

Health Service Leadership Academy

Establishing the Health Service Leadership Academy is a key action in the Health Service People Strategy 2015 to 2018.

The Academy is being created to shape leadership and culture within the Irish health service. It will comprise the best thought and practice based leaders together from across the system to lead, influence and develop leadership standards, practice and succession management.

The Academy will be a space where health service staff can seek leadership development, access world class expertise, tap into support, resources and knowledge around leadership and management in their quest to develop as leaders. The Academy will be a resource for all staff, clinical and non-clinical, delivering care on the frontline or in other support positions.

Over the last number of months work has been on-going to develop the Health Service Leadership Academy. Engagement with stakeholders throughout the system is informing the programme content and the

operating model. A workshop was held in early April to engage with a cross sector of stakeholders and seek further input into the development of the Academy. This event proved very successful and feedback on the establishment of the Academy and the opportunity that it will present for staff to develop their leadership abilities was very positive. In setting up the Academy, the HSE are leveraging off two well established NHS Leadership Academy programmes. A highpoint of the workshop was hearing from some of our HSE colleagues who are currently undertaking one of these NHS programmes. The participants from that programme explained how the programme is underpinned by a very clear focus on improving the experience for service users. They spoke about how beneficial the programme has been and how the programme has also encouraged them to take this very strong service user focus through to their own roles.

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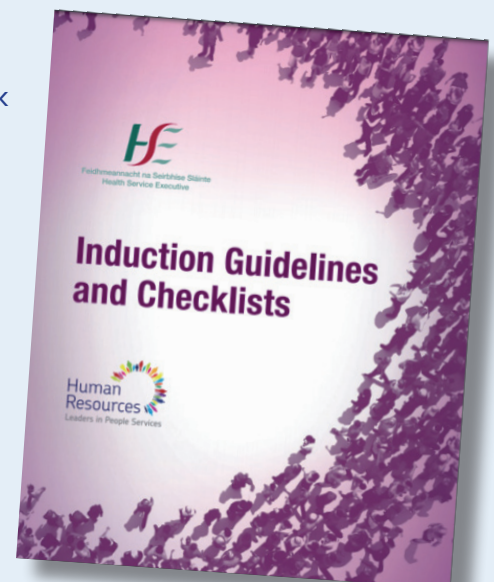
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National Staff Engagement Forum

New Induction Guidelines and Checklists Launched

The Health Services People Strategy 2015 – 2018 is focused on providing a cohesive framework to lead, manage and develop the contribution of all staff in an environment that is conducive to learning and wellbeing. It is also focused on the future needs of the service to meet the workforce demands to attract and retain high calibre staff.

The goal of Priority Two of the Health Services People Strategy 2015 – 2018, Staff Engagement, is that staff will have a strong sense of connection to the service, take personal responsibility for achieving



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

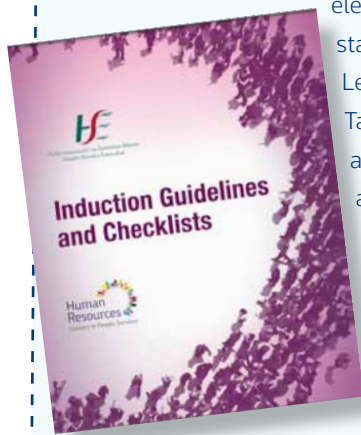


better outcomes and support team colleagues to deliver results.

The Departmental Induction, Site Induction and Corporate Induction Checklists guide the manager and the new starter

Staff engagement begins with the first contact with the employer. Therefore, a robust induction process is a key element to developing staff engagement. HR

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Leadership, Education and Talent Development has developed a new suite of Induction Guidelines and Checklists to support the induction process in the HSE. These guidelines and checklists have been designed to assist HR managers and line managers in planning and delivering effective early induction to new staff members.

The Pre-employment Induction checklist list helps the manager prepare for the arrival of the new staff member.

as they work through the induction process. It is essential that all our staff feel welcome and included from day one and have access to the information they need to become a productive and engaged team member as soon as possible.

Many colleagues contributed to the development of the new Induction Guidelines and Checklists and we would like to thank them for their input, support and feedback.

We hope you will find the guidelines and checklists useful and we would ask that all managers use them when new members join their teams and departments.

2 years Running Excellence Through People - National HR awarded ETP Certification by the National Standards Authority of Ireland (NSAI)

National HR successfully met the requirements of the scheme after an assessment by an ETP assessor on the 16th & 17th May 2017.

These site visits involved the ETP Assessor auditing the National HR Division under the following areas:

1. **Business Planning & Continuous Improvement**
2. **Effective Communication and People Engagement**
3. **Leadership and People Management**
4. **Planning of Learning and Development**
5. **Evaluation of Learning and Development and**
6. **HR Systems and Employee Wellbeing**

As part of this process National HR in both Kells and Naas demonstrated how our Health Services People Strategy 2015 - 2018 Leaders in People Services is linked to the Health Service Executive Corporate Plan and how the initiatives rolled out as part of the People Strategy contribute to the goals of the HR Division.

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

ETP provides a business improvement model for organisations to enhance performance and realise strategies, through the management and development of their people.

Rosarii Mannion, National Director of HR thanked and congratulated the divisions for their assistance and expertise with the process which she advised "will have lasting benefits for everybody involved".

The Change Hub

www.HSELand.ie celebrates its
10,000th member!

This month, May 2017, sees the Change Hub celebrate the registration of its 10,000th member!

Since going live in December 2008, the Change Hub has supported staff at all levels, and from all locations, to have the skills, knowledge and confidence to bring about, and sustain, service improvement.

The **resources** shared through the Change Hub, drawn from local, national and international thought leaders affirm the principle that ‘sharing and displaying information in a manner that influences behaviour is critical to achieving success in improving quality’ as set out in the Health Service Executive’s **Framework for Improving Quality** – HSE 2016. The Hub shares practical insights and experience, whilst creating understanding of approaches to service improvement which work well in health and social care environments.

The table below highlights the most popular page visits to the Change Hub for 2016, which indicate the volume and reasons for which Change Hub customers visit the Hub.

Supporting Collaborative Working

Currently, 90 teams from across the health services are being supported with secure **collaborative working facilities**. These teams range from National Clinical Programmes to multi-

Page Popularity 2016	Page Requests
Welcome	6237
Case Studies	4026
QID - Pressure Ulcer to Zero Repository	2717
Special Delivery Unit - Improving Patient Flow	2572
Collaborative Working Initiatives	2183
Resources	2008
Information & Updates	1999
Progressing Childrens Disability Services	1676
National Safeguarding Office	1658
Mental Health Division: Advancing Recovery in Ireland	986
Total	26,062

Table 1: Page Popularity on the HSE Change Hub for 2016



professional service teams tackling service challenges or working together to develop procedures, protocols or service delivery standards.

In their final Report to the Social Care Division Quality and Safety Committee, March 2017, the Subgroup for Policies and Procedures for Residential Services for People with Intellectual Disability noted the successful use of the Change Hub’s secure collaborative working facility.

‘The Subgroup used the document repository facility to manage and control the wide range of documents and resources that were developed by the working groups. The Subgroup membership comprised people from a range of backgrounds so the accessibility to the latest document versions for all members (for both HSE and non-HSE) was key to the success of the Project.’
Subgroup for Policies and Procedures for Residential Services for People with Intellectual Disability
National Social Care Division - Quality & Safety

Supporting Individuals

The Change Hub supports the potential of each individual employed in the health and social care services to make a difference in the service they work in.

'Thank you so much for your wonderful web site which I have found so beneficial.'

Patricia Hayes, South Westmeath Hospice,
NUIG Palliative Care programme participant

For some staff, their improvement efforts form part requirement for development programmes they are undertaking. Through successful partnership with academic providers, the Change Hub bridges academic and professional working life, supporting staff through their studies and spreading the impact of their learning through the Change Hub.

Sharing Experience

The Case Study Repository on the Change Hub is a multi – media collection of over 460 individual and team narratives of managing change, varying in scope from national projects to local improvement initiatives. The repository can be searched by Care Setting, e.g. Acute Setting, Primary and Community Care, etc. or by the theme by selecting a theme form the Change Hub Tag Cloud.



Figure 1: Case Study Tag Cloud

The experience, knowledge, tools and examples shared through the case study narratives significantly reduces initiation effort for new service improvement initiatives, providing a base from which staff can start their understanding.

'Having recently completed a MSc in Leadership with the Institute of Leadership, RCSI, I have found the HSE Change Hub an excellent go-to resource. The Change Hub provided resources, e-learning programmes and links to tools for change management, effective leadership, communication and team building, which are very helpful in undertaking any change project.'

Deirdre Lang, Director of Nursing National Clinical Programme for Older People (NCPOP) and
Leadership Development Nursing Profession Older People



Thanks to the Change Hub's Community of Practice

Thanks to all the Change Hub members who, through their participation and generous sharing of experience and expertise, have made the Change Hub the 'Go – To' Change Management Resource that it has become since going live in December 2008.

The Change Hub will continue to actively support, and deliver on, the priorities of the **Health Services People Strategy 2015 – 2018, Leaders in People Services** (HSE 2015).

Plans for 2017/18 include updating the Change Hub elearning programme to reflect the learning and emergent thinking incorporated into the revised HSE Change Model and Guide due later this year.

For further information, or to learn more about the benefits which the Change Hub can bring for you and your team, please contact Patricia Blunden, HSE Change Management Resources, Advice and Support - patricia.blunden@hse.ie

Doctors Integrated Management E-System (DIME) – Occupational Health Module

One of the recommendations of the 'Strategic Review of Medical Training and Career Structures' (MacCraith Report 2014) was to reduce the paperwork burden for Non Consultant Hospital Doctors (NCHDs) associated with rotating between clinical placements and employers.

National Doctors Training and Planning (NDTP) together with Workplace Health and Wellbeing have now further enhanced the existing National Employment Record (NER) portal allowing NCHDs to complete occupational health paperwork online. This enhancement to NER benefits the employer as it uses a flagging system on DIME to notify them if an NCHD is passed fit or not for employment by their Occupational Health Department. Training on this enhancement to NER was provided to Occupational Health staff on site in Cork, Waterford, Galway, Limerick, Dublin and Sligo in early May and the system went live on 23rd May 2017 in time for the July 2017 changeover.



Occupational Health Staff with Aoife Nolan, NDTP at the training session held in St James's Hospital on 11th May 2017.

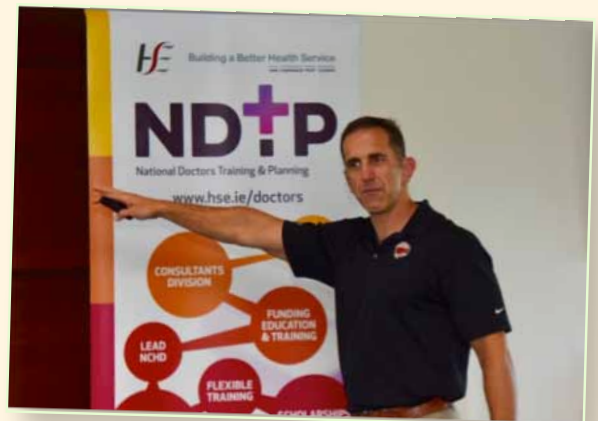
Lead NCHD Education Workshop and Third Birthday of the Initiative

On May 25th, an education workshop was held for Lead Non Consultant Hospital Doctors (NCHDs) on resilience in Dr. Steeven's Hospital with a stellar line up of speakers that included:

Dr. Ed Naggiar, a former US Navy SEAL, and Niall Breslin (aka "Bressie"). Dr. Ide Delargy opened the formal aspect of the workshop with a presentation on the Health Matters Programme. A pop-up Schwartz Round was facilitated by Libby Kineen (National Lead HR Staff Engagement) and Juanita Guidera (Quality Improvement Division Lead Staff Engagement). The Director of Personnel Support Services for the Irish Defence Forces, Lt Col Ollie Barbour, closed out the workshop with lessons on peer mentoring and peer-to-peer support.

Also included in the programme was a Happy Third Birthday to the Lead NCHD initiative, complete with cake, in which Prof. Eilis McGovern (Director, NDTP) thanked Lead NCHDs for the significant contribution they are making in improving communication between NCHDs and health sector management.

The workshop was organised by current National Lead NCHD, Dr. Catherine Diskin.



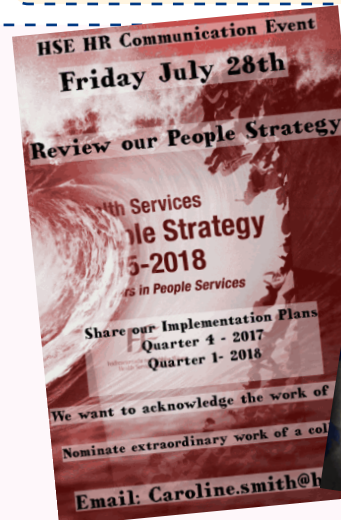
Dr. Ed Naggiar, former US NAVY SEAL presenting on Mission Based Resilience at the Lead NCDH workshop.

HSE HR Staff Communication Day

On Friday 28th July we're having a HR staff communications day including a review of our People Strategy implementation, plans for Q4 2017 & Q1 2018. During the day we would like to acknowledge extraordinary work of a number of our front line staff. Please send all nominations to Caroline.Smith@hse.ie

Our National HR help desk is a fantastic resource, our team are always happy to help: Tel 1850 444 925 Email: ask.hr@hse.ie

Please share the National HR Helpdesk details. Thank you



Ireland's first Physician Associate Programme

HSE National Director of HR, Rosarii Mannion recently met with first year physician associate (PA) students at RCSI, Dublin. In 2016, RCSI became the first third level institution in Ireland to offer the MSc in Physician Associate Studies.

The PA profession has grown rapidly internationally since it was first introduced 50 years ago, in the US. A PA works as a member of a medical team in a wide variety of workplaces (including all types of hospital and surgical care, GP practices and community health services). PAs are educated and trained to perform varied roles (including taking medical histories, performing examinations, ordering and analysing test results, diagnosing illnesses, treating and referring patients). While PAs function with a great deal of autonomy they are always under the supervision of a doctor.

Rosarii took the opportunity to share the HSE People Strategy 2015-2018, explaining the key challenges faced by the health service in delivering better safer care to patients nationwide – and the role physician associates can play in meeting them.



Pictured is the PA first year class with Rosarii Mannion, HSE National Director of HR (back row, third from left) with Academic Director Dr Pauline Joyce (far left) and Director of Clinical Education, Steven McMaster (far right).

Respect Charter

A campaign led by the Irish Medical Organisation to proactively deal with the problem of bullying and undermining behaviour being experienced by young doctors reached a significant milestone today with the signing of a new 'Respect Charter' by the IMO, the Irish Postgraduate Training Forum and the HSE.

Research shows that a third of trainee doctors say they have experienced some form of bullying or undermining behaviour in their training with over half of trainee doctors having witnessed someone else being bullied at work. Trainees who were bullied were also more likely than those

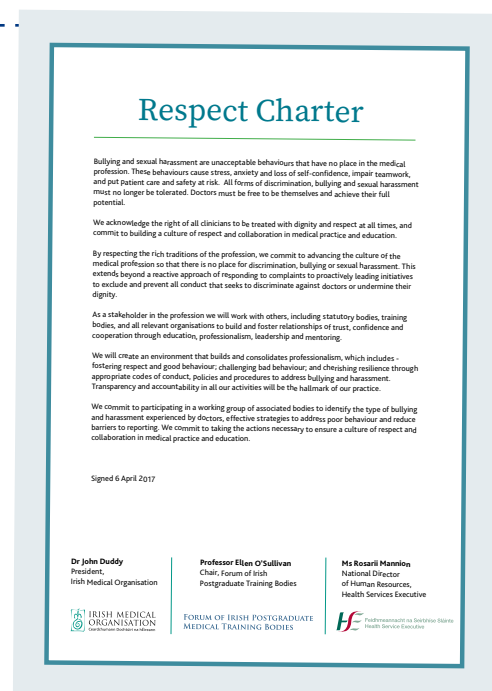
who were not to say they were leaving medical practice in Ireland.

Dr. John Duddy, President of the Postgraduate Training Forum and the HSE have committed to the principles of the Charter in working with us and other stakeholders to address what is a serious issue for the profession."

"Being subjected to unacceptable behaviour can lead to problems such as stress, anxiety and erosion of self-esteem. We must ensure that our trainees work in a respectful and safe environment that allows them to achieve their full potential as doctors."

"This Respect Charter clearly demonstrates that we all recognise there is a problem and working together we are determined to change the culture and improve the experience of our trainees. There are inherent pressures and stresses in training to be a doctor but unacceptable behaviour need not be one of them."

Practical ways in which the three stakeholders to the Charter have committed to stamping out unacceptable behaviours include:- Working with others, including statutory bodies, training bodies, and all relevant organisations to build and foster relationships of trust, confidence and cooperation through



education, professionalism, leadership and mentoring.

Creating an environment that builds and consolidates professionalism, which includes - fostering respect and good behaviour; challenging bad behaviour; and cherishing resilience through appropriate codes of conduct, policies and procedures to address bullying and harassment. Committing to participating in a working group of associated bodies to identify the type of bullying and harassment experienced by doctors, effective strategies to address poor behaviour and reduce barriers to reporting.



(L-R) Ellen O'Sullivan, Chair, Forum of Irish Postgraduate Training Bodies. Dr John Duddy, former IMO President. Rosarii Mannion, National Director HSE HR.

HSE GRADLINK

Lisa O'Brien

Recently, I completed an MSc in the Economics of Business Practice. As part of this course, I had to secure an internship. I have always loved economics and am especially interested in the human aspect of it. When the opportunity of a HR internship in the HSE came up, I jumped at the chance.

Prior to my placement, my idea of an internship was that it would purely be an observational role. However, this was not the case at all. My colleagues in the Model Farm Road have been so supportive and welcoming, taking the time to ensure I got a "hands on" experience.

I was fortunate enough to have the opportunity to work in many HR areas including Employee Relations where I have gained a broad working knowledge from working closely with the department. With Leadership, Education and Development I became involved in a project co-creating an evaluation piece for a Coaching programme. Here I learned

about the area of coaching, how it benefits employees and even got to experience personal coaching myself. I was able to apply my economic skills to a HR setting, creating a survey and analysing results, something which I really enjoyed. I also worked with the Recruitment and Redeployment Department, assisting with recruitment processes, allowing me to learn about the creation of contracts and legislation behind them.

Throughout the internship, I worked with all levels of management which has given me great confidence. I have improved my communication, teamwork and IT skills. Going forward, I think the internship has really enhanced my future career opportunities.

Overall, the experience has allowed me to explore new areas and tasks, which I would not have had the chance to do elsewhere. This internship is a great way to transition from college life into the professional world. My experience in the HSE has been a hugely positive one. I would like to thank Tess O'Donovan and Declan Hynes for giving me this opportunity.

Overall, the experience has allowed me to explore new areas and tasks, which I would not have had the chance to do elsewhere.

Lisa O'Brien

HR Intern

Model Farm Road, Cork.

David Sheehan

My name is David Sheehan and I am currently working in HSE South as part of the National HR Graduate Internship programme. I am currently based in the Wilton Road offices in Cork. Before starting this internship I had studied Economics in University College Cork at degree level and went on to do a MSC of Business Economics. It was through UCC careers department I applied for the internship.

At the beginning of the internship I was based in the Model Farm Road Office in Cork. I began working on a body of work researching the effectiveness of annualised hours working contracts. I then furthered the research in writing my university thesis on the effectiveness of the introduction of annualised hours within the HSE.

In October of 2016 I then moved offices to the Wilton Road in Cork. I began working on a large body of work in the incremental credit section. I have since settled in this office and have continued working here.

I have found the programme extremely beneficial from the start. The programme supported my studies and facilitated my research in any means possible. The internship has given me experiences at all different levels of the organisation. I

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have enjoyed the aspect of working in a busy office day to day as it forces you to learn and adapt quickly. I have also experienced working at a national level in attending national meetings in Dublin and HMI conferences.

Since starting this programme I feel I have been welcomed and have grown into the organisation. I have enjoyed all aspects and challenges that have presented themselves and I felt I received fantastic support with my studies.

Karen Gibbons



My name is Karen Gibbons and I am the HR

Graduate Intern for the Saolta Group, based in Galway University Hospital.

My educational background is in Human Resources, I hold a Bachelor of Commerce Degree and a Masters in Strategy, Innovation and People Management both from the National University of Ireland Galway.

My internship began in September 2016 and I have been made feel very welcome during my time in the Saolta Group. I receive ongoing support and mentoring from senior management, and my colleagues in the HR Department are always extremely helpful and accommodating.

One of the main projects that I was assigned resulted from Section 21 of the National Vetting Bureau (Children and Vulnerable Persons) Act 2012, whereby all those engaged in relevant work must have Garda vetting by 31st December 2017. This is a complex project involving multiple stakeholders within Saolta and the HSE. The key learning so far is the importance of flexibility and the ability to adapt project deadlines to meet changing circumstances and needs.

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The varied role of Employee Relations is another area that I have focused on throughout my internship. This has allowed me to witness first-hand the communication and negotiations that transpire between the different stakeholders under Work Place Relations Conciliations and



Adjudications, the Labour Court and working groups within the hospital. Another major aspect to this role is researching, fact-finding and analysing data for the preparation of individual case files and reports. Research Methods from university has proven very beneficial in this regard!

Galway University Hospital provides many innovative training events throughout the year; I attended

Transgender Awareness Training, Stress Management and Presentation Skills. All have been

extremely beneficial to my professional learning and development.

Before beginning my internship I believed I had a general idea of the HSE and its components, however eight months based in an Acute

Hospital setting have helped me to gain a deeper understanding, insight and appreciation of our Health Sector. Working in the Human Resources Department in Galway University Hospital has been eye opening in terms of the complexities and variety of the activities undertaken by the HR Department and I have been very fortunate with the learning opportunities I have been given throughout my internship.

It is evident that Human Resources have a strategic role in improving the quality of care received by patients by ensuring that all employees are supported, developed and engaged with throughout their entire career in the HSE.



HSE GRADLINK Continued

Kevin Stanley

I commenced my internship with HSE in October 2016 as part of Association for Higher Education and Access to Disability (AHEAD) Willing Able Mentoring (WAM) internship programme. I was assigned to HSE Diversity, Equality and Inclusion (DEI) team and based in Adelaide Road in Dublin, undertaking the following tasks:

Development of Irish Sign Language in the HSE

In partnership with the Irish Deaf Society, I coordinated a successful 15-week Irish Sign Language (ISL) Qualification and Quality Ireland (QQI) Level Three programme for HSE staff. I am exploring the Internal ISL Interpreters' Panel Guide with a view to assisting managers and colleagues in utilising ISL interpreters that would support deaf and hard of hearing staff in their workplace.

Online repository:

I advanced DEI online repository through researching, gathering data and analysing articles for repository on HSE website under DEI page. This will provide information on Women in Leadership, People with Disabilities, Travellers and Roma Community and LGBT.

This aim of the guide is to prompt awareness in achieving diversity in recruitment and selection at every stage of the process, from identifying a vacant post and design of a job specification, through to supporting employees from a diverse background in joining HSE.

HSE Guide to Diversity Recruitment:

I have been developing an outline for a HSE Guide to Diversity Recruitment. This aim of the guide is to prompt awareness in achieving diversity in recruitment and selection at every stage of the process, from identifying a vacant post and design of a job specification, through to supporting employees from a diverse background in joining HSE. The guide will challenge traditional techniques of selection and recruitment and will seek the support of managers in developing diversity in the workforce.



Kevin Stanley with Elaine Birkett at AHEAD WAM Award

Others areas:

Other areas I have been engaged with HSE DEI, while on internship:

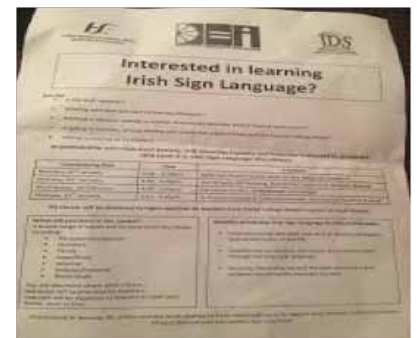
- Analysis of Grade III Diversity Recruitment Survey Data
- Examining the good recruitment practice of people with disabilities
- AHEAD War for Talents event in National Gallery of Ireland
- CIPD Award with HSE National Human Resources and DEI for diversity at workplace
- Women in Leadership in the Health Service to celebrate International Women's Day
- AHEAD WAM Leader award for promoting people with disabilities in workplace



With members of HR and DEI team at CIPD Award on Diversity

Looking back and into the future:

It has been a fulfilling experience for me working in the HSE because it has given me the confidence to reveal my ability and talents. By participating in the internship, it has given me the opportunity to demonstrate and share my knowledge and skills, particularly in my areas of speciality with coordination and research. I feel this has positively contributed to DEI team and supported their positive progress. Inclusively, I was able to engage with my colleagues at DEI regularly to implement its action plan. It was a pleasure to receive invaluable experience during my time here at DEI. My colleagues both in the DEI team and Adelaide Road were magnificent and supportive. I look forward to be part of this successful DEI team in accomplishing its goals and beyond.



Poster to invite HSE Staff to learn Irish Sign Language

My narrative experience at HSE DEI can be found in this link in ISL and subtitled English:

HERE



National Human Resources Workplace Relations Unit – Inaugural events

Two key Inaugural National Human Resources Division events took place on 17th and 18th May 2017 both of which were key deliverables under the Health Services People Strategy, 2015-2018, Leaders in People Services.

National Human Resources Investigation Commissioner Training – Inaugural event


On Wednesday 17th May the inaugural Health Service Executive (HSE) National Human Resources Division Investigation Commissioner Training Programme was held in the F2 Community Centre Rialto.

Rosarii Mannion, National Director of Human Resources welcomed everyone to the event stressing the importance of getting our Human Resources Investigation right for the benefit of our staff and all users of our services. It was attended by all Coaches on the Panel and was entitled "Back to Basics". This was the very first training programme held for Commissioners undertaking Human Resources investigations. The programme was delivered by Mr. Gerry O' Neill BL, Chief Officer, Community Health Organisation 9 and the content of the day was as follows:

- Commissioner – Define-Who?/What
- Background – Sources of Law & Effect
- Getting it correct from the start
- Adherence to Proper Procedure NB (this is the nub of the matter)
- Terms of Reference
- Selection of Inquiry Team
- Management of Process – File etc
- Discovery where applicable (general and particular responsibilities in this area)
- Management of parallel investigations/inquiry
- The Report from inquiry – Management of same
- Disciplinary procedure

- Decisions – Reasoning of same
- Appeals
- Commission of INQUIRY Act
- Judicial Review/Injunctions

An examination of the evaluation sheets provided for very positive feedback with all participants outlining the urgent need for a training programme like this. The day is currently in an evaluation process stage.

For a detailed story click here  to link to a steller story that was created during the day.

The following new draft National HR investigation forms were advised to all following detailed "as is" visits with all HSE Employee Relations Departments :-

1. HSE National Trust in Care Complaint Form
2. HSE National Trust in Care Pre Screening Form
3. HSE National Dignity at Work Complaint Form
4. HSE National Dignity at Work Screening Form
5. HSE National Investigator Request Form

We would like to express our thanks to the HSE Employee Relations Departments for their submissions/documents received. It would not have been possible to devise draft National forms without their input.

As outlined above these draft forms are now in the User Acceptance Testing phase.

Investigation Support Section

National Human Resources Investigator Training Programme

Group 8 for the above programme took place in HSE Offices, Bective Street, Kells, Co. Meath on 28th and 29th May 2017.

Day 1 was delivered by Mr. Gerry O' Neill BL, Chief Officer CHO 9 and Day 2 was delivered by Dr. Malachy Feely, Lead Investigation Support Manager and Ms. Edel Galvin, Investigation Support Manager.

An examination of the evaluation sheets provided for very positive feedback with all participants with great ideas outlined to an urgent need to the current system with regard to delivery and advice.

Preparation is underway to hold HR Investigator Training in Q4 2017 for Group 9.

Currently there have been 183 people trained across 8 groups of programmes and these names are currently on the National Panel of Human Resources Investigators which is administered by the National Human Resources, Workplace Relations Unit, Investigation Support Section. All requests for investigators in relation to participation on all Human Resources investigations should now come via the National Human Resources Workplace Relations Unit, Investigation Support Section. There should be no investigator conducting any Human Resources investigation team who has not been nominated by the Investigation Support Section.

For more information on the Investigation Support Section please contact:-

**Health Service Executive
National Human Resources Division
Workplace Relations Unit
Investigation Support Section
Email: hr.nationalinvestigationsunit@hse.ie
Phone: 046 9251790**

National Human Resources Coaching Service

On Thursday 18th May the inaugural Health Service Executive (HSE) National Human Resources Division Coaching Service, Continuous Professional Development Day (CPD), was held in Dublin Castle.

This was a historical day for the National Human Resources Coaching Panel and the event was held in the historical Dublin Castle.

The event was opened by Ms. Rosarii Mannion, National Director of Human Resources who outlined the importance to the HSE of Coaching. It was attended by all Coaches on the Panel and was entitled "Back to Basics".

It was an externally accredited event by the International Coaching Federation and accredited coaches attending could receive 7 CPD points.

The event was an opportunity for self-reflection, community connection and coaching progression. The day focused on **Coaching the WHAT v's Coaching the WHO** and was very thought provoking.

In addition the following CPD topics covered were:-

- The Coaching Conversation Cycle (Fig 1.)
- Mindset of a Mature Skill Level Coach
- Desired States of Being
- Key Elements of Contracting in each coaching session

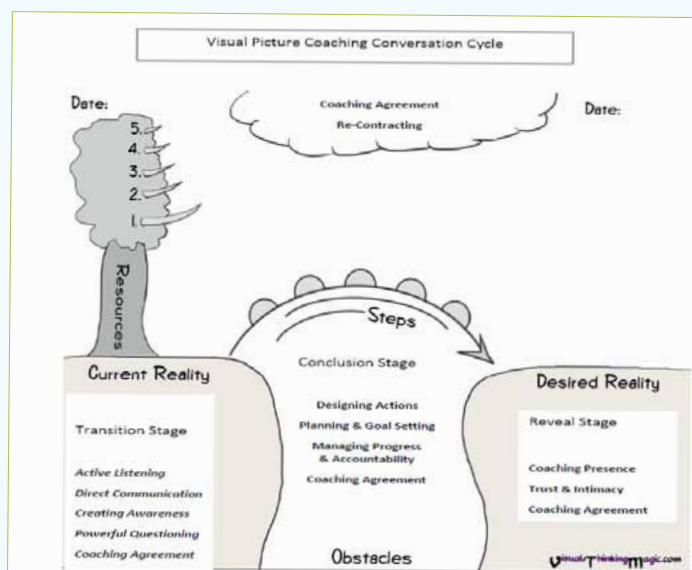


Figure 1

- Transition Stage of Coaching Conversation Cycle
- Funnel and Filter Technique
- Flow Technique – creating a client generated shift in self awareness
- Conclusion stage of Coaching Conversation Cycle
- Self Reflection Exercise
- The P.R.E.S.E.N.T. Model of Coaching

The feedback was very positive from the Coaches attending. An examination of the evaluation sheets have given great ideas for future national events. The next event will be held in Q4 2017.

Click here [👉](#) to link to a steller story that was created during the day. Over 14,000 views of the story were completed within a week of the event.

National Human Resources Coaching Service defines Coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today's uncertain and complex environment.



Organising team includes; Edel Galvin, Nial Gogarty, Dr Malachy Feely, Lisa Farrelly, Tracy Martin and Kim Inglis

For more information on the National Human Resources Coaching Service please contact
Health Service Executive
National Human Resources Division
Workplace Relations Unit
Staff Development Section
Email: hr.staffdevelopment@hse.ie
Phone: 046 9251790

International Day of the Midwife

To celebrate International Day of the Midwife 5th May 2017, National Director Rosarii Mannion visited the Regional Hospital Mullingar, donned scrubs and walked in a midwife's shoes. A video was created to celebrate and promote nursing and midwifery careers and is available here 

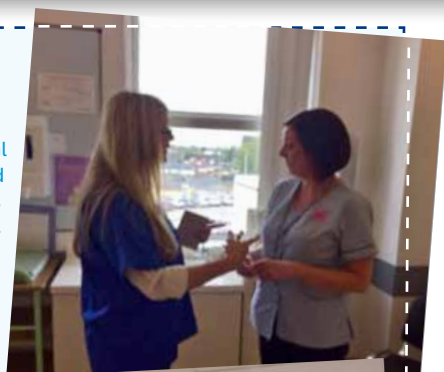
Rosarii Mannion National Director, HSE HR and Treasa Shaw, CNM1, Postnatal Ward Mullingar.




Thanks to all colleagues in Mullingar for an enjoyable visit and an opportunity to fulfil our People Strategy by engaging face to face with all staff.

Marie Corbett Divisional Nurse Manager, Anne Kelly, Director of Nursing and Midwifery, Shona Schneemann, General Manager & Rosarii Mannion, National Director, HSE HR.

Marie Corbett Divisional Nurse Manager with Rosarii Mannion




International Nurses Day

To celebrate International Nurses Day an event was organised in St Mary's Hospital Phoenix Park Dublin, by Rosarii Mannion. All grades of Nurses and Midwives were invited to attend to discuss issues and share ideas together. This event was facilitated by Libby Kinneen Organisation Development lead and Deirdre Munro Innovation Communication specialist HSE HR. This event was also supported and attended by Dr. Siobhan O'Halloran, Chief Nursing Officer, Department of Health. The video recorded in Mullingar was launched. Please check our steller story available here: 

Owing to the success and positive feedback this Nursing and Midwifery Networking Hub created, there will be another event in Tullamore on 29th June 09.3--13.00hrs. A shared purpose will be co-created and themes reported from the inaugural event will be



shared.

Nurses and midwives of all grades are invited to attend and there is more information here,  including an opportunity to register:

HSE Careers

HSE HR staff hosted health career events in Dublin and attended recruitment events in London and Cardiff. The next recruitment event is in Edinburgh, Scotland 9th June and Glasgow 10th June.



Supervision

The National Health and Social Care Professions Office (HSCP) launched an eLearning programme on Professional Supervision for Health & Social Care Professionals in March 2017. The programme is intended as a pre-requisite to attending training in supervision for supervisors.

This programme can be found under the section entitled 'My Learning' on www.hseland.ie

WORKPLACE HEALTH and Well Being Unit News



The Workplace Health and Wellbeing Unit (WHWU) was established in response to the HSE People's Strategy. This unit manages staff support services and ensures policies and procedures are designed to enable staff to maximise their work contributions and work life balance. The key work areas for the unit are Occupational Health Services, Health and Safety, Employee Assistance Programmes and Staff Health Promotion. Staff Engagement and staff health and wellbeing is one of the key priorities outlined in the HSE's People Strategy which underpins the wider health reform programme.

The Workplace Health and Wellbeing Unit hosted their Annual Conference in the Education Centre in Tallaght Hospital, Dublin on May 19th. 130 Delegates attended.

New National Standards for Quality and Safety in Occupational

"The aim of these standards is to help drive improvements in the quality and safety of Occupational Health Services in Ireland. Their purpose is to help the healthcare worker, all those who use Occupational Health Services and the staff who provide these services better understand what a high quality, safe

Dr Lynda Sisson, Clinical Lead for Workplace Health and Wellbeing Unit, said: "The Occupational Health Service standards have been developed by Healthcare professionals within the Irish Service. Using the HIQA Safer Better Care Model the standards are specific to the Irish Health service and have been developed by a broad stakeholder group comprising Occupational Health professionals and allied staff who have worked in various sectors nationally and internationally. The Standards are fundamental to our Health Service and are grouped according to five themes - worker centred care, safe and effective care, leadership and governance, workforce

Occupational Health Teams provide medical and nursing expertise on fitness for work, advice on workplace adjustments, prevention of ill health and promotion of health and wellbeing.

Health Services were launched at the conference. Rosarii Mannion, HSE National Director for Human Resources, said:

Occupational Health Service looks like. They also aim to promote consistency of service delivery throughout the country."



(L-R) Sibéal Carolan WHWU, Dr Lynda Sisson WHWU, Yvonne Hogan Irish Independent, Dr Emma Stokes and Rosarii Mannion National Director HSE HR.




Keynote Speaker - Professor Ewan MacDonald

planning and the use of Information.”

Occupational Health

Teams provide medical and nursing expertise on fitness for work, advice on workplace adjustments, prevention of ill health and promotion of health and wellbeing. They play a key role in rehabilitation by advising on optional treatment strategies, early intervention and timely return to work for healthcare workers.

Safer Better Care: Standards for Occupational Health Services is available to view on the HSE website [here](#) 

Occupational Health”.

- Ms Yvonne Hogan, Editor of Irish Independent Health and Living Magazine presented “Communications and Health”.
- Professor John Gallagher, Occupational Health Physician presented “The Development of Standards for Occupational Health Services”.

Numerous poster presentations were on display at the conference and many represented projects completed as part of the Future Leaders Programme RCSI/HSE.



Mr David Hughes INMO

- Introduction of Resource Management, Planning/Business plans in Occupational Health Nursing Services
- Adaptation of the CDC Health Score Card to the Irish Health Care Setting
- Testing of a Fatigue Risk Management Score in an Irish Healthcare Setting
- Improvement of Communications in WHWU – development of a strategy

Dr Lynda Sisson, Clinical Lead presented future plans for the unit. The strategy is to build on the achievements of the last twelve months, and will focus on the following:

- Making Health and Wellbeing an organisational priority
- Employees are managed by people who support their health and wellbeing
- Employees are managed by people who are trained to recognise and support them when they are experiencing stress
- Employees have the opportunity to contribute to decision making through staff engagement fora

Numerous poster presentations were on display at the conference and many represented projects completed as part of the Future Leaders Programme RCSI/HSE.

Guest presenters at the conference included;

- Dr Emma Stokes presented “Workplace Health and Wellbeing: *By three methods may we learn wisdom*”.
- Professor Ewan Mc Donald presented “The Biopsychosocial Model of

- The Development and Authorisation of Accreditation Standards for Occupational Health Services
- Physical Activity in the workplace including a review of the literature
- Employee Assistance Programmes, Business Planning/Workforce

Planning



Fiona Dardis, Emer Carroll, Noelle Dalton, Brid Cooney, Karina Mc Guirk HSE Health & Safety.

Safer Better Care: Standards for Occupational Health Services is available

HERE



Joint Information and Consultation Forum

The Joint Information and Consultation Forum (JICF) is a national level body within the health services, encompassing all employers and trade unions in the sector. Its membership includes senior managers from across the health sector and senior officials from all trade unions and staff associations.

The remit of the JICF is primarily the Information and Consultation framework for the health sector. The JICF is a means for management to fulfill their obligations under the Employees (Provision of Information and Consultation) Act, 2006, by informing the trade unions and consulting in advance on developments, initiatives and proposals for change etc.

A meeting of the JICF took place on 26th April. Presentations were given on three topics. Each presentation was followed by question and answers and discussion. The three presentations and presenters were:

1. Update on Children's Hospital Group

Eilish Hardiman, Chief Executive, Children's Hospital Group

Phillip Welsh, Director of Strategic HR, Organisational Development & Change Management, Children's Hospital Group

2. Values in Action

Kirsten Connolly, HSE Communications

3. National Strategic Framework for Health Workforce Planning

Rosarii Mannion, National Director, HR, HSE, Gabrielle Jacob, Principal Officer, Department of Health

The next meeting of the JICF takes place on Thursday 6th July, 11am to 1pm, in CERS, Adelaide Road. Managers wishing to suggest items for the JICF agenda should contact Seosamh Ó Maolalaí, HSE Employee Relations, 63-64 Adelaide Road, Dublin 2; seosamh.omaolalai@hse.ie; 01 6626966.

HSE LGBTI Staff and Allies Network Development

As part of the People Strategy 2015-2018, the role of supporting HSE LGBTI staff has been identified as a priority.

The Diversity, Equality and Inclusion Statement of the HSE is as follows:

Employees of the HSE bring a range of skills, talents, diverse thinking and experience to the organisation. The HSE is committed to creating a positive working environment whereby all employees inclusive of race, religion, ethnicity, gender, sexual orientation, responsibilities for dependents, age, physical or mental disability, civil status, membership of the Traveller community, and geographic location are respected, valued and can reach their full potential. We aim to develop the workforce of the HSE which reflects the diversity of HSE service users, and which is strengthened through accommodating and valuing different perspectives, ultimately resulting in improved service-user experience.

We would like to invite LGBTI members of staff and Allies to an event to launch the HSE's LGBTI and Allies Network. Details are as follows:

Date Wednesday 21st June 2017

Time: 2-5pm

Venue: First Floor Boardroom, Dr. Steevens Hospital, Dublin 8

To reserve a place: Email LGBTI@hse.ie

For informal enquiries, please contact Siobhan Patten at Siobhan.patten@hse.ie or 087-1322169

It is intended that the afternoon will be an engaging and active celebration of LGBTI employees in the HSE and will consist of the following:

- An address from the Director General of the HSE, Mr. Tony O'Brien
- Bernardine Quinn, Dundalk Outcomers, speaking about providing supports to LGBTI people in the community
- Bernie O'Connor, ESB HR Lead on LGBT and Allies Employee Network Group, speaking on the ESB's experience of forming an LGBTI and Allies Network
- Hearing from the audience – Forming the agenda for the HSE's LGBTI and Allies Network



For further information please click **HERE**



Invitation to join the National Staff Engagement Forum

The National Staff Engagement Forum was established in 2016 and comprises of a proportional representation of 50 staff across the HSE and the Voluntary sector. The purpose and ethos of the Forum is to:

- Create a space for conversations about what matters to staff in terms of engagement and gather suggestions on how to improve it by building on existing approaches and continually looking for new ways to engage staff.
- Give a sense of ownership and personal responsibility for engagement, building positive and effective communication between all people regardless of their position.
- Share good examples of staff engagement.
- Provide feedback and advice to the health sector on improving staff engagement in the design and implementation of organisation wide initiatives and policies.
- Promote staff engagement throughout the health sector to create a positive working environment for staff and service users.

The Forum is co-chaired by Dr Philip Crowley, National Director Quality Improvement Division and Rosarii Mannion, National Director Human Resources. It is co-facilitated by Libby Kinneen, National Lead Staff Engagement and Juanita Guidera, Quality Improvement Division Lead Staff Engagement.

Invite to join the National Staff Engagement Forum

The Forum is now in existence for a year we are putting a call out for new members to continually reflect the staff voice. If you are interested in taking part please email eileen.fahy@hse.ie by 3rd July. Next meeting is taking place in September (date to be confirmed).

What is staff engagement?

Thanks to the efforts of the National Staff Engagement Forum we now have a health sector definition that captures what it means to be engaged. Not only

is it written by staff working in the system and underpinned by theory of engagement but it focuses on the fact that what we do and say matters and that we are valued by the organisation.

“ Staff are engaged when they feel valued, are emotionally connected, fully involved, enthusiastic and committed to providing a good service.... when each person knows what they do and say matters and makes a difference. ”

Why does engagement matter?

It has been shown that where staff engagement is higher or services are seen to be supporting staff wellbeing the results are:

- Lower patient mortality
- Reduction in the number of incidents
- Improved clinical care
- Improved patient experience
- Improved staff wellbeing
- Lower absenteeism rates and
- Improved staff retention.

What type of work does the Forum do and what have we accomplished to date?

The Forum members are currently developing a toolkit of advice on how to engage staff and how to develop a local staff engagement forum. The Forum regularly provides advice for national projects on engagement, for example, they gave guidance on the working of the Inspire Hub which is an integrated communications platform for staff views and opinions and electronic communications platforms for engaging staff.

The Forum shared their work at the Health Service Leadership

“... it focuses on the fact that what we do and say matters and that we are valued by the organisation.”

Masterclass in April 2017. They displayed posters of staff engagement projects. Leaders throughout the organisation had an opportunity to talk to members, share ideas and seek guidance on the staff engagement process. A video was shown at the Leadership Masterclass which launched the definition of staff engagement developed by members and highlighted Staff Engagement as a process for change. Members also shared what staff engagement means to them and their ideas on how to involve staff. A link to the video is below.




We hope you find this information helpful and look forward to welcoming new members in September 2017.

Best wishes,

Rosarii Mannion
National Director of Human Resources

Dr Philip Crowley
National Director, Quality Improvement Division

For more information and tips on engagement see:

- For the work of the Forum click here 
- For tips for staff engagement click here 
- To view a short you tube clip on what staff engagement means to staff click here 

Nursing and Midwifery Graduates

On 26th April 2017 HSE HR identified opportunities available to nursing and midwifery graduates in the Irish Health Service.

2016 and 2017 Nurse/ Midwifery Graduates will be offered permanent contracts, subject to the usual satisfactory recruitment processes and this is currently in progress.

Nurses and midwives in need of clarity in relation to this or requiring any additional information are encouraged to please with Line Managers/ Directors of Nursing or Midwifery immediately or, alternatively contact our dedicated helpline on 086 0255519 if necessary.

To support nursing and midwifery careers a range of post graduate education initiatives/measures to encourage new graduates to remain in Ireland and work in an area of choice in the Irish healthcare system. Within the context of the Health Service People Strategy 2015-2018, we are strongly committed to ensuring that all Nurses and Midwives will have a Personal Professional Development Plan and an Induction Process which will identify and provide a supportive framework for the professional development needs of each nurse and midwife in line with the requirements of your speciality. This will be reviewed and developed in line with professional interests on an annual basis.

To support nursing and midwifery careers, a range of post graduate education initiatives will encourage new graduates to remain in Ireland and work in their area of choice in the Irish healthcare system.



It is nationally agreed that Management will undertake a review of education and development supports for Nursing and Midwifery in consultation with the professions and relevant trade unions with a view to prioritising education initiatives in 2018. This is in line with the Health Service People Strategy 2015-2018 commitment to "Identify and nurture talent, including staff mobility to facilitate and support improved performance and career development" (Action 4.10)

We acknowledge that travelling and working abroad is part of the graduate experience and confirm that the existing Career Break scheme is

available to all Nursing & Midwifery Grades including graduates following a period of 1 year. We give a commitment that where applications for a career break are declined locally that they will be subject to review at Group/CHO HR level.

The HSE is fully committed to offer permanent contracts to all 2016/17 nurse and midwifery graduates. Currently arrangements are being made to visit schools of nursing and midwifery and look forward to having the opportunity to meet and speak directly to nursing and midwifery students and graduates. National HSE HR is listening to issues and wants to retain newly qualified nurses and midwives and values the expertise they bring to our health service.

Click here
for People
Strategy

