

HR STAFF NEWS-LETTER

June 2016

The Health Service Excellence Awards 2016: Ophthalmology Project Wins

The Health Service Excellence Awards took place in Farmleigh Estate, Phoenix Park, Dublin on April 27, 2016.



The Winners: Ophthalmology Project Sligo

The Awards are designed to recognise the achievements of our staff who have been involved in a project that has made a real and lasting difference to our health and social services; and to promote pride among staff in relation to their valuable work. Director General of the HSE, Tony O'Brien, presented the awards.

and Sligo, Leitrim and West Cavan Community Health Organisation. The Ophthalmology Service in Sligo University Hospital joined forces with colleagues working in the community to create an improved model of care for patients. As a result of the project, 1400 additional outpatients have been seen in the service in 2015, reducing the waiting list by 45%.

Congratulating the winners Tony O'Brien, Director General of the HSE, said: The Health Service Excellence Awards 2016 are designed to identify and recognise the real value we place on excellence and innovation across all of our health service. The Awards process enabled us to identify great service developments that can be shared and implemented, as appropriate, in different parts of our health system.

Seven projects were selected to compete to be the Overall Winner of the 2016 Health Service Excellence Awards, with seven more being Highly Recommended, from an original entry of 426 projects. Teams representing the final seven projects attended the Awards Ceremony.

The award for Overall Best Project was presented to the Ophthalmology Service being delivered by Sligo University Hospital



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He continued: "The Awards are not simply about those projects selected as being winners and finalists but about all of those that have been submitted and are contributing to the continuous improvement of health and social care services. The on-going commitment of staff throughout the public health service contributes in a very significant way to the quality and satisfaction levels acknowledged

by our service users and the members of the public. The Health Service Excellence Awards afford us the opportunity to take pride in our services, recognise and celebrate staff commitment and dedication and to say thank you to our staff for their contribution to the provision of health and social care services.

The Runner Up Award was presented to the National Clinical Programme for Acute Coronary Syndrome (ACS) which was initiated in 2010 to save lives by standardising the care of ACS patients across the country as a joint venture between the Irish

Cardiac Society (under the auspices of the Royal College of Physicians of Ireland (RCPI) and the HSE.

The Popular Choice Award, decided by an online poll for healthcare staff, was presented to the Community Epilepsy Outreach Service operated by the South/South West Hospitals Group and Community Healthcare Organisation for Cork and Kerry. The service succeeded in transforming the quality of epilepsy care for service users through a radical redesign of the model of care.

Videos outlining the great work of the seven finalists can be downloaded [here](#) 

Regional showcase events are now planned to bring attention to the work of not just the seven finalists, but to all 426 project entries. These events are designed to enable shared learning between our services and to recognize the valuable work that is ongoing. The first of these events will be held in Sligo on the 15th June, with a second scheduled for Dungarvan, Waterford on the 24th June. Further showcases are planned for later in the year.



National Clinical Programme for Acute Coronary Syndrome



Smart Start Temple Street



Community Virtual Ward



Community Epilepsy Outreach Service



Little Things



Family Summer Wheelchair Camps

SHORTLISTED PROJECTS HEALTH SERVICE EXCELLENCE AWARDS 2016

Number	Title	Description
The Projects of the Seven Finalists		
(1) Sligo University Hospital/ Sligo Leitrim West Cavan CHO Ophthalmology Service	“Having The Right People With The Right Skills In The Right Place, At The Right Time”	The Ophthalmology Service in Sligo University Hospital joined forces with colleagues working in the community to create an improved model of care for patients.
(2) National Clinical Programme for Acute Coronary Syndrome (ACS)	Acute Coronary Syndrome Programme	The National Clinical Programme for Acute Coronary Syndrome (ACS) was initiated in 2010 to save lives by standardising the care of ACS patients across the country as a joint venture between the Irish Cardiac Society (under the auspices of the Royal College of Physicians of Ireland (RCPI)) and the Health Service Executive.
(3) Community Epilepsy Outreach Service, Cork	Regional Community Epilepsy Outreach Service	A Community Epilepsy Outreach Service, based in Cork, succeeded in transforming the quality of epilepsy care for service users through a radical redesign of the model of care.
(4) Paediatric Occupational Therapists, Co Louth	Family Summer Wheelchair Camps	Paediatric Occupational Therapists in Co Louth found that summer camps in the county were not suitable or the facilities were not accessible for children in wheelchairs. They created a summer camp specifically designed for this group which would also meet the goals of their service.
(5) HSE’s Mental Health and Communications Divisions	Little Things Mental Health Campaign	Little Things is a positive mental health campaign created by the HSE’s Mental Health and Communications Divisions and 32 partner organisations. One of the strategic priorities of the Mental Health division is to promote positive mental health and to reduce the loss of life through suicide.
(6) HSE Primary Care Services, Dublin North	Community Virtual Ward in North Dublin	HSE primary care services in Dublin north worked with gerontology services in Beaumont Hospital, Nursing and Midwifery Planning Development Unit Dublin North (NMPDU) and Royal College of Surgeons Ireland (RCSI), to create the country’s first Community Virtual Ward for older people.
(7) Temple Street Children’s University Hospital, Dublin	‘Start Smart’ – Improving the quality of empiric antimicrobial prescribing at Temple Street Children’s University Hospital	Doctors and pharmacists at Temple Street in Dublin worked together to achieve 100% compliance with antibiotic prescribing guidelines for children admitted via the Emergency Department (ED).

HIGHLY COMMENDED PROJECTS

(8) Community Healthcare Organisation for Donegal, Sligo/Leitrim/West Cavan and Cavan/Monaghan	Donegal Social Prescribing for Health and Wellbeing	A structured programme which linked people with holistic, local, non-clinical projects and programmes and social supports in their community in order to improve their health and wellbeing.
(9) St Vincent’s University Hospital	Community Medicine for Older Persons Nursing Home Liaison Service	A project established to meet the needs of a growing number of people requiring Long Term Care in both public and private nursing homes.
(10) Office of the Chief Information Officer, HSE	National Integrated Medical Imaging System (NIMIS)	NIMIS connects all public hospitals to enable closer collaboration between clinicians and allows secure, electronic sharing of images between specialists for faster and improved diagnosis.
(11) HSE School Age Teams and Child and Adolescent Mental Health Services, Midlands	Transition to Secondary School Group	A project which prepares children for secondary school – they may have a diagnosis such as language delays, autism spectrum disorders, attention deficit hyperactivity disorder or intellectual disabilities.
(12) St Finbarr’s Hospital, Cork	Stroke Rehabilitation & Recovery: collaborative efforts of HSE & Cork Stoke Support Group improving patient outcomes	The Cork Stroke Support Group provides education, support and social contact for people who have experienced stroke and for their family and friends. The project was initiated in St Finbarrs Hospital by the Advanced Nurse Practitioner in Rehabilitation of the Older Adult.
(13) Safetynet Methadone Programme	Bringing methadone treatment to homeless people	This unique Dublin city programme has increased access to treatment by designing services to fit the particular needs of homeless service users rather than requiring them to fit into the established system.
(14) HSE Social Inclusion, North Dublin City GP Training Scheme, University of Limerick Graduate Entry Medical School.	Partnership for Health Equity Clinics	A project set up to improve access to primary care for marginalised groups locally; including the homeless, drug users, sex workers, migrants and refugees.

Building an Engagement Community #engaginghealthstaff

The Human Resources Division is holding a series of staff engagement workshops around the country in 2016.

The first event was organised in partnership with the Communications Division and was held on Wednesday 5th of May in the Irish Management Institute (IMI) in Sandyford.

The purpose of the workshop was to engage with staff, building on their experiences to capture what works and what doesn't when it comes to communications in the workplace. The workshop also aimed to generate new ideas on how we can all communicate better both formally and informally.

Over 300 staff members expressed an interest in taking part in the workshop and 100 employees were invited to attend. The make-up of the attendees reflected the current staff profile in the health service and was made up of a mix of nurses, care and support staff, health and social care professionals, administration staff, doctors, corporate management staff from all levels in the HSE and the voluntary sector.

"People support change they help to create"

An online tool was used in advance of the workshop to gather feedback from staff on situations when they felt engaged at work and ideas for improving staff engagement, in particular suggestions for improving communications in the workplace. These ideas were used to focus the workshop and were built upon by participants on the day. Participants worked together to consider their own personal networks within and outside the organisation and what communications methods they find most effective within these networks. Many strong ideas, suggestions and initiatives were put forward by participants and one suggestion in particular received unanimous support:

"Involve and communicate with frontline staff on changes affecting them".

What does it mean to be engaged at work?

Engaged staff often feel valued and empowered, have a high level of job satisfaction, have a strong sense of connection to the objectives of the service, and are excited and proud about being part of it.

Communication has an important role to play in staff feeling engaged. It is at the core of how we experience our workplace, how we do our jobs, work within teams and engage in the organisation.

"If it is to be, it's up to me"

Participants were asked to think about what actions they could take personally to promote and improve staff engagement in their workplace in the months ahead.

Many participants at the workshop expressed the need to ensure that all employees have the tools to communicate effectively with each other and with patients and the public. As a result of this workshop the Office of the CIO and e-Health Ireland have put together

a plan that will ensure that the 30,000 HSE employees who currently have no workplace email will be provided with access to email and an address that enables them to have a healthcare digital identity by the end of the year. Additionally 10,000 Primary Care staff will be provided with access to digital devices which should ensure greater connectivity to their Services.

Other ideas that were prioritised by participants include:

- "Strengthen induction training, especially for new managers (on hr and communications in particular)"***
- "Hold regular team meetings (weekly, fortnightly, monthly, quarterly), with active input in shaping agenda, questions etc."***
- "Promote better communications in all projects - with responsibility, authority and accountability properly defined and understood by all concerned"***
- "Coach managers in communication skills"***
- "Recognise staff for exceptional performance, for long service"***
- "Keep communication channels open - providing feedback, both positive and negative"***
- "Encourage initiative - follow through to demonstrate that people's ideas are being taken seriously"***
- "Prioritise team-building/morale-building initiatives"***
- "Ensure the meetings are productive and efficient"***
- "Share learning better"***
- "Better connect the people on the ground with senior management"***
- "Lead by example - from the board of governors, to consultants, to local managers, to me"***



The way forward...

Feedback from participants was honest, insightful and hugely helpful, and will be used to help shape the internal communications strategy in the organisation. This process is the start of reaching a longer term goal to improve the culture of communicating in the organisation – that is how everyone, from line managers to frontline staff and everyone in between, communicates on a daily basis. Further staff engagement workshops will be rolled out in other areas around the country over the course of the year. For information in relation to these workshops please contact Libby, Kineen, Human Resources at Libby.Kineen@hse.ie.

A short video from the event is now available to view on the HSE youtube channel [HERE](#).

Excellence Through People



We are delighted to report that National HR has been successful in attaining Excellence Through People NSAI 1000: 2012 accreditation. This award provides a business/service improvement model for organisations to enhance performance and realise strategies through the management and development of their people. It is a wonderful development for all in HR and Rosarii Mannion, National Director of Human Resources has expressed her sincere thanks and congratulations to all HSE HR staff, particularly the various working groups, leads, and the project co-ordinator Hilary Dolan.

HR Feedback Forum

HR Feedback Forum

The National Director of Human Resources, Rosarii Mannion, has set up a HR Feedback Forum comprising representatives from HR and service delivery staff from across our Services to act as a consultative group on how HR Services should be delivered. The Forum is chaired by Mary Connaughton, CIPD Director for Ireland and it's members are: Rosarii Mannion, National Director HR, Mary O'Donnell, Mayo General Hospital, Pat O'Boyle, CEO, Dublin Dental Hospital, Libby Kinneen, HR Lead for Employee Engagement, Celia Nichol, Speech & Language Therapy Manager, CHO Area 6, June Boulger, Patient Advocacy, Acute Hospital Division, Joe Mc Monagle, Senior Staff Nurse, Mental Health Letterkenny, Caroline Smith, Office of National Director HR, and Mary Barrett, Staff Nurse, Services for the Elderly.

The Forum will enable information sharing on developments in HR and provide a space for sharing good practice, as well as allowing for two-way communication and consultation on human resource management issues within the service delivery areas. The Forum will review the delivery of Human Resource Management in accordance with National Service Plan and the People Strategy. The HR Feedback Forum will meet on a 6-weekly basis.

Ms Mannion has welcomed the establishment of the Forum and believes that it will help ensure that the staff voice is heard when HR developments are being put in place and should help shape HR to ensure that it supports our Service Delivery Units in a meaningful way.

Building a Health Service Staff Engagement Community

#engaginghealthstaff

Health service employees are being invited to participate in a new National Staff Engagement Forum. The Forum will be made up of 50 staff members from across health & social care services from all levels and grades in the HSE and voluntary sector. The Forum will provide a space for staff to bring forward their thoughts and ideas about how we can engage with each other more fully as part of building a better health service. The forum will assist the health services to scope and develop a staff engagement strategy in the coming years which will directly influence and shape how we involve all staff in the design and delivery of services. We believe staff have a unique insight into the challenges faced by their services and are often best placed to identify areas for quality improvement.

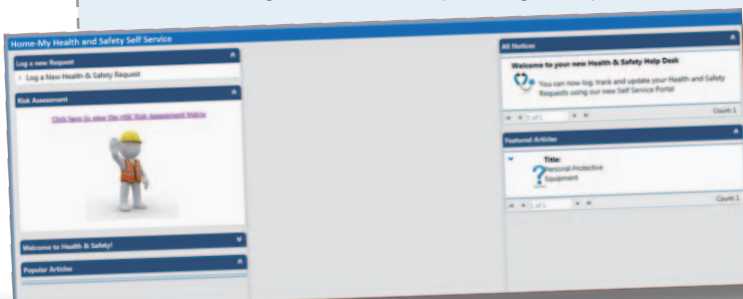
This group will work with a Strategic Engagement Leadership group from HR, Quality Improvement Division and Communications who have committed to driving the staff engagement agenda.

New Online Health & Safety Helpdesk

The National Health & Safety Function is pleased to announce the introduction of its new Health and Safety Helpdesk which allows employees to submit health and safety support requests online. The National Health & Safety Function provides a wide variety of services including health and safety training, safety audits and

advice on chemicals, office and environmental safety. This new development is part of the Departments' efforts to modernise and improve its services.

Local Management remains the first point of contact for all health and safety queries; however if further assistance, information or clarification is required, employees can contact the new online Health & Safety Helpdesk [here](#). All queries logged by employees are fully traceable, and employees can also track the progress of their requests.



Information on how use the system is available by downloading the User Manual from [here](#). Alternatively employees can contact the Health & Safety Helpdesk Team by calling **1850 420 420** weekdays between 10.30a.m. and 12.00 noon and 2.p.m. to 3:30p.m.

HR Masterclasses 2016


Dr. Michael Leiter delivered a HR Masterclass on April 14 in the Mullingar Park Hotel on Engagement - Resilience and Avoiding Burnout Workplace. Dr Leiter is a researcher and author from the Centre for Organizational Research and Development, Acadia University, Nova Scotia, Canada. He has studied organizational behaviour for more than two decades. Together with his co-author, Dr Christina Maslach, he coined the term "work engagement" as the antithesis to burnout. Ms Rosarii Mannion, National Director of Human Resources opened the Masterclass by telling participants that the event was being held in Mullingar in response to feedback from the Staff Engagement survey which conveyed the need to have events in central locations for all attendees. Welcoming Dr Leiter, Ms Mannion said that she was sure that he would challenge us to focus on how we can help create an environment which allows our employees to use their talents and abilities to lead change and bring about quality improvements.



Dr Leiter spoke about how employees' health, satisfaction, engagement, and productivity reflect the quality of their social contacts at work. People want to belong to dynamic and supportive teams, but reality too often falls short of this ideal. Whilst much attention has been focused on addressing blatant forms of mistreatment such as bullying and harassment, Dr Leiter argued that the small stuff matters as well. He spoke about how workplace incivility comprises a wide range of behaviours which others experience as disrespectful, thoughtless, or rude and how incivility undermines a workgroup's culture. Whilst people shrug off occasional rudeness, problems arise when incivility and disrespect become embedded. Dr Leiter's talk focused on civility, respect and work engagement. Civility and respect are fundamental interpersonal skills necessary to promote an engaged and flourishing workplace for employees. He outlined his 4 A's of Civility:

- 1. Acknowledgement:** Saying or doing something that recognizes another person's presence. It could be as simple as smiling or wishing a good morning.
- 2. Appreciation:** Expressing thanks for another person's contribution or expressing admiration for the quality of that contribution.
- 3. Acceptance:** Explicitly or implicitly welcoming a person into your conversation, group, or project.
- 4. Accommodation:** Modifying your activities or space in ways that helps another person participate or to work more comfortably or effectively.

Dr Leiter detailed how designed workplace interventions in the area of civility and respect have been shown to make a lasting impact in a diverse range of organizations, bringing about improvements in job satisfaction, commitment, trust and burnout. Dr Leiter encouraged all the attendees to develop their own personal capacity for civility and respectful behaviour.

You can watch Dr Leiter's Masterclass by clicking [here](#). 



TCD Graduations

Congratulations to all of the HSE employees who recently graduated from Trinity College Dublin with their MSc (Health Service Management). This challenging two year part-time programme provides health professionals with the knowledge and competence to effectively plan and manage health services. We would particularly like to congratulate our HR colleagues, Ms Paula Lawlor and Mr Des Williams on this fantastic achievement. Well done all.



HSE – NDTP Appoints National Lead NCHD/NDTP Fellow

HSE - National Doctors Training & Planning is pleased to announce the appointment of Dr. Catherine Diskin as the first National Lead NCHD/NDTP Fellow.

The position of National Lead NCHD/NDTP Fellow has been created to develop the Lead NCHD Initiative; a joint collaboration between HSE - NDTP and the HSE's Quality Improvement Division. The National Lead NCHD/NDTP Fellow will also undertake a research study or project, which may be linked to the Initiative, as part of a post graduate/masters programme.

Dr. Diskin is a third year Paediatric Specialist Registrar currently based in Our Lady's Children's Hospital, Crumlin. She has previously held the role of Lead NCHD and will take up her appointment as National Lead NCHD/NDTP Fellow in July 2016 for a one year term.

Commenting on Dr. Diskin's appointment, Prof. Eilis McGovern, Director, HSE National Doctors Training & Planning said: "The appointment of the first National Lead NCHD/NDTP Fellow represents an exciting development in the overall Lead NCHD initiative and we look forward to working with Dr. Diskin to continue to enhance and embed the Lead NCHD role."

2015/16 is the second year that the Lead NCHD initiative has been rolled out nationally and there are currently 41 Lead NCHDs across 31 acute hospital sites. The HSE is working to support the Lead NCHDs and one of the ways this is done is



Dr. Deirdre Kelly and Dr. Papa'a Kadafa pictured at the Lead NCHD Workshop February 2016

through workshops, which provide a valuable opportunity for Lead NCHDs to meet each other and to share experiences and learning from across their clinical sites. The most recent of these was in February 2016 and included sessions on quality improvement, the European Working Time Directive and Influencing Change.

Speaking about the Lead NCHD initiative Dr. Philip Crowley, National Director, Quality Improvement Division, emphasised that: "The Lead NCHD initiative continues to evolve and we want to promote NCHD leadership to ensure NCHD voices are heard and to work with them to improve their working conditions."

Dr. Julie McCarthy, National Lead, Clinical Director Programme, echoed this sentiment explaining that: "we are forging links between the Lead NCHDs and Clinical Directors to maximise the potential of the initiative within the context of the wider National Clinical Director Programme."

Lead NCHD Awards

Lead NCHD Awards are also being introduced for the first time this year. Lead NCHDs are invited to submit initiatives which they have implemented on their clinical site. Entries can be submitted in a number of award categories including enhanced communication between



Prof. Eilis McGovern, Director National Doctors Training & Planning, Dr. Julie McCarthy, National Lead, Clinical Director Programme, Quality Improvement Division, Ms. Angela Hughes, Programme Manager, Clinical Director Programme, Quality Improvement Division and Ms. Louise Doyle, Business Manager, NDTP pictured with attendees at the February 2016 Lead NCHD Workshop in the HSE.

NCHDs and other colleagues; local NCHD education/training; policy/process development; quality improvement initiatives and patient centred initiatives. Entries for the awards can be submitted by the 2015/16 cohort of Lead NCHDs until the end of June 2016.

Entry forms are available [HERE](#) 



Dr. Carmel Moore and Dr. Karl Neff pictured at the Lead NCHD Workshop February 2016



Dr. Catherine Diskin

HSE – NDTP launches next version of the National Employment Record (NER)

The National Doctors Training and Planning (NDTP) Unit are continuing to roll-out the National Employment Record (NER) to all NCHDs and Medical HR Departments, with the latest version of NER going live in April 2016.

The NER was developed in response to one of the recommendations of the 'Strategic Review of Medical Training and Career Structures' (MacCraith Report) to reduce the paperwork burden for the employment of NCHDs when they are rotating between clinical sites. Each NCHD is required to register on a secure NER portal account which provides a central location for uploading documentation associated with changing employer, such as Garda Vetting, Occupational Health/EPP, Hire Form, mandatory training certificates, CVs etc. Since the introduction of the NER in June 2015, 3,199 NCHDs have registered their portal account.

Making NER user friendly for NCHDs has been a driving priority for NDTP, and the latest version has additional functionality such as the ability to upload documentation from smart devices and improved automated email reminders for both Medical HR and NCHDs. This version of NER also includes a revised Hire Form, which will be accepted nationally by all payroll departments for the July 2016 intake of NCHDs. NDTP have worked closely with Medical Manpower Managers, HBS National Personnel Records and

National Payroll to ensure that the NER Hire Form meets all of their requirements across both HSE and Voluntary Hospitals/sites.

NDTP delivered training sessions to Medical HR employees across clinical sites, GP Training Schemes and Mental Health services throughout the county to help them to implement the current version of the NER.

For further information or to request training please contact either Eddie Staddon, NER Project Lead or Anna Merrigan, NER Project Manager, National Doctors Training & Planning - doctors@hse.ie or 01 635 2892.

Workplace Health & Wellbeing Unit

The Workplace Health & Wellbeing Unit has been established and Dr Lynda Sisson, HR's newly appointed Clinical Lead, Occupational Health, will head up the Unit.

It is tasked with ensuring the delivery of high quality staff support services including Staff Health and Wellbeing, Occupational Health, Staff Engagement and Employee Assistance programmes. The appointment of a Clinical Lead to this role demonstrates the commitment within HR to ensure that staff members are supported to manage their own health and wellbeing which is fundamental to the delivery of Safer Better Healthcare to patients, clients and service users.

The Unit aims to improve the general health and wellbeing of staff in the Health Services and support more people with health conditions to stay in work or enter employment. It will work with managers, trades unions and healthcare staff to create healthier workplaces, improve occupational health services and rehabilitation support, and increase employment opportunities for people who are not in work due to ill-health or disability. It aims to implement all elements of a positive workplace, including appropriate supports for both staff and management in relation to stressors in the workplace. Additionally, it is working closely with the National Director of Health and Wellbeing and Healthy Ireland to launch a number of initiatives to increase physical activity amongst health service staff.

Dr Sisson held a Workplace Health and Wellbeing, Occupational Health Strategy Development Day on April 28 where staff from Occupational Health Services throughout the country came together to begin the process of advancing a strategy, which will direct the work of the Unit and Wellbeing Services over the next number of years. This development will deliver on Action 2.10 of the *People Strategy* which commits Health Services employers to develop a Staff Health and Wellbeing Strategy. This session marked the beginning of the consultation process on the development this Strategy and afforded Dr Sisson the opportunity to outline her key priorities in her new role.

The Workplace Health & Well-Being Unit can be contact by emailing hr.wellbeing@hse.ie

Occupational Health Nursing staff, from left to right is Sarah Creedon, Gemma Mulligan and Ann Roche.



Some quotes from staff members who addressed the delegates in the closing session on April 28:

Dr. Mary Mc Mahon (Occupational Health Physician, Children's Hospital Group and Portiuncula Hospital General & Maternity, Ballinasloe)

"It is fantastic to have a lead Occupational Health Physician appointed. It demonstrates the value that the HSE places on the Wellness agenda"

Brigid Quaid (CNM III Occupational Health, Cork)

"Today has been a historic day in occupational health service in Ireland. As staff we need to support each other to work together. We need to embrace the moment, which has never been more positive than now"

Dr. Eileen Canning (Occupational Health Physician, Donegal and Sligo)

"Today has been worthwhile as a team building exercise and an opportunity to lift your head from the day to day work. It is important that we map out our direction of travel and the enthusiasm of Rosarii Mannion as Director of HR is very validating"

Maura Cagney (CNM III, Occupational Health, Beaumont Hospital)

"Today has been a very rewarding day. It is great to see that Occupational Health services are being recognised in this way"

Dr Sisson, addressing the Occupational Health Staff Members during the Occupational Health Strategy Development Day



Occupational Health staff members who attended the Strategy Development Day.

From Student to Practitioner Health Social Care Professional (HSCP) Graduate Workshop

Now in its seventh year, the annual Student to Practitioner event takes place on Wednesday, 25th May, 2016 in the National University of Ireland, Galway, and on Thursday, 2nd June, 2016, in Our Lady's Hospice, Harold's Cross, Dublin 6W, with over 160 health and social care profession graduates registering to attend over the two day. Graduates attending include biomedical scientists, dietitians, occupational therapists, physiotherapists, psychologists, social care workers, social workers, speech and language therapists and podiatrists.

This initiative is the result of a collaboration between the Universities, Institutes of Technology, HSE, HSCP Unit, Organisation Design Development West and the National Recruitment Service. It was developed to provide support for newly qualified and recently graduated clinicians in the transition from student to practitioner in their field. It is designed to empower graduates to prepare for professional practice.

The day consists of two main workshops:

- 1. Transfer of Skills from college to workplace**, a reflective workshop focusing on (i) How the graduate can bring the college experience to the workplace

(ii) Assists the graduate in the development of strategies to manage themselves in the workplace, and

(iii) Advice on how to maintain their skills while waiting for a job.
- 2. Gaining the Edge** examines,

(i) Information on the recruitment processes, i.e. CVs, application forms and shortlisting,

(ii) How people think about themselves and

(iii) How to market themselves.

The workshops are facilitated by HSE staff drawn from HSCP, general management and Organisational Development.

The day also includes a presentation on Continuing Professional Development (CPD) delivered by the CPD officers of the individual professional bodies. There is also an opportunity to meet representatives from CORU (the regulator), Professional and other representative bodies and CPD officers.

The programme has been continually evaluated over the last seven years and has received a positive feedback from the graduates who have found the day informative and worthwhile.

Students and HSE staff at previous events



Sinead Douglas Moore, Brona Conroy, Mary Jo Bernie



Shauna Sheridan, Ciaran Wade, David Carolyn, Aoife Kennedy



Student Group



Edel Dunphy, IASLT, Libby Kinneen, HR Lead, Employee Engagement, Eileen Walsh, Jackie Reed, Frances Conneely, HSCP Unit, National HR.

Ambulance Services

The HSE has published the report of the [National Ambulance Service of Ireland, Emergency Service Baseline and Capacity Review](#), which was carried out by Lightfoot Solutions UK Ltd. The report determines the ambulance service capacity requirements in order to deliver the HIQA response times targets for pre hospital emergency care in Ireland, as set out in the HIQA Report (2011).

Lightfoot found that the Irish ambulance services serve a much greater rural population than their counterparts in England and Scotland. This presents major challenges for performance when directly compared with same response time standards in the United Kingdom. It is much more difficult to achieve response time targets for calls in rural areas than urban areas because of the longer distance to drive.

Although stressing that one of the key findings of this report was that it is not possible for the National Ambulance Service to achieve the current 80% response time target (which was also highlighted in the 2014 HIQA report), HSE National Director Mr Damien McCallion said that "it does recommend the development of a new way of measuring our pre-hospital emergency care services that incorporates response times, patient outcomes and patient satisfaction with the service."

The report recommends a new model for pre-hospital emergency care services, with patients given increased care choices which in many instances may not require a visit to the Emergency Department. This will include a range of improvements in the HSE National Emergency Operations Centre including the establishment of a clinical support desk to offer improved medical advice and services to patients. It also recommends an improved model for rural and remote locations with an extensive rollout of Community First Responder Schemes, co locations of paramedics with primary care professionals and continued use of the aeromedical services.

While the report has seventeen recommendations, these can be grouped into four main areas for implementation:

- Improved operational processes through further investment in ambulance and related vehicles and control room technology
- Introduction of dynamic deployment of ambulances to reduce the distances required for emergency response vehicles to respond (where ambulances are not maintained at specified static bases but used in a more flexible manner that reflects the population needs)
- Introduction of additional resources in prioritised locations
- Expansion on the number of Community First Responder Schemes

The HSE has developed and published an Action Plan which will allow for the implementation of the recommendations of both this review and the 2014 HIQA report, which can be downloaded [here](#).

The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012-2016

The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012-2016 came into effect on 29 April 2016. This legislation makes it mandatory for people who carry out relevant work or activities in respect of children or vulnerable adults to be vetted by the National Vetting Bureau of the Garda Síochána (formerly the Garda Central Vetting Unit). The Acts define relevant work or activities as "any work or activity which is carried out by a person, a necessary and regular part of which consists mainly of the person having access to, or contact with, children or vulnerable adults".

The HSE has a Garda Vetting Policy which requires that Garda Clearance is undertaken in respect of all new employees prior to their appointment to ensure that an applicant does not pose a risk to clients, service users and employees. This Policy will ensure that health service employers comply with their statutory obligations under Section 12 of the legislation in respect of new employees whose positions come within the scope of the legislation.

Section 21 of the Act provides for the retrospective vetting of employees who have not previously been vetted and who are carrying out "relevant work". The Minister for Justice and Equality has issued Regulations (SI No. 223 of 2016) which provide that applications for retrospective vetting disclosures shall be made not later than 31 December 2017. Managers are required to commence the Garda clearance process for these employees as soon as possible to ensure compliance with this statutory time-frame.

Lansdowne Road Agreement

Job Evaluation:

Engagement is on-going between HSE and IMPACT regarding the re-establishing of a Job Evaluation Process as provided for in the Lansdowne Road Agreement. It is intended that the process will be effective from June 1 2016, with initial priority being given to the following groups:

1. Those who were in line for job evaluation at the suspension of the previous process in 2008 and who still remain live,
2. Cases emerging from the regularisation appeals process

Supporting structures to facilitate the reopening of the scheme are in the process of being put in place, including appointing a project manager, up-skilling employees to conduct the evaluations on behalf of the Health Service employers and other outstanding matters in respect of methodology for filling posts that may be identified as meriting upgrading.

Separately, talks are continuing with SIPTU regarding reopening the job evaluation scheme that previously existed in respect of support grades.

Other issues under the Lansdowne Road Agreement that are currently live include:

Intern programme – the feasibility of running a further Intern programme for support staff grades is currently being looked at.

Date for your Diary:

The second HR in Health Conference 2016 'Facing the Challenges, Embracing the Future' will be held on the June 29, 2016 in the Royal Hospital, Kilmainham. An exciting array of speakers will address the Conference and invitations to the event will issue shortly.

