

Health Service Executive

HR STAFF NEWS-LETTER

September 2016

HR in Health Annual Conference. Changing role of HR highlighted

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The changing role of Human Resources was highlighted at the HR in Health annual conference 'Facing the Challenges, Embracing the Future' held at the Royal Hospital Kilmainham, Dublin in June.

The Director General of the HSE, Tony O'Brien opened the conference and spoke about the important role that HR must play as we strive to build a better Health Service. He said that our staff are our best and most important asset and spoke about the hard work that it takes to build a positive work culture.

Speaking at the conference, Rosarii Mannion, HSE National Director of HR stated that one of the main aims of the Health Services People Strategy 2015-2018 is to change HR from a traditional reactive

model to a progressive HR Service that adds value to our Delivery Units and to our employees.

The Strategy recognises that we are operating in a health service environment where relationships between HR and the Service Delivery Units and the support they require are changing. The way the health service – and its people – are led and managed will need to be very different in the future. Ms Mannion said that the need to change the way HR works was a key priority for National HR.

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



Guest speakers included:

- **Mary Connaughton, CIPD Ireland Director and Chair of the HSE HR User Group.**

Mary spoke about her role as Chair of the HR User Group which is a forum where information on HR developments is shared with health service staff which enables two-way communication and consultation on HR issues within the service delivery areas. Ms Connaughton spoke about the positive feedback that she had received from staff.

- **Dr Leandro Herrero, Organization Architect, Chief Executive Chalfont Project.**

Dr Herrero asked 'Does HR Have a Future?' Dr Herrero claimed that clarity and predictability does not exist today in modern organisations and that ambiguity is the new normal. He spoke of the need for lifelong learning and how as well as having core skills; competencies such as critical thinking, creativity, communication skills are vitally important. He also spoke of the need to have initiative, a sense of curiosity, persistence, leadership skills and social and cultural awareness. He stated that cultural transformations are shaped by the behaviours of individuals and their networks, not solely by a top-down push from management.

Dr Herrero spoke about the 12 Shifts in Organization Architecture, including HR's inter-dependence with other functions, the fact that resources would be shared, the need for distributed leadership (top down and bottom up), the need to unlearn and reskill and the need to 'stay in beta' as organisations are unfinished by design.

Dr Herrero urged the attendees to proceed with determination and self-belief and that HR should be at the table when the future of any organization is being designed.



Dr Leandro Herrero addresses the HR in Health Annual Conference

- **Professor Paul Sparrow, Lancaster University Management School.**

Professor Sparrow claimed that HR is at a crossroads and added that HR professional must move from the traditional (administrative) work to more people-centric and cross disciplinary work. He stressed that there must be a desire to combine complementary knowledge across partners and the desire to create new skills and competencies as a consequence of knowledge-sharing. He spoke about the need to Manage the 6-C's – Co-ordination, Communication, Control, Culture, Capability and Conflict. He spoke about the power of 'Good Data' and concluded by urging HR professionals to be more creative and less possessive about our structures if we are to be seen as adding value to organizational performance.

There were smaller break-out sessions in the afternoon where presenters Dave Hughes and Orla Gallagher from ESB spoke about their leadership programme, enhancing leadership and communication skills and building an engaging management style amongst managers in the ESB..

Dr Herrero spoke about the People Strategy and National HR updates were given by Dr Lynda Sisson, Workplace Health and Wellbeing Unit; Mona Eames, Project Manager, Diversity, Equality and Inclusion; Declan Hynes, Leadership, Education and Develment; John Brehony, Performance Achievement; and Libby Kinneen, HR Lead for Employee Engagement.



To view information about the conference on the HSE website visit the Staff and Careers section, go to Benefits and Services and then click on the HR in Health Annual Conference link.

HSE South Excellence Awards Showcase Event

The HSE Excellence Awards Showcase Event for the South was held in the Dungarvan Park Hotel, Dungarvan, Co Waterford on the 24th June 2016. The event was organised by our colleagues in the Learning, Education & Development Department in Kilkenny and was hosted by Ms Tess O'Donovan, AND HR.



The Chief Officer for Area 5 Ms Aileen Colley welcomed over 80 staff from across a wide variety of services from the South South-West Hospital Group and CHO Area 4 and 5 and Section 38 agencies.

The event gave staff an opportunity to recognise and celebrate staff commitment and dedication to the provision of health and social care services for patient and clients of our services. It gave staff an opportunity to network and share the information and learning from a wide variety of innovative service developments that have been implemented which allows better access and high quality care for patients and clients.

Attendees were provided with a synopsis of each project submitted to the Excellence Awards with the contact details of the project team lead. A Skype link was made to Mr Paul Mullaney, Jo Shortt and Fidelma Kerins from the winning national project from 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. A Skype link was also made to Dr Rob Cunney Consultant Microbiologist and Michelle Kirrane, Senior Clinical Pharmacist Temple Street Children’s University Hospital with regard to their project “Start Smart – Improving the quality of empiric antimicrobial prescribing at Temple Street Children’s University Hospital.

Mr. Chris Rudland, Assistant National Director with the Consumer Affairs Division who was part of the national selection panel gave valuable feedback for those who may be interested in entering the Excellence Awards in the future.

The videos of the 7 shortlisted projects were shown and giving staff an opportunity to see the projects in action was welcomed.

Time was allocated for networking where staff were asked to share the background to their projects and key learning and each participant was asked identify what key learning they can transfer back to their service from the event.

The feedback from the day was excellent with staff welcoming the opportunity to showcase the wonderful valuable work taking place in HSE areas across the country and the opportunity to build networks with their colleagues across the hospitals and CHOs. It was clear from the event that staff and management have great perseverance and determination to make services better for the people we care for.



The next Excellence Awards Showcase event will take place in the Crowne Plaza Hotel, Blanchardstown, Dublin 15 on Sep 8.

Update

from Dr Lynda Sisson;
Clinical Lead, Workplace
Health and Well Being Unit

The Workplace Health and Wellbeing Unit is expanding.

We are delighted to welcome Nick Parkinson and the National Health and Safety Function into the Unit. Nick and his team have done stellar work in centralising and streamlining the Health and Safety service nationally in recent years. The setting up of the Helpdesk (1850 420 420) has been extremely popular and has become increasingly busy month on month. We are already working closely with the team to roll out training for managers in using the Management Standards risk assessment tool.



Sibéal Carolan. R.G.N., R.C.N., MSc., R.N.T., Pg Dip CHSE.



We also want to extend a warm welcome to Sibéal Carolan on joining the Workplace Health and Well Being Unit to lead out on Workforce Development. Sibéal previously worked in the Roya College of Surgeons in Ireland, Institute of Leadership.

In her role as Lecturer and Programme Director at the RCSI Sibéal supervised performance improvement/change management projects from a wide range of organisational and professional settings. In addition Sibéal has conducted a number of Workforce Planning Projects in a variety of settings.

Her previous roles were in Nurse Practice Development and Emergency Department Nursing.

We also welcome all our colleagues in our Employee Assistance and Counselling Services to the Unit who will be working with us all to provide not just counselling services to staff but who will leading out on developing training programmes for staff in areas like Critical Incident Stress Management, Resilience and Mindfulness

Staff Health and Healthy Ireland

A limited amount of funding is available for Staff Health Initiatives under the Healthy Ireland banner. Each hospital group and CHO will be setting up local Healthy Ireland Steering Groups and we would like our staff to be involved in these initiatives. This will be led by our colleague Fergal Fox who will be co-ordinating all these efforts!!

Watch this space for further updates in this regard!



Anaesthesia Wellbeing Day 18th June 2016

The College of Anaesthesia invited Dr Lynda Sisson to be Keynote Speaker at their recent Anaesthesia Wellbeing Day. This was a hugely popular and successful workshop with emphasis on Health and Wellbeing for Physicians. Individual sessions were held on Yoga, Nutrition and Sleep in the afternoon. Following the workshop, the College have decided to dedicate a Congress session to Wellbeing in May 2017.



Safer Better Care Standards: Occupational Health Departments

Dr John Gallagher will be chairing a Steering Group this autumn to lead out on developing Safer Better Care Standards for Occupational Health Departments. These standards will be developed along with HIQA using their Framework. Part of the Steering Groups work will be to match existing accreditation standards to these new standards. Many of you have volunteered to be part of this Group and we will be contacting you in the next few weeks. We are likely to need further volunteers as Working Groups are set up under the Steering Group so if you have any interest in assisting in this major initiative, there is still plenty of time to contact us!



Future Leaders Programme

A number of places have become available to the WHWU for the Institute of Leadership's exciting new programme 'Future leaders Programme'. We have 15 of our own staff signed up and ready to participate in this programme. The project streams vary tremendously from Health and Wellness Initiatives, Health Surveillance policies to name a few. If you are interested in this programme, please get in touch with us in case further places become available in the next few weeks. We also hope to run this programme next year and would be delighted to hear your ideas from a local perspective to develop national strategies for the Unit over the coming years

Seasonal Flu and Peer Vaccinators – Your chance to get a free T-Shirt!

Volunteers are putting up their hands all around the country to train as Peer Vaccinators for the upcoming Seasonal Flu Vaccine Programme under the National Medical Protocol. This initiative will greatly increase the access to the vaccine for healthcare workers across the country. We are asking Occupational Health departments to liaise with the local Public Health Leads in your area to assist in rolling out the programme in your region. If you have not been contacted by your local Public Health Lead, contact us at the WHWU by emailing HR.Wellbeing@hse.ie or calling 016626966.

Update on IT Project

We are very aware that the lack of capacity and standardisation of IT services across the Unit is a major obstacle to developing the Unit as well as services locally. An IT Project Team under Yvette Keating will be addressing this as a priority in Q3 and Q4. We will be looking for your input locally and will keep you all updated as the project rolls out

Pat O'Boyle Takes Up Position AND, Leadership, Education & Talent Development

Ms Pat O'Boyle has taken up her position as Assistant National Director of HR, Leadership, Education & Talent Development. Pat is the former Chief Executive of the Dublin Dental Hospital. We look forward to working with Pat as she assumes this challenging role and wish her all the best for her future with National HR



HR Future Leaders

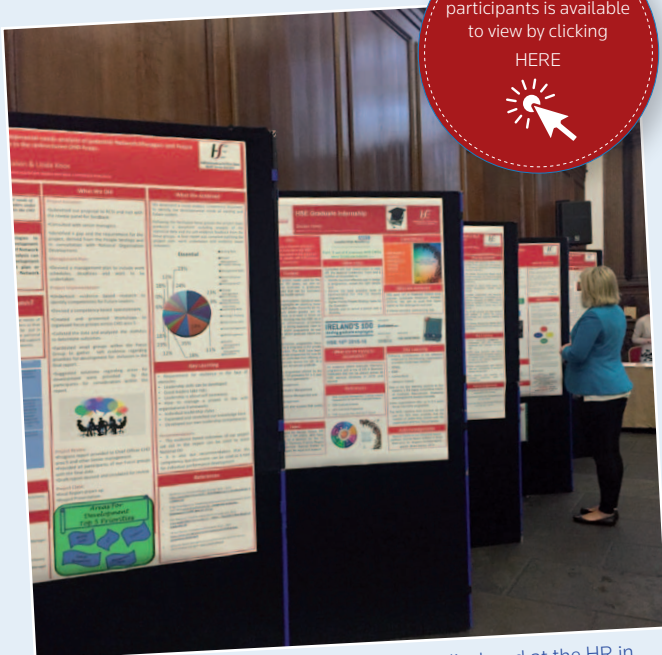
Congratulations to our HR colleagues who have completed the HR Future Leader Development Programme. This programme was designed to develop strong leadership capability and to enhance the performance of managers and leaders in current and possible future roles. The programme was developed in line with international best practice and involved a range of inter-modular activities including the development of participant led seminars, strategic leadership project work, individual executive coaching and action learning sets.

Much of the project work of the participants related directly to the implementation of the People Strategy and included the following:

- Evaluating HR Interventions
- Developmental Needs Analysis for new leaders in CHO 5
- Developing a Leadership Development Programme for the HSE
- Diversity, Equality and Inclusion Proofing Tool
- Employment and Retention of Medical Staff
- Development of a Performance Achievement Framework
- Transfer of Four Tasks from NCHDs to Nurses/Midwives
- HSE Graduate Internship

This work of the participants is available to view by clicking

HERE



The project work of the HR Future Leaders was displayed at the HR in Health Annual Conference

Clerical Officer Development Programme in CHO 2& Saolta hospital group, Co Roscommon.

Throughout the last number of years our clerical officers have had little or no opportunity to develop their skills and knowledge base. The Leadership, Education and Development team for CHO1,2,3 and Saolta and UL hospital groups designed and delivered a programme for this group of staff in 5 county areas to date. Staff from both community and hospital services completed this 3-day classroom based course, which involved them working with their line managers on developing their Performance Development Plans (PDPs), completing projects and e-learning programmes

The objectives of the programme are:

1. To provide Clerical Officers with a development opportunity, with transferability of the learning to the business of the every day job.
2. To develop their capacity to work collaboratively with their Line Managers, and to strengthen their skills to deliver the best service possible.

The programme was welcomed by the participants and some of testimonials from the Programme included:

"I intend to implement the telephone communication skills I learned on the course"

"Will keep a "to do" list on my desk at all times"

"I used my project as a tool to help resolve communication problems in my work environment"

"Fantastic course, will recommend to colleagues, thank you"



Participants and their line managers after completing CODP in Roscommon June 2016 with course facilitator Ann Gardner.

Your Opinion Counts

Health Sector Staff Survey 2016

A national Staff Engagement Survey is to be carried out this autumn throughout the Irish health sector. Your Opinion Counts, the Health Sector Staff Survey 2016, is due to launch in late September.

The purpose of the Survey is to access current staff opinions in order to identify opportunities for improvement which will help build a better health service for all. It is being conducted to seek the views of staff about what it's like to work in the Irish health service and the survey will build on the first national staff survey carried out in 2014.

Staff will be asked questions on a range of themes concerning them directly, including job satisfaction; your role; your organisation; communication; senior and local management; training and development; equality, diversity and inclusion; and your health and well-being.

The Health Service People Strategy 2015-2018 commits the Health Services to conduct Staff Surveys and to work with our Service Delivery Units to take actions based on the findings. Staff within the HSE will be invited to participate, as well as staff working in HSE funded voluntary hospitals and organisations. Whilst there will be a report outlining the overall findings for the Health Services, individual Divisions, Hospital Groups, CHO Areas and Voluntary Organisations will be able to obtain their own report, which should provide them with a meaningful picture of how staff view their work and work environment as well as what improvements need to be made.

The Survey is being conducted on behalf of the health sector by Ipsos MRBI, an independent market research/polling company. Responses to the survey will be completely confidential and individual respondents will not be identified. A Project Team, led by Libby Kinneen, HR Lead on Staff Engagement, is working with Ipsos MRBI and senior

It is very important that as many employees as possible participate.

health service management on the content and distribution of the Survey.

It is very important that as many employees as possible participate. To help raise awareness of the Survey staff were asked to volunteer as Survey Champions. More than 130 people from around the country have stepped forward

and they will work with their HR and Communications colleagues to encourage and assist staff to complete the Survey. The Champions will be utilising their local networks and channels and identifying opportunities to encourage take up of the Survey via local meetings, briefings, email groups and local newsletters.

"We very much value feedback from our health service staff which is important and will guide us on what we can do to make the workplace better so that we can deliver better care to patients," said Rosarii Mannion, HSE National Director of Human Resources.

The survey will take no more than 10 minutes to complete.

The findings of the 2016 Survey will inform a planned Staff Engagement Strategy for the Health Services

"We used your important feedback from the 2014 survey and have taken steps to make improvements in many areas, some examples include launching the People Strategy, making improvements in our communications, undertaking a number of employee engagement initiatives; additionally many employees have reported that one-to-one and team meetings now take place with Managers.

Findings from this forthcoming Survey will be compared to findings from 2014 Survey to assess where changes have been made and identify areas where challenges remain. It is only by listening to the views and experiences of staff that we can build improvements in the health service as a place to work. The findings of the 2016 Survey will inform a planned Staff Engagement Strategy for the Health Services."

The survey will take no more than 15 minutes to complete. It will be hosted online and staff will be able to access it either at work if they are connected or at home using their own device. To find out more about the Health Sector Staff Survey 2016 visit youopinioncounts.ie

There will be a prize for the area with the highest survey completion rate, whereby a cash donation will be made to a charity nominated by the winning area.



Your Opinion Counts

Watch out for the **Health Sector Staff Survey 2016** coming this autumn

Visit www.youopinioncounts.ie for more information

Diversity, Equality and Inclusion Checklist when planning HSE events

The People Strategy 2015-2018 identifies the need to 'Promote Diversity, Equality and Inclusion across the system, valuing different perspectives, depth of experience and the strengths and potential of individuals and teams'. Training events, conferences, seminars and meetings organised or sponsored by the HSE are a vehicle to promote the messages of diversity, equality and inclusion and are an opportunity to demonstrate the HSE's commitment to supporting diverse engagement and participation.

National HR has devised a Diversity, Equality and Inclusion Proofing checklist, which is intended to support organisers of events to ensure that we are accommodating the needs of all our staff and external stakeholders.

The HSE's Statement on Diversity, Equality and Inclusion and further tools, resources and reading materials are available at www.hse.ie/eng/staff/Resources/diversity

Organization Design & Development Process for Chief Officers and Community Health Organizations

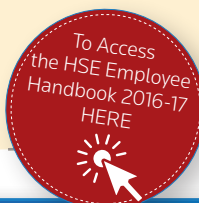
The Organization Development work with Chief Officers and Community Health Organizations(CHOs) is progressing. Following a detailed consultation process with Chief Officers earlier in the year a very successful national orientation day was held on Thursday June 30th for the nine CHO management teams. Further engagement is planned in September. The process and evolving plans will contribute to meeting HR priorities outlined in the People Strategy in the following areas:

- Leadership & Culture
- Staff Engagement
- Leadership Education & Development Actions

HSE Employee Handbook 2016-2017

The HSE Employee Handbook 2016-2017 has issued recently. The Handbook has been developed to provide a range of helpful information for new and existing staff. It gives a brief introduction to the HSE and its structure, it outlines the values of the organisation, and helps staff:

- Understand the policies and agreements surrounding employment with the HSE
- Know what to expect from their colleagues and what their colleagues will expect in return
- Know what to do if they have a grievance
- Know about communication and consultation policies and procedures
- Understand leave from work, pay and pension
- Know about development opportunities



Retirement of National Pensions Manager Sean Keane

We in National HR would like to wish Sean Keane the warmest best wishes for a long and healthy retirement. Until recently, Sean worked as Pensions Manager, Standards & Quality in Health Business Services, in the business division of the HSE.

Based in Galway, Sean had an interesting and varied career in the health services in the West lasting 44 years. He held the post of Pensions Manager, Standards & Quality from May 2008 and it was this role which he found the most memorable and challenging during his long career.

"Being in the position of liaising directly on behalf of the HSE with the Pension Policy Unit, Department of Health, and having the opportunity to provide input to pension policy decisions was hugely satisfying," said Sean who has a passion for Connacht rugby and military history.

Commenting further on the role he said: "Other fulfilling aspects of the role involved regular interaction with the Pensions Ombudsman with regard to cases with national implications, and having a major role in progressing the introduction of a single pensions management function under a single governance structure, using the Shared Services Unitary Model."

While looking forward to having more free time in retirement Sean said what he will miss most with regard to working in the HSE is the interaction he enjoyed with colleagues and the satisfaction derived from progressing issues to finality. He hopes and intends that in retirement he will continue to maintain the friendships forged in the workplace over many years.

He offers the following words of wisdom for health service staff: *"With the speed at which time passes it is important to focus on the positive aspects of working life and to appreciate that while some days will be better than others, any day that one has the health and motivation to come to work is a good day."*

Here's wishing you a great retirement Sean with best wishes from your many contacts throughout the health service.



Pictured with Sean Keane at his retirement are Eithne Fox and Jane Carolan

National Staff Engagement Forum #engaginghealthstaff #ourpeople

The introductory meeting of the National Staff Engagement Forum was held on June 22, 2016.

The role of the Forum is to assist our 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. Staff have a unique insight into the challenges faced by the Services they work in and are often best placed to identify areas for quality improvement and offer creative and practical solutions. Where dynamic staff engagement exists, staff have a strong level of connection to the service, take personal responsibility and support team colleagues to deliver better outcomes for patients and service users. Ultimately, people support the change that they help create.

The National Staff Engagement Forum is a health service wide initiative. Membership of the Forum is designed to accurately reflect the staff profile in the health service as shown in the Health Service Personnel Census. The Forum has 50 staff members from across health

and social care services to ensure a proportional representation of staff and is led by National HR and our colleagues in the Quality Improvement Division. Staff in all role and grades from all levels in the HSE and voluntary sector were invited to join the Forum.

The primary focus of the initial meeting was, inter alia to create a common understanding of what an engaged workforce is, agree the purpose and design of the Forum and decide how it would operate going forward.

The Forum meets next on the 5th September 2016 to focus on providing feedback on the draft Staff Survey 2016 and discuss the possibilities of developing an extranet for health sector staff.

Some suggestions of what an engaged workforce looks like:

- Feeling valued, knowing I matter
- Basic manners
- Happy/fun
- Connecting with other areas
- Good work life balance
- Less stress
- Open communication
- Respect/Teamwork
- Take more risks – advocate and support new ideas
- Every staff member knows what the mission is
- Focused clear objectives
- Pride in work and organisation
- Support in crisis

What kind of things will be forum be involved in:

- Change drivers by informing strategy/policy
- Proofing strategy/policy
- Discuss policy and practice gaps
- Two way communication process with forum and leadership
- Add value
- Reflect/take stock.



Update on the Development of the National HR Mediation Service

The National HR Mediation Unit has been providing advice, information and direct access to the Mediation process across our Health Services since April 2016.

This ensures the availability of a responsive and timely Mediation Service for managers and staff in difficulty across our Health Services.

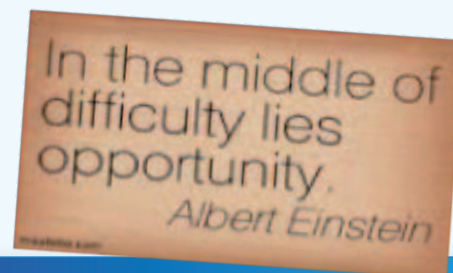
The National HR Mediation Unit takes calls and referrals from HR Departments, Line Managers and staff who are in need of support in dealing with issues causing conflict in the

workplace. Cases are referred to a member of our internal panel of professional mediators across the country.

Mediation is a proven effective and positive process to resolve issues, difficulties and disputes in the workplace, allowing normal working relationships to resume. The National HR Mediation Service Unit promotes early intervention in conflict to avoid lengthy and costly formal processes and investigations.

Since the establishment of the dedicated National Mediation Unit which facilitates direct access to the service, our

statistics indicate an increase of 50% in the number of cases referred to the process. Our success rate is reaching a resolution in these cases is high (approximately 80%).



Our webpage has been updated with access to our Information Leaflet and Service Poster. Click here:

To speak to a Practitioner Mediator for advice and /or to refer a case for mediation: Telephone: 046-9251255
Email: mediation.nationalhr@hse.ie
Or contact Joan Smith, National HR Mediation Service:
087 2524688 / Email: joan.smith@hse.ie

HSE – NDTP Pilots Consultant Module of the Doctors Integrated Management E-system (DIME)

National Doctors Training & Planning (NDTP) are developing the Consultant Module of the Doctors Integrated Management E-system (DIME) to improve the level and quality of information available regarding consultant posts and consultants employed in the Irish Health Service.

The Consultant Module is being rolled out to clinical sites starting with a number of pilot sites in August and September. Developing the Consultant Module is part of a wider project which includes simplifying and streamlining the application process for consultant posts and the development of an online application process.

In developing the Consultant Module NDTP wishes to achieve the following:

1. Have every consultant matched to a consultant post.
2. Maintain accurate information on consultant employment that can support medical workforce planning.
3. Provide management reports on both consultant posts and consultant employment by clinical site, hospital group, community healthcare organisation, medical discipline (including specialty and sub-specialty) etc.

Benefits for Medical Manpower Managers and Clinical Sites

- The Consultant Module will provide a one stop location for information on consultant posts, consultant numbers and consultant WTE in each medical discipline for each site.
- It will provide information as to whether posts are filled or vacant and where they are filled the contract type and tenure of the post holder.

- It will facilitate workforce planning as it will contain end dates for those on fixed term, specified purpose contracts and also predicted retirement dates for consultants.
- It will provide access to a range of reports which provide information on consultant posts and consultants employment.

Training for the Consultant Module NDTP will provide the necessary training to enable clinical sites to match consultants to posts and to run reports. In the initial period following the training NDTP will liaise with sites to ensure the accuracy of the information held in the Consultant Module and can be maintained thereafter.

NDTP staff will be in contact with relevant clinical sites in the weeks and months ahead to arrange training for the Consultant Module.

For any queries please contact the Consultants Division, NDTP at consultant.applications@hse.ie or on 01 365 2445/2524/2132

Update from Dr Catherine Diskin, National Lead NCHD/NDTP Fellow, National Doctors Training & Planning, Dr Stevens' Hospital.



As I continue to settle into the exciting role of National Lead NCHD, I am delighted to highlight the focus within the HSE and in particular in National Doctors Training & Planning on NCHD leadership.

The Lead NCHD initiative is a response to the historic deficit in NCHD representation at executive level

in Irish hospitals and is a means of contributing to the improvement of NCHD welfare and working experience. This initiative is implemented by HSE – National Doctors Training & Planning (NDTP) and the HSE's Quality Improvement (QI) Division and Clinical Director Programme

The promotion of leadership amongst doctors is important both in terms of preparation for future roles and engagement with doctors. The MacCraith report highlighted that Consultants play a key leadership role both within management and clinical service delivery. The Lead NCHD role offers a highly valuable insight for NCHDs into management and leadership within hospitals. The Lead NCHD initiative is also a facilitator of medical engagement within the HSE organisation and its hospitals, hopefully improving the NCHD experience and engaging trainees in solutions for better patient care. In the past 12 months, Lead NCHDs have targeted improving clinical handover, promotion of leadership within their hospital amongst many other projects. Lead NCHDs are being appointed in acute hospitals across the country at present and those appointed are listed below with more to follow soon. In January 2017, the initiative will be expanded to include the Mental Health Division.

The Lead NCHD role is being fostered this year in a variety of ways. Lead NCHD workshops

have proved popular in the past and these will continue. A Lead NCHD Committee will meet for the first time in September. The QI division of the HSE will support pilot projects within a number of hospitals where NCHDs are engaging in quality improvement with commencement planned for September 2016. Promotion of mentorship of Lead NCHDs and continued partnership with the Clinical Director Programme is intended. The need for future leaders is clear and in spring 2017, I will host a workshop designed to give those interested in leadership a taste of what this involves along with highlighting practical skills.

I am delighted to say that funding has been secured for 2017 to support NCHDs pursuing postgraduate Masters in Healthcare Management and Leadership. Information will be

available in October on the NDTP website. This demonstrates the value that the HSE is placing on medical leadership and is a very welcome development.

As mentioned above Lead NCHDs are being appointed in many hospitals. Those that have been appointed to date for 2016/17 are listed below. I ask that you help them both find their feet but also maximise the benefit of the role to your hospital. All Lead NCHDs can be contacted either through me at Catherine.diskin@hse.ie or the Medical Manpower department of their hospital.

Further information can be found on the NDTP website www.hse.ie/doctors and the first NCHD dedicated newsletter will be launched in early October.

Hospital	Lead NCHD (s)
Beaumont Hospital	Dr Derek Nash / Dr Ailin Rogers
Cavan & Monaghan Hospitals	Dr Ahmeda Ali
Children's University Hospital, Temple Street	Dr Louise Hendrick
Connolly Hospital, Blanchardstown	Dr Shane Galgey / Dr Robert O' Connell
Coombe Women and Infants University Hospital	Dr Fionan Donohoe
Letterkenny University Hospital	Dr Anna Mc Hugh
Mayo University Hospital	Dr Christine Newman
Mercy University Hospital, Cork	Dr Mortimer O' Connor
Naas General Hospital	Dr Colm Byrne
National Maternity Hospital, Holles Street	Dr Siobhan Corcoran
Our Lady of Lourdes Hospital, Drogheda	Dr Sean Armstrong / Dr Eileen Sweeney
Rotunda Hospital	Dr Ronan Sugrue
Sligo University Hospital	Dr Naisrin Elsafty
South Infirmary Victoria University Hospital, Cork	Dr Neegam Narayanan
St James Hospital, Dublin	Dr James Mahon / Dr Doug Mutholland
Tallaght Hospital, Dublin	Dr Orla Ni Mhuircheartaigh
University Hospital Kerry, Tralee	Dr JJ Coughlan
University Hospital Waterford	Dr Michael Dunphy / Dr Matthew Silks / Dr Rama

MEETING OF THE JOINT INFORMATION AND CONSULTATION FORUM (JICF), 1ST JULY 2016

The JICF provides an information and consultation framework for the health sector and is attended by management from across the health sector and nominated trade union representatives.

It is established as a long term, national Joint Forum, through which health service employers and trade unions will work together on innovation, consultation and engagement matters. It provides an opportunity for information sharing to improve decision-making, enable staff involvement in change processes and ensure that employees and their trade union representatives receive the information that they are entitled to. From a management point of view, early and on-going sharing of information and consultation with the unions lessens the likelihood of blockages or other difficulties at the implementation stage.

The July meeting was chaired by Joe Ruane, Area Manager, Midlands PCCC. Three presentations were given at the meeting. Each presentation was followed by a discussion and questions and answers session. The three presentations and presenters were as follows:

- 1. Activity Based Funding in Irish Hospitals: -**
Maureen Cronin, Assistant Chief Financial Officer, Head of Acute Hospital Finance and Activity Based Funding, HSE
- 2. Single Assessment Tool for Older People (SAT) - Project Update:**
Michael Fitzgerald, Assistant National Director, Social Care, HSE
Dr Natalie Vereker, National Specialist, Services for Older People, HSE
- 3. Mental Health Division eRostering Project:**
Yvonne O'Neill, Assistant National Director, Planning and Performance, Mental Health Division, HSE
Lily Connolly, Project Manager, Mental Health Division HSE
Carol Ivory, Programme Manager, Mental Health Division, HSE

Agenda items at JICF over the past twelve months have included:

- Workforce Planning
- Staff Uptake of Influenza Vaccine
- Quality and Safety Clinical Governance Development Initiative
- Unified Health & Safety function within HSE
- eHealth Ireland
- Health and Wellbeing Division - Key Developments
- Development of new Children's Hospital
- HSE in a Day – RTÉ documentary in the making
- Consultation Document on Public Health Nursing Strategy
- Code of Conduct for Health and Social Service providers
- Children First policy
- Disability Services update
- Health Service System Reform Programme
- People Strategy 2015-2018 Leaders in People Services
- National Maternity and Neonatal EHR Project
- National Investigation Unit

If you have an issue or service development which you would like to be put on the JICF agenda or if you wish to know more about the JICF, contact Seosamh Ó Maolaláin in Corporate Employee Relations, 01 6626966 or seosamh.omaolalai@hse.ie.

THE PATERNITY LEAVE AND BENEFIT ACT 2016

The Paternity Leave and Benefit Act 2016, which was signed into law on the 27th July 2016 provides that fathers are entitled to 2-weeks statutory paternity leave from their employment following the birth or adoption of a child on or after 1st September 2016. The leave can be taken at any time during the first 6 months following the birth or adoption of the child and will generally comprise a single period of 2 weeks.

The leave entitlement will apply to:

- the father of the child,
- the spouse, civil partner or cohabitant of the mother of the child,
- or a parent of the child as defined under Section 5 of the Children and Family Relationships Act 2015.

In the case of a child who is adopted the leave will apply to

- a person (other than the mother of the child) who is the spouse, civil partner or cohabitant of the adopting mother or sole male adopter of the child,
- or where the child is adopted jointly by a married couple of the same sex, the spouse chosen by that couple to be the relevant parent for the purposes of paternity leave and benefit.

The entitlement to paternity leave extends to all eligible employees, regardless of how long they have been working in an organisation, or how many hours they work per week. An employee is entitled to one period of paternity leave in respect of multiple births or where he or she adopts 2 or more children at the same time.

Employees wishing to avail of the leave are required to give **4 weeks' notice** to his or her employer except in certain specified circumstances (i.e. in the case of premature births).

Pay:

While the legislation does not provide an entitlement to remuneration during paternity leave (apart from the provisions relating to State Paternity Benefit) health service employees who take paternity leave will receive his/her normal basic remuneration plus normal fixed allowances less Paternity Benefit to which he/she may be entitled from the Department of Social Protection. However paternity pay will not include additional amounts due to nightwork, overtime, shiftwork, working unsociable hours, standby or on-call allowances.

The legislation protects the employee's employment rights (other than their right to remuneration) during their absence on paternity leave and an employee has a general right to return to work following the expiry of the leave period.

Queries in relation to this legislation may be referred to Corporate Employee Relations telephone 01-662 6966, email info.t@hse.ie.

An explanatory guidance document on the main provisions of the Act can be downloaded **HERE**



A MESSAGE FROM THE NATIONAL DIRECTOR OF HR, ROSARII MANNION ON PERFORMANCE ACHIEVEMENT

One of the most significant developments in National HR this year was the agreement between health service employers and staff representative to commence the Performance Achievement process across the health services.

I believe this to be a significant and positive development for health service staff and for service users. Performance Achievement (PA) is used by leading organizations to translate strategic plans into action. It enables them to set clear goals for their staff, monitor performance, provide feedback and develop staff competencies and capabilities. However, most importantly PA is the means by which managers and staff can engage to achieve our ambition to:

- deliver services of the highest quality
- attract, retain and develop our staff
- enable effective communication
- support staff to give their best, be successful in their endeavours and develop their skills and careers within the health service

WHY ARE WE TRYING THIS AGAIN?

This is not the first time that we have tried to introduce Performance Achievement; which prompts the questions:

- (1) Why are we trying this again? And
- (2) What is different about this approach?

In relation to the first question, there is research which shows strong associations between HR practices and patient mortality- research reports from Michael West et al (2006) strongly suggest that good HR practices can be seen to affect the performance of hospitals, as evidenced through a reduction in the mortality rate. The researchers found that:

- Appraisal has the strongest relationship with patient mortality;
- The extent of team working in hospitals is also strongly related to patient mortality; and
- The sophistication of training policies is linked to lower patient mortality.

^[1] Institute of Work Psychology at Sheffield University 2006;

The full study can be accessed [here](#).

Additionally, I believe that this is what our staff want. In the HSE 2014 Employee Engagement Survey, 65% of staff who responded said that they were not satisfied with the level of feedback they received from their managers. Staff have indicated to me at a number of forums that they want feedback on their performance and see it as important recognition of their work contribution and personal development.

In relation to the second question, the key focus of this initiative is to facilitate meaningful engagement on a two way basis between managers and staff in relation to all aspects of performance

achievement, as opposed to giving a numerical rating on performance. The process will provide the opportunity for staff and managers to work together and engage productively on all issues that arise in the work place in relation to performance. It also provides the opportunity to give and receive feedback, which increases connectivity to service targets and improves overall performance and job satisfaction. Finally, PA has a much greater emphasis on the developmental needs of staff.

The process will provide the opportunity for staff and managers to work together and engage productively on all issues that arise in the work place in relation to performance.

WHAT NEXT?

HR will now lead on the implementation and rollout of the PA system. I have put together a HR Project Team, led by Robert McGarry and Seamus Treanor from my office to carry out this important task. They will be supported by our colleagues in Leadership, Education and Development and the Programme for Health Service Improvement (PHSI) as they develop a plan which will ensure that PA is embedded throughout the health services. PA benefits the organization, staff and service users and I urge you to embrace this positive initiative as we go about building a better health service.

You can read more about PA on our website [HERE](#)

Performance Achievement information sessions UL Hospital group.

In July, the first two Performance Achievement information workshops for managers were facilitated by the LED manager, Marie O Haire and senior LED specialist, Winifred Ryan. They were hosted in the UL campus, the academic partners of the University of Limerick hospitals group.

Local discussions are underway to enable the roll out to all staff and managers in the group.

Managers from the UL hospital group attending PA information session. Hospital Group Director for HR, Josephine Hynes was in attendance.



HR Division achieves EXCELLENCE THROUGH PEOPLE certification

The HSE's National HR Division was recently awarded Excellence Through People (ETP) certification by the National Standards Authority of Ireland.

In order to qualify for certification of the Excellence Through People 1000:2012 award the HR Division was required to meet the requirements of the scheme and undergo an assessment carried out by an ETP assessor.

Excellence Through People provides a business improvement model for organisations to enhance performance and realise strategies, through the management and development of their people. The focus of the scheme is to get organisations to look at their people as a key source of competitive advantage.

The model helps organisations achieve business improvement by:

- Putting the right human resource systems in place to maximise the contribution of employees
- Aligning people practises with the goals of the organisation
- Maximising the investment in human resource management

The scheme is used by many of Ireland's most successful organisations in becoming more efficient, productive, flexible, competitive and innovative.

Benefits

The benefits for organisations include increased customer satisfaction, greater employee engagement, enhanced workforce organisation, quality improvements, excellent succession planning and greater innovation.

Commenting on the process Rosarii Mannion, National Director of HR, said: "Our performance as a HR Division largely depends on our ability to improve business performance through people. This is why I think that this programme will have lasting benefits for our team in the HR Division.

"The model will help us to achieve business improvements by putting the right HR systems in place to help us to maximise the contribution that our staff can make. It will also help us to better match our practices with the goals of our Division and help us to get the most out of what we are investing in HR management."

In order to qualify for the award National HR has to demonstrate that detailed business plans were in place and reviewed on a regular

basis and that a quality management system is in operation with continuous improvement tools being used.

The division also demonstrated that the HR Strategy is linked to the business strategy, communication is effective, employee opinions are listened to and acted upon, performance reviews are carried out and leadership development is supported.

Applicants for the award must also show that the contribution of employees is valued, there is a focus on learning and development and that policies and procedures are in place and complied with

Findings

A summary of the key findings reported by the ETP Assessor included the following:

- The National HR Division was in general compliant across the six sections of the ETP Scheme with strengths in business planning, strategic goal deployment, communication, service delivery, employee engagement, learning and development, compliance to legislation and employee wellbeing initiatives.
- A Performance Achievement Review process was applied throughout National HR to all employees and was viewed as motivational by the majority of employees interviewed. Individual training needs analysis is an integral part of the performance review process and linked to continuous improvement within National HR.
- National HR is a very people focused division which views employees as a key source of competitive advantage. Interviewed employees felt valued, well trained, empowered and respected at work. They also felt that National HR has a good working culture with open and transparent communication in place.
- The levels of employee engagement across all areas towards achieving National HR's strategic goal deployment is a major contributor to the division's success in meeting its KPIs in key priority areas. Having held discussions with the National HR Director, HR team and staff members the assessor was impressed with the positive feedback regarding levels of support in relation to people development and job enrichment and how this contributed to organisation success.



Members of the HR Excellence Through People project team



Caroline Smith, Catherine Kavangh, Tony Liston and Denise Keoghan receive the Excellence Through People 1000:2012 award from the NSAI's Fergal O'Byrne and Eugene Daly.