

People's Needs Defining Change - Health Services Change Guide (2018)

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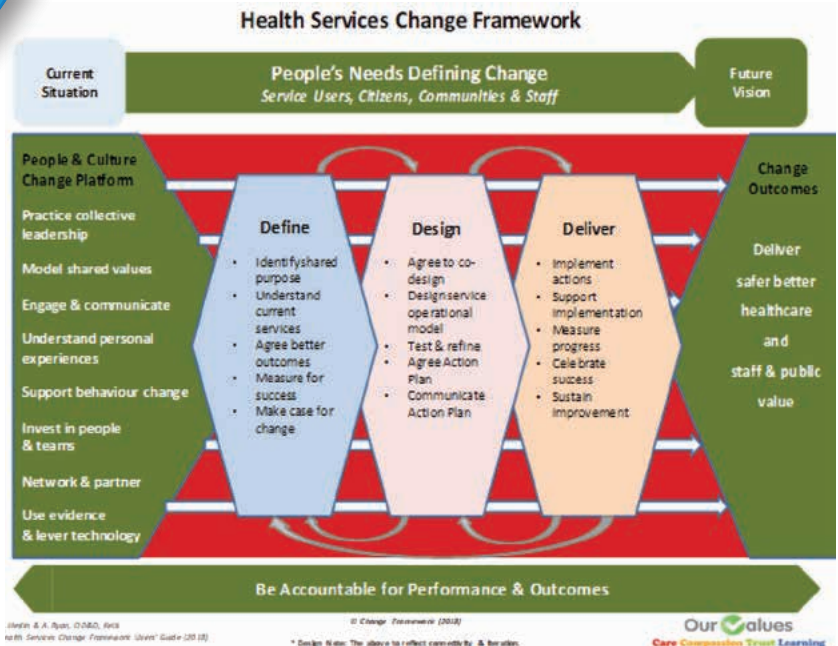
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The *Health Services Change Guide* is currently in the final stage of development. The Guide:

- Gathers the collective wisdom from practitioners, service users and staff combined with evidence into a coherent and integrated *Change Framework* to guide and support staff at all levels to become change leaders in health and social care services.
- Positions an informed understanding of people and culture as the core platform for delivering sustainable change.
- Provides practical assistance through the use of guidance, templates and resources that can be adapted and applied to a local context. It also signposts people to helpful assistance in the system. Elements of the *Change Framework* and *Guide* may be used at different times or in a different sequence depending on the nature, scale and stage of change.

The **Health Services Change Framework** is set out as follows:

People's Needs Defining Change - working with stakeholders i.e. service users, families, citizens, communities and staff, understanding their needs and supporting ongoing engagement throughout the change process.

People and Culture Change Platform - the need for an integrated approach that collectively mobilises the people and culture priorities to create a receptive environment for change is central to the approach. These priorities are interconnected and require consistent and sustained focus at all stages.

Define, Design, Deliver i.e. the change activities

Define: initiate change by defining the purpose, assess the context and scale, explore readiness and get prepared.

Design: determine the detail, plan and test feasibility, identify resources and agree a change action plan.

Deliver: implement change, measure outcomes and support sustainability.

Be Accountable for Performance and Outcomes - accountability for performance and outcomes is positioned as a core governance requirement throughout the change process.

Change Outcomes - To deliver safer better healthcare, and staff and public value.

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

Development Process

The development of the *Health Services Change Framework* has been ongoing over the past two years and is now at an advanced stage. The collaborative process of design has been informed by the applied experiences, learning and practice of many individuals, groups and organisations. It was informed by learning from the application of the original HSE Change Model (incorporated in *Improving Our Services - A Users' Guide to Managing Change in the Health Service Executive, 2008*) and associated online resources on the Change Hub (www.hseland.ie).

Engagement with service users also informed the process - this was achieved through ongoing organisation development practice based sessions and other feedback methodologies conducted during 2016/2017.

Research and Evidence

A formal literature review was commissioned from the Centre for Health Policy and Management, Trinity College Dublin and an extensive review of the grey literature was also carried out by the authors to inform the development process. This level of review has ensured the Change Framework is informed by best current thinking on change and up to date evidence. Submissions were sought from a wide number of people and organisations throughout the system reflecting change leaders, practitioners, academic contributors across a range of behavioural and human science fields. Submissions were also sought from all parts of the HSE - this included targeted consultation with teams across the system. An organisation wide broadcast issued to all HSE staff was conducted in October 2016 yielding very insightful submissions from staff and teams at all levels.

The Change Framework is informed by best current thinking on change and up to date evidence

Commissioning and Governance

The HSE Leadership Team commissioned this work through Rosarii Mannion, National Director of Human Resources. The revision of the HSE Change Model (2008) was seen as an opportunity to reflect best current thinking on change and to inform wider system reform within health and social care services. Governance arrangements were put in place to provide oversight including guidance by the Joint Information and Consultation Forum, the Programme for Health Service Improvement, Centre Transformation Programme and the HSE HR Leadership Team.

Testing, Refinement and Document Drafting

The development process prioritised testing the Change Framework in order to ensure the guidance and Templates were accessible, user friendly and could be applied within different local contexts. This included data gathering, analysis and significant redrafting of documentation. The *Health Services Change Guide (2018)* was shared at different stages in its development and based on extensive feedback continues to be refined to support the final 'sign off' process.

Stakeholder Engagement

A comprehensive stakeholder engagement process was designed and implemented over the past two years. This included the establishment of Reference Groups to provide assistance in relation to the early development phase, to inform the detailed design phase, to support testing and refinement of the Change Framework, Guide and associated Templates. The Reference Groups were made up of a cross section of staff from different work settings and with a blend of expertise and knowledge. Engagement processes also included a significant number of individual and group consultation sessions and workshops with content 'experts' in relation to key elements of the Change Framework. Survey methods were also used to obtain feedback on the Change Framework at different stages of development. Members of the HSE National Staff Engagement Forum based on their own personal experience of change contributed to the process through submissions and feedback, and we look forward to engaging with them to support the next phase of development.

Progressing to Implementation

Progressing to the final 'sign off' of the *Health Services Change Guide (2018)* is a priority with members of HSE Leadership Team and the membership of the Joint Information and Consultation Forum. The implementation phase will be prioritised across the system including a dedicated focus on communication using a wide range of methodologies and digital platforms. The implementation phase will continue to target building capacity for change, education, curriculum and resource development, evaluation and refinement of the offering to the system to ensure accessibility and continued relevance. For an update please contact Caitríona Heslin at: caitrona.heslin@hse.ie or Anne Ryan at: anne.ryan@hse.ie - we would be very pleased to provide an update on the current stage of development of the Change Framework and would welcome support on guiding the implementation phase.



In Profile: The National HR Employee Helpdesk

The National HR Employee Helpdesk was launched in November 2015 and is a pioneering development which was established in line with the Health Services People Strategy 2015-2018 Leaders in People Services.



We recognise that our staff should be at the heart of everything we do and the Helpdesk works to engage with and provide the HR information that employees require.

The HR Helpdesk is an additional HR communication channel that operates in partnership with the local HR Offices and CERS. Helpdesk staff have been trained to assist and

provide employees with information on a wide range of employee benefits and services, including terms and conditions of employment, as well as advice on the operation of HR policies and procedures.

The Helpdesk has a dedicated low call telephone number 1850 444 925 which is open to employees Monday to Friday from 8am to 5pm, including lunch hour.

Alternatively, employees can email the Helpdesk at ask.hr@hse.ie. These emails are dealt with on a daily basis and we aim to resolve all queries within 24 hours.

We have launched a Facebook page called 'HSE HR says' where information on various HR issues is published.

The Helpdesk is open to all HSE employees and efforts will continue in 2018 to raise awareness of the helpdesk. In the meantime, it is important that as a HR family, we embrace this additional resource and bring it to the attention of all

"The National HR Employee Helpdesk was a new initiative established in line with the Health Services People Strategy 2015-2018 Leaders in People Services."

Recruitment Awareness Campaign Update on New Career 2018

Our recruitment awareness campaign '*New Year New Career*', ran for a period of 7 weeks from the 18th December to 31st January 2018.

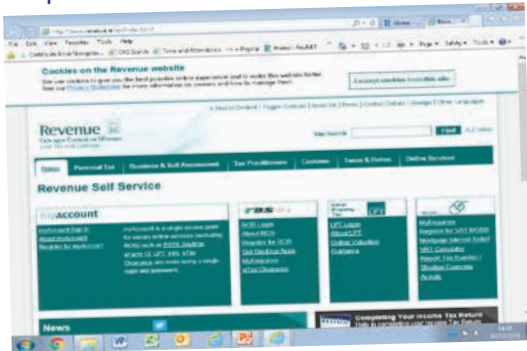
A total of 2914 individuals, from both Ireland and abroad, responded to the campaign. These are the final responses by group; Health Care Assistants (HCA's) 724; Nurse/Midwife 625; Health and Social Care professionals (HSCP's) 352; Administration/ Management 334; Social Care 316; Paramedic/ Emergency Medical Technician 146; Doctor 90; General Support 89; Pharmacists 13; Dentists 10. A total of 215 were categorised as other. This campaign demonstrated the benefits and reach of a social and digital media approach in creating recruitment awareness. The campaign team would like to take this opportunity to thank all of the key stakeholders across our services for their support and assistance in this awareness campaign.

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Avoid being placed on emergency tax NCHDs and emergency tax

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



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

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

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

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

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

To use the service

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

www.ros.ie/myaccount-web/register.html

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

or for NCHDs employed by the HSE at:

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



Useful Information

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

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

Mentoring

Our HSE Mentoring Programme is based on our Values, Care Compassion, Trust and Learning.



The People Strategy identified Leadership and Culture, Learning and Development amongst its core priorities.

The idea behind mentoring relationships is straightforward a mentor, wishes to pass on some of what they've learned to someone else who will benefit from their experience.

A number of resources are available on HSeLand, clarifying the roles and responsibilities of the mentor and mentee. We have key elements within the programme –supporting , sharing knowledge improving performance and career advice.

Our approach will be to continually address and meet the demand for mentoring, use key principles /standards.



Our approach will be to continually address and meet the demand for mentoring, and use key principles /standards. More broadly we will be generating data on the general themes and integrate this back into our service.

Many thanks to colleagues who have contributed to our documentation, and who have expressed interest in receiving mentorship and being a mentor, it's great to have so many capable healthcare workers interested in the programme.

For further details please check our resources on- www.hseland.ie

For further details please check our resources [CLICK HERE](#)



Staff Engagement Framework

Action 2.1 of the People Strategy commits to embedding a culture of engagement as a hallmark of good leadership practice across the health system.

The development of a Staff Engagement Strategy based on a whole system approach, working with all divisions and building on the experiences and contributions of staff got underway during the last quarter of 2017. A document with a working title 'Engaging Health Staff – An introduction' has been developed in consultation with;

- Community of Practice Group encompassing: Quality Improvement Division, National HR, Communications, Workplace Health & Wellbeing, HBS, Strategic Planning and Transformation
- The National Staff Engagement Forum
- The National HR Division Staff Engagement Forum
- Other interested individuals and groups



Feedback

Feedback from managers and staff during the consultation process, was that they wanted a practical resource which would clearly show the evidence base, meaning and benefits of staff engagement. People also said they wanted guidance on the main factors that impact staff engagement and



practical steps that everyone can take to improve. In addition they said staff wanted a resource document that was concise, accessible and visibly appealing. 'Engaging Health Staff – An Introduction' was presented at the National Staff Engagement Forum meeting on Wednesday 11th of April where it received a resounding endorsement. It is hoped that the document will be made available in the system towards the end of April and the HR staff engagement lead will continue to gather feedback regarding its usefulness and accessibility and it's anticipated that a revised version of the document will issue following publication of the 2018 Staff Survey results.

In addition they said staff wanted a resource document that was concise, accessible and visibly appealing.

National Human Resources Division Workplace Relations Unit

The work of the HSE National Human Resources Division, Workplace Relations Unit is guided by the Health Services People Strategy 2015-2018 Leaders in People Services and supports the HSE's goals and values.

The key work areas of the unit are:

The **Investigation Support Section** is the national point of contact in the HSE for information on all matters relating to Human Resources investigations.

The **Pre-investigation Support Section** is the national point of contact in the HSE for information on all matters relating to complaints, preliminary screening / gathering of preliminary facts and planning for a Human Resources investigation.

The **Training and Accreditation Section** is developing as the national point of contact in the HSE for information on all matters relating to training and accreditation pertaining to coaching, mentoring and facilitation and related Human Resources matters.

The **Anti-Bullying Section** is developing as the national point of contact in the HSE for information on all matters relating to bullying prevention.

The **Staff Development Section** is the national point of contact for accessing services such as Coaching, Mentoring and Facilitation.

The **Operations Section** provides support to facilitate the efficient and effective operation of the HSE National Human Resources Division, Workplace Relations Unit.

In line with the national eHealth Strategy for Ireland the Workplace Relations Unit is placing significant emphasis on e-technology

solutions to the way we carry out our business.

Staff from the Workplace Relations Unit have engaged in a number of initiatives in relation to provision of service pertaining to the aforementioned areas of work.

For further information, feel free to contact us: HSE National Human Resources Division Workplace Relations Unit Bective Street, Kells, Co. Meath A82 NX32

Email: hr.workplacerelationsunit@hse.ie



Spotlight: Anti-Bullying Section

As a result of the HSE Staff Survey in 2016 work is on-going in relation to the anti-bullying initiative being developed in conjunction with our Academic Partner Dublin City University Anti-Bullying Centre. The project will have an emphasis on promoting dignity in the workplace and on promoting self-awareness and reducing bullying behaviour.



The HSE Anti-Bullying Project began in January 2018. The project has a strong basis on Health Services People Strategy 2015-2018, priority 5 Knowledge Management, and will focus on the issue of bullying for employees of the HSE.

The project team are working in collaboration with DCU Anti Bullying Centre where extensive research has been carried out on this issue.

The need for this project is highlighted by statistics from HSE staff survey 2016.

The anti-Bullying Project team has engaged with and received valuable input from Support Contact Persons (SCP) Co-Ordinators in order to establish an 'As Is' status of the SCP role and its delivery across the organisation.

The team are now finalising an online questionnaire and will invite all SCPs to complete same (82 approx). This is an important evidence gathering initiative and key data obtained will be collated and shall influence future developments in this area thus advancing supports available to HSE staff in relation to bullying in the workplace.



Work is progressing in relation to the development of an information resource pertaining to addressing myths and facts about bullying covering topics such as, for example:

- **Myths and Facts about Bullying**
- **Examples of bullying**
- **What bullying is not**

This initial work will support the development of a comprehensive response to the issue of bullying within the workplace and support employees in relation to working in an environment that promotes dignity in the workplace.

Staff Engagement

HR Division Staff Engagement Forum

A very successful second meeting of the HR Division Staff Engagement Forum took place on Tuesday 20th February. The theme of the event is 'HR at the Heart of the Organisation' and the group defined the Purpose and Terms of Reference for the HR Forum going forward. There was a discussion around scoping out priorities for the group and valuable feedback given for the draft Employee Engagement Framework as provided for under section 2.1 of the People Strategy. The next meeting of the group takes place on 23rd of June.



Staff Survey “Your Opinion Counts”

The Staff Survey Your Opinion Counts 2018 is due to go live 1st September 2018. In order to ensure that proposed data collection methods are accessible to all and to increase participation this time round meetings are continuing with our Staff Survey Steering Group and with the HR Leads in the CHOs and Hospital groups. The Staff Survey Steering Group will next meet towards the end of June 2018.

The last Staff Survey took place in 2016. Since then a number of sites have developed their own local Staff Engagement Fora to focus on a number of issues including the results from the Staff Survey. These forums have focused on some of the following topics: Improvement in Internal and Upward Communication, Raising awareness around Dignity At Work issues and supports available, Health and Wellbeing –development of national and local initiatives and Staff development and appreciation awards etc.

Since the 2016 staff survey we have

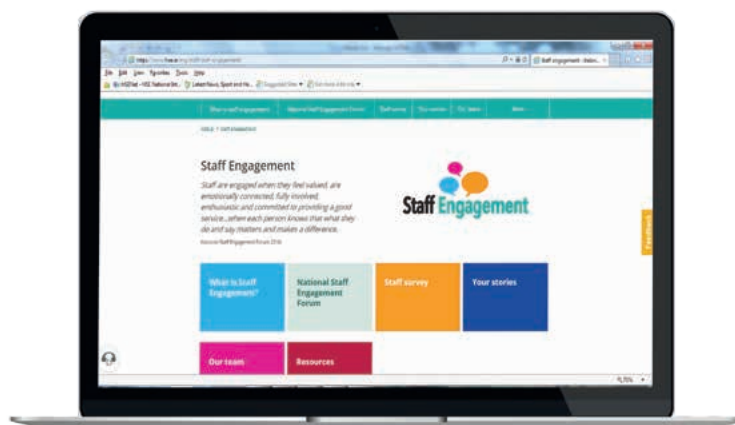
- established the National Staff Engagement Forum
- developed the Workplace Health & Wellbeing Unit
- developed the Diversity Equality & Inclusion Unit
- focused on Dignity in the Workplace & anti-bullying initiatives
- established 5 staff engagement networks
- published a Change Model
- established the Health Services Leadership Academy
- supported mentoring and coaching for staff
- established an integrated Strategic Workforce Planning Unit
- hosted the Health Service Excellence Awards
- aligned the output from the first national patient experience survey with the staff engagement survey



Staff Engagement Website

The Staff Engagement website has been created in consultation with the National Staff Engagement Forum and will go live shortly.

It will be constantly updated to provide staff with information and updates on Staff Engagement initiatives and can be accessed at www.hse.ie/staff-engagement/



Further information can also be found at our twitter handle [#engaginghealthstaff](https://twitter.com/engaginghealthstaff) and on a Yammer group search under Health Services Staff Engagement.



Innovation and Best Practice Awards

To recognise the enormous role Health and Social Care Professions play in delivering innovative solutions, reshaping how and where services are delivered as well as leading and driving change, we are excited to announce the first ever National Health & Social Care .

The awards will be presented at the National Health and Social Care Professions Best Practice and Innovation Awards Ceremony on 10th October, 2018 in Farmleigh and finalists for each award will be invited to attend the event. The ceremony offers

an opportunity to share examples of Health and Social Care Professions adding value and improving care for patients/services users and addressing key challenges facing the health and social care services.

Health and Social Care Professionals working in the HSE, Voluntary Providers, other publicly funded health and social care services and HSCP professional bodies are now invited to submit their applications ahead of the closing date on 25th April, 2018.

Further details and application form can be accessed on the National HSCP hub on HSEland.ie



Health & Social Care Professions Consultative Workshop 21st March 2018

Each year a Health & Social Care Professions Consultative Workshop is held to showcase the work carried out during the year by the National Health & Social Care Professions Office and supported by the Health & Social Care Professions Education & Development Advisory Group (AG) and the many sub groups of the AG. It also presents an opportunity to have input into and inform the work of the National HSCP Office for the year ahead. This year we celebrated the 10th Consultative Workshop. The Workshop is attended by the members of the AG and each profession is invited to nominate members to attend based on the numbers in the profession. Each profession is invited to submit one page under the following headings

1. What were the big developments for their profession in 2017?
2. What is their biggest challenge now?

The morning comprised a quick update on where we are at and then the focus was on the big picture and future and a new cycle of work; with a view to giving voice to HSCP re their offering and ensuring they make a very big contribution to the health services.

The welcome and updates was followed with a presentation on the current strategic health service context. In terms of the cycle of planned change we are at the start of a new cycle, building on the Education and Development strategy and work already in progress but with the much wider brief and now in a new data collection phase. The presentation included the international and national context (Sláintecare, health service reform priorities etc) setting the scene for the group to focus on the kind of data and useful questions to ask of three key groups – service users, staff (including managers and front line) and professional bodies. The focus of the afternoon was on **influencing**. Specific topics that were included were:

- a. Effective representation – the programme and the process for selecting and supporting representatives
- b. HSCP day
- c. Innovation awards
- d. Harnessing the diversity

The day was well attended with nominees from 17 professions attending and contributing to the focus of the day.

Health & Social Care Professions Research Conference 2018

The National Health and Social Care Professions Office announced the call for submissions on March 14th for the fifth HSCP Research Conference, on the theme *Translating Health & Social Care Professions Research into Policy & Practice*. The conference, which takes place in the Conference Centre, Dublin Castle on Wednesday 14th November 2018, will include keynote speakers, oral & poster presentations and research workshops. Closing date for receipt of abstracts is Monday, 30th April 2018.

For further information visit the HSCP hub on www.hseland.ie



We wish Mr. Tony O' Brien former Director General HSE and his family every best wish for the journey ahead. "May your days be many and your troubles be few."

INNOVATION



CPD

Eighteen professional bodies have submitted CPD proposals seeking support for CPD this year. As seen in recent times there is an increasing number of interdisciplinary CPD proposals. In addition, we are working with professional bodies to understand their approach to the accreditation of CPD. A position paper on CPD accreditation across HSCP professional bodies will be developed later this year.

Practice Education Conference 26th July, 2018

A sub group of the National Steering Group for Practice Education has been established to plan for the practice education conference to take place on Thursday, 26th July, 2018 in Dublin. The theme of the conference is 'Making practice education work for you: interprofessional perspectives'. The keynote speaker, is Professor Lindy McAllister, University of Sydney. Prof. McAllister is recognised internationally as a leader in preparing graduates for professional practice in speech pathology. She is a keynote speaker at international conferences speaking to topics in practice education and supervision.

A Call for Abstracts recently issued and further details are available on the HSCP Hub on www.hsland.ie



National HSCP

Health and Social Care Professions Day Feb 1st 2018

The National Health and Social Care Professions Day took place on the first anniversary of the launch of the National Health and Social Care Professions (HSCP) Office and the HSCP Education and Development Strategy 2016-2019.

The National Health and Social Care Professions Day was celebrated in over twenty five sites in acute hospitals, primary care centres, and voluntary organisations across the country, including a diverse range of events including quality improvement Lunch and learn sessions, interactive information sharing sessions and stands, research and innovation symposia and healthcare screening for staff.

The Health and Social Care Professions Day provided an opportunity:

- For frontline Health and Social Care Professions (HSCP) to come together to share knowledge and experiences amongst colleagues, helping to develop communities and networks of practice.
- To share the value of HSCP services with our service users and the healthcare system and increasing awareness about the work of individual professions, leading to better collaboration and shared understanding.
- To recognise and celebrate the enormous impact of HSCP services on our service users made possible only through our dedicated and inspiring workforce.
- To announce the Health and Social Care Professions Innovation Award that will take place in 2018. Identification, evaluation and promotion of innovative best practice are key objectives of the National HSCP Office in 2018.

"It is important that we provide opportunities to recognise and celebrate the commitment and outstanding contribution of health and social care staff across the organisation."

– Rosarii Mannion, National Director of HR.



Congratulations and best wishes to Mr. John Connaughton as he takes on the role of Director General, Health Service Executive

Information Sharing Sessions

Throughout the year, we look forward to meeting with HSCP frontline staff and managers around the country. This will provide a valuable opportunity to hear the observations and recommendations of HSCPs, to gather information (for example, on best practice initiatives) and to share information from the National HSCP Office

Key Priorities of the National HSCP Office

This year, as we build the infrastructure to support the National HSCP Office, five key areas are being prioritised:

1

Visibility

Optimising the HSCP contribution to services requires HSCP input into design, planning, implementation and evaluation. With this in mind, work is underway with the professional bodies to develop shared processes to enable HSCP representation. Engaging HSCPs at all levels and building leadership capacity are also key focus areas.

2

Extended Scope of Practice

Providing safe, efficient, integrated care, delivered at the lowest level of complexity and which is right for patients are key health service priorities for 2018. Enabling HSCPs to work at the highest level of their competence is critical to achieving these aims and as such, is a key focus area for the Office.

3

Supporting Innovation and Best Practice

Identifying, evaluating and replicating best practice will ensure that HSCP are leaders in driving the changes required to reshape how healthcare is delivered. Identifying best practice is being undertaken in partnership with frontline staff, managers and professional bodies.

4

Information Sharing Sessions

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5

Professional Supervision for HSCPs

The National HSCP Office 'Train the Trainer' Professional Supervision Training Programme for HSCP (Supervisors) commenced on 7th March 2018 with 14 participants. The participants came from a range of HSCP professions such as Radiography, Psychology, Speech & Language Therapy, Occupational Therapy, and Physiotherapy from both Hospital and Community setting. When delivering the Programme, they will represent not just their own discipline but all the disciplines within the National HSCP Office.

It is envisaged a panel of HSCP Trainers will be created from this group; building capacity internally within the HSE, to deliver nationally the newly developed classroom Professional Supervision Training Programme for HSCP (Supervisors) in Autumn 2018.

This builds further on the Professional Supervision for HSCP eLearning module currently available on www.hseland.ie



New Strategy for Doctors' Health and Wellbeing 2018-2021

A new national Strategy for Doctors' Health and Wellbeing 2018-2021 was announced at the HSE healthcare leadership master class.

Over 30 healthcare professionals were part of the project team that develop this strategy. The project team included representation from third level colleges, regulatory bodies, hospital administrators, doctors at all grades and specialities, medical students, educators, professional associations and representative bodies.



The project team have produced standards within this strategy and have stated that these standards should apply from the first day in medical school and specifically address the unique challenges of every stage of a doctor's working life up to and including retirement.

The team also addressed the responsibilities that the HSE has to our international medical graduates, colleagues who are unwell, colleagues with family commitments and fellow practitioners who are coming to the end of their professional careers.



Manager Information Sessions on the benefits of using Occupational Health services for staff

Between January and May 2018 clinical staff from Occupational Health, CHO, DNCC and Connolly hospital invited managers to attend a 90 minute presentation on the Occupational Health Service. The presentation included discussion and advice on a number of topics including; Occupational blood exposures, referrals to Occupational Health, worker pre-placement health assessments, health surveillance assessments, flu vaccinations, worker stress management, critical illness protocol, injury grant & ill health retirement.

After the presentations there was a question and answer session.

A total of 187 managers attended these sessions and gave their written feedback. Feedback comments on what managers found most useful about these sessions were:

"Very useful to learn of the various services offered by Occupational Health, enjoying the Q & A session" & "Getting to meet the OH team and having a face to names."

When asked the question; "What will managers now do differently?" the comments from the feedback include;

"I will ensure access to stress toolkit & find the OH forms online", Encourage uptake to flu vaccine" & "I am more conscious and knowledgeable to the process in referring to OH."

From running these sessions we have found that these sessions have been both informative and successful with the managers who attended, feedback comments include;

"Delighted to hear that the service is being developed and standardised" & "Run similar sessions again."

In response to this feedback and level of high attendance at these sessions, it has been decided that further Manager Information Sessions will run later in the year.

Celebrating our Health & Social Care professionals on the 1st February, 2018



Health Service Leadership Academy Programmes Continue to Grow

Person-centred Master Class

The National HR team sponsored a person-centred master class for nurses on Friday 11th May as part of 2018 International Nurses Day celebrations. The event was co-hosted by Rosarii Manion, National Director of HR, Siobhan O'Halloran, Chief Nurse Dept of Health, and Mary Wynne, Director of HSE Office of Nursing and Midwifery Services Director. The master class was provided by Margaret Codd and Lorna Peelo-Kilroe, the HSE lead facilitators for the *National Programme to Enable Cultures of Person-Centredness* (NPECPC).



It was a fun morning where nurses from across the country came together and used new ways to cognitively and creatively explore their own values and beliefs about person-centredness. They took a realistic look at their workplaces using claims, concerns and issues exercise and identified all the things that they felt were good, the things that caused them concerns, and the critical questions that this exercise raised for them. The evaluation of the session captured the value people placed on networking, collaborative ways of learning, passion for the profession and having space for thoughtful reflection. A Nursing & Midwifery Engagement Network was launched at the event.

HR's commitment to enabling cultures of person-centredness continues with their sponsorship and participation on a programme about to start in the Regional Hospital, Mullingar as part of the NPECPC.

Leading Care I and Leading Care II are blended learning programmes and the second cohorts received access to the virtual campus in the middle of April.

Leading Care II Cohort 2 had their first residential in the last week of April. This four day residential is a behavioural and developmental workshop that contains plenty of opportunity for the participants to interact and engage in experiential learning.

The participants are currently completing Module 1 and preparing for tutorials. Leading Care I Cohort 2 meanwhile had their first residential in the middle of May. A central aspect of this five day residential is participants forming



their learning

sets and having their

first learning set meeting. It is in the learning sets that the participants' assignments are assessed by their peers and by their learning set advisor. Peer assessment and self-managed learning are key aspects of the underpinning philosophy of this programme.

Both programmes provide an excellent opportunity for the participants to meet their colleagues who are drawn from right across the health service. In the Leading Care programmes there is a balance of doctors/dentists, health and social care professionals, nurses and midwives, and management/admin leaders, together with a mix of the various services backgrounds such as hospitals, community health care, mental health, ambulance service etc., and a countrywide geographical spread, to ensure a rich learning experience for all concerned.

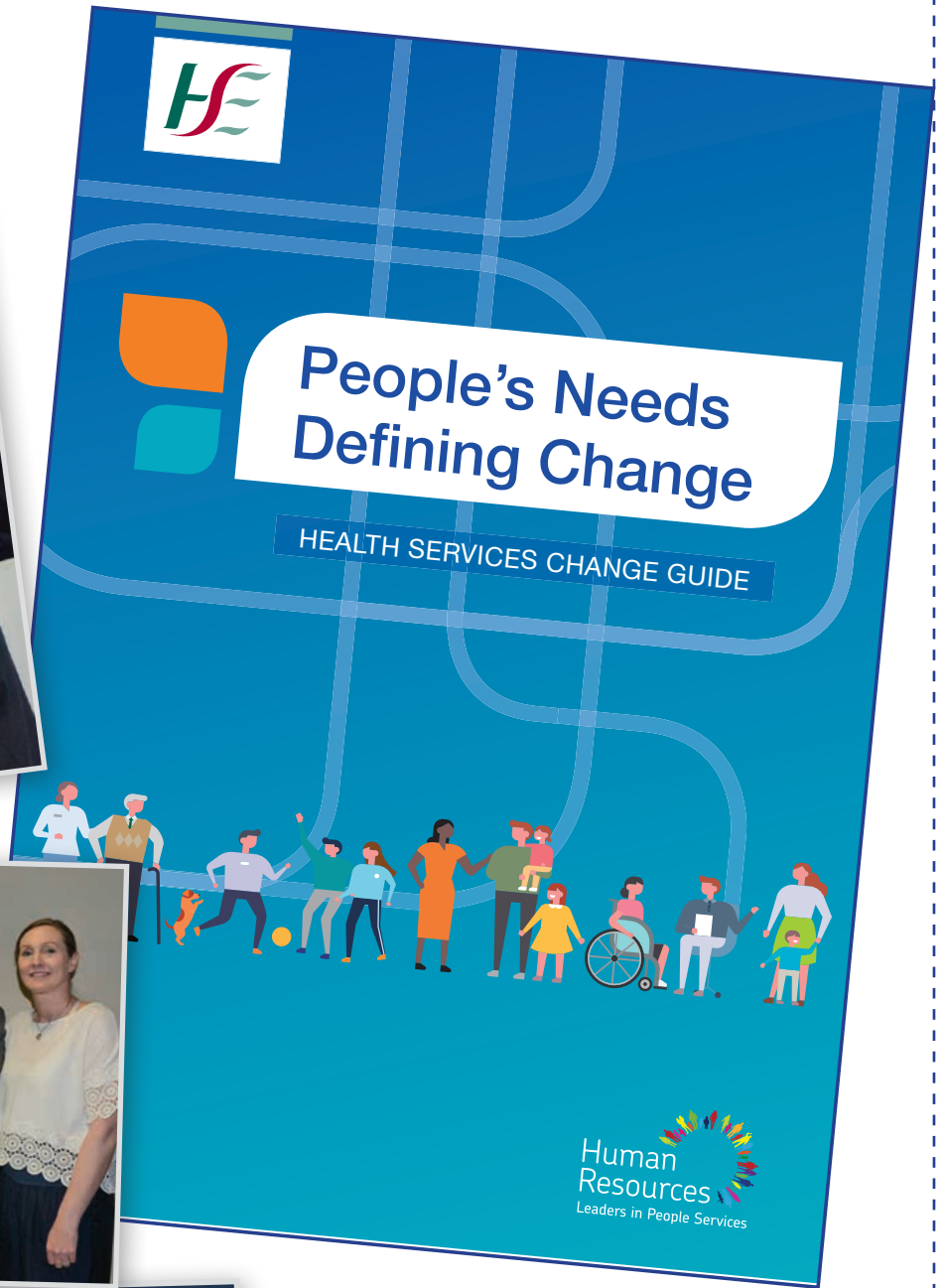
Establishing the Leadership Academy is a key priority within our People Strategy. It will develop the leadership our patients, carers, service users and communities deserve by supporting leaders at every level in health and across every sector in healthcare. We wish all our colleagues undertaking Leading Care I and Leading Care II every success with their programme. We look forward to welcoming the third cohorts of both programmes in the autumn.

New Development Planned

The Leadership Academy is planning to launch a new programme called Leading Care III. This will be a Diploma in Management and will be aimed at those who are new to management or are aspiring towards a management role in the next two years. More information about this exciting new programme will be available on the Leadership Academy website www.healthserviceleadershipacademy.ie in the summer.



Professor David Ulrich shares his insights
on our Change Framework



What is the Health Services Change Guide?

The Change Guide is a helpful and practical Guide to support managers and staff across the health and social care system to undertake change initiatives. It consists of the following:

- ▶ Health Services Change Framework (overleaf)
- ▶ Step-by-step guidance and templates to implement the Change Framework that can be adapted and used by local teams and services
- ▶ Additional Resources - signposting you to where you can get additional help
- ▶ It is supported by a Literature Review completed by the Centre for Health Policy and Management, Trinity College Dublin: *Understanding Change in Complex Health Systems – a review of the literature on change management in health and social care 2007–2017*

The **Change Framework** locates in one place all of the important elements that need to be focused on to deliver change well. These include:

- ▶ **People's Needs Defining Change:** working with people to understand their needs and support ongoing engagement.
- ▶ **Create People and Culture Change Platform:** the change priorities that need to be worked on together to create a healthy culture and environment for change.
- ▶ **Define, Design, Deliver:** the **change activities**
 - Define:** Initiate change, define the purpose, assess the context and scale and get prepared.
 - Design:** Determine the detail, plan and test, identify resources and agree Action Plan.
 - Deliver:** Implement change, measure outcomes and support sustainability.
- ▶ **Change Outcomes:** Be accountable for performance and the delivery of safer better healthcare, and services that are valued by the public and by staff.

Agreed approach to change

- ▶ It is the agreed approach to change which is signed off by HSE Leadership and the Joint Information and Consultation Forum representing the Trade Unions. It complements other service, quality improvement and culture change programmes.

Why would teams use the Change Guide?

Increases your chance of success

- ▶ Gathers in one place all of the guidance needed to undertake change and improve services. Sign posts you to where you can get more help.
- ▶ Guides you on how best to work with service users, families and staff to understand their needs, value their experiences and insights and work with them to design service improvements.

Simplifies change in a complex system

- ▶ Guides you through the change process in detail with supporting templates and resources that can be applied in an adaptable manner to meet your needs.

Helps people to do change well

- ▶ Assists you and your team build change capacity to undertake change initiatives with confidence.
- ▶ Recognises the importance of working with people in their local context to deliver change that meets local needs.

Reduces fragmentation

- ▶ Provides an opportunity to network and align change and service improvement initiatives at local and national level.

Is robust and evidence informed

- ▶ Informed by widespread consultation, combined with evidence from the literature.

How to access?

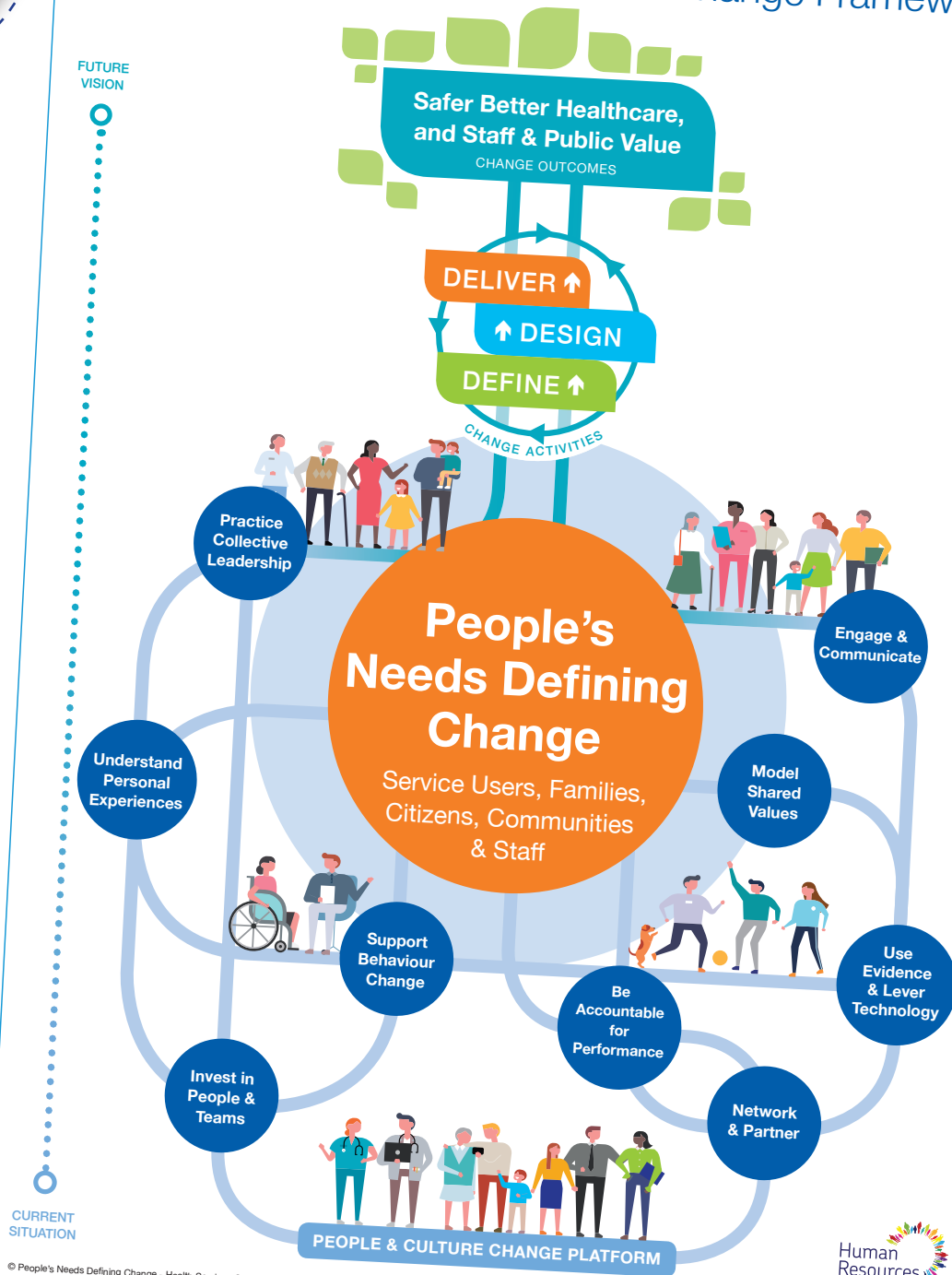
- ▶ Visit www.hse.ie/changeguide to access – People’s Needs Defining Change - Health Services Change Guide, Templates, Additional Resources and the Literature Review.
- ▶ **Change Hub** at www.hseland.ie provides access to all of the documentation, templates, tools and methodologies.
- ▶ **Further information** - please email changeguide@hse.ie





Health Services Change Framework

FUTURE VISION



© People's Needs Defining Change - Health Services Change Guide, 2018



122 days as of today remaining before close of Grandparenting clause for Physiotherapists Registration.

Visit the www.coru.ie for further details.

Congratulations to our Gradlink participants who are completing programmes and we look forward to welcoming our new cohort.



Our annual Medical Careers Day will take place on 29th September, 2018 in Dublin Castle.

HR shares research report on *Engagement and experience of Working Parents in the HSE on return to work from birth/ adoption of a child.*

Further information from Nodlaig.Carroll@hse.ie.



If you have an interest in this topic and would like to be involved in implementing the recommendations please **contact** nationalhr@hse.ie



Keep up to date with all events on our twitter account [@hse_hr](https://twitter.com/hse_hr)



Review, Refresh, Refocus

Work continues on our "Review, Refresh, Refocus" consultation and engagement process regarding our People Strategy 2019 - 2021.

Please contact nationalhr@hse.ie for further details or feedback by completing our online survey.



RETIREMENT



Frank O'Leary

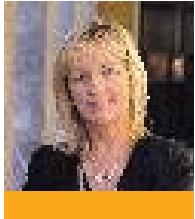
We would like to take this opportunity to send our best wishes and give our sincerest gratitude to one of our great HR colleagues, Mr Frank O' Leary in advance of his retirement this forthcoming August.

Frank joined the health services back in 2000 and joined the HR family, as a member of the Senior HR Leadership Team over 13 years ago as Assistant National Director of HR. During his time in this role, Frank's leadership has delivered the establishment of NEMU (National Employment Monitoring Unit), later developing and flourishing into the Workforce Planning, Analytics and Informatics team, playing a key monitoring and reporting role particularly in those critical years of economic downturn. While those that both know and have worked with Frank will undoubtedly be aware that prior to joining the health services Frank was a member of the defence forces for 26 years, a less well known fact is that during this time he attended the US Army Infantry School in Georgia USA along with multiple deployments overseas. After a long and distinguished career, from all of his team in Naas and his colleagues in National HR, we wish Frank and his family every best wish in his forthcoming retirement.



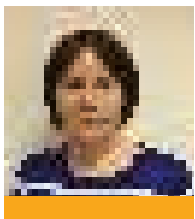
Geraldine Smith, National Director Internal Audit.

I am interested in being a part of HSE's Mentoring programme because I am very interested in the development of colleagues and I believe it is important for senior managers to share our professional experience and provide guidance, advice and support to colleagues in their roles. Mentoring is an invaluable resource available within an organisation. I look forward to being part of HSE's mentoring programme.



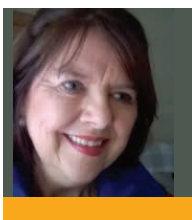
Michele Tait, National Hepatitis C Treatment Programme Manager.

I am interested in a mentoring programme and being a mentor because I believe that all of the experiences I have had over the last 30 years in my health services career, both good and bad, have taught me so much and I know that the lessons I have learnt which I am always happy to share will be of great benefit to those at all stages of their career but especially those at the early stages and who wish to aspire to more senior roles. I want to share these experiences and lessons with my colleagues, especially those aspiring to progress in our organisation because everyone has the ability to get there, and pass on to them the invaluable advice and knowledge that I gained from those who mentored me over the years and who helped me in getting to where I am today. Mentoring benefits everyone.



Mellany McLoone, Head of HR, CHO Dublin North City & County.

I welcome the opportunity to assist colleagues in developing their skills and knowledge that will enhance their professional and personal growth as part of the HSE's Mentoring Programme. I have benefited from mentoring and appreciate the positive impact it had on my own development. Mentoring creates a space for staff to focus on their own development and challenge them to move outside their comfort zone.



Muriel Farrell, General Manager - Office of National Director Community Operations.

As a healthcare leader I have been a positive driver for change for over 20 years. I have led and delivered service improvements for patients through the reorganization and development of Acute General Hospital services, Community Services and Mental Health Services, building a strong engagement culture with staff, patients and communities, to facilitate the implementation of service changes. I am passionate about enabling staff to achieve their potential and as a mentor I would be privileged to contribute to the development of the next generation of healthcare leaders and managers, developing their skills and capability to create a culture of mutual respect, trust, performance, learning and accountability in the delivery of services to patients and their carers, in a positive work environment.

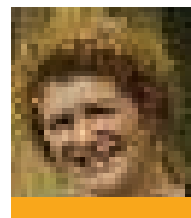
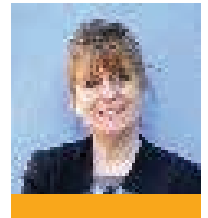


Mentoring Programme Women in Leadership

Please find details of mentors currently available.
Further details on the programme from sibeal.carolan@hse.ie

Stephanie Manahan, CEO of Central Remedial Clinic.

I am really excited about being part of the mentoring programme for women in leadership in our health service. I have been very lucky to have worked with many women throughout my career who have both inspired and encouraged me to be the best that I can be and am very excited to be a part of other women's leadership journeys. I have always believed in supporting women as they develop and have myself benefited from shared wisdom, knowledge and an honest space to reflect on how I am doing. I believe a supportive mentorship relationship can unlock great potential in everyone and great learning for both mentor and mentee. As a proud and passionate public servant I am delighted to see this initiative be embraced and encouraged in our health services.



Elaine Fallon, Director of Nursing and Midwifery & National Quality Improvement Advisor.

I have worked for 35 years in Healthcare, 22 of those years here in Ireland as a Registered General Nurse, a Registered Midwife and now a Director of Nursing and Midwifery. I have worked in the Quality Improvement Division since 2013, leading out on the work for a National Patient Safety Culture Survey, developing a Quality Profile with a Hospital Group and as a National Quality Improvement Advisor on the Framework for Improving Quality in Irish Healthcare. I have had many Mentors myself over the years and have found the experiences very rewarding and interesting. I would now like to reciprocate and have the opportunity to mentor someone else, giving them the benefit of my experiences and to help the person to reach their full potential.



Mentoring Programme Women in Leadership



Louise Doyle, General Manager – Leadership Education & Talent Development.

I believe mentoring is a very effective form of personal and professional development. It can facilitate an individual to explore aspects of their career and to develop insights and skills

that enable them to progress further in their career. I've had the benefit of some very helpful and generous mentors who have been of great assistance to me at key points in my working life. I have also participated as a mentor in other mentoring programmes and have always found it a very enjoyable and rewarding experience. I would be delighted to be a mentor in the women in leadership programme.



Annemarie Byrne, General Manager, Office of the CEO - South/South West Hospital Group.

My name is Annemarie, I have worked in a number of HR and L&D roles, and have always been interested in organisational behaviours and

management and leadership skills. My first experience of mentoring was over 20 years ago, and those positive early mentoring experiences provided me with a firm understanding and of the value of nurturing and developing mentoring relationships and of the potential for sharing experiences and mutual learning.

For me Mentoring is about nurturing and growing colleagues and I am inspired by inspirational women such as Oprah Winfrey, Sheryl Sandberg and Brene Brown and how they have opened up honest and positive conversations about women and how we can navigate the challenges in life which developing both personally and professionally. And while we must also value and acknowledge the women who are committed to supporting initiatives like the Mentoring Programme for Women in Leadership.

Mentoring and the development of a Mentoring Programme for Women in Leadership matters because it has the capacity to both harness and share skill, experiences, insights between staff in a space and environment of trust and confidentiality. In my experience mentoring creates that safe space in which to share experiences, open up options and explore possibilities and even to admit to vulnerabilities and while sharing insights that enable the mentee to grow and empower them to move forward



Siobhan Patten

Mentoring is an individual process to assist leaders as they progress through their careers. Mentoring is both a supportive and challenging process, with the mentor in a position to offer guidance and advice where appropriate. Often though, it

is a space for leaders to unpick issues, plan career developments, explore challenging relationships or progress new projects or work-based challenges. Confidence is often an issue which affects new leaders, particularly women leaders.

The qualities of an effective mentor are that they will know their way around the organisation, have strong political awareness, but more importantly, will have excellent listening skills, and know when to provide challenge.



Mai Kearns Mc Adam, Project Lead - Attendance Management / Deputy Group HR Manager, Conflict Coach, Mediator, Mentor, Investigator, Human Resources Department, Louth Hospitals, RCSI Group.

I am interested in the Mentoring Program because I am committed to enabling managers and staff to reach their full potential and capability in their work

by supporting, guiding and encouraging them. The Mentoring process will enable staff discover an inner strength which will facilitate them to discover new and different ways of handling change, conflict going forward.

Jane Carolan

I have been so fortunate that throughout my career, I have for many years been supported by a number of incredible mentors. They have willingly listened to my many challenges and offered clear and considered advice based on their own experience and just when I needed it. Selecting a mentor is not always easy and making sure there is a good connection is

important. As I have matured in my career, I am now both the recipient and provider of mentoring services. Sharing my knowledge to very talented younger colleagues is very satisfying but also challenging. Whilst I am a strong supporter of formal mentoring programmes, informal mentoring is also very important. It is no surprise that successful organisations place a high value on mentoring.



Ann Marie O'Grady, Chief Executive, Leopardstown Park Hospital.

Ann Marie is currently Chief Executive of Leopardstown Park Hospital, a voluntary hospital specialising in care of the elderly services. Prior to that she was a member of the Senior Executive in Beaumont Hospital and has held a number of other leadership roles in both the general and clinical management fields over her career. Previously she practised clinically in both

Ireland and New Zealand as a Physiotherapist. Ann Marie is also a qualified executive business coach and coaches within the health sector on a pro bono basis.

Her particular interest lies in the development of highly functioning teams where difference is respected, valued and harnessed and, in particular, in the individual contributions that create the conditions to deliver these types of teams. She enjoys working with people to develop the confidence to believe in themselves and their capabilities and to support the individual to realise their potential. In addition she really enjoys working with individuals in relation to their resilience to work effectively within the very challenging sector of healthcare, while still having a life outside of work. Over her career she has experienced the benefit of having key mentors who have supported and provided great insight and therefore really appreciates the value of mentoring within the work environment.

Conversations with

Annette Kennedy first Irish nurse to be elected President of the International Council of Nurses

It was my great pleasure to be elected and take office as President of the International Council of Nurses (ICN) at the ICN Quadrennial Conference in Spain in June 2017 for a period of 4 years.

This is the first time for an Irish nurse to hold this position in ICN's 118 year history. ICN is a multinational federation with over 130 members worldwide broadly representing 20 millions of nurses. ICN is the voice of nurses globally and brings nurses' organizations together in a worldwide body, to advance the socio-economic status of nurses and the nursing profession worldwide, and to influence global and domestic health policy. Worldwide nurses make up 50% of the health workforce but deliver 90% of the hands on care. In many of the countries I visit in remote or inaccessible areas nurses and or midwives are the only health professionals that a family, a pregnant mother or a patient may ever see. Since my election I have been interviewed by the media in many countries in regard to issues facing nurses and the issues are similar worldwide. Since taking office I was required to hit the ground running, taking immediate steps that ultimately will ensure that the ICN are setting a strong foundation for the next four years in office. The watchword I have chosen for my presidential term is "Together". During my career I have witnessed many

As ICN president I am determined to demonstrate highly visible leadership and also ensure that the ICN leadership is open to listening to the views of others. In pursuing this goal I have represented the ICN at numerous events around the globe. I

like to meet as many of our member associations as possible in the region I am visiting to hear their issues and to try and find ways of supporting them through leadership programmes, workshops or professional support.

In my interactions with politicians and senior government decision makers during such visits I strive to impress upon them the importance of having a well educated and competent workforce and encourage them to invest in nursing. It is the view of the ICN that an

investment in the health system not only saves lives but is an investment in economic development as ill-health

has negative repercussions across a range of economic metrics.

My first official visit on June 19th 2017 was to China to attend the opening ceremony of a Leadership for Change™



(LFC) programme. The LFC programme is an action-learning programme which aims to develop 500 nurses from 12 Chinese provinces as effective leaders and managers in a constantly changing health environment. The ICN is also collaborating with the World Bank on a new initiative on education and workforce planning in English-speaking countries in Africa. This was subsequently launched at the 4th Global Forum on Human Resources for Health in Dublin in November. This is a long term strategy in capacity building of the nursing workforce in Africa.

It is imperative that each country builds its own workforce capacity and provides the culture the environment and incentives to retain their workforce. ICN provides a Global Nursing Policy Leadership Institute (GNPLI) programme which is a five-month intense programme funded by Burdett Trust and open to nurse leaders. Its aim is to increase the capacity of nurse leaders to work for better health outcomes and quality of care while safeguarding

... an investment in the health system not only saves lives but is an investment in economic development as ill-health has negative repercussion across a range of economic metrics.

achievements made possible through innovation and collaboration with national and international agencies. It is my vision that the watchword 'together' will continue to be central to my ethos and set the tone for my presidency.

the safety, well-being and socio-economic interests of health workers. Among the graduates last year was Charlotte Mc Ardle Chief Nursing Officer, Northern Ireland (a Beaumont Hospital nurse and Maureen Flynn from the HSE). It is a very popular programme for senior nurses from all over the world. This year we have 130 applicants for 30 places. At my election in Barcelona the Irish Association of Directors of Nursing and Midwifery (IADNAM) gave me a copy of their publication on the history of their organisation. In the publication it was recorded that an Englishwoman, Margaret Huxley introduced nurse training into Sir Patrick Dun's Hospital where she was matron. My first Board meeting as ICN president was held in Rio de Janeiro hosted by the Brazilian Conselho Federal de Enfermagem (COFEN) who held a large nursing conference at the same time. The board held a workshop on strategic planning for nursing in the region with NNA's from 20 countries from Latin America.

WHO's Fourth Global Forum on Human Resources for Health was held in Dublin with the theme, Building the health workforce of the future late last year. The Forum is the largest open conference on human resources for health-related issues, gathering over 1,000 delegates from across the globe. I was

delighted in addressing the Closing Plenary to pledge ICN's commitment to the Dublin Declaration which is a multi-sectorial and multi-stakeholder declaration for improved governance, strategic investment and financing for a sustainable workforce. As part of my role I have requests from NNA members to address their conferences, have discussions with their nurses and other nursing associations in their region and their Minister for Health in regard to education, regulation, advanced practice and workforce planning. I have addressed nurses in Finland, Slovenia, UK, NI, Taiwan, Brazil, USA and Guatemala.

The travelling sounds great but I see a lot of aeroplanes, airports and hotels, hospitals and very little of the country which I regret.

The ICN has lobbied over the past number of years for the position of a chief nurse at the World Health Organisation and I met with the WHO Director General Tedros Adhanom Ghebreyesus seeking the reinstatement of the position. I am delighted that we have Ms. Elizabeth Iro taking up the position at the WHO in January 2018 and am confident that she will provide visible and authoritative nursing

leadership at a global level and have had several meetings with Ms Iro.

Many of you may know that I previously worked as Director of Professional Development with the INMO. I spent almost 20 very happy years in the INMO and established the Professional Development Centre in 1996. It was a great delight for me when the INMO moved to the Whitworth Building which together with the Richmond and Hardwick Buildings was collectively known as the old Richmond Hospital where I trained many years ago. The Hardwick is a very nice apartment

The travelling sounds great but I see a lot of aeroplanes, airports and hotels, hospitals and very little of the country which I regret.

block and the INMO have acquired and brought the final piece of the Richmond Hospital building back to life which as the story goes the architecture is more suited to India and perhaps someone mixed up the plans.

I will always be proud to be an Irish nurse, proud to have trained and worked in the Richmond Hospital and been a part of the development of the INMO. It is now a great honour for me to serve as President of the world's nurses for the next four years.

Dr. Lynda Sisson has been appointed Deputy National HR Director

Dr Lynda Sisson MB BCh BAO MPH ACOEM FFOMI is a graduate of Trinity College Dublin. She initially trained in general practice in Ireland before specialising in Occupational Medicine in the Mayo Clinic and UCSF in 1996. She is American Board Certified in Occupational and Environmental Medicine and in Public and Preventive Medicine. She has a Masters in Public Health (Epidemiology) from the University of Minnesota. Following her return to Ireland in 1998, she was involved in setting up the national Professional Competence Schemes and Assessment Processes for Poorly

Performing Doctors following legislation in her role as Director of Professional Competence in the Irish Medical Council in 2007. She is currently Dean Elect in the Faculty of Occupational Medicine. She is a member of the committee in the Faculty of Occupational Medicine that successfully attracted a major international medical conference to Dublin for 2018. She lectures in Leadership, HR and is a trainer for Specialist Registers in the RCPI and is currently the National Clinical Lead in Occupational Health in the HR Workplace Health and Wellbeing Unit.



Investing in our communities working with Junior Achievement Ireland

Health Service People Strategy 2015-2018 identifiable goal (7.4) to “Recognise our corporate social responsibility and public service ethos through initiatives that support staff as citizens and add value to local communities”.

As part of our continued implementation of the People Strategy we have partnered with Junior Achievement Ireland (JAI) to support HSE educational outreach activities and to provide structured and well-managed volunteering opportunities for HSE staff to work with local students in participating primary and post primary schools. Bringing the world of work to students is at the heart of JAI programmes. Having those programmes delivered by health service employees highlight the HSE as an inclusive, diverse employer of choice. Junior Achievement (JA) programmes and activities are carefully mapped to the formal educational curriculum and are designed to be delivered by volunteer non-teachers to help students, especially those who struggle to maximise their potential and to make strong connections between their in-school work and what they see as the ‘real world’. This initiative promotes the importance of giving young people every opportunity to succeed. These well-designed programmes provide students with meaningful experiences to gain knowledge and skills in critical areas like work readiness, financial literacy and see the value of studying science, technology, engineering, and mathematics (STEM) and entrepreneurship.

Also, in keeping with our implementation of the Healthy Ireland Framework of which one of the four goals is “to increase the proportion of people who are healthy at all stages of life” this partnership offers us another opportunity for educating these students to look after both their physical and mental health by including key messages in the JA programme curriculum.

To progress this initiative we have identified a number of volunteers who with Line Manager support have committed to :

- 2.5 hours attendance for JA programme training (provided by JAI)
- 14 hours in school presenting of JA programme and preparation time (1 weekly session for 6 - 8weeks)

The volunteers will gain enriched presentation, communication and facilitation skills as part of the JAI training which will in turn add value to their health service role. The project also supports staff engagement, an identified priority in the Health Service People Strategy (goal 2).

Oversight of the initiative is through the Diversity Equality and Inclusion team. Staff from Diversity, Equality & Inclusion

team are linking with service staff to deliver information sessions in schools over a six week period.

In addition we are working with the Holy Family Deaf school in Dublin to bring a one day educational event to 4th and 5th class primary school children. This event will have 3-4 health service staff, trained in basic Irish Sign Language and supported by ISL interpreters, delivering an adapted JAI education programme to hearing impaired students. A team from JAI will also be present to support the event. This specific engagement is to ensure the diversity of students as part of the initiative and further supports our commitment to DEI.

Following completion of the programmes in schools, a volunteer award ceremony will be hosted later in the year to recognise the HSE contribution.

Further information from nationalhr@hse.ie



GDPR is here

The General Data Protection Regulation (“GDPR”) will come into effect on 25 May 2018. Currently, data protection is regulated in Ireland by the Data Protection Acts, 1988 and 2003 (“the Acts”). The Acts have their genesis in Directive 95/46/EC (“the Directive”), which was designed to protect individuals with regard to the processing of personal data and otherwise to govern the free movement of data.

Unlike the Directive, the GDPR will be directly effective, meaning that it will apply from 25 May 2018, regardless of whether or not supplemental legislation has been implemented in Ireland. Irish legislation will be required for the purposes of giving effect to a fines regime and to avail of certain derogations. To that end, the Data Protection

Bill 2018 has worked its way through the Oireachtas and enactment is expected soon. These Guidelines have been prepared by reference to the GDPR; while the Data Protection Bill (once enacted) is likely to contain additional or more specific protections for data subjects, it will not provide for lesser measures or protections than those set out in the GDPR.

The GDPR is essentially concerned with the right to privacy. It requires organisations to incorporate privacy “by design and default” into its operations. This means that organisations must implement appropriate protocols and practices so as to ensure that any data processing operations comply with the seven data protection principles.



Further information available on www.hse.ie



Professor Frank Murray appointed Director National Doctors Training & Planning

Professor Frank Murray , MD FRCPI, FRCP (Edin), FACG, FEBG , FFPHMI (Hon)

Prof Frank Murray is Consultant Physician/Gastroenterologist at Beaumont Hospital, Dublin and Associate Professor of Medicine at the Royal College of Surgeons in Ireland. Professor Murray graduated from University College Dublin in 1980 and trained in Dublin, Boston USA, and Nottingham, England. He was a Consultant Gastroenterologist in Ninewells Hospital and Medical School, Dundee, Scotland.

Prof Frank Murray became a Member in 1982, a Fellow of the Royal College of Physicians of Ireland in 1994, was elected to the Council in 2002, and was appointed Registrar in 2007. He was the 141st President of the Royal College of Physicians of Ireland from 2014-2017. Prof Murray is also the former chair of both the Basic Specialist Training Committee and the Irish Committee on Higher Medical Training.

He is a founding member of the RCPI/HSE EQUALS Initiative, a group which sources decommissioned medical equipment

in Irish hospitals to send hospitals in less developed countries and is partnering the development of Post-graduate Training in Zambia.

Prof Murray is Chairman of the RCPI Policy Group on Alcohol, and Chairman of Alcohol Health Alliance Ireland. He has played a prominent role in highlighting alcohol harm in Ireland and supported the introduction of evidence-based counter-measures, such as those in the Public health Alcohol Bill.

Prof Murray has recently been appointed Director, National Doctors Training and Planning (NDTP), HSE.



Martin Curley , Chief Information Officer of the Irish Health Services Executive (HSE) and CEO of eHealth Ireland

Martin Curley is Chief Information Officer of the Irish Health Services Executive (HSE) and CEO of eHealth Ireland enabling the digital transformation of Ireland's health service. Most recently was Senior Vice President and group head for Global Digital Practice at Mastercard. Previously Martin was vice president at Intel Corporation and Director/GM of Intel Labs Europe, Intel's network of more than 50 research labs which he help grow across the European region. He also served

as a senior principal engineer at Intel Labs Europe leading Intel's research and innovation engagement with the European Commission and the broader European Union research ecosystem. Prior to this Curley was Global Director of IT Innovation and Director of IT Strategy and Technology at Intel. Earlier in his Intel career, he held a number of senior positions for Intel in the United States and Europe. He also worked in research and management positions at GE in Ireland and Philips in the Netherlands. Martin is also Professor of Innovation at Maynooth University and co-founder of the Innovation Value Institute

Martin has a bachelor's degree in electronic engineering and a master's degree in business studies, both from University College Dublin, Ireland. He received his Ph.D. in information

systems from the National University of Ireland, Maynooth. Martin is the chair of the EU Open Innovation and Strategy Policy group which is driving the further development and adoption of the Open Innovation 2.0 paradigm in Europe. Curley is the author of numerous books on technology management for value, innovation and entrepreneurship. He is a Member of the Royal Irish Academy, fellow of the Institution of Engineers of Ireland, the British Computer Society and, the Irish Computer Society. He was previously a visiting scholar at MIT Sloan Centre for Information Systems Research is currently a visiting research fellow at the CERN Open Lab in Geneva. He was the inaugural winner of the Engineers Ireland Innovation engineer of the year and was jointly awarded European Chief Technology Officer of the year for 2015-2016.

