

Health Service Executive HR STAFF NEWS- LETTER

September 2018



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Human
Resources
Leaders in People Services



Feithmeannacht na Seirbhíse Sláinte
Health Service Executive



The Staff Survey is Coming Soon!

Health Sector Staff Survey 'Your Opinion Counts 2018'

The countdown has begun! The Health Sector Staff Survey "Your Opinion Counts" 2018 is going live from the 1st to the 30th of September 2018 and will be available to complete at www.youropinioncounts.ie. This is an opportunity for each staff member to give their input and have their voice heard in order to help build a better health service for all. Since the previous staff survey in 2016 a number of post survey initiatives have taken place across the health services.

CONTENTS

01

Your Opinion Counts

02

HSE Coach Training Programme

04

People of the HSE

05

Social Care Ireland

08

Our Public Service 2020

11

Civility and respect in the workplace

12

Importance of Induction

Your Opinion Counts
INITIATIVES SINCE 2016 SURVEY

- WORKPLACE Initiatives**
 - GRADLINK PROGRAMME ESTABLISHED
 - 3,800 STAFF PARTICIPATE IN 'STEPS TO HEALTH' CHALLENGE
 - FRAMEWORK FOR IMPROVING QUALITY DEVELOPMENT TO SUPPORT DELIVERY OF CARE
- ENVIRONMENT**
 - HEALTHY IRELAND PLANS PUBLISHED - 3 CHDs & 5 HOSPITAL GROUPS
 - WORKPLACE HEALTH & WELLBEING UNIT DEVELOPED TO ASSIST STAFF
 - HSE DELIVERING HEALTHY CATERING AWARDS
- CULTURE AND VALUES**
 - HEALTH SERVICE EXCELLENCE AWARDS & REGIONAL 'SHARE THE LEARNING' EVENTS
 - NATIONAL LGBT+ NETWORK CREATED TO SUPPORT STAFF
 - EXCELLENCE THROUGH PEOPLE CERTIFICATION NATIONAL HR
- YOUR ROLE**
 - MINDING YOUR WELLBEING - POSITIVE MENTAL HEALTH PROMOTION FOR STAFF
 - EXPANSION OF HSELAND - LEARNING & DEVELOPMENT WEBSITE
 - MENTORING & COACHING SUPPORTS DEVELOPED FOR STAFF

Staff Engagement hse.ie/staffsurvey

Your Opinion Counts
INITIATIVES SINCE 2016 SURVEY

- WORKPLACE Initiatives**
 - NEW STRATEGY FOR DOCTORS HEALTH & WELLBEING
 - WORKPLACE STRESS CAMPAIGN DEVELOPMENT
 - NATIONAL STAFF ENGAGEMENT FORUM & WEBSITE
- LEADERSHIP & Communication**
 - ESTABLISHED NATIONAL HEALTH & SOCIAL CARE PROFESSIONS OFFICE
 - NEW HEALTH SERVICE LEADERSHIP ACADEMY
 - PLANNING FOR FUTURE STAFF REQUIREMENTS VIA NEW WORKFORCE PLANNING UNIT
- YOUR Organisation**
 - HEALTH SERVICE CHANGE GUIDE DEVELOPMENT
 - STAFF HEALTH & WELLBEING INITIATIVES DEVELOPMENT
 - LOCAL STAFF ENGAGEMENT NETWORKS
- DIGNITY at work**
 - HR NATIONAL EMPLOYEE HELPLINE
 - NEW DIVERSITY EQUALITY AND INCLUSION UNIT
 - ANTI-BULLYING INITIATIVE DEVELOPED WITH DCU

Staff Engagement hse.ie/staffsurvey

How to access the survey?

The Health Sector Staff Survey responses are anonymous and confidential. Follow this infographic which gives you information on how to access the Survey online.



Your Opinion Counts
Health Sector National Staff Survey 2018
www.youropinioncounts.ie

HOW TO ACCESS THE SURVEY

- If you have a valid e-mail address for work:**
 - Go to www.youropinioncounts.ie and input your work e-mail address.
 - Your unique password will be delivered to your e-mail inbox.
 - Input your password on www.youropinioncounts.ie and complete the survey.
- If you do not have a valid e-mail address for work:**
 - Your local survey champion will issue your unique password.
 - If your unique password is not received, contact or request from your survey champion.
 - Input your password on www.youropinioncounts.ie and complete the survey.

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Health Service Executive

Ipsos MRi

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



Survey Champions at Staff Survey Briefing in Merlin Park Galway, June 2018

Promotional materials such as posters, pop ups, stickers etc have been delivered to CHO's, Acute Hospital Group's, Divisions and Section 38 Agencies.



Find details of our Survey Champions **HERE**



Further information on the Staff Survey can be found on www.hse.ie/staffsurvey and from the go live date 1st September on www.youropinioncounts.ie. The survey will tell us what we can do better and what needs to be improved-Your Opinion Counts #engaginghealthstaff

Launch of Slaintecare Implementation Strategy

The launch of Slaintecare marks the latest in a series of important milestones towards delivering a programme of health reform arising from the Slaintecare report and we look forward to fully supporting this 10 year vision for the future of our health service.



Coach Training Programme

In July 2018 the HSE National Human Resources Coach Training Programme was formally accredited by the International Coaching Federation (ICF) as an accredited coach training body.

This is the first, in the public sector, for such a programme to be accredited and is a great achievement for the National Human Resources team. The launch of the HSE National Human Resources Accredited Coach Training Programme is a significant development for our Health Service and further supports the Health Services People Strategy and our National Human Resources Coaching Service.

We are delighted to advise that applications are now open for the HSE National Human Resources Accredited Coach Training Programme.

This training programme is targeted at all staff who wish to develop their coaching skills in order to become an internal coach within the Health Services. The programme is accredited by the International Coach Federation (ICF) with 100 hours of Approved Coach Specific Training Hours (ACSTH). This means certificate graduates will have met the training requirements for ICF accreditation at Associate Certified Coach (ACC) level.

Participants must have Line Manager support and have completed the necessary Applicant and Line Manager Undertaking Agreement (see Application Form) prior to commencing the programme.

The aim of our National Human Resources Coaching Service is to enhance employees' capacity to lead and flourish within their role in order to support the provision of safer better healthcare for all. This will support organisational transformation with the ultimate goal of improving patient/client experience and employee job satisfaction.



This very practical yet stimulating programme is designed to integrate theory, practice, assessment and feedback by blending face to face experiential learning with lectures, group work and on line activities. With a strong emphasis on learning through the process of doing participants will develop their coaching skills in a safe environment designed to encourage and support them while also stretching and challenging them to tap into their true potential. Participants will also have the opportunity to assimilate and integrate their learning from one module to the next.

We are delighted to advise that applications are now open for the HSE National Human Resources Accredited Coach Training Programme.

If you require any further information please contact National Human Resources, Workplace Relations Unit, Training and Accreditation Section via email to Sarah.Reynolds1@hse.ie





International Coaching Federation Prism Award 2018

Following a rigorous application and interview process the HSE National Human Resources Coaching Service has been recognised externally and is currently a finalist in the ICF International Prism Award 2018.

This is a major achievement for the HR Division as this prestigious global award honours businesses and organisations with coaching programmes that :-

- Fulfil rigorous professional standards
- Address key strategic goals
- Shape organisational culture
- Yield discernible and measurable positive impacts

The National Human Resources Coaching service has been shortlisted with the following companies for the ICF International Prism Award 2018:

- Airbus
- Co-operative Bank of Kenya
- University of British Columbia

This recognition builds further on previous recognition for HR including the Organisation Coaching Culture Award in December 2017. The 'Organisation Coaching Culture Award'

recognises the exemplary commitment to building a strong, professional coaching culture in organisations and is a testament to the value that the National Human Resources Division places on Coaching.



Person Centred Culture Programme, HR Co-Ordinator

Regional Hospital Mullingar, Ireland East Hospital Group, have embarked on a new journey to become the first person centred hospital in Ireland


This ground breaking evidence based programme is delivered by Margaret Codd and Prof Brendan McCormack, and created by Queen Margaret University has been sponsored by Rosarii Mannion, National Director of Human Resources. The team of

Person centeredness is both easy and hard to define. It means engaging and people in the design, planning and delivery of all services and ensures that services are appropriate to a person's needs, and are respectful of their preferences. Engagement builds a culture of listening to and learning from the experiences of others. Focusing and delivering on the outcomes that matter to others can only be achieved through meaningful engagement and partnership with our colleagues. This is part of a wider national programme to encourage a culture of person centredness within the health service although this is the first time that a person centred culture has been introduced to a HR setting. Participation within the group would require a commitment to attend a monthly get together over a ten month period to share strategies and processes that embed a way of being person centred within the organisation.

"... it is exciting to be working with such a diverse group with many talents and abilities and we look forward to delivering on the aspirations of our ambitious programme."

leaders facilitating the programme include leaders across many departments in the hospital as well as representative of National HR. The leaders have developed a series of unique shared values to inspire the programme. Over the coming twelve months, leaders will work with their teams and culture change groups to create a person centred environment for staff, patients, and their families. Shona Schneemann, General Manager and facilitator "it is exciting to be working with such a diverse group with many talents and abilities and we look forward to delivering on the aspirations of our ambitious programme." The Hr co-ordinator on the programme is Dr. Andrew Magee.

Staff from National HR are currently being invited to consider joining a person centred culture group, to foster a culture of person centredness within the Division, and expressions of interest are welcomed from all grades and levels of experience.

If this sounds like a project that you might be interested in committing to or if you have any questions, please email nationalhr@hse.ie 





Junior Achievement Ireland 2018 educational outreach programme

Within the Health Services People Strategy 2015-2018, there is an 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 the Director General and National Director Human Resources have engaged Junior Achievement Ireland (www.jai.ie) to support our educational outreach activities and to provide structured and well-managed volunteering opportunities for nominated HSE staff to work with local students.

Junior Achievement 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 make strong connections between their in-school work and what they see as the ‘real world’. 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). 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 students to look after both their physical and mental health by including key messages in the JA programme curriculum in

partnership with Healthy Ireland. In recognition and support of this year’s programme each health service volunteer will receive a Healthy Ireland pack.

Our 2018 programme is being led by Diversity, Equality and Inclusion team. Participating areas for this year’s programme are Limerick, Donegal, Cavan and Monaghan with key support from HR and LETD colleagues in those locations. The programme is also supported by CHO Chief Officer’s and Hospital Group CEOs along with HR Directors. Volunteers will come from all sectors within the health service and grade categories. Information sessions for employees have already begun, with more scheduled over the month of August. Full training is provided by JAI and some health service colleagues have already commenced in schools within their areas with more to commence in September.

“to increase the proportion of people who are healthy at all stages of life”



Refreshed People Strategy 2019 - 2024

The development of the new people strategy continues to advance. Information collected during the recent staff fora and from the online survey has been collated and is being reviewed at present.

The new People Strategy will be a five year programme that will build on the success of the last strategy. The refreshed People Strategy will provide health service staff with a HR roadmap with increased relevance and reach across the HSE and the wider system and will take into account relatively recent developments such as National Public Sector Reform, Sláintecare Report and the reorganisation of arrangements in the HSE.



People of HSE



Some of you will already have come across the People of HSE Twitter account. This is a new social media initiative to express gratitude to health

service staff, showcase the roles of people in every corner of the service, and raise public awareness of the work done by people who work in the health service. The format consists of a photo of a member of staff from any part of the health service, together with a short description of their work or a quote from them. The initiative has been successfully piloted over the past two months and is currently being expanded to Instagram in response to demand for access to those who don’t use twitter. Managers and staff are welcome to nominate colleagues, who are then invited to participate if they so wish.





Social Care Ireland: Opportunities and Challenges

Social care workers provide person-centred professional support and care to many services users across a diversity of services.

They work in partnership with service users on a daily basis to realise rights and preferences, so as to enable and empower those service users. While registration/licencing for social care workers was debated for some decades, the inclusion of social care worker in the Health and Social Care Professionals Act (2005) set in motion the process of establishing registration. In line with other health and social care professionals, the social care workers' register falls within CORU's remit, as CORU is tasked with protecting 'the public by promoting high standards of professional conduct, education, training and competence through statutory registration of health and social care professionals'.

Registration therefore has a number of implications for all stakeholders, whether they are social care workers, social care providers, employers, service users or the public. For example, registration for social care workers will mean that 'Social Care Worker' will be a recognised and protected title under legislation. Members of the public can have confidence in a social care worker's qualifications, professional standing and fitness-to-practice, as these will have been independently verified. Furthermore, registration protects the reputation and standing of the profession, as there are independent formal disciplinary procedures for dealing with cases where professional standards are not met. Social care workers



not have a schedule 3 qualification (ie. Level 7 in social care) or recognised equivalent, to apply for registration through demonstration of competence to practice.

While there are significant benefits to registration, a recent study by Social Care Ireland, the professional body for social care workers (<https://socialcareireland.ie/>), found that there were a number of challenges confronting social care workers as registration approaches. There is a lack of social care staff

timely fashion.

Certainly, the current focus on the local is contributing to a lack of professional identity and it appears that more often than not many individuals view themselves as working for x or y organisation that happens to be a provider of social care rather than as a social care worker who happens to work for x or y organisation. This is similarly the case with 'grandparenting' or the 'legacy issue' as it is often called. Here, discussions are often misinformed, contentious and further reflect the concentration on the local.

However, registration will be a parallel process and it is critical that all stakeholders recognise the importance of this so as to prepare in a timely fashion.

will be supported by a profession specific code of conduct and ethics, which has been developed in consultation with the profession. In addition, social care workers will be required to adhere to continued professional development standards.

At present, both CORU and educational providers are preparing for the impending introduction of formal auditing of social care programmes in line with the Standards of Proficiency for Social Care Workers, which were launched in 2017. This forms a critical part of the process of establishing the register and it is anticipated that the register for social care workers will open in 2022. In line with regulatory practice when establishing a register for the first time, there will be a two year 'grandparenting' window period. This facilitates existing practitioners, who may

in management and leadership positions, with other professions commonly occupying such roles. More importantly, there are a multitude of titles, roles and responsibilities, with little distinction between roles and responsibilities a common feature. More worryingly, local organisational cultures and structures can mean that the situation rather than qualifications, training or expertise influence who is and who is not a 'social care worker' at any particular point in time.

If the introduction of registration will help to clarify such matters, the current impact is a strong tendency for registration to be seen as progressing from the regulator, through the employer to the social care worker. However, registration will be a parallel process and it is critical that all stakeholders recognise the importance of this so as to prepare in a

The consequence of such complications is often a passivity and ambiguity toward registration, which diminishes the motivation and opportunities for social care workers to access supports, such as Social Care Ireland or other social care workers. As such, while some see registration as a critical step toward recognition and equality with other professions, many view it as a burden to be shouldered or hurdle to be jumped. The fact that registration is not imminent and that there is still time to resolve debates and to galvanise for the future is therefore positive. Certainly, the overriding conclusion from the study is that awareness of registration is high, but preparedness for registration remains to be developed adequately, and there are many debates and discussions to be had by all stakeholders.



A copy of the 'Statutory registration awareness amongst social care workers' report (Power & D'Acry, 2018) is available at <https://socialcareireland.ie>






Social Care Ireland (SCI)

As the professional representative body for social care work in the Republic of Ireland, SCI (established 2011) brings together social care workers, managers, educators and students.

Each of the first three groupings has a specific advisory group, which feeds in to and provides expertise to the Board of SCI. The mission of SCI is to 'provide a consistent and cohesive voice both privately and publicly on key issues relevant to social care work and education' (<https://socialcareireland.ie/>).  SCI does this by enhancing the relationships between education, training and practice, by consulting with and aiding external groups and agencies in the development of social care work, and by providing a common voice and advocacy for social care workers from the different branches of the same discipline. SCI also has a dedicated Continuing Professional Development Officer, Ms Charlotte Burke (info@socialcareireland.ie).  Moreover, in addition to the three advisory groups there are a number of special interest groups (SIGs), including a Disability SIG, a CAMHS SIG and a Research SIG.

The CAMHS SIG for example, was first formed in 2013, when it became clear that the addition of social care posts to CAMHS

teams created a number of challenges and opportunities. In a similar fashion, the Disability SIG (DSIG) was formed in 2015 and provides a platform for social care workers, leaders and managers who work in the disability sector to network and exchange information (specialinterestgroupdisability@gmail.com).

A cornerstone of the SIGs are peer-support networks, with regular meetings that facilitate information sharing, networking and updating. In addition, the SIGs are advocates for social care workers and are active in promoting awareness of registration both within and beyond their particular areas. The SIGs also have specific annual conferences, as well as contributing to the annual SCI conference, which takes place in the spring each year. The DSIG for example, will host their conference 'Advocacy and decision making' on 10th of October, 2018, while the CAMHS SIG's 'Resilience matters' conference will take place on the 8th of November, 2018, with speakers including Colman Noctor and Shane Martin – tickets available through www.socialcareireland.ie 

The SIG members are all volunteers and a testament to their hard work and commitment, as well as the growing recognition of social care work, has been the increasing volume of invitations and requests to contribute to advisory and steering groups with the HSE, the HIQA and Mental Health Services. These activities are supported by a direct upstream link to the Workers Advisory Board within SCI and are further cemented by SCI Board members sitting on each SIG.

As Christine Barretto of the DSIG notes, 'There are plenty of opportunities to get involved in projects and committees and it is great to meet new members. I have been delighted to be able to bring the voice of social care workers to an increasing number of tables where important decisions are being made. Social care workers have traditionally faced a lot of barriers, but it is clear that there is growing recognition and acknowledgement of the contribution that social care workers make. This can only contribute to developing and enhancing services for the people we work with and I am really pleased to be part of that'.

FINANCIAL MANAGEMENT KNOWLEDGE ADD IT TO YOUR SKILLSET now available on HSEland

Benefits of Accessing the Finance Training Hub

- It will build your confidence in working with financial reports and documentation
- It will give you a greater understanding of HSE Finance and financial terminology and how it relates to the provision of HSE patient services
- It will equip you with relevant, practical financial management skills that you can apply in your role



Training is currently available in the following Finance topics:

- Accruals and Prepayments
- Activity Based Funding
- Controls Assurance Review Process
- Developing an Effective Business Case
- Finance Terminology
- Introduction to HSE Finance
- National Finance Regulations
- Procurement
- Finance Reform Programme

Further training materials on financial topics will be added to the hub over the coming months.

How do you Access this Training?

Access from www.hseland.ie homepage

- Go to www.hseland.ie
- Log on using your HSEland username & password if you already are a HSEland Registered User
- If you are a first time user, select 'Create an Account' and follow the relevant steps outlined
- Once logged in, select the 'Hubs' tile
- Select Go under the 'Share Centre' tile
- Under the Project & Resource listing, select 'Finance Training for Health Service Staff'.



LGBTI & Allies

Health Service Participation in PRIDE Parade, Dublin, 30th June, 2018

Goal (2.9) to **“Promote Diversity, Inclusion and Equality across the system valuing different perspectives, depth of experience and the strengths and potential of individuals and teams”.**

Intern Ability Programme Naas General Hospital Graduation

Goal (2.9) to **“Promote Diversity, Inclusion and Equality across the system valuing different perspectives, depth of experience and the strengths and potential of individuals and teams”.**

The fifth group of Interns celebrated their graduation in Naas General Hospital as part of an on-going internship programme for persons with an intellectual disability. The programme is about focusing on a person's individual ability and potential. The goal for Interns is the development and attainment of abilities in the areas of personal life skills, social interaction and successful completion of tasks. This is achieved through a facilitated placement, in a real life setting, provided by the health service host site and supported by the disability service provider. In addition the participants also engage in QQI award training modules, while on the programme, provided by the local Education Training Board partner. To date these Intern programmes are located in Naas General Hospital and Tallaght Hospital in partnership with KARE and WALK, both Disability Service providers funded by the HSE. The programme in Naas General Hospital with KARE has been in place for 5 years and has proven to be very successful for all concerned stakeholders. In September 2017 Tallaght Hospital with WALK, launched their first programme and are also achieving

very positive results with the Tallaght programme recently recognised for a Health Management Institute of Ireland Leadership Award. The internships make a really positive impact on the participants and their families and support inclusion in their communities. There are plans on-going to further expand the HSE internship programmes and locations through the Diversity, Equality and Inclusion team.



On 30th June, 2018, Health Services employees celebrated a momentous occasion when their organisation participated in the PRIDE parade in Dublin, for the first time. The theme of the parade this year was “We are Family” and Health Services employees, together with their families and friends, were invited to join the celebrations, by walking in the Parade on 30th June. On the day, the Health Services group, together with family members and friends, comprised more than 60 walkers. The sun shone for the entire day, adding to the great atmosphere and fun of the event.



The Parade in Dublin was organised by Dublin City Council, who advised that in the region of 60,000 people participated on the day, an unprecedented number, and more than double last year's figure. More than 160 companies and organisations were represented in the Parade, which was the final event in a week of celebrations related to PRIDE, commencing on 21st June. During that time, the PRIDE flag was raised at Dr. Steeven's Hospital, Dublin 8 and at the HSE Communications Building, Dublin 8.



Within the Health Services, the Parade was organised by the Health Services LGBTI & Allies Network, which includes staff members from a variety of health service divisions and locations, by National HR - Diversity, Equality & Inclusion Division, and by the HSE Communications Division.

The Health Services LGBTI & Allies Network will soon commence planning for 2019 PRIDE celebrations. If you are interested in becoming involved, or have an interest in joining the Network, please don't hesitate to contact Patrick Lynch, National Director for Quality Assurance & Verification at national.qav@hse.ie or Michele Guerin, Equality Officer at michele.guerin@hse.ie or 01 846 7124





As a part of the public service 2020 programme, National

HR are co-sponsoring a cross-sectoral steering group which hosts representatives from the Dept. of Health, Dept. of Public Expenditure and Reform, Health Service Executive, Dept. of Justice, Dept. of Education, Local Government, and Dept. of Defence to develop a whole-of-public-service workforce plan. This is the first time that such a broad

combination of public service bodies have collaborated on a single document of this type and good progress is currently being made to develop a scoping paper and develop a portfolio of initiatives.

You can read more about this at www.ops2020.gov.ie.



Overview of the framework for Our Public Service 2020



NCHD Changeover

We wish all our NCHDs the very best following the recent NCHD rotation. Please keep in touch if we can help in any way nationalhr@hse.ie

AHEAD – “Building the Future” career event supporting employment of persons with a disability

The HR Division Diversity, Equality and Inclusion team represented the Health Service at the recent AHEAD “Building the Future” career event, supporting employment of graduates with a disability. This event provides a wonderful opportunity to speak with potential candidates seeking roles in healthcare. The event also hosts mock interviews and CV clinics which the team participated in. Each year the HR Division supports a number of graduates with disability in Intern placements across the health service

in partnership with AHEAD. Collaborating with AHEAD each year offers a platform to highlight the health service as an inclusive employer in Ireland and encourage future applicants.



We’ve got a good song to sing and we’re ready ...

Our Health Voices Choir are back and delighted to report that Blanaid Murphy of the Palestrina Choir among others has kindly agreed to be our Musical Director once again. Blanaid comes with a strong record of excellence and experience and we are delighted that she will be with us in this important venture.

Our aim is to involve as many health service employees and choirs as possible and record a song for charity. We are delighted the brilliant National Ambulance Pipes and Drums Band are joining us this year:

Come they told me

Schedule of dates for practice:

Sunday 16th September, 2.30 to 5.30 pm
Sunday 23rd September, 2.30 to 5.30 pm
Sunday 30th September from 3.15 to 6.15 pm for recording (Wearing black)

Venue:

Lecture Theatre, Academic Centre, Connolly Hospital, Blanchardstown, Dublin 15.

We hope to meet as many of you as possible on 16th September. Please email any queries to nationalhr@hse.ie





Widespread endorsement of the Health Services Change Guide

"Hats off to the health system in Ireland for producing a coherent model for guiding change in health and care. It's worth exploring their website for some great resources, models and templates that can be downloaded." Helen Bevan, Chief Transformation Officer, Horizons, NHS, 10th July 2018

"The Health Services Change Guide from our friends in @HSE_HR is a fantastic, comprehensive new resource on change." Paul Taylor-Pitt, Assistant Director OD, NHS, August, 2018

"I've checked out the new HSE Change Guide and it's a terrific resource – so informative and useful." Dr Geraldine Shaw, Area Director, Office of Nursing & Midwifery Services, Director, Clinical Strategy Programmes, HSE 20th July 2018

"I have used some of the Change Guide Design Templates with my team and was delighted to see the Person Centred Practice Framework referenced. I also found the service design principles very helpful - as a 'how to do change well guide' I know I will be using it regularly." HSE Service Manager, August 2018

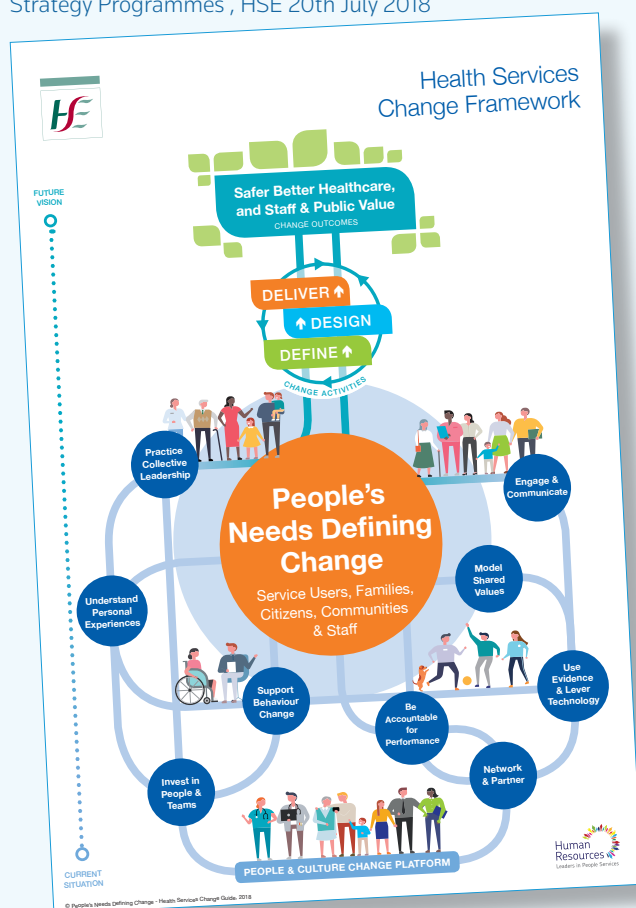
I have used some of the Change Guide Design Templates with my team and was delighted to see the Person Centred Practice Framework referenced

As the agreed HSE organisational policy framework for change the Health Services Change Guide gathers in one place all the guidance needed to undertake change. It sign posts you to where you can access additional help and resources and in particular references the many complementary processes that are well developed throughout the system. It reinforces the need to connect and align all our efforts to create a healthy and supportive environment for change at team and service levels.

The Health Service Change Guide was informed by widespread consultation combined with evidence from the literature. The Centre for Health Policy and Management Trinity College was commissioned to carry out a Literature Review and this is now available on our website. Entitled "Understanding Change in Complex Health Systems" the literature review reinforces the importance of understanding your local context and supporting in particular middle managers who are the key mediators of change.

Check out the Change Guide and the Literature Review at www.hse.ie/changeguide and on the Change Hub at www.hseland.ie. Click on the Contents Pages and / or on the Health Services Change Framework within the document to navigate your way through the various Sections. Download some of the Templates to see how you might use them in practice. Over time you will get a good sense of how the Change Guide operates and find useful prompts and guidance to assist you as you face various challenges and opportunities within your team.

Please share the link with your team and colleagues and feedback would be most welcome at changeguide@hse.ie



Our HR Employee of the season is Michele Guerin

National HR would like to recognise the outstanding work and dedication of Michele Guerin, Diversity Equality and Inclusion. Michele has worked as Equality Officer for HSE Dublin North East and in recent years in Diversity Equality and Inclusion. Her hard work, dedication, sincerity and excellent leadership skills are key to the success of what we do. Michele is always helpful, kind and positive. No task is too much. We would like to take this opportunity to express our appreciation for all you do, your willingness to go the extra mile and for your friendship. Thank you.





Health Service Leadership Academy Leading Care Programmes Update

In July we were delighted to welcome back Leading Care I Cohort 2 for their second residential workshop.

There was great engagement throughout the workshop which included a range of speakers from the health sector and beyond. This cohort are preparing for their third learning set meeting and are submitting their Element 1 as part of their preparations. In these learning sets participants work together with their Learning Set Adviser and assess and are assessed by their peers. This can be a challenging aspect of the programme that seeks to mirror situations that senior leaders and managers may find themselves in the work setting. Colleagues who are in Cohort 2 of Leading Care II are progressing well and have completed the assignments for their first module on this two year Masters programme.

Applications for the 2018 Health Service Excellence Awards open soon, follow us on @hse_hr to keep updated. We look forward to celebrating the amazing work that happens everyday in our health service



We wish Aileen Colley, former Chief Officer South East everything good for her journey ahead and thank Aileen most sincerely for her support in developing our Health Service Leadership Academy.

Our next **Medical Careers Day** takes place on 29th September, 2018 at the Printworks, Dublin Castle. Further details on our website.



A big thank you to staff on our HR Helpline ask.hr@hse.ie who have logged and dealt with over 500,000 calls to date this year.



Congratulations to all at Tallaght University Hospital who launched the Tallaght University Hospital learning station, the one stop online Platform for all learning requirements on HSEland.

The Catering Management Association of Ireland (CMAI) is the professional Association for Hospitals and Healthcare Catering Managers nationwide and is governed by a Constitution and operated by an elected Voluntary Council. One of the aims is to raise standards within the Catering profession.

The key objectives are to support our members through networking, seminars, site visits, monitoring standards and continuous personal and professional development.

The CMAI are inviting Healthcare Catering Managers to join the CMAI and wish to advise that Dublin Technical University (DIT) are collaborating with CMAI in developing a 4 year degree programme. Input from staff working in the Healthcare sector is both necessary and welcome. The primary focus of Healthcare Catering Managers is the nourishment of the Patient and the provision of healthy food choices for Staff, Visitors, Students and Volunteers. For further details contact secretary@cmai.ie (Mary Moriarty)  or president@cmai.ie (Mary Flynn) 



We want to congratulate staff on our Cervical Screening Programme who are celebrating their 10 year anniversary in September 2018. Thank you for all you do.

Important measures to ensure respect and civility in the work place

The HSE and health service unions are committed to maintaining a positive workplace environment that recognises the dignity of all employees. All HSE employees are required to respect the right of each individual to dignity in their working life.

It is recognised that environmental factors and resource shortages may place pressures on different parts of the system, nonetheless, this does not alter the requirement for all staff to be treated with dignity and respect. All HSE employees will be treated equally and respected for their individuality and diversity. Any form of behaviour which undermines the dignity of an employee and may constitute bullying, harassment or sexual harassment is not acceptable and will not be tolerated. With the aim of supporting positive workplace behaviours, the HSE and Unions have agreed an intensive training plan to further develop the skills of managers in managing conflict and preventing escalation of conflict to formal processes.

All patients/clients, visitors, volunteers, business contacts and members of the public are also required to treat HSE employees with dignity and respect.

volunteers, business contacts and members of the public are also required to treat HSE employees with dignity and respect. The principles and objectives of the Dignity at Work Policy for the Health Service identify the need for preventative measures to

resolve workplace conflicts at the earliest possible stage.

Supervisors and managers have a specific responsibility to promote the Dignity at Work Policy in the workplace, foster positive behaviours and address conflict locally. In this regard, all managers and supervisors are required to revisit the Dignity at Work policy in the setting of a team meeting in order to re-state rights and responsibilities of employees under

the policy. The team discussion should offer an opportunity to provide clarity on both the role of the manager and the role of the employee. It is recommended that the 'HR Guide to creating a positive work environment' forms part of the team discussion (resources 1-2 below). Each CHO and Hospital Group and other services are required to report back on the implementation plan for this action at Performance Meetings by the end of October 2018.

In addition, as stated above, the HSE has committed to in-depth training interventions across the organisation whilst a 24 hour helpline Staffcare is available on **1800 409 388**.


Should you require any further clarification or assistance please email nationalhr@hse.ie  and we will ensure appropriate follow up.


A further set of resources and supports have been compiled to assist teams experiencing conflict (see items 3-13 below). Please note all HSE staff are required to attend mandatory training.

All HSE employees have a duty and a responsibility to uphold the Dignity at Work Policy, and have a corresponding set of rights including the right to a safe working environment, to be treated with respect and courtesy in the workplace and have the right to have workplace conflicts and issues resolved as early as possible at the most appropriate level. All patients/clients, visitors,



Positive Workplaces

HSE HR are currently working with the Anti Bullying Centre in DCU and later in the year will be rolling out the PhOEBUs project: Promoting Empathy Preventing Workplace Bullying aims to increase employees' empathy to build up a positive working environment and prevent and contrast workplace bullying. The overall goal of the project is learning about staff's opinions and thoughts in order to offer a positive workplace environment and build a better health service for all. A special focus of the project is empathy. Employees' who participate will receive an individualized confidential feedback about their own empathic skills, including information on their strengths and how to take steps to improve their empathy. This will in turn lead them to increase their awareness about their own empathy, which is expected to contribute to create a positive work environment. **Further information is available by emailing nationalhr@hse.ie** 

If you are interested in having workshops or training delivered to teams by the Anti-Bullying Centre please email nationalhr@hse.ie 

We would like to congratulate all the trainees from WALKway Tallaght University Hospital who graduated recently.

WALK are leaders in a movement for change empowering people with disabilities to live self-determined lives in an equal and inclusive society. Special thanks to Sharon Larkin, HR Director at Tallaght Hospital for leading on the initiative.



The importance of staff induction

The College of Psychiatrists of Ireland hosted its first week-long Induction Programme for Foundation Year trainees last week, 13th - 17th August 2018.

This Induction Programme was created as an introductory week for those beginning their training in psychiatry and its formation was supported by HSE-NDTP through the award of development funding. The aim of the programme was to provide new Doctors with the skills and knowledge required, at an early stage of their careers, to address their confidence and psychological well-being and issues of patient safety and it also provided an opportunity for networking and for building support networks amongst trainees.

Trainees were welcomed to the College premises at 5 Herbert Street on Monday evening for an opening address from Dr William Flannery (the College's Vice-President) and Ms Rosarii Mannion (National HR Director, HSE).

On Tuesday Prof. Greg Swanwick, the College's Dean of Education, welcomed the trainees to the first day of workshops and activities. Dr Justin Brophy, Clinical Lead, National Office for Suicide Prevention & Chair of the Forum of Postgraduate Medical Training Bodies, spoke about doctor stress and consultant psychiatrists Dr Brendan McCormack and Prof Brendan Kelly provided sessions on working within the Irish Health System.

Dr Anne Jeffers, consultant psychiatrist, Clinical Lead for the National Clinical Programme for the Assessment and Management of Patients who present to the ED following Self Harm, and joint chair of CPsychI REFOCUS (Recovery Experience Forum of Carers and Users of Service) Committee, provided Suicide Response training, which covered safety plans, mitigation strategies, and information on on-call assessment, amongst other areas, both at a national and individual level.

CPsychI REFOCUS member Mr Rick Rossiter also contributed to the workshop alongside Dr Anne Jeffers by sharing his experience of living with mental illness.

Trainees also learned about the cultural aspects of Irish life, including the Irish traveller community, refugees, spirituality, sport, and LGBT awareness. This provided the opportunity for those who have come from overseas to study psychiatry in Ireland to understand the many aspects of Irish culture which may influence their work.

Day three consisted of group workshops and a plenary session with members of the CPsychI REFOCUS Committee. Dr Verena Keane was joined by Mr Rick Rossiter and Mrs Julie Healy who described the work of REFOCUS, discussed the value of family involvement and issue of confidentiality and spoke of their lived experiences as service user and family carer.

Facilitated group workshops on communication skills and physical health skills training allowed trainees, consultants and REFOCUS members to work together to ensure trainees consider their methods of communication when speaking to patients, family members and members of the MDT, delivering a diagnosis, and connecting with patients. Later in the day Ms Audrey Purcell, Pharmacist provided information on supporting safe prescribing.

On the final day of the event, attendees were treated to presentations covered the topics of Practitioner Health (Dr Ida Delargy), Irish mental health legislation (Mental Health Commission) and the College's continuous assessment and examination process. Additionally, Trainee representatives addressed the attendees: Dr Anna Feeny & Dr David Weir (the College's Trainee Committee Co-Chairs), Dr Christine Kiernan (HSE-NDTP National Fellow for Innovation and Change) and Dr Eva O'Reilly (HSE-NDTP National Lead NCHD).



FEEDBACK

"Communication bridges the gap between psychiatrists, services users and carers & the sharing of experiences of carer and service users is very useful and enlightening".

"I would like to congratulate the College for trying something new for the FY trainees. It was a very well organised, thoughtful week that has enriched us in different ways. The topics were well-chosen and catered to FY trainees. It also make me feel comfortable in contacting our College about different matters and asking for help from the relevant sources if necessary".

"This week offered a fantastic overview of training requirements and it's a super attempt to orient new trainees to expectations and requirements".

"I found it useful to learn how REFOCUS collaborates with the College to improve services through giving us insight and an understanding for example detailing a family member's perspective on [depression] and bipolar disorder".

"This was a vital and important week of training that should be part of all training services. The programme should probably be replicated again and again by other specialities. The level of organisation and the amount of lecturers and speakers was very impressive".

"A very enjoyable week. An excellent opportunity to reflect on new career, meet new colleagues and identify gaps for own learning and development. I highly recommended it for all new trainees. Thanks".

Some of our achievements in delivering our first ever Health Services People Strategy 2015 - 2018



Established the Health Services Leadership Academy



Developed a mentoring programme supporting Women in Leadership



Established an Accredited Coach Training School



Recognised and received awards from CIPD, IITD and ICF



19,500 responses to our organisation wide staff survey Your Opinion Counts



Established an integrated Workforce Planning Unit



Global finalist for the coaching Prism award



Launched Healthy Doctors Strategy



Established a Staff Health & Wellbeing Unit



Implementing a Respect Charter with IMO



For 3 years have offered permanent contracts to all our Grad Nurses



Achieved HR Accreditation



Health Service Excellence Awards



Introduced preventative measures in relation to bullying and harassment



250,000 HSELand elearning users



Introduced a HR Helpline - ask.hr@hse.ie



Established the Health & Social Care Professionals Unit



Introduced a Health Services Change Framework



Established an LGBTI & Allies Network



Researched the experiences of working parents returning to work following maternity & adoptive leave



Established a Diversity Equality & Inclusion Unit



Our Graduate Programme is live and thriving



Established a National Staff Engagement Forum



Task transfer brought forward and implemented