

HR STAFF NEWS-LETTER

December 2018



CONTENTS

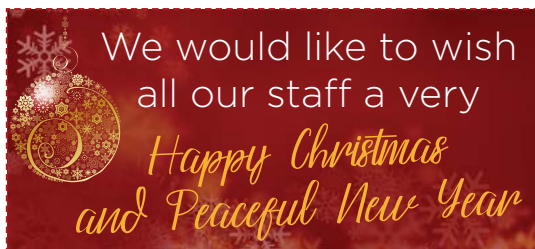
03
Results Your Opinion Counts

04
Health Voices Choir

08
Engagement Forum

15
Change Guide

17
National Healthcare Communications Programme



The Health Services People Strategy 2015-2018, the Work Plans and the Presentation are available to download here



Follow us on Twitter



Human Resources
Leaders in People Services



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



Results Staff Survey 'Your Opinion Counts 2018'

Staff in the Irish health services were significantly more enthusiastic, motivated and secure in their jobs than the average Irish worker, according to the 2018 Health Sector National Staff Survey.

The vast majority rated their overall health well, believed their organisation tried to support a healthy lifestyle and were satisfied with the respect with which they were treated by patients/service users.

The majority were happy and satisfied with their jobs and proud to work in their organisation. The majority also felt the care of patients/service users was the top priority in their organisation and if a friend or relative needed treatment/service, they would be happy with the standard of care/service provided in their organisation.

A total of 15% of staff responded to the survey which was carried out for the HSE by Ipsos MRBI, between September 1 and October 12 this year.

It revealed that over three quarters of staff felt motivated in their current job, 89% said they were trusted to do their job, 70% were enthusiastic about their job and 70% intended to be working in their organisation in two years' time.

Staff felt the levels of autonomy and opportunity for skills and ideas had improved over the last two years. Seventy-two per cent were satisfied with the level of responsibility they had in their job, sixty-eight per cent said their job gave them a sense of personal fulfilment and 62% were happy with their level of autonomy.

Seventy-one per cent said they felt the care of patients/service users was the top priority in their organisation and 68% said that if a friend or relative needed treatment/service, they would be happy with the standard of care/service provided in their organisation.

Sixty four per cent were satisfied with their job at the present time and over half were optimistic about their future within their organisation.

Fifty-seven per cent said they would recommend their organisation as an employer to a friend or family member and over half believed advocacy in their organisation had improved and was now in line with the norm.

Eighty two per cent were satisfied with their job security, 66% were satisfied with the opportunities they had to use their skills and 56% were happy with the opportunity they had to express their own ideas in their job. However, 40% felt they were not involved in decisions which affected them in their work.



Results Staff Survey 'Your Opinion Counts 2018'

Staff's acceptance of objectives as realistic was ahead of the norm. Fifty six per cent of those who responded understood the relationship between their individual objectives and their organisation's objectives, 71% had clear planned goals and objectives for their job, 71% felt their personal targets/objectives for their job were realistic and 43% said they had all the equipment, support and resources they required to do their job correctly.

Staff felt more secure in their jobs than other workers, with 82% satisfied with their job security. However, just 37% were satisfied with their pay level, while 59% were satisfied with their right to be represented by their trade union.

Sixty-seven per cent were proud to work for their organisations, 48% valued the culture of their organisation, 62% were satisfied with their workplace atmosphere and 54% with their physical working conditions.

Seventy-eight per cent were satisfied with the support they got from their colleagues, 69% felt team members in their workplace had a set of shared objectives, 66% were satisfied that communication was good within their teams and 64% said they were able to make suggestions to improve the work of their team/department.

Thirty-eight per cent of staff felt valued and recognised by their organisation, 47% were satisfied with the recognition they received for their work performance and 35% were satisfied with the extent to which their organisation valued

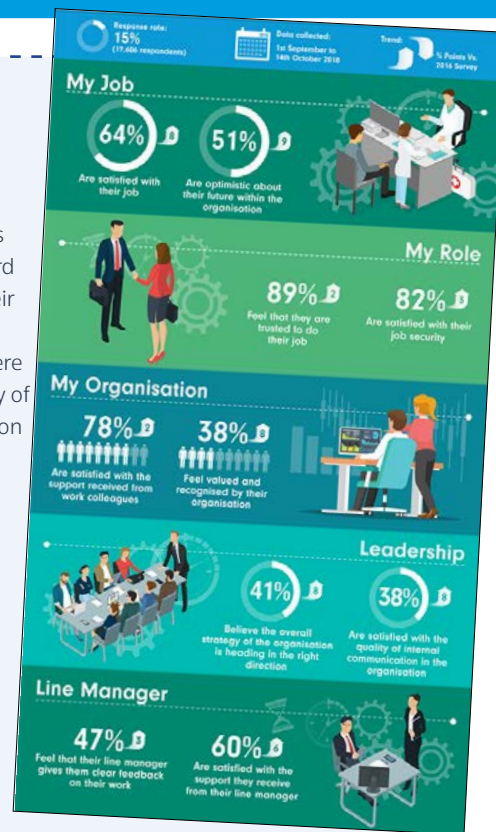
their work.

Forty-one per cent believed the overall strategy of their organisation was heading in the right direction, 47% endorsed their organisation's overall strategy but over one third said they did not know enough about their organisation's strategy and just 34% had confidence in the decisions made by the senior management in their organisation.

While upward communication had improved over the last two years, just 34% thought communication between senior management and staff in their organisation was effective, only 30% believed senior managements in their organisation acted on staff feedback,

38% were satisfied with the opportunities that existed for upward communication in their organisation and a similar percentage were happy with the quality of internal communication in their organisation.

Line management communication had shown some improvement over the last two years, with 59% believing their line manager communicated well with the team, 47% saying their line manager gave them clear feedback on their work, 57% were happy that their line manager actively listened to their ideas and suggestions and



The vast majority – 87 per cent - were aware of the Dignity at Work Policy for Health Service 2009 and 59 per cent had been trained or briefed on the policy.

49% said their line manager asked for their opinion before making decisions that affected their work.

Sixty per cent were satisfied with the support they got from their line manager, with a similar percentage happy their line manager supported them to improve quality where they worked.

The survey showed that managers had got better at motivating and delegating, with 51% of staff happy their line manager motivated them to perform at the highest levels, 57% happy their line manager delegated effectively and 48% saying they had one-to-one meetings with their line manager to discuss their individual objectives and development.

Opportunities for training and progression have improved over the last two years, with 69% saying they knew how to access the training they needed, 61% saying they received the training that helped them to do their job properly and 59% saying their organisation provided them with opportunities to improve their skills.

Forty three per cent felt their line manager took a positive interest in their health and well being and 42 per cent saying their organisation clearly



Results Staff Survey 'Your Opinion Counts 2018'



demonstrated its interest in staff health and wellbeing.

Eighty per cent were satisfied with the respect with which they are treated by patients/service users (a 17% increase over the last two years), 76% were happy with the respect with which they were treated by colleagues, 62% were satisfied with the balance between their private and professional life and 50% with their workload.

Fifty-four per cent felt their stress levels affected their work. Sixty-seven per cent tended to manage any stress level well, 90% said that at work they always persevered even when things did not go well and 70% were aware of facilities in their workplace that provided support to staff experiencing stress at work.

The vast majority – 87% - were aware of the Dignity at Work Policy for Health Service 2009 and 59% had been trained or briefed on the policy.

The survey showed that staff who said they had been discriminated at work was down over the last two years. However, 20% said they had experienced discrimination at work - 13% reporting discrimination from patients/service users and 13% from colleagues

Discrimination from service users was most commonly based on gender, 30%, race 25% and age 21%. Discrimination from colleagues was most commonly based on gender, 20%, race 13% and age 15%.

The survey showed that 42% of staff said they had experienced bullying and/or harassment in their organisation in the past two years. Twenty-four per cent said they had experienced bullying and/or harassment from service users and 29% said they had experienced it from colleagues.

Forty-eight per cent of those who responded to the survey said they had witnessed bullying and/or harassment in their

organisation in the past two years – 31% said they had witnessed it from service users and 37% said they had witnessed it from colleagues.

Thirty-seven per cent said they had been subject to verbal/physical assault in their organisation in the past two years. Thirty per cent said they had been subject to it from service users and 13% said it was from colleagues.

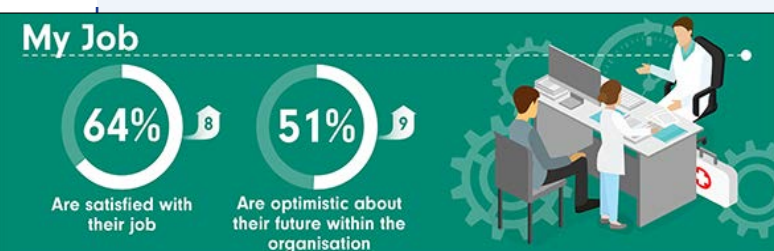
Eighty-nine per cent felt that their role made a difference to patients/service users and 75 per cent were satisfied with the quality of care they gave to patients/service users.

Thirty-one per cent thought the overall service level in their organisation was improving.

Most staff believed they personally delivered a high quality of service. Eighty-nine per cent felt that their role made a difference to patients/service users and 75% were satisfied with the quality of care they gave to patients/service users.

Eighty-four per cent of staff felt their organisation encouraged staff to report errors, near misses or incidents, 58 per cent said their organisation treated staff who were involved in an error, near miss or incident fairly and 49% said that staff were given feedback about changes made in response to reported errors, near misses and incidents.

Rosarii Mannion, HSE National HR Director said as always there are two sides to every story. For example this survey has shown that although we have more work to do we are now above the norm in terms of our overall engagement score. 6% of staff have reported disability status, it is really important that we continue to deliver and promote our equality, diversity and inclusion agenda. Ms. Mannion expressed her sincere thanks to all who completed the survey and all survey champions and team.





Health Voices Choir

The Health Voices Choir in association with the National Ambulance Pipes and Drums Band have released a Christmas CD to raise money for the following Charities Simon, Hospice, Bumbleance, Temple Street and Laura Lynn Foundation, The CD can be purchased for €5.00 or downloaded from iTunes. A huge thanks to all our colleagues who participated.



HSE SCOOPS INTERNATIONAL AWARD

The HSE National Human Resources team has won the 2018 ICF International Prism Award.

The HSE overcame entrants from all over the world to win the award. Other finalists included Airbus, the Co-operative Bank of Kenya, and the University of British Columbia. The HSE has been investing in coaching since 2011 when the former North East initiated a cross border programme with CAWT.

The Prism Award celebrates organisational coaching programmes that fulfill rigorous professional standards, address key strategic goals, shape organisational culture, and yield discernible and measurable positive impacts.

ICF announced the Prism Award ceremony on September 26, in conjunction with the Human Capital Institute's 2018 Learning and Leadership Development Conference. HCI was founded in 2005 and is based in Cincinnati, Ohio. Its reach is worldwide and it works to create innovations that will help companies get the most out of their most valuable asset, the employees that work for them.

There was significant sharing of coaching knowledge and learning between all organisations' from around the world at the conference.

HSE National Director of HR, Rosarii Mannion said The National Human Resources Coaching Service had now established future global learning networks as a result of this award and conference that will continue to enhance coaching in the HSE.

"This recognition builds further on previous awards received by the HSE National Human Resources Coaching Services. In December 2017, we received the Organisation Coaching Culture



This recognition builds further on previous awards received by the HSE National Human Resources Coaching Services.

Award from ICF. The 'Organisation Coaching Culture Award' recognised the exemplary commitment to building a strong, professional coaching culture in organisations and is a testament to the value that the National Human Resources Division places on coaching."

The National Coaching Service, which is managed by the HSE National Human Resources Division, Workplace Relations Unit, complements and supports the key elements of the HSE People Strategy 2015-2018.

Women in Leadership Development Series.

Quarter 4 of our women in leadership breakfast sessions has proved very popular with inputs from Orlaith Carmody, Terry Prone and Liam Doran.

We are delighted to welcome Professor Joanne Shear on the 5th December, 2018.





A Five-Year Health Service People Strategy

The priorities of the Health Service People Strategy 2015-2018, are being refocused to reflect the challenges of the next five years.

Following the success of the current strategy, it was agreed that it would be much more useful to revise it rather than create a new people strategy.

During a widespread consultation, staff also emphasised the importance of reviewing the current strategy, refreshing the current content, and refocusing the priorities.

Staff were asked to provide feedback anonymously on their experiences of the current People Strategy and when the content of this feedback was analysed,

a consultation day was held in early September with HR leaders from across the healthcare system.

Those attending this consultation were asked to reflect on the current People Strategy and suggest how it could be made more efficient, relevant, and accessible.

This was a very successful day with a number of important design features emerging that will form the cornerstones of the revised People Strategy.

The revised five-year programme will be

refined to increase its relevance to frontline managers and staff.

The grey and peer reviewed literature around workforce planning is currently being reviewed to ensure that the revised people strategy will remain relevant and contemporary for the duration of its existence.

The revised strategy will complement both the Slainte Care Strategy and the Health Service Change Guide, so as to ensure the People Strategy ' optimal relevance over the next five years.

The revised five-year programme will be refined to increase its relevance to frontline managers and staff.



Marie O' Sullivan hosts feedback session on new People Strategy

New initiatives to tackle bullying in the health service

The HSE has begun a number of projects as part of a renewed anti-bullying initiative.

These include the establishment of an anti-bullying taskforce, which includes staff with expertise in bullying. The taskforce is being led by Dr Susan Kent, HSE HR.

The taskforce will review the Dignity at Work Policy with a focus on how it can be better disseminated and delivered.

Workshops on Creating a Positive Workplace have also been organised in collaboration with the Anti-Bullying Centre in Dublin City University.

The workshops will be held in Dublin, Cork, and Sligo and will focus on recognising and challenging all types of bullying, including cyber-bullying, as well as procedures for managing bullying in accordance with the Dignity at Work Policy.

A new e-learning module on the Dignity at Work policy has also been released on HSELand.

It is an interactive module that takes about 30 minutes to complete and is followed by a short assessment module.

This 30-minute programme is aimed at every person working in the Irish Health and Social Care Services. It sets out clearly the responsibility of everyone to ensure there is a positive work environment where each individual member of staff is respected regardless of their personal characteristics, lifestyles and beliefs.

The module is available to all staff with access to HSELand,

and all staff are encouraged to complete it.

HSE National Director for HR, Rosarii Mannion said the elimination of bullying, and harassment remained an on-going priority for the health service as a whole, and will continue to be prioritised in 2019.





New initiatives to tackle bullying in the health service

Continued

"The prevention of bullying, harassment, and sexual harassment is the responsibility of every member of the health service. We all have a right to work in a safe, dignified, and inclusive environment that is free from bullying, harassment, or intimidation," she said;

"The HSE and health service unions are

committed to maintaining a positive workplace environment that recognises the dignity of all employees. The principles and objectives of the Dignity at Work Policy for the Health Service identify the need for preventative measures to resolve workplace conflicts at the earliest possible stage.

"Supervisors and managers have a specific responsibility to promote the Dignity at Work Policy in the workplace, foster positive behaviours and address conflict

locally. All managers and supervisors are required to revisit the Dignity at Work policy in the setting of a team meeting in order to re-state rights and responsibilities of employees under the policy.

"Each CHO and Hospital Group and other services are required to report back on the implementation plan for this action at Performance Meetings by the end of December, 2018."

HCA pilot training programme

A pilot programme, supported by the HSE is enabling healthcare support workers to train as Health Care Assistants.

The revised and modernised QQI 5 accredited programme is delivered in close collaboration and partnership with the Leinster Institute of Professional Development (LIPD) and the Directors of Nursing, Mr. TJ White and Ms Joan Brosnan in South Tipperary Hospital and St Patricks Hospital Cashel.

It is acknowledged that a key enabler of the success of this programme by the participants is the provision of appropriate funding to enable back-filling of posts where required throughout duration of the course.

The Leinster Institute of Professional Development (LIPD) has agreed to sponsor twelve HCAs under this pilot project.

The LIPD is working closely with the HSE in ensuring subject matter is appropriately and accurately integrated across the QQI modules and that the assessment process is compliant and fit for work-based practice and meets HIQA standards. The programme will be Nurse-Led with an experienced Nurse Trainer as the primary facilitator.

The HSE Directors of Nursing and the LIPD have worked to ensure that the course is relevant and highly practical, with each module focusing on a specific area of care

that is applicable and transferable to both the acute and community setting.

This redesigned HCA programme includes specific learning on nutrition, hydration, basic anatomy and greater detail on patient daily living activities and care

There is also a greater emphasis on incorporating reflective practice and life-long learning skills into the programme encompassing and recognizing the involvement of the grade of HCAs in multi disciplinary team working on wards and other settings

The programme involves 15 days in the classroom in-house learning environment. It was also agreed at the outset that all participants in the programme would be facilitated with any additional educational resources as and when required to assist in completing the course e.g. computer skills, other supportive pathways as well as preparation, review and final submission of written assessments.

The course began in October with classroom learning and will conclude towards the end of February 2019.

A final submission date for participants to submit all outstanding assessment evidence will be scheduled for late March 2019 with QQI certification planned for June 2019. A continuous monitoring activity will be embedded into the programme upon commencement with a formal evaluation of



upon completion.

One the key objectives of the ongoing monitoring and formal evaluation process will be the opportunity for the participants to reflect on their learning experience and propose consideration of the potential for further development of modular extensions for Health Care Assistants working in enhanced/specialist areas.

The HSE says this project should be viewed as a continuous quality improvement initiative in developing and empowering HCAs to work with competence and confidence in carrying out their duties.

Health Care Assistants provide assistance, support and direct personal care to patients and residents in a variety of health care settings such as hospitals, clinics, nursing homes, aged care facilities as well as community and domestic settings. They generally work in support or under delegation and supervision of health professionals.

The HCA role is continuously evolving and much contemporary research demonstrates the significance of the HCA role to the clinical practitioner role when working with patients using a much more holistic and social model approach.

Continued next page

The HSE says this project should be viewed as a continuous quality improvement initiative in developing and empowering HCAs to work with competence and confidence in carrying out their duties.



HCA pilot training programme. Continued.

A national review of health care assistants which is underway aims to examine:

- The recruitment and training of newly appointed HCAs
- Current role and functions of HCAs throughout the health services
- Scope for the development of the HCA role in different service areas
- Requirement for specialized training for particular HCA roles
- Career progression opportunities for HCAs

It would be envisaged that this piloted HCA project upon review and evaluation may form the future template for developing further enhanced specialized modules and provide a mechanism

for career progression of HCAs towards achieving an accredited QQI Level 6.

The outcomes learned from this pilot project may be an opportunity and a process for further engagement with all relevant stakeholders, education providers including trade union representatives in up skilling health care workers to meet future workforce planning demands from a number of perspectives.



New Gradlink Internships

Thirty two Graduate Interns have joined the HSE this autumn. This year there are two waves of Graduates, the first group attended an induction workshop in September and the second group are due to start in November.

Placements have been offered across a range of HSE services all over the country to include CHOs, Hospital Groups, the Clinical Programmes and Strategy Division, the National Ambulance Service and the National Integrated Staff Records & Pay Programme.

At the induction day, new graduates were advised about the Employee Handbook and received training in the areas of Dignity at Work, Diversity, Equality and Inclusion, as well as on-going initiatives such as the Values in Action and Person Centred Culture Programmes. The focus of the induction day is to make new Graduates feel welcomed, appreciated, and part of the Gradlink Family.



Be a lifesaver get the vaccine

Vaccine clinics for health service staff have been opened all over the country to allow healthcare workers to be vaccinated and protect themselves and their patients and clients.





Staff Forums

Both the National Staff Engagement Forum and HR Staff Engagement Forums took place recently.

Michael J. Dowling, President and CEO Northwell Health, and Chair of the Institute of Healthcare Improvement was the guest speaker at the National Staff Engagement Forum on September 18 and there was a huge turnout for his witty and educational talk.

The Forum was also an opportunity to spotlight the importance of all engagement initiatives across the organisation, and was followed by a webinar on engagement topics.

Many of the forum members also brought their favourite sports jersey to endorse Concern's National Jersey Day.

The third HR Division Staff Engagement Forum took place on October 2nd. At the previous meeting in May, there was an unanimous request from the Forum members to find out more about "Great place to Work," and we were delighted that John Ryan and Brian Sutton attended the forum.

The Workshop shared the practices that Great Place to Work see organisations implementing across the globe. During the workshop, the speakers discussed trends, explained how they benchmark and show Cultural Audits from other organisation to show how they present their practices and develop their employer brand.

The afternoon section of the forum was dedicated to shaping the purpose of the forum and moving from a concept phase to an action phase. Forum members spent time discussing the remit, roles, and purpose of the forum. There was agreement that the forum allowed HR Division staff to map, collaborate and network across the areas; sharing knowledge, good practice and understanding each other as people working in our health service. As with previous meetings there was also an open floor for members to share developments in their respective areas.

Both forums are part of the priorities in the Health Services People Strategy 2015 – 2018: Leaders in People Services, promoting staff engagement encouraging staff to have a strong sense of connection to the service, and Human Resources Professional Services to enhance capacity and deliver organisational priorities.



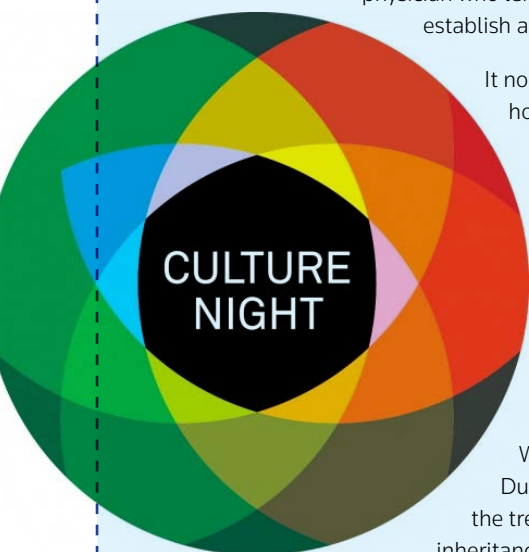


CULTURE NIGHT

The HSE's Dr Steevens' Hospital opened its doors to the public on September 21 for Culture Night, a national event that supports arts and culture.

Dr Steevens' Hospital was founded in 1720 and was once one of Ireland's most distinguished medical establishments.

It is named after Dr Richard Steevens, an eminent 18th century physician who left money in his will to establish a hospital.



It no longer functions as a hospital but instead has become the headquarters for national services within the health service.

Amongst the treasures of the building is the Edward Worth Library. The book-collection, housed in Dr. Steevens' was assembled by Edward Worth (1676-1733), a notable Dublin physician. It is one of the treasures of the city's cultural inheritance.

Edward Worth was a physician whose taste in books radiated outwards from his professional concern with medicine. He collected as a man of science, a gentleman, and a connoisseur. Beside medical books, ancient and modern (ie. 18th century), one finds important contributions to the study of related sciences, then philosophy, the classics and history etc. Worth was particularly interested in the book as object: the collection not only holds fine examples of sixteenth-century typography but is also considered to be the best collection of early modern book bindings in Ireland.

Visitors of all ages came to see the library exhibition on "Mythical Creatures", discovering Unicorns, Dragons and some of the creatures you might even see in Game of Thrones.

In addition to the library event the boardroom hosted a climate change family friendly event "Taming the Dragon of

Climate Change. Thanks to Elaine Birkett for organising the event. with Climate Ambassadors from An Taisce and Easy Treesie Ireland, an organisation which supports tree planting projects with school children across the world. Visitors enjoyed an art work collection presented on the evening and a series of documentaries on climate change projects in Africa and Ireland involving school children.

In recognition of our corporate social responsibility on climate change and in support of Culture Night, HSE Director General, John Connaghan participated in a tree planting ceremony with Easytreesie and Dr Steevens' Gardner, Billy Burke on the grounds of Dr Steevens'. This event also coincided with World Peace Day.

The event was hosted by staff from various disciplines and offered a wonderful opportunity to connect the health service with the local community as part of Culture Night. Over 120 public visitors came through the doors of Dr Steevens' on Culture Night.



Irish Healthcare Awards 2018

Congratulations to the Health and Safety Function training team for success in the Irish Healthcare Awards 2018. The team was the overall winner in the category "Best Use of Information Technology – Other". The project was the development of an e-learning programme on manual handling and people handling. Well done to Karina McQuirk, Fiona Dardis and Julie Keegan. Also we are delighted the enterprise Risk Award commendation was received for the Helpdesk, Health and Safety Function, and an E-Learning programme on Flu Vaccinations.



Medical Careers Day

The Medical Careers Day organised by the National Doctor Training Programme was held in Dublin Castle on 29th September, 2018. This whole day event, featured speakers from twenty different medical specialties including emergency medicine, surgery, obstetrics and gynaecology, and general practice.

They spoke about their area of speciality, and the route to training. There were also round table discussions hosted by a diverse range of colleges and associated medical institutions such as the Irish Medical Council, the Defence Forces, and the NDTP.

There was a big turnout for the event with future doctors taking advantage of the opportunity to speak to specialists in various fields, as well as getting advice from current NCH's about their career choices and learning experiences.



Irish Sign Language Programme

Thirty nine healthcare staff completed the HSE Irish Sign Language Programme 2018

The programme was successfully delivered by highly qualified ISL teachers through the Irish Deaf Society's ISL Academy. Teachers were trained in the Trinity College Dublin Centre for Deaf Studies. The staff undertook the intensive 15 weeks course in Dublin, Cork, Tullamore and Galway.

This programme is part of Health Services People Strategy 2015 – 2018: Leaders in People Services, promoting DEI through its strategic goals, in the context of the HSE Disability Action Plan, including the incentives to overcome barriers of deaf employees and to facilitate their equitable participation in the workplace.

Mr. Kevin Stanely from HSE HR Diversity, Equality and Inclusion advised that the overarching purpose of the programme was to

Knowledge of ISL assists communication, and good customer and patient care support. Communicating through sign language helps to break the barriers.

increase cohesion between staff and deaf employees and service users, support community and professional development of staff and reduce barriers of the deaf within HSE.

Staff who participated consisted of a variety of occupations, including, nurses, speech and language therapists, occupational therapists, paramedics, administrators and managers, social care workers and social workers.

Knowledge of ISL assists communication, and good customer and patient care support. Communicating through sign language helps to break the barriers. It is also a means of career progression



for staff through continuing professional development, including gaining knowledge of a language.

There are now 80 healthcare staff with knowledge of ISL, which is already having the positive impact on the diversity in the workplace.

The programme has been validated by the enactment of the Irish Sign Language Act 2017. Part 3 of this Act included the principles to guide public bodies and public body action plans for ISL, assessment of approach, statement of public body's intentions and action plan and devise policies and guidance of training to give staff in respect of the needs of members of the deaf community.

THE Community Virtual Ward Model

In 2015 a Community Virtual Ward Model (CVW) was developed to emulate aspects of hospital care in the home. The model is overseen by a Clinical Case Manager and supported through an integrated approach to care by primary care services and specialist gerontology, including the Day hospital.

The model supports the vision of the Sláintecare Report with service delivery that is in or near the home, and is based on achieving better outcomes through clinical care and prevention.

Since 2015 there has been a 43% reduction in unplanned hospital admissions and a 57% reduction in ED presentations which is attributed to the Community Virtual Ward.

As well as this, the number of falls have been reduced by 28% following interventions through the CVW. Targeted interventions and defined periods of monitoring have improved healthcare outcomes such as nutritional status and function, with overall improvements in health status. As a result, approximately 50% of those accessing the CVW have been supported at home and thus, delayed or avoided the need for long term care.

Since it was presented at the Excellence Awards in 2016, the model has been researched at doctoral level to develop the CVW as a conceptual model of risk. This includes levels of service interventions as indicators of

outcomes, and early identification of a deceleration in health status to inform and direct advanced care planning. The research has identified key stages within the CVW that determine outcome including home versus institutionalisation.

Hospital metrics of risk have been tested within the CVW model of care and show promise in predicting outcomes within a high-risk group, to assist in avoiding unnecessary hospital admissions. As such, the CVW has evolved from a model of service provision to include a case management approach to care. This aims to provide a framework for

integration and timely identification of risks that are associated with adverse outcomes. Results from this research will be available later in the year.

Since 2015 there has been a 43% reduction in unplanned hospital admissions and a 57% reduction in ED presentations which is attributed to the Community Virtual Ward.



National Human Resources Coaching Service

Continuous Professional Development day held on the 25th October, 2018

This year's National Human Resources Coaching Service CPD day was held on the 25th of October 2018 in the Hiberna Conference Centre, Dublin Castle.

- 'What does it mean to BE a Coach in conversation?'
- 'Where does the Coach fit into the Coaching process?'
- 'How am I measuring my own success as a coach?'

In addition participants had the opportunity to see coaching in action when a 'live coaching session' was demonstrated by Emer and a coachee .

Attended by over 130 staff feedback from the event was extremely positive with many attendees finding the event engaging, informative and beneficial while others commented on how they will transfer new learning into their coaching practice.

Great success for the HSE at the ICF Ireland Coaching Awards on 24th November, 2018



Congratulations to Hilda Ryan awarded ICF overall Coach of the Year 2018, Dr. Malachy Feely who received the Rising Star Coaching Award and Niall Gogarty who received the ICF Presidents Award. Congratulations to you all, we are so very proud of your work.



The National Integrated Staff Records and Pay Programme

The National Integrated Staff Records and Pay Programme (NiSRP) will implement National Staff Records and Payroll systems across the HSE.

These systems will be fully integrated and will support the needs of a modern health system employer, enhancing available workforce information for managers. This is one of a series of HR related initiatives that will gradually upgrade and modernise the services we provide.

Why the need for change?

- The map below gives an indication of the many different Staff Records/Payroll systems in operation across the country, some of which are old and need to be replaced. In a lot of cases both HR and payroll are not integrated.
- A large organisation such as the HSE needs detailed staff information so that it can make the best use of resources and manage costs. There is no single source of employee information and a lack of access to records for both employees and line managers.
- Spend on staffing equates to 70% of the entire budget. There needs to be greater visibility and control over this budget.
- There is excessive manual and duplicated processing, driven by the lack of a national integrated workforce management and reporting solution.

What is changing?

In order to improve how we work NiSRP will implement the following:

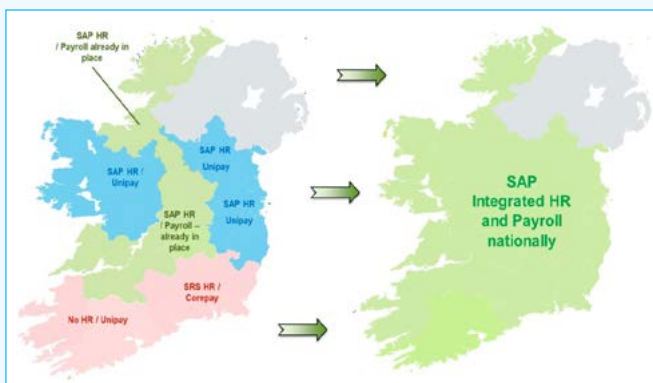
- Move all Staff Records and Payroll to SAP systems nationally
- Introduce Employee Self Service and Manager Self Service for Staff

Where is NiSRP being implemented first?

The implementation is on a phased basis with the first implementation in the East in 3 CHOs - Dublin North City and County, Wicklow, Dun Laoghaire, Dublin South East and Dublin South, Kildare & West Wicklow - along with three hospitals, St. Columille's Hospital, Loughlinstown, Naas General Hospital and James Connolly Memorial Hospital.

There is considerable work already underway by line managers and Time Returning Officers to capture all HR information in

Where are we deploying to?



When fully deployed what will NiSRP mean to me?

Role	What I need to know?
Line Manager	I need to know how use Managers Self Service to approve leave, travel and subsistence and run reports
Time Returning Officer	I need to know how to input time into Time Managers Workplace on SAP Payroll
All Staff	I need to start using Employee Self Service to apply for leave and travel and subsistence

order to have it validated and uploaded to the system. NiSRP held information sessions with line managers and time returning officers involved in the implementation over the summer, see picture below from an information session with CHO Dublin North City and County on June 15, 2018.

We live in an age when many of us pay our taxes, shop and book holidays online; however, within work a lot of crucial information across the health service is still recorded on paper

We live in an age when many of us pay our taxes, shop and book holidays online; however, within work a lot of crucial information across the health service is still recorded on paper. By 2022 all staff in the HSE will have access to an intuitive online system that will allow you to book leave, change personal details (such as address or bank details) and submit travel and subsistence claims electronically. Manager Self Service will allow managers to make more informed decisions when approving leave with access to a calendar viewing all approved leave for their team. There will also be the capability to automatically produce reports that would currently take a lot of manually work.



Intern Ability Bridging Programme Tallaght University Hospital

Tallaght University Hospital has celebrated its first graduation of the WALKways Tallaght Interns as part of an ongoing internship programme for persons with an intellectual disability.

Over the course of 11 months, 17 departments across the TUH campus facilitated work placements of approximately 14 weeks. Each trainee completed three placements across departments including the National Children's Hospital, speech and language therapy, medical records, catering, facilities and physiotherapy.

The graduation was attended by Minister Finian McGrath who commended the programme for its success and congratulated the Interns for all they have achieved in Tallaght Hospital.

The programme is about focusing on a person's individual ability and potential. The goal for Interns is the development and attainment of abilities in the areas of personal life skills, social interaction and successful completion of tasks.

This is achieved through a facilitated placement, in a real-life setting, provided by the health service host site and supported by the disability service provider.

In addition, while on the programme, the participants also engage in QQI level award training modules, provided by the local Education Training Board partner. To date these Intern programmes have been located in Naas General Hospital and Tallaght University Hospital in partnership with KARE

and WALK, both Disability Service providers funded by the HSE. The programme in Tallaght Hospital with WALK and Dublin and Dun Laoghaire Education and Training Board and has proven to be very successful in its first year.

The WALKways Tallaght programme was recently recognised for a Health Management Institute of Ireland Leadership Award. The internships make a really positive impact on the participants and their families and support inclusion in their communities. There are plans ongoing to further expand the HSE Intern Ability programmes and locations through HR Division Diversity, Equality and Inclusion team.

The programme in Tallaght Hospital with WALK and Dublin and Dun Laoghaire Education and Training Board and has proven to be very successful in its first year.



Caption needed for here

Service Career Days

The HSE People Strategy 2015-2018 sets out in goal 2.13 our objective to create a diverse workforce which best meets the needs of service users.

career opportunities in the health service and connect with transition year students, who may be disadvantaged due to socioeconomic factors, in accessing social or professional contacts offering practical career advice.

A set of actions under diversity, equality and inclusion have emerged from that statement which underpin our delivery of the People Strategy. One area for development is profiling the HSE as an employer of choice for diverse groups, by creating pathways to employment, having a visible and felt presence and supporting the principles of equality and inclusion.

To support this goal a number of Health Service Career days, in collaboration with DEIS designated secondary schools, were coordinated nationally through the HR Division Diversity, Equality and Inclusion team. The aim of hosting career days in DEIS schools is to highlight potential

A number of health service staff were nominated and released to provide a presentation and discussion on their profession to the transition year students in Portlaoise, Galway, Donegal and Cork & Limerick. The career days also provided an opportunity to reflect the great diversity that already exists within the HSE workforce and service provision. Highlighting Women in Leadership, challenging gender stereotyped roles, FOCUSSEING ON OPPORTUNITIES FOR PERSONS WITH disability and ethnic groups such as the Traveller community. Presenting staff described their frontline roles and the contribution they make to health and wellbeing of their communities.

In total five Schools participated, 143 students engaged on the days with 42 health service staff, two Student Mental Health Nurses and two Intern Paramedics across all the events.



Aim of initiative

The core aim of the DEIS schools initiative is to connect TY students with the health service as a prospective future employer. By presenting the students with career options in healthcare this allows them to consider their subject choices and 3rd level courses going into their leaving cert cycle.

Other aims of the programme:

- Promote the area of Diversity, Equality and Inclusion with students and reflect the health service as being a welcome, inclusive employer
- Promote Women in Leadership
- Improve the student's knowledge of what the health services do in the provision of health and social care in Ireland.

Diversity, Equality and Inclusion

Applications are welcomed from all those with differing abilities interested in working in the health services. Enquiries to Michelle.Guerin@hse.ie.



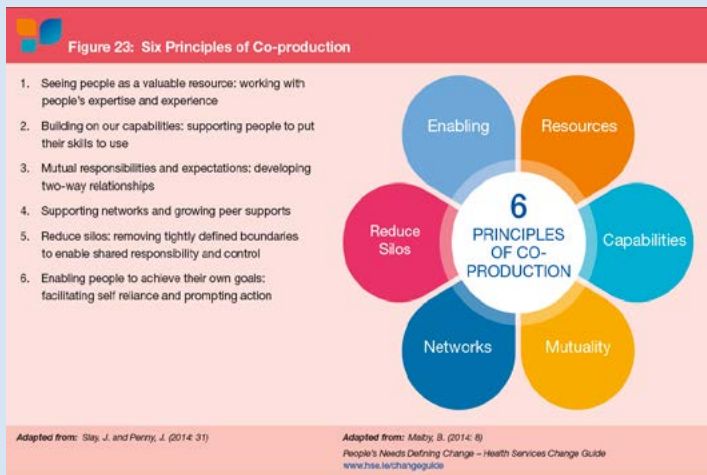
Update on Change Guide



People's Needs Defining Change – Health Service Change Guide

The Health Services Change Guide is a step by step guide to help us to lead and bring about change. It features helpful and practical advice from practitioners, leaders, service users and staff. Here's what the Change Guide says about Working With Service Users, Families, Citizens, Communities and Staff and six principles of co-production.

The Guide is based on an organisation-development approach that places people's needs at the centre of change. Connecting for change through early and ongoing engagement enables people to make a real investment in the change, to develop a shared sense of purpose and to agree outcomes. Mobilising support through networking with people to strengthen relationships and deliver on the principle of co-production is essential. Shared power created through interactions will stimulate different viewpoints and help people take responsibility for change. It taps into an individual's capacity and desire to participate in designing a better future.



First Time Managers Programme

Four First Time Managers' Programmes took place in October in Donegal, Galway, Roscommon and Limerick, for managers who work in CH's 1, 2 and 3, Saolta Hospital Group and Corporate services.

In addition, two new First Time Managers Programmes commenced in October, one programme in Naas and one in Tullamore specifically for HBS staff.

Twenty staff from CHO DNCC and the RCSI Hospital group attended day three and four of the First Time Managers' Programme.



Leadership Academy

The first cohort of staff who participated in the HSE Leadership Academy Programmes have completed their two-year study programme and are due to graduate shortly with an M.

Feedback has been extremely positive and the HSE will be engaging with the group and their managers as part of the formal evaluation process.

A second cohort are still undertaking the programme and a third group have just begun their studies.

All Leadership Academy programmes strive for a balance of doctors/dentists, health and social care professionals, nurses and midwives, and management/administration leaders, together with a mix of the various services backgrounds such as hospitals, community health care, mental health, ambulance service etc., and a countrywide geographical spread. This is to ensure a rich learning experience for all concerned



International Men's Day

A special event to mark International Men's Day on Monday, November 19 was held for health service staff.

Speakers included Dominic Rowley, who spoke on Men's physical health, Ian O'Grady, who discussed Emotional wellbeing and Conor McGuickan, who presented on "Preventing bullying/sexual harassment."

The National Ambulance Service also inputted with a demonstration on CPR/ CFR.



Directory of award winning projects

The HSE has launched an online directory of excellence based on projects submitted for the HSE National Excellence Awards for 2016 and 2017. awards.

This directory details hundreds of projects in the community care, hospitals and social services where health staff have introduced major initiatives to improve services for patients and clients.

These projects have been brought together to share with all staff the learnings and insights from these initiatives.

The directory can be accessed on our website.



Mental Health Standards for Employee Services

This work is continuing and is expected to launch Q2 2019. One of the priorities is to develop supports for managers dealing with employees with mental health issues.

Implications of The Public Service Superannuation (Age of Retirement) Bill 2018

The Public Service Superannuation (Age of Retirement) Bill 2018 was published on July 9 and passed all stages in the Seanad on July 17. The Bill is being treated as a priority and the intention is to secure enactment of the legislation as early as possible in the current term.

The main provisions of the Bill are that:

- The vast majority of public servants recruited prior to 1 April 2004 will have a new compulsory retirement age of 70;
- Those public servants will continue to accrue retirement benefits up to the new compulsory retirement age of 70, subject to a maximum of 40 years' service;
- The "uniformed pension fast accrual" group, i.e. Gardaí, Fire-fighters, Prison Officers and the members of the Permanent Defence Force, will be unaffected by these changes.

Until the commencement of the Bill, the current compulsory retirement age continues to apply and public servants reaching the age of 65 are required to retire. In order to make some accommodation for public servants who reach the age of 65 in the period between the Government Decision of 5 December 2017 and the commencement of the necessary legislation, the

Government approved some limited interim arrangements which became effective from the date of the Government Decision. The interim arrangements (which have to respect the current statutory position of the compulsory retirement age of 65), through retire and re-hire, enable pre-2004 public servants who reach the age of 65 to remain in employment only until they reach the age of eligibility for the State Pension (Contributory), which is currently 66.

Once the Bill is commenced, public servants reaching the age of 65 after that date will be able to remain at work on current terms and conditions, up to the age of 70. Once the legislation comes into operation, a Circular will be prepared and issued to give effect to the new arrangements in the health sector.

HSE HR Circular 6/2018 provides for the implementation of the Interim Arrangements in the health sector and the relevant documents are available from the HSE website.

[CLICK HERE](#)



Pre Retirement Programmes

The first of the new Pre-Retirement Programmes was piloted in Connolly Hospital in October, facilitating up to 40 people.

Feedback was very positive and included comments like: "All aspects of retirement covered to include areas I had not thought of."

A one day Retirement Planning Seminar was delivered to staff in Naas to assist them in planning for their retirement.



New Dignity at Work eLearning Programme

We are delighted to announce that the new Dignity at Work eLearning programme has been launched on HSELandD.

This new resource is aimed at every person working in the Irish Health and Social Care Services, providing a convenient and easy way to become familiar with the current Dignity at Work Policy.

Our Dignity at Work Policy, described in this programme, promotes a positive work environment where everyone is respected regardless of their personal characteristics, lifestyles and beliefs.

All staff within the Health Service has a role in promoting a positive work environment and engaging in behaviour to foster a climate of dignity and respect, and this new eLearning resource will describe, outline and identify the advice and support available to help you.

This programme has been developed by internal and external HR subject matter experts and the HSELandD team and reflects the current Dignity at Work Policy as agreed with Health Services Trade Unions.

Dignity at Work takes approximately 30 minutes to complete. It is accompanied by a small assessment, which once taken and successfully completed will generate a certificate.



Staff Numbers

As at the end of September 2018, health services employment levels (including Home Helps), was 116,496 WTEs.

- When compared with the August 2018 figure (116,379 WTEs), the change was an increase of +117 WTEs



National Healthcare Communication Programme

Making conversations easier

Context

Research evidence indicates that a healthcare team member's communication skills can have a profound impact on healthcare outcomes and on the experience of care for individuals and their families. The ability of healthcare staff to listen, explain and empathise can influence the individual's capacity to follow through with treatment recommendations and empower individuals and their families to find solutions to their health challenges. In addition, communication among healthcare team members can encourage good working relationships, job satisfaction and improve patient safety.

National Patient Experience Survey

Developing and improving the communication and consultation skills of healthcare staff was identified as a key priority arising from the first National Patient Experience Survey in May 2017 and similar key themes have been identified in subsequent surveys. In the Survey feedback, patients and their families reported that while there were many examples of care and compassion in acute hospitals there were also some problems with the communication between hospital staff and patients and their loved ones.

The Programme

The overall aim of this programme to improve the experience of patients and their relatives by supporting staff to take a sensitive and person-centred approach in all conversations with patients and their families. The Programme is underpinned by the Core Values of Care, Compassion, Trust and Learning and builds on these values with a focus on Communication Skills. The Programme will build on the work already underway at national and local level and ensure there is an agreed framework for the learning, developing and on-going maintenance of core communication skills in healthcare. The Programme is experiential and consists of four modules as follows:

Programme Modules

Module 1: Making Connections

Module 2: Structuring the Consultation and Building Rapport

Module 3: Challenging Consultations

Module 4: Communicating with colleagues and promoting team work

Staff will have different levels of knowledge, experience and skills for carrying out person-centred consultations, however all staff can reflect on their skills and perhaps identify areas for further learning and development. The National Healthcare Communication Group recommends that all non-clinical staff attend Module 1 and all clinical staff attend Modules 2, 3 and 4 of the programme. Progress through Modules 1-4 is not necessarily linear – some clinicians may want to extend learning covered in Module 2 before progressing on to other modules. A range of adult learning methodologies will be used including classroom-based modules, role play, reflective practice and group work.



Developing and improving the communication and consultation skills of healthcare staff was identified as a key priority arising from the first National Patient Experience Survey in May 2017 and similar key themes have been identified in subsequent surveys. In the Survey feedback, patients and their families reported that while there were many examples of care and compassion in acute hospitals there were also some problems with the communication between hospital staff and patients and their loved ones.

Research evidence indicates that a healthcare team member's communication skills can have a profound impact on healthcare outcomes and on the experience of care for individuals and their families. The ability of healthcare staff to listen, explain and empathise can influence the individual's capacity to follow through with treatment recommendations and empower individuals and their families to find solutions to their health challenges. In addition, communication among healthcare team members can encourage good working relationships, job satisfaction and improve patient safety.

National roll-out of programme to all staff is to commence in January 2019. A sincere thank you to Wini Ryan, HR Division and June Bolger Acute Hospitals for bringing this initiative forward

Needle Stick Audit

A National Audit of Needle stick Injury in the Health Service Executive is being completed.

This involves a review of sharps injuries for years 2013 -2018. The fundamental messages for clinical staff and organisations are:



- Training and correct disposal procedures
- Review procurement of safer sharps versus conventional sharps
- Review local organisational claims for needlestick injuries and costs
- Understand the guidance of sharp safety
- The Workplace Health and Wellbeing Unit will continue to promote safe sharps management.

Ebola Virus

Representatives from occupational health are part of a national repatriation group to ensure the safe repatriation of the Irish aid workers working in Ebola outbreaks internationally. Talks are ongoing with the Pharmaceutical companies on the availability of the new Ebola vaccine for frontline Irish healthcare workers, who are providing care for these workers.

Rehabilitation

The policy consultation process for the updated Rehabilitation of Employees Back to Work after Illness or Injury Policy is continuing. Consultation with the Occupational Health Specialists and CNM 3s is complete. The policy is presently with the HR Leads, CEOs and the States Claims Agency.

Dun Laoghaire Institute of Art and Technology are collaborating with the unit to design an animated video as a resource for rehabilitation services.

Healthy Workplace Framework

A joint collaboration between Workplace Health & Wellbeing Unit and Healthy Ireland has been ongoing with the aim to produce a healthy workplace framework for all healthcare staff. This framework will include mental health initiatives, physical health initiatives, and organisational. The Healthy Doctors Standards are currently being piloted in NCHD's with the lead NCHD, local Consultant groups, medical students, and GP's in collaboration with the ICGP.

Critical Incident Stress Management

Over 80 people have expressed an interest in becoming CISM trainers. The interest shown represents a good disciplinary mix and geographical location. The training will roll out in 2019