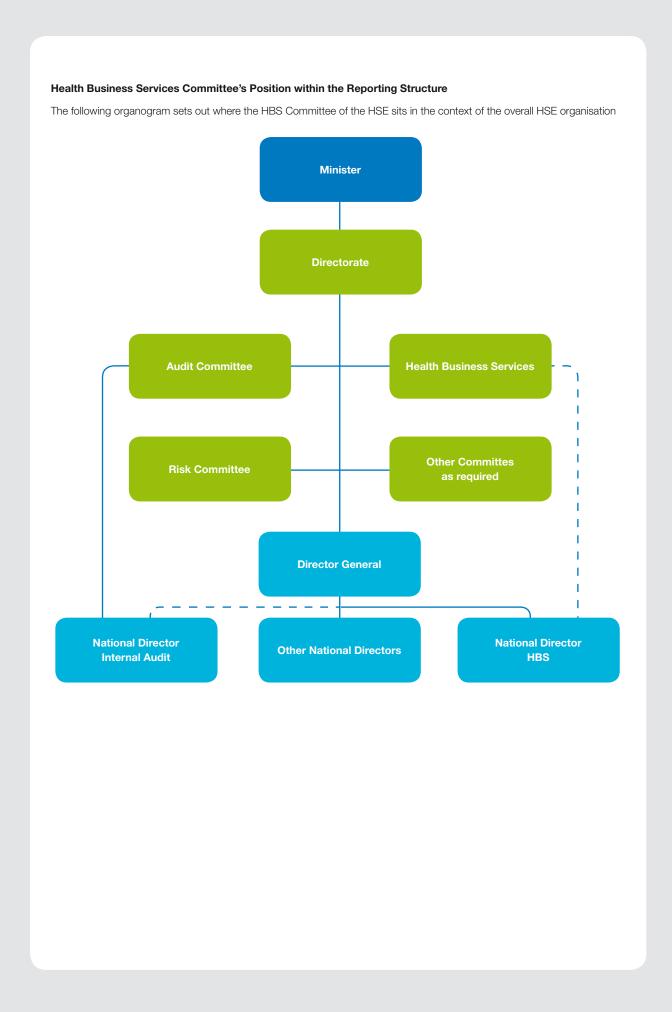
- a summary of the role of the Committee
- its performance against key performance indicators set for the year
- the names and qualifications of all members of the Committee during the period
- the number of Committee meetings and attendance by each member
- the way the Committee has discharged its responsibilities

The Chairman of the Committee will update on a regular basis meetings of the Directorate of the HSE to report in relation to the matters under the Committee's remit.

11.0 Liaison with the Audit and Risk Committees

The HBS Committee will liaise with the Audit and Risk Committees as required.







Membership of the HBS Governance Committee

Mr. Tony O'Brien,

Chairman and Director General,

HSE

Ms. Jane Carolan,

National Director,

HBS

Mr. John Smith,

Deputy Director,

HBS

Mr. Stephen Mulvany,

Chief Finance Officer,

HSE

Ms. Rosarii Mannion,

National Director Corporate HR,

HSE

Mr. Richard Corbridge,

Chief Information Officer,

HSE

Mr. David Walsh,

Chief Officer,

Community Healthcare Organisation

Area 7

Mr. Gerry O'Dywer,

CEO,

South/South West Hospital Group

Mr. Pat Smyth,

Chief Finance Officer,

Tusla,

Mr. Damien McCallion,

National Director,

Emergency Planning and National Ambulance Service

Mr. John Hennessy,

National Director,

Primary Care Division

Mr. Joe Ryan,

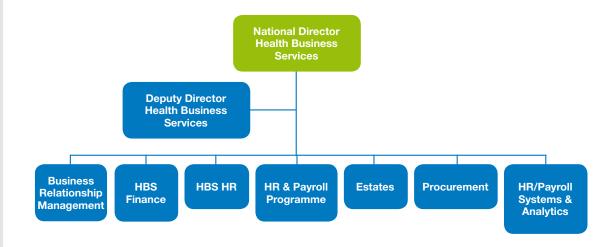
Head of Programme for Health Service Improvement

Mr Dara Purcell,

HSE Corporate Secretary-Secretariat



HBS Organisational Structure and Management Team





Left to right: Miriam Keegan, HR and Payroll Programme Director; John Swords, Head of HBS Procurement; Jane Carolan, National Director HBS; Jim Curran, Head of HBS Estates; Tony O'Brien, Director General HSE and Chair of the HBS Governance Committee; Damian Casey, Head of HBS Finance; Eithne Fox, Head of HBS HR; John Smith Deputy Director HBS; Kevin McConville, Head of HR/Payroll Systems & Analytics; Julie Ryan, Head of Business Relationship Management and HBS Communications.



Stakeholder Engagement and Consultation

This strategy was developed in-house by the Office of the National Director, HBS and involved an extensive consultation process led by HBS and our wider team. We would like to acknowledge and thank the following for their valuable input:

Internal Stakeholders and Business Partners:

- HBS Governance Committee
- HSE Leadership Team
- HSE Corporate Partners
- HBS Staff
- Staff Representative Bodies
- Programme for Health Service Improvement
- Quality Improvement Division
- Hospital Groups
- Community Healthcare Organisations
- National Ambulance Service
- Health and Wellbeing Division
- Tusla

Government Departments:

- Department of Public Expenditure and Reform
- Department of Health

External Consulting Houses:

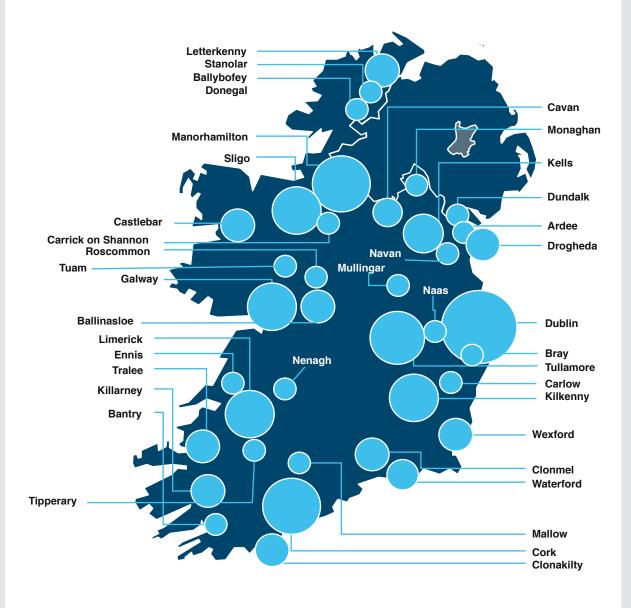
- Gartner
- EY
- Deloitte
- Accenture

External Shared Service Companies:

- Coca Cola
- Business Services Organisation (BSO) Belfast



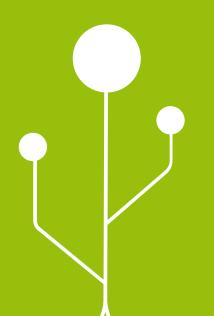
Distribution of HBS Staff - All HBS Business Units





HBS Metrics 2014-2016

	2014	2015	2016
No. of employees on HBS payrolls	84,684	86,473	87,550
No. of pensioners on HBS payrolls	30,666	32,665	33,792
No. of recruitment campaigns advertised	365	1,232	1,107
No. of appointments processed	2,708	4,083	3,847
No. of intern posts filled	683	726	725
No. of procurement requests (PSR's) processed	650	831	1,039
% coverage National Distribution Centre (NDC)	7%	22%	37%
No. of properties managed	2,594	2,449	2,442
Value of capital programme managed	€326.20m	€320.20m	€351m



Section 2: HBS Business Unit Strategies 2017-2019



HBS Business Relationship Management

Context

Building on the Customer Relationship Management (CRM) function in the first HBS Strategy, CRM has evolved into the wider concept of **Business Relationship Management** (**BRM**) that encompasses all our customers, internal and external stakeholders. As part of the HBS business model, an overarching **BRM Business Unit** has been established.

International research has shown that a key success factor in any shared service is to have a customer centric business model. We are committed to ensuring our customer is at the centre of everything we do.

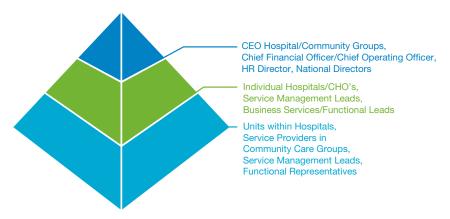
- BRM incorporates Business Relationship
 Managers (BRMs) and Digital & CRM Solutions
 Team, supported by service improvement
 methodologies. The Digital & CRM Solutions
 Team also has a remit to ensure that the business
 strategy for HBS remains digitally relevant to our
 staff and our customers.
 - Operating across all of the HBS Business Units, the role of BRM is to assist the units and our business partners/customers to work in a cohesive, mutually beneficial way, ensuring all services provided by HBS are meeting our customers' needs.

The work of HBS Communications is also coordinated by the Head of BRM.

- HBS Communications team develop and drive effective communication initiatives for HBS staff and customers. There is a close alignment with HSE Corporate Communications Division who has appointed a Client Director to work with us.
- **Key Deliverables from 2014-16 Strategy**
 - The Customer Relationship Management Strategy (2014-2017) was developed.

- A Customer Charter was published setting out the principles of how HBS are going to work with the customer base and what is expected from the customer in doing business with us.
- A HBS Service Catalogue was produced, clarifying what services are provided by HBS.
- A suite of Business Partnership Arrangements
 (BPA's) were developed for 19 customers outlining
 the specific services provided to them by HBS.
 As a working document, service requirements
 will be included in the BPA based on an ongoing
 consultative process with the customer to ensure
 that services provided through HBS are aligned to
 the priorities of the business and the annual HSE
 National Service Plan.
- Additional initiatives undertaken by BRM included Customer Surveys, Business Processing Mapping, Customer Journey Mapping and Service Improvement Projects across a range of service areas.
- A HBS Baseline Survey was undertaken during 2016 across the customer base to identify how the customers perceive the current level of service from HBS.
- A HBS Communication Plan has been developed.
- The HBS brand was developed and implemented.
- A HBS intranet site (http://ihbs.healthirl.net/Home/)
 was established to provide easy access to a wealth
 of information pertaining to HBS.
- A quarterly staff e-zine was published and a pilot for a customer newsletter undertaken.

Figure 10: Business Relationship Management Customer Centric Model





Our Priorities for Next Three Years

- Develop technology solutions to support the customer centric business model. This is a proactive approach to address recurring issues in the business through the visibility of better customer intelligence.
- Promote and maintain a digital focus within HBS business strategy.
- Strengthen the relationships between HBS and the customer base through optimising the business relationship management model.
- Exploit opportunities to drive service improvement initiatives using for example Lean/Six-Sigma methodologies in collaboration with HBS Business Units and HBS customers.
- Support initiatives to develop better communications with HBS customers and staff.

Our Delivery Model

HBS BRM will:

- Continue to retain a focus for HBS on transitioning to a customer orientated culture based on the Customer Charter and the BPAs.
- Exploit opportunities for HBS to grow and collaborate with the customer through improved customer intelligence from the CRM and other digital technology solutions.
- Drive improved customer satisfaction levels.
- Benchmark against baseline data and key metrics to establish if customers are experiencing an enhanced service from HBS in the context of accessibility, responsiveness and time and cost to serve.
- Facilitate the HBS objective of ensuring the customer centric business model is embedded across all HBS Business Units as a way of working.
- Ensure a centralised approach to communicating consistent messages through the right channel, at the right time, to the right audience.





Key Objectives and Actions 2017-2019

CRM Key Actions	Description	Timeline
Source and commence the	Collaborate across HBS Business Units to ensure the implementation of ICT solutions that are digitally focussed in line with international best practice	2017-2019
Implementation of a Customer Relationship	Implement a technology solution for HBS to support the customer centric business model	2017-2019
Management Technology Solution	Carry out CRM solutions for all stakeholders as available resources allow e.g. business process mapping/customer journey mapping/focus groups/surveys	2017-2019
Implement HBS Digital Programme solutions:	Carry out repeat benchmark surveys (customer satisfaction rates, etc)	Q4 2017 Q2 2019
i) CRM technology		
ii) Digital HBS Communications	Implement the Query Management System (QMS) in line with the roll out of HBS Procurement Logistics Services Plan (National Distribution Centre)	Dependent upon HBS Procurement
	Enhance HBS intranet/internet site	2017-2018
	Develop digital communication tools	2017-2019
Continue to develop and implement the HBS	Continue to grow and evolve the business relationship management model, working with the HBS Business Units and customer base to meet the service need:	2017-2019
Customer Centric Business Model	 Develop BRM expertise with the HBS Business Units and in line with international best practice models 	2017-2019
	 Capture engagements through a Customer Engagement Log 	Quarterly
	Maintain a Stakeholder Query Log	Quarterly
	 Drive service improvement initiatives collaboratively identified with HBS Business Units and customers through ongoing analysis of customer feedback 	Quarterly
	Capture outcomes with regard to service improvements	Quarterly
	Monitor the continual development of the Business Partnership Arrangements (BPAs) collaboratively with the customer and HBS Business Units:	2017-2019
	 Develop process with customers and HBS Business Units 	Q4 each year
	Monitor each customers BPA	Ongoing
	Develop and facilitate Customer Forums	2017-2019
	Review the HBS Service Catalogue on an annual basis	Q1 each year
	Develop a suite of CRM metrics and reports	Q2 2017
Continue to implement HBS	Enhance HBS Communications using a variety of media and communication tools for both internal and external stakeholders	2017-2019
Communications Plan	Develop a suite of communications metrics and reports	Q2 2017
Develop and	Initiate the roll out of Lean methodologies within the HBS Business Units	2017
support service improvement initiatives aligned	Champion the roll out of Lean across HBS	2017-2019
to appropriate methodologies		



HBS Finance

Context

HBS Finance operates on a shared services model, made up of six core functional teams – General Accounting (including Capital), Financial Reporting, Payroll Operations, Payment Services, Income Reporting and Business Support.

Priorities include provision of payroll to HSE employees, payment to all HSE suppliers, financial processing and reporting support to customers, and continuous improvement projects to enhance services to customers.

All the core teams participate in the overall HSE Finance Reform Programme (FRP) and are involved in developing the future design model for HBS Finance.

- General Accounting provides month-end/annual financial accounting processing and support to current customers. Responsibility for Systems Accounting, Capital/Asset Accounting and Financial Accounting.
- Financial Reporting provides month-end management accounts processing and support to current customers. The team are also involved in the design and implementation of future Business Intelligence (BI) reporting solution as part of the FRP
- Payroll provides gross to net payroll services to HSE and Tusla employees. The team participates in the design and implementation plans for future HSE national HR and payroll solutions.
- Income Reporting provides standard monthly reporting on private insurance claims across the HSE Acute Division. It is responsible for the project management of national Claimsure solution (private insurance claims processing) and its national rollout, and also the design of a new centralised BI solution.
- Payment Services provides payment services to HSE suppliers. Develops solutions to receiving and processing invoices across the HSE.
- Business Support is in place to support process improvements and automation. This team also develops databases/Bl solutions based on the functions requirements and provide project management support.

Key Deliverables from 2014-16 Strategy

- Technical upgrade of the SAP Eastern finance and procurement system. This infrastructure design and operational model is now being used under the Finance Stabilisation Project for implementation in the Mid-West. During this period the Midlands SAP system was also technically upgraded with our support.
- Delivery of SAP Archiving project (Eastern Region 1999-2007 data).
- Re-design of all finance reporting tools to meet emerging/new Health Sector structures (Hospital Groups, CHO, etc.).
- Full implementation and roll-out of single Private Insurance Claims processing solution across 48 acute hospitals.
- HBS Finance played a key role in the Mid-West Stabilisation Programme which went live in October 2016.
- Tender award and project plan for Electronic Invoicing technical solution. Project Go Live (Phase 1) during Q4 2016.
- Key role in national tax review and compliance across HSE 2011-2014.
- Development of a national strategy for payroll operations and solution 2016-2019.
- Continued progress of Business Relationship Management model, including Service Level Agreements (SLAs)/Business Partnership Arrangements (BPAs) with customers.
- Development and roll out of key payroll efficiency projects. Online payslips now available to over 70,000 staff with 40% take-up by mid 2016.
- Significant contribution to National Financial Controls and Assurance Group (NFCAG) in areas of compliance and reporting (e.g. tax compliance, pay related overpayments, prompt payment interest).
- Continued re-alignment of finance processes and staff to HBS (approximately 100 additional staff transitioned to HBS Finance - payroll and accounts payable during 2014-16).



Our Priorities for Next Three Years

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- In order to achieve standardisation and deliver enhanced governance, financial control and compliance, HBS Finance will work with Finance Operational Excellence to identify, define and implement the standard national financial processes.
- Continue to transition finance processes and staff to HBS Finance from other functions and services that meet the future finance operating model and support the stabilisation project and IFMS.
- Develop and agree Procure to Pay (P2P) Strategy with HBS Procurement.
- Create efficiencies in Procure to Pay process with joint Finance/Procurement initiatives e.g. drive online ordering/contract awareness usage/prompt payment interest awareness, deliver change with electronic invoicing.
- Compliance is a key focus area with resource now allocated to work across HBS Finance functions/ with customers to improve awareness, implement change and identify and address compliance weaknesses (Internal Audit reports, Control and Auditor General (C&AG) reports, national financial regulations, regulation and governance).
- Embed and deploy CRM/BRM initiatives to existing and new customers.
- Maximise opportunities with enabling technology across finance functions e.g. e-forms, automate manual processes, etc.
- Collaboration and cross sector approach to finance initiatives e.g. working with other public sector groups/agencies. E-Invoicing and payroll initiatives (third party deductions/online payslips).
- Enhance and improve training and communication plans for staff involved in finance and procurement operations, from front line to support business services e.g. tax compliance training, prompt payment, pay related overpayment and general compliance areas.

- Training for staff across HBS to improve shared services skills, IT and system skills, functional skills and customer service approaches.
- Further development of BI and reporting tools and opportunities across all HBS Finance functions.
- Continue to work with HSE Income team in developing E-Claims solutions with Department of Health and private insurance industry along with other HSE income initiatives (Road Traffic Accident (RTA), Accident and Emergency Department (A&E), 24/7 payment facilities).
- Continue roll-out of online payslips to 100% of HSE staff and move to mandatory sign-up (potential for up to €1m savings per annum to HSE).

Our Delivery Model

HBS Finance will:

- Ensure our structure and services model will be in line with the emerging Finance Reform Programme and landscape (both systems and finance operations model) with the emerging strategy for national HR and payroll processes and systems landscape.
- Support the development and implementation, as a priority, of a single national finance and procurement system and also a single national HR and payroll solution. The future operations model will evolve with the design and implementation of both solutions for the health sector.
- All future models will ensure the delivery of the shared services agenda (both public sector and health sector).
- The future operations model will be subject to agreement on process ownership and service provision between HBS Finance and HSE Operations Excellence.



- Continue to develop and provide business intelligence solutions to HBS functions and to meet customer requirements.
- Develop and implement national reporting solutions is a key priority for the Business Intelligence and Reporting team.
- Continue to support the HBS People Plan and investment in staff.
- Continue the principles of good communication and staff engagement.

Key Objectives and Actions 2017-2019

Key Actions	Description	Timeline
Finance Reform Programme	Work in partnership with Finance Operations Excellence team to design and implement the National Finance Reform Programme	2017-2019
	Implement future Finance Stabilisation projects	Q3 2018
Finance Operating Model	Evolve the current finance shared services model to meet the future finance operating model for health	2017-2019
	Develop and implement the HBS Finance model to deliver the Mid-West Stabilisation project	Q4 2016
	Ensure the future operating model meets the shared services public sector agenda	Q3 2018
Purchase to Pay (P2P) Strategy	Work in partnership with HBS Procurement to design and implement the purchase to pay model and solutions for the health sector	Q3 2017
	Design and implement the Invoice Capture Project (Phase 1 East)	Q4 2016
National HR and Payroll	Work collaboratively to advance the implementation of the National HR and Payroll Business Services Programme	2017-2019
Business Services Programme	Implement the SAP Payroll proposal for East Region	Q3 2017
Business Intelligence	Continue to develop and implement finance business intelligence solutions for HBS and business partners	2017-2019
and Reporting Solutions	Continue to work in partnership with Finance Operations Excellence team to deliver the new national finance reporting tool	Q2 2017
	Work in partnership with HSE Finance Income team on development and implementation of national monitoring (MoU) and reporting (BI) of private income	Q4 2016
Staff and People Plan	Continue to develop and implement the agreed HBS People Plan	2017-2019
Business	Continue to develop and implement the agreed HBS BRM Model	Q4 2017
Relationship Management (BRM)	Working with CRM Solutions team to implement new CRM technology	Q4 2017
Compliance	Continue to develop and implement the HBS Finance compliance model including:	Q4 2016
	 Awareness 	
	• Communications	
	Training Audit tracking	
	- Addit tracking	



HBS Procurement

Context

The national operating model for public procurement is mandated by Government decision and policy. It requires a single sector wide organisation for Health Procurement ('One Voice'). HSE and the Office for Government Procurement (OGP) National Frameworks/Contracts are available for use by all health funded agencies.

HBS Procurement operates as a fully integrated service made up of three functional teams:

- Logistics and Inventory Management (L&IM)
- Sourcing and Contracts (S&C)
- Business Systems Support Unit (BSSU)

Priorities for HBS Procurement include continuity of supply of quality goods and services, compliance with legal requirements and commercial/contractual risk management i.e. 'keeping the customer safe', in addition to achieving value for money and sustainable cost savings.

Our three year Procurement Operational Plan is designed to address increased service demand and enable increased compliance.

Key Deliverables from 2014-16 Strategy

- Challenging savings targets continued to be a feature of the annual HSE Service Planning process. Since 2011, €249m in procurement savings has been achieved (€74m in 2011, €50m in 2012, €47m in 2013, €30m in 2014, €33m in 2015, €15m in 2016).
- The National Logistic Service continues to expand its coverage on a national basis in line with our strategic intent.
- Refurbishment of the National Distribution Centre (NDC) completed to provide capacity required for continued rollout of the National Logistics Service to statutory business partners.
- A review of the National Logistics Service Strategy to include funded agencies in Dublin region has been completed. A National L&IM Implementation Plan is ongoing.
- Point of Use systems supporting clinical customers at their local 'point-of-use' have been completed nationally in excess of 302 customer centres.
- Alignment and collaborative working with the Office of Government Procurement continued across all expenditure categories.
- A HBS Procurement Assisted Sourcing System (PASS) made available providing full customer visibility of contracts.

- A HBS Procurement Project Management System (PPMS) developed to provide visibility of the Procurement Plan and operational activity.
- Data warehouse system developed to provide visibility of product data and usage including price comparison across legacy systems.
- Business Systems Support Unit was established to develop procurement system requirements.

Our Priorities for Next Three Years

- Facilitate better demand management at source, driving compliance and contract management to enable maximisation of financial capabilities across Hospital Groups and Community Healthcare Organisations.
- Complete the National Logistic Service and Point of Use rollout plan.
- Embed and deploy BRM/CRM initiatives to existing and new business partners.
- Create efficiencies through cross-functional collaboration within HBS e.g. review Capital Plan Equipment Expenditure process to assist with procurement planning.
- Maximise opportunities with the Voluntary Hospitals to remove duplication and incorporate service requirements through Hospital Groups.
- Support the OGP to increase capacity and deliver solutions to customers.
- Implement 'One Voice' in sector specific categories and provide access to companies to test products/ services in real life environment through the Health Innovation Hub.
- Develop and implement Local Tender Teams to address local requirements not included in the Procurement Plan and sub €25K purchases.
- Develop Tender Support Services to provide professional guidance quality assurance and support to business partners capable of running their own mini tender competitions.

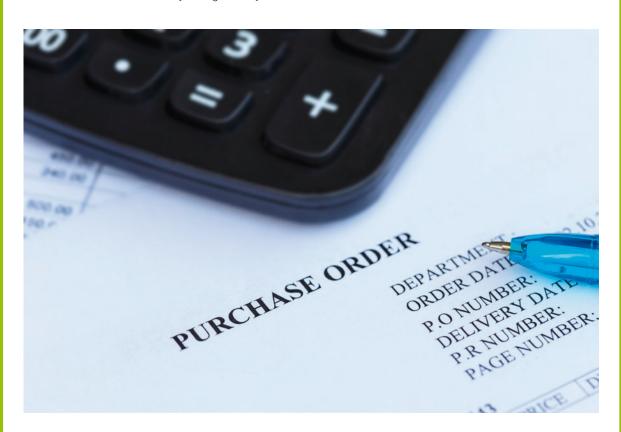


Our Delivery Model

HBS Procurement will:

- Operate on a public sector wide basis and directly procure and establish compliant contracts for health specific expenditure categories.
- Support our business partners in addressing their non-pay requirements through a rolling three year procurement operational plan.
- Produce intelligent procurement business analytics.
- Work with the OGP on behalf of customers to establish compliant contracts for common expenditure categories relevant to health.
- Develop an Assisted Sourcing Service for the health sector business partners to accommodate low value purchases.
- Develop and implement an e-procurement strategy for health in line with EU Procurement Directives.
- Manage logistics through a combination of the NDC, Regional Hubs and satellite locations providing a collective logistics solution for all.
- Deliver inventory via the most appropriate supply channel to the business partner using Point of Use and/or other inventory management systems.

- Prioritise compliance of contracts for National Logistics Service stock and explore an optimum sourcing model.
- Manage market opportunities through combined Logistics Contracts Strategy.
- Explore extension of the operating model (NDC and Hubs) to include HSE funded organisations.
- Enhance the service through the development of appropriate customer contact mechanisms.
- In conjunction with Sourcing and Contracting, develop and introduce a Green Logistics Strategy for Health Procurement.
- Develop and maintain a national material and service master data.
- Continue to develop Procurement Business Intelligence capabilities including Procurement Data Warehouse, PASS and PPMS.
- Continue to develop automatic information data capture (AIDC) systems including voce warehousing systems, scan-point and invoicing (in collaboration with HBS Finance). Develop end-user requisitioning.
- Continue to support and implement the National Finance Reform and stabilisation projects.





Key Objectives and Actions 2017-2019

Procurement Key Actions	Description	Timeline
Implement a Sourcing and Contracting – Three Year Plan	Support our business partners through the implementation and management of a three year rolling plan for Procurement	2017-2019
Rollout National Logistic Services (Statutory)	Complete the rollout of the National Logistic Services to statutory business partners	Q3 2019
Complete implementation of Point of Use	Complete implementation of Point of Use systems releasing clinicians from point of use stock management	Q4 2019
Cooperate with Systems Reform	Support the Finance Reform Programme in the implementation of a single integrated financial system inclusive of System Stabilisation and Procurement Data Warehouse Development	Q4 2019
Address Legacy System Operations	Oversee Master and Contract Maintenance, End User Support and Training, Reporting, Configuration, Legacy Scanning, Project Participation	Ongoing
Work with OGP	Work with the Office of Government Procurement	Ongoing
Maximise	Set out relationships with the voluntary sector	2017-2019
opportunities for implementation of 'One Voice' in health with voluntary sector	Implement a service management framework covering governance, service catalogue, SLA development and performance reporting	2017-2019
Continue business	Deliver business as usual services	2017-2019
and delivery of procurement savings	Provide clear reference to service ownership, accountability, roles and/or responsibilities across end-to-end processes	2017-2019
programme	Actively participate in development and implementation of BRM model and CRM technology solutions	2017-2019
Establish Category Councils	Agree Procurement Category Councils with Acute Hospitals and Community Health Organisations (CHO) areas as required	2017-2019
	Agree Procurement Category Councils with OGP for non-health categories as required	2017-2019
Develop e-Procurement	Develop an e-Procurement strategy maximising digital potential	Q1 2018



HBS Human Resources

Context

HBS Human Resources (HBS HR) aims to provide a high quality, customer focused suite of transactional HR services to the HSE working in partnership with HSE HR to deliver the relevant elements on the Health Services People Strategy 2015-2018. The services provided cover business processes relating to Recruitment, Garda Vetting, Personnel Records Management, Pension Management, Agency Management and HR advisory services to the HBS family.

HBS HR Recruitment provides a comprehensive recruitment service from job specification development right through to candidate appointment and issuing of contract, in line with statutory obligations.

HBS Garda Vetting processes all Garda Vetting applications for the HSE for the purposes of recruitment and for existing employees, in line policy and legislation.

HBS HR Personnel Records provides a national centre for the management of personnel records. This includes:

- Establishing and maintaining employees on the HR and payroll system
- Maintaining electronic personnel files for all employees
- Managing National HR Schemes
- Providing associated management information reporting
- Monitoring of the professional registration of employees.

HBS Pensions Management provides a range of pension services to the HSE, Voluntary Hospitals and Nominated Health Agencies. This includes:

- Payment of superannuation benefits (retirement lump sums, annual pension allowances, death in service and other gratuities) to all HSE employees who have retired since January 2010
- Management of all pensioner related administration post retirement
- Provision of support to employer organisations whose employees are members of either the Voluntary Hospitals (VH) or the Nominated Health Agencies (NHA) Superannuation Schemes
- A Pensions Family Law Unit that provides a service in relation to all separation and divorce cases from a pension's perspective

HBS HR Business Unit provides a management framework for locum agency staff for all service delivery units. This framework covers nursing, medical, allied health professionals and social care staff and other applicable staff categories.





Key Deliverables from 2014-16 Strategy

- Increase in volumes being processed by HBS HR Recruitment (over 4,500 appointments in 2015).
 During the period of the 2014-2016 Strategy there was a 203% increase in activity overall.
- Improved visibility of recruitment activity supported by the introduction of the Microsoft Dynamics system. Key performance measures were implemented.
- A revised Recruitment Strategy was developed bringing the selection decision closer to the customer.
- A National Personnel Records Service was developed and implemented for Tusla.
- An Electronic Document Management System (EDMS) for personnel records is being rolled out across the HSE.
- The implementation of a National Transfer system for Public Health Nurses in line with National HR requirements.
- Implemented a Pilot Swap Policy Scheme, in line National HR requirements.
- The vision for the future of the pensions function externally validated and the implementation of its recommendations commenced.
- A Pensions Family Law Unit has been established.
- Considerable work has been conducted in the development of a National Pension Register system with a view to national rollout.
- A central knowledge database has been developed and rolled out for the use of pension practitioners to improve standardisation and compliance.

Our Priorities for Next Three Years

- HBS HR will work in partnership with the HR
 Directorate to deliver relevant components of
 the Health Service People Strategy 2015-2018.
- HBS HR will further develop Business Partnership Arrangements (BPA's) for each business partner, which are measurable in terms of quality and efficiency. This will cover the full range of HBS HR services, and will be used as an ongoing management and service improvement tool.
- Develop and roll out the National Pension Administration system which will deliver service improvements in terms of compliance, standardisation and quality.
- Improve access, quality and customer experience in our HBS HR Recruitment service through use of digital and technology enhancement.

- HBS HR in collaboration with National HR will ensure the safe transition of Regional HR resources into HBS in line with the HSE people strategy.
- Develop a Single Governance structure with regional hubs for Pensions, Personnel Records and Recruitment.
- Develop an Agency Management Framework that is aligned to business need and exploits available technologies.
- Introduce a single HR support centre for HBS line management.
- HBS HR will work collaboratively to advance the implementation of the National HR and Payroll Business Services Programme.
- Examine the opportunities to expand services of HBS HR into the voluntary sector as appropriate.
- Implement an e-Garda vetting in line with legislation.

Our Delivery Model

HBS HR will work collaboratively with the HR Directorate (where appropriate) to:

- Develop a high functioning HR advisory unit for all of HBS line managers to improve consistency and standards in HR transactional practices.
- Ensure the safe transition of regional HR staff into HBS in line with the HSE HR People Strategy (2015-2018).
- Build clear performance measures for all aspects of HBS HR.
- Develop a single governance structure for all pensions management in the HSE, through a centre of excellence networked with high functioning regional hubs.
- Progress the development of solutions to achieve full compliance in the single Public Service Pensions Scheme.
- Improve consistency in compliance and standards through developments in technology.
- Develop a single governance structure for the management of all personnel records in the HSE, through a Centre of Excellence networked with high functioning regional hubs.
- Expand the electronic personnel records system to the new service delivery units.
- Work collaboratively with HR/Payroll Systems & Analytics, HBS Finance and our business partners to ensure the successful roll-out of the National HR and Payroll Business Services Programme across the country.
- Develop a single governance structure for all recruitment in the HSE, through a Centre of Excellence networked with high functioning regional hubs.



- Develop comprehensive national recruitment plans in line with our customers' requirements through consultation and engagement using the business partnering model.
- Improve the quality and access to our services through enhancements in technology and digital media.
- Support the full implementation of the e-Garda vetting solution in line with legislation.
- Develop a single agency framework that meets the evolving needs of the service.
- Work collaboratively with the HSE HR Directorate to quality assure the delivery of the HR transactional processes.



Key Objectives and Actions 2017-2019

HBS HR Key Actions	Description	Timeline
Develop a high functioning HBS	Develop a high functioning HR advisory unit for all of HBS line managers to improve consistency and standards	Q2 2017
HR function	Manage the safe transition of regional HR staff into HBS in line with the HR People Strategy (2015-2018)	Q1 2017 ongoing
	Build clear performance measures for all aspects of HBS HR	Q2 2017
Consolidate HBS Pension Services	Develop a single central governance structure for pensions management nationally	Q1 2017 ongoing
	Roll out the Pensions Info Hub for use in the regional hubs to improve compliance and consistency	Q1 2017
	Progress the development of processes and a technical solution to achieve full SPSPS compliance	Q1 2018
	Commence rollout of a fully compliant National Pensions Administration system to improve compliance, standardisation and quality	Q1 2018
	Implement integrated national pension abatement assessment process in conjunction with applicable functions	Q2 2018
	Develop an automated and robust annual pension allowance increase solution for pensioners on the National Pensioner Payroll	Q2 2018
	Development and delivery of a national training programme for pension staff to improve compliance, standardisation and quality of service delivery	Q1 2018
Enhance personnel records	Develop a single central governance structure for the management of personnel records nationally	Q2 2018
management	Expand the electronic personnel records system to the new service delivery units	Q2 2017
	Implement connector/interface from SAP HR EDRMS	Q2 2018
	Work collaboratively to advance the implementation of the National HR and Payroll Business Services Programme	2017-2018
Strengthen recruitment	Develop a single central governance structure for recruitment nationally through a Centre of Excellence and high functioning regional hubs	Q2 2018
processes	Develop a comprehensive nationally planned recruitment approach in partnership with our business partners that will meet both current and future needs of the services	Q2 2017
	Ensure that our provision of services is customer centric through improved communication and the further development of our BPAs in partnership with our business partners	Q2 2017
	Implement e -Garda vetting in line with legislation	Q1 2017
Improve access, quality and	Procure a managed service, for gathering online applications and psychometric testing	Q2 2017
the customer experience in	Develop a recruitment application (APP), and exploitation of social media to improve recruitment experience	Q12018
our recruitment services through	Develop a CRM desk to enhance the customer experience	Q3 2017
digital and technology enhancements	Further develop Microsoft Dynamics system to improve customer information	Q1 2017 ongoing
Develop a single Agency Management	Develop a single Agency Management Framework which meets the needs of the evolving service and improves compliance and standards covering the following categories:	Q1 2017 ongoing
Framework	MedicalNursingAllied Health Professionals and Social Care	
	Other applicable staff categories	



HBS HR/Payroll Systems & Analytics

Context

HBS HR/Payroll Systems & Analytics have responsibility for the support, maintenance and development of HR and payroll systems for the HSE in addition to other business applications such as SAP Business Warehouse (BW).

We also have a parallel stream of developments concentrating on HR and payroll analytics which is being rolled out nationally.

Our purpose is to work as a business partner and provide technical operational support to stakeholders in the achievement of their strategic objectives utilising SAP HR and Payroll system functionality and Business Intelligence (BI).

This system can provide:

- An integrated HR and payroll system
- Streamlined process between rostering and payment of salaries (one entry)
- A repository of employee's qualifications training profile

- Record of employee attendance and absences that support the automatic calculation of premiums and allowances
- A comprehensive database of employee's personnel details and reporting capability to meet the needs of all stakeholders
- Travel and expense recording and payment through Travel Management and Payroll

Key Deliverables from 2014-16 Strategy

- The new structure design agreed, process for re-assignment of staff agreed and Expressions of Interest process finalised. New structure in place by 31st December 2016.
- Business Warehouse and Business Intelligence development plan implemented and rollout commenced.
- Re-mapping of HSE staff reporting relationships commenced.
- Migration of Tusla and Tallaght Hospital to SAP HR and Payroll completed successfully.

Figure 11: HBS HR/Payroll Systems & Analytics Structure

2 TECHNICAL AND INFRASTRUCTURE

All technical aspects of the SAP system, including, security, system performance management and Managed Service Contract management.

4 NEW DEVELOPMENTS

Project management of a portfolio of new development projects.

BUSINESS SUPPORT

User support, system bug fixes, Master Data changes and system changes arising from legislative changes / HR circulars.

The Structure Includes Five Functional Units

QUALITY ASSURANCE

Data Integrity, processes, training, change management and testing.

5 BUSINESS INTELLIGENCE

Provision of Corporate
wide HR and Payroll reporting,
development and
maintenance of Business
Intelligence Analytics
nationally.





Our Priorities for Next Three Years

- Implement a new HR and payroll service model.
- Roll out of SAP HR and Payroll in the HSE South and South East. This will complete the implementation of a single HR system for all of the HSE.
- Migration of other Voluntary Hospitals to SAP HR and Payroll e.g. The Coombe Hospital.
- Migration of all staff paid by third party payroll providers to SAP Payroll.
- Establishment of HBS HR and Payroll Shared Services.
- Further development of BI functionality in line with emerging technologies.
- New SAP system functionality.
- SAP ECC6 functionality optimisation.
- Address business partners business requests.

Our Delivery Model

HBS HR/Payroll Systems & Analytics will:

- Oversee portfolio of projects and new initiatives that introduce new functionality into the current solution base.
- Work with Quality Assurance Unit and ensure all projects are being managed according to standards defined by that unit.
- Manage an integrated plan across all new projects.
- Roll out of HR and Payroll Analytics to appropriate user communities.
- Support production reporting capabilities.
- Provide corporate wide reporting, new report development and ad-hoc reporting services to organisations.
- Proactively work on a strategic plan to expand the BI footprint within the organisation.

- Conduct demonstrations of BI capability in order to drive adoption.
- Application of Support Packs/SAP Notes/Patches and small upgrades.
- Client/Landscape Management as well as Performance Management.
- Maintenance and support of SAP GUI, SAP Printers, Online Payslip and Weblog databases.
- Disaster recovery and failover testing/management.
- Design and manage security on all environments (SAP HR/PY and BW/BI).
- Develop Technology Roadmap based on Business Strategy.
- Optimise and utilise upgraded system functionality.
- Managing Help Desk Calls and metric reporting.
- Analyse system defects, conduct Root Cause Analysis and provide prompt fixes according to SLA
- Support the business in the documentation of new requirements.
- Prepare functional specifications, secure testing regulations upfront and obtain business consensus.
- Oversee testing and overall development.
- Ensure documentation is updated (BPML and Training).
- Ensure BPML standard processes are applied across HR/Payroll Systems & Analytics workstreams.
- Define and implement a Testing Strategy.
- Assist in the development/update of training materials
- Monitor data integrity and transaction processing quality Data Protection policy compliance.



Key Objectives and Actions 2017-2019

Key Actions	Description	Timeline
Implement new	Implement new structures	Q2 2017
HR/Payroll Systems & Analytics Structure	Make new service model operational	Q2 – Q4 2017
Roll out of National HR and Payroll	Work collaboratively to advance the implementation of the HR and Payroll Business Services Programme	2017-2019
Business Services Programme and associated	Upgrade SAP infrastructure (hardware) to support plans for further roll out of SAP and the further development of Business Intelligence	Q1 – Q4 2017
business processes	Upgrade SAP HR/Payroll. Implement all outstanding enhancement packs.	Q1 – Q4 2017
HR / Payroll Systems & Analytics	Implement the SAP based e-training product to assist in further roll out of HR and Payroll Business Services Programme and augment existing training material for our growing user base including BW users	Q1 2017 – Q1 2018
Optimisation Programme	Implement SAP Solution Manager as part of change management procedures for system changes and also to look at wider functionality of this product	Q1 – Q4 2017
	Prioritise CRM technology development working closely with CRM Solutions team over the course of the strategy period. It will be consistent with the HBS wide Business Relationship Management model already developed and will underpin the new structure	Q1 - Q4 2017
Roll out BI and Develop Phase	Roll out BI capability in line with plan	Q2 2016 – Q4 2017
2 of Business Intelligence Unit	Develop and implement BI Phase 2 development plan	Q1 2017 – Q4 2019



HBS Estates

Context

HBS Estates develops and manages the Healthcare Estate (currently approx. 2,500 buildings) in order to create and sustain a physical environment that enhances wellness in patients and clients and which enables and empowers staff.

We manage and procure the capital programme of works to support service delivery. This includes hospital campus master planning, major capital developments and minor capital works. We also support service delivery by providing a comprehensive service in relation to fire safety, infrastructural health and safety, equipment replacement, sustainability, facilities management and maintenance.

We also manage the HSE's property portfolio which involves buying and leasing properties that supports service delivery and selling and lease management to deliver value to the HSE.

HBS Estates operate as a fully integrated service made up of Corporate Estates and nine Regional Estates offices.

A 10 year strategic plan is currently in development. The plan will focus on strategic planning for the future infrastructural development needs of the health sector.

Key Deliverables from 2014-16 Strategy

- Management of the HSE Capital Programme.
- Progress the delivery of major government priority health projects:
 - New Children's Hospital
 - New National Forensic Mental Health Facility
 - Relocation of National Maternity Hospital to St Vincent's University Hospital Campus
 - Phase 2 of National Plan for Radiation Oncology.
 - Primary Care Public Private Partnership (PPP) Project
 - National Rehabilitation Hospital
 - Development of Primary Care Centres
 - Refurbishment/replacement of community nursing units to comply with HIQA standards
 - Provision of community home's for intellectual disability services to satisfy the requirement of decongregated settings
 - Progress the development of mental health facilities in line with Vision for Change
 - Progress with the development of acute hospital facilities to enable the delivery of the clinical programmes and service improvements

- Establishment and management of the medical equipment replacement programme.
- Upgraded the HSE property database and completed geo coding of the HSE properties.
- Established the National Health Sustainability
 Office and achieved the required savings in HSE
 energy use in line with saving required to achieve
 the 2020 target.

Our Priorities for Next Three Years

- Complete the strategic review of built environment within the public healthcare sector and establish a long term capital investment programme for healthcare facilities to enable the delivery of a high quality health service.
- Continue to deliver the capital works programme for the HSE.
- Complete the condition survey of all HSE properties to get an accurate assessment of current condition and the investment required to bring healthcare facilities up to the required standard.
- Implement the national estates information system that will improve data flow across estates offices, business partners and external providers which will lead to a more effective management, improved financial control and reporting and will assist in improved maintenance and facilities management.
- Facilitate better maintenance of the health sector estate.
- Improve sustainability in the health service through energy efficiency, water conservation, waste reduction, sustainable transport, green procurement, supported by communication and engagement with staff and designing the built environment that promotes awareness in sustainability.



Our Delivery Model

HBS Estates will:

- Continue with our mission to create and sustain a first class physical environment that enhances wellness in our patients and clients, and enables and encourages healthcare staff.
- The details of our delivery model are contained in the HSE Strategy for the Build Environment 2016 -2026. The main elements of the HSE Strategy for the Built Environment include:
 - Continue with the delivery of the Government priority projects including the New Children's Hospital, New Forensic Mental Health Hospital, National Maternity Hospital, Radiation Oncology Centres in Cork and Galway, and the National Rehabilitation Hospital.
 - Continue with the delivery of new Primary Care Centres.
 - Move residential disability services from congregated settings into community settings.
 - Continue to develop the physical infrastructure required for the implementation of the Mental Health Policy Document 'Vision for Change'.
 - Provide Community Nursing Units that are compliant with HIQA standards and meet the demographic requirements of an aging population.

- Provide new ambulance bases and refurbish existing bases that enable the National Ambulance Service to deliver their service strategy.
- Continue to develop the acute hospital sites in a way that supports the Hospital Groups service priorities and clinical programmes.
- Continue with the national equipment replacement programme that uses an evidence-based methodology to identify potential medical equipment risks to safe patient care and continuity of services.
- Continue to ensure that our facilities are safe and comply with statutory requirements in relation to Fire Safety and infrastructural Health and Safety.
- Continue to promote a sustainable
 Healthcare System by the development and
 implementation of the Sustainability Strategy for
 the Health Sector.
- Promote the effective maintenance of the built environment by identifying the resources required and how these resources can be managed efficiently.
- Continue to manage the HSE's property portfolio in a manner that supports service delivery and maximises the value of the asset.





Key Objectives and Actions 2017-2019

HBS Estates Actions	Description	Timeline
Develop a strategic plan for Healthcare Physical Infrastructure	Develop a Strategic Plan for Healthcare Physical Infrastructure	Q3 2017
National Estates Information System	Implement the National Estates Information System that includes the Property Database, project management that incorporates workflow management and document management with facilities management capabilities	Q3 2017
Complete condition survey of	Complete condition survey. On completion we will:	Q2 2018
all HSE Properties	 Achieve a complete picture of the HSE asset portfolio 	
	 Provide a consistent baseline assessment of the physical condition of the existing estate 	
	 Identify risk factors in relation to the condition of the health estate which will reduce the risk to the continuity of patient services and identify high risk issues which need urgent attention 	
	 Quantify the Capital and Minor Capital investment required to achieve an acceptable building condition 	
	 Provide an evidence-based (risk and cost) equitable and transparent decision making methodology to prioritise minor capital expenditure 	
	 Quantify the ongoing cost requirement in relation to preventative and cyclical maintenance 	
	 Support evidenced based business cases for capital funding 	
	 Assist in options appraisal in relation to Capital/Minor Capital Investment and Planning programs to support HSE strategic goals and to reflect the health services goals objectives and vision 	
Report on the maintenance requirements of HSE Facilities	Complete the report on the maintenance requirements of HSE facilities	Q4 2017
Sustainability Strategy for the Health Sector	Implement the Sustainability Strategy for the Health Sector through improved energy management, water conservation, waste reduction, sustainable transport, green procurement and sustainable design for the built environment.	2017-2019 (on-going)







Our Commitment

We will:

- Ensure the **customer will remain at the core** of everything we do
- Provide our customers with **stability** as they manage the significant changes taking place at service delivery level
- Continue to **develop** our strength from the inside out. We recognise our people as the key to our success
- Concentrate our efforts and avoid dilution of focus. We will concentrate
 on a focused set of strategically critical objectives that will deliver high
 value to our capabilities and our customer base
- Pursue the **potential of digitisation** wherever possible
- Consider new opportunities to expand our scope and scale of services but all new opportunities will be evaluated is a structured and realistic way to ensure the integrity of our existing service offering is not impacted negatively
- Undertake regular systematic reviews of our processes with the objective of simplifying, optimising and ensuring a culture of continuous improvement
- Understand that our metrics are a critical element on which our success will be built
- Continually **evaluate our performance** by staying in touch with the customer's needs and communicating at all levels
- Ensure we keep abreast of **latest developments** in the world of shared business service delivery
- Demonstrate competitiveness





