



Health Service Executive HR Staff Newsletter

HR Leadership & Management Awards 2019 – Best Change Management Programme Award

The fifth HR Leadership & Management Awards took place on May 9th, with a record number of entries and attendees.

Brenda Dooley, Awards Head Judge, on presenting the Best Change Management Award to the HSE spoke of how the judging panel “were really blown away by the way the HSE HR dealt with this challenge. Though an incredibly hard task to achieve success on such a large scale, it was obvious that a real human element was at the core of this development project. Our panel wanted to commend the clear results achieved so far through its careful implementation”.

We were delighted to receive this national award recognising HR excellence across private and public sectors. We wish to acknowledge all those who supported the development process from 2016 -2018 and who are now supporting implementation across the system. This award recognises all colleagues who have pioneered for years to promote a people centred approach to change. **Placing people’s needs at the centre of all change activity** as our agreed shared purpose provided the momentum to keep the development process on track. All those involved were committed to delivering a sustainable approach that would benefit staff, teams and in particular service users



and communities. The outcome – *People’s Needs Defining Change – the Health Services Change Guide* – is the agreed approach to change across the health system signed off by HSE Leadership and the Trade Unions.

The transferability of the approach to change has been recognised by the wider public sector. We were also delighted that the work of the Leadership Academy was recognised in developing leaders for change and the delivery of person centred care.

The unique aspects of the approach that were highlighted were:

- **co-designed** through a large scale whole system engagement process using multiple methods.
- Developed internally, led by HR – worked with ‘our own expertise’ based on people’s **lived experiences of change**, embedded in the needs of the organisation while recognising the need to be future and outward focused.
- Integrated most up to date **evidence** on change into a ‘user friendly’ guide/policy.
- **Tailored** to an Irish health and social care context as an outcome based approach.

- Targeted at improving change capacity, building self-reliance and resilience.
- Measurement of change outcomes and sustainability core to the approach.
- Aimed to maximise **impact at service delivery** level by connecting service improvement activities – increased potential for collaboration and more focused interventions.
- Input from **‘thought leaders’** on change, academic, business sectors, reference groups established, submissions received.
- **Implementation Plan** – agreed five year dedicated focus on improving change capacity signed off by HSE Leadership Team and the Trade Unions working with colleagues in service / quality improvement, project management and culture change.
- Positioned **public value** as a core influence of change activity.

To view the People’s Needs Defining Change – Health Services Change Guide please visit: www.hse.ie/eng/staff/resources/changeguide/

The Health Services People Strategy

Work Plans are available to download here 

<https://www.hse.ie/eng/staff/resources/hrstrategies/reports/people-strategy-2019-2024.html>

Diversity Accreditation

The Health Service is actively changing to reflect the communities we employ and serve and is strongly committed to Equality, Diversity and Inclusion. We are working with the Irish Centre for Diversity www.irishcentrefordiversity.ie which provides accreditation to organisations in the area of Equality, Diversity and Inclusion. The Irish Centre for Diversity is supported by Ibec and the DCU Centre for Excellence in Diversity. The Investors in Diversity programme offers a structured framework to improve diversity practices and culture across an organisation. The framework provides the tools and services to measure and inform on workplace Fairness, Respect, Equality, Diversity, Inclusion and Engagement.



Irish Centre
for **Diversity**

Cork celebrations of LGBTI+ Awareness Week

A series of presentations from different workplace initiatives including the HSE National LGBTI+ Network took place on Thursday 16th May 2019 in the Republic of Work, Cork City. Participants from the private and public sector generated lively and informative conversation around the theme of 'What works in the Workplace?'

Rosarii Mannion National Director spoke about how the Health Service continues to promote a workplace that is free from discrimination and the HSE workforce must reflect the population demographic. She went on to explain how the HSE LGBTI Allies network plays an important role in creating a positive environment where employees are respected and valued.



Women in Leadership

The Women in Leadership event held in Mullingar on 2nd April was hosted by Catherine Moroney, Head of Business Banking AIB and Mary Culliton, Healthcare Consultant. Both speakers spoke about their leadership journey and their key learning throughout the process.

These events provide a platform for experienced, developing and aspiring women leaders to explore and articulate leadership challenges in today's fast-changing workplace and to develop the insight and skills to address these challenges. We are delighted to announce our next event will take place on Thursday 20th June in Dr Steevens Hospital. Speakers on the day are Paul Reid, HSE Director General, Sharon Foley, Irish Hospice Foundation and Gillian Harford, AIB, 30% Club. Sharon is currently the Chief Executive Officer of the Irish Hospice Foundation, a not-for-profit organisation that promotes the hospice philosophy and supports the development of hospice and palliative care, striving for the best care at end of life, for all. Previous roles include Chairperson of the Family Support Agency (since expanded to become TUSLA), Council member & Chair of Audit, Risk and Governance Committee for CORU, Management Consultant for one2one Solutions, Chief Executive Officer for Crisis pregnancy Ireland, as well as Director of Health Promotion for both the

Midland and the East Coast Area Health Boards. Gillian has more than 35 years experience working for AIB in various roles, including Senior HR Professional, Head of HR Strategy & Planning as well as Head of Diversity & Inclusion. With a specific interest in Diversity & Inclusion, Gillian has designed and implemented diversity strategies, flexible & agile working policies, and sponsored the development of communication & engagement programmes for more than 10,000 employees, including Unconscious Bias Training, development of Employee Resource Groups, Talent Pipeline options, Agile Leadership and workplace improvement. Gillian is a strong advocate for advancing the role of Women at Senior Leadership and Board levels and also an active member of the 30% Club Ireland, which aims to develop a diverse pool of

talent for all businesses, to better gender balance at all levels of their organisations. Queries to nationalhr@hse.ie

Management of Aggression and Violence in the Workplace

Ensuring the safety of employees and service users is a priority for the HSE. The HSE have established a Steering Group to support the proactive management of the issue of aggression and violence in the workplace. The Steering Group held an initial scoping discussion on 25th with a follow up meeting on April 8th. The next meeting will take place on Tuesday, 2nd July 2019.



HSE HR Leaders in Management – Unlocking Leadership Potential

The Graduation of HSE HR, Leaders in Management, unlocking your leadership potential course took place in February. The course gave participants a chance to showcase, each of their exciting and innovative projects. The graduates came from all different areas of the Health Service and the service improvements projects were as diverse as the participants. From asset management in the Ambulance Service, to wound management in the Community and medication monitoring in the Mental Health Services.

This exciting new eight-day Leadership Programme was designed for Managers in collaboration with the HSE Leadership, Education and Talent Development team.

The challenges for managers in the HSE have never been greater and will continue during this period of unprecedented change with the implementation of the new structures. This programme has been designed in response to manager’s needs and provides managers with the opportunity to explore, network and collaborate with colleagues across a range of services.



The eight-day programme was delivered over a five month period and provided an opportunity for managers to consider and further develop their leadership skills and knowledge.

Service improvement projects were completed by the participants which will enable them to make a real difference in their service area.

Vicki Willetts Group leader said” Not only do the group learn Leadership and Project planning skills; they also learn about other areas through the colleagues projects”.



Meet Lorraine Smyth

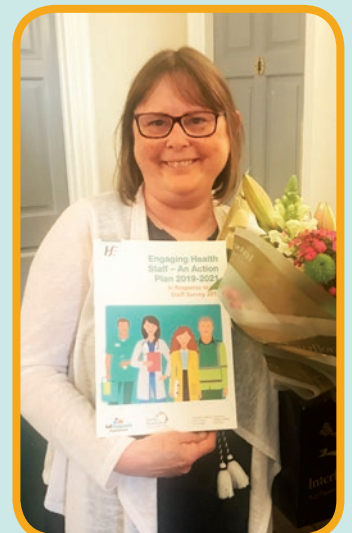
HR Colleague and Human Rights Champion

Lorraine is an inspiring Human Rights Champion. She is actively involved with Amnesty International and recently returned from a visit to the European Parliament in Strasbourg where she had accompanied families of the victims of the Stardust tragedy to meet the office of the Human Rights Commissioner in Strasbourg. On St Valentine’s Day in 1981, 48 people died and 214 were injured after a fire broke out in the Stardust nightclub in the Dublin suburb of Artane. Lorraine recently completed her studies in Human Rights and Equality and is looking forward to advancing this agenda in the HSE.



First Class Honours

Congratulations to National Staff Engagement Forum member Bobby Callaghan on achieving First Class Honours in Autism Studies.



Strategic Workforce Planning & Intelligence Conference

The HSE National HR, Inaugural Strategic Workforce Planning Conference took place on Wednesday 20th February 2019 in the Department of Health.

The conference enabled key learning on current developments both nationally and internationally in relation to the integration of research to both underpin and strengthen strategic workforce planning. It also provided the platform to build on the work to date by supporting and strengthening the strategic workforce planning agenda, by bringing together key stakeholders across the sector, nationally and internationally.

The conference provided interesting insights into the Health Workforce challenges, regional and national policies, international and national research; and practice in other jurisdictions being used to address and respond to these challenges.

There was an excellent panel of both national and international speakers including:

- Rosarii Mannion, HSE National Director HR
- Gabrielle Jacob, WHO Europe Regional Office
- Dr Ellen Kuhlmann, EUPHA
- Professor Jonathan Drennan, UCC
- Liz Roche, HSE, ONSMD
- Professor Ruairi Brugha, RCSI
- Dr Roisin Morris, HSE NDTP
- Dr Conor Keegan, ESRI
- Grant Hughes, Scottish Government Department of Health
- Christopher Wroath, NHS Education Scotland
- Colm O'Reardon, Deputy Secretary General at Department of Health

During the morning session, delegates were provided with an overview of the latest World Health Organisation sustainable regional and global health workforce initiatives. Particular focus was given to the WHO European Regional Framework for Action and the National Health Workforce Accounts (NHWA), which are grounded in a labour market framework approach and aligned with the OECD Joint Data Questionnaire.

The NHWA reliable health workforce information and evidence; enable the planning, implementation and monitoring of workforce policies towards population health goals; improve the comparability of the health workforce nationally and globally; and enable research to be performed about future trends regarding health workforce, systems and resilience

planning. On-going research was a strong theme throughout the day. The research covered a range of areas including research frameworks seeking to help us understand health workforce needs and developments in the context of systems. This research has revealed connections between and across levels and areas of governance, and will contribute to overcoming silos of health workforce research and policy, moving beyond mere numbers and bringing together a broad range of stakeholders and policy options.

The report provides an opportunity to consider the integration of demand data and workforce data to provide for an integrated strategic workforce planning approach into the future

Research on the demand for services, the ESRI's Projections of Demand for Healthcare in Ireland, 2015-2030 Report, and the Hippocrates Model which provides annual projections of demand for public and private health and social care services in Ireland for the years 2015–2030 was shared. With

Ireland's population set to increase by almost a quarter by 2030, this combined with the projected increase in the number of people aged 80 or over will have significant implications for the health service. The report provides an opportunity to consider the integration of demand data and workforce data to provide for an integrated strategic workforce planning approach into the future. Health workforce research on training, retaining and attracting doctors included projects on doctor migration, non-EU doctor migration and the onward migration of doctors. These projects used some traditional research methods but also included a survey via Facebook which had good engagement and response rates offering key insights into doctor retention. The work of the HSE's National Doctor Training and Planning unit was also presented in tandem with this session, and included the approach adopted to workforce planning with respect to the projections of the numbers of doctors required into the future in the areas of Emergency Medicine, and Paediatrics and Neonatology, among others.





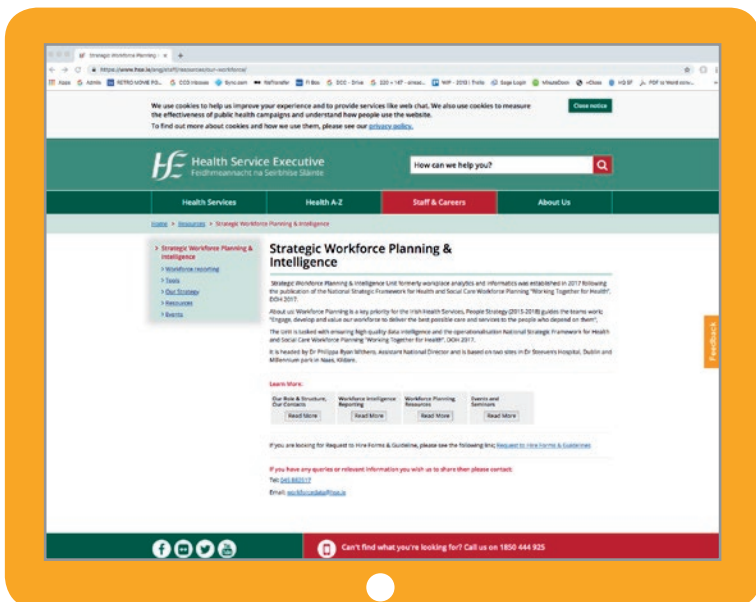
The afternoon sessions provided key insights into the work of the Taskforce on Staffing and Skill Mix for Nursing, sharing the key approach and importantly its key impact on both patient and nurse staffing outcomes, with the formal evaluation undertaken by UCC researchers to support further the implementation of the approach more widely across the health service.

Finally, colleagues from the Scottish Government Health Department and NHS Education Scotland presented on their approach to strategic and integrated workforce planning supported by innovative approaches to accessing, sharing and using data and digitalisation to better inform workforce planning activities. This highlighted how technology and digital can support and facilitate the training of the health workforce; link databases for Big Data analyses; and support healthcare institutions so that they can plan and work in a more effective and efficient way.

Additionally, the refreshed 'our workforce' HSE website was launched at the conference, providing new links to workforce planning resources, events and seminars alongside refreshed employment reports as shown on the landing page below and available at www.hse.ie/eng/staff/resources/our-workforce/

The overarching message from the conference highlighted the importance of the connections between policy, research and practice alongside the requirement for robust quantitative and qualitative data to support and inform strategic workforce planning. The role of the education system producing the future supply of health workers revealed the importance of a health labour market approach to strategic planning. All of which if underpinned by research contribute to robust evidence-based strategic health and social care workforce planning into the future to address the challenges being faced.

The conference provided key takeaways for policy makers, researchers, educationalists and practitioners alike, and with the high attendance provided an opportunity for rich networking and interactions among different stakeholders. Feedback from delegates on the day was very positive with 100% of delegates indicating they felt the conference was good to excellent and 96% recommending the conference to a colleague. Strategic Workforce Planning and Intelligence Unit, responsible for the organising and planning of the event, would like to take this opportunity to thank all our presenters, all participants and all those involved in the planning and delivery of this day.



We are very sorry to hear that our HR Director Rosarii Mannion is taking two years' Carers Leave from September 2019. Rosarii said "it was a privilege to work at national level at a time of great change in our health system. The National HR Director in the HSE is the best and most rewarding job in the world. However, with an elderly parent, time is precious and my focus must be elsewhere for a while. I would like to sincerely thank all my colleagues and wish you every success. I look forward to returning to work in the health service in the future".

HSELand wins 2019 CIPD Ireland HR Award for Best Use of Technology in People Management

HSELand recently won the Best Use of Technology in HR Award at the annual CIPD awards event. The on-line learning and development hub fought off tough competition to achieve first place in this category, which included entries from Learning and Development professionals from across the public and private sector. HSELand has been offering learning and development opportunities to over 110,000 health and social care professionals across a wide range of disciplines since its launch in 2007. However, in recent years it boosted its activity to facilitate demand and the scale and practices across the organisation.

We are very proud of the HSELand team and in particular Tony Liston General Manager, Leadership, Education and Talent Development for their work on this project.

HSELand provides a central source of high quality online learning and development opportunities for staff to:

- **Develop new personal and professional skills**
- **Update and refresh existing skills**
- **Take responsibility for their own learning interventions.**

The portal is supported by a range of technology including;

- **eLearning**
- **social learning**
- **local hubs**
- **authoring capabilities**
- **extended Learning Management System for tracking and reporting.**

The aim of HSELand is to support the HSE's organisational need to reform the provision of staff training and facilitate the efficient administration of quality learning development opportunities across varying disciplines. Over the past 3 years, they set the following objectives:



Create targeted and localised learning within the wider context of HSELand

1. Extend the reach of L&D programmes through our extended Learning Management System
2. Create 'Communities of Practice'
3. Offer a Value for Money proposition

HSELand aligns its activities with all key National Health Strategies, set out with the National HR Strategy to improve and reform service provision.

These key objectives include:

- **Building a sustainable, resilient workforce that is supported and enabled to deliver the Sláintecare vision**

- **Putting in place a modern eHealth infrastructure and improve data, research and evaluation capabilities**
- **Developing and supporting plans to manage and record all learning activities through HSELand, ensuring integration with a wider e-HRM Platform including SAP and other HR Systems**
- **Offer a fully integrated end to end LMS to include the management of classroom, blended and eLearning through the HeLM (Health electronic Learning Management) project.**

Diversity Equality & Inclusion

HSE workforce data reveals that the majority of employees are female. As more women go through the menopause during their working lives, it is vital that employers encourage open discussion to ensure they get the right support. If you are approaching the menopause there are excellent online resources available that provide information and support. These websites are listed in the HSE HR open communication guide to assist understanding in what can be done to foster inclusive working environments that enable women to achieve their potential, even when affected by menopausal symptoms. This guide is available on the HSE website on the following link: <https://bit.ly/2Wiz4i...>



People Strategy

The refreshed People Strategy sets out a very challenging and ambitious agenda of change. Based on input to date and the extensive level of consultation the HR National Leadership Team has signed off the high level actions in the People Strategy and a detailed Action Plan is under development. The latter includes details on dependencies, key deliverables, levels of responsibility and time frames. Implementing the People Strategy will require collaboration across the system and it is positioned to deliver on Sláintecare and Public Sector Reform.

International Coaching Week 2019

HR teams scheduled events across the country to celebrate International Coaching Week aimed at educating the public about the value of working with a professional coach and acknowledges the results and progress made through the coaching process.

We would like to take this opportunity to remind you that the Health Service Executive (HSE) Human Resources National Coaching Service provides a professional coaching service which is available to all staff working in the HSE, Child and Family Agency (TUSLA) and all bodies which provide services on behalf of the HSE under Section 38 of the Health Act 2004.

About the HSE Human Resources National Coaching Service:

Based in the National Human Resources Division of the HSE, the dynamic and ever growing Human Resources National Coaching Service uses an innovative and strategic approach to building capacity and performance in the HSE. It supports the on-going development of a work environment that is people valuing and is a key enabler of the roll-out of the Health Service People Strategy 2019-2024 and the Sláintecare Implementation Strategy.

The underpinning philosophy of the HSE Human Resources National Coaching Service is the belief in individual potential – in an individual's ability to use their creativity and intelligence to solve any problems and challenges they face and to achieve their goals.

This service offers all staff the opportunity to engage in a professionally structured process that supports them in their role and in service delivery and also provides benefits to service users/ patients/clients who come in contact with the health services.

Definition of Coaching:

Coaching is defined by the International Coaching Federation (ICF) as 'partnering with clients in a thought-provoking and creative process that inspires them to

maximise their personal and professional potential, which is particularly important in today's uncertain and complex environment'.

What is Coaching:

Coaching is a growing field and is increasingly recognised by individuals and organisations throughout the world. Coaching is future orientated and aims to help people when they feel stuck and want to bring about personal change in their lives and work, to shift their perspective, reflect on their choices and realise their individual potential.

Coaching is a powerful relationship for people wanting to make important changes in their lives, careers, businesses or organisations. It is a relationship where the total focus is on you and on what will help you achieve your goal. This is where the Coaching relationship is unique. There is no other relationship in our lives that offers this level of support, encouragement, challenge and feedback. It is also future focused, it does not want to focus on past experiences which may have been helpful or unhelpful but instead takes the learning from these experiences to help to set out a new path for the future.

Coaching is a protected confidential space of support for staff where they can bring issues and leave a session with a clear plan on what they are going to do about a particular piece of work.

Coaching Awards:

The HSE Human Resources National Coaching Service has been recognised externally, on a number of occasions, for its work and was the proud Winner of the International Coach Federation Prism Award in 2018 <https://coachfederation.org/prismaward>. This prestigious

global award honours businesses and organisations with coaching programmes that fulfil rigorous professional standards, address key strategic goals, shape organisational culture and yield discernible and measurable positive impacts.

A recent survey of the HSE Human Resources National Coaching Service revealed that over 95% of coaches who availed of the service in 2018 would recommend the service to their colleagues.

Examples of coaching testimonies:

"My coach was excellent in so many ways and I am very grateful for this wonderful opportunity that was given to me. I have never felt so supported to succeed at work as I do now."

"This service helped me so much and the benefits will hopefully improve the service we provide as well as challenge me and others to constantly improve. I've recommended this to so many people as the more people can find out solutions for themselves and increase their own selfawareness the better the service will be and better care for patients."

For further information: Read our Coaching Information Pack or contact the HSE Human Resources National Coaching Service
Tel: 046 9251790 or
email: hr.staffdevelopment@hse.ie

Best wishes to cohort 1 who have recently started Programmes on our accredited internal HSE coach training school.

Steps to Health challenge 2019

The Steps to Health Challenge kicked off on Monday 13th May, with the days getting longer and the weather improving, it is a great opportunity to focus on getting outside and getting active. We are delighted to see so many of our colleagues stepped up to the challenge. Walking is a simple, free and easy way to get active, become healthier and get to know your colleagues. It's never too late to start, why not get your hands on a step counter and challenge yourself to reach 10,000 steps a day and we aren't talking about anything too strenuous!

P.S. make sure to keep the momentum going by tagging @HSE_HR with your tweets and photos!

HSE Pride 2019

The HSE LGBTI + Allies Network with the support of the Leadership team are busy preparing for Dublin's 2019 Pride festival. The nine day festival kicks off on June 20th with the main celebration of the event taking place on Saturday, June 29th at 1pm.

To mark the beginning of Pride Month, the HSE Leadership Team raised the rainbow flag in support of employees who identify as LGBTI+ and to demonstrate the HSE's commitment to creating an inclusive workplace that is welcoming and supportive of all of its employees.

The aim of the HSE LGBTI + Allies Network is primarily to support employees who identify as LGBTI to participate



fully in the workforce, in every respect, through bringing their entire identity into the workplace. This can be achieved with commitment from all levels of the organisation to a truly inclusive workplace, supportive policies and procedures, peer support for Network members and allies, networking opportunities, both internal and external, and other related initiatives.

For the second time we will have a presence at Pride in Dublin, so save the date 29th June. All staff are welcome; it is a wonderful day of embracing and celebrating equality and inclusiveness.

Email nationalhr@hse.ie for further details.

We Continue to Celebrate International Women's Day

International Women's Day is a global day of celebration of the social, economic, cultural and political achievements of women and is centred on promoting and celebrating the achievements of women and raising awareness around having gender balance across our communities.

The international campaign theme for this year was 'Balance For Better' through forging a more gender-balanced world, raising awareness against bias, celebrating women's achievements and taking action against bias. This year the HSE celebrated International Women's Day in the Royal College of Physicians of Ireland with contributions from health, business and voluntary sectors who shared the breadth of their experiences in line with this year's theme. One of the many notable moments on the day emerged from one mum's tribute to the compassion and kindness of Norah McDonnell, staff member of Temple Street Hospital. To read Norah's story

please www.familyfriendlyhq.ie/family-blog/one-mums-tribute-to-the-canteen-lady-in-temple-street.

Heroic lifesaver Aoife Mc Givney, Staff Nurse at the Mater Hospital, emotionally recounted how she resuscitated a bus driver in an emergency situation in Dublin on her way to work. Aoife's brave efforts demonstrate that Cardiopulmonary resuscitation (CPR) is a lifesaving technique useful in many emergencies. We are very proud that Aoife is currently championing vital life-saving skills training launched by the Irish Heart Foundation. The programme aims to train as many as 100,000 people over the next two years.

We would like to thank all who made this year's celebration an amazing day especially Michele Guerin HSE Equality Officer and the Health Voices Choir who sang a wonderful rendition of 'Dreams' written by Dolores O'Riordan, lead singer of Irish band The Cranberries.



We warmly welcome **Mr. Paul Reid** as incoming Director General of the Health Service Executive



We wish to extend a warm welcome to Paul Reid who took up his new role as HSE Director General on 14 May 2019. Prior to joining the HSE, Mr Reid spent five years as Chief Executive of Fingal County Council. He has significant Senior Management experience in Central and Local Government and the Private Sector. Mr Reid started his career in Eircom where he led a business unit of 5,000 staff and reported to the Group CEO. Subsequently he was head of organisational development and corporate affairs with Trocaire. He joined the Department of Public Expenditure and Reform as the Chief Operating Officer. In this role, he led the development, implementation and oversight of the Government's reform programme across the civil and public service. Mr Reid is a member of the Advisory Council on Sláintecare, the Government's health reform programme and he was previously Vice Chair of the National Task Force on Youth Mental Health. He holds an MSc (Management) from Trinity College Dublin Business School.

Staff Focus - John Doyle

This month's Staff Focus is on John Doyle, Head Porter Temple Street. John is 39 years in the Health Service, and as he says himself "It's in my genes". His father Patrick was a porter in Temple St before him, he started working there in 1941(51 years of service). John's family legacy is not unusual in the Health Service, many families working in the Health Service follow the same path of caring for patients as their previous generations.

John says most people think of Hospital staff as doctors and nurses, but in Temple St the concept is of front of house and back of house staff working together with one aim: the patient. ***"Healthcare is not about one group but all disciplines coming together"***, he says.

John believes "There is nothing we can't do and there is nothing we should be afraid of", a saying his Father passed on to him. John considers his colleagues to be more friends than just colleagues. He says they are exceptional people doing extraordinary work. John explains that when offered this profession 39 years ago, he would not have believed the level of job satisfaction gained on a daily basis. He says, "If you're looking for job satisfaction Healthcare is the job to be in. You walk out every day and know you have helped people. This makes you want to come back tomorrow and do it again". The Healthcare story when written is like a roller-coaster. It is full human life in front of you on a daily basis. You can be brought back down to earth in a minute and raised back up in another. In the snow of 2018 John said, "There was staff falling over themselves to volunteer to stay over and help out". John was hemmed in for 72 hours. This was not the first time he had experienced the snow. When there was a snow storm in the 80s John remembers setting to work clearing snow from the steps of Temple Street. John was glad he had done so when a family arrived that had travelled from Roscommon leaving at 2 am to make their way in the snow for their child's appointment.

John understands people have a right to say it's five minutes to five, time for me to go home. But he personally will never consider himself a 9 to 5 person; he could never be the one that would leave a person without an x-ray or to drop a sample for diagnosis. John thinks he is not unusual in that respect he believes that most healthcare staff have that work ethic. When a family say thank you to John, he feels like he has won the lottery. John said, "Each and every member of staff that deals with a family or patient has an effect on their journey through the system". John thinks there are no boundaries in Healthcare. A lot of the porters have moved on to become nurses or moved into other areas of Healthcare. John believes if you're brave enough to make a sad story into a good story, this is the place for you. The reality is that in Healthcare from the weakest in the team to the strongest in the team, you're still a team. Support is important. Some days you need to check your team members' wellbeing, especially if there has been the loss of a patient. John believes Schwartz Rounds has been a great help to the staff. When they have a loss it affects everyone on the team but the Schwartz Rounds helps with conversations about the emotional impact of their work.

John is looking forward to the new Children's Hospital opening and welcoming the patients and families inside.



"There is nothing we can't do and there is nothing we should be afraid of"

Inclusion Works Conference 2019

We look forward to supporting Ireland's first National Diversity and Inclusion Conference taking place on September 4th in the Helix, Dublin.



HSE Leadership Academy Inaugural Graduation Leading Care Cohort I



The Health Service Leadership Academy held the first graduation ceremony for Cohort I, Leading Care on the 10th December 2018 in the Irish Management Institute.

On welcoming the guests to the ceremony Dr. Simon Boucher, CEO of the Institute described the Health Service Leadership Academy as the most ambitious, the most visionary, and the most significant leadership development initiative ever undertaken on the island of Ireland.

Each graduate was presented with two certificates, one for their IMI Graduate Award in Executive Health Care Leadership and one for their Health Service Leadership Academy Leading Care I Award.

Following the presentation of certificates, Ms. Rosarii Mannion, National HR Director congratulated the Graduates on their achievement. In reflecting on why the Health Service Leadership Academy is so important to the health service, Ms. Mannion emphasised that establishing the Leadership Academy is a key priority within our People Strategy aimed at enhancing leadership and culture right across the health service. It is a strategic investment and through it we aim to develop leaders at all levels in healthcare. We are very pleased to see that the Leadership Academy has been identified as a key action in the government's Slaintecare Implementation Plan. Ms. Mannion noted that the Leading Care I

programme has the patient voice firmly at its centre and we are privileged to have patients and service users represented on our Steering Group and also as contributors to the programme.

Leading Care I is a 12 month leadership development programme aimed at senior leaders in the health service who may already be on the senior leadership team of their organisation, or aspire to be so and are likely to be ready to apply for such a role within the next two years.

For more information visit our website.
www.healthserviceleadershipacademy.ie

HSEland at a glance

17 collaborative learning hubs in specialist areas.

Over 230 eLearning resources and programmes.

Over 51 million learning minutes completed.

A suite of targeted CPD tools.



Over 850,000 programmes completed.

hse.land.ie
Cairní le Eolas

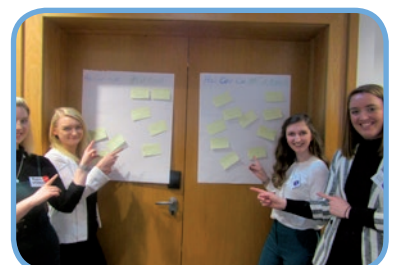
Addressing Bullying at Work Join the Conversation" #cutitout

We know that staff experience and morale impacts the patient experience and a positive work environment is vital for our health and well-being. The HSE through our People Strategy 2019-2024 is committed to maintaining a positive workplace environment that recognises and supports the dignity of all staff. HSE staff are required to respect the right of each individual to dignity in their working life. Every member of staff should be aware that all forms of bullying, harassment, and sexual harassment are unacceptable and every member of staff has a duty to behave in an acceptable and respectful manner.

We wish to encourage as many staff as possible to complete the Dignity at Work module available on HSEland.ie To view Anti-Bullying messages from our staff click the following YouTube link https://youtu.be/blMC_rvdD1Y

Your support and involvement is greatly appreciated as together and over the course of 2019 we do everything possible to create a culture based on values and respect for all.

Supports available;
1800 409 388 Staff Care number;
Dignity at Work Policy;
www.hse.ie/eng/staff/resources/hrppg/dignity-at-work-policy.html



Health Service Excellence Awards

The Annual Health Service Awards are a recognition and celebration of the outstanding achievements of staff working in the publicly funded health system, including those individuals who 'go the extra mile' to deliver excellent service, excel at innovation and work effectively in partnership with both internal and external stakeholders.

Three hundred and twenty two projects from all over the country entered the 2018 Health Service Excellence Awards. These projects demonstrated the excellent work of so many HSE staff to deliver better services with easier access and higher quality care for patient. Following a rigorous selection process, six innovative projects were shortlisted for the final awards. The overall winners were announced at an awards ceremony at Farnleigh in Dublin's Phoenix Park on Thursday 13th December, 2018.

The Innovation in Services Delivery Award went to the Public Health Laboratory, Cherry Orchard Hospital for its introduction of new cutting edge technology known as Whole-genome sequencing (WGS) in to their VTEC reference laboratory. VTEC are a specific group of the bacterium *Escherichia coli* that can cause potentially life threatening illnesses. Genomic information improves outbreak investigation which contributes significantly to risk reduction strategies for this pathogen by facilitating early detection of potential outbreaks, and allowing faster public health interventions.



The Championing Mental Health across our Health Services Award went to Access to Psychology Services Ireland (APSI) based in Co Roscommon. APSI provide stepped-care, low intensity interventions in a primary care setting for adults with mild-to-moderate mental health presentations. APSI has supported a high volume of individuals in significant emotional distress over



this time. It's commitment to rigorous evaluation has also meant that it's published regular papers on the clinical effectiveness of the service and on the experience of service users who use the service. To further include the voice of the service user in the service, APSI has created a 'consumer panel' of past service users. These individuals generously assist the APSI service in better understanding the experience of current service users and help informs on-going service development.

The Improving the Patient Experience Award went to 'Frail Older People Rapid Improvement Programme' Ireland East Hospital Group for facilitating, promoting and supporting the Regional Hospital Mullingar to introduce a Frailty Intervention Team (MFIT) for patients aged over seventy five years attending their Emergency Department. Feedback from patients and staff both before and after the introduction of MFIT has enabled us to design a programme to meet the needs of our frail older patients attending the Regional Hospital Mullingar. The programme has supported shared learning across the Ireland East Hospital Group.

The Special Recognition Award was presented to Kieran Henry, Emergency Medical Services Cork by Rosarii Mannion, HSE National Director of Human Resources. This Award was in recognition of 'The Gathering', an annual event for those working in the front line of emergency services which attracts personnel from home and abroad to share and learn from best practice.

Outstanding Employee Awards

Twelve employees were nominated by colleagues for an Outstanding Employee Award. One of these was awarded posthumously to the late Tony Leahy who died earlier this year. Tony was a General Manager who worked in the HSE's Mental Health Service and played an important leadership role in realising many of the innovations in mental health and reform which took place in recent years.



Popular Choice Award

A Popular Choice Award was one of the features of the Health Service Excellence Awards 2018 competition. Health Service staff members were encouraged to vote for their favourite project from the final list short-listed projects. The project to receive the most votes was the 'Frail Older People Rapid Improvement Programme' which also won the Improving the Patient Experience Award.

The Excellence Awards enable the HSE to identify new and creative service developments that can be shared and implemented, as appropriate, in different parts of our health system.



Farewell to our Marian Murray, after many years of dedicated service to the HSE

We are very sorry to say goodbye to our wonderful colleague Marian Murray, Equality Officer, St Vincent's Nursing Unit. We are sure you will join with us in sending her every good wish for her retirement and future plans.



Congratulations to our Q1 HR intern Anna Fenton

Anna was nominated by her colleagues in National HR for her exemplary interactions with her colleagues and her eagerness to participate and learn. Congratulations Anna and keep on doing the good work.



New Role – Enhanced Nurse

Following recent negotiations we are delighted to announce the creation of a new role in the system, known as an Enhanced Nurse with an associated new pay scale. The new role will be focused on the delivery of improved patient and service delivery outcomes.

The new role supports the delivery of our Sláintecare vision, supporting more people to live independently in their community for longer, particularly people with long-term health and care needs.

Nursing and Midwifery colleagues will be at the leading edge of exploring how new ways of working can support the delivery of new models of care. For existing nurse colleagues, it is hoped that these developments provide an opportunity for skills enhancement and career progression. For nurses who are considering a return to nursing

practice in Ireland or people who are considering a nursing career, it is hoped that these developments provide an attractive opportunity and a longer-term career path.

The development of the Enhanced Nurse / Midwife contract is hugely important. This is a significant opportunity to develop support for patients and service users. It will mean that Enhanced Nurses and Midwives will be routinely undertaking clinical tasks to help people avoid hospital stays. It also means that Enhanced Nurse and Midwife colleagues may work flexibly in their area, across the organisations in the system to best meet patient need. This will be especially important as we develop more services in the community that may have traditionally happened within an acute setting. Enhanced

nurses and midwives will be system leaders in their community, supporting and delivering new models of care.

This is a pivotal and exciting time for nursing in Ireland as well as for people using health and care services. We look forward to working in partnership as we implement our new ways of working.

Queries to hugh.brady@hse.ie



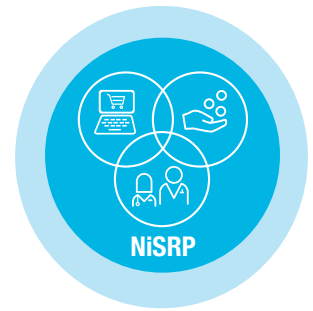
World Day for Cultural Diversity for Dialogue and Development

On May 21st HSE staff nationally were encouraged to 'get on board' and celebrate World Day for Diversity for Dialogue and Development by embracing the diversity within their area. In Dr Steevens, festivities centred in the canteen, where the catering staff kindly went above and beyond, reflecting diversity through the menu and food on offer for both breakfast and lunch. Thai curry, Australian barbeque ribs, Chinese beef & black bean sauce, Spanish Paella and good auld Irish coddle to name a few of the tasty options, taking us on a trip through the continents of the world. National flags and posters decorated the canteen to assist with the ambience and a map of the world displayed at the entrance, encouraging colleagues to place a sticker identifying 'where in the world' they are from. By the end of the day the Ukraine, India, Malaysia, Venezuela, Brazil, Iceland, U.S.A,

Canada, South Africa, Australia and Iceland were some of the Countries identified by staff. This amount of cultural diversity in Dr Steevens' alone is only a minor reflection of the diversity throughout the HSE enabling the vast collection of skills and experiences benefiting both patient care and staff wellbeing, for which we are very privileged as a healthcare provider.



NiSRP



The HSE strives to build a better health service every day. One of the key building blocks is information. Yet today across the health service, employees rely on paper and pen or excel spread sheets to record/collect information.

The National Integrated Staff Records and Pay Programme (NiSRP) is designed to meet the needs of a changing health system and will improve access for staff to their own records and pay details and enhance available workforce information for managers. NiSRP will deploy a SAP HR/Payroll system across the whole HSE which will help in the provision of this information. NiSRP will make things easier and potentially more interesting for staff and help make the HSE a modern business place.

Preparation for implementation continues in the East. NiSRP has strong support HBS and HSE Leadership teams. Jane Carolan, National Director of HBS noted the strong need for change stating that “We cannot continue to rely on old Staff Records and Payroll systems that do not talk to each other. We cannot continue to record vital HR information and duplicate this information. The implementation of NiSRP is a great opportunity to deliver world class business services across our health

system and to give control of the information to the employee and manager. “It is a real good news story.”

The effort from all involved in NiSRP is acknowledged by Miriam Keegan, NiSRP Programme Director who states that the NiSRP Team have been working very hard over the last few months in challenging circumstances. She adds that “I am very optimistic about 2019 as NiSRP goes live in the East of the country and as we move to the next locations. It would have been impossible to achieve anything without the great support from HR leaders across the HSE and also the operational staff on the front line who are validating and collecting vital information for Go Live. There is real shared vision that NiSRP will make work easier for everyone in the long run and it will be worth the effort. Rosarii Mannion, Chair Implementation NiSRP Steering Group commented that access to real time and accurate staff information will assist and inform better decision making and improve staff management and she thanked staff who have worked hard on the Programme.

What exactly is changing?

Travel and Subsistence There's an app for that

The current process for applying for travel and subsistence is very time consuming. The person traveling must keep a note of the travel and also keep a hard copy of the receipts for the journey. By using Employee Self Service a HSE employee can submit travel information on the day of travel. The mileage will be calculated automatically and a picture can be taken of travel receipts and uploaded as an attachment.

Annual Leave There's an app for that

At the moment, staff across the HSE complete applications for leave in paper format. By using Employee Self Service a HSE employee can apply online for annual leave and various leave schemes. The system will automatically calculate and display the leave balance. The Manager will also have access to a team calendar which will help them make more informed decisions.

Pay Slips There's an app for that

The majority of staff in the East already have access to their payslip online. By using Employee Self Service a HSE employee can access an improved version of this. There will be an “Explain Payslip/Paycode” feature which will help you to understand the various elements of your payslip. There are other features on Employee Self Service such as the ability to update a change of address, bank details and next of kin.

Focus on Employee Self Service

In addition to the integration of SAP HR and Payroll in the East NiSRP will also introduce an Employee/Manager Self-Service app which will allow staff apply for leave, travel and subsistence, view payslips and change personal information. Employee Self Service will be available on any smart phone, pc or internet-enabled device. Employees will be able to download a free app to their phone or log on through the HSE website and apply for leave or update their personal details. Dedicated Internet Access Points will be installed in a number of areas where staff who don't have a smart phone or access to a PC can log on Employee Self Service.



**Find
out
more**

Further NiSRP information is available on the HBS Intranet via <http://ihbs.healthirl.net/National-Integrated-Staff-Records-and-Pay-Programme/>

In addition we encourage all employees to view brief video tutorials on how to use the ESS app: <http://hpsa.healthirl.net/moodle/mod/resource/view.php?id=960>

There will be regular updates on twitter so please follow us @HBS_NiSRP. For any general questions or feedback please email hbs.nisrp@hse.ie

National Standards Authority Ireland - Excellence Through People Assessment 2019

The ETP assessment to the ETP1000: 2017 specification took place over 3 days on April 15th, 24th and 25th 2019.

Staff interviewed were randomly selected by the assessor.

A number of areas were assessed including:

1. Business Planning & Continuous Improvement
2. Effective Communication & People Engagement
3. Leadership & People Management
4. Learning & Development
5. Human Resource Systems & Employee Wellbeing

Following the assessment, it is the assessors opinion that the HSE complies with all 5 clauses of the specification and based on staff feedback it is clear that the HSE is an excellent employer. Staff interviewed were very positive about the supportive and caring culture in the organisation offering real opportunities for personal development, career progression and good work-life balance. The HR systems, processes and development programmes reviewed by the assessor were 'best in class'.

The Performance Development Planning (PDP) process was applied throughout National HR sites visited and was viewed as motivational by the employees interviewed. Individual training needs analysis is an integral part of the performance review process and linked to continuous improvement across National HR. Good career opportunities, a wide range of learning and development programmes, excellent staff well-being programmes and a good work-life balance, were the predominant comments received from staff interviewed.

The following are examples of quotations from staff when asked the open question "what is life like working in National HR, HSE and how would you describe the HSE as an employer"?

"I feel valued"
"Flexible organisation on parental leave"
"Excellent learning and development opportunities"
"Study leave excellent"
"HSE should publish more positive stories about staff working in the HSE"
"Enjoyable place to work"
"Friendly place to work"



Based on the evidence supplied and the feedback from staff interviews it is the assessors opinion that the HSE fully embraces and is committed to the concepts in the ETP Scheme and to work consistently at developing it's Human Resource systems, structures, values and culture towards a people focused environment for its staff.

The assessor concludes that the HSE human resource management systems and practices demonstrated during the assessment and supported by the material presented and staff interviewed, meet the requirements of all 5 sections of the ETP1000:2017 specification and merit the GOLD standard.

We would like to take this opportunity to congratulate all teams on their success and special thanks to Ms Alice Healy, Ms Ber Kelly, Mr Paul Gahan and Mr Eamon Ross.

Result			
Section	Points Available	2019 Points Awarded	% This Assessment
1. Business Planning & Continuous Improvement	200	164	82%
2. Effective Communication & People Engagement	200	161	80.5%
3. Leadership and People Management	200	167	83.5%
4. Learning and Development	200	160	80%
5. HR Systems & Employee Wellbeing	200	175	87.5%
Total	1000	827	82.7%



Celebration of International Nurses Day and Day of the Midwife 2019

On 5th May each year, we celebrate International Day of the Midwife. This day marks a global recognition and celebration of the work of midwives, led by the International Consortium of Midwives. International Nurses Day is celebrated annually, one week later on May 12th to recognise the contribution that nurses make to societies around the world. The date has a very strong significance, being the birthday of perhaps the world's most famous nurse, Florence Nightingale.

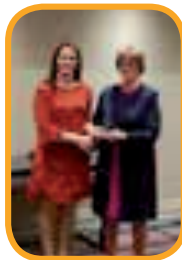
To celebrate International Day of the Midwife and International Nurses Day this year, the HSE launched a new Storytelling competition designed to capture real human experiences in our hospitals and in the community. The competition theme "The Patient is Paramount" was chosen to capture and explore the caring and compassionate

role of the nurse and midwife in practice. According to Rosarii Mannion, HSE National Director for Human Resources, this theme emphasised "the importance of our Nursing staff sharing positive experiences in relation to their roles and the valuable contribution they make cannot be overstated".

The response to the competition was exceptional. There were a total of 88 submissions: 67 for the Nursing category and 21 for the Midwifery category. The standard of submissions was very high and gave an unenviable task to the seven judges. The nominees and guests were invited to an awards evening on Saturday 11th May in Dublin, where the winners were announced and presented with awards from the President of the International Council of Nurses, Ms Annette Kennedy. Annette is a Registered Nurse

and Midwife with a BA in Nursing Studies and an MSc in Public Sector Analysis and an Honorary Fellowship from the Royal College of Surgeons in Ireland (RCSI). In 2018 Annette was appointed to the Sláintecare Implementation Advisory Council.

The event also featured a keynote speech on the art of storytelling from the Emeritus Professor Angela Bourke, who writes in Irish and English, and has lectured for many years on traditional Irish storytelling, singing and literature at UCD. Rosarii Mannion, National Director Human Resources expressed her sincere thanks to Dr. Susan Kent who led out on the initiative and to everyone who submitted their powerful and wonderful stories.



Nursing Category

Winner	"A Tribute to Kenneth"	Elaine Craven, Advanced Nurse Practitioner Respiratory, Connolly Hospital, Blanchardstown
Highly commended	"The One Pound Note"	Marie O'Brien, Community RGN, Vernon Avenue Health Centre
Highly commended	"A Long and Winding Road"	Marie O'Brien, Community RGN, Vernon Avenue Health Centre
Runner up	The Patient is Paramount	Jacqueline De Lacy, Criteria Led Discharge National Project Lead, Clinical Strategy & Programmes Division, Stewarts Hospital
Runner up	The Patient is Paramount	Liam Callaghan, RNID RCN NMBI, Early Intervention 0-6yrs Team Coordinator Louth Disability Service(out of country)

Midwifery Category:

Winner	The Patient is Paramount	Colette Cunningham, NICU Nurse, UHW Waterford
Highly commended	The Patient is Paramount	Mary Moran, Midwife, Parent Education Services; University Hospital Galway
Highly commended	"This is Birth".	Nanni Schlunz, Homebirth midwife for the HSE National Home Birth Services

Public Sector Leaders Development Forum

Minister for Business, Enterprise and Innovation, Heather Humphreys, T.D. officially opened the second Public Sector Leaders forum that took place on Monday 29th April, 2019.

Hosted by the National Human Resources team, the 'Collaboration is Key' themed event brought together a number of established business leaders from across the public and private sector to share insights of harnessing the power of working together. In her welcoming address Minister Humphreys spoke of the role of Women in Leadership and how we have some of the world's finest business women in Ireland, who are inspiring the next generation. She said that female entrepreneurs must have access to the training, funding and supports that they need to succeed. Deborah Somorin, Accountant and Founder of the charity Empower the Family, shared her inspiring story of resilience and ambition. Deborah spoke movingly of her experience as a homeless single mother and how with the help of workers with Focus Ireland

she was able to continue her education achieving her master's degree and taking a job with PWC.

In terms of collaborating Paula King, Leadership Coach emphasised the importance of building trust and asking for help and support - "When you need help put your hand out for the support of others". In her closing address Sinéad McPhillips Assistant Secretary Department of Agriculture, Food and the Marine, referenced the championing of Diversity and Inclusion promotes collaboration and improvement in the gender balance in the workplace. Attendees at the forum were asked to reflect on their vision for collaboration and the positive outcomes achievable. In her closing remarks Rosarii Mannion, HSE National Director touched on many of the common themes of conversation including how Public Sector collaboration makes

better use of each other's resources to achieve better outcomes and improved efficiencies across every sector. The Public Sector Leaders Development Forum is a key driver in the delivery of reform of our Public Service as we move towards 2020. We look forward to future opportunities for collaboration and continued success in the future.



Family Fun Day

Following the success of their 2018 event, the Royal Hospital Donnybrook hosted a family Fun Day on June 8th. There was a great atmosphere at the Hospital with a great turnout for the five-a-side children's football competition in the morning and an 800m family run and a 3k run for more experienced runners in the afternoon. A big thank you to all staff who contributed to the fun and success on the day.



Members of the National Staff Engagement Forum pleased to support the HSE Schwartz Rounds

Members of the National Staff Engagement Forum were pleased to support the HSE Schwartz Rounds. The Rounds are facilitated conversations for healthcare staff about the emotional impact of their work. On May 27th the HSE welcomed findings by Trinity College Dublin that these interventions benefit teamwork in the organisation and enhance workplace communication.

Top of the Class for Staff with JAI!

As part of the Health Service People Strategy, the HSE partners with Junior Achievement Ireland, an organisation which connects young people to the world of work. This partnership provides an opportunity to deliver health information messages to school pupils across Cavan, Monaghan, Donegal and Limerick in collaboration with Healthy Ireland.

Overall 38 HSE staff volunteered to visit schools in their areas, highlighting physical and mental health information for students. Teaching pre designed programmes in line with the education curriculum, as designed by Junior Achievement Ireland. Each volunteer brought the world of work into the classrooms.

The efforts of volunteers were recognised at a special event with pupils from Scoil Éanna, Ballybay Co. Monaghan in attendance. Teacher Hannah McKenna's 6th class demonstrated and highlighted their involvement with the initiative and also the Junior Achievement Energize programme. This initiative

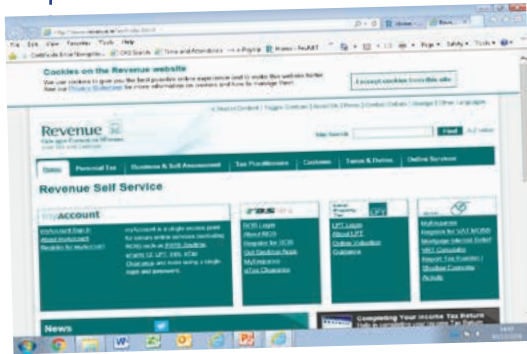


promotes the importance of giving young people every opportunity to succeed. The programmes provide students with meaningful experiences to gain knowledge and skills in critical areas like work readiness, financial literacy and see the value of studying science, technology, engineering, and mathematics (STEM) and entrepreneurship. We look forward to future success working in partnership with Junior Achievement Ireland.

HR STAFF NEWS-LETTER

Avoid being placed on emergency tax NCHDs and emergency tax

In the past, Non-Consultant Hospital Doctors (NCHDs) faced a significant paperwork burden when moving between different hospitals or services. A range of employment documentation had to be provided, often to different departments in the same hospital or service.



NCHDs were often placed on emergency tax for the initial weeks of their new post. The burden increased when NCHDs moved between HSE and HSE-funded agencies. Five years ago, the MacCraith Reports (Strategic Review of

Pensions service which would eliminate the delay, ensure that each NCHD's tax is properly dealt with and that HSE or HSE-funded agency deduct the right amount of tax from their pay when they change posts.

In October 2017 HSE HR circulated details of the new service to HSE and HSE-funded employers. It allows NCHDs and other employees register their new job (or private pension) with Revenue. A tax credit certificate would then issue to both the employer (P2C) and employee ensuring that the employer can deduct the correct amount of tax for that job (or pension).

Medical Training and Career Structures) noted that "the HSE and employers should jointly explore how processes can be streamlined. Addressing this issue would improve the quality of the employment experience for trainees"

Beginning in 2015, the introduction of the National Employment Record streamlined the number and type of documentation required and moved the process online. However, issues with use of emergency tax and consequent payment of salary in the first weeks of employment remained. Taking that into account, HSE HR worked with Revenue to progress a new Revenue Jobs and

To use the service

NCHDs should collate their PPS Number, date of birth, mobile or landline phone number, email address and home address and register at

www.ros.ie

Further information regarding registration is available at www.revenue.ie/en/online/jobs-pensions.html

or for NCHDs employed by the HSE at:

http://hsenet.hse.ie/Human_Resources/Emergency_tax/



Useful Information

A useful piece of information during the process is the relevant employers registered number. While the HSE is a single employer, Revenue requires that it maintain separate Employer Number's based on geographic region. In addition, each HSE-funded agency has their own Employer Number. In that context, the following are the Employers Registered Numbers for each payroll region in the HSE and relevant HSE-funded agencies:

Region	Employers Reg. No.	Region	Employers Reg. No.
Eastern	0043024G	Portiuncula	0024042B
Midlands	0002000J	South East	0027010D
Mid West	0030888U	South	0007497W
North East	0072958D	West	0024042B
North West	0036210M		
HSE-funded agency	Employers Reg. No.	HSE-funded agency	Employers Reg. No.
Beaumont	4503682S	Cappagh	6416993T
Coombe	0064009E	Mercy, Cork	6373064N
Mater	6371402U	NRH, Dunlaoghaire	0068397N
NMH Holles Street	0052069G	Our Lady's Hospice & Care Services	0060279N
OLCH Crumlin	0043312L	South Infirmary Cork	4653885A
Peamount	0051172R	St. John's, Limerick	0030597J
Rotunda	0045082H	St. Michael's Dunlaoghaire	0068411E
RVEEH	0079103E	Temple St.	6371404B
St. James's	0085963R	St. Vincent's	6358585I
St. Luke's, Rathgar	0050124B	Tallaght	0055033A